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中国瑞士商会

Swiss Minister Didier Burkhalter_ 访谈

“Research Location China of Great Importance”

中国作为科研地点
的重要性

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China's First Emperor 中国第一位皇帝

Yin Xudong, CEO of Novartis China::

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Dear members and friends of SwissCham China,

The debt and currency crisis in Europe and the U.S. have lead to mounting pressure for internationally operating Swiss companies. Driven by the Swiss Franc's traditional status as a safe haven in times of uncertainties, its value is soaring and commonly expected to further go up against the Euro and US Dollar. The Swiss Franc even outperformed gold since the beginning of this year. I expect the upward pressure on the Swiss Franc to continue, despite possible periodic interventions of Switzerland's Central Bank, and forecast that the exchange rate against the Euro will reach parity at some point next year.

On one side, it is nice to have a strong currency trusted by the world's financial markets. On the other side, however, Swiss exporters are increasingly struggling as their products are getting more and more expensive compared to their competitors producing in the Euro zone. Consequently, many Swiss exporters are forced to lower their prices and margins in order to remain competitive. For a country depending so heavily on its exports, this is an uncomfortable situation as it endangers jobs in Switzerland. In many companies, the pain threshold has been reached. A possible way out is to shift production to countries like China. Swiss companies with subsidiaries in China are possibly starting to review their strategies and business plans.

Switzerland is currently negotiating a free trade agreement (FTA) with China. The FTAs aim is to ensure a free access for Swiss companies to the Chinese market and vice-versa by abolishing customs duties and tariffs on most industrial and agricultural products. Also, a reduction of non-tariff trade barriers in order to develop a cooperation on matters such as competition and sustainable development, is part of the negotiations. More specifically, the objectives also include a targeted protection of intellectual property rights and enhanced promotion of investments. In general, Switzerland strives for an agreement with a wide scope of applications, including services like banking, finance and insurance.

The recent world economic developments show that agreements like FTAs are of high importance in order to create additional options for future benefits of the Swiss economy. SwissCham China will inform its members regularly on the progress of the ongoing and important FTA negotiations.

Urs Calonder

亲爱的中国瑞士商会会员和朋友们：

发生在欧洲和美国的债务和货币危机也给瑞士的国际企业带来了巨大的压力。受瑞士法郎在动荡时期所具有的传统稳定地位的推动，瑞士法郎的价值不断攀升，并被普遍认为相对于欧元和美元将继续走高。自年初以来，瑞士法郎的表现甚至好于黄金。尽管瑞士央行可能会采取阶段性的干预政策，我认为瑞士法郎走高的压力将继续存在，预计在明年的某个时点，瑞士法郎相对于欧元将实现平价。

一方面，拥有世界金融市场信任的坚强货币是一件好事。不过另一方面，由于相对于欧元区的竞争对手来说瑞士的产品变得越来越昂贵，瑞士的许多出口商正承受着越来越大的压力。最终，为了保持竞争力，许多出口商将不得不降低价格和利润。对于瑞士这个对出口依赖程度很高的国家来说，目前也是一个特殊时期，因为国家的就业受到了威胁。许多企业都已经忍受到了极限，对于他们来说，一条可能的出路就是将生产转移到诸如中国等国家。在中国拥有分支机构的瑞士企业也将需要开始重新评估他们的战略和经营计划。

目前瑞士正与中国就一项自由贸易协定进行谈判。自由贸易协定的目的是通过废除关税和对大多数工业制品和农产品征收的税赋，确保瑞士企业可以无差别的进入中国市场，中国企业也可以无差别的进入瑞士市场。此外，谈判还包括减少非关税贸易壁垒，以促进双方在竞争和可持续性发展等问题上的合作。在更具体的方面，自由贸易协定的目的还包括知识产权保护和投资促进等。总的来说，瑞士将努力在包括银行、金融和保险服务等在内的更广泛的领域达成协议。

最近的全球经济发展显示，像自由贸易协定这样的协议对于为瑞士企业的未来利益创造更多选择来说是至关重要的。中国瑞士商会将定期向其会员通告当下正在进行的自由贸易协定谈判的进展。



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A man with dark, wavy hair is shown in profile, looking towards a Jura coffee machine. He has his hand resting on his chin, appearing thoughtful or appreciative. The coffee machine is a sleek, black and silver model with a digital display and a rotary switch. It is dispensing a coffee drink with a thick layer of foam into a glass cup. The background is a solid, dark brown color.

jura.

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Chinese Leader Interview

“...Because I Can Make an Impact”

Health care takes centre stage in China. A staggering one billion people newly benefit from the country's health care offensive which has taken place over the past five years. And, the People's Republic will presumably, by next year, become the world's third largest pharmaceutical market in the world - after the U.S and Japan, surpassing Germany and France. Novartis China Chairman Yin Xudong speaks to The Bridge about the Swiss pharmaceutical giant's patient centric and diversified health care strategy.

Interview **Fabian Gull** Beijing 访谈 **方必安**, 北京

Q You were educated in China and the U.S. How did you perceive the different education systems?

Yin: The way knowledge is being transferred is indeed, very different. What I got in the US was more like an apprenticeship kind of education in science. Generally, American universities are less hierarchical. Harvard was eye opening and refreshing to me, as it was focusing on team approaches of problem solving, as opposed to China with its top down teacher-student relationship.

Q What style suites you better?

Yin: At the time, I enjoyed the American style very much. Retrospectively, I see the advantages of all different styles and try to combine them. Being exposed to not just one style is beneficial to young people, I believe.

Q Did you ever work as a scientist?

Yin: Yes, as a student working on my PhD.

Q How important is it in your position that you understand the language of science?

Yin: It is very helpful for sure, but not mandatory in my view. Interested non scientists can also do a great job. My focus is predominantly on sales and marketing anyway.

Q How is Novartis positioned in China?

Yin: We are a diversified health care group with seven operating units and 5000 people in China. We have six divisions: A pharmaceutical division, our Sandoz division which produces high quality generic products, we have an OTC (over the counter), vaccines and an eye care division (Alcon) and lastly, a small animal health division. Plus our research institute NIBR in Shanghai. Our three main factories are in Beijing, Suzhou, Guangdong.

Q Six divisions make it hard to detect a strategy.

Yin: To outsiders, maybe. It is very simple: We try to focus on what patients need. I give you an example. You may find a science driven innovative product of our pharma division as well as generics on the

based on internal research capabilities – rather than based on patients' needs. This is not just a formality but a fundamentally different research approach.

Q Does Novartis produce any drugs in China?

Yin: Oh yes, roughly 70% of what our pharma division sells in China is locally produced. And we have plans to produce most Sandoz products for the domestic market in China.

Q What is your personal motivation? What drives you?

Yin: I consider myself extremely lucky being in this industry. For one reason: Because I can make an impact! Having Sandoz in our portfolio also makes a big difference to me. Honestly, if Novartis only had a pharma division, our impact in China would be much smaller. And only being a drug supplier to affluent patients is not a good feeling in my industry.

Q Some five years ago, China started its journey of improving its health care system.

Yin: Correct. Health care reform became a centrepiece of the government's policy. Prior to that, the focus was on the economy and on bringing up living standards. This is only natural: First, people try to get wealthy, then healthy (laughing). Now that the country is wealthier, health care enters centre stage. The past five, and the upcoming 15 years, will be the formation period of China's health care system.

Q Are there any reforms ongoing?

Yin: Absolutely and permanently! The amount of reforms in China's health care system is truly stunning. We have seen tremendous improvements in the past five years. Let me give you an example. Up until 2006, only about 200 million people in China were part of a health insurance scheme. Today, almost 1.2 billion have access to health care insurance. So, a staggering additional one billion people were covered within only five years!

Q It is a rather basic coverage.

Yin: Of course. But let me tell you something: Having a basic

same prescription pad. For minor illnesses, patients may get some self prescribed drugs in a pharmacy. With our vaccine division, we are also active in preventing illnesses. In short: it is a holistic approach and we cover the whole range. What we believe in, is being patient centric and science driven.

Q That sounds quite generic. Isn't patient centric and science driven what everybody claims to be?

Yin: Not at all! Most pharmaceutical companies are purely research centric. Or purely generics centric. Their operations are designed

coverage is very different from having no coverage! Peasants and migrant workers are now seeking for treatments in hospitals - whereas before, they just tried to cure it somehow by themselves.

Q What is the impact for Novartis with its top notch drugs?

Yin: Patients' willingness to treat is on the rise. In order to improve the health care of 1.2 billion people, what you need is high quality generics. So the current impact is biggest for our generic drugs, followed by pharmaceutical products. The industry grew by 20% per annum for the past 10 years.

Will this continue?

Yin: We foresee the same growth also for the next 10 years. The life science market will continuously be driven by increasing wealth and policy reforms. China will presumably by next year, be surpassing Germany and France, becoming the world's third largest pharmaceutical market in the world, after the U.S and Japan.

What trends do you anticipate?

Yin: The per capita insurance premium will be increasing further. The demand for highly advanced and hence more expensive drugs will strongly increase. The community and rural hospital network will further grow and emerge. China has a hospital centric system, meaning that patients go to different hospitals for different illnesses. We expect the related inefficiencies to become smaller.

How many of your 5000 staff in China are sales people and scientists?

Yin: Around 3500 sales and 500 scientists. The remainder are factory and headquarter positions.

What are your best sellers?

Yin: Diovan for high blood pressure (hypertension) was our top blockbuster for years and is still big. Today, oncology and special treatments are rapidly catching up and surpassing Diovan. I shall mention Glivec (leukaemia), Lucentis (age related eye disease). Globally, these drugs grow very strong. But not so in China.

Why does the sales structure in China differ?

Yin: Mainly for two reasons. Lucentis is not approved yet. Regulatory processes are usually lagging some 2-3 years behind the US or Europe. Secondly, China at this stage, is not primarily disposed to buy specific and expensive drugs and is focusing on treatments for common diseases instead. In China, we are still at a stage of primary care medicine evolving towards specialty medicine.

How do you price your products?

Yin: For pharma drugs, we aim to be as low as possible in China, because on a per capita basis, China is still relatively poor. However, pricing is something you have to look at globally. If we go too low in China, other buyers will try to source through China. So for every product, we define a price band and usually place China at the bottom.

How important is China for Novartis? And in terms of financials?

Yin: China is certainly a strategic priority as we see a clear gravity shift towards China. Also, China is a USD 1 billion business, which represents an embarrassingly low 2% of our global turnover (laughing).

China is on the brink of becoming the world's third biggest market. But for Novartis, this did not translate into sales revenue.

Yin: Not yet. China is a different market. Its size is around USD 45 billion, whereof the domestic generic industry accounts for about two thirds.

Do you compete with Chinese drug manufacturers?

Yin: (thinking) Not really, as of now. Chinese companies do almost uniquely generics. But not in the same fields and price segments as we do. But we will converge into the same markets and compete against each other in the upcoming decade, for sure. In pharma, it is the international pharmaceutical companies we compete with.

How do you anticipate government policy and assess risks?

Yin: Internally, we have groups following up close on let's say, what's going on regarding pricing, reimbursement or hospital reforms. We try to match our internal organization with government groups.

Does the government ask you for advice?

Yin: Yes. They do try to engage and dialogue with the industry, which is very good. In terms of transparency and dialogue, we are miles ahead from where we were only five years ago.

What are the main regulatory differences compared to developed markets?

Yin: China requires a confirmative clinical trial before drug approval is granted. Essentially, we need to repeat clinical trials we have already done and are already approved, let's say, in the US. Also, the approval to start a clinical trial is very difficult to get. One cannot apply for it without already having gotten the EU or American approval to get started. These are the two regulatory particularities in China which significantly slow down the accessibility to innovative drugs for Chinese.

By how long?

Yin: On average, Chinese patients have to wait three more years after a drug is on the market in Europe or the US.

At least it is easier and cheaper to do clinical trials in China.

Yin: For clinical research: quality, and not cost, is most important factor. A late clinical trial for one drug can be as costly as USD 500 million. There is no room for mistakes.

A full-page background image showing a male scientist in a white lab coat, safety glasses, and blue gloves. He is standing in a large, multi-tiered storage rack filled with numerous small, clear vials. He is reaching up to place or retrieve a vial from one of the higher shelves. The rack is made of a light-colored material, possibly wood or plastic, and has many horizontal slots. The background is slightly blurred, showing more of the rack and some industrial equipment.

**“It is a common misperception
that life science companies come
to China in order to save money”**

NIBR Shanghai

The Novartis Institutes for BioMedical Research (NIBR) is the global pharmaceutical research organization of Novartis. In November 2009, Novartis announced a USD 1 billion investment over the next five years to increase R&D activities in China. This is why NIBR Shanghai is currently designing and developing a new state-of-the-art campus, located in Zhangjiang High-tech Park in Pudong. Upon completion by the end of 2014, the NIBR Shanghai campus will be the third largest pharmaceutical R&D center of Novartis, after the centers in Cambridge (USA) and in Basel (Switzerland) and the largest in China. Currently, research at NIBR Shanghai is focused on discovering new therapies for infectious causes of cancer.

诺华生物医学研究所是诺华的全球性医药研发组织。2009年11月，诺华宣布在未来五年投资10亿美元用于增加在中国的研发活动。目前，诺华在上海的研发中心在浦东张江高科技园设计建设一座崭新顶尖的永久性研发园区。建成后，在上海的研发园区将成为诺华公司继美国麻省剑桥研发中心与瑞士总部巴塞尔研发中心之外的全球第三大研发中心，同时将会是中国最大的综合性医药研发中心。首期建设项目预计于2014年底竣工。目前，诺华在上海的主要研发活动着重于满足在中国以及亚洲迫切的医药需求，尤其是在该区域流行的由传染性疾病引发的癌症。

Novartis is investing more than USD 1 billion in its Shanghai campus. What triggered the decision to do R&D in China?

Yin: First of all is the immense talent pool in China in the area of scientific research. Another important parameter is the disease endemic in China, for example, liver cancer and gastric cancer that are

common diseases and highly prevalent in China and Asia countries, which is currently the focus of Novartis' R&D activities in Shanghai.

And lower cost.

Yin: No. It is a common misperception that life science companies come to China in order to save money. Firstly, it is not cheaper to do research in China. And secondly, we don't do research location decisions based on cost.

Let's talk about IP protection and patent infringements. What is worse: China's reputation or reality?

Yin: Clearly its reputation (laughing). If we didn't have confidence in China's IP system, we would not invest so heavily in China. But be careful, one has to differentiate between the genuine IP framework, the IP laws and the enforcement, and counterfeiting. Regarding IP framework - of course, there are some areas we would like to see changes. But overall, the law is very good. Enforcement on a regulatory level is also good. But on a retailer or anti counterfeiting level, it is problematic. If we have a Chinese patent for a specific compound, we are not worried that another company also gets a license to infringe our patent. This won't happen. But infringement by "independent" patent criminals is a big issue - also from an ethical point of view - and so hard to cope with. Criminals are cheating and endangering patients by selling fake medicine that looks like our drugs.

When will the first drug being developed at NIBR in Shanghai hit the market?

Yin: Research is a global collaboration effort between the three major global research sites of Novartis in Basel (Switzerland), Cambridge (USA) and Shanghai (China). As a part of the Novartis global R&D network, research at NIBR Shanghai is currently focused on discovering new therapies for infectious causes of cancer, such as liver cancer caused by HBV or HCV hepatitis. The goal of Novartis' R&D is to bring novel medicines to patients as soon as possible.

如今中国医疗保障的改革已进入到攻坚阶段，过去5年中已有10亿人从医改进程中受益。据推测，中国将在明年超越德国和法国成为继美国和日本后的世界第三大医药市场。为此诺华中国主席尹旭东接受了《桥》的采访，谈论这家瑞士制药巨头以患者为中心的多样化医疗战略。

您在中美两国都受过教育。您是怎样看待两种不同的教育体制呢？

Yin: 知识传授方式确实截然不同，我在美国受到的更像一种学徒式的科学教育。大致说来，美国大学教育等级性弱一些，哈佛让我大开眼界，她重视以团队方式解决问题，这与中国式的由高到低的师生关系截然相反。

什么方式更适合您呢？

Yin: 当时，我非常享受美国的方式。现在想起来，我发现不同的方式各有千秋并试图综合运用。我觉得多多接触各种方式对年轻人的发展是有益处的。

您从事过科研吗？

Yin: 是的，作为一位攻读博士学位的学生时。

了解科学语言对您所处的职位而言有多重要呢？

Yin: 当然帮助很大，但在我看来并不是必须的。只要感兴趣，即使不是科学家也可以做得很好。无论如何，我的重心主要在销售和市场。

诺华在中国是怎样定位的呢？

Yin: 我们是一个在华拥有七家经营单位，5000名员工的多元化医药保健企业。我们有六个业务分支：生产创新药品的制药业务、生产高质量低价型非专利药品的山德士业务、非处方药业务、疫苗业务、眼科保健业务（即视康），最后还有一个小型动物保健业务。此外在上海还有诺华（中国）生物医学研究中心。我们三个主要的工厂分别在北京、苏州和广东中山。

六个业务分支是否令策略制定十分困难？

Yin: 在门外汉看来，也许是这样。但很简单：我们努力以患者需求为中心。例如，在同一张药方上可能会既有我们制药的创新型药物，也有非专利药物。一般的小伤小病，患者在药店就能买到自己需要的药品。而疫苗部门，又能帮助我们防治疾病。总而言之：我们是一个整体，覆盖到疾病的所有领域。我们的信条是：以患者为中心，以科学为驱动。

听起来似乎有些泛泛而谈。难道不是所有的制药公司都以患者为中心，以科学为驱动吗？

Yin: 并不是！绝大部分制药公司仅仅以研究为中心，或者以非专利药品为中心。他们是基于内部研发实力而非患者需求来制定策略的。这从根本上是截然不同的研发模式。

诺华在中国生产药品吗？

Yin: 是的，我们制药业务销售的大约70%的药都是本地生产的，而且我们计划山德士生产的大部分产品是用来满足中国国内市场。

您的个人驱动力是什么呢？什么驱动您在诺华工作呢？

Yin: 我认为自己加入这个行业是非常幸运的。有一个原因就是：我能做出改变！山德士对我们而言非常重要。说句实话，如果诺华仅有一个制药分支的话，我们在中国的影响会小很多。如果我们只为富人提供药品，我不会感觉很好。



Yin Xudong

Xudong Yin - or simply "Dong", as he likes to be called internally - is the Chairman of Novartis China and as such, is responsible for one of the world's largest pharma market. In a career dedicated to healthcare, the 44 year old worked at the Boston Consulting Group, focusing on pharmaceutical industry clients in Asia. He joined Novartis from

AstraZeneca, where he has served as President for China and Hong Kong during three years. Xudong received his Bachelor's degree in Biochemistry from Beijing University, his MBA from Harvard Business School, and his PhD in Biological Science from Stanford University. He lives in Shanghai with his wife and two daughters (10 and 15 years old). In his spare time, he enjoys performing arts and culture, and occasionally swimming and a game of golf.

尹旭东—或称之为“东”，他在公司内部喜欢别人这样称呼他——是诺华中国主席，管理世界最大制药市场之一的中国市场。44岁的尹旭东一直致力于医疗保健事业，曾在波士顿咨询公司任职，集中负责亚洲制药行业客户。加入诺华前他就职于阿斯利康，担任了三年中国和香港地区的总裁职务。尹旭东拥有北京大学生物化学学士学位，哈佛商学院MBA和斯坦福大学生物科学博士学位。他和妻子及两个女儿（分别10岁和15岁）居住在上海。闲暇时，他喜欢艺术与文化表演，偶尔也游泳和打高尔夫。



B 大约五年前，中国开始改革医疗保障体制。

Yin: 对的。医疗改革是政府政策的重中之重。在此之前，政策中心是在发展经济和提高人民生活水平上。这很正常：首先，人们先努力致富，然后才是考虑健康（笑）。现在我们国家富裕了，医疗改革进入攻坚阶段。过去5年以及未来15年会是中国医疗体制的形成期。

B 有正在进行的改革吗？

Yin: 当然有！总是有！中国医疗改革的量相当惊人。在过去五年里我们目睹了巨大进步。我来给你举个例子。截止2006年，只有大约两亿人在医疗保障涵盖范围内。而现在，几乎12亿人可以获得医疗保障。所以说仅仅在五年内就有10亿人涵盖进来。

B 是相当普及的涵盖面啊。

Yin: 当然。从没涵盖到涵盖普及是很不一样的。现在农民和民工都能到医院寻求治疗，而在以前他们只能自己想办法治疗。

B 这对拥有顶尖药物的诺华制药有什么影响呢？

Yin: 患者接受治疗的意愿上升。提高12亿人的健康水平需要高品质的非专利药品。所以目前影响最大的是非专利药品，其次是制药产品。在过去10年里，这个行业以每年20%的增幅增长。

B 会继续这样吗？

Yin: 我们预计在未来10年会有同样的增长。生命科学市场将持续受到不断累积的财富和政策改革的影响。据推测，中国将在明年超越德国和法国成为继美国和日本后的世界第三大医药市场

B 您预计会有什么趋势呢？

Yin: 人均保险金额会进一步上涨，对先进且昂贵药物的需求会激增，社区和农村医院会进一步发展。中国有以医院为中心的体制，意味着患者生不同病去不同医院。我们希望此类低效率现象会逐渐减少。

B 您在中国的5000员工中多少是销售人员呢和科研人员？

Yin: 约3500销售人员，500科研人员，其他是工厂和总部人员。

B 您卖的最好的药物是？

Yin: 高血压药代文是我们多年来卖得最好的产品，现在的销售也很好。如今，肿瘤药物和特药迅速发展，赶超了代文。在此，我要提到格列卫（白血病药物）和Lucentis（老年眼疾药物）。在其他国家这些药发展得很强劲，在中国却不尽然。

B 为什么中国的销售情况不同呢？

Yin: 主要原因有两点。Lucentis没得到审批，中国的药品监管流程比美国在欧洲慢2-3年。其次，中国人并不是很愿意购买特效且昂贵的药，而重心尚在对普通疾病的治疗。所以中国还处在由使用普药到特药的发展阶段。

B 您是怎样给产品定价呢？

Yin: 对于制药产品，我们在中国定价尽可能低，因为以人均来算，中国仍然相对贫穷。然而，定价必须着眼全球。如果我们在中国定价太低，

其他买家会试图从中国进货。所以对每一种产品我们都会设定价格幅度而且通常中国的价格最低。

B 中国对诺华而言有多重要？就财务数字而言呢？

Yin: 中国当然是我们的战略重点，可以明显看到战略重点向中国转移。中国有10亿美元的生意，令人尴尬的是仅占我们全球营业总额的2%。（笑）

B 中国马上成为世界第三大市场。但对诺华而言这似乎没转化成销售收入？

Yin: 目前还没有。中国是一个不同寻常的市场，市场大小约450亿，其中国内非专利药产值占将近三分之二。

B 诺华和中国本地制药商存在竞争吗？

Yin: （想了想）目前来讲，不全是这样。本土公司主要生产非专利药，但是其领域和价格和我们不属于同一类别。我们会把资源聚集到这个市场以便在未来十年更好竞争。在生产创新药方面，我们主要和跨国公司竞争。

B 您怎样看待当前的政策，能评估一下风险吗？

Yin: 公司内部有相关团队就定价、医疗报销和医院改革等方面的政策进行研究，紧跟当下形势。我们会贯彻相关的政策法规。

B 政府会向你们征求意见吗？

Yin: 是的。他们与整个行业保持良好的沟通，这点非常好。对于透明度和沟通有效性，我们相比五年前进步很多。

B 同发达市场相比，中国市场的监管主要有哪些不同呢？

Yin: 在中国，药品在得到审批前需进行本地临床实验。也就是说，我们需要重复在其他国家已经做过并经批准的实验。在中国的新药审批临床实验一般都要在美国或欧盟批准上市后才开始进行。这就是中国在监管方面的特殊之处，也显著影响了中国人获取创新药品的速度。

B 这一时间大概有多长呢？

Yin: 平均来说，一种药品在欧洲或美国上市后，中国患者还需要等三年甚至更长的时间。

B 至少在中国进行临床实验更容易且更便宜。

Yin: 对临床研究而言，重要的不是花费，而是质量。一项晚期临床实验会花费多达五亿美元，且不允许有任何错误。

B 诺华在上海的研发中心投资了10多亿美元。是什么驱使了这一在中国做研发的决定呢？

Yin: 首先是中国在生物医药研发方面不断成长壮大的人才队伍。另一个重要的因素是在中国的高发疾病，包括肝癌和胃癌，是诺华在上海的研发中心目前主要研究的疾病。

B 还有更低的花费。

Yin: 不。有一种错误的认知那就是生物制药公司来到中国是为了这里

的成本更低。首先，在中国做研发成本并不低；其次，我们并不基于成本选择研发基地。

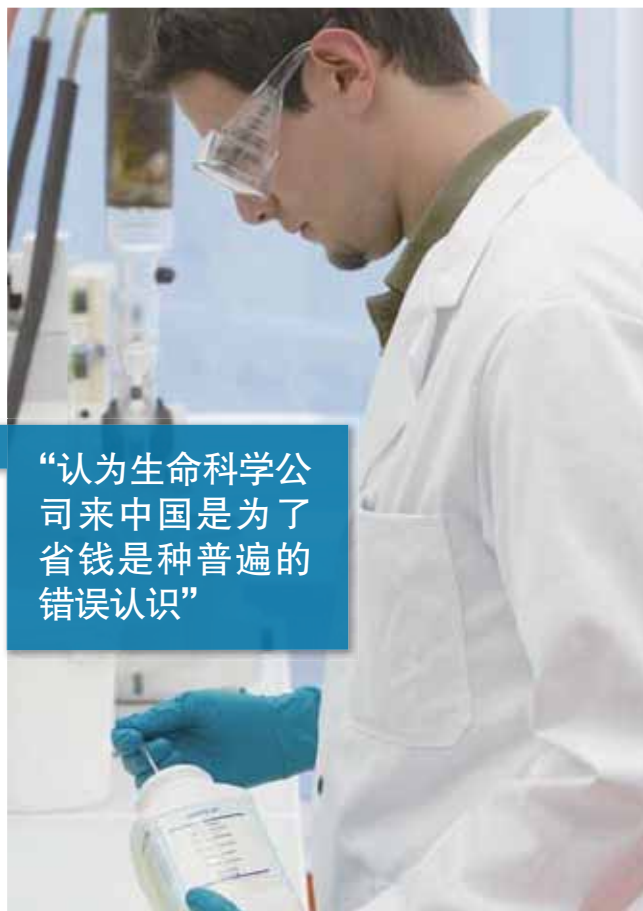
Q 我们谈谈知识产权保护和专利侵权吧。哪项更差些：中国的名声还是现实情况？

Yin: 当然是中国的名声。（笑）如果我们对中国的知识产权保护体制没信心的话，我们不会这样大刀阔斧地投资。但得谨慎小心地区别真正的知识产权框架，知识产权法律和执法，以及制假。提到知识产权框架，当然，有些方面我们希望有改观。但总体来说，法律还是很好的。执法规范水平也很好，但在零售和抵制制假方面存在问题。如果我们获得了一种特效合成药的中国专利，我们不怕其他公司侵犯我们的专

利，这样的事不会发生。但假药问题是个大问题——从道德角度而言——也很难应对，犯罪分子通过销售类似我们产品的假药，欺骗并危害了患者。

Q 首个经诺华在上海的研发中心研发的药物什么时候进入市场呢？

Yin: 在诺华，药物研发是在全球性合作基础上展开的。作为诺华全球研发网络的一部分，诺华在上海的研发中心与美国麻省剑桥研发中心、瑞士巴塞尔研发中心紧密合作。在上海的研发中心现阶段的主要研发活动着重于满足在中国以及亚洲迫切的医药需求，尤其是在该区域流行的由传染性疾病引发的癌症，如由乙型或丙型肝炎引发的肝癌。诺华研发的目标是尽快为病患带来创新药物。



“认为生命科学公司来中国是为了省钱是种普遍的错误认识”

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With more than 20 years of China experience, William Keller can look back on a long experience in the ever growing Chinese pharmaceutical market. The former General Manager of Roche China managed the early build-up phase of the Swiss pharmaceutical company in the mid nineties. Today, the founder of Keller Pharma Consultancy works as a consultant and strategic adviser to mainly international biotech and pharmaceutical companies coming to China. He is also a board member of several companies. Keller expects political price pressure on innovative drugs to continue globally. One way out, in order to remain profitable, is boosting presence in emerging markets. This is where volume may come into play: “with China at the forefront”, the Swiss says. The historically Western dominated pharmaceutical industry might finally become truly global.

“中国正走在探索之路上。”

“China is on a Journey of Exploration”

Interview: Fabian Gull, Shanghai 访谈: Fabian Gull, 上海



Q William Keller, what kind of pharma landscape did you encounter in China back in 1990?

Keller: It was the early beginning of what we see now. China was just doing its first pharma joint ventures. The hospitals and distribution systems were rather basic, and China was a very small market. Smaller than, let's say, a small European pharmaceutical market like Belgium.

Q What is China's global pharma standing today?

Keller: China made a big jump and today is the third largest pharma market in the world. And it will become number two within the next 3-5 years. Taking perspectives into account, China is the second most important market for big players to look at already today! This is somewhat only natural, given the fact that China is representing about a fifth of the global population.

Q In terms of revenue, China is still of little importance to multinational pharma players.

Keller: True. But this is not China's problem, but the companies' (laughing). International pharma companies occupy a relatively small market share of roughly 25%. To increase this percentage is the big challenge. The remaining 75% are predominantly many small, but also some quite big domestic generics producers. But even within these 25%, a good part is what we call "branded generic" products, which play an important role for China. So out of the 25% market share, only 30-40% account for innovative drugs, I estimate.

Q In what fields are Chinese companies stronger than their international competitors?

Keller: "Stronger" is the wrong word. I would say different. Basically, China was always a generics market and still is. Only a limited, but growing part of the Chinese population currently can afford more expensive, innovative drugs. Also because there is a low reimbursement hurdle, from an insurance point of view. The big challenge for global companies is how to adapt to this situation.

Q China will soon be number two, but profits still come from the US, Europe and Japan. How do you explain this gap?

Keller: The pharmaceutical world so far is what I call "The West-and the rest". The biggest part of the business is still done in the US, Europe, Japan. Why is that? Because patients are well insured and expensive drugs are being reimbursed - as opposed to many regions where access is limited due to economic constraints. So globally, only few people consume most of the world's innovative drugs. However now, with the emerging markets coming up, this is changing. To give you an example: China's pharma market has grown over 20% per year in the past ten years, which is a multiple of the global growth.

Q Will this trend continue?

Keller: I think so. In the next 20 years with the ongoing urbanisation and development, 300-400 million people will presumably join the middle class. This shows the tremendous market expansion potential for the health care industry. Innovative drugs will also benefit. The big question is: to what extent and at what prices is the government willing to make these drugs available to the public?

Q Is pharma business in China profitable?

Keller: In my personal opinion, foreign pharmaceutical companies have no reason to complain about their profitability.

Q What ultimately defines success in China is not innovation or having a competitive edge, but reimbursement policy and the regulatory framework.

Keller: Yes, partially. The health care insurance landscape and the reimbursement policy play crucial roles. But I would like to add on another crucial point: Adaptation to the local market. Westerners often think their model must suit the rest of the world. But this assumption may not necessarily be true. The Western system is suitable to the West. There are also challenges, but it works more or less. But does it suit China as well?

Q Does it?

Keller: In my opinion, China should consider all systems, but then find its own. Take the good things from the West and create synergies with the Chinese realities. The government is on that way. Allow me to go back one step. From a Chinese government point of view, their task is to provide affordable health care to the people. I differentiate between two forms of innovation. One is product innovation. The other concerns the healthcare system innovation.

Q What is your guess?

Keller: Nobody knows (laughing). There is no model out yet. China will not be a continuation of the United States or Europe. It will be different. Of this, I am convinced.



Q Is there a lot of experimentation going on?

Keller: Absolutely. China is on a journey of exploration. The government runs trials in many fields - from different insurance schemes to bidding policies to hospital management and so on.

Q What is specific to China's pharma market?

Keller: The ultimate difference is the population and the market complexity which is beyond those in the US and Europe. Also, China is very diverse. Each province is a different market and this will most likely remain to be the case.

Q Drug innovation made in China. Your view?

Keller: Just a matter of time! Western perception and interpretation concerning China has often been proven wrong. For example, the Western view regarding China's stability or the country's rise to become the factory of the world. Not many have anticipated what we see today. Back to innovation: When the pharma market moved from Europe to America, R&D followed partly. Now the market is moving to China. I don't see any reason why innovation should not follow!

Q How is the level of scientific research today?

Keller: Similar to any place, the whole spectrum is covered: from poor to absolutely brilliant. Already today, the top people in China are really on a global standard! I know many young researchers and professors. Their spirit is incredible and the pressure to innovate is on. Changes and innovations are going to happen. Being in denial of that, seems to me, is like being out of touch with reality. Historically, China has been one of the world's biggest innovators. And China will do it again.

Q What changes have you witnessed?

Keller: Major steps in upgrading universities have been taken. Chinese returnees have been coming back from the US since 2000. R&D centres are popping up. From the global top 12 pharmaceutical companies, seven are doing R&D in Shanghai. Most importantly: money is available, the market is here and the pressure is on.

拥有 20 多年中国经历的 William Keller 可以回顾许多有关中国持续增长制药市场的经历。这位罗氏（中国）公司的前任总经理掌管了这家瑞士制药公司在 20 世纪中期的早期建设。如今，身为凯达制药咨询公司创始人的他主要从事给进军中国的国际生物科技和制药公司提供咨询和战略性建议的工作。他同时还是几所公司的股东。Keller 希望通过政治价格压力来促进创新药物全球性发展。另一方面，为了保持受益性，必须增大参与新兴市场。这正是“以中国为首的”贸易额的意义所在，这位瑞士人说道。历史上西方人统治的制药业也许最终会真的变成全球化。

Q Some stay away from China because of patent infringement fears.

Keller: I know, also in the pharma industry. Many use IP concerns as an excuse to stay away from China. A mistake in my view. IP is a retail problem, not a laboratory problem. The laws are okay, implementation is still mixed with more problems in rural areas. The government makes a big effort to improve the laws and implementation. And intellectual property rights become more important for Chinese innovators, too. In China, there are more IP law suits than in the US, and international companies are only a small fraction of it. I find that very interesting. IP is in the basic interest of China, too. So we shouldn't worry too much about it. It is not a big topic anymore, as opposed to when I first came.

Q Why should life sciences companies come to China?

Keller: The West is stagnant and their health care systems, including pharmaceutical companies, are under massive price pressure. In most industries, you have to ask yourself: Who will I be in 15 to 20 years if I am nobody in China? If you are not present at an early stage, it will be difficult to catch up later.

Q How do you see business opportunities for Swiss suppliers?

Keller: If you are an innovative supplier of equipment servicing pharmaceutical companies, opportunities are certainly huge. This market is already number one in volume. Plants and many manufacturing processes are required to upgrade to international standards. So basically the whole industry is upgrading. This creates opportunities.

Q Recommendations to newcomers?

Keller: Start small, be flexible and be persistent. You must adapt and understand the needs of Chinese customers, and most importantly, you must understand and grasp the meaning of government policies. Don't just try to repeat what you did in other markets.

Q William Keller, 回到 1990 年您在中国看到的是怎样的制药景象呢?

Keller: 是我们现在所看到的启蒙阶段。中国刚开始首批联合制药公司, 医院和分配系统相当基础, 市场非常小。例如比一个欧洲比利时的制药市场还要小。

Q 如今中国全球制药地位如何呢?

Keller: 中国在腾飞, 目前是世界第三大制药市场, 在未来 3-5 年内将跃居第二。如今大制药公司已经把中国作为第二重要的市场! 考虑到中国代表世界人口的五分之一, 这非常自然。

Q 说到收益, 中国对跨国制药公司意义甚微。

Keller: 是的, 但这不是中国的问题, 是制药公司的问题。(笑) 国际制药公司所占的市场份额相对很小, 约 25%, 增大这一比例挑战很大, 剩下 75% 的份额被许多小型和不少相当大型的国内非专利药生产商占领着。但是甚至在这 25% 之中有一大部分是我们所说的品牌型非专利产品, 这对中国意义重大。所以我估计在 25% 的市场份额中只占 30-40% 是创新药。

Q 在哪些领域中国公司比其他竞争者更强?

Keller: “更强”这个词用得不对, 我只能说是不同。基本上来说, 中国一直是非专利药市场, 现在仍然是。目前只有有限但不断增长的中国人口可以支付更昂贵的创新药。另外, 由于较低的偿还障碍, 从保险的角度而言, 国际化公司面临怎样适应这种环境的挑战。

Q 中国即将成为世界第二了, 但利润仍然来自美国, 欧洲, 日本。您怎样解释这个代沟呢?

Keller: 我把制药界分为“西方世界和其他。”最大的生意还是在美国, 欧洲, 日本, 因为病人医保完善, 昂贵药品由政府买单, 这同许多因经济限制无法接触创新药的地区相反, 所以全球只有很少人消费世界上绝大部分创新药。然而, 新兴市场的崛起正改变这一点。如中国市场只要在过去 10 年里以每年超过 20% 的速度增长, 这是全球增长总数的好几倍。

Q 这种趋势会持续吗?

Keller: 会, 在未来 20 年, 随着持续的城市化发展, 三亿到四亿人会跻身中产阶级, 这

对保健业来说意味着巨大的市场潜力, 创新药有利可寻。最大问题是: 政府愿意在多大程度上以什么价格让这些药品面向大众。

Q 中国制药业有利可图吗?

Keller: 外国制药公司没理由抱怨其利润性。

Q 在中国最终定义成功的既不是创新也不是有竞争力, 而是偿还政策和规范框架。

Keller: 部分如此。医保前景和偿还政策至关重要, 另外要适应地方市场。西方人经常认为他们的模板在世界其他地方也合适, 这不一定是正确的。西方体系适合西方, 但也适合中国吗?

Q 适合吗?

Keller: 在我看来, 中国应该考虑所有体制再找自己的体制。学习西方的长处, 再结合中国的现实, 政府正在朝这个方向努力。退一步说, 从中国政府角度而言, 他们的任务是为人民提供可以支付得起的医疗。我要区分一下两种创新: 一种是产品创新, 另一种是医疗制度创新。

Q 您的猜想是?

Keller: 没人知道(笑), 还没出台模式。中国不会是美国或欧洲的延续, 对此我深信不疑。

Q 正在进行很多尝试吗?

Keller: 绝对的, 中国正在不断地探索。政府在许多领域进行了尝试——从不同保险方案, 到竞标政策, 到医院管理等等。

Q 中国制药市场特殊性在于?

Keller: 最大的不同在于远远超过美国 and 欧洲的人口及复杂的市场。同时, 中国非常多样化。每一个省的市场都不同, 这极可能会保持下去。

Q 对中国自己制造的创新药, 您的观点是?

Keller: 只是时间问题! 西方有关中国的观点和解读常常是错误的。如西方关于中国的稳定性和其上升为世界工厂的观点, 并没有很多人料到。在创新上: 当制药市场由欧洲转向美洲, 部分 R&D 也跟着转移。现在市场在向中国转移, 我不认为有任何理由创新不该跟着转移。

Q 如今科研水平怎样?

Keller: 跟其他任何地方差不多, 整个范围涵盖在内: 从差的到绝顶才华的都有。现在中国顶尖级人物确实达到了国际标准! 我认识很多年轻的研究员和教授们, 他们有非凡的精神, 有压力促使他们创新, 必然将会有改变和创新。否定那点, 在我看来就与现实脱轨了。中国曾是世界上最大创新者之一, 而且还会那样。

Q 您见证了什么改变呢?

Keller: 采取了措施升级大学。从 2000 后中国人持续从美国归国发展, R&D 中心迅速兴建, 全球前 12 强制药公司中有七家在上海做 R&D。最重要的是: 有钱, 有市场, 也有压力。

Q 有一些企业因为专利侵权恐惧远离中国。

Keller: 我知道, 在制药业也是这样, 许多以 IP 顾虑为由远离中国, 在我看是错误的, IP 是零售问题, 不是实验室问题。立法还行, 执行起来在农村还混有更多问题。政府在努力完善立法和执法, 知识产权对中国创新者来说也越来越重要。中国 IP 法原告比美国还多, 国际公司只是其中很小一部分。我发现这点很有趣, IP 同样是中国的基本利益, 因此我们不该过于担心, 同我刚开始来时相比不再是问题了。

Q 为什么生命科学公司会来中国?

Keller: 西方很萧条, 他们的医保体制, 包括制药公司都面临巨大的价格压力。在大部分产业里, 都必须自问: 如果 15 年到 20 年后我在什么中国什么都不是我会是谁? 如果不参与早期阶段, 后来就很难赶上了。

Q 您怎样看待瑞士供应商的商业机会呢?

Keller: 如果是服务制药公司的设备供应商, 有很多机会。该市场在量上来说已经是第一了。工厂和许多制造程序需要升级到国际标准。所以基本上整个行业都在升级, 这创造了机会。

Q 对初来咋到的公司的建议是?

Keller: 从小范围开始, 灵活并持之以恒, 适应并了解中国客户需要。最重要的是, 掌握政府政策含义, 不要只重复在其他市场所做的。

“China is the world's most interesting pharmaceutical market.”

“中国是一个世界上非常有趣的制药市场。”



“瑞士的成功给中国留下了十分深刻的印象”

“China is Impressed by Switzerland’s Success”

Staying away from China because of potential risks is no option, says Federal Councillor **Didier Burkhalter**

China is one of the worlds' most important research locations. This exemplifies also the Swiss pharmaceutical company Novartis, which is currently building up its third global R&D centre in Shanghai. In late April, Swiss Interior Minister Didier Burkhalter visited China in his function as Minister for Research and Education.

中国是世界上最重要的科研地点之一，瑞士制药公司诺华目前正在上海建造其全球第三大 R&D 中心的例子也说明了这点。四月下旬，瑞士内政部长 Didier Burkhalter 履行其科研教育职责访问了中国。

Interview, **Ernst Herb**, Finanz & Wirtschaft, Hong Kong
访谈: **Ernst Herb**, Finanz & Wirtschaft 香港

Q Federal Councillor Didier Burkhalter, China's importance in the field of research is growing. What does this mean for Switzerland as a research location?

Burkhalter: China won't be equally strong in all areas of research, and it will have to share its top ranking with other nations, now as well as in the future. China, also as a research location, is of great importance to Switzerland. This is why we developed a plan already last year concerning the cooperation with China in the fields of research and collaboration.

Q China is not only a research partner, but also a competitor. Where does the complementarity end?

Burkhalter: The Federal Council of Switzerland attaches greatest importance to the fields of science, research and development, and technology. In those fields, also in the future, Switzerland needs to achieve a global top ranking by all means. Because this is what the country's wealth is depending on. We can't achieve this in a solo attempt, but only in cooperation with foreign partners. This is also shown in the fact that 50% of all researchers working in Switzerland are foreigners. Also, Swiss researchers increasingly cooperate with partners abroad. Of course, there is also competition going on. But in an increasingly linked world, cross-border cooperation is what success is based on.

Q China is a very important market. But many entrepreneurs complain about a lack of protection of intellectual property. How can it be ensured, that China is a fair partner?

Burkhalter: This is a crucial concern which we continuously bring into the dialogue with the Chinese government. The discussions aren't always easy. Economic and foreign policy related discussions are generally rather trouble-free, whereas conversations about intellectual property and human rights are more difficult. I believe that particularly the scientific dialogue is contributing a lot to help building up general trust.

Q In some research areas like medicine, China has different ethical standards. Are Swiss standards being bypassed in cross-border research collaboration?

Burkhalter: I don't see a contradiction there. Definitely not in the field of world class science, where, in order to become accepted, one has to comply with the highest international standards. The trend here is international standardization. This reduces the danger that Swiss companies are disadvantaged because of local standards in China. Continuing massive investments in research in Switzerland also show that this danger should not be overrated.

Q You have also visited the Chinese telecom provider Huawei, which is heavily investing in its research, but is also criticized for the lack of transparency and proximity to China's security institutions. Does Switzerland have a strategy how to cooperate with such companies?

Vigilance is always required, not just in this specific case. China is in an opening process. To just stay away because of potential risks, is no option. As with any partner, it is necessary to evaluate where and under what conditions a cooperation could make sense.

Q What principles do apply?

Burkhalter: I shall certainly mention the principles of excellence, sustainability and the autonomy of research and teaching. In the case of China, where many things in research and teaching are being decided top down, I see a certain backlog-demand. But in those aspects, we are not willing to compromise.

Q How do you put that across to your Chinese partners?

Burkhalter: China is impressed by Switzerland's success and very well aware that we are top in Europe in terms of research and innovation. This wouldn't be possible without great freedom in research and teaching. These are not relative, but absolute values that we always and clearly express when dialoguing with our Chinese partners.



“The Federal Council of Switzerland attaches greatest importance to science, R&D and technology”

“瑞士联邦委员会予以科学、R&D 及技术高度重视。”

“Switzerland needs to achieve a global top ranking by all means”

“瑞士需要通过一切途径实现全球顶级排名。”

“绝不选择因潜在风险而远离中国”

联邦委员会委员 **Didier Burkhalter**

B 中国在科研领域的重要性不断增强。作为科研地点而言，这对瑞士意味着什么呢？

Burkhalter: 中国不会在所有科研领域都同样强大，它必须同其他国家分享领先排名，将来亦是如此。中国作为一个科研地点，对瑞士意义重大。这正是我们去年制定一项有关同中国在科研领域加强合作计划的原因。

B 中国不仅是瑞士的科研伙伴同时也是竞争者，这种互补关系在哪里呢？

Burkhalter: 瑞士联邦委员会高度重视科学、科研和科技发展。同样，未来在这些领域，瑞士需要通过一切途径实现其世界领先排名，因为国家富强依赖于此，靠单打独斗实现不了这个目标，只有同外国伙伴合作才能实现。在瑞士工作的科研人员中有 50% 是外国人，这一事实也证明了这点。当然，同时也存在竞争。但在一个联系不断加强的世界里，成功是以跨国界的合作为基础的。

B 中国是一个重要市场，但众多企业家抱怨其知识产权保护的缺失，怎样确保同中国公平合作呢？

Burkhalter: 这正是我们同中国政府对话中持续提到的一个关键点，这方面的讨论并不顺利。涉及经济和对外政策的讨论总体而言没什么麻烦，然而关于知识产权和人权的对话就要困难得多。我相信，尤其是科学对话对建立共信有很大促进作用。

B 在一些如医药的科研领域里，中国所持有的道德标准不同。在跨国界科研合作中瑞士标准会被置之不理吗？

Burkhalter: 我并不觉得有矛盾。在世界级科学领域想得到接受就必须遵循最高的国际标准，因此肯定不会有矛盾。国际标准化是趋势，这点降低了瑞士公司由于中国地方标准而处于不利地位的威胁。瑞士持续大量科研投资也证明了无须高估该种威胁。

B 您也访问了中国电信供货商华为。华为投入巨资进行科研，但同时被指责缺乏透明度以及同中国安全机构关系密切。在与此类公司合作中，瑞士有没有相关的策略呢？

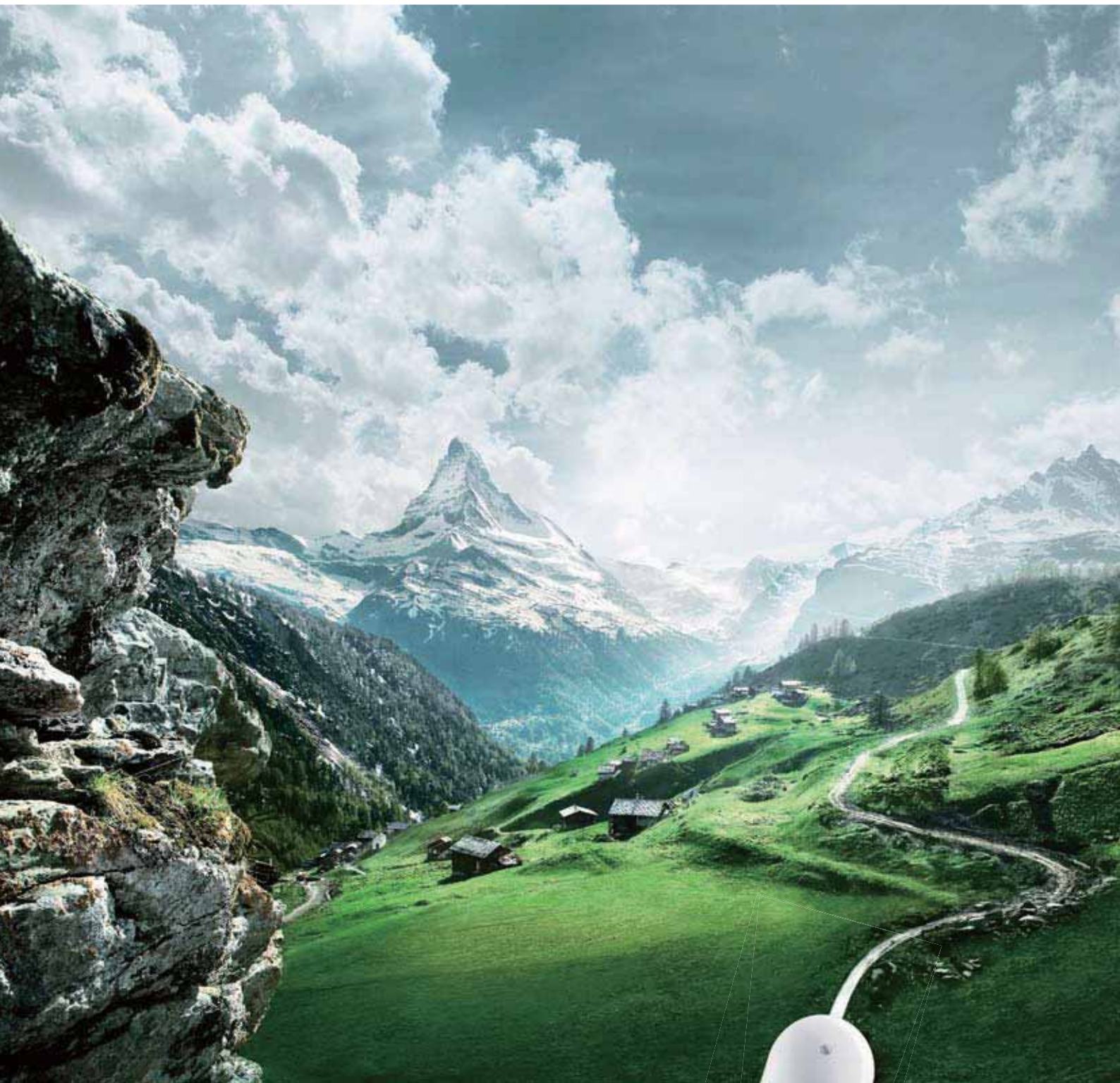
Burkhalter: 警惕总是必要的，不仅仅指在这个特殊的案例里。中国正处在对外开放的过程中，我们绝不会选择因为潜在风险而远离中国。同任何伙伴合作都有必要评估在怎样情况下合作才会行之有效。

B 应用什么原则呢？

Burkhalter: 我当然会提追求卓越、可持续发展和自主科研教学的原则。就中国而言，科研教学很多内容都是从上到下决策的。我觉得，有需要把积压未办的事做完，但我们在这些方面不会妥协。

B 您怎样把这点转达给您的中国合作伙伴呢？

Burkhalter: 瑞士的成功给中国留下了十分深刻的印象，中国非常清楚瑞士的科研创新在欧洲处于领先地位。没有科研教学方面的高度自由就不可能取得如此成就，这是我们在同中国合作伙伴对话中一直明确表达的绝对价值观。



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SWISS NEWS, WORLD WIDE

“Understanding The Chinese Mentality” “了解中国人的心理。”



Frewitt manufactures and sells milling, sizing and filling equipment for the pharmaceutical, as well as for the fine chemicals and food industry. One of their specialties is the production of sizing and crushing equipment for the pharma industry. Jerome Li (54), who is heading the operations in China, talks about strong Chinese competition and obnoxious last minute changes.

Interview, **Fabian Gull** 访谈 **方必安**

Q Jerome Li, what are the particularities of being a pharma supplier in China?

Li: Well, dealing with price pressure and short delivery times is our daily business in any market. But in China, it is even more intense.

Q Did you follow your international clients to China?

Li: No, that wasn't the main reason for us to come to China.

Q So it is the Chinese pharmaceutical companies you are after?

Li: Exactly. In fact, the vast majority of our customers are Chinese. International customers only account for about 30% of our China business.

Q Do you have Chinese competitors, and if yes, how strong are they?

Li: We do have some strong Chinese competitors, but we are becoming better and better at beating them (smiling).

Q What is your secret?

Li: In order to be successful in this business, you have to understand the Chinese mentality, then think and react.

Q More and more pharmaceutical companies establish R&D activities in China. How about Frewitt?

Li: Research and development are not yet among our priorities.

Q Since when has Frewitt been doing business in China?

Li: We started in 2005 with an agent. Since 2008, we have our own assembling factory. In China, we do production, sales, services, sourcing, trials and small engineering installations.

Q What is your biggest headache?

Li: Definitely, it's the last minute changes of customers. Sometimes, specific amendments are requested as late as the day before delivery.

Q How important is China for Frewitt on a group level?

Li: China is our third most important market today, and we expect it will become number one within the next three years.

粉瑞德制药设备（上海）有限公司制造并销售用于制药、精细化工及食品产业的磨粉、上胶和填充设备。生产用于制药行业的上胶、粉碎设备是其专长之一。领导该公司中国运营项目的 Jerome Li (54 岁) 同我们讨论了激烈的中国市场竞争和令人头疼的临场变更。

Q Jerome Li, 作为中国制药供应商, 有什么特点呢?

Li: 唔, 应对价格压力和短时间发货是我们在任何市场的日常业务。但在中国, 情况甚至更紧张。

Q 你们是跟随国际客户来中国的吗?

Li: 不, 那不是我们来中国的主要原因。

Q 所以说, 你们是为了中国的制药公司而来?

Li: 非常正确。事实上, 我们的大部分客户是中国人。国际客户仅约占我们中国业务的 30%。

Q 您有中国竞争对手吗? 如果有的话, 他们有多强大呢?

Li: 我们确实有一些强有力的中国竞争对手, 但我们正变得越来越善于击败他们。

Q 您的秘密是?

Li: 为了在这一行成功, 必须了解中国人的心理, 再思考, 再应对。

Q 越来越多的制药公司在中国开展 R&D 活动, 粉瑞德呢?

Li: 研究与开发还不是我们的重点。

Q 粉瑞德是什么时候开始在中国做生意的呢?

Li: 我们是 2005 年通过代理商开始的。从 2008 年起, 我们有了自己的集装工厂。在中国, 我们从事生产、销售、服务、进料、实验和小型的工程安装。

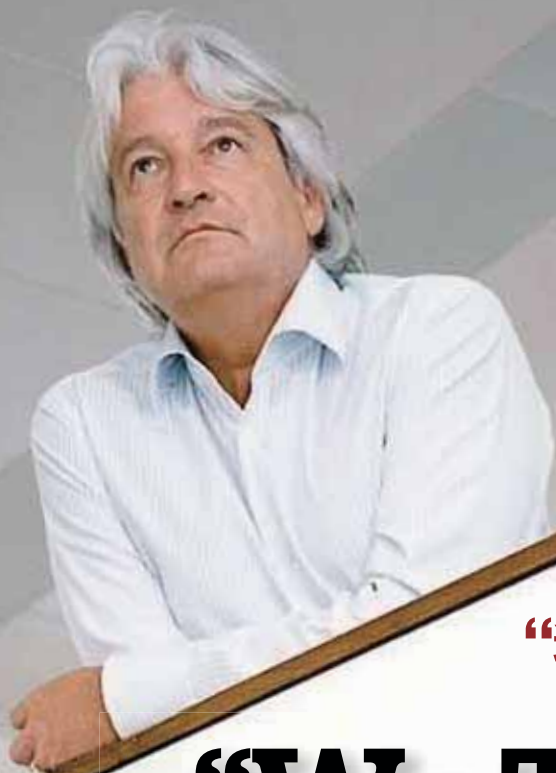
Q 最令您头疼的是?

Li: 当然是客户的临时改变。有时, 甚至到发货前一天还有特殊修改要求。

Q 就集团水平而言中国对粉瑞德而言有多重要呢?

Li: 目前中国是我们第三重要的市场, 我们期望在未来三年内会成为头号市场。





“我们朝着数字化方向思考。”

“We Think More and More Digital”

He is Ringier's weapon for emerging markets: Thomas Trueb, Chairman of Ringier Pacific, heads the Swiss publishing houses' media activities in Asia and Africa. In China, Ringier's blockbusters are its lifestyle publications “City Weekend” and “Betty's Kitchen”.

Interview **Fabian Gull** 访谈 **方必安**

Q How did you get into journalism?

Trueb: That was quite some time ago (laughing). 1974, at age of 22, I saw an advertisement in a newspaper where Ringier was looking for students at its newly founded school of journalism. I got accepted.

Q Do you remember the first article you wrote?

Trueb: Yes I do. It was a story for “Blick” about an interest rate hike and the consequences for Swiss families.

Q And the last one?

Trueb: A big report about Marseille in “mare”.

Q Ringier was one of the early movers into Eastern Europe, launching its business newspaper “Cash” in former Czechoslovakia. It turned out to be a milestone move as this led the foundation for Ringier's overseas activities.

Trueb: Correct. We gathered momentum and expanded into Slovakia, Hungary, Serbia and Romania. In all markets, we are today number one or two. From there, we started tackling emerging economies in Asia.

Q “Cash” seems to work in different markets. Why is there no “Cash” in China?

Trueb: In fact, we tried it! This was the first title we launched in China back in 1991. It was the first modern newspaper in China. A success in that respect...

Q What went wrong?

Trueb: After a successful start, we were practically disowned by our local partner who thought he could do without us. Probably we were a bit naive, too. But most importantly, we learned a lot about the Chinese market! The hard way, I shall say (laughing).

❑ Your first steps in China were a complete failure.

Trueb: It depends. The newspaper was successful, the partnership was not. After a clean analysis and three years later, we returned back to China. Better prepared and more prudent this time.

❑ What lessons did you learn?

Trueb: First of all, media is a sensitive business. Secondly, success goes hand in hand with strong partners you can trust. And thirdly, keep control over the core competences you bring in.

❑ Many young people dream about becoming a journalist. Today, you are an ordinary manager.

Trueb: I am still a journalist at heart! And will always be. It's a fantastic job. Instead of writing, I am focusing on concepts, expansion and new markets.

❑ In a nutshell, what is your China strategy?

Trueb: I wouldn't call it a strategy. Due to the special regulatory framework, we never aimed to become really big in China. Our approach is one of a purely opportunistic niche player. But bear in mind - niches in China can be huge!

❑ People I usually talk to love nothing more than talking about their China strategy. You don't even have one!

Trueb: "Strategy" is a big word, particularly in emerging markets. Strategies are often being written retroactively. China is an incredibly difficult market. You have to be humble, listen, learn and then strike.

❑ Ringier's activities in China are quite broad. What are you doing exactly?

Trueb: Ringier Trade does B2B publishing. We currently produce about 40 small and highly industry specific print publications and are pushing heavily towards online. Our "Asia Inflight" unit is producing board magazines for practically every domestic airline in China, and hence, is a popular platform for advertisers. Then we have the Beijing and Shanghai editions of our lifestyle publication "City Weekend". Both are market leaders. "Betty's Kitchen", in Switzerland known as "Betty Bossi", is the biggest publication in the field of cooking, kitchen and food. We continuously transform it into a multimedia platform with websites, mobile applications, cooking schools and books etc. Betty's Kitchen is a prolific brand for multi media development that we aggressively push. We are also developing websites and applications for mobiles and tablets. This is what we are currently building up. The future is bright, and we have the technology. Then we have printing activities in Hong Kong. Conference organizing is a newer field we are expanding. In total, we employ around 800 people in Greater China.

"We start with a trial balloon, see what happens, learn, and then take it from there"

❑ Which one of these activities are you most involved in?

Trueb: Honestly, none. The people in charge - I call them "intrapreneurs" - work relatively independent and enjoy a lot of freedom. I don't interfere in daily business operations. I am most active in an early phase of market evaluation, conceptualization, strategy setting, product launches, budgeting and controlling.

❑ Tell us more about your latest baby - the tablet magazine "the collection".

Trueb: It is a globally distributed mono-thematic tablet magazine with highly interactive content. The app is available in Chinese, English and German. Our team in Lausanne developed the software, the creative and interactive part is developed in Vietnam, content is produced in Switzerland, and marketing and sales is done in the U.S. One publication created on three continents! Anything but easy, I can tell you, but plenty of fun (laughing).

❑ Do you get the people you want?

Trueb: Absolutely, though sales people are more difficult to find and retain. We are having a uniquely Chinese management. That is something we are proud of. The only foreigners we employ are some English native editors.

❑ How many people do all Ringier products reach in China?

Trueb: (Thinking) Around 10 million people per month.

❑ Business publications once kick-started Ringier's activities in emerging markets. Today, you have no more business media activities in China. This notably, in times when the world's eyes are on China. Any plans to change that?

Trueb: No. We focus on lifestyle and specialized publications. News related activities are highly restricted and regulated. Foreign companies usually stay away from that market.

❑ No temptations at all? Looking at what is on the market, this is where you really could make an impact after all!

Trueb: You are right. Few titles really stand out and the potential is certainly huge. But it is not our core competence.

❑ Print vs. new media: A clear shift towards new media?

Trueb: Clearly, yes. Ringier thinks more and more digital. Print titles require huge investments and a costly distribution. Distribution is also getting trickier as people are more mobile. These challenges can be solved by offering a digital solution, be it on mobiles, smart phones or tablets. Particularly in China, this is an extremely dynamic and fast moving industry. China has the world's biggest online community, the



"I am still a journalist at heart"

Q How about a China version of your culinary food guide "Gault Millau"?

Trueb: It is an interesting topic, we thought about it. Indulgence becomes more important and China has such a vibrant, lively gastro scene.

Q How important in China on a group level?

Trueb: Around 5% of our profits come from Asia.

biggest online market and internet shares score high at the stock markets. But competition is also huge. This is why we are on the lookout for niches.

Q Media experts say, print is dead in the long run. Your view?

Trueb: This is completely exaggerated. Digital media will certainly take the lead in the daily news business. But sensual magazines on glossy paper offering unique space for big photo coverage and exposure for advertisers are a whole different story. There will always be successful magazines. We prefer to have a digital strategy which can be complemented by a print product whenever it makes sense.

Q Digital media are a cheap way to reach a lot of people. To transform this into profit is a whole different story.

Trueb: You are right, but only if we are talking about generating costly content like news. Most content on the internet is available for free and the willingness to pay is very low. The money lies in the development of transaction based activities.

Q Can you be more specific?

Trueb: E-commerce or classifieds. Generally, the creation of virtual market places for, let's say, automobiles, jobs or real estate. These are all wonderful ways of appealing to people which a publisher could never reach with print titles.

Q Where does your revenue come from? Digital or print media?

Trueb: In China, still 90% from print publications. Digital media are in an investment phase with still low returns. Nevertheless, we believe online is the future.

Q How do you evaluate, which media might work in which emerging market?

Trueb: A bit of market research and plenty of gut feeling. We get started with a small trial balloon, see what happens, learn, and then take it from there. If you have done that a couple of times in different markets, you develop a deeper sense of feasibility.

Q Any new countries on your radar?

Trueb: Currently, we are looking at India, Malaysia and Indonesia. We see a potential as these markets lag behind regarding digital media. And I started with Kenya, Ghana and Nigeria this year - exclusively digital.

Q Ringier goes Africa?

Trueb: Yes. Wouldn't this be a nice headline?

Q Indeed. But not in this publication.

Trueb: Africa is an underestimated continent. It has almost half a billion mobile phone users, rapidly increasing broadband access and a lively IT industry. Besides, Kenya has one of the most advanced mobile payment systems world wide. We want to be part of it. And we are the first international publishing house getting active in Africa, so not much competition yet.

Q How long does it take to reach break even in a new market?

Trueb: Up to five years. In China it is more difficult to say, as we continuously invested. For a specific product, it takes us anything between six months and six years. But we are flexible and if the trend is ok, we can be patient. I believe, this is an advantage of working for a family owned business.

他是荣格开拓新兴市场的武器：Thomas Trueb，荣格集团亚太区总裁。他领导着这家瑞士出版社在亚洲和非洲的传媒活动。在中国，荣格最畅销的出版物是生活风尚杂志《城市周报》和《贝太厨房》。

Q 您是怎么进入新闻业的呢？

Trueb: 那是很久以前的事了（笑）。1974 年，我 22 岁，我在一份报纸上发现了荣格公司新开办的新闻学校的招生广告。我被录取了。

Q 您记得您写的第一篇文章吗？

Trueb: 是为《Blick》写的有关利率增加对瑞士家庭的影响的文章。

Q 最后一篇呢？

Trueb: 在《mare》中关于马赛的报道。

Q 荣格在前捷克斯洛伐克推出财经报《Cash》，这使它成为最早进入东欧市场的公司之一。这一行为因其为荣格海外活动奠定了基础而具有里程碑意义。

Trueb: 说得很对。我们接着又进入斯洛伐克、匈牙利、塞尔维亚、罗马尼亚等市场。目前，我们在这几个市场上都是数一数二的。同时，我们又开始尝试亚洲新兴经济体。

Q 《Cash》似乎在市场发展不同。为什么在中国没有《Cash》呢？

Trueb: 事实上，我们尝试过！1991 年时，我们曾在中国推出了这份报纸。这是中国首份现代概念的经济类报纸。在这点上成功的。

Q 在哪点上出差子了呢？

Trueb: 良好的开端之后，我们在当地的合作伙伴认为没有我们也能行，所以合作被终止了。或许我们自己也有点幼稚吧，但最主要的是我们学到了很多有关中国市场的东西！付出了代价啊，我必须说。（笑）

Q 您在中国第一步是个彻头彻尾的败笔啊。

Trueb: 要看怎么说了。报纸本身是成功的，合作关系不成功。经过清晰的分析，三年后我们又重返中国市场。准备更充分，也更小心谨慎。

Q 您学到了什么教训呢？

Trueb: 首先，传媒是个敏感行业。其次，成功与值得信任的合作伙伴息息相关。再次，必须保持对引进的核心竞争力的控制。

Q 许多年轻人梦想成为一名记者。如今您却是一名普通经理人。

Trueb: 我仍然有一颗记者心！一直会如此。这是一份奇妙的工作。我现在并不专注于写作，而是着力于理念创意、集团扩张和新市场。

Q 总而言之，您在中国的策略是什么呢？

Trueb: 我不会把它称为策略。由于特殊的政策

法规，我们从未确立在中国要做到很大的目标。我们的方式是寻找在小众市场的机会，但应当记住，在中国，小众市场也可以很大！

Q 我采访过的人通常喜欢谈他们的中国策略。您却甚至连策略都没有！

Trueb: 你知道的，“策略”这个词太大，尤其对新兴市场而言，通常在追溯时采用策略这个词。中国市场异常艰难。实际上，你不得不恭谦，聆听，学习然后再努力。

Q 荣格在中国的活动范围很广。您当前在做什么呢？

Trueb: 荣格贸易一直在做 B2B 出版。我们目前有约 40 种小型的具有高行业特定性的印刷出版物，同时积极发展网络。我们的亚洲航空公司制作的航机类杂志几乎在中国所有航空公司的飞机上发行，很受广告商欢迎。我们的生活风尚刊物《城市周报》有北京和上海两个版，在两地同时发行，二者都是当地市场的领导者。瑞士著名烹饪美食类杂志《Betty Bossi》在中国的版权合作刊物《贝太厨房》，是烹饪、厨房和美食行业最大的出版物。我们不断地把它转变为一个集网站、手机应用、烹饪学校和烹饪书等为一体的多媒体平台。《贝太厨房》是我们努力推进的多媒体发展的一个多产品品牌。同时我们也在开发网站和手机及平板电脑的应用，我们有技术，前途很光明。在香港我们从事印刷业务。组织会议是我们正在扩大的一个新领域。总的来说，我们在中国雇了大约 800 人。

Q 这些活动中您最致力于从事哪项呢？

Trueb: 诚实地说，一个也没有。各公司的负责人——我称他们是富有创业精神的管理人才——他们的工作是相对独立的，并且享有很大的自由。我不参与日常商业运作。我积极从事早期市场评估、概念创意、策略制定、产品推广、预算和监管。

Q 给我们讲讲您的最新得意之作——平板电脑杂志《环球风云录》吧。

Trueb: 它是全球发行、单一主题、具有很强互动性的平板电脑杂志。有中、英、德文三个版本。我们在洛桑的团队开发了该软件，越南的团队开发了其创新互动部分，内容编辑在瑞士，在美国完成市场推广和销售。这是一份在三大洲创建的刊物！非常不容易，却非常有趣。（笑）

Q 您雇到了您想要的员工了吗？

Trueb: 当然，尽管合适的销售人员比较难找、也较难留住。我们在中国的管理层都是中国人，这一点我们很引以为豪。我们雇佣的外国人都是以英语为母语的编辑。

Q 荣格产品在中国触及到了多少人呢？

Trueb:（想）大约每月一千万人。

“我们从实验气球开始，看看会发生什么，然后再起步。”



“我仍有一颗记者心。”

Q 商业刊物开启了荣格在新兴市场的活动。目前，您在中国没有更多的商业媒体活动，这在举世关注中国时很引人注意。有计划改变吗？

Trueb: 没有。我们集中注意力在生活风尚和专业类刊物，跟新闻相关的活动受到了严格的限制和规范。外国公司通常不参与该市场。

Q 一点诱惑都没有？看看市场上，这毕竟是您可大展宏图的地方啊。

Trueb: 你说的对。少数刊物很突出，潜力很巨大。但这不是我们的核心竞争力所在。

Q 平面媒体 VS. 新媒体：向新媒体积极转变？

Trueb: 显然是的。荣格超越数字化方面思考。平面媒体需要大量投入，发行花费也大。由于人们流动性加强，发行更需要足智多谋。这些挑战可以通过数字化方式解决，不论移动设备、智能手机或平板电脑。特别在中国，这是个极端充满活力、高速发展的行业。中国拥有世界上最大的网上社区和市场，互联网股票在股市上取得了很好的成绩。但竞争同样激烈，这就是为什么我们在寻找特别的小众市场。

Q 媒体专家放言，长期而言平面媒体必死无疑。您的观点是？

Trueb: 这个完全是夸大其实了。数字传媒当然会在日报领域占领军地位。但用精美的纸张印刷出来的具有视觉美感的杂志就完全不同了，它可以为读者提供具有震撼力的照片、为客户提供足够的展示空间。一直都会有成功的杂志。我们更倾向一种在必要时平面媒体作为补充的数字媒体策略。

Q 数字传媒能廉价地触及很多人，然而把这转化为利润又是另一回事。

Trueb: 你是对的，但仅仅是生产像新闻那样高成本的内容。网上绝大部分内容是免费的，付费意愿非常低下。而利润总是来自以发展交易为基础的活动。

Q 您能更具体些吗？

Trueb: 电子商务或分类广告。例如汽车、工作或房地产的虚拟市场，这些都是极受用户欢迎的途径和功能，而平面媒体不可能达到这种效果。

Q 您的收入来自哪儿呢？数字还是平面媒体？

Trueb: 在中国，仍有 90% 来自平面媒体。数字传媒正处在低回报的投资阶段。然而，我们相信网络是未来。

Q 一本中国版的烹饪指南《Gault Millau》怎样？

Trueb: 这是个有趣的话题，我们考虑过这点。嗜好变得更重要了，而且中国有个非常活跃的胃。

Q 就集团层面而言中国有多重要？

Trueb: 我们有大约 5% 的利润来自亚洲。

Q 您怎样评估哪种媒体在哪种新兴市场中会行得通呢？

Trueb: 些许市场调查，大部分靠直觉。我们起步于一只小实验气球，观察发生了什么，学习，然后再起步。如果你在不同市场做了一些同样的实验，你就会对可行性有更深的体会。

Q 您的雷达范围内有新的国家吗？

Trueb: 目前，我们在关注印度、马来西亚和印度尼西亚。这些市场在数字媒体方面的落后让我们看到了潜力。今年我着手于肯尼亚、加纳和尼日利亚，全部都是数字媒体。

Q 荣格去非洲？

Trueb: 是的。这难道不是很好的一个标题吗？

Q 是的。但不在这本刊物里。

Trueb: 非洲是个被低估的大洲。它有将近 5 亿手机用户、快速发展的宽带和生机勃勃的 IT 行业。另外，肯尼亚拥有世界范围内最先进的手机支付系统，我们想参与其中。我们是首个在非洲活跃的国际出版集团，还没有遇到很大的竞争。

Q 在新市场多长时间才能实现财务持平呢？

Trueb: 最多五年。在中国不好说，我们还在持续投资。对某项特定产品而言，从六个月到六年都有可能。但我们很灵活，如果趋势良好，我们会很有耐心。我觉得这就是为家族企业工作的优势。



Thomas Trueb

Thomas Trueb, Chairman of Ringier Pacific, is a classically trained journalist. He took an early specialization as a business writer and later on became head of the editorial departments for business and Swiss politics at “Blick” - Ringier’s flagship tabloid newspaper in Switzerland. Trueb is also the concept writer and founder of two renowned Swiss business publications - “Bilanz” and “Cash” - which at the time, were both setting new standards in business journalism in Switzerland. After a side trip to his home town of Lucerne as local news editor, a phase of self employment followed where he was developing concepts of Sunday newspapers and magazines in Switzerland.

In 1990, right after the fall of the iron curtain and back under the wings of Ringier, Trueb was in charge of launching a locally adapted version of the weekly business title “Cash” in former Czechoslovakia. It marked the first overseas success of the family owned company and led the foundation for Ringiers’ continuous expansion in Eastern Europe, and later on in Asia. Today, Ringier maintains operations in China, Vietnam, Philippines and Indonesia. Trueb, internally nicknamed “Mr New Media”, lives in Marseille,

Corsica and Switzerland. As he finds his job “too exciting”, he doesn’t really differentiate between spare time and working hours. Nevertheless, he enjoys hosting guests, reading fiction and his daily unit of sports.

Thomas Trueb, 荣格集团亚太区总裁，是接受过传统培训的记者。他起初撰写商业类文章，后成为瑞士最大的小报、荣格集团旗舰报《Blick》经济编辑部和瑞士政治编辑部的负责人。Trueb同时也是瑞士两大经济刊物《Bilanz》和《Cash》的概念创造者和创始人。这两大刊物为当时的瑞士商业、经济新闻行业树立了新的标准。Trueb在自己家乡卢塞恩市做了一段时间的当地新闻编辑后，进入了自主经营阶段，在此期间他发展了瑞士周日报纸和杂志的理念。

1990年，铁幕落幕后，Trueb重新回到了荣格，负责在前捷克斯洛伐克推出根据当地情况改编的财经周刊《Cash》。这标志着荣格家族企业第一次成功的海外扩张，同时也为其日后向东欧和亚洲的持续扩大奠定了基础。目前，荣格在中国、越南、菲律宾、印度尼西亚都有运营。在公司内部被尊称为“新媒体先生”的Trueb在马赛、科西嘉和瑞士都有住所。他觉得自己的工作非常令人兴奋，因此没有真正区分的工作时间和业余时间。然而他也热衷于招待客人，读小说，并坚持锻炼。



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Confederazione Svizzera
Confederaziun svizra

Embassy of Switzerland
Swiss Business Hub China

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:

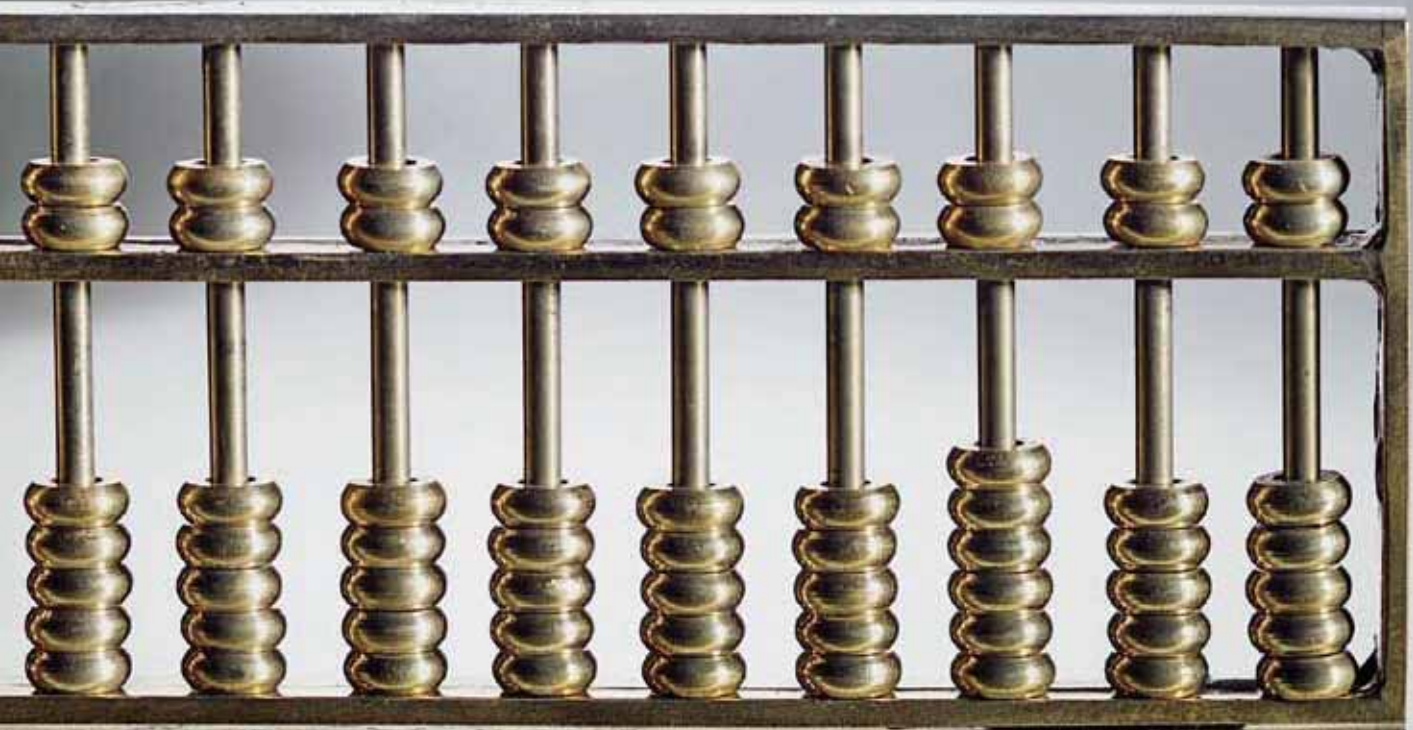
- Market and product analysis
- Local company background checks
- Search of distributors, representatives and import partners
- Individual consulting and coaching of SMEs
- Reports on presentations and trade fairs in various Chinese cities
- Organization of events and fact finding missions for Swiss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

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Will China Save the World Again?



Following the S&P downgrade of the US sovereign rating, global financial markets are in turmoil and the risk of a second recession in the developed economies has increased. What will happen to China's economy? China's inflation remained high and growth was robust but slowed in July. Will the government reverse its policy course and engineer another massive stimulus?

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

We think the biggest impact of the S&P downgrade on China is the indirect impact from a weaker global growth caused by financial market turmoil. The good news is that China has become less reliant on export growth than before the global financial crisis, and the property market is not in a deep downturn as it was back in 2008. China will be affected by what is going on globally but we are not expecting a hard landing. One reason is that if things get much worse and exports collapse, we expect China to ease macro policy to stimulate growth again. The bad news is that China has already increased its leverage massively in the past three years to invest in infrastructure, and there is less scope to do so now. In sum, in the case of another severe global downturn (which is not the base case we are forecasting now) China will still do relatively well, but do not expect it to save the world again.

Potentially large indirect impact

News media has focused on the possible fall in value of China's large holdings of US treasuries (stood at more than \$1.16 trillion at end June). However, the downgrade has not led to a rise in treasury yield in the past couple of days but the contrary - yields went down as investors left risky assets and bought US treasuries. Of course, over the longer term, yields are likely to move up and China's FX holding could be marked down. However, those accounting losses matters little to the real economy and China's treasury holdings are safe - the chance of a US government default is extremely slim in the foreseeable future.

The indirect impact could potentially be large. If the downgrade pushes up US treasury yields (not yet happened) and overall cost of borrowing in the economy, or causes financial market turmoil that freezes liquidity and weakens consumer and corporate confidence, US and global growth could become even weaker. The downgrade

can also cause chain reactions in the euro zone where the sovereign debt crisis is deepening. A much weaker growth in developed economies would obviously be bad for China. China's exports could weaken much more than currently envisaged (we look for exports to go down to single digit later in the year).

What would China do?

Right now, we expect the government to put monetary tightening on hold. July data show that economic activity slowed but remained robust, and CPI inflation came in at 6.5% y/y, higher than June. We think the government has no appetite for any more rate hike given the weak global environment and increased uncertainty. We also expect the government to keep bank lending and social financing targets unchanged - we still expect RMB loans to increase by 7-7.5 trillion and social financing to reach 14 trillion in 2011. Even so, the correction in food/pork prices will lead the moderation in CPI, helped by the easing in commodity and energy prices. We expect CPI inflation to drop to about 4% by year end.

Many in the market expect China to push through a massive stimulus as it did in 2008 if there was another recession in developed economies, but we think such expectations are too optimistic. The collapse of China's exports could indeed push the government to ease macro policy, but we think the size is going to be much smaller. The indicators we will need to watch include exports and export orders, investment, and construction activity.

Exports matter less today

Compared with Q4 2008, a significant difference is that the property sector is not in a deep downturn now. Despite the property tightening measures, property sales and starts have stayed resilient, and the push for social housing construction provides further

support. Another piece of good news is that exports matter less to the economy now than back then. Both the share of exports in GDP and the contribution of net exports to growth are now smaller than before the global financial crisis.

These are good news indeed – because we do not think China currently has the same policy scope for a stimulus package as massive as in 2008-09. Back then, China has just finished years of banking sector restructuring and saw significant de-leveraging. Moreover, the rapid credit expansion has accompanied a significant increase in local government debt and infrastructure investment. In addition, the government is still dealing with some of the side effects of the last stimulus: the rise of local government debt, the potential rise in non-performing loans, the sharp rise in property prices, and last but not the least, governance problems occurred during the investment/construction boom.

First line of defense: social housing

Of course, despite the above issues, China still has a reasonably healthy balance sheet. Total government debt including local government debt is moderate at 50% of GDP, while household debt is relatively small. In an economy with still robust long-term growth and high national saving rate (more than 50% in 2010), China is not overburdened by debt and still has policy space to deal with another global downturn.

How might the government ease policy to support growth? Given that railways, highways and airports have already received their

share of attention, we think social housing construction will be the first line of defense. In addition, urban transit system, water/irrigation projects, energy-saving and environment-related projects will likely be brought forward. This would also be a good time to push for more investment in public and commercial services, including in health care, education, logistics and distribution, and open up the services sector further to the private sector.

The 2011/2012 forecast

Our current 2011 GDP forecast of 9.3% already incorporate a marked slow down in export growth in the remainder of the year, and our 2012 forecast (9%) assumes an export growth of 10-12 percent. As the global economic outlook has weakened and the ongoing financial market turmoil may have already started to impact the real economy, obviously downside risk to our 2012 GDP forecast is rising, though we would still expect healthy economic growth. Taking into consideration the better domestic economy and possible policy response, we expect China to be able to grow easily more than the growth target set in the 12th five year plan (7%). Even before the recent events, we have forecasted a peak in CPI inflation in July, led by a moderation in pork and other food prices. With commodity and energy prices correcting, we expect some further downside to CPI inflation in 2012.





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Building Success

在中国实现成功

Pros and cons of different forms of project and construction management in China

中国不同形式的项目和施工管理的优缺点

Written by **Francois DUCHASTEL**,
President of Pöyry (Beijing)

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As in Europe or in North America, real estate projects in China can be critical to the business success of your operations. Whether it is the launch of a new global product or market entry strategies, if the delivery of your manufacturing facilities, stores or R&D center is late or cost way beyond your initial expectations, your whole business case may be jeopardized.

From relatively basic, project management skills and methodologies have improved greatly in the Chinese market in the last 10 years, and the industry is approaching a similar level as one would expect in Europe. Some factors which remain different and major causes of problems, are all issues related to authorities, strong regional / provincial variations of legal framework, the level of transparency of transactions and, for most foreign companies, a still incomplete understanding of the Chinese framework for such projects. The following three factors turn any large capital project in China into a challenge.





Baoshan MultiPurpose Arena & Cultural Center - Shanghai



Land issues

All land in China is owned by the government, through its land bureaus. For industrial land, industrial zones have been set up to administer this land, based on quotas for distribution, which can then be leased for periods of 50 years. Residential land usually is leased for 70 years. Zones are usually focused on certain types of industrial sectors. For example the Taicang Port Development Zone (TPDZ), is a well positioned 1 hour-drive North of Shanghai, at the mouth of the Yangtze River. It was established in 1993 and focuses on the petro-chemical sector. It houses such companies as Exxon-Mobil, BP and Nine Dragons Paper. To locate in this zone, a company would need to fit their capital and industry type requirements, but on the other hand, industrial zones can also offer many incentives to new establishments, going from land rights, tax amnesties and even, in some technological sectors, some subsidies.

Authorities issues & permitting

One of the key issues in working with authorities is finding the procedural information. Information is generally readily available, but it is quite difficult to map a full picture of what is required for a specific project. This is mainly due to the fact that information is often fragmented in different departments, not collaborating with each others, and furthermore, some procedures or rules can vary between cities or zones, even within the same province. This makes it difficult to directly apply experiences from previous projects into a new project.

Quality of construction & prices

Quality of the constructed products, be it a factory or office building, has been problematic in China in the past, if expectations were to achieve similar levels as in Europe or North America. This situation is improving as large contractors get much more mature in their operations and internal quality controls and adopt global standards. To achieve high level of quality remains an area which requires constant vigilance, active involvement and intervention, from the early design to the commissioning.

Prices have been generally low, comparatively, but rapid inflation in recent years and particularly pockets of overheating in major centres have pushed tender bid prices higher and sometimes, due to timing issues, even to unreasonable levels. If there is some overheating in a particular area, with limited qualified contractors able to deliver your projects, they may not have resources to take on additional projects in the time schedule of your project, thus their bid can be extremely high, beyond normal market levels.

Most common project delivery options & their advantages

Various forms of project deliveries are available on the market. Find below an overview including their pros and cons.

Project & Construction Management

Construction Management is a form of project management mandate by which the client's facility will be managed by a consultant firm. In such mandate, the project manager would organize the project, schedule it, estimate the budget and manage the whole procurement and execution, but for the account of the client. The client contracts directly with all services providers (architects, local design institutes) and contractors, but these contracts are administered by the project manager. This form offers the advantage of permitting the owner to have strict control of the quality of works and optimised costs at each stage. On the other hand, it can be said the process is more sequential and can take more time.

Advantages:

- Most common option
- Less preparation time for client
- More flexible option
- Gives client option of controlling engineering
- Easy to fix problems that arise



Metso Paper - Zibo Plant China

EPCM

In an EPCM, or Engineering Procurement Construction Management set up, the provider would take on the full responsibility as a contractor for the whole design, authorities, local design institutes and offer construction management as a "contractor" but not the construction work itself, which will still be "managed" in construction management. This approach cost slightly more in early stages, as the contracting party for the EPCM part, must build in risk in its price, but it offers higher speed of delivery and still good potential optimisation of costs during the construction phase, thus generally lower overall costs.

Advantages:

- Lower overall cost
- Staff's sense of ownership
- More control over process
- Better for less defined projects with anticipated changes to scope of supply
- Less legal litigation (possible to identify issues early)
- Financing flexibility for owner

Turnkey or EPC

In this case, a single contractor will take on the full risk of delivering the project from A to Z, providing design, procurement and construction work until the commissioning. It goes fast when well defined, cost more as risks is monetized by the contractor and project owner has far less control on the final product. This is particularly true in case of design changes, which will engender high costs.

Advantages:

- One stop shopping "one point of contact"
- "Hands off" approach to project
- Minimal staffing requirements
- Minimal legal risk
- Best for projects with detailed engineering complete before EPC contractor selected (minimal unknowns).

Outlook

As China modernizes and integrates further into the global economies, practices are maturing gradually to meet the same standards as in most of the advanced economies. It can be expected that the real estate industry will continue to evolve in that direction, even if a passing downturn may cause some level of discontinuity. One would expect that more solutions such as lease-backs, project financing options and project management methodologies to value engineer projects will gradually appear and offer even more options to both local and foreign multinationals deploying their operations in China. It can be also expected that the harmonization of procedures and growing transparency in the public administration's various level will follow suit in parallel.

不管公司是否考虑在中国建立新的运营模式，重新部署现有的沿海工厂至低成本的内陆城市，或是把研发部门和总部从亚洲其他城市转移到上海，一种强大而全面的项目管理和施工管理的方法都是至关重要的。

项目在中国实现成功的关键

与欧洲和北美一样，房地产项目可以成为您公司在中国取得成功的关键业务。无论是在全球推出新产品还是市场进入战略，如果生产设施、门店和研发中心的交付推迟或者成本远超出您最初的预算，那么您的整个业务可能会受到损害。

从比较基本的方面来看，在过去的10年里中国的项目管理的技巧和方法已经有了较大的提高，行业水平也越来越接近欧洲水平。不过仍有一些因素不同，这些因素包括与当局相关的问题、不同地区/省份拥有十分不同的法律框架、交易的透明度等等，对于大多数外国公司来说，他们对中国的这些框架还并不完全了解。以下三大因素可以使在中国的任何大型投资项目变成挑战。

• 土地问题

根据国家土地局的规定，中国的土地所有权归属国家。对于工业用地，工业区的成立正是为了管理工业用地，根据配额来分配土地，租赁期限为50年，而居住用地的期限一般为70年。工业区通常主要包括某个特定的产业领域。例如，太仓港口开发区，位于长江口岸，距离上海仅1小时车程，具有优越的地理位置。它成立于1993年，主要服务于石油化工产业，美孚、英国石油、九龙纸业等公司都进驻了该工业区。为了进驻这个工业园区，企业需要满足资本和产业类型的要求，但在另一方面，工业区会向新进驻企业提供许多优惠政策，包括土地权、税收减免，甚至会向高科技企业提供补助。

• 当局问题和许可

和当局合作的一个关键问题就是找出相关的程序信息。信息通常是现成的，但要对某个项目所需要的信息有一个全面的了解又是相当困难的。这主要是由于这些信息往往分散在不同的部门，并没有相互联合，另外，在不同的城市或区域甚至是在同一个省份，项目所需要



1. Beumer New Factory
伯曼新厂房, Shanghai
2. Lenze Factory Shanghai
3. Metro Guangzhou Baiyun Store

走的程序或规则都是不同的。这就使得企业很难把以前的项目经验应用到新的项目上去。

• 施工质量和价格

在过去，无论是建设一个工厂或是办公楼，如果期望建筑的质量达到欧洲或者北美的标准，那么建筑的质量都是很大的问题。随着大型承包商的经营和内部质量控制趋于成熟和采用全球标准，这种情况正在逐步改善。为了达到更高水平的质量，仍需企业从早期设计到调试整个过程中的保持警惕、积极参与和介入。

相比较之下，价格已经普遍偏低，但是近年来急剧的通货膨胀以及许多中心地带的过热现象已经推高了投标价格，有时由于时间问题甚至高到不合理的水平。如果某一领域存在过热，以致市场上的承包商稀缺，很难找到足够的资源来按时完成你的项目，那么他们的价格就会很高，远远高出市场正常水平。

最常见的项目交付选择和优点

市场上存在着各种形式的项目交付方式，以下是它们的主要优点：

• 项目和施工管理

施工管理是项目管理的一种形式，其中客户的设施将由一家顾问公司管理。在任务中，项目经理将进行项目组织、进度计划、预算预估和采购与执行过程管理等。客户直接与所有的服务提供商（建筑师、当地设计机构）和承包商签署合同，这些合同由项目经理管理执行。这种形式允许所有者严格控制工程质量，并在每个阶段优化成本。另一方面，可以认为这个过程是比较连续的，也将花费更多的时间。

项目管理的优点

- 在中国这是普遍接受的解决方法
 - 减少客户的准备时间
 - 更灵活的选择
 - 客户可以选择工程控制方案
 - 易于解决出现的问题
 - 工程采购施工管理
- 工程采购施工管理的设立，提供者将承担起作为整个设计的承包

商、主管部门、地方设计院和提供施工管理的“承包商”的所有责任，而不仅仅是施工本身。作为 EPCM 的承包方，必须把风险充分的考虑在价格里，这种方法在早期阶段成本较高，但它在施工阶段交付更快并可以进一步优化成本，从而降低整体成本。

EPCM 的优点

- 降低整体成本
- 员工拥有主人翁意识
- 更多的过程控制
- 更好的为原先缺少详细说明的项目更改供货范围
- 减少法律诉讼（事先找出问题）
- 所有者的融资灵活性
- 总承包或者 EPC

在这种情况下，单个承包商将承担起提供从 A 到 Z 的全部项目风险，包括提供设计、采购、施工直到调试。当项目的轮廓十分清晰时，项目的进展会很快，不过由于承包商把风险附加在价格上，因此成本也更高，另外，项目所有人对最终产品的控制也更少。如果设计更改，将产生高额的费用。

EPC 的优点

- 一步到位的解决方案
- 交钥匙的移交方式
- 最少的人手需求
- 最少的法律风险
- 在决定 EPC 承包商之前，最好有详尽的工艺设计

未来发展趋势

随着中国现代化发展和对全球经济一体化的融入，建筑实践也渐渐趋于成熟并向大多数发达国家的标准靠拢。可以预期，即使经过一定时期的低迷可能会引起某种程度的波动，但房地产行业将继续朝着这个方向发展。未来更多的评估项目的解决方案如回租、项目融资选择和项目管理方法等将逐步出现，为本地和外国跨国公司提供更多部署他们在中国的业务的选项。另外，程序间的协调以及不同公共部门的透明度也将随之改进。

新的合作关系和更活跃的交流

NEW COOPERATIONS

The city partnership between Basel and Shanghai is no paper tiger. After the intense months of World Expo 2010, the cooperation has grown and developed further. 2011 is a particularly lively and fruitful year.



Urs Frey, Medical Director of the University Children's Hospital Basel, Dr LIU Jinfen, Director of the Shanghai Children's Medical Center and Dr HUANG Hong, Deputy Head of the Shanghai Municipal Health Bureau.

巴塞尔大学儿童医院医学总监 Urs Frey, 上海儿童医学中心主任刘锦纷, 及上海市卫生局党委副书记黄红。

Basel's presence at World Expo 2010 Shanghai was no doubt a highlight in the partnership between the two cities. New contacts with Chinese partners in the fields of research, economy and education were established. «In short, it was a perfect way to deepen the already prosperous relationship», says Sabine Horvath, Head of External Affairs and Marketing of the Canton of Basel-Stadt.

Economic cooperation

Since then, the efforts on both sides have by no means slackened. The partnership is livelier than ever. Two projects deserve particular attention: The first is the extended economic cooperation between Basel and Shanghai, of which the manager exchange programme for young leaders is a very successful part. The programme will be

intensified from 2011 onwards. On a more official level, the agencies for economic promotion in Basel and Shanghai have signed a Memorandum of Understanding in order to strengthen their cooperation. In October, Councillor Christoph Brutschin and a delegation of experts will visit Shanghai to discuss economic issues such as green architecture, smart buildings and medtech.

Building a community

The second highlight is an event that Basel wants to become a tradition: On 12 September, the Basel Government invites the Chinese community to celebrate the traditional Mid-Autumn Festival (Mondfest Basel 2011) at the Museum der Kulturen (the Ethnological Museum) and nearby Münsterplatz. This festive event is a perfect way to show

AND A LIVELY EXCHANGE



Shanghai's CPC Secretary YU Zhengsheng during his official visit in Basel. In the background (from left to right): Dr Guy Morin, President of the Executive Council of the Canton of Basel-Stadt, Jürg Rämi, Director EuroAirport Basel-Mulhouse-Freiburg, and Prof Antonio Loprieno, Principal of the University of Basel.

上海市委书记俞正声对巴塞尔进行正式访问。自左至右的其他嘉宾：巴塞尔城市州高级议会主席居伊·莫润博士、巴塞尔—米卢斯—弗赖堡欧洲机场负责人 Jürg Rämi、巴塞尔大学校长 Antonio Loprieno 教授

that the partnership between Basel and Shanghai is tangible, and that it has a positive effect on people living here. It brings together local people and the Chinese living in Basel. Moreover, it is an opportunity to strengthen the Chinese community in Basel. «They are ambassadors for our city in their home country», says Sabine Horvath. «We want them to feel welcome and appreciated here.»

Apart from these two highlights, there have been several visits this year: In April, Shanghai's CPC Secretary Mr. Yu Zhengsheng, accompanied by a high-ranking delegation of Shanghai officials, paid Basel an official visit and was received by a delegation of the Executive Council of Basel-Stadt. Also present were representatives of international companies, important cultural institutions as well as university and research institutes. «With his visit, Mr. Yu confirmed Shanghai's commitment to the partnership», says Sabine Horvath. «We were proud to be the only official destination on Mr. Yu's short visit to Switzerland.»

New medical cooperation

Another important pillar of the city partnership are the cooperations in the field of health and medicine, namely those of the University

Hospital Basel with the Shanghai Universities Fudan, Tongji and Jiao-Tong. In January, a health delegation from Shanghai attended the opening of the new University Children's Hospital in Basel. During this visit a new cooperation between the Shanghai Children's Medical Center and the Basel University Children's Hospital was launched. On his visit to Shanghai in May, Councillor Carlo Conti and Vice Mayor Shen Xiaoming took further steps to strengthen this budding cooperation.

A city partnership will naturally focus on urban development, too. In October, Councillor Hans-Peter Wessels will lead a delegation of experts to Shanghai, where issues such as the planning of green spaces in the city centre and the preservation of historic buildings and monuments are discussed, among others.

And last, but not least, the Departments of Education are in regular contact with regard to issues of education and research.

All these examples are proof enough: The partnership between Basel and Shanghai is as lively as ever. And it will continue to grow, because its potential is far from being exhausted.

“The exchange programme for young leaders will be intensified”

—Sabine Horvath



Moon Festival Basel 2010: Opera singer ZHANG Xiaohui at the courtyard of the City Hall.
2010 年巴塞尔中秋节：歌唱家 ZHANG Xiaohui 在巴塞尔市政厅演唱。

在 2010 年上海世博会结束后，巴塞尔和上海进一步发展了城市合作伙伴关系。2011 年对于双方来说将是十分活跃而卓有成效的一年。

巴塞尔在 2010 年上海世博会上的出现对于两个城市之间的合作来说无疑是一大亮点。在世博会期间，巴塞尔与中国方面在研究、经济和教育领域建立了新的联系。巴塞尔城市对外关系及城市营销办公室主任莎比娜·贺华婷说：“总的来说，它使得双方本已十分成功的关系更进了一步。”

经济合作

世博会结束后，双方并没有减少加强合作的努力，相反，这种合作关系比任何时候都更活跃。尤其值得关注的合作项目有两个：第一个是巴塞尔和上海之间经济合作的延续，其中的年轻领导人交流项目十分成功。双方表示将在 2011 年进一步加强合作。而在更官方的层面上，双方的经济促进部门还签署了

一项谅解备忘录以进一步加强合作。今年 10 月，Christoph Brutschin 议员及专家代表团将访问上海，就如绿色建筑、智能建筑和医学技术等领域的经济事务进行讨论。

建立华人社区

第二大亮点是巴塞尔希望发展传统活动：9 月 12 日，巴塞尔政府邀请华人团体前往 der Kulturen 博物馆和巴塞尔教堂广场附近庆祝中国传统的中秋节。这一节日活动是巴塞尔和上海双方实实在在的合作关系的最佳表现方式，也会给当地华人带来积极的影响。活动将把当地人和巴塞尔华人聚在一起，并强化巴塞尔的华人社区。“巴塞尔华人是巴塞尔在中国的大使，我们希望他们在这里受到欢迎和重视。”莎比娜·贺华婷说。

除了这两大亮点之外，今年双方也安排了一些互访活动：4 月，上海市委书记俞正声在上海官方代表团的陪同下对巴塞尔进行了正式访问，巴塞尔城市州高级议会代表团接待了此次访问。另外，来自国际跨国公司、主要文化机构以及大学和研究机构的代表也出席了此次访问。“通过此次访问，俞书记肯定了上海对双方合作关系的重视，”莎比娜·贺华婷说，“我们很荣幸地成为俞书记对瑞士短暂的正式访问的唯一一站。”

医疗领域的新合作

两个城市之间关系的另一重要支柱是双方在健康与医疗领域的合作，也就是巴塞尔大学医院与上海复旦大学、同济大学和上海交通大学之间的合作项目。1 月，来自上海的医疗代表团参加了巴塞尔大学儿童医院的开业仪式。在这次访问期间，上海儿童医学中心与巴塞尔大学儿童医院展开了一项全新的合作。州政委员康鼎洛博士在 5 月访华期间，与沈晓明副市长进一步加强了这一合作。城市之间的合作自然会集中在城市发展上。10 月，州政委员汉斯·彼特·韦瑟尔斯博士将带领专家代表团前来上海，探讨城市中心的绿色空间规划和历史建筑物与遗址的保护等一系列课题。此外，双方的教育机构也在教育和研究问题上时常保持着联系。

所有这些例子都证明了：巴塞尔和上海之间的合作一直都十分活跃，这种合作关系还将继续发展下去，因为双方还有更多值得合作探讨的领域。

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The Swiss-Free Trade

On June 21st 2011, the EFTA member states Switzerland, Iceland, Liechtenstein and Norway signed a comprehensive Free Trade Agreement (FTA) with Hong Kong. It is expected to enter



The main objective of the Agreement is to enhance economic ties and promote trade and investment between the two sides. One of the FTA's most important effects is the abolishment of import duties on products originating in Hong Kong exported to EFTA countries. The Agreement thus benefits Hong Kong resident companies engaged in manufacturing products that are sold to EFTA countries as it will allow easier access to the Swiss, EFTA and ultimately to the European markets. The Agreement mainly covers trade in goods (industrial and processed agricultural goods, fish and other marine products), trade in services, investments, the protection of intellectual property rights as well as environmental issues related to trade.

Industrial Products

Hong Kong will continue to maintain its existing exemptions from duty for imports from the EFTA states, whereas the EFTA states commit themselves to abolishing import tariffs and quantitative restrictions for industrial products originating in Hong Kong. The EFTA states hence eliminate import duties aimed at industrial protection, but in return receive the right to levy charges on imports and to grant refunds on exports in order to compensate for differences in commodity price levels between the EFTA markets and the world market. The rules of origin are largely in accordance with the European model. However, given that the countries in question are of very small size and can not furnish an entire supply chain themselves, the rules with regard to industrial products are less restrictive as products may contain an increased proportion of contributions from countries outside the free-trade area.

Processed Agricultural Products

The Agreement also facilitates trade in processed agricultural products in both directions. Nevertheless, certain tariff classifications which are considered sensitive from a Swiss agricultural policy perspective are exempt.

Trade in Services

With regard to trade in services, the Agreement contains provisions guaranteeing market access and national treatment which are more favourable than the WTO General Agreement on Trade in Services (GATS). National treatment ensures that Swiss firms will be treated as if they were local companies. The most important improvements from a Swiss perspective pertain to services such as leasing, insurance, architecture, engineering, civil engineering, distribution and trade, logistics, maritime traffic, and the supply of services by a commercial presence, such as may be generated by secondments or business trips.

Investment

The provisions on investments regulate market access and ensure the continuation of the present open-market access policy among the parties. The Agreement makes investing in or acquiring a company in the other contracting party easier, manifestly granting national treatment.

Intellectual Property Rights

The provisions on the protection of intellectual property rights are based on the principles of national treatment and most-favoured-

Hong Kong

Zone

瑞士—香港 自由贸易区

into force on 1st of June 2012. Hong Kong is currently Switzerland's third largest business partner in Asia, after Mainland China and Japan.

Written by **Simeon Probst** and **Stefan Schmid** PwC
作者 **Simeon Probst** and **Stefan Schmid** PwC

nation treatment. The Agreement reaffirms the parties' commitment to applicable international agreements, in particular the WTO Agreement on Trade-Related Aspects of Intellectual Property Rights (TRIPS), which is reinforced in certain areas. Furthermore, with regard to trade and environment, the parties commit themselves to promoting international trade so that it contributes to the goal of sustainable development.

Implications for Switzerland

Hong Kong is currently Switzerland's third largest business partner in Asia, after Mainland China and Japan. In 2010, Swiss exports to Hong Kong amounted to CHF 6.5 billion (accounting for 3.2% of Switzerland's total exports), whereas imports reached CHF 1.6 billion (accounting for 0.9% of Switzerland's total imports). Trade in goods in both directions has been dominated by clocks and watches, precious metals, jewellery and machinery. Swiss direct investments in Hong Kong amounted to some CHF 4.5 billion as of December 2009. More than 150 Swiss companies have operations in Hong Kong, whereby the watch industry, the banking and insurance sectors as well as trading companies account for the majority. The FTA will further promote economic relations with Hong Kong, an important

and dynamic business partner in Asia, who is the world's third biggest financial centre and the main trading hub in the region. The Agreement provides a favourable and stable framework for trade and ensures equal treatment of Swiss enterprises with all current and future free trade partners of Hong Kong.

Having a FTA with one of the special administrative regions of the People's Republic of China in place, the trade between EFTA countries and Hong Kong may also open the doors for further planning space. Especially, the different countries involved in the FTA can in future be used as gateways for components produced elsewhere while still being able to benefit from the newly established FTA. Thus, manufacturing of products under a properly set-up supply chain might lead to lower customs duties.

Practical Example

This example illustrates the potential benefit under the new regime: a manufacturer in Hong Kong purchases components from a contract manufacturer in Mainland China. As they are further processed in Hong Kong, the goods can basically acquire Hong Kong origin. Having this origin, the finished goods shipped to the EFTA countries will usually be exempt of duty. As the EU currently does not have a FTA with Hong Kong, any subsequent processing in one of the EFTA countries (including change of origin and further export to the EU) may keep the customs burden at a low level. Thus the EFTA countries and Hong Kong are ideal gateways to their respective wider region. The benefit of those gateways may be considered when setting-up or amending an international supply chain.

China and Switzerland formally launched bilateral negotiations on a comprehensive free trade agreement in January of this year. Switzerland is hence expected to be the first European country to sign a FTA with China, which will further enhance Switzerland's role as investment location for Chinese groups doing business in Europe.

2011年6月21日, EFTA 成员国瑞士、冰岛、列支敦士登和挪威同香港签订了综合自由贸易协定(FTA), 该协定有望于2012年6月1日生效。香港是目前瑞士继中国大陆和日本后在亚洲的第三大合作伙伴。

协定主要目标在于加强双方经济联系促进双方贸易投资。FTA 重要影响之一是废除了在香港生产的出口至 EFTA 国家的产品的进口关税。因此该项协定有益于香港当地从事制造行业的企业, 使其更容易进入瑞士, EFTA 以及最终欧洲市场。

该协定主要涵盖了商品贸易(工业和加工农产品, 鱼产品及其他海洋产品)、服务贸易、投资、知识产权保护以及与贸易有关的环境问题。

工业产品

香港将继续保持其现有的从 EFTA 国家进口商品免关税的特权, 然而 EFTA 成员国则致力于废除香港生产的工业产品的进口关税和定量限制。EFTA 国家因此消除了旨在工业保护的进口关税, 但作为回报有权征收进口商品税及批准出口退款以便抵消 EFTA 市场同世界市场的商品价格水平差异。

产地规则大部分同欧洲模式相一致。然而, 考虑到谈及的国家皆属小国无力独自支撑整个供应链, 涉及工业产品方面的规则并没有那么严苛, 因为产品可能包含来自自由贸易区以外的国家已增长的供给部分。

加工农产品

该协定同样促进了双向加工农产品贸易。此外, 该协定还废除了从瑞士农业政策角度而言敏感的关税分类。

服务贸易

关于服务贸易, 该项协定包含了比 WTO 的服务贸易总协定(GATS)更优惠的关于保障市场准入和国民待遇的条款。国民待遇确保瑞士公司同地方公司享受同等待遇。从瑞士角度而言最重大的进步涉及如租赁、保险、建筑、工程、土木工程、分销贸易、物流和海上运输等服务以及外调进修或商业旅行所产生的由商业存在提供的服务。

投资

涉及投资的条款规范市场准入并确保当事人之间现存的开放市场准入政策的延

续性。该协定使得在合同对方国投资或收购公司更容易, 这点显然践行了国民待遇。

知识产权

涉及知识产权保护的条款是以国民待遇和最惠国待遇准则为基础的。该协定重申当事方履行可实施的国际协定的职责, 尤其是 WTO 协定中贸易有关的知识产权协定(TRIPS), 这点在一些领域得到了加强。此外, 关于贸易与环境, 当事方应竭尽全力促进国际贸易以便为可持续发展的目标做出贡献。

对瑞士的影响

香港是继中国大陆和日本之后瑞士目前在亚洲的第三大商业伙伴。2010年, 瑞士对香港的出口额达到了 65 亿瑞郎(占瑞士出口总额的 3.2%), 然而进口额仅达 16 亿瑞郎(占瑞士进口总额的 0.9%)。双方商品贸易主要集中在钟表、贵重金属、珠宝和机械行业。截止 2009 年 12 月, 瑞士在香港的直接投资达 45 亿瑞郎。超过 150 家瑞士企业在香港经营生意, 借以手表行业、银行、保险部门以及贸易公司占绝大部分。

FTA 将进一步加强同香港的经济联系。香港, 这个世界第三大金融中心及该地区主要贸易中心, 是其重要的, 生机勃勃的亚洲商业伙伴。该协定为贸易提供有益的稳定的框架并确保瑞士企业同所有目前和未来的香港自由贸易伙伴享受同等待遇。

已经同中华人民共和国的一个特别行政区签订了恰如其分的自由贸易协定, EFTA 国家同香港的贸易也许同样会为进一步规划空间打开大门。

实际案例

该案例阐明新制度下的可能利益: 一位香港制造商向中国大陆的合同制造商购买部件。由于在香港进一步加工部件, 商品原产地是香港, 因此, 运输成品到 EFTA 国家时通常可以免关税。由于 EU 目前同香港不具备自由贸易关系, 在 EFTA 国家进行的任何次加工(包括原产地变更和进一步出口至 EU)都可能保持低水平的关税负担。因此, EFTA 国家和香港是通往各自更宽广地域的理想门户。创建或改进国际供应链时可以考虑这些门户的优势。

特别是, 参与 FTA 的国家将来可以作为别处生产的组件的门户同时仍然从成立不久的 FTA 受益。因此, 在恰到好处建立的供应链下生产可能会使关税更低。

今年 6 月中瑞双方就综合自由贸易协定举行了双方谈判。瑞士因此希望是第一个同中国签订 FTA 的欧洲国家, 这一点会进一步提升瑞士作为在欧洲从商的中国团体的投资地点的角色。

Lady with beret in front of Badrutt's Palace Hotel, 1933

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Sustainable Future with Cleantech

Cleantech与您共创可持续发展的未来

In May, the swissnex China Lecture was dedicated to the topic Cleantech. The President of Cleantech Switzerland, Dr Uwe Krüger, was talking about Cleantech in general and the situation in Switzerland. The lecture offered a lively exchange between the expert from Switzerland and the audience from academia and industry.

Goodbye to Traditional Wastewater Plants

By supporting the project HydroNET on waste water management, swissnex China is further enlarging its activities on Cleantech. The project is a collaboration of the University of Applied Sciences of Southern Switzerland (SUPSI) and Chinese partners from the City of Dongguan. The HydroNET project has been presented in several occasions, last time at the Future Cities Conference at the World Expo in 2010.

The need to design new Wastewater Treatment Plants (WWTPs), is not just limited to developing countries or to fast growing markets like China, but it also concerns countries such as Switzerland, where WWTPs built more than thirty years ago, have reached operational limits and are in deep need of revamping; most of the existing plants are based on conventional process (i.e. sedimentation) that could be easily replaced with more efficient technologies in terms of space requirements and treatment duration.

The Hydroflot prototype has been designed as a collaborative effort, carried out by iCIMSI (Institut CIM for Sustainable Innovation, SUPSI),



swissnex China lecture in May
2011 年 5 月举办的 swissnex China 讲座

Eawag (ETH Domain) as one of the world's leading aquatic research institutes and KWI (Krofta Waters International). In partnership with Mangrove Environment Ltd. and Zhangcun Municipal Water Plant, the project researchers are now testing the HydroNET concept to the treatment of Dongguan municipal wastewaters situated in the Guangdong province.

swissnex China Cleantech Exchange Grant

In September 2010 during the World Expo in Shanghai, "Better City, Better Life", swissnex China organized the Future Cities Conference Week, at the Swiss Pavilion in cooperation with ETH Zurich and the Chinese Academy of Sciences. "Water Management", "Sustainable Construction" and "Mobility and Air Quality" were the essential topics and they will remain of utmost importance in planning future cities and sustainable environments, also after the closing of the world largest Expo ever.



With the growing demand of energy and the importance of respecting the nature, clean technologies will play an essential role in handling our future energy needs. swissnex China is focusing on this topic in various ways.

Dr Uwe Krüger (President of Cleantech Switzerland)
Uwe Krüger 博士 (瑞士 Cleantech 集团总裁)

swissnex China is dedicated not only to initiate, but also to foster and facilitate further cooperation between the two countries to find solutions for development and use of Cleantech to improve water management, sustainable construction, mobility and air quality. This is why swissnex China is offering the swissnex China Cleantech Exchange Grant (sCEG) to the speakers and participants of the Future Cities Conference Week, to enhance the cooperation in the area of cleantech between partners in Switzerland and in China.

For more information visit: www.swissnexchina.org

随着能源需求量的攀升，人类愈发意识到尊重自然的重要性，清洁科技在未来的能源问题上将起到关键作用。瑞士联邦政府科技文化中心正在通过以下方式关注这一主题：

swissnex China 系列讲座

2011 年 5 月，swissnex China 系列讲座的主题是清洁科技。瑞士 Cleantech 集团总裁 Uwe Krüger 博士向与会者介绍了清洁科技的发展概况和瑞士清洁能源领域的现状。讲座中，这位来自瑞士的专家和学术界、业界的观众们激情互动，现场氛围活跃。

告别传统的废水处理厂

通过赞助 HydroNET 废水管理项目，瑞士联邦政府科技文化中心进一步扩大了在清洁科技领域的活动。HydroNET 废水管理项目是瑞士南方应用科技大学 (SUPSI) 和其合作伙伴东莞市的联合项目。该项目的理念曾多次在公众面前得到呈现，也是 2010 年世博会未来城市主题研讨会上的演讲主题之一。

设计新型废水处理工厂的需求，不仅仅局限于像中国这样的发展中国家或市场经济快速发展的地区，也和瑞士这样的发达国家有关。在发达国家，废水处理工厂已经建立了近 30 年，达到了运营极限，

急需重新改造。这些废水处理工厂大部分都采用了传统工艺（即过滤工艺）。这项工艺无论是在空间要求还是在更新周期上，都可轻易地被更高效的技术取代。

Hydroflot 原型由瑞士南方应用科技大学 iCIMS 项目组、世界领先的水资源研究机构之一 EAWAG 和 KWI 公司 (Krofta Waters International) 联合设计。

目前，项目研究人员正与广东省东莞市红树林环保科技有限公司、市樟村水厂合作，用 HydroNET 项目理念处理东莞市污水排放问题并检测其效果。

瑞士联邦政府科技文化中心清洁科技专项交流基金

2010 年 9 月上海世博会期间，瑞士联邦政府科技文化中心、苏黎世联邦理工学院和中国科学院在瑞士馆举办了“未来城市”研讨会。此次研讨会讨论了“水资源管理”、“可持续建设”、“交通与空气质量”等重要课题。在这次世界上有史以来规模最大的世博会结束后，这些议题仍将是进行未来城市和可持续发展环境规划最重要的环节。

瑞士联邦政府科技文化中心致力于开展、促进和推动两国之间的进一步合作。从而寻找更好地发展、使用清洁技术的方案，促进水资源管理，可持续建设，交通与空气质量的改善。

这也是瑞士联邦政府科技文化中心为“未来城市”研讨会的讲者和与会者提供清洁科技专项交流基金的目的——增进中瑞两国的合作伙伴在清洁科技领域的交流与合作。



EPFL-Led Research in Line for EU Award

瑞士联邦理工学院洛桑分校主导的科研项目荣获欧盟专项基金提名

Two projects headed by the Federal Institute of Technology in Lausanne (EPFL) have been shortlisted in a competition for European Union research funds.

由瑞士联邦理工学院洛桑分校 (EPFL) 主导的两个科研项目获得了角逐欧盟研究基金的提名。

The European Flagship initiatives are research grants with no equivalent anywhere in the world, providing nearly one billion euros in funding over ten years. On May 4th 2011 in Budapest, the European Commission announced its preliminary selection of six projects in Europe, including the following two from EPFL.

Guardian Angels - tomorrow's everyday technologies

The Guardian Angels project (<http://www.ga-project.eu>), led by the teams of Adrian Ionescu (EPFL) and Christopher Hierold (Swiss Federal Institute of Technology Zurich) seeks to design and produce completely new electronic components that are energy-autonomous, integrated into our daily lives and low-cost. This vision of the future involves miniaturization, using unexpected resources such as movements of the human body, light and variations in temperature, as well as a seamless integration with everyday objects. The new sensors will easily be able to provide comfort and security for all.

Human Brain Project - simulating the human brain

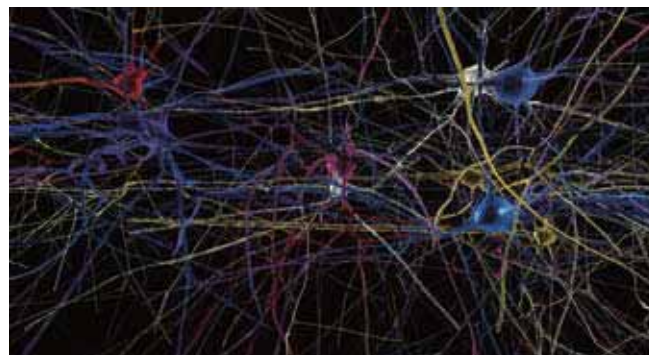
An outgrowth of the Blue Brain Project (<http://bluebrain.epfl.ch>), the Human Brain Project aims to create a simulation of the human brain - a revolutionary research tool in neuroscience. To achieve this, Henry Markram's group is going to develop completely new technologies. In medicine, for example, a research and testing platform will be used to develop new medicines and appropriate treatments. In informatics and robotics, the researchers will draw their inspiration from the human being's astounding brain capacities. The scientists are preparing a true technological revolution that will improve our quality of life and will ultimately aim to generate a computer simulation of a complete human brain.

Joint Call for Proposal

The present call for this joint pilot grant is released following the recent visit to China of Federal Councilor Didier Burkhalter with the

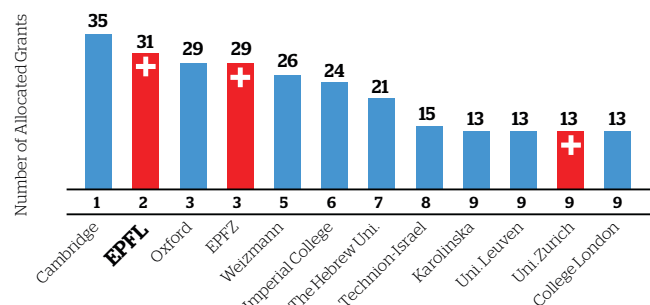
EPFL and ETHZ Presidents in order to reinforce common programs in sectors such as health, environment and energy to cite those directly correlated to the strategic objectives of Nano-Tera (<http://www.nano-tera.ch/>).

The Swiss Federal Institute of Technology, Lausanne (EPFL) is one of two National Institutes of Technology (Ecoles Polytechniques Fédérales) in Switzerland. 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.



Ranking of the first 12 European universities according to number of ERC grants

For the totality of 5 grant calls from 2008 to 2010 except Social Sciences and Humanities



Ranking of the first 12 European universities according to the number of ERC grants - a merit-based scientific fund. 欧盟科学研究委员会的基金获批项目最多的前 12 所大学中，洛桑理工排名第二。

Leading Research Institute in Europe

EPFL has generated top publications in international journals, with 110 publications in Nature and Science from 1990 to 2009. The most recent study by Thomson Reuters ranks EPFL as No. 1 among all European universities in engineering, according to research impact (citations per paper) for the past 10 years. The European Committee has recently launched ERC grants to finance scientific projects of excellence for EU members and associated countries. Seven billion Euros will be invested between now and 2013. Each year, several thousand projects are candidates for subvention. Between 10% and 15% are selected only based on the scientific merits, and are financed over five years. Since 2007, when the first grants were awarded, a comparative study of the allocation of 1205 grants has shown that 31 scientists from EPFL have benefited from an ERC bourse. This is a remarkable result, which ranks EPFL in 2nd place behind Cambridge, and in front of Oxford and ETH Zurich.

这一欧洲旗舰性的项目是举世无双的科技扶持计划。获选项目将得到长达 10 年共 10 亿欧元的研究经费。2011 年 5 月 4 日欧盟在布达佩斯宣布了通过初选的 6 个项目，其中两项来自于洛桑理工大学。

守护天使 - 未来的日常技术

守护天使项目 (<http://www.ga-project.eu>) 是由洛桑理工的 Adrian Ionescu 教授和苏黎世理工的 Christopher Hierold 教授共同领导的。其目的是要设计制造出全新的电子器件，能实现能源自供，并且造价低廉，便于集成于日用设备中。这将需要器件的极小化，以及创新地使用非常规能源，如人体的运动，光线和温度的变化。同时还要完美地集成于日常用品中。这些新型的传感器件将更方便地为人类生活提供舒适和安全的保证。

人脑研究 - 模拟大脑

由蓝脑项目 (<http://bluebrain.epfl.ch>) 成功而衍生出的人脑研究计划，旨在创建一个大脑的全面模型——这将为神经科学研究提供开创

性的途径。洛桑理工大学的 Henry Markram 教授所领导的团队将研发全新的多项技术。比如，在医药方面，一个研发和检验平台将用于开发新药物和治疗方法；在信息学和机器人方面，科研人员将通过对人脑巨大潜能的进一步了解而产生新的创意。科学家们正在迎来一场将改变我们生活品质的技术革命，最终将实现用计算机全面模拟人类大脑。

Nano-Tera 与中瑞科技项目 (SSSTC) 合作

最近，瑞士联邦瑞士联邦委员、内政部部长 Didier Burkhalter 携两所联邦理工大学 EPFL 和 ETHZ 的校长访问中国，旨在加强科技、环境、健康、能源的合作。这与 EPFL 领导的 Nano-Tera 项目 (<http://www.nano-terach/>) 的科研目标高度契合，因此，Nano-Tera 项目最近宣布与中瑞科技合作计划 (SSSTC) 联合启动一个科研项目起步基金。

瑞士洛桑联邦理工大学 (EPFL) 是瑞士两所国立理工大学之一。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 10000 人。

欧洲顶尖的研究型大学

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。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，洛桑理工高居欧洲工程类大学榜首。

欧盟最新启动了一项科研基金，将于 2013 年之内投入 70 亿欧元以支持优秀的科研项目。每一年都有数以千计的项目参与竞争，但只有 10% 到 15% 的成功机率。选择完全基于申报项目的科研水平和潜力，一旦获选，可得到长达五年的经费支持。

自 2007 年该项基金首次启动后，一份针对到目前为止获选的 1205 个项目的对比调查再次印证了 EPFL 在欧洲的领先地位。洛桑理工共有 31 位科研人员获得该项基金支持，这个数目仅次于剑桥大学，而高于牛津大学和苏黎世理工等欧洲名校。



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Titoni's Flagship Store Opened in Shanghai

The Swiss Watch Company ticks in famous Peace Hotel



After more than fifty successful years in the Chinese market, the famous Swiss watch company TITONI Ltd. opened its Flagship Store on the Bund of Shanghai - within the prestigious and historical building of the legendary Peace Hotel.

The TITONI Gallery located in one of the wonderfully designed Art-Deco-arcades of the Peace Hotel, faces the world-famous Nanjing East Rd. It officially opened its doors after the Chinese New Year when lots of visitors took the chance to get their first impression on this Swiss gem in the cosmopolitan city of Shanghai. It is TITONI's biggest Gallery worldwide and the most comprehensive collection of TITONI models are presented here.



"The Shanghai Peace Hotel is a unique 'place in time', and I have, since my first travel to China in the early 1980s, always paid a visit to this superb building," said Daniel Schluep during his recent stay in Shanghai. "The Peace Hotel and TITONI Ltd. have quite a number of elements in common, including the characteristic of being a symbol for the openness to the outside world." - The TITONI gallery also hosts a transparent in-house watch service centre, and - for those interested in the history of the Grenchen-based company - there is a museum-styled corridor with changing exhibitions of old models, historic advertisements as well as old photos.

The Peace Hotel, located on the illustrious Bund which was once called the "Wall Street of Asia", is one of the most prominent

landmarks of Shanghai. The "Cathay Hotel", as the building was named before the founding of the People's Republic, reopened in autumn 2010 as the Fairmont Peace Hotel and is considered to be the social heart of Shanghai. "We are very proud and happy to be located within this magnificent hotel with such a rich tradition and history. To be in the heart of Shanghai and close to the pulse of millions of visitors from all over the country means that TITONI is and will always be in the hearts of the Chinese people," said Daniel Schluep when talking to clients and staff members of the Peace Hotel.

"The Shanghai Peace Hotel is a unique 'place in time', and I have, since my first travel to China in the early 1980s, always paid a visit to this superb building."

Up to the present, TITONI has set up 2 galleries, 9 showrooms, 50 customer service centers and approximately 800 point of sales in the Greater China Region. TITONI Ltd. commits to provide the most comprehensive sales and customer service network, and the opening of the Shanghai TITONI Gallery embodies the company's commitment to pursue a strong quality brand.

Background

Since it was founded in 1919, Titoni Ltd. has enjoyed an international market presence. The watches made by this independent, family-run company are a byword for Swiss quality and precision. In 2010, Titoni Ltd. sponsored the Swiss Cities Pavilion of the EXPO in Shanghai and received positive feedbacks from both Chinese and Swiss visitors. This year, Daniel Schluep, the CEO of Titoni Ltd., was honored to personally be present when the Titoni Flagship Store opened its doors in the Peace Hotel on the famous Shanghai waterfront, the "Bund".

www.titoni.ch

"A mix-and-match Kaleidoscope"

■ Daniel Schluep, the Titoni Gallery recently opened in the prestigious Peace Hotel in Shanghai. What was the motivation for choosing China, or especially Shanghai?

Daniel Schluep: Shanghai has been on top of my favorite city list for many years – international, charismatic, historic, full of energy, enchanting and feminine – a mix-and-match kaleidoscope, in short. I think the question should not be "why Shanghai", but rather why we waited so long to make this happen. During the renovation of the Peace Hotel, we were informed about cooperation possibilities. I personally always admired this grandiose building full of splendid history with its illustrious past. I thought it would serve as a perfect location for Titoni with its long history on the Chinese market, and to offer its best services to the clients. We decided to take the chance immediately and here we are.

When we were planning the interior of this gallery, we had a major discussion as whether to give it a modern chic look or remain its authentic Art-deco flair. We finally opted for the latter and I have to say it was a very wise decision. I'm glad to see many of our clients enjoy the aesthetic environment with its originality and authenticity as much as I do. – For me and my team, the Peace Hotel is not only a landmark building. It is both inspiring and aspiring, and it carries manifold stories as well. We hope that our bond with the Peace Hotel will stay for many years to come.

■ How does this Gallery differ from other Titoni showrooms? What unique services



and products do you provide there?

Daniel Schluep: The Titoni-Gallery at the Peace Hotel is something very unique, as you will soon realize when you enter this grand location, be it from the well-known and busy Nanjing East Rd. or be it through the lovely arcades of the Peace Hotel. The concept of this gallery, by the way the biggest Titoni-gallery in the world with 130sqm, is based on openness and exchange: We want to invite passersby to come in, to look at our gallery and our watches, to talk with our sales staff, in short to have no constraints or fear of contact in entering this unique place. Titoni is a charismatic Swiss brand for people that above all appreciate high quality and precision, and not necessarily for those who want to show off their luxury. With the design of an open gallery with lots of glass windows, we want people to see and feel what our brand is like. Some might have a look at the whole collection – as you know from other Titoni-showrooms, our gallery boosts the most comprehensive collection of our watches –, others want to find out more about the history of our brand by walking through the museum-styled corridor with changing displays such as older models, historic advertisements as well as photos from previous times. – And finally there are those visitors who want to take a look at the watchmaker doing his meticulous work in the transparent in-house watch service centre.



The First Emperor of China

中国的第一位皇帝

Qin Shi Huang was a great leader. Not just of his time, but of all times. He not only standardized measurements and weights, volumes and currencies, but also, most importantly, standardized the script. China will always be indebted to him for his great contribution and long lasting legacy.

Written by **Jeyanthi Geymeier**, SwissCham Beijing
作者：Jeyanthi Geymeier，中国瑞士商会北京分会

Qin Shi Huang (259 BC - 210 BC), was king of the Chinese State of Qin - today's west central China - from 246 BC to 221 BC during the Warring States Period. He ruled until his death at the age of 49.

The standardization of weight and measures was one important dimension of unification together with that of public engineering and transport. A rather curious example concerns the most common means of transportation during that period: the horse carriage. The wheels of the carriages rolled in two thin 'gutters' specially constructed for that purpose. As the width between the wheels varied from one state to the other, one had to change carriages at the local borders. This was very unpractical. Qin Shi Huang standardized the width of the horse carriages in order to facilitate movement within the new country.

The Great Wall is another example of his grand work. Before the existence of Qin Shi Huang, many states had protective walls surrounding them. During his reign, the First Emperor destroyed the inner walls within the country and linked its most northern walls to define the new borders of China.

But the most important unification work is the standardization of the written language. At that period, each state had its own, as prove ancient documents written in the script of the State of Chu that have been recently unearthed from old graves in southern China. Those scripts have shed a new light on the evolution of the empire before its unification and why this unification came about. The First Emperor's standardization of the writing system allowed the whole country to communicate without misunderstanding and to work, for the first time, on a legal system for the new country.

The historical context

When speaking of the era before the unification of China, Chinese people don't speak of an 'empire' nor of an 'emperor'. Thus, the non existence of those two terms in any of the great classic texts from all of China's great thinkers after Confucius, as they lived during the Warring States period. Instead, during the last 800 years or before the unification in 221 BC, a great number of relatively independent countries - more commonly called 'states' - acknowledge the leadership of a 'Son of Heaven' (tianzi 天子) whom is called 'king'. But his power was limited - particularly after 475 BC which marks the beginning of the Warring States period. One after the other the heads of the warring states adopt the title of king, to show that they do not recognize the Son of Heaven anymore and declare themselves contenders to rule over a new, unified kingdom. The winner will be the state of Qin in 221 BC, which explains today's modern name 'China' as Qin is pronounced more or less like the word 'chin' in English. Qin Shi Huang became then the First Emperor of a finally unified country - the Chinese Empire.

The rise of the state of Qin

One possible reason why the state of Qin finally won the battle was because it was often attacked by wild tribes from the north and forced the people of Qin to stay well trained in military art. Another more important reason for their victory may be found in the person of a political advisor called Shang Yang. Like other Chinese "philosophers" he had started his career by travelling from one state to the other in search of a duke who would test his theories in actual politics. After some initial failures, Shang Yang ended up in the state of Qin, where he found an open ear with its head of state, the duke Xiao.

Shang Yang's ideas can be found in the Shangjun Book (Shangjun shu 商君书) which exposes his political strategy ideas for a unification of the Seven States:

- 1) Reform the country by creating a centralized administration;
- 2) Redistribute the plots of lands taken by the aristocrats back to the peasants;
- 3) Standardize the measurements;
- 4) Divide or organize the population into units of several families that would be held collectively responsible if something went wrong within their bound.

All those ideas allowed a high degree of control over the population. Although very well thought, those measures did not make Shang Yang a very popular person, who was condemned to death by Xiao's successor in 338 BC. However, Shang Yang's institutions survived him and made Qin that strong state that eventually won over all the others.

After many years of hard work, China became finally a one and only country in 221 BC with the First Emperor, Qin Shi Huang, as unique ruler over all states. But the emperor's work was far from being over. After the unification of the Empire, he installed a new ruling system that allowed the central power to have a better control on the country through regular reporting from the different entities that made his standardization plan possible.

Superstitious Emperor

Although Qin Shi Huang as a strategist and politician was a very down to earth person, he was also very superstitious. His beliefs even went to the extent of sending people on sacred mountains and on the sea to search for magical substances that would enable him to prolong his life. The Terra Cotta army in the city of Xi'an is another example. This practice of building an army under the earth was common among emperors and great families long before the unification of the country. Those armies were meant to protect the deceased members of the family in the other world.

The First Emperor of China is admired for his determination and final success in unifying the country. However, he is badly seen up to the present days for what in Chinese is known as 'burning of the books and burying of the scholars' (fenshu kengru): he first had all books burned with the exception of those dealing with practical matters like agriculture, medicine, as well as mystical books, and, secondly, he had more than four hundred Confucians buried alive, fearing their pernicious ideological influence.

Warring States Period (475 BC - 221 BC)

There were Seven Warring States: Qin in west central China, in the lower Wei River valley; Chu, on the southern frontier around the middle Yangzi River; Qi to the east in Shandong; Yan, in the far northeast near Beijing; and in the centre, from south to north, Han, Wei, and Zhao.

Qin Dynasty	221 BC-206 BC
Han Dynasty	206 BC - 220 AD
Three Kingdoms	220 AD - 280 AD

战国时期 (前475年-前221年)

战国时期共有七个诸侯国：位于中国中西部渭河下游河谷的秦国；位于长江中游南部的楚国；位于山东以东的齐国；位于东北地区靠近北京的燕国；以及位于中部，自南向北的韩国、魏国和赵国。

秦朝	公元前221年—206年
汉朝	公元前206年—公元220年
三国时期	公元220年—280年

秦始皇是一位伟大的领导者，这不仅仅体现在他统治的朝代，而且贯穿于中国所有的朝代。他不仅制定了全国的度量衡制度和币制，更重要的是他统一了全国的文字。他对中国的伟大贡献以及留给中国人的长远遗产对于中国的发展有着深远的影响。

秦始皇（前 259 年 - 前 210 年）是中国战国时期（前 246 年 - 前 221 年）秦国的君主——即现在的中国中西部。他的统治一直延续到他 49 岁去世为止。

统一度量衡制度、大兴土木以及修建驿道是秦始皇统一中国的重要方面。当时最普遍的交通工具是驿车，驿车在专门修建的驿道上行驶。由于统一前各国的马车车轮之间的宽度不同，因此在国与国之间必须换马车才能继续前行。这在当时很不方便，秦始皇统一中国后，便统一了马车车轮间的宽度，使得所有的马车都可以在任何地方通行。长城是秦始皇的另一大杰作。在秦始皇之前，列国都各有保护墙环绕着他们。秦始皇统一列国后，推翻了国内所有的内部保护墙，并把北部边疆的城墙连在一起，形成了新的版图。

不过，秦始皇在统一过程中最重要的贡献是文字的统一。最近在中国南部出土的楚国文物上的记载证明，在战国时期列国各有自己的文字。这些文字对于了解秦始皇在统一列国前各国的发展以及为什么最终实现了统一都有很大的帮助。秦始皇对文字的统一使得全国可以无障碍的交流，并第一次形成了全国性的法律体系。

历史背景

中国统一之前，没有“帝国”和“皇帝”之说。因此，在孔子之后许多伟大的思想家的著作中也没有提到过这两个词，因为他们都生活在战国时期。相反，在公元前 221 年秦始皇统一中国前的 800 年里，许多相对独立的王国——当时称为“诸侯国”——都还承认“天子”也就是“王”的统治。不过，王的权利是有限的——尤其是在公元前 475 年战国时期开始之后。战国时期列国领导人先后称王，不再承认天子，并宣称自己的统治权。公元前 221 年秦国统一列国，在英文中秦的发音跟“chin”相似，因此英文中称中国为“China”。秦始皇成为中国统一后的第一位皇帝。

秦国的崛起

秦国之所以能够统一列国的原因之一是它经常受到蛮夷部落的袭击，这就迫使秦国人必须经常操练军队。另外一个重要的原因在于当时推崇政治变法的商鞅。与其他“哲学家”一样，他也曾游历各国试图找到愿意实践他的政治理论的君主。几次失败之后，商鞅来到秦国，并受到了秦孝公的重视。商鞅的主要思想集中在他的著作《商君书》中，其中就有关于统一七国的政治思想：

- 1) 通过建立集权政府对国家进行改革；
- 2) 重新分配土地，将土地还给农民；
- 3) 统一度量衡制度；
- 4) 将人口区分并组织成几大家，对各自区域内的事务负责。

所有这些思想都对人们有严格的控制，尽管这些思想已经经过深思熟虑，但是商鞅在当时遭人嫉恨，于公元前 338 年被秦孝公的继承者处死。不过，商鞅思想留了下来，并使秦国成为列国之中最强大的国家，最终统一列国。

在多年的纷争和战乱之后，中国最终在公元前 221 年由秦始皇统一成为一个唯一的国家。但是作为皇帝的工作才刚刚开始，在实现统一后，秦始皇建立了新的统治体系，通过地方定期报告的形式对全国各地进行集权统治，使他在各个领域的统一计划的实施成为可能。

迷信的皇帝

作为一个谋略家和政治家，秦始皇是一个务实的人，但同时他也很迷信。他的迷信使他曾经使人前往圣山和大海寻找长生不老之法。而西安城的兵马俑则是另外一个例子。在秦国统一列国前，王室和各个大家族都流行在地下建造军队。据说这些军队可以在另外一个世界保护已经去世的家庭成员。

秦始皇因为他的决断和实现统一中国的大业而受到人们的爱戴。不过，“焚书坑儒”也给他带来了不少批评：他烧毁了除农业、医药等实践书籍以及迷信书籍以外的所有图书，除此之外，他因为惧怕儒生反对言论的影响，还活埋了 400 多名儒生。



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“Dance is Our “舞蹈是我们的语言” Language”

Interview **Fabian Gull** 访谈 **方必安**

Gil Roman (51) is the Artistic Director of the world famous Swiss ballet ensemble “Béjart Ballet Lausanne”. Currently, preparations are underway for their third China tour. The tour consists of six special performances and will include a world premiere. The Frenchman has been working with ballet choreography icon and company founder Maurice Béjart for more than 30 years. Since 2007, Roman has been at the helm of the company headquartered in Lausanne, and is the successor of Maurice Béjart who died in 2007.

▣ Gil Roman, you are heading one of the world’s most famous ballet companies. Currently, you are employing dancers of 15 different nationalities. Does this cause any language problems?

Roman: Not at all! Language is not that important a tool in our business. Our language is the dance, which is a form of communication that is globally understood. We understand each other because we share the same passion. Neither do we have an official language. The languages we speak the most are French, English and Spanish. Let me tell you, the international diversity of our group is one of our biggest assets, because it generates such a rich variety of cultures, styles, and visions that all benefit from each other.

▣ What fascinates you about ballet?

Roman: For me, it is the best way to express myself. I started dancing very early, so I never really thought of doing anything else. Dance is a way to make myself understood.

▣ Do you employ any Chinese dancers?

Roman: Not this year. But of course, we had some in the past. The forthcoming tour should give us the opportunity to discover new Chinese talent!

▣ There will be castings?

Roman: Yes, we always do that, as we are permanently on the lookout for new, talented dancers.

▣ What is the performance going to be like?

Roman: We will present three creations, including a world premiere. The opus is called “Dionysos (Suite)”, a very strong and masculine ballet with large ensembles of men - which is one of the trademarks of our company and of my predecessor Maurice Béjart. The second ballet, my own creation, is specifically produced for China, in collaboration with the Chinese author Chen Sheng Lai. But I can’t tell you too much as it is still in the making. The third one is another essential Béjart choreography - “Boléro”.

▣ How would you describe their genre?

Roman: The base of all choreographies of Béjart Ballet is the classical dance. We use a classic language at first, and then deform and transform it into a new creation, enabling ourselves to say what we want to convey. But let me be clear on that. Despite my great respect for tradition and classical dance, I am not a conservative (laughing). And what we are going to show in China is anything but a classic ballet!

Based on what criteria did you create those ballets?

Roman: We want to bring our strongest, most essential and most beautiful ballets of different styles to China. The creation is what I look at first. Not the nationality of my audience.

How would you describe your corporate culture?

Roman: I don't know how to respond as I am not familiar with that kind of vocabulary.

Let's put it this way: How do you create a "general ambiance" that facilitates world class performances?

Roman: We are a group of individuals sharing the same vision, and each has to find his or her place in the group. Being able to be part of the group is essential. As opposed to big groups like the "Royal Ballet" or the "Opera of Paris", we focus on trying to avoid a hierarchy and job titles at our company. Having good and personal relationships are essential, as we spend so much time together. We are very close, and we create, we travel, we dance and we perform together.

Keeping the heritage of Maurice Béjart is important to you. How do you add your own signature?

Roman: My signature is of no consequence at all. I am not important at all. I am serving the creation. I just pass on ideas and the spirit of ballet. My role is to incorporate Maurice's vision into my own creations, or in those of the choreographers I invite. Part of this is the creation of new ballets, which is something we do every year. We are a company standing on two feet: our repertoire and new creations. The company advances permanently.

How do you motivate your staff to deliver world class performances every day?

Roman: Unmotivated dancers do not exist! If not sufficiently motivated, one will never arrive at Béjart Ballet. Being a dancer is not a profession. It is a passion. What I try to do is to stimulate and feed my dancers with different tastes, allowing them to remain curious, to develop and to progress. So I stimulate rather than motivate.

Gil Roman (51岁)是世界知名的瑞士洛桑贝嘉芭蕾舞团的艺术指导。现在, Gil Roman 正准备第三次中国巡演。巡演包括六场演出, 其中一部剧是全球首次公演。Gil Roman 与芭蕾舞舞蹈设计偶像和公司创始人 Maurice Béjart 合作了 30 多年。自 2007 年 Roman 就一直领导着总部位于洛桑的公司的发展, 并成为该年去世的 Maurice Béjart 的继承人。

Gil Roman, 你领导着世界最知名的芭蕾舞公司之一, 你的舞者来自于世界 15 个不同的国家, 在语言交流上会不会有问题?

Roman: 一点问题都没有! 在我们这个领域语言并不是很重要的交流工具。我们的语言是舞蹈, 这是一种在全球都被广泛理解的交流方式。我们拥有同样的激情, 因此我们彼此理解。我们没有一种官方的语言, 我们使用最多的语言是法语、英语和西班牙语。国际多样性是我们公司最大的财产之一, 因为它产生了丰富的文化、风格和视觉多样性, 这对大家彼此都是有益的。

芭蕾舞最让你着迷的地方是什么?

Roman: 对于我来说, 芭蕾舞是最好的自我表达方法。我从很小的时候就开始学习舞蹈, 因此我从来没有想过要做舞蹈之外的其他事。舞蹈是让他人了解我的方法。

你的舞者里面有来自中国的吗?

Roman: 今年没有。但是在过去, 我们有来自中国的舞者。即将进行的巡演将是我们寻找新的中国舞蹈人才的一个好机会。

会挑选新的舞者?

Roman: 是的。我们总是在寻找新的舞蹈天才。

能不能介绍一下这次的巡演演出?

Roman: 我们将表演三部新创作, 其中包括一部剧的全球首次公演。这部作品的名字叫 "Dionysos (组曲)", 这是一部象征男性力量的芭蕾舞剧——它同时也是我们公司和我的前任 Maurice Béjart 的商标。第二部芭蕾舞剧是我亲自为中国而编的, 同中国作者陈胜来合作的, 现在我还不能向你做详细的介绍, 因为它还在制作当中。第三部重要的舞剧叫做 "Boléro"。



B 你如何描述它们的风格？

Roman: Béjart Ballet 的舞蹈动作设计是以经典舞蹈为基础。我们使用经典的语言将其变形转换为新的创作，传递出我们所要传达的语言。我想说明的是，虽然我对传统和经典舞蹈十分尊重，但我不是一个保守的人（笑）。因此我们将在中国演出的并不是传统芭蕾舞！

B 你创作这些芭蕾舞剧所基于的标准是什么？

Roman: 我们想把最具实力、最精华和最美丽的不同风格的芭蕾舞演出带到中国。我首先看重的是创作，而不是观众的国籍。

B 你们公司拥有怎样的公司文化呢？

Roman: 我不太熟悉这些词汇，所以我不知道该怎么回答你的问题。

B 为了创作更多世界级的演出，你如何在公司营造一种“整体气氛”？

Roman: 我们每个人都拥有同样的梦想，都应该在团体中找到自己的位置，成为团体的一部分是最基本的。与“Royal Ballet”和“Opera of Paris”等大公司不同的是，我们着力于在公司避免层级和职位头衔的设置。拥有良好的个人关系是基本的，因为我们大部分时间都在一起度过。我们的关系很紧密，我们一起创作，一起旅行，一起舞蹈，一起演出。

B 继承 Maurice Béjart 的传统很重要，你又是如何加入自己的风格？

Roman: 我的风格并不重要，我根本就不重要。我做的是服务创作：传递芭蕾舞的思想和精髓。我的任务是把 Maurice 的梦想融入到创作中，或融入到其他舞蹈创作者的设计中，其中一部分就是创造新的芭蕾舞剧。我们拥有两大支撑：保留剧目和创新作品。公司永远都在向前发展。

B 在日常的排练中，你如何激励你的舞者使他们拿出世界级的演出？

Roman: 我们这里不存在没有动力的舞者！如果没有足够的动力，舞者是不能进入贝嘉芭蕾舞团的。舞者不是一个职业，而是一种激情。我所做的就是刺激舞者，给他们不同的尝试，使他们对发展和进步保持好奇心。因此我所做的是鞭策而不是激励。

“We Sell Movement, a Breeze, a Dream...”

Interview **Fabian Gull** 访谈 **方必安**



“我们销售动作、微风、梦想……”

With 80 performances per year around the globe, a crew of more than 60 people almost constantly on the move, and only 12 shows taking place at their home base in Lausanne (Switzerland), logistics and organizational planning hit centre stage. “The Bridge” talked to the man in charge of organizational matters at Béjart Ballet: Tour Manager Richard Perron (53) - a former dancer himself.

Richard Perron, you have been organizing shows all over the world. What are your expectations ahead of your third tour in China?

Perron: We tried to put together a programme that would be most suitable to China. And we expect an educated audience. The culture and the audience's expectations are different in Japan and the US. In China, traditional arts in general and classical ballet in particular are well established. We tried to incorporate this to some extent. On the other hand, the Chinese society is changing so rapidly, making it difficult for us to anticipate how we will be received.

What are the differences in running a cultural company?

Perron: That is hard for me to tell. What we sell is nothing you can buy and display at home. Our product is what the audience gets to experience through sight and sound. It is not a physical product. In fact, we only sell movement, a breeze, a dream...

Globally, is the overall demand for ballet on the rise?

Perron: No, it is rather constant, I would say. However, the demand for our performances is. We are normally sold out.

How is Béjart Ballet financed?

Perron: More than 70% of our revenue comes from the sale of our performances. From the city of Lausanne, we get approximately CHF 4.5 million per year - also because we represent Lausanne in the world.

How do you operate in China?

Perron: We sell our performances either to a theatre or an agency. In China, we are working with an experienced advisor (Jean-Baptiste Bello-Portu) who also takes care of the negotiation with the local organizers, the theatres and the promotions. In the US for example, we usually deal directly with theatres.

Is it cheaper to see Béjart Ballet in China compared to Lausanne?

Perron: Not necessarily, the ticket prices can vary a great deal from one city to another. Local organizers take the final decision about ticket prices. It is their business. What concerns us in Lausanne, is if we are too expensive we have no audience. If we are too cheap, we lose money. So it is always a tradeoff between making money and finding your audience. We prefer to have an audience (smiling).

Which party is taking higher risks: Béjart Ballet coming to China or the organizer hiring you?

Perron: The organizer. This is also reflected in the fact that the organizer gets the ticket revenue. We get a guaranteed revenue. But the local organizers do not know until the end how many seats they can sell, and revenues may not be predicted till the last minute. What concerns us, our cost will be a minimum of CHF 600'000 for this China Tour.



Q What is your biggest cost?

Perron: Travel and logistical expenses.

Q Do you have sponsors for the China tour?

Perron: The Swiss Arts Council Pro Helvetia is covering part of our deficit. Besides that, The Embassy of Switzerland and the Consulate General in Shanghai provide us logistical support. Also, there are still possibilities for more company sponsors.

每年环球 80 场演出，60 名团队成员长期迁移不定，而在家乡瑞士洛桑市仅有 12 场演出，物流和组织计划占中心地位。《桥》采访了贝嘉芭蕾舞团组织事宜负责人：巡演经理，前舞蹈演员，Richard Perron (53 岁)。

Q Richard Perron, 您一直在组织全球演出。在您的第三次中国巡演前有什么期待呢?

Perron: 我们努力整合一台最适合中国观众的节目。我们期待受过教育的观众，日本和美国的文化和观众期待是不同的。在中国，传统艺术尤其是古典芭蕾发展得很好，我们尝试在一定程度上把这点包含在内。另一方面，中国社会瞬息万变，我们很难预期是否得到欢迎和认可。

Q 经营文化公司有什么不同呢?

Perron: 很难说清楚。我们出售的并不是您可以买来在家里展示的东西，观众要通过视觉和听觉去感受我们的产品，并不是物质产品。实际上，我们只销售空动作、微风、梦想等等。

Q 全球范围而言芭蕾舞总体需求在上升吗?

Perron: 不，只能说相当稳定，因为票通常都卖光了。

Q 贝嘉芭蕾舞团是怎样筹措资金的呢?

Perron: 我们收入的 70% 以上来自演出销售。洛桑市每年大约会给我们 450 万瑞士克朗，因为我们代表着洛桑在世界上演出。

Tour Dates:

Beijing National Center for Performing Arts, Oct. 15th + 16th, 7:30 pm

北京国家大剧院 10月15日-10月16日，晚上19:30

Hangzhou Grand Theatre, Oct. 18th + 19th, 7:30 pm

杭州大剧院 10月18日-10月19日，晚上19:30

Shanghai Grand Theatre, Oct. 21st + 22nd, 7:15 pm

上海大剧院 10月21日-10月22日，晚上19:15

Q 您是怎样运作的呢?

Perron: 我们向剧院或代理商出售演出。在中国，我们在同有经验的顾问合作 (Jean-Baptiste 和 Bello-Portu)，他们负责同地方组织者和剧院协商以及宣传事宜。以在美国为例，我们通常直接同剧院交涉。

Q 在中国看贝嘉芭蕾舞团表演比在洛桑便宜，是吗?

Perron: 不一定如此，不同城市价格变化很大，地方组织者最终决定票价，这是他们的事。我们在洛桑关心的是，如果太贵，就没有观众。如果太便宜，我们就得赔钱。所以总是在赚钱和寻找观众之间交换，我们更希望有观众。(笑)

Q 哪一方风险更大：贝嘉芭蕾舞团来中国，还是雇佣你们的组织方?

Perron: 组织方。这一点从组织方分得更多的售票收入也看得出来。我们可以得到有保证的最低收入，但地方组织者 (剧院) 直到最后才知道卖得出多少座位，才能预计收入多少。我们关心的是，事先我就精确知道这次中国巡演大约会花 60 万瑞士克朗。

Q 你们最大的开销是?

Perron: 旅行和物流费用。

Q 此次中国巡演有赞助商支持吗?

Perron: 瑞士艺术委员基金会赞助了我们部分费用。此外，瑞士大使馆和驻扎上海的总领事馆给予了食宿交通上的支持。当然，未来还可能拥有更多的赞助公司。



In 80 shows around the world: the performing artists of Béjart Ballet.
环球 80 场演出：洛桑贝嘉芭蕾舞团的表演艺术家

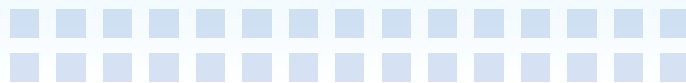
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May 2011

“Change of Leadership in China in 2012”

Venue: Renaissance Beijing Capital Hotel

Speaker: Duncan Innes-Ker, Senior Analyst of Economist Intelligence Unit

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May 2011

“Ambassador’s Briefing Luncheon”

Venue: Hilton Hotel Beijing

Speaker: H.E. Blaise Godet, Ambassador of Switzerland to China, Mongolia and North Korea



03

June 2011

“Economic and Market Outlook”

Venue: Renaissance Beijing Capital Hotel

Speaker: Tim Condon, Managing Director and Head of Research (Asia) with ING Financial Markets

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June 2011

“Chinese Employment Law”

Venue: Kempinski Hotel

Speakers: Matthias Mueller, Managing Partner of Salans’ Beijing Office; Laura Wang, Senior Associate at Squire Sanders

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June 2011

“La Démographie Chinoise”

Venue: Lufthansa Center (CCIFC) Beijing

Speaker: Eric Meyer, free-lance journalist established in Beijing since 1987



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“Social Insurance Law”

Venue: Westin Beijing Chaoyang

June 2011

Speakers: Grayson Clarke, Fund Management Expert of the EUCSS Project; William Birmingham, Pension and Work Injury Expert of the EUCSS Project; Steve Barker, EUCSS Project International Technical Assistance Expert



06

July 2011

Engineering/Manufacturing (EM) Committee Meeting: “Brand Strategy for Different Market Segments in China”.

Venue: Leica Geosystems Trade (Beijing)

Speaker: Du Bin, Executive President of Leica Geosystems



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Inter-Chamber Networking



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April 2011

Financial Networking

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June 2011

Inter-Chamber Marketing Networking

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June 2011

Tianjin Business Networking

06

July 2011

European Networking



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Regional News

07 Young Professional Joint Mixer

Venue: CBRE Office
April 2011 Organizers: Swedish, Danish, Norwegian, British and Swiss Chamber of Commerce

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May 2011



The Rise of the East and the Challenge of Global Rebalancing

Venue: Swissôtel Grand, Shanghai
Speaker: Dr. phil. Katja Gentinetta, former Deputy Director Avenir Suisse, publisher and consultant
Organizers: SwissCham

28 Asian Shift: The End of Western Hegemony

Venue: Swissôtel Grand, Shanghai
April 2011 Speaker: Dr. Peter Abplanalp, Professor at the University of Applied Sciences Northwestern Switzerland.
Organizers: SwissCham, Insight China and Swissnex China

26 Compliance Management & Risk Control

Venue: JW Marriott
May 2011 Speakers: Mr. Philipp Senff, German Attorney-at-Law and Foreign Registered Lawyer in China. Mr. Kent D. Kedl, Regional General Manager Greater China and North Asia
Organizer: SwissCham

02 Swissnex Lectures: Corporate Social Responsibilities

June 2011 Venue: Minsheng Art Museum
Organizers: Swissnex, supported by SwissCham



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May 2011

Greater Zurich Area Event

Venue: Regal International East Asia Hotel

Organizers: CSR Greater Zurich Area and SwissCham



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June 2011

President's Dinner

Venue: The Hyatt on the Bund

Organizers: CanCham and SwissCham



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06
June 2011

Fribourgissima Event

Venue: Cotton's

Organizers: SwissCham and the State of Fribourg



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June 2011

European Chamber HR Mixer Event

Venue: Brix Shanghai Pub

Organizers: SwissCham, European Chamber and the Korean Chamber



16 **Sulzer Factory Visit**
Venue: Sulzer Pumps, Suzhou
June 2011 **Organizers:** SwissCham and the Sulzer Pumps

29 **Summer Inter Chamber Mixer**
Venue: Paulaner Braeuhaus, Shanghai @ Expo
June 2011

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June 2011



AHV/AVS - Working in China, Paying in Switzerland

Venue: Grand Mercure Hotel, Shanghai

Speakers: Mr. Stefan Boeni
 and Mr. Sandy Jucker, Swiss Life

Organizers: SwissCham and Swiss Life

28 **Trends in the Chinese Nuclear Market**
June 2011 **Venue:** JW Marriott
Speakers: Mr. Arnaud Lefevre-Baril, CEO and
 Founding Partner at Dynabond Powertech
Organizers: SwissCham, BenCham and the
 German Chamber of Commerce



Globally, nuclear power plants (NPP) underwent security reviews and evaluations after the incidents of Fukushima. Two countries, Germany and Switzerland, even decided to abandon nuclear power from the energy mix of their respective countries within the next decades, notably, without really knowing yet what to substitute nuclear energy with. "For China, with its booming economy and growing appetite for electricity, this is no option", Arnaud Lefevre-Baril, CEO and Founding

Partner of Dynabond Powertech, is convinced and adds: "Nuclear power is and will remain an integral component of China's national energy strategy and a growing market for at least 40 years".

Today, there are 13 NPPs operational in China, 28 are under construction and more than 40 atomic power plants are planned. This offers vast business opportunities for various suppliers, also Swiss ones. Nuclear energy expert Lefevre-Baril guided

the audience through a jungle of abbreviations and provided an overview on the highly complex market structure. To newcomers in the market, he advises: "Expect fierce local competition in every field and Chinese competitors which are extremely aggressive in terms of delivery time and pricing!" Basically, you have five options: compete with Chinese suppliers, acquire them, become their supplier, partner with them or stay away from this market", the Frenchman says.

Regional News

05
July 2011

Consular Briefing

Venue: Napa Wine Bar & Kitchen

Speaker: Heinrich Schellenberg, Consul General of Switzerland in Shanghai

Organizer: SwissCham



It has become a sort of tradition that once a year, the Consul General of Switzerland to Shanghai takes the opportunity to address the Swiss community and inform about the status and prospects of the Sino-Swiss economic and diplomatic relations. This year, Heinrich Schellenberg happily reports: "Generally, Switzerland is in very good shape". The economy is one of the fastest growing in Europe, unemployment is at a low 2.8%, the public household is stable, even generating a surplus, and, as one of the few OECD countries, Switzerland was able to further reduce its already

very low public debt in recent years. All this, despite a global financial crisis which Switzerland overcame relatively unharmed. But Schellenberg also points out the Swiss exporter's biggest concern, which is the strong appreciation of the Swiss Franc against the Euro and the Dollar.

The key growth drivers are a robust domestic consumption and Switzerland's exports - where continuously soaring exports to China stick out. Switzerland is one of the few countries that have a positive trade balance with China. But the economic

relation with China is not a one way street. More and more Chinese companies set up their operations in Switzerland. And Switzerland enjoys great popularity amongst Chinese tourists. "The Consulate is literally swamped with visa applications", says the Consul and adds: "We were granted one more position to better serve our applicants' needs". For later on this autumn, Schellenberg announced the visit of State Secretary Mrs Marie-Gabrielle Ineichen-Fleisch. The evening was concluded by a sumptuous dinner at the wonderful mansion of Swiss gastro entrepreneur Philippe Huser.

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Regional News

01
March 2011

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
March 2011

Joint Chamber Luncheon on “The EU and Euro - A Failure or Growing Pains?”

Venue: Hong Kong Club

Speaker: Michael Fuchs, M.P., German Parliament



07
March 2011

Monthly Luncheon with the Swiss Association on “Investment Outlook for 2011”

Venue: Hong Kong Club

Speakers: Henri Leimer, CEO for ASIA of LGT Bank in Liechtenstein AG and Markus Surber, Senior Portfolio Manager with LGT Investment Management (Asia) Ltd.



11

Monthly Luncheon with the Swiss Association on “Internal Fraud in China - How to Avoid Becoming a Victim”

Venue: Hong Kong Club

April 2011 Speaker: Nathan Kaiser



10

March 2011

07

April 2011

05

May 2011

02

June 2011

07

July 2011

Monthly Young Professional Cocktail

Venue: Anchor's Point, Brew House, Delaney's and Entourage



Regional News

13 **Joint Chamber Luncheon** on “The 12th 5-Year Plan as an Indicator for the Future of Hong Kong”

April 2011

Venue: Club Lusitano

Speaker: Rita Fan Hsu Lai Tai, Member of the Standing Committee of 11th session of the NPC



19 **Joint Chamber Luncheon** on “Embracing the Challenge Towards Sustainable Power”

April 2011

Venue: Renaissance Harbour

View Hotel

Speaker: Richard Lancaster,
Managing Director of CLP Power
Hong Kong



04

May 2011

Joint Chamber Luncheon on “China Branding”

Venue: The Dutch Chamber Conference Room

Speaker: Francis Gouten, Gouten Consulting Director and
former CEO of Richemont Asia Pacific

16

May 2011

Monthly Luncheon with the Swiss Association on “The Rise of the East and the Challenge of Global Rebalancing”

Venue: Hong Kong Club

Speaker: Katja Gentinetta, Deputy Director Avenir Suisse



30

May 2011

Joint Chamber Luncheon on “Economic and Marketing Outlook for 2nd half of 2011”

Venue: Marriot Hotel

Speaker: Tim Condon, Chief Economist & Head of Financial Markets Research, Asia, ING Commercial Banking



13

June 2011

Monthly Luncheon with the Swiss Association on “West Kowloon Cultural District”

Venue: Hong Kong Club

Speaker: Colin Ward, Partner, Foster + Partners



21

June 2011



International Chamber Connecting People Cocktail

Venue: Shores

SwissCham Hong Kong is one of the chief organizers for this cocktail, members have the opportunity to sponsor raffle prize. Proceeds will go to the Intercham Scholarship. It is an event for members to mingle and connect with hundreds of business professionals from the 27 International Chambers of Commerce and Business Associations in Hong Kong

Regional News

.....Hongkong.....

新会员

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. (852) 2524 0590, fax. (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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Patrick BANGERTER

Daniel HEYDRICH

Jonas HUBER

Eva JORDAN

Bruno OEHY

Daniel OESTER

Eduardo SERRANO-LOBELO

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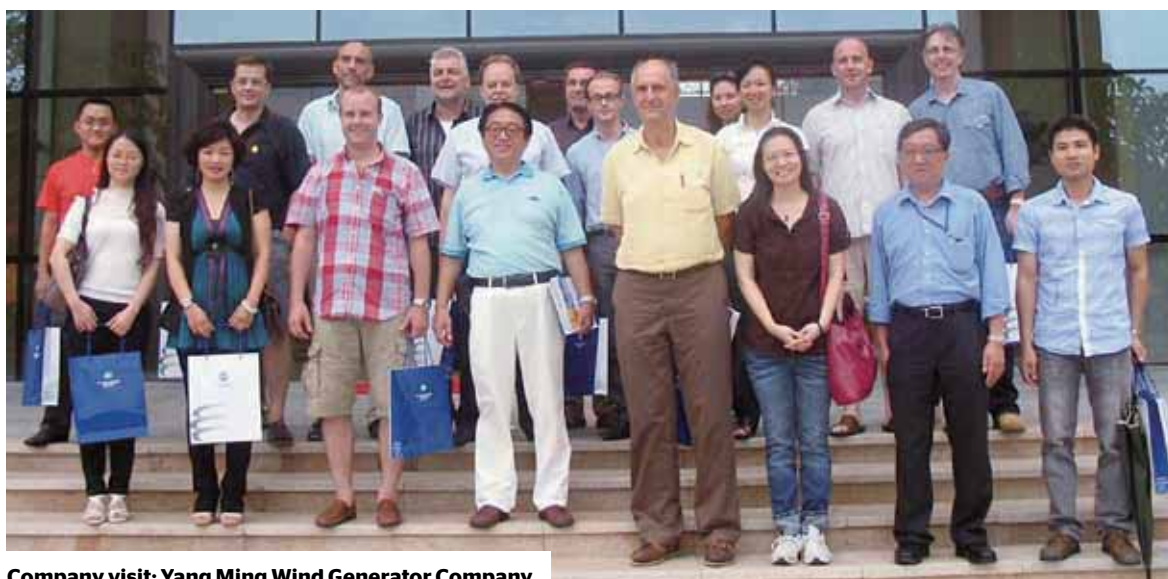
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11

June 2011



Company visit: Yang Ming Wind Generator Company



Upcoming Events 2011

August 14 **Swiss-Chinese Friendship Celebration, InterContinental Hotel Shenzhen, in connection with the Universiada 2011 in Shenzhen**

September 16 **Forum Economical Situation & Outlook, Guangzhou**

November 5 **Jass & Fondue / Raclette evening, Shenzhen**

December **Samichlaus (date not defined), Guangzhou**

New Associate Members

Mr. Gordon Styles

Company: Star Prototype Manufacturing Co. Ltd
Website: www.star-prototype-china.com

New Corporate Members

Mr. Arnold Hintermeister

Company: E-C-E Technology Ltd.

Mr. Pascal Joos

Company: Micro Mobility Systems China
Website: www.micro.ms



Mrs. Jiang Rong

Company: Jakob Stiefel GmbH Dongguan Representative Office
Website: www.jstiefelgmbh.ch

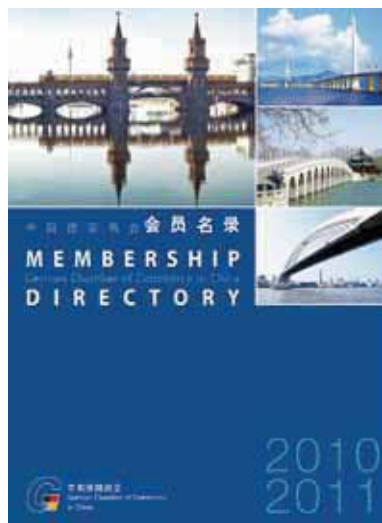
Mr. Paul Gerny

Company: Image Food & Beverage Service Ltd
Website: www.imageservice.com.cn



Mr. Benjamin Skelton

Company: Soundchip (APAC) Ltd
Website: www.soundchip.ch



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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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