



MERCURIA

摩科瑞能源集团

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

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

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

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

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

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

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

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



摩科瑞能源贸易（北京）有限公司
摩科瑞投资咨询（北京）有限公司
北京市建外大街2号恒泰中心C座4703室
邮编：100022
电话：+86 10 8507 9800
传真：+86 10 8507 9899
www.mercuria.com

Mercuria Energy Trading (Beijing) Co. Ltd.
Mercuria Investment Consulting (Beijing) Co. Ltd.
4703 Yintai Office Tower C
No. 2 Jianguomenwai Avenue
Beijing 100022, P.R. China
Tel: +86 10 8507 9800
Fax: +86 10 8507 9899
www.mercuria.com

MONTFORT ADVERTISING – KLAUS | RUGGELL | CHICAGO | SHANGHAI

Experience. Erfahrung. 经验.

Essential for 2012, in any language.



1,200,000

Impressive customer magazines,
published in 48 languages
for readers in 60 countries.



860,000

Powerful brochures each year,
printed in 12 languages and
distributed across 60 countries,
worldwide.



28

Prestigious industry awards won
for annual reports since 2000,
with 15 first-place accolades.



19,620

Square meters of event presence
over 123 events, trade shows and
open houses, executed in 30
countries worldwide every year.



3,500,000

Inspired direct mailings,
targeted/ tailored to 22 languages
and delivered across 60 countries
worldwide annually.



200

Sophisticated portals and
micro-sites, hosting over
140,000 persuasive pages
built for clients across 66 countries.



MONTFORT SHANGHAI

Klaus (A) | Ruggell (FL) | Chicago (USA) | Shanghai (CHINA)
Room 1101 | 555 Nanjing West Road | 200041 Shanghai | China
Contact: Oliver Lorenz | T +86 (0)21 5213 6600 - 800
B2B@montfortshanghai.com | www.montfortshanghai.com



Peter Troesch
President SwissCham BEI



Andreas Luchsinger
President SwissCham SHA



Susanne Sahli
President SwissCham HK



Urs Calonder
Chairman SwissCham China



Rene Forster
President SwissCham GZ

Dear Members and Readers

China is on the move. With the upcoming change of political leadership, the momentum of change will remain, for sure. Healthcare, old age care, and education topics are every day's news nowadays. People are getting older, demand for more elaborate medical care and the best possible education for children are on the rise. Food safety is one of the main concerns, not only of Chinese citizens, but of the Chinese government as well. These topics have been covered in recent issues of the Bridge. And Switzerland has valuable know-how in these areas.

The focus in the Chinese economy has shifted strongly and quickly - accelerated by the global financial crisis - from a pure export market to a strong import market. China is one of the winners of the global economic crisis, as it has propelled itself at the right moment to shift its economic focus from pure export to developing a strong domestic market. Read about various examples of Swiss companies being involved in this development.

In October, we saw the opening of a new Swiss Business Hub in Hong Kong; and SwissCham Hong Kong was celebrating its 30th year anniversary.

The Bridge interview with Federal Councillor Schneider-Ammann concerning the FTA negotiations with China has generated numerous reader feedback. In full awareness of the importance and relevance of this topic to our readers, the Bridge will continue providing you with insights about the developments in regards to FTA negotiations between China and Switzerland.

SwissCham aims at steadily improving the Bridge. This is why we are currently conducting a nationwide reader survey. The Bridge is your publication. Please participate, have your say, rate us, criticize us, and share your ideas for new and more relevant content with us!

Peter Troesch
President SwissCham Beijing

亲爱的会员和读者朋友们：

中国在不断的发展中，这种发展态势在国家领导人换届后将毫无疑问的继续延续。现在每天的新闻都是关于医疗保障、老年保障和教育方面的话题，人口老龄化、完善现有的医疗保障体系以及为子女提供最好的教育已成为所有人关心的问题。食品安全所带来的威胁不仅仅令中国百姓担忧，也困扰着中国政府。最近几期的《桥》都对这些话题进行了关注，同时介绍了瑞士在这些领域的宝贵的经验和技能供中国借鉴。

随着全球性金融危机的进一步深化，中国经济发展也迅速发生了重大的转变，从以前巨大的出口市场转变为强大的进口市场。中国是全球性金融危机的赢家之一，因为它在适当的时候将自己从纯出口主导型市场转型为内需主导型市场。本期杂志对多家瑞士企业在此次转型中的案例都有介绍。

本月瑞士香港投资商务促进中心将正式运营；瑞士商会香港分会也将迎来 30 周年大庆。

《桥》关于中瑞自由贸易协定谈判对联邦经济部长 Schneider-Ammann 的采访赢得了读者广泛的兴趣，收到了许多读者的反馈。为了延续这一话题，《桥》将继续报道中瑞自由贸易协定谈判的最新进展。

中国瑞士商会以稳定发展《桥》杂志为目标，为了进一步提高读者的满意度，我们目前在全国范围内开展了读者调查活动。《桥》是您的杂志，请您参与到我们的调查中来，对我们进行评分，提出您宝贵的意见，告诉我们您对《桥》的期望！

Peter Troesch
中国瑞士商会北京分会总裁



The little things. That's what we're perfect in.

Small things can be great. When you fly SWISS Business, you'll enjoy delicious Swiss cuisine, a modern entertainment system and a fully flat bed. For daily nonstop flights from Beijing, Shanghai and Hong Kong to Zurich, with short connections to 47 other European destinations, contact your travel agent, call our service center 4008 820 880 or visit swiss.com

Award winning:
SWISS Business with
fully flat bed

Index



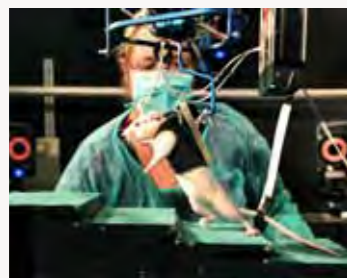
Cover Story 封面故事

- ▶ **10** Across Industries and Countries: CEO-Interview with John Woo, Head of Country Management, DKSH China
跨行业跨地域：CEO专访DKSH中国区负责人John Woo
- 18** Bruce Shen of DGF on China Trade Slowdown: "A Chance to Rethink Supply Chains"
敦豪全球货运公司Bruce Shen谈中国贸易增长缓：“是重新思考供应链设计的机会”
- 22** Haering Holzbau: Swiss Know-How for Chinese Temples
Haering：瑞士技术应用于杭州寺庙建设
- 28** UBS Economic Comment: Good Old Exports Might Lead the Recovery, Again.
UBS经济评论：出口信贷发力增长



Business & Economy 商业与经济

- ▶ **32** Understanding Social Media in China
制胜中国社交网络市场
- 36** Chemical Industry Report: Green Economy as Game-Changer
化工行业报告：绿色经济将改变游戏规则
- 40** Swissnex - A Trustworthy Broker of Connections
Swissnex——值得信赖的关系代理人
- 42** EPFL - Life Science at its Best
EPFL——生命科学学院的科研实力



Bilateral Relation 双边关系

- 46** Diplomatic Traffic
外交往来

Life & Culture 生活与文化

- ▶ **48** A Century of Tourism - Jungfrau Railway Still on Top
百年传奇旅游景点——少女峰铁路



DISCLAIMER

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



We'll take you to Switzerland at the click of a mouse.

Information. News. Background reports. Analysis. From Switzerland, about Switzerland.
Multimedia, interactive and up to date in 9 languages. swissinfo.ch

swissinfo.ch
SWISS NEWS, WORLD WIDE

Administrator _ **SwissCham** Shanghai
Publisher _ **SwissCham** Shanghai

Editor in Chief and Managing Editor **Fabian Gull**
Editors **Jeyanthi Geymeier** (Beijing) / **Nicola Dotti** (Beijing) /
Benjamin Mueller-Rappard (HongKong)
Editorial Committee **Andreas Luchsinger** / **Kenny Zhou** /
Patrick Scheibli / **Daniel Heusser** / **Ken Goenawan** / **Fabian Gull** / **Irene Lo** / **Jeyanthi Geymeier**
Marketing and Communication **Fabian Gull**
English / Chinese Translations **Speed Technology Shanghai** /
Jina Sun
Copy Editing / Proof Reading **Jina Sun** / **Babette R. Gaborro** /
Nicolas Luginbuehl / **Jennifer Chen**
Layout Design **Ringier China**
Printer **Shanghai Sea Bird Printing Co., Ltd.**
Cover Picture **Mao Dou**

Circulation and Advertising Contacts
发行及广告联络处

- **Shanghai**
Address: **Room 1612, No.1388 Shan Xi North Road, Shanghai** / Post
Code: **200060**
200060 Tel: **+86 21 6149 8207**
E-mail: **thebridge@sha.swisscham.org**

- **Beijing**
Address: **Room 1108, Kunsha Center Building No 1, 16 Xinyuanli,**
Chaoyang District, Beijing / Post Code: **100027**
Tel: **+86 10 8468 3982**
E-mail: **info@bei.swisscham.org**

- **Guangzhou**
Address: **4th Floor, 9C Xingye Road, Torch Hi-tech Zone, Zhongshan**
City, Guangdong / Post Code: **528437** Tel. **+86 760 8858 1020**
E-mail: **info@gz.swisscham.org**

- **Hong Kong**
Address: **c/o Consulate General of Switzerland, Suite 6206-07**
Central Plaza, 18 Harbour Road, Wanchai, Hong Kong
Tel. **+852 2524 0590**
E-mail: **admin@swisschamhk.org**

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

Inside Front Cover **Mercuria**
First Page **Montfort**
Back Cover **Nestle**
P5 **Swiss Air Lines**
P7 **Swissinfo**
P9 **Fracht**
P21 **Swiss Leading Hospitals**
P22 **Oris**
P22 **Veco Group**
P23 **USM**

P31 **ZKB**
P37 **DHL**
P41 **SwissCham**
P53 **Regus**
P67 **Go-Trans**

DESIGN & LAYOUT

Ringier

Designer **Zheng Jinrong**
Publishing Service
Coordinator **Jennifer Chen**
Contact E-mail
jennifer.chen@ringierasia.com

FRACHT (SHANGHAI) LTD.

We don't sell, we deliver!



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



For inquires call us today:
Shanghai: +86 21 6100 7828 • Beijing: +86 10 6515 5621 • Shenzhen: +86 755 8831 8448
Hong Kong: +852 2803 4163 • Basel: +41 61 287 95 55 • Zurich: +41 44 308 91 91 • Geneva: +41 22 798 66 88
Email: **info@fracht-shanghai.com**

We are your logistics partner in China.

The One-Stop Service Provider

一站式服务供应商

The Swiss outsourcing group DKSH looks back at nearly 150 years of Asia experience, and recalls the various crisis it witnessed in the region. Today, the company helps clients expand in Asia - and Asia's future looks more promising than ever, believes John Woo, Head of Country Management Team at DKSH China.

Written by Fabian Gull, Shanghai 访谈_方必安_上海

Q What does DKSH China do as a "Market Expansion Services provider"?

John Woo: We help companies grow their business and brands in China with a comprehensive set of tailor-made services. Take for example, a consumer goods manufacturer who would like to enter or grow its market in China. We will first understand what they need and then offer them a customized, integrated package of services. These can include market research, market entry consultancy, sourcing, registration of their products, warehousing, marketing, running ad campaigns, sales, distribution, all the way up to "after sales" activities. And we do this across different industries.

Q Other companies are busy enough just focusing on one service. On top of that, DKSH operates across industries that couldn't be less related to each other, such as luxury goods, chemicals, or chocolate.

True, if you look at it that way. But try to look at it from the view of a client who wants to set up or expand his business in China. We are like a one-stop shop and can offer in-house know-how in all of the services I just mentioned throughout the product value chain. A foreign company with no set-up in China, for example, would have to establish its own operational structure from scratch or would have to work with a variety of partners handling individual services - that means, high investment cost and coordination efforts. As for being in diverse industries, this lets us benefit from economies of scale.

Q It is hard to believe that "doing everything for everybody" is a promising approach for China.

But it works, as our results show (laughing)! It is truly a unique and fascinating business model. Besides, your expression of "doing everything for everybody" is too general and doesn't do justice to what we do. For China, we took a strategic decision to pursue a niche strategy. We are not in the mass distribution field in China and don't go head-to-head with the big MNCs in that sector. Instead, we follow a niche strategy with our four business units, making a focused investment at relatively low risk that still offers significant growth opportunities due to the overall market size. Keep in mind that, in China, niches can be big!

Q Do you have any copiers? And who are your competitors?

The Market Expansion Services business model, as a whole, hasn't been copied so far, as no one else has such a wide reach across industries and services and such deep roots in Asia. Some companies do compete in individual segments and geographies, however. For example, in healthcare, there are LI & Feng, IDS, Zuellig Pharma, et cetera.

Q This is one of the most complex business models I have ever encountered. And it goes against the trend of globalization - where focusing on core competencies is key for success.

It might seem complex, but in fact, our business model is pretty straight-forward: we focus on what we do best, and our services actually allow our clients to focus on what they do best. We have been doing business in Asia for nearly 150 years, and we still see enormous potential in this region. As you know, Asia has seen many crises over the years, and we can safely say that our business model is proven to be resilient and successful.



You represent fashion products, cosmetics, watches, pharmaceuticals, chocolate, household appliances, just to name a few. How can you be an expert in all those markets?

By developing the right people. Our business units are specialized within their industries. We have specialists with relevant experience in their specific industries. And some shared services, such as IT or compliance, support all business units with their expertise.

Where is the willingness to pay the highest?

It differs. For Greater China, our largest business units in terms of sales are Healthcare and Consumer Goods. In these business units, for example, in-depth market insights are a valuable service that clients are willing to pay for. For clients in Performance Materials, the relationship with customers is much more important.

What is DKSH from an investor's point of view?

DKSH did its IPO in March this year. From the public listing, we received positive feedback from investors, both institutional and retail. To quote them, they look at DKSH as "an investment into fast growing Asia backed by Swiss corporate governance."

...Asia wasn't always "fast growing" over the past 150 years...

Well, for DKSH, our choice of being in Asia has proven to be the right decision. Asia might have gone through various crises, but it is today the growth engine and trading center of the world.

Who are your clients?

We serve a wide range of European, American and Asian clients. In the field of Healthcare, we work with Bayer, Bioderma, and Taiko, for example. Consumer goods include Elle&Vire, Maxim mooncakes, Ricola and Fisherman's Friend. For Luxury & Lifestyle, we handle our own brand Maurice Lacroix watches, and in Performance Materials, we work with L'Oreal, Mary Kay, PPG, and Henkel, for example.

How many brands do you represent in China across all business units?

Around 200 brands. And 50,000 individual products.

To a lot of people in Switzerland, DKSH is rather unknown or misperceived. This, notably, despite being one of the 20 biggest Swiss companies. Why so?

As a B2B company, we are naturally not as well-known as the brands and companies we partner with. Also, our home turf, so to speak, has always been Asia, where we are well known. Our IPO last March on the Swiss Stock Exchange, helped to significantly raise the company's profile and recognition in Switzerland.

How much money has been raised?

The offering was with 100% secondary shares, meaning that existing shareholders sold part of their shares to the public. The owner families still control more than 46% of company shares.

Does it feel any different to work for a family business with a tradition of 150 years?

I believe so. The tone that is set as well as the commitment at the top are different compared to a purely public owned company. The owner families are passionate about the business, and more interested in long-term development.

Did revenue pressure go up for you personally, now that you also have to satisfy investors spread across the globe?

Actually, we had already started to operate like a public company pre IPO with respect to governance, compliance, and reporting, so no. As for generating revenue, that is just part and parcel of my job.

You had a career in finance. How did you experience the transition to a Head of Country Management position?

Pretty easily. Finance is a good stepping-stone to get into the business, although I am not a typical finance person. I have always been much more interested in managing and leading business and people.

Still, finance is a "cost centre" with no pressure to generate revenue or increase market share.

The role of a CFO has changed. Nowadays, finance guys are more like

It is easy to invest a lot and lose your shirt in China. 企业很容易在进入中国市场的过程中失利。

business partners, helping to sustain the business and increase profitability. You sit on the table with the decision-makers, as decisions always require a financial input. An entrepreneurial mindset is definitely required.

When clients confide their products to you, what is the first thing you do?

Say for example, the client wants to bring his product to China. Often, clients who do not know China have unrealistic expectations, so we start by setting the right expectations. Then, we get started with a market study, i.e. analyzing the market and the potential of the specific product so as to provide the customized service solution for his product. The next step is naturally getting the clients' buy-in and implementing the agreed plan and steps to help him enter and gain foothold in China.

Tell us about those unrealistic expectations.

Companies having no set-up in China are sometimes dazzled by the size of the market and China's growth-rates. Also, due to their success in other markets, some clients expect to grow and gain market-share in China way too fast. They often overlook that China is a highly fragmented, fiercely competitive, dynamic market where what is true today might not be relevant tomorrow. It is easy to invest a lot and lose your shirt in China. So don't overshoot and try to conquer the whole of China.

China's economy is slowing down and the government in trying to rebalance the economy by boosting domestic consumption and reducing its dependence on exports. China is turning into an importer.

True, China is expected to grow 6-8% in 2012 - it is still an impressive growth compared to other regions. It is also true that we see that the appetite for imported foreign products is growing, which is good for DKSH to help such companies enter China.

You are predominantly bringing goods from Europe to Asia. How is DKSH affected by the crisis in Europe?

We generated 96% of our net sales in 2011 from Asia Pacific, so the impact of the Euro crisis on us is small. In fact, you can even say that it has a positive impact on DKSH. As Western economies continue stagnating, companies must look for opportunities overseas, and the growth in Asia makes it a preferred region to expand into. In China, we do not feel any deterioration of our business. In contrast, we delivered record numbers for the first-half of 2012. China continues to be an attractive market place.

Let's assume you were employed at a company with a troubled European home market. Is it really the right time to push for an expansion in Asia?

Definitely yes. If your home market is not growing, you have to seek growth elsewhere. We call this the "push factor". Companies are being pushed to look at other markets where growth opportunities exist. In the past couple of years, we see much more interest in China from companies you have never heard of, but belong to the top three players in their market.

How do you view the role of Hong Kong as a gateway for bringing goods into China?

We are seeing more companies entering Mainland China directly, rather than going through Hong Kong. But Hong Kong will continue to serve as a gateway for certain companies entering China.

To make a growth forecast, what do you look at?

Well, the macros in our areas are still favourable. China's growth will be supported by investment in many 2nd and 3rd-tier cities, which will create plenty of opportunities. With China's rising middle classes and growing domestic markets, plus the trend toward our clients shifting to focus on their core competencies, we are very optimistic about China and about our continued growth.

What is the importance of Greater China (incl. HK and Taiwan) for DKSH on a group level?

DKSH has seen strong growth in Greater China recently, making the region our number two market after Thailand. In 2011, net sales for the region rose 18.4% over 2010 to reach CNY 13.6 billion. In the first half of 2012, net sales for Greater China increased year-on-year, by 12.9% to CNY 713 billion, and accounted for more than 26% of DKSH Group's total net sales.

Your main challenges are...

..Finding and retaining talented, passionate and committed people who are willing to go the extra mile. Also the changing regulatory environment.

How would you rank your business confidence on a scale from zero to ten for 2013 (ten being the highest confidence level)?

Eight. In September, our confidence was fueled by a Roland Berger report predicting that Market Expansion Services will achieve an annual growth rate of 71% globally, to reach US\$3.1 trillion by 2015. In Asia, the expected growth-rate is even higher - 8% annually.



John Woo

Born to Chinese parents in the Netherlands, John Woo (48) studied in The Hague, which is also where he gained first work experience at Ernst & Young. John pursued a career in finance and held auditor and financial controller positions in various companies such as United Technologies, Hazelwood or Gist Brocades (a DSM subsidiary). In China, John held CFO and General Manager positions in JVs in the chemical and pharmaceutical industry (Zuellig Pharma). He lives in China since 1997 and joined DKSH as VP Healthcare in 2010. Shortly after, he got promoted to head the entire China organization of DKSH. He lives in Shanghai, is married and has two children.

John Woo 现年48岁，出生于荷兰，父母均为华人。他曾在海牙读书，后从安永公司开始了职业生涯。John曾在联合科技、Hazelwood和Gist Brocades (DSM的附属公司)担任财务、审计和财务控制等职位。来到中国后，他曾任职于化学与医药行业(永裕医药)，担任过CFO和总经理的职位。1997年，John开始在中国定居。2010年他加入了DKSH并出任医药保健部副总裁一职。不久后，他被提升为DKSH中国区负责人。他居住在上海，已婚，有两个孩子。



瑞士外包服务集团大昌华嘉公司(DKSH)回顾了150年亚洲发展历程和数次危机经验。现在，大昌华嘉以帮助客户拓展亚洲市场为主营业务——公司中国区负责人 John Woo 认为亚洲市场的前景比以往任何时候都好。

问“市场拓展服务专家”大昌华嘉（DKSH）的主要业务是什么？

John Woo: 通过一系列定制服务，我们帮助企业实现中国业务拓展和品牌推广。比如一家准备进入或拓展中国市场的消费品厂商，我们首先会了解他们需要什么，然后根据他们的要求提供一套定制服务方案。我们为各行企业提供多种服务，包括：市场调研、市场进入咨询、采购、产品注册、仓储、市场营销、广告运作、销售、分销以及“售后”服务等。

很多其他公司只做某一个领域的服务就已忙得无暇分身，更重要的是，DKSH 为像奢侈品、化学品和巧克力等这样毫不相干的行业提供服务。可以这么说。不过从寻求进入中国市场或希望在中国拓展业务的客户的角度来说，我们就像是一站式商店，不仅为企业内部提供以上我所提到的服务种类，还横跨整个产品价值链。举个例子来说，如果没有我们，一家在中国没有经营实体的瑞士企业就必须在从头建立企业运营结构，处理与各个方面的合作伙伴的关系——也就意味着高投入和协调成本。我们的业务涉及各个产业，我们也得益于这种规模效益。

Our services allow our clients to focus on what they do best. 我们的服务帮助客户专注于他们擅长的领域。

在中国很难想象“为所有人做所有事”这样的承诺。

不过我们做得很好，从我们所取得的成果就可以看出来（笑）！这是一种十分独特而又具有吸引力的商业模式。另外，“为所有人做所有事”这个表达太笼统了，不是对我们所做工作的准确概括。在中国，我们还没有进入中国的大众分销领域，在这方面不能与跨国企业并驾齐驱。相反，对于我们的四个业务部门，我们采取的是小众战略，由于中国市场规模巨大，我们较集中的低风险投入仍能带来很大的增长机遇。我们应该注意的是：在中国，小众市场也可以做大！

有没有人复制你们的商业模式？你们的主要竞争对手有哪些？

整体来说，市场拓展服务的商业模式还没有被人复制，因为很少有人可以像我们这样纵伸到这个行业和领域，并植根于亚洲地区。不过，在我们关注的个别领域中，有一些竞争对手提供与我们相类似的服务。比如在医疗保健领域，我们的竞争对手有 Li & Feng, IDS 和永裕医药等。

这是迄今为止我听说过的最复杂的商业模式，它与全球化趋势相悖，因为在全球化进程中，核心竞争力才是企业成功的关键。看起来似乎很复杂，其实我们的商业模式十分直接：我们专注于我们擅长的领域，我们的服务也帮助客户专注于他们擅长的领域。我们在亚洲拥有150年的发展历史，目前我们仍认为这个地区的发展潜力巨大。如你所知，亚洲经历过多次经济危机，事实证明我们的商业模式十分灵活和成功。

你们代理的产品包括时尚用品、化妆品、手表、医药、巧克力、家居用品等等，你们是如何成为所有这些市场的专家的？

秘密是合适的人才。我们的四大业务部门在各自的领域里都是专家，他们在各自负责的行业都有相关经验。而像 IT 和合规部这样的部门为所有的业务部门服务。

客户为什么会愿意支付高昂的费用呢？

视情况而定。在大中华区，我们最大的业务部门医疗保健部和消费品部，在这些领域，深入的市场分析对于客户来说十分重要，他们也愿意付出高价格。而在高性能材料部，维系与客户的关系则显得更加重要。

从投资者的角度来看，DKSH 是一个什么样的企业呢？

今年3月 DKSH 进行了 IPO。公开上市后，我们从机构投资者和零散投资者那里获得了积极的反馈。用他们的话来说，他们认为 DKSH 是“向由瑞士企业管理支撑的不断发展的亚洲地区的投资”。

……在过去150年里，亚洲并不总是世界经济成长的引擎……

对于 DKSH 来说，事实证明选择亚洲是十分正确的选择。亚洲经历了各种危机，但今天它还是世界增长的引擎和贸易中心。

If your home market is not growing, you have to seek growth elsewhere. 在主市场没有增长的情况下，企业必须到其他市场寻求增长。

你们的客户有哪些？

我们为许多欧洲、美洲和亚洲客户服务。在医疗保健领域，我们为拜耳、贝德玛和大晃等公司服务；在消费品领域，我们的客户包括爱乐薇、香港美心月饼、利口乐和渔夫之宝等；在奢侈品和生活用品领域，我们管理自营品牌艾美表；在高性能材料领域，我们的客户包括欧莱雅、玫琳凯、PPG 和汉高等。

你们在中国的业务部门为多少个品牌服务？

我们为约200个品牌、50,000种商品服务。

对于很多瑞士人来说，他们从没听说过或不了解 DKSH，尽管它是前二十大瑞士企业之一。为什么会这样呢？

作为一家 B2B 企业，我们的名气没有与我们合作的品牌和企业大。而且，我们的主要市场一直在亚洲，在这里我们更知名。不过，今年3月我们在瑞士证券交易所公开发行，这大大提升了 DKSH 在瑞士的知名度。

你们募集到多少资金？

因为我们做的是100%二次发售，是公司主要持股人向公众发售。在公开发售后，主要股东仍持有公司46%以上的股份。

在一家有150年历史的家族企业工作有什么不同？

有不同之处。家族企业的基调以及承诺都不同于纯国有企业。企业的主要家族股东对经营充满激情，也更注重企业的长期发展。

为了不让在全球各地的投资者失望，你个人承受的利润压力增加了吗？在 IPO 之前，我们公司在管理、合规性和定期报告等方面就已经开始像上市公司一样在运作了，因此压力并没有增加。至于创造利润方面，这只是我的工作中的一部分。

你之前一直从事于财务领域，后来是如何转型到 CEO 的职位的？

很简单，虽然我不是标准的财务人士，但财务对于我来说是进入这个领域很好的垫脚石，而且我一直对经营和管理都更感兴趣。

财务是企业的“成本中心”，没有任何创造收入或是提高企业市场占有率的压力。

CFO 的职责与以前相比已经有了较大变化。现在，财务人员扮演的角色更像是企业的合伙人，帮助企业维持经营，提高利润。财务人员也需要企业家的思维模式，与企业决策者一起决定企业的经营，因为任何决策都需要资金的支持。

客户把产品交给你们之后，你们做的第一件事情是什么？

举个例子来说，一个客户希望在中国市场销售产品，许多客户往往对中国市场有着不切实际的期望，因此，我们的首要工作就是给客户正确的期望。然后，我们会开展调研，分析目标市场和产品的市场潜力，从而为客户的产品提供定制服务方案。再下一步自然是执行协定好的计划，帮助客户进入并在中国市场占有一席之地。

他们都有哪些不切实际的期望呢？

首次进入中国的企业往往会被中国市场的总体规模和经济增长速度所迷惑，加上一些企业在其他市场做的很成功，他们就希望在中国很快实现增长并占领市场份额。他们往往忽视了中国其实是一个高度分散、竞争激烈和十分灵活的市场，这个市场瞬息万变，每天都不能用前一天的思维方式来看问题，企业很容易在进入中国的过程中失利。因此，企业不应过于乐观，希望很快征服整个中国市场。

中国经济增长在放缓，政府希望通过刺激国内消费、降低对出口依赖度的方式来平衡经济的发展，也就是说中国正在转型为进口国。

是的。2012 年中国的 GDP 增速预计将达到 6% - 8%——与其他地区相比，这仍然是很高的增速。同时，我们也看到了中国对进口商品的需求不断提高，这有利于 DKSH 帮助那些希望进入中国市场的企业。

你们主要从欧洲进口商品到亚洲来，DKSH 受到欧洲危机的冲击了吗？

2011 年，我们 96% 的净收入来自于亚太地区，因此，欧洲危机对我们的影响不大。相反，危机事实上给 DKSH 带来了积极的影响。随着西方经济体增长停滞，企业必须到海外寻找机遇，亚洲的增长使其成为企业的选择。在中国，我们的经营没有受到任何影响。相反，2012 年上半年我们又达到了新的增长高度，中国仍然是一个充满吸引力的市场。

假如你现在接到一家受困于欧洲经济危机的企业的委托，你认为现在是它们进入亚洲市场的时机吗？

当然是。在主市场没有增长的情况下，企业必须到其他市场寻求增长，我们称其为“推动因素”：企业被推动着到其他市场寻找发展机会。在过去几年里，我们发现许多以前从未听说过的企业开始对中国市场感兴趣，这些企业在各自的主市场都是排名前三的企业之一。

你怎么看香港作为商品进入中国市场的关口的地位？

我们发现大部分客户都是直接进入内地市场，而不再通过香港。不过香港作为许多企业进入中国市场的门户的地位不变。

你如何看未来的增长？

我们所从事领域的宏观经济环境仍然很好。中国的增长将由二、三线城市的投资推动，这意味着更多的机遇。随着中国中产阶级的崛起和国内市场的增长，许多客户开始更加关注自己的核心竞争力，我们对中国以及它未来的持续增长充满信心。

从集团层面上来说，大中华区（包括香港和台湾）对 DKSH 的重要性有多大？

DKSH 近年来在大中华区的增长迅速，这一市场已成为公司继泰国之后的第二大市场。2011 年，大中华区的销售额实现了同比 18.4% 的增长，达到了 136 亿元人民币；2012 年上半年，大中华区的销售收入实现了同比 12.9% 的增长，达到了 71.3 亿元人民币，占 DKSH 集团总净销售收入的 26%。

你们面临的主要挑战是……

……找到并留住有才能、有激情、有责任感并愿意付出努力的人才，以及不断变化的规范环境。

如果用 0 - 10 表示你对 2013 年企业经营的信心指数（10 表示最高信心水平），你认为是多少？

8。我们的信心受到了罗兰贝格 9 月份发布的报告的提振，报告预测全球市场拓展服务业未来每年将迎来 71% 的增长，到 2015 年这一市场规模将达到 31 万亿美元，亚洲的增速甚至可以达到 8%。

一个一个国家来

访谈及编辑_郑天文

鹤鸣软件顾问亚太区负责人卢雯雯将谈及 ERP、BNI、移动服务、云计算。本文将介绍拥有丰富 SAP 经验的鹤鸣软件如何通过替国际企业完成不同资讯系统的平台链接，以及优化作业流程来实现在中国市场的扩张。

亚太区的各个市场间有根本的不同吗？

ERP 项目的实施，最大的差异是体现在亚太各个市场的税务及财务的处理上；法律的问题是暂时超出 SME 的实施项目的触角的，我们只要保证实施的流程是合法的就可以了。亚太区的各个市场，我们主要集中在（包括香港，台湾地区），新加坡，印度以及印度尼西亚。

因此如何解决税务以及财务问题是所有 CEO 决定在亚太分部实施 ERP 项目之后首先需要考虑的问题。

显然是的，鹤鸣软件在过去 5 年 ERP 实施的经验，顾问遇到的第一个难题就是每个国家和地区都有对进驻本地区的公司在财务和税务上的要求；而这些要求在很多方面，与客户的总部需求是相悖的。我们的工作就是把本地的需求和集团的需求差异化体现出来，并提出让我们客户认可的解决方案。这个工作听起来不难，其实里面要有很强的交流技巧；亚太地区的客户

的文化差异还是比较大的，对顾问的要求和标准也不一样，很多时候，不是仅仅靠英文流利就能把问题点反映清楚地。

在你眼中，中国市场独特性在哪里？有什么困难之处吗？

钱（笑）。大家都知道中国人很会赚钱，可是这些老板们掏钱就无比困难了。很多客户一开始听到 ERP，就会觉得贵和复杂。这也是有原因的，在国外，一家公司可以把收入的 5%-10% 拿来投资到公司的信息化系统上；但是在中国，能达到 1% 的比例的公司都很少。2005 年开始，我们专注于提供给亚洲 SME 公司提供快速、低成本的 ERP 解决方案；而且我们的解决方案不仅成本低，还结合了现今公司最需要的几大功能：ERP + 移动方案 + 云计算 + 子公司整合。

顾问遇到的第一个难题就是每个国家和地区都有对进驻本地区的公司在财务和税务上的要求。

在中国有能力做 BNI 的公司非常不容易找，随着越来越多的国际企业进入中国，以及中国本土企业希望走出中国，这些条件都是对你们非常有利的。

是的，现在我们收到的对于数据同平台 / 跨平台整合和数据交流的需求越来越多，这个业务也是我们在 2005 年开始集中推广的。借助我们的云技术来实现信息交换，使得数据的安全性，速度以及稳定性非常高，我们这方面的客户大部分都是总部在欧洲 / 美国，分部遍布全球的跨国企业。由于整合的数据库和平台非常多，我们的周期短，价格低的优势就显示出来了。在欧洲，我们是 Bli 的先驱，有能力提供进入欧洲市场的公司提供在地化顾问服务。

你们的服务跟产品能带给中小企业怎么样的价值？

低成本，高效益的享受 ERP + 移动方案 + 云计算 + 子公司整合带来的一站式服务和产品支持及维护。我们遍布全球的分公司可以为所有的客户提供无时差的顾问服务。

你们在哪里研发软件？瑞士或是中国？

我们的移动产品的安卓团队在中国，架构设计和产品的设计都由中国团队负责，瑞士负责 iOS 产品。我们在和中国联通签署了战略合作伙伴关系之后，中国的团队会更加强大。ERP 产品的研发团队也是在瑞士和中国都有。

由于整合的数据库和平台非常多，我们的周期短，价格低的优势就显示出来了。

BNI (Business Network Integration) 即实现公司之间数据交换以及整合，包括分公司和母公司，以及公司的上下游的供应商和客户的数据交换

One Country by Another

Interview and Editing_Andrea Cheng

Lu Minwen, consultant and head of Coresystems Asia-Pacific region, talks about ERP, BNI, Mobile Service and Cloud Computing. Read how coresystems, with its rich experience in SAP, tackles its expansion in China through the linkage of platforms with different information systems and the optimization of operation procedures for international enterprises.

Are there any essential differences among the various markets in Asia-Pacific region?

Lu Minwen: For the implementation of ERP projects, the greatest differences lie in the tax and finance processes of the various markets across Asia-Pacific. Law affairs are temporarily beyond the touch of SME project implementation. All we have to do is ensure that the implementation process is legal. Of all the markets in the Asia-Pacific region, we mainly focus on China (including Hong Kong and Taiwan), Singapore, India and Indonesia.

Therefore, how to solve tax and finance issues is the first consideration for all CEOs who decide to implement ERP project in Asia-Pacific branches.

Certainly. From our five years of experience in ERP project implementation, we find that the first challenge for the consultants is to meet the requirements from different countries and regions towards finance and tax affairs of the companies they settled in. However, these requirements are always inconsistent with what our customers' head offices require. So our job is to embody the differentiation between local requirements and those of a Group; and propose a solution recognized by customers according to local laws and financial requirements for each specific market. It sounds easy but this demands strong communication skills. Customers in the Asia-Pacific region have rather large cultural differences among each other, so the requirements and measurements for a consultant are also different. Most often, fluency in English is simply not enough to clearly reflect the key of a problem.

What are the peculiarities and difficulties of the Chinese market?

Money (laughs). Everybody knows that Chinese people are good at making money, but it is very difficult for these bosses to pay out. When people hear about ERP, they think it is expensive and complex. In other countries, a company may invest 5%-10% of its revenue for its information system, but in China, few companies would even invest 1%. Since 2005, we have been focused on providing quick and cheap ERP solutions for Asian SME companies. Moreover, our solutions combine several major functions mostly required by present companies: ERP + Mobile + Cloud Computing + Subsidiary Integration.

It is very difficult to find a Chinese company that could be able to do BNI (Business Network Integration - see definition below). As more and more international enterprises are entering into China, and Chinese companies are expecting to go out of China, these conditions are very favourable to you.

Yes. Currently we are receiving more and more demands for same/cross platform data integration and data exchange, which is also the business we began to promote focally in 2005. Via Cloud computing technique, the information exchange is realized, thus enabling very high data security, speed and stability. Most customers in this field are global enterprises with head offices in Europe/U.S. and branches all over the world. Since various databases and platforms need to be integrated, our advantages of short implementation cycle and low price become obvious. In Europe, we are the leading company doing BNI and we have the ability to provide localization consultant services for companies preparing to expand in Europe.

What value can you add to small and medium enterprises?

One-stop services, as well as product support and maintenance of ERP + Mobile + Cloud Computing + BNI at a low cost and a high benefit. Our branches all over the world would provide non-time difference consultant services for all customers.

Where do you develop the software? Switzerland or China?

Our Android team for mobile products is in China. Responsibility for our architecture design and product design fall under the China team, while Switzerland is responsible for iOS product. After we established strategic partnership with China Unicom, our China team will become more powerful. Moreover, we have R&D teams for ERP both in Switzerland and China.

BNI: "Business Network Integration" designed to achieve data exchange and integration among companies, including branches and the parent company, as well as the data exchanges between the company's suppliers and customers.

Bruderer Success Story

Bruderer opted for the SAP-based strategy combined with the Add-On modules by coresystems to tackle the problems brought by various IT systems in its global branches. Meanwhile, the coresuite add-on solution can provide better support and standardization for the business processes in the area of customer service.

Project Duration: One and a half years

Implementation Scope: Five branches (China, Singapore, England, France, Germany)

Software used worldwide: SAP Business One 8.8, SAP Bli

Software replaced: Kingdee (China), Sage (France), MS Axapta (England), SMD (Germany)

 | coresystems

博瑞达股份公司成功案例分享：

博瑞达选择了SAP为基础和包含coresystems公司的附加模块策略，以解决世界各地不同分公司不同的IT系统带来的困扰。同时，coresuite附加解决方案更好的支持他们的客服领域的业务流程，并维相当的水准。

项目实施期限: 一年半

实施: 5个分公司。(中国、新加坡、英国、法国、德国)

在世界各地所使用的软件: SAP Business One 8.8, SAP Bli

被替换的软件: 金碟(中国), Sage(法国), MS Axapta(英国), SMD(德国)



According to Bruce Shen, Senior Director for Strategy, DHL Global Forwarding China, the current slowdown in trade volumes with China can be seen as an opportunity to rethink and streamline the design of supply chains.

Written by **Fabian Gull**, Shanghai 访谈 **方必安**, 中国瑞士商会上海分会

Q The Bridge: For DHL, which line of business is more important - bringing goods into China or transporting out of China?

Bruce Shen: Both imports and exports are important for us. As one of the fastest growing markets, China has been the world's largest exporter of goods since 2009. Meanwhile, imports have been turning into a fast growing and promising market. In its 12th Five Year Plan, the Chinese government announced many favourable policies to further promote imports. The rising domestic consumption power is another factor which drives imports into China.

Q How does the current economic slowdown affect the quantities being traded with China (imports and exports) in general? How does it affect DHL is particular?

The statistics seem to bear out a slowing market. According to a recent forecast of Goldman Sachs, the Chinese economic growth is likely to slow down from 9.2% in 2011 to 7.6% and 8.0% in 2012 and 2013 respectively. China's exports are greatly affected by the weak recovery of both the US and Europe. On the other hand, import growth slowdowns are due to weaker domestic demand in China. For DHL, we have been working with customers to optimize their supply chains to ensure that they can leverage the opportunities that exist, and offer solutions that meet their budgets and transit time requirements.

Q China's government wants to reduce its export dependence in an attempt to rebalance its economy. Is China turning from an exporter into an importer?

Rather than serve as the industrial provider of low-value commodities or the low-priced supplier in the manufacturing world, China is strategically repositioning itself towards higher-value markets and goods. Exports of low value, labour intensive products are declining, while exports of advanced technology products are growing rapidly. So, China is not turning from an exporter to an importer, but rather, is undergoing a technology upgrade. As China promotes imports by stimulating domestic consumption and policy encouragement, exports will still continue to be important. But in the long term, imports will have the faster growth.

Q Due to the heavy railway infrastructure investment, is the transportation between China and Europe by train an alternative of increasing importance today?

Rail between China and Europe provides more choices. It is a supplement to traditional airfreight and ocean freight. Currently compared with airfreight, it is cost saving; compared with ocean freight, it is faster. It is an economical solution especially for heavy and project based transportation. But as a new product, this mode of transport would need more volume and a balancing out of eastbound vis-a-vis westbound cargo to ensure reliable frequencies and lead-times.

中国贸易:
“长期来看,
进口的增速比出口更快”

China Trade:
“In the Long Run,
Imports Will Grow
Faster Than Exports.”

Cost consciousness is clearly on the rise. 成本敏感度提高。

What are some of the trends in your industry?

Given the weakened global economic outlook, customers are even more cost conscious. Where there is more lead-time, we see international customers shifting from air to ocean, and some domestic customers shifting from airfreight to truck services to ensure that their supply chains are better optimized. This is a good opportunity for us, as customers are recognizing the importance of a more efficient supply chain design. Customers are also more aware of "green logistics", and often inquire about the "carbon neutral" services we offer.

What can you do to make logistics more sustainable and more environment friendly?

As a first step, we can help sharpen awareness by offering carbon emission reports to customers. These reports are designed to help

customers track and analyse carbon emission in their supply chain. We then consult with our customers to find a more environment friendly transport mode. Alternatively, we could also offer what we call "economical routing", which would be to help our clients improve an existing trade lane.

We aim to minimize our impact on the environment in order to meet an ambitious goal - improving CO2 efficiency by 30% by the year 2020 across the whole group, including all services provided by subcontractors. Ahead of time, the company has already achieved its first interim target, having improved the CO2 efficiency of its activities until 2012 by 10% compared to 2007.

Any other examples?

We are engaged in developing more environment friendly transport modes. In recent years, DHL has developed multimodal transport from China to CIS countries and to Europe - where rail had replaced traditional air to be the major transport mode - therefore sharply reducing carbon emission. In addition, we are re-lamping all warehouses with the T5 fluorescent lighting system in order to have more energy savings. Plus, we promote paperless operation company-wide.

敦豪全球货运中国区战略发展部高级总监 Bruce Shen 认为，中国目前贸易量的下滑可以看作是重新思考和理清供应链设计的机会。

对于 DHL 来说，把中国的商品运出去和把国外的商品运进来相比，哪一块业务更重要？

Bruce Shen: 对于 DHL 来说进口和出口同样重要。作为经济增长最快的国家之一，自 2009 年以来，中国就是世界最大的商品输出国。而现在，中国的进口迅速增长，已发展成为极具前景的市场。一方面，在十二五规划中，中国政府公布了许多进一步刺激进口的优惠政策。另一方面，国内不断提高的消费力也是推动中国进口增长的重要因素。

当前的经济放缓对中国的贸易总量（进口与出口）有什么影响？对 DHL 又有哪些影响？

统计数据显示市场增长放缓。根据高盛最近对中国经济的预测，2012 年和 2013 年中国的 GDP 增长将从 2011 年的 9.2% 下滑至 7.6% 和 8.0%。中国出口受到了美国和欧洲经济疲软的巨大影响，与此同时，国内需求转弱也影响了进口的增长速度。对于 DHL 来说，我们一直以来都致力于帮助客户优化供应链，帮助他们抓住当前市场中的机遇，为他们提供满足预算和转换期需求的解决方案。

中国政府希望通过降低对出口的依赖度来平衡经济增长。中国是否正从出口国转型为进口国呢？

从战略上来看，中国正从以往的低附加值和廉价商品的工业供应者，重新定位为高附加值的商品市场。低附加值、劳动集约型的产品出口正在下降，而高科技含量的产品出口正迅速上升。因此，中国目前的转变并不是从出口国转向进口国，而是技术含量上的升级。随着中国采取刺激国内消费和政策激励的措施来促进进口，出口对于中国经济的重要地位将不会改变。不过长期来看，进口的增速更快。

中国在铁路等基础设施建设上的投入巨大，中国与欧洲间的铁路运输是否正成为一种越来越重要的替代选择呢？

中国和欧洲间的铁路增加了运输方式的选择，它是空运和海运等传统

运输方式的重要补充。目前来看，与空运相比铁路运输的成本更低；与海运相比铁路运输所耗的时间更短。不过，这种运输方式对货物量的要求更大，需要平衡东、西两方货物，以保证运输的频率和运输时间。

你们这个行业有哪些发展趋势？

在全球经济前景不乐观的情况下，客户对成本的敏感度更高。在对运输时间没有要求的情况下，许多国际客户在选择上正从成本高的空运转变为海运，也有一些国内客户从空运转变为卡车运输，从而保证更加优化的供应链。这对于我们来说是一次机遇，因为客户开始意识到高效的供应链设计的重要性。同时，客户对“绿色物流”的意识越来越强，常常对我们的服务提出“碳中和”的要求。

在物流的可持续性发展和环保方面，你们可以采取哪些措施？

首先，我们可以通过向客户提供碳排放报告来提高人们的环保意识，这些报告以帮助客户追踪和分析供应链的碳排放为目的。为了找到更加环保的运输模式，我们还听取客户的意见。我们还可以通过提供“经济型路线”来帮助客户改善现有的贸易路径。

我们致力于将对环境的影响降至最低，以实现我们制定的宏伟目标——到 2020 年提高整个集团（包括承包商所提供的服务）的 CO2 效率达 30%。目前，公司已经实现了第一个中期目标，2012 年与 2007 年相比，CO2 效率提高了 10%。

还有其他的例子吗？

我们也在积极开发更加环保的运输模式。近年来，DHL 开发了从中国到独联体国家（CIS countries）和欧洲的多条运输路径——铁路运输已经取代空运成为主要的运输模式——从而大幅降低了碳排放量。为了节省能源，我们所有的仓库都换上了 T5 荧光灯照明系统。另外，我们还在公司范围内开展了推广无纸运营的活动。



Guaranteeing the highest level of treatment



Only the highest possible quality standards are acceptable



Leading, because we provide a more personalised service

The Swiss Leading Hospitals

Bethesda-Spital, Basel • Clinique Générale-Beaulieu, Geneva • Clinique La Métairie, Nyon • Clinique de La Source, Lausanne • Klinik Gut, St. Moritz/Chur
Klinik JSC Medicina, Moscow • Klinik Pyramide am See, Zurich • Klinik Schloss Mammern, Mammern • Klinik Schützen Rheinfelden, Rheinfelden
Klinik Seeschau am Bodensee, Kreuzlingen • Klinik Villa im Park, Rothrist • Klinik für Schlafmedizin, Bad Zurzach/Luzern • Merian Iselin, Basel
Privatklinik Bethanien, Zurich • Privatklinik Hohenegg, Meilen am Zürichsee • Privatklinik Lindberg AG, Winterthur • Privatklinik Linde, Biel
Privatklinik Meiringen, Meiringen • Privatklinik Wyss, Münchenbuchsee • RAK Hospital, Ras Al Khaimah, UAE • Reha Rheinfelden, Rheinfelden
RehaClinic Bad Zurzach • RehaClinic Baden • Sonnenhof AG, Berne

real watches for real people




豪利时表品牌大使——谢霆锋
与Oris艺术大师多功能月相表
全自动机械表，月相、月份、星期，指针式日历显示
点击www.oris.ch注册成为MyOris会员，即可获得赠礼并一年保修。

ORIS
Swiss Made Watches
Since 1904

上海 021 9485 5880 • 北京 010 8806 7120 • 广州 020 3881 2338 • 沈阳 024 3131 5119 • 重庆 023 8816 0580

Swiss know-how
Independence
Tradition
Discretion
Customisation
Reliability



■ Asset Management ■ Trusts & Foundations ■ Multi-Family Office ■ International Trade

VECO GROUP SA
Swiss Financial Group

Hong Kong Lugano Zurich Amsterdam Luxembourg Malta Dubai Sao Paolo

Address: 3204-05 32F Alexandra House, Central, Hong Kong Telephone: +852 31082720
Email: info@veco-hk.com
www.vecogroup.ch



Vision From minimal to multifunctional –
USM transforms each individual focus.

Request detailed information or visit our sales partner.



Distribution China: Asia View Ltd., Rm 7201 2/F Block 7,
Bridge 8 Phase III, No. 550 Ju Men Road, Shanghai 200023, China
Tel. 8621-5404 3633, francis@asia-view.com, www.asia-view.com
Headquarter: USM U. Schärer Söhne AG, Münsingen Switzerland
www.usm.com

USM
Modular Furniture



1



1/2: A vision turns reality
- The Xiang Ji temple
complex in Hangzhou.
香积寺局部及全景图

3/4/5: In Tianjin:
Production and quality
inspection of glulam
columns at Haring Swiss
Wood Structures.
天津：Haring 工人生产和
监测胶合材的质量

Pictures provided by Haring
Timber Technology
图片由 Haring 公司提供

2



3



4



5



The Swiss Temple Builders of Hangzhou

瑞士技术应用于杭州寺庙建设

How a concrete and steel loving nation rediscovers the fine art of woodwork

Written by Fabian Gull-Pratteln (Switzerland) 作者 方必安

At first, Chris Haering, Chairman of Swiss timber construction specialist Haering, didn't really know how to classify an email he had just received way back in 2002. It was an inquiry from an unknown sender in China - a country that he had no business relation with whatsoever at that stage. The offer: to possibly become a supplier for Beijing's new natatorium, a national training centre for China's swimming elite.

Stories of SMEs with no China experience, being systematically approached (and possibly cheated) by Chinese companies, promising golden opportunities and big profits in the Middle Kingdom, are well known across Europe. The cheating companies usually request substantial cash down payments from their dazzled victims, i.e. for doing preliminary research or arranging field visits, only to disappear shortly after.

But this story takes a different turn. Entrepreneur Chris Haering, who now leads the family business founded four generations earlier in 1879, was sceptic, and acutely aware of his own inexperience with regard to the Chinese market. At the same time, however, he was also flattered, and most importantly - curious. It's that same curiosity and flair that senses business opportunities across the world - which, in the past, had led to the successful establishment of a subsidiary in the West African country of Gabon, a country where Haering is a niche player, whose President he maintains a personal relationship with.

Different pace in China

Haering has a special expertise in putting together large wooden components that enable the build-up of large structures, such as Europe's biggest domed project, a salt storage cupola (Saldom) with a span of 120 meters, located near Basel, Switzerland.



Refurbished Astor Hotel in Tianjin.
整修后的天津利顺德酒店



Swiss made: Bearing structure of
natatorium in Beijing.
瑞士制造：北京游泳馆承重结构



Assembly: Temple in the making.
建造中的香积寺

The surprise was huge - when after an initial exchange of words and without asking, he received an advance payment in the amount of CHF 15,000 from China - followed, only shortly after, by additional front money in the amount of CHF 50,000. "This showed me the seriousness of their intentions", Chris Haering thought. He then invited a Chinese delegation over to their headquarters in Pratteln, near the town of Basel, Switzerland. "The impression I got of my Chinese counterparts was excellent, so we decided to give it a shot", he tells The Bridge.

Haering, at that time not yet familiar with the high pace in China, was surprised when his client suggested the natatorium in Beijing to be completed within only four months. "The Chinese are fast decision makers and know exactly what they want", Haering says. Processes that would normally take two months were completed within a few weeks. In short: their first project on unknown Chinese territory could actually be successfully completed on time.

The right partner

Based on this experience, the idea of setting up a production plant for glued-laminated timber for Asian markets with his former buyer (now turned current partner) arose. In 2008, Haring Swiss Wood Structures Ltd, a subsidiary of the Swiss motherhouse, was established in Tianjin. The local JV partner he teamed up with possesses a vast experience in doing airport roofing systems across China. "Finding a partner you can trust, was a key challenge", Haering explains, with relief in his voice. More than ten years ago, a first attempt of "going East" had to be blown off, as Haering couldn't find a suitable partner to establish a presence in Romania.

To date, hitherto highlight of Haering's China endeavour is certainly the construction of the Xiang Ji temple in Hangzhou, where ten temples made from Swiss and Canadian trees have been built within a record time of five months. The completion was less of an engineering challenge, but given the large distances from factory to construction site, huge logistical hurdles had to be overcome in

order to ensure a timely production. 200 factory workers in Tianjin and 200 on-site assembly operators were working in two shifts, 12 hours a day, seven days a week. A total of 4500m³ of wood had been processed. Other projects in China include an earthquake-proof school and a new group of temples in Chengdu. Or take for example, the wooden structures of the legendary Astor Hotel in Tianjin. The guesthouse, which opened in 1863, has been completely restored to its original beauty in 2010 (see pictures).

A "project by project" strategy

In China, Chris Haering had modest expectations; and from the very beginning, followed a cautious "project by project" strategy, as he could not afford to lose money in China. Neither did he do any market research to evaluate the potential in China. Instead, he relied on his entrepreneurial "gut feel" and his own observations. Like most raw materials in China, timber is a scarce resource. Hence, a lot of timber needed to be imported. In the beginning, however, he was not sure whether there would be a demand for his products. But he had a self-confident plan B at hand: "If there is no market, we will create it", the charismatic businessman tells the author with an elfish grin, as he looks over his reading glasses.

Due to its construction boom and rapid cement-driven urbanization, China has lost a lot of its former woodwork know-how or it simply got buried in oblivion. "This is how it can be explained, that we had managed to find a market at all in a segment naturally dominated by Chinese players for thousands of years", he says with a smile on his face.

Asked about the difference between the two emerging markets of China and Gabon, he spontaneously says: "In Africa, there is raw material in abundance, but no market. In China, it is the opposite." Still, according to Haring, wood is an underestimated building material, particularly in China. And convincing Chinese clients of the benefits of "wood over steel" will remain a tough piece of work.

从钢筋水泥回归精艺木工

2002年，瑞士木材建设专业公司 Haering 公司主席 Chris Haering 看着面前的这封邮件，不知道该如何处理。这是一封来自中国的邮件，无论是发件人，还是中国，对于他来说都是十分陌生的。邮件希望 Haering 公司为准备在北京筹建的国家游泳培训中心的新场馆提供木料。Haering 听说过太多对中国不了解的欧洲中小企业上当受骗的例子，这些企业被中国的骗子公司描绘得天花乱坠的发展机遇和巨大的利润空间所迷惑。而这些骗子公司往往要求企业支付巨额现金作为先期调研费用或访问费用，得逞后便消失得无影无踪。

不过 Haering 的经历却不同。企业家 Chris Haering 是成立于 1879 年的 Haering 公司的第四代管理人，对于中国市场他保持着怀疑的态度，也知道自己缺乏对这一市场的了解。同时，这一摆在面前的机遇也令他十分好奇而兴奋。也正是这种好奇心使他可以敏锐的捕捉来自全球市场的机遇，促成了西非加蓬共和国分公司的成立，Chris Haering 不仅在这里站稳了脚跟，还与该国总统建立了良好的个人关系。

Haering 公司拥有将大块木头胶合在一起用于大型结构建设的特殊技术，这一技术曾应用于欧洲最大的半圆形建筑物——位于瑞士巴塞爾附近跨径达 120 米的储盐库的建设。

这次来自中国的邀请给他带来了很大的惊喜。在经过初步的交流之后，中方就向他支付了 15000 瑞士法郎的定金，随后不久，又支付了 50000 瑞士法郎的额外预付款。“这表明对方对促成这笔生意的诚意，”经过思考后，Chris Haering 向中方发出了到瑞士巴塞爾附近的公司总部参观的邀请。“中方企业给我留下了很好的印象，于是我们就决定试一试”，他说。

那个时候 Haering 还不了解中国各方面都处于高速发展的阶段，当客户告诉他希望北京游泳馆在四个月内完工时，他惊呆了。“中方很快就做了决定，而且很清楚他们想要什么”，Haering 说。于是，某些正常情况下需要两个月时间的程序在几周的时间内就完成了。总而言之：他们首次在中国进行的项目成功的顺利完工了。

这次经验之后，他产生了与中方企业合作成立一家专门服务于亚洲市场的胶合木生产工厂的念头。2008 年，Haring 瑞士木材结构公司在天津成立。该分公司的中方合伙人在中国的机场屋面系统领域拥有丰富的经验。“找到可以信任的合作伙伴是最大的挑战”，Haering 如释重负似的说道。十多年前，Haering 曾试图在罗马尼亚成立分公司，可是由于找不到适当的合伙人，该计划最后只好告吹。

迄今为止，Haering 在中国最大的项目之一无疑是杭州香积寺的建设，十座采用瑞士和加拿大木材的寺庙的建设仅仅花了五个月的时间。寺庙的建设对工程的挑战并不大，但由于木材厂距离工地很远，为了保证工程的进度，物流成了最大的挑战。天津工厂的 200 名工人以及工地现场的 200 名组装人员每周七天、每天 12 小时以两班倒的形式工作，最终完成了对 4500 立方米木材的加工。公司其他的项目还包括成都抗地震学校和庙宇的建设；以及著名的天津利顺德酒店的建设，建成于 1863 年的酒店在 2010 年经整修后又恢复了当年的风姿。

由于一旦亏损，就会给公司带来很大的影响，因此 Chris Haering 对中国业务没有雄心勃勃的期望，从一开始就采取了“项目接项目”的谨慎战略。他也没有做过任何关于中国市场潜力的调研，相反，他全凭自己企业家的直觉和观察判断。跟许多稀缺的材料一样，木材在中国也是一种稀缺资源，因此，许多木材都靠进口。刚开始，他并不知道市场是否需要他的产品，还制定了备选方案：“如果没有市场，我们就创造市场”，这位充满人格魅力的企业家这样告诉本文作者。

中国各方面建设的蓬勃发展和钢筋水泥推动的快速城市化，使它失去了许多传统木工知识，有许多早已被人们所遗忘。“这可以解释为什么我们在几千年来由中国企业主导的领域找到了立足之地”，他笑着说。

当谈到新兴市场中国和加蓬共和国间的区别时，他脱口而出：“非洲的原材料资源很丰富，但需求很小；而中国的情况正相反。根据我们的观察，在中国，木材作为一种建筑材料的作用被低估了，因此，使中国客户相信木材比钢筋水泥更具优势将是我们要做的一项重要工作。”

China Economic Comment:

The Good Old Exports and Credit 出口信贷发力增长

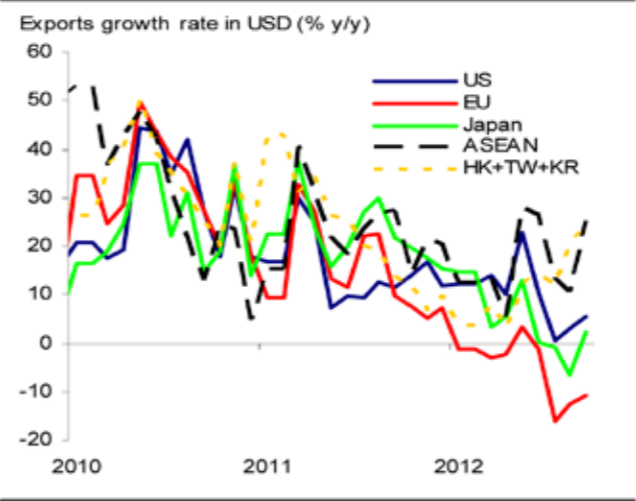
Written by **Wang Tao**, Head of China Economic Research, UBS
作者 **汪涛**, 瑞银证券中国经济研究所主任



Just as market sentiment hit perhaps the lowest point since the global financial crisis in September, the economic data for September brought some positive news. Export growth rebounded to almost 10% y/y, and money and credit expanded more rapidly than expected, which is usually a good indication for a pickup in investment in the coming months. So it seems that while people are searching for signs of China's consumption taking the lead, it is the good old exports and investment that might lead the recovery again, at least in the short term.

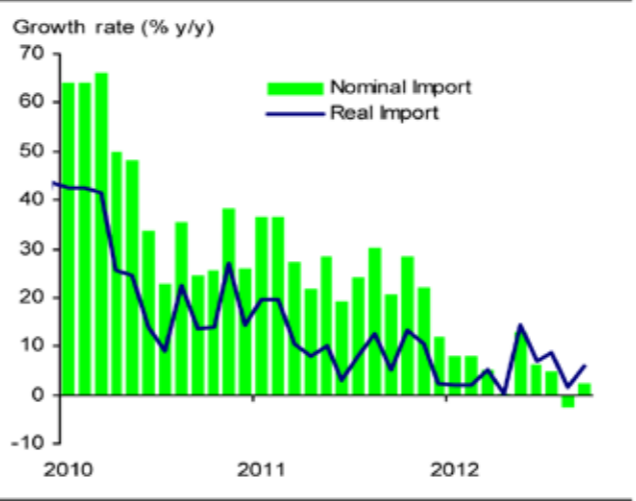
Part of the export rebound was due to the low base in September 2011 – export growth to major markets such as the EU, Japan, other North Asia, and commodity exporters slowed significantly a year ago, and the y/y growth all picked up or fared less badly this September. In addition, some ports were affected by typhoons in August, which might have resulted in some export shipment being delayed into September. However, the rebound in exports to the US (up 5.5% from 3% in August) and ASEAN (up 25.5% from 10.3% y/y) seemed to have been mainly due to the recovery in demand in these countries (Chart 1). China's traditional exports such as textile and garments, shoes and toys, as well as electronics all did better in September than in the recent 2-3 months.

Chart 1: Exports to the US and ASEAN rebounded more



Source: CEIC, UBS estimates

Chart 2: Real imports picked up in September



Source: CEIC, UBS estimates

In contrast to the strong export growth, imports seemed weaker, growing by 2.4% y/y, largely in line with expectations. However, this can be largely explained by the continued decline in commodity prices. In volume terms, China's imports grew by almost 6% y/y, up from 1.5% in August (Chart 2). Imports of agricultural commodities and aircrafts surged in September, while imports of iron ore and copper grew modestly. Imports of chemical materials and automobile and parts declined. By countries, imports from North and Southeast Asia rebounded, imports from the US stayed steady, but imports from the EU and commodity exporters slid further, with the latter mainly due to the drop in prices.

Future investment strength

Money and credit data may give us a clue about future investment strength. RMB loans increased by a net of 623 billion, lower than market had expected. However, the share of new medium and long

term loans in overall corporate lending did increase to 44% from 25-30% in previous months. More importantly, total social financing (TSF) expanded rapidly – by 1.65 trillion in September, led by other forms of credit including trust loans, bill acceptance, entrusted loans and corporate bonds. While outstanding RMB loans grew 16.3% y/y at end September, up only slightly from 16% in June, we estimate that outstanding TSF (excluding equity) grew 18.9% y/y at end September, up from 16.8% in June.

It seems that given the overall constraints of credit quota, the cap of the loan/deposit ratios, and existing restrictions on outright lending to local government platforms, and given the high reserve requirements on bank deposits, banks and borrowers have resorted to use other forms of credit expansion, especially off balance sheet credit channels. The fact that bonds, trusts and other forms of social financing are helping to finance the funding needs at the local level means that public investment should continue to pick up in the coming months. In addition to the rapid credit expansion, we expect the recovery in property and land sales and increased fiscal spending in September should also help with investment.

September monetary data should also be positive for the market, although we think there are some one-off factors. September M2 growth came in at 14.8% y/y, helped by a recovery in corporate deposit, while M1 growth was significantly stronger than expected, at 7.3% y/y. We think base effects may have again played an important role – the clamp down on bills and trust products led to a serious credit crunch in September 2011, resulting in much lower than normal corporate deposits, and this has now been reversed. In addition, the exceptionally long holiday week and the usual end-of-the-quarter window-dressing by banks may have also helped to push up the deposit numbers. Nevertheless, the recent credit expansion and increased fiscal spending may have led to a general recovery in broad money growth.

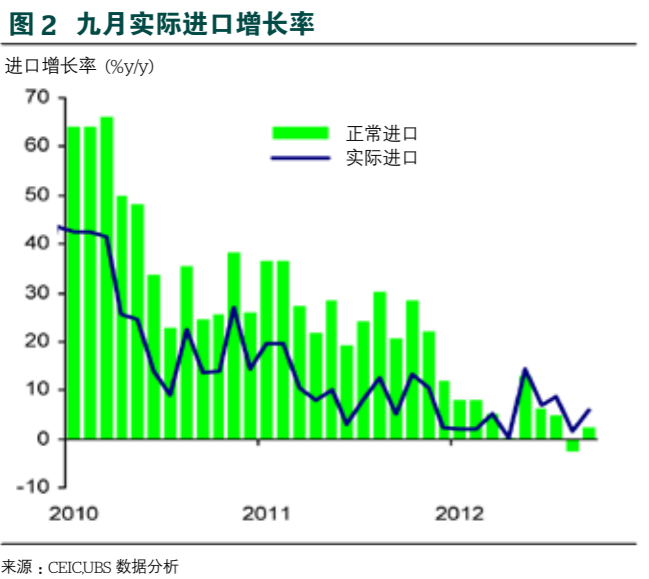
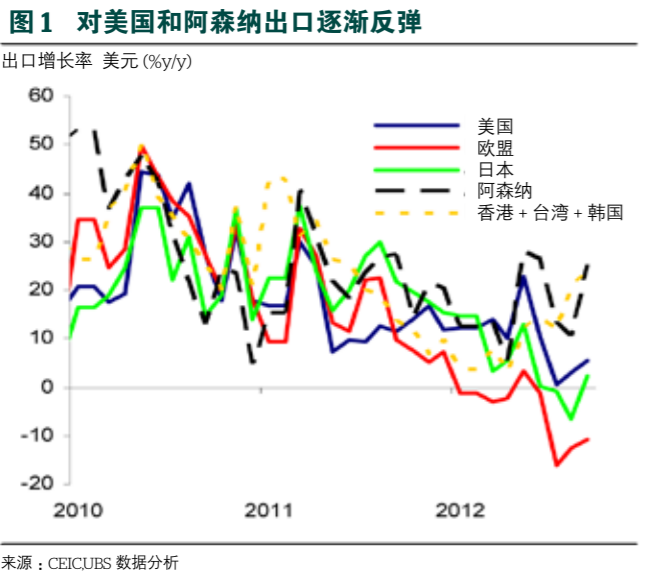
What can the data tell us about policies in the coming months?

These data suggest that export demand has rebounded, even though a sustained recovery cannot yet be ascertained; and that domestic investment demand will be helped by increased credit expansion, government support, and likely, continued recovery in the property sector. At the same time, we think September industrial production data will show that corporate destocking has continued and industrial production remained weak.

Given such a state of the economy, we expect the government to continue to implement the existing supportive policies and continue to let non-bank lending part of the TSF to expand to help with investment financing. It is still possible that the PBC may cut reserve requirement one more time, which we think would be the right thing to do to anchor liquidity expectations and reduce behavioral distortions at banks. We do not expect the government to come up with any major new stimulus, either during the leadership transition or after, unless the economy takes a turn for the much worse.

正当市场情绪在 9 月陷入自全球金融危机以来的最低谷时，9 月份经济数据带来了一些积极的信号。出口同比增速反弹至近 10%，而货币信贷扩张力度也超出预期，后者通常预示着未来几个月投资将回升。所以尽管人们似乎还在寻找消费崛起的迹象，这一次经济复苏可能还是由传统的农产品出口和投资带动，至少短期内应会是如此。

我们认为出口反弹一定程度上是由于去年 9 月基数较低——去年同期中国对全球主要市场（包括欧盟、日本、其他东北亚国家以及大宗商品出口国等）的出口增长显著放缓，而今年 9 月对这些地区的出口同比增速均出现回升或有所转好。另外，8 月份一些港口受到了台风的影响，这可能导致部分出口交货延期至 9 月。不过，中国对美国（同比增长从 8 月的 3% 升至 5.5%）和东盟（同比增长从 10.3% 升至 25.5%）出口反弹的主要原因可能是这些国家需求的复苏（见图 1）。中国的传统出口商品包括纺织服装、鞋子玩具以及电子产品等在 9 月份增长均好于最近 2-3 个月。



It is the good old exports and investment that might lead the recovery again. 这次经济复苏可能还是由传统农产品出口和投资带动。

与强劲的出口增长相比，进口看起来较弱，同比增长了 2.4%，基本符合预期。不过，持续下跌的大宗商品价格可以基本解释进口额的疲弱。从进口量来看，9 月份实际进口量同比增长率从 8 月的 15% 回升至约 6%（见图 2）。农产品大宗商品和飞机进口量大幅上升，铁矿石和铜进口量则小幅增长。化工材料和汽车及其零部件的进口量下跌。分国家来看，中国从北亚和东南亚的进口反弹，从美国的进口保持平稳，但从欧盟和大宗商品出口国的进口进一步下滑，后者可能主要由于大宗商品价格的下跌。

未来投资回升

最新的货币信贷数据可能给我们提供了一些关于未来投资活动走势的线索。9 月新增人民币贷款 6232 亿，低于市场预期（瑞银预计 6500 亿，彭博调查均值 7000 亿）。不过，企业部门的中长期贷款占比从 8 月的 25-30% 升至 44%。更重要的是，社会融资规模快速扩张——9 月份新增社会融资规模 1.65 万亿，包括信托贷款、票据承兑、委托贷款和企业债券在内的其他形式信贷快速增长。尽管 9 月末人民币贷款余额同比增长 16.3%，仅略高于 6 月份的 16%，但我们估算 9 月末剔除股权融资的社会融资总量同比增长 18.9%，高于 6 月的 16.8%。

看起来由于信贷额度的控制、贷存比上限的约束以及对地方政府平台贷款的限制，再加上较高的存款准备金率，银行和借款人正在通过其他形式的信贷尤其是表外信贷进行融资。鉴于地方层面正在通过债券、信托和其他社会融资来满足其资金需求，即便对地方政府平台的贷款仍有一定限制，公共部门投资也应当在未来几个月回升。除了信贷的快速扩张，我们预计 9 月房地产市场和土地出让收入的复苏以及财政支出的增加也应对投资有所帮助。

9 月货币数据对市场来说也应该是正面的，尽管其中可能存在一些一次性的因素。在企业存款回升的帮助下，9 月份 M2 同比增长 14.8%，M1 同比增速也显著高于预期达到 7.3%。我们认为基数效应可能再次发挥了重要作用——去年 9 月监管部门对票据和信托产品的管制曾导致了严重的信贷收缩，使得当时的企业存款大幅低于正常水平，而目前这一情况已经反转。另外，长假以及银行在季末突击揽存也可能帮助推高了存款数据。不论如何，近期的信贷扩张以及财政支出增加应该在整体上推动了广义货币增速回升。

近期数据对未来几个月的政策走向有何启示？

数据显示出口需求已经反弹，尽管复苏是否能够持续目前尚无法确认；国内投资需求应会在信贷扩张、政府支持以及房地产行业可能的持续复苏的帮助下回升。但另一方面，我们认为 9 月份工业生产数据将会显示企业去库存还在继续，工业生产仍然疲弱。

基于经济目前所处状况，我们预计政府将继续贯彻实施现有的保增长政策，允许表外信贷活动继续扩张来为投资提供资金支持。我们认为央行仍有可能、也仍有必要再次下调存款准备金率——这可以帮助稳定流动性预期并减少银行的一些扭曲行为。除非经济急转直下，我们认为不管是换届期间还是之后，政府都不会推出新的大规模刺激政策。









Increase Your Exposure in China, Switzerland and Beyond!

Advertise in The Bridge - SwissCham China's nation wide bilingual business publication - the most read Swiss business magazine in Greater China

Your Benefits

- Focus: reach more than 10'000 China affiliated readers
- Reach Chinese high net-worth individuals, companies and business leaders
- Direct access to first line managers in China and their executive staff
- Direct access to more than 1'000 Swiss companies currently operating in Greater China
- As a SwissCham member: get a 20% discount
- Reach media, educational and governmental institutions in China and Switzerland
- Get exposure in Business and First Class of Swiss Air Lines direct flights from Shanghai, Beijing, Hong Kong to Zurich
- Get exposure in business centers of leading hotels in China
- Reach the Swiss expatriate community in China
- Reach all SwissCham China members as well as SCCC members in Zurich, Geneva and Lugano

	Full page	1 Issue	2 Issues		Quarter page 1		
					1 Issue	2 Issues	
	Outside back cover	27'010	24'850				
	Inside front cover	24'200	22'220		8'420	7'755	
	Inside back cover	19'860	18'270				
	First page	18'430	16'965				
	Opposite to Chairman	17'435	16'035		Quarter page 2		
					1 Issue	2 Issues	
	After Contents	17'290	15'900		8'420	7'755	
	Other full pages	16'005	14'715				
	Half page	1 Issue	2 Issues		Insert flyer		
					Shanghai only	Shanghai and Beijing	
		9'845	9'065		16'015	32'030	

For inquiries and bookings - Contact us now:

Fabian Gull, Editor in Chief
Tel: +86 21 6149 8209
Email: f.gull@sha.swisscham.org

EXTERNAL VERSION

Representative Office
Zürcher Kantonalbank
瑞士苏黎世州银行北京代表处

Zürcher Kantonalbank appoints Mr. Jiang Yong as new Chief Representative China being effectively in place as of 1st July 2012
瑞士苏黎世州银行任命姜湧先生自 2012 年 7 月 1 日起为中国新任首席代表

Mr. Jiang Yong, Chinese citizen and born in Shanghai, has been appointed as the new Chief Representative China for Zürcher Kantonalbank Representative Office Beijing. He is an experienced Banker for Financial Institutions and joined Zürcher Kantonalbank Representative Office Beijing one year ago in 2011. During the 21 years prior to joining Zürcher Kantonalbank, Jiang Yong had been holding various positions for the Shanghai branch of an international Swiss bank as well as the Shanghai branch of one of the largest Chinese banks headquartered in Beijing. He holds both, a bachelor degree in law and in letters from the China University of Political Science and Law. 姜湧先生为中国籍出生于上海，被任命为瑞士苏黎世州银行北京代表处新任中国首席代表一职。姜先生在金融机构业务领域是位经验丰富的银行家，在一年之前也就是 2011 年他加入瑞士苏黎世州银行北京代表处，在这 20 多年之前，他先后在不同岗位上，服务于瑞士的一家跨国银行上海分行和一家总行在北京的国内最大之一的银行之上海分行。他具有文学士和法学士双学位的教育背景。

Zürcher Kantonalbank is proud of being able to appoint Mr. Jiang Yong for this important position and wishes him a successful start. His outstanding track record and professional background will allow him to successfully lead the Representative Office in China and further support Zürcher Kantonalbanks business interest in Greater China. 瑞士苏黎世州银行很荣幸能够在这个重要岗位上任命姜湧先生，也祝愿他有一个成功的开端。我们相信姜先生过往成功的经历和他专业化的背景，将成功地领导本行在中国的业务及其支持瑞士苏黎世州银行在大中国区业务的发展。

At the same time, Zürcher Kantonalbank would like to express highest appreciations to the former Chief Representative China, Mr. Liu Zhiqin, who will be retiring after more than 16 years on duty with the Zurich based institution. Liu Zhiqin set up Zürcher Kantonalbank Representative Office Beijing in December 1998 and has successfully led the office ever since. 与此同时，瑞士苏黎世州银行很感谢刘志勤先生，他在服务本行 16 余年之后即将退休。刘志勤先生在 1998 年 12 月设立瑞士苏黎世州北京代表处并且自那时起成功地领导着代表处在华业务。

Understanding SOCIAL MEDIA in China

制胜中国 社交网络市场

The world's largest social-media market is vastly different from its counterpart in the West. Yet the ingredients of a winning strategy are familiar.

YouTube
Facebook
Twitter

Written by **Cindy Chiu, Chris Ip, and Ari Silverman** 作者 邱心怡、叶远扬和温雅力

No Facebook. No Twitter. No YouTube. Listing the companies that don't have access to China's exploding social-media space underscores just how different it is from those of many Western markets. Understanding that space is vitally important for anyone trying to engage Chinese consumers: social media is a larger phenomenon in the world's second-biggest economy than it is in other countries, including the United States. And it's not indecipherable. Chinese consumers follow the same decision-making journey as their peers in other countries, and the basic rules for engaging with them effectively are reassuringly familiar.

Surveying the scene

In addition to having the world's biggest Internet user base - 513 million people, more than double the 245 million users in the United States¹ - China also has the world's most active environment for social media. More than 300 million people use it, from blogs to social-networking sites to microblogs and other online communities.² That's roughly equivalent to the combined

population of France, Germany, Italy, Spain, and the United Kingdom. In addition, China's online users spend more than 40 percent of their time online on social media, a figure that continues to rise rapidly.

This appetite for all things social has spawned a dizzying array of companies, many with tools more advanced than those in the West: for example, Chinese users were able to embed multimedia content in social media more than 18 months before Twitter users could do so in the United States. Social media began in China in 1994 with online forums and communities and migrated to instant messaging in 1999. User review sites such as Dianping emerged around 2003. Blogging took off in 2004, followed a year later by social-networking sites with chatting capabilities such as Renren. Sina Weibo launched in 2009, offering microblogging with multimedia. Location-based player Jiebang appeared in 2010, offering services similar to foursquare's.

This explosive growth shows few signs of abating, a trend that's

at least partially attributable to the fact that it's harder for the government to censor social media than other information channels. That's one critical way the Chinese market is unique. As you shape your own social-media strategy, it's important to fully understand some other nuances of the country's consumers, content, and platforms.

Consumers

China's social-media users not only are more active than those of any other country but also, in more than 80 percent of all cases, have multiple social-media accounts, primarily with local players (compared with just 39 percent in Japan)³. The use of mobile technologies to access social media is also increasingly popular in China: there were more than 100 million mobile social users in 2010, a number that is forecast to grow by about 30 percent annually.⁴ Finally, because many Chinese are somewhat skeptical of formal institutions and authority, users disproportionately value the advice of opinion leaders in social networks. An independent survey of moisturizer purchasers, for

example, observed that 66 percent of Chinese consumers relied on recommendations from friends and family, compared with 38 percent of their US counterparts.

Content

The competition for consumers is fierce in China's social-media space. Many companies regularly employ "artificial writers" to seed positive content about themselves online and attack competitors with negative news they hope will go viral. In several instances, negative publicity about companies - such as allegations of product contamination - has prompted waves of microblog posts from competitors and disguised users. Businesses trying to manage social-media crises should carefully identify the source of negative posts and base countermeasures on whether they came from competitors or real consumers. Companies must also factor in the impact of artificial writers when mining for social-media consumer insights and comparing the performance of their brands against that of competitors. Otherwise, they risk drawing the wrong conclusions about consumer behavior and brand preferences.



Platforms

China's social-media sector is very fragmented and local. Each socialmedia and e-commerce platform has at least two major local players: in microblogging (or weibo), for example, Sina Weibo and Tencent Weibo; in social networking, a number of companies, including Renren and Kaixin001. These players have different strengths, areas of focus, and, often, geographic priorities. For marketers, this fragmentation increases the complexity of the social-media landscape in China and requires significant resources and expertise, including a network of partners to help guide the way. Competition is evolving quickly - marketers looking for partners should closely monitor development of the sector's platforms and players.

Crafting a winning strategy

While these unique Chinese market characteristics often create challenging wrinkles for marketers to contend with, they don't invalidate the principles that underpin effective social-media strategy elsewhere (for more, see "Demystifying social media" on

mckinseyquarterly.com). The following few examples illustrate how companies are applying some widespread social-media tenets in China.

Make content authentic and user oriented. Estée Lauder's Clinique brand launched a drama series, Sufe's Diary, with 40 episodes broadcast daily on a dedicated Web site. Viewers also could watch segments on monitors located on buses, trains, and airplanes. While skin care was part of the story line and products were prominently featured, Sufe's Diary was seen as entertainment - not a Clinique advertisement - and has been viewed online more than 21 million times. Clinique's online brand awareness is now 27 percent higher than that of its competitors, although social-media content costs significantly less than a traditional advertising campaign.

Adopt a test-and-learn approach. When Dove China first imported the Real Beauty social-media campaign to promote beauty among women of all looks and body types, Chinese

consumers viewed the real women as overweight and unattractive. Dove switched tack and partnered with Ugly Wudi, the Chinese adaptation of the US television show Ugly Betty, to weave the Real Beauty message into story lines and mount a number of initiatives, including a blog by Wudi and live online chats. The effort generated millions of searches and blog entries, increased uptake of Dove body wash by 21 percent year over year after the show's first season, and increased unaided awareness of Dove's Real Beauty by 44 percent among target consumers. The estimated return on investment from this social-media campaign was four times that of a traditional TV media investment.

Support overarching brand goals with sustained socialmedia efforts. Starbucks China promotes the same message of quality, social responsibility, and community building across all of its social-media efforts, as well as in its stores. And Durex didn't just establish a corporate account on Sina Weibo: it built a marketing team that both monitors online comments around the clock and collaborates closely with agency partners to create original, funny content. The company's approach is designed to interact meaningfully with fans, generate buzz, and deepen customer engagement with the brand.

The sheer number of the more than 300 million social-media users in China creates unique challenges for effective consumer engagement. People expect responses to each and every post, for example, so companies must develop new models and processes for effectively engaging individuals in a way that communicates

brand identity and values, satisfies consumer concerns, and doesn't lead to a negative viral spiral. Another problem is the difficulty of developing and tracking reliable metrics to gauge a social-media strategy's performance, given the size of the user base, a lack of analytical tools (such as those offered by Facebook and Google in other markets), and limited transparency into leading platforms. Yet these challenges should not deter companies. The similarity between the ingredients of success in China and in other markets makes it easier - and well worth the trouble - to cope with the country's many peculiarities.

The authors would like to acknowledge the contributions of TC Chu, Davis Lin, and Yael Taqqu to the development of this article. Cindy Chiu is a consultant in McKinsey's Shanghai office, where Ari Silverman is a principal; Chris Ip is a director in the Singapore office.

Notes

- 1 These figures are sourced from Internet World Stats data, as of December 2011 (US figures from March 2011).
- 2 A McKinsey survey on Chinese consumers, China's social-media boom (available on the McKinsey Greater China Web site, mckinseychina.com), also finds that 91 percent of Internet users in Tier 1 to Tier 3 cities use social media. Tier 1 cities include Beijing, Guangzhou, Shanghai, and Shenzhen. Tier 2 comprises about 40 cities, Tier 3 about 170. The tiers are defined by urban population and by economic factors, such as GDP and GDP per capita.
- 3 Figures are sourced from China's social-media boom.
- 4 4 Figures are sourced from IDC and iResearch.

全球最大的社交网络市场与欧美大不相同，但制胜要素有着共通之处。

没有 Facebook，没有 Twitter，没有 YouTube。中国的社交媒体爆炸性增长，但它们却无法进入中国，从这可以看出中国社交网络是多么迥异于欧美市场。好在中国消费者遵循与其他国家消费者一样的决策旅程，因此，有效吸引消费者的基本法则可以共通。对于任何想要吸引中国消费者的业者来说，了解中国的社交媒体极为重要：这个全球第二大经济体的社交媒体市场规模超过美国，全球最大。

中国社交网络现状

中国拥有全球最庞大的互联网用户——513 亿人，是美国的两倍多，而且还是全世界最活跃的社交网络。从博客、社交网站，到微博和其他网络群组，超过 3 亿中国人使用社交媒体，大约相当于法国、德国、意大利、西班牙、英国的人口总和。此外，中国网民 40% 的上网时间花在了社交媒体上，这一比例还在快速增长中。

中国网民对社交媒体的热衷催生出一批批互联网公司，它们推出的社交媒体技术也比欧美国家先进，例如在美国 Twitter 用户可以把多媒体内容嵌入社交媒体的 18 个月前，中国网民就可以这么做了。中国的社交媒体 1994 年始于在线论坛和群组，1999 年逐渐转向实时通讯。2003 年大众点评网等使用者评论网站红极一时，2004 年博客兴起，次年人人网等具备聊天功能的社交网站开始流行，2009 年新浪

微博推出，提供多媒体的微博功能，2010 年街旁网出现，提供类似 foursquare 的服务。

在企业打造社交网络战略之际，很重要 的是通盘了解中国消费者、内容、平台上出现的细微差异。

消费者

中国的社交媒体用户不仅最活跃，而且 80% 以上的用户拥有多个账户，大多在本土的社交媒体上注册（日本只有 39% 的用户拥有多个账户）。中国人通过移动工具（如智能手机）使用社交媒体也越来越普遍：2010 年移动社交用户有 1 亿多人，估计每年的增长率约为 30%。另外，由于许多中国人对于官方信息渠道持怀疑态度，因此用户特别看重社交网络意见领袖的建议，例如一项针对乳液购买者的独立调查发现，中国高达 66% 的消费者依赖亲朋好友的建议，美国这一比例仅为 38%。

内容

中国企业运用社交媒体争取消费者的竞争十分激烈。许多公司定期花钱雇“水军”发布对自己有利的信息，并以负面内容攻击竞争对手，试图展开病毒性传播。在某些案例中，有关企业的负面传闻——如产品污染的指控——往往引发竞争对手和匿名用户发布一波又一波的微



博。因此，企业应认真找出负面来源究竟是竞争对手还是实际消费者，相应制定对策。企业在搜集社交媒体消费者洞见、比较自身品牌和竞争对手表现时，也必须把“水军”的影响考虑在内。否则，很容易对消费者行为和品牌偏好判断错误，导致风险。

平台

中国的社交媒体非常分散且本土化色彩强烈。每一个社交媒体和电子商务平台至少有两大本土业者，例如微博有新浪微博和腾讯微博，社交网络有人人网和开心网等数家业者。它们有各自面向的用户群体，且往往在某些地理区域占优势。对营销人员而言，这样的分散特性需要大量资源和专长（包括合作伙伴的网络）协助引导前进。有鉴于竞争演进快速，寻求伙伴的营销人员应密切监测此领域互联网企业的发展。

打造制胜战略

尽管中国独特的社交媒体市场特性成为营销人员必须应对的挑战难题，但并不意味着其他市场证明有效的战略原则在中国就毫无用武之地。以下案例中的企业就成功地把通用原则应用到了中国市场。

内容真实，用户导向。雅诗兰黛旗下的倩碧品牌推出了40集《苏菲日记》网络电视连续剧，每天在指定的网站播映（在公交车、火车和飞机上的屏幕也可观看到片段）。皮肤护理是故事情节的一部分，并且将倩碧产品植入剧情之中，但大家视《苏菲日记》为娱乐，而非倩碧广告，此剧在互联网上观看次数超过2,100万人次。目前倩碧的在线品牌知名度比竞争对手高27%，网络广告成本也比传统广告低很多。

不断测试学习。鉴于中国人认为现实生活中的女性太胖、缺乏吸引力。多芬第一次把“真美无界限”网络节目引进中国，提倡各种长相体态的女性皆有其美，多芬转而与美国电视剧《丑女贝蒂》的中国翻版《丑女无敌》合作，将“真美无界限”植入其中，包括无敌的博客和在线联机聊天，结果吸引了数百万次搜索和博客文章。第一季播出后，多芬沐浴产品的销售率同比增加了21%，也让多芬“真美无界

限”的知名度大大提高了44%。此活动的投资回报率预计是传统电视媒体的四倍。

持续、长远地支持品牌。星巴克中国不论是在实际门店，还是在社交媒体上，都倡导质量、社会责任和社区建设的统一理念。杜蕾斯不只在新浪微博开设了企业账号，还建立了一个营销团队，一边严密监测在线评论，一边与机构伙伴密切合作，设计出兼具原创性和趣味性的内容。该公司旨在与消费者进行有意义的互动，激发热潮，深化客户与品牌之间的关系。

单单是3亿社交网络用户的事实，就使得企业有效联结中国消费者变得艰难。比如说，对每一条微博作出回应，而这恰恰是发布者的期待。因此企业必须发展出新的模式和流程，能够有效联结消费者，传递出品牌身份和价值观，排除客户疑虑，避免形成负面病毒式传播。另一个问题是有鉴于用户规模庞大，缺乏分析工具（例如Facebook和Google在其他市场提供的工具），领先平台透明度有限，因此难以发展出可靠的指标，追踪衡量社交媒体战略的绩效。然而，企业不应因此怯步，毕竟中国和其他市场有着类似的成功要素，也值得花功夫，应付中国市场的诸多独特挑战。

叶远扬 (Chris Ip) 为麦肯锡新加坡分公司资深董事，温雅力 (Ari Silverman) 为上海分公司董事，邱心怡为麦肯锡上海分公司顾问。作者们谨向为本文做出贡献的周天助、林璟骅、Yael Taqqu 致谢。

- ① 取自 Internet World Stats 数据，2011 年 12 月（美国为 2011 年 3 月数据）。
- ② 麦肯锡针对中国消费者的最新调研，《中国社交媒体铸就消费新时代》也发现一、二、三级城市高达 91% 的互联网用户使用社交媒体。一级城市包括北京、广州、上海、深圳；二级城市共有 40 座城市；三级城市约有 170 座。城市级别系依都会人口和经济因素（如国内生产总值和人均国内生产总值）而定。
- ③ 数据取自《中国社交媒体铸就消费新时代》。
- ④ 数据取自 IDC 与 iResearch

DRAGON EXPRESS CONSOLIDATED AIRFREIGHT FROM GREATER CHINA TO SWITZERLAND



More information: Hermann Gamper, Tradelane Manager Asia-Pacific, Tel. +41 61 315 91 35, hermann.gamper@dhl.com

As a leading logistics company with subsidiaries in all the important industrial centers in Asia, we handle your airfreight shipments to Switzerland on time and at extremely attractive rates.

DIRECT TO SWITZERLAND
From major airports in China, Hong Kong and Taiwan.

You place the order – we'll do the rest

- Contact and coordination with your overseas suppliers
- Monitoring and bundling/consolidation of your orders
- Preparation of shipping documents, dispatch and consultation
- Storage, commissioning and distribution within Switzerland and/or EU

WELCOME "ABOARD"!
DHL DRAGON EXPRESS – YOUR BENEFIT



Moving your business forward. Globally.

China is in the midst of a great transition. No longer willing to be slotted in the class of big polluters, it has undertaken one of the most comprehensive sustainability action plans in history, and the chemical industry will be fundamental to turning this vision into reality.

Change, however, cannot come at the cost of growth, and China will need to take a delicate balancing act as it moves from the older fast-paced industrial model to a slower pace of development based on upgraded value chains and energy-efficient business. The chemical industry, meanwhile, has to deal with the current macro-economic forces brought on by a slow US economy and lingering debt crisis in Europe that is dragging down end-user demand.

In the next few years, the chemical industry in China will face several challenges, but there is room for optimism too. According to a survey conducted by KPMG, in April and August 2012 among chemical industry players in China, the mood was positive. Chemical enterprises surveyed by us predict a 10 percent growth for their companies in the next five years, mainly from the China market.

Sustainability targets are unleashing new waves of demand for upgraded material. 可持续性发展目标带来了升级材料的新一轮需求。

Major Growth Drivers

In China, the forces driving sustainability will come from its new environment-friendly laws. Under the 12th Five-Year Plan (5YP), the country is evolving its regulatory regime to clamp down on energy-guzzling industries and incentivizing clean and green energy sectors. Its ambitious urbanisation drive is now being tweaked with "green" regulations requiring buildings to be energy-efficient. There is greater demand for smart transport that consumes less fossil fuel and an urgent need to stabilise water sustainability. All these factors and large government investment will act as major growth drivers for chemical companies by generating a need for new materials, advanced polymers and specialty chemicals.

Companies will need to constantly assess, manage and format their risk mitigation strategies so as to remain compliant with regulatory regime changes and other macro economic factors. Sustainability targets are unleashing new waves of demand for upgraded material and companies will need to apply themselves intensely into product innovation and invest more in research and development.

In order to leverage the opportunities generated by sustainability and streamlining business costs, KPMG suggests a four-pronged strategy for chemical companies in China to achieve their next stage of growth:

a. Enabler's role with product innovation

The chemical industry plays its biggest and most important role as "enabler" of a sustainable economy with its product innovation skills. While sustainable development means achieving a balance between people, planet and profit, for the chemical industry, the most fundamental element remains "products". Innovative products and initiatives from the chemical industry will play a crucial role in addressing the challenges the world faces today, and in helping provide solutions to those that lie ahead.

b. Stakeholders extend sustainability dialogue

The chemical industry's products and services play a crucial role in addressing environmental concerns by providing sector-wise solutions. An important aspect of this is conducting stakeholder dialogue at every level. Externally, joining forces with stakeholders ranging from governments, suppliers, vendors, to local communities and customers in order to communicate a company's beliefs and targets is an essential part of operations these days. Internally, communication flow between shareholders, directors and employees is also becoming critically important to modern companies.

c. Greening the supply chain

The scope and size of environmental challenges linked to Chinese economic activity through various global product chains is mammoth, but the need now is to quantify the explicit nature of those challenges and seek solutions along respective product chains. Adopting recognised environmental management systems such as the international ISO 14001 standard and EU Eco-Management and Audit Scheme (EMAS II) that emphasise environmental performance indicators will make Chinese businesses internationally competitive and open up new markets.

Shifting away from the earlier emphasis on low cost manufacturing and energy intensive industries, Chinese government policy is now focusing more on positive contributions to corporate social responsibility (CSR) initiatives. The 5YP prioritises sustainable development of supply chains through social responsibility. Forging a green chemical supply chain, however, involves deep scrutiny, communication and collaboration. Increased regulation, cost optimisation measures, and rising consumer concerns about business ethics need to be at the core of supply chain operations.

d. Sustainability reporting: Buzzword for future growth

Chemical companies which manage to integrate product innovation with enlightened supply chain management and transparent communication with stakeholders will have an edge over others. The fourth and final step in this sustainability management programme is sustainability reporting - a process for publicly disclosing an organization's economic, environmental and social performance and the way it is being managed. Today, companies are beginning to discover that corporate reporting not only provides financial value but new business opportunities as well.

According to a KPMG study, financial value overwhelmingly comes from two sources: direct cost savings and enhanced reputation in the market. "Green" products, for example, not only reduce waste and cost to provide direct savings, but also provide dividends by way of enhanced reputation, from both investors and consumers.

Industry Report:

Green Economy as Game-Changer

行业报告:

绿色经济将改变游戏规则

China's chemical industry enters a new era with sustainability

Written by **Norbert Meyring** and **Leah Jin**, KPMG China 作者 **Norbert Meyring**, **Leah Jin**, 毕马威中国

Applying a “Sustainability Lens”

Over the years, companies have evolved to produce corporate sustainability reports (CSR) for both internal and external reasons. Internally, it can identify and manage sustainability risks and opportunities; assess the progress of its initiatives and ensure employee welfare. Externally, sustainability reporting protects and enhances a company’s brand and reputation; meets regulatory, legislative, government and listing requirements; addresses stakeholder demands and demonstrates a management that is proactive. Applying a “sustainability lens” to corporate reporting can result in four major benefits: revenue growth, risk management, corporate reputation&brand enhancement and cost optimization.

Recently, companies surveyed by KPMG agree that sustainability will be crucial and will become an integral part of strategic planning process and key business decisions. The difficulty lies in overcoming the knowledge gap as most organizations are unable to link their business strategies to larger sustainability goals. These hurdles will need to be worked out. In the coming years, China can make a smooth transition to a cleaner economy only if chemical companies succeed in making sustainability a core business practice, deeply embedded in their cost and profit structures.

中国化工行业
将迈入可持续发展新时代

中国正处于重要的转型期——通过实施有史以来最全面的可持续性发展行动计划，从环境污染大国的行列中跳离出来。而化工行业的转型是将这一愿景转变为现实的根本。

不过，转型要以成本提高为代价。从快节奏的传统工业模式转变为慢节奏的价值链升级和高效节能的发展模式过程中，中国必须谨慎权衡各方利益。目前，美国经济增速放缓和笼罩在阴霾下的欧债危机正影响着终端消费者的需求，化工行业需应对当前这一宏观经济形势。

未来几年，中国的化工行业将面临几大挑战，不过局势并不完全悲观。根据毕马威于 2012 年 4 月和 8 月对中国化工行业的调查，整体的市场情绪仍较乐观。参加调查的化工企业预计在未来几年将保持 10% 的增长，这些增长将主要由中国市场带动。

主要增长推动力

中国可持续性发展增长的推动力将来源于新的环保法。在十二五规划中，中国制定了抑制能源消耗行业的发展、鼓励清洁能源和绿色能源发展的战略；宏伟的城市化战略也将高效节能建筑包括了进来；中国对耗油较少的智能交通的需求更大，对水资源稳定的可持续性发展的需求也更紧迫。所有这些因素和大型政府投入都将催生对新材料、高性能高分子材料和专用化学品的需求，成为化工企业的主要增长力。

为了适应规范体系的变化和其他宏观经济因素，企业必须定期评估、管理和安排其风险缓解策略。可持续性发展目标带来了对于升级材料的新一轮需求,企业必须加强产品创新应用,提高在研发领域的投入。

为了抓住可持续性发展和梳理企业经营成本带来的机遇，毕马威建议中国化工企业在实现下一步的增长中采取以下四方面的战略：



a. 在产品创新中扮演使能者的角色

化工业利用其产品创新技术在可持续性发展经济中扮演着最重大和最重要的“使能者”角色。可持续性发展意味着人类、地球和利益之间的平衡，而对于化工业来说最根本的要素仍然是“产品”。化工业的创新产品和项目在解决当今世界面临的挑战和为未来的挑战提供解决方案方面起着重要的作用。

b. 利益相关者扩大可持续性发展对话

化工业的产品和服务通过提供部门方案在解决环境问题中起着重要的作用。其中一个重要方面就是开展利益相关者在各个领域的对话。从企业外部来看，将包括政府、供应商、制造商、当地社区和消费者等在内的利益相关者结合到企业的理念和目标中来，是当前企业经营的根本。从企业内部来看，股东、领导层和员工间顺畅的沟通对现代企业的发展也至关重要。

c. 搭建绿色供应链

通过各种全球产品链将与中国的经济活动联系起来的环境挑战的范围和规模十分巨大，不过目前的需求是量化这些挑战的明确本质，寻求相应产品链的解决方案。通过采纳像 ISO 14001 国际标准和欧盟生态管理和审核规范（EMAS II）等针对环境绩效指标的公认环境管理体系，中国企业将在国际市场上更具竞争力，打开更多新市场。

为了从早前的低成本生产和能源密集型产业转型，中国政府当前的政策更加关注对企业社会责任(CSR)的积极贡献。在十二五规划中，通过加强企业的社会责任，中国政府将供应链的可持续性发展放在首位。然而,要形成绿色化工供应链需要深入观察、交流和协作。强化规范、采取成本优化措施和消费者对企业道德的担忧不断提高等因素必须作为供应链运营的核心。

d. 可持续性发展报告：未来增长的热门词汇

那些努力将产品创新与开明的供应链管理和与利益相关者间透明的沟通相结合的化工企业将在此轮转型中占据优势。本可持续性管理项目的第四步也就是最后一步是可持续性发展报告——公开公布企业的经济、环境和社会绩效以及管理方法。许多企业已经开始发现，报告不仅具有财务价值，还给企业带来了新的发展机遇。

根据毕马威的研究，财务价值主要来自于两个方面：直接的成本节省和市场知名度的提高。例如，“绿色”产品不仅可以通过减少浪费和降低成本为企业节约，还可以通过提高企业在投资者和消费者中的知名度，为企业带来额外的回报。

应用“可持续性发展镜头”

在过去几年里，由于内部和外部的原因，许多企业已经开始发布企业可持续性发展报告（CSR）。在企业内部，报告有助于识别和管理可持续发展风险和机遇；评估项目进度和保证员工福利。在企业外部，可持续性发展报告保护和提升企业的品牌和声誉；达到行业规范、法律、政府和公开发行的要求；解决利益相关者的需求，展示企业积极主动的管理模式。“可持续消费发展镜头”在企业报告中的应用将带来四大益处：收入增长、风险管理、企业声誉 & 品牌提升以及成本优化。

近来，参加毕马威调查的企业都表示可持续性发展十分关键，它将成为企业战略规划过程和制定关键经营决策的一部分。由于大多数企业不能将企业战略与更广泛的可持续性发展目标结合起来，它们面对的难处是填补知识空缺，企业需要找到克服这些困难的方法。未来几年，只有化工企业将可持续性发展成功的融入到企业的核心经营实践，深入植根于企业的成本和利润结构，中国才能顺利的转型为清洁

SWISS
CHINESE
CHAMBER
OF
COMMERCE

中国瑞士商会

Join SwissCham NOW!

swisscham.org

Because Connections Matter

SwissCham is your necessary partner to your business in China. We understand and represent our members’ interests within the business community and towards governmental authorities.

Events:

- Meet and network with other business people and chamber members
- Be informed about current business issues
- Join our events to give your company exposure as a speaker or member and share your knowledge

Exposure & Sponsorship:

- Enjoy free subscription to “The Bridge” magazine
- Expose your company during events
- Use our communication platforms (newsletter, email signatures, announcements, website)
- Receive a free membership directory

Services:

- Key contacts and networking opportunities
- Benefit from exclusive discounts and preferential treatments in hotels, restaurants, shops, spas and airlines with our membership card
- Translation and interpretation
- Event consulting and venues search

Contact the Swiss Chinese Chamber of Commerce:

SwissCham Beijing

Address: Room 1108, Kunsha Center, Building No. 1, 16 Xinyuanli, Chaoyang District, Beijing

Tel: +86 10 8468 3982

Email: info@beiswisscham.org

SwissCham Shanghai

Address: Room 1612, Regus Silver Center, No. 1388 North Shaan Xi Road, Shanghai

Tel: +86 21 6149 8207

Email: info@sha.swisscham.org

SwissCham Guangzhou

Address: 27th Floor, Grand Tower No. 228 Tianhe Road, Guangzhou

Tel: +86 760 8858 1020

Email: info@swisscham-gz.org

SwissCham Hong Kong

C/O Consulate General of Switzerland in Hong Kong

Address: Suite 6206-07, Central Plaza, No.18 Harbour Road, Wanchai, Hong Kong

Tel: +852 2524 0590

Email: admin@swisschamhk.org

40

41

值得信赖的关系代理人

Written by **Flavia Schlegel**, former Executive Director of swissnex China

作者_史凤雅, 瑞士科技文化中心前执行主任

After four years of creating and shaping Sino-Swiss cooperation in academia and research, and four years of building and enlarging swissnex China, Flavia Schlegel left her position as the Executive Director of swissnex China at the end of August. She will be succeeded by Pascal Marmier. Read below her conclusions and how she is looking back at her time in Shanghai.

When I was looking for how to best show what swissnex China has managed to achieve since 2008, the idea of a word cloud came to my mind. We took the foreword of all our annual reports and turned it into the word cloud, which you see on this page. For me, it illustrates pretty well what swissnex China stands for today. Let me elaborate on a few key words:

"network": Over these four years we've built up a large network in both countries within academia, government institutions and the private sector. Networking takes time, both to gain new contacts, as well as to keep them and make them valuable for everybody involved in the network.

“trust”: Most often we can connect our clients according to their priorities and projects. Usually we know to whom we’re connecting them. We know these people and institutions, and they know us - and we do trust each other. We are considered - how shall I put it - “as a trustworthy broker of connections”. Network and trust are probably our most valuable assets. And I’m very grateful to all who trust us, our work, and who therefore foster Sino-Swiss cooperation.

“relations”: Our relations are particularly helpful to people coming to China or going to Switzerland for the first time, to explore the potential of a new cooperation. Sometimes we are active only in the beginning of a project, a bit like an incubator, and afterwards, both

partners continue on their own. Sometimes they come back with specific questions during their partnership or they are interested in a long term support by swissnex China to coordinate or monitor their exchange.

“entrepreneur”: I’m not only talking about entrepreneurship in a strict sense of doing business commercially, but much more as a team spirit or a way of conducting projects and providing services. swissnex

China is a “public-private” venture, we have to raise third party resources to sustain our activities. When

we started out in 2008, the global economic crisis got into full swing. Money was not easily given away. Yet over time, our clients seemed to be satisfied with our services, and are willing to contribute to a sustainable enterprise in swissnex China.

work give well platform
education academic enlarge
Expo highlights PRS Creativity
Minister events solid exploit
Art hope given several
trust both ETH assisted
thank EPFL various
two
Swiss common
projects sponsors doors
report insights Dialogue
countries support visits
Applied Sciences
networking enhance
between
collaboration
universities
Sciences certainly
ences Einstein
& discussion
ity communication

“creativity”: Einstein,
World Expo, nano robots,
visual arts, urban planning,
political participation,
scientific conference,
networking events...The team
of swissnex China is highly
creative to adapt to a large range
of topics, to a diverse groups of
clients, to different ways of working
and communicating. When you spend
a few hours at swissnex China, you will hear
people talk about science, research, art, innovation,
start up, in at least 3-4 languages. You can also look at swissnex
China as a diversity manager.

“culture”: Yes, there are differences between Switzerland and China in the way each looks at the world. There are, at the same time, chance and risk of any cooperation. If we can create a platform of dialogue where excellent people come together and common goals can be developed and achieved, then we’ve done a good job. As we look at the feedback from our clients over the years, it seems that we’ve made a valuable contribution to better understand each other, and to find common ways more easily.

Pascal Marmier has been part of the swissnex network for more than 12 years, the last four years as Executive Director of swissnex Boston. Previously, he was part of the founding team and has been in charge of the development of the “innovation and entrepreneurship” part of the organization. A generalist with an MBA from MIT Sloan and an early career as a Swiss and US corporate transaction lawyer, Pascal developed a passion and keen understanding for science, technology and innovation. Working as an entrepreneur within a government context, he is an expert at transforming ideas into action, pursuing a bold vision to explore the potential of sharing knowledge, and developing relationships.

Follow swissnex China on weibo, facebook, tumblr or
www.swissnexchina.org

Pascal Marmier 已为瑞士科技文化中心工作了12年, 过去四年里他出任中心波斯顿执行主任。他还曾是中心的组建成员之一, 一直负责发展“创新和企业家”任务。他持有麻省理工大学斯隆商学院 MBA 学位, 曾从事瑞士与美国企业交易律师的工作。Pascal 对科学、技术和创新充满了激情, 在政府方面, 作为企业家的他将是新技术、新思想付诸实践的专家。此外, 他在开发潜在的知识交流和关系联络方面拥有大胆的设置。

关注瑞士科技文化中心中国：微博、facebook、tumblr和
www.swissnexchina.org。



经过四年的努力创建，瑞士科技文化中心在中瑞合作学术领域取得了卓有成效的进展。该中心执行主任史凤雅女士也圆满完成了她的使命，于八月底离任。回顾过去，她对此又有何评价和见解？

当 我在思考如何能最好地描述瑞士科技文化中心自 2008 年以来取得的成果之时，我想到“词云”（word cloud）这个方式，于是我将过去所有年度报告的序言当作素材，生成了这张词云图，对我来说，这些词能很好的阐述瑞士科技文化中心的今天。

让我为大家解释一下这几个关键词：

联结。过去的四年，我们成功得为中瑞两国的学术界、政府组织和私营企业建立了巨大的网络关系。联结需要时间，除了建立新的关系，还包括使关系网中的每个人能够有价值的参与其中。

信任。通常情况下我们根据客户的重要项目和与之沟通联系。我们与客户之间彼此认识，相互信任。我们被当做值得信赖的关系代理人。联结和信任也许是我们最宝贵的资产，我非常感谢所有信任我们工作和促进中瑞合作的各方人士。

关系。我们的关系对于第一次来到中国或者

去往瑞士挖掘新的合作潜力的人尤其重要。有时候我们像孵化器一样活跃在项目的初始阶段，随后各司其职。有时候他们还会带着合作中的具体问题或者有兴趣得到瑞士科技文化中心的长期支持而回来，希望我们持续协调和监督。

企业家。我谈论的不仅是严格的商业意义上的企业家精神，还有一种团队精神，或者说是一种实施项目和提供服务的方式。瑞士科技文化中心是一个公私合作机构，我们必须通过增加第三方资源来维持我们的活动。2008 年我们建立瑞士科技文化中心，金融危机席卷全球，经济形势低迷。然而随着时间的推移，我们的客户似乎对我们提供的服务表示满意，并且愿意帮助瑞士科技文化中心发展成可持续发展的机构。

创意。爱因斯坦展，世博展，纳米机器人，视觉艺术，城市规划，政治参与，科学会议，社交活动等等，瑞士科技文化中心团队极富创造性的涵盖了不同的主题，多元的客户群体，不同的工作和交流方式。如果你在瑞士科技文化中心驻足数小时，你就会听见人们

用三到四种语言谈论科学、研究、艺术、创新、创业等。你也可以将瑞士科技文化中心看成一位多样化经理人。

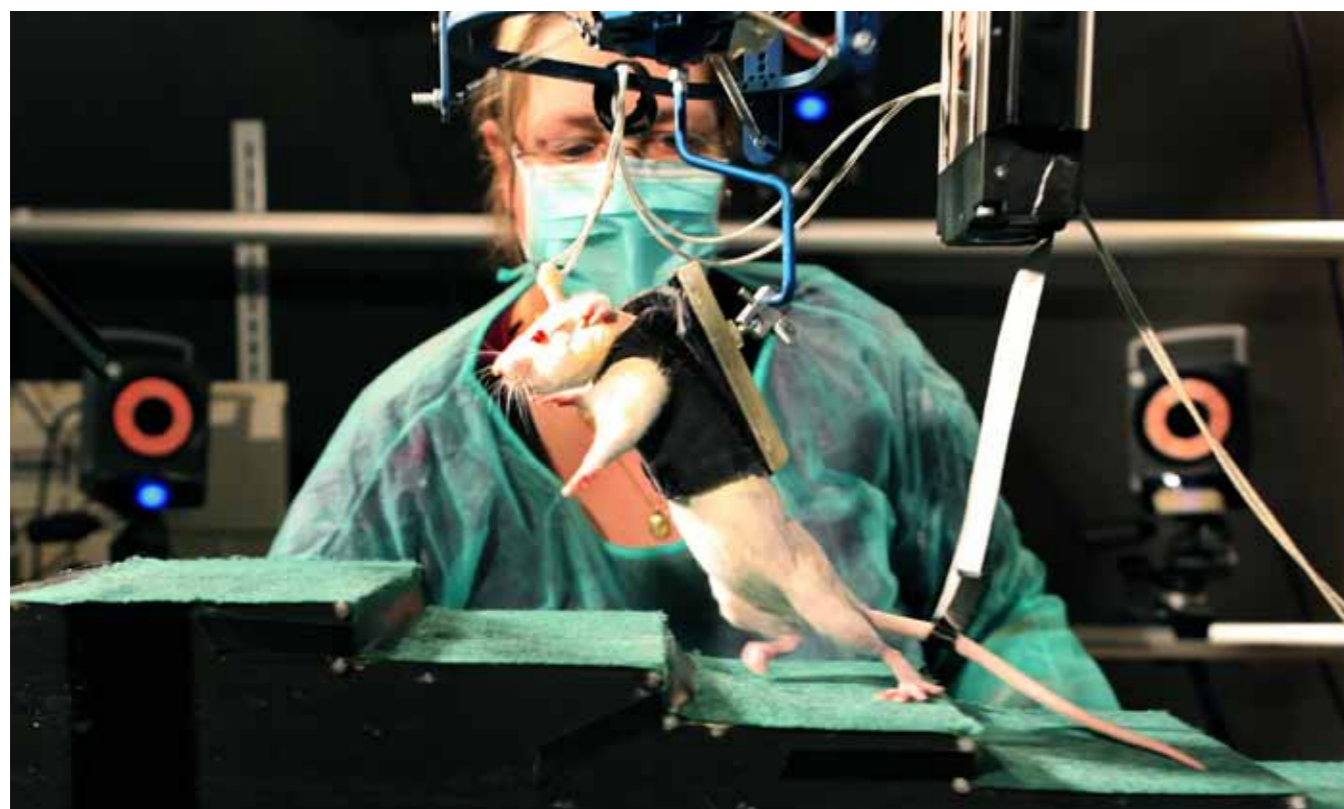
文化。没错，中瑞两国人看世界的方式存在差异。在任何一个合作中机会和风险是并存的。如果我们能够创造一个对话平台，让优秀的人走到一起开发并实现共同的目标，那么我们的工作就算圆满的完成了。

未来。我确信中瑞两国在科学、技术、创新和艺术方面的合作会使双方利益进一步增长。我们当前和未来的合作伙伴能够依赖瑞士科技文化中心已有的资源，敬业的团队人员也会继续为中瑞合作建立沟通的桥梁。我很感激也很荣幸能参与到瑞士科技文化中心的“启动”阶段。在此祝福我的继任者孟思恺 (Pascal Marmier) 先生和这个独特机构的全体成员，希望你们能开创更美好的未来！

EPFL Life Science at its Best

Walking again after spinal cord injury

瑞士联邦洛桑理工大学生命科学学院的科研实力： 脊髓受损后重新行走



Rats with spinal cord injuries and severe paralysis are now walking (and running) thanks to researchers at EPFL. The results show that a severed section of the spinal cord can make a comeback when its own innate intelligence and regenerative capacity is awakened. The study, points to a profound change in our understanding of the central nervous system. According to lead author Prof. Grégoire Courtine, it is yet unclear if similar rehabilitation techniques could work for humans, but the observed nerve growth hints at new methods for treating paralysis.

"After a couple of weeks of neurorehabilitation with a combination of a robotic harness and electrical-chemical stimulation, our rats are not only voluntarily initiating a walking gait, but they are soon sprinting, climbing up stairs and avoiding obstacles when stimulated," explains Prof. Courtine.

To do this, Prof. Courtine and his team injected a chemical solution of monoamine agonists into the rats. These chemicals trigger

cell responses by binding to specific dopamine, adrenaline, and serotonin receptors located on the spinal neurons. This cocktail replaces neurotransmitters released by brainstem pathways in healthy subjects and acts to excite neurons and ready them to coordinate lower body movement when the time is right.

Shortly after the injection, the scientists electrically stimulated the spinal cord with electrodes implanted in the spinal canal. The rats were then put on treadmills, which in turn led to movement and a regrowth of nerve fibers throughout the brain and spine, proving the tremendous potential for neuroplasticity even after severe central nervous system injury.

In principle, the radical reaction of the rat spinal cord to treatment offers reason to believe that people with spinal cord injury will soon have some options on the horizon. Meanwhile, researchers at EPFL are coordinating a nine million Euro project called NeuWalk that aims at designing a fully operative spinal neuroprosthetic system, much like the one used here with



EPFL 的研究人员现在可以使患有脊髓损伤和重度瘫痪的老鼠重新行走甚至跑动。研究结果表明一旦激活其固有智能和再生能力，脊髓切断部分可重新复原。该项研究深刻改变了我们对中枢神经系统的认识。该报道的主要作者 Grégoire Courtine 教授称目前尚不清楚类似的修复术对人类是否有效，但对神经生长的观察结果提示了治疗瘫痪的新方法。

“经过数周便携式机器结合电化学刺激的神经修复，老鼠不仅自发开始步行，而且迅速恢复跑动、攀爬楼梯以及趋避障碍物的能力。” Courtine 教授解释说。

为此，Courtine 教授及其团队给老鼠注射了单胺激动剂的化学溶液。这些化学物质与脊柱神经元上特定的多巴胺、肾上腺素和血清素受体结合，触发细胞反应。该混合物可取代健康受试老鼠脑干通路释放的神经递质，刺激神经元并适时调节下半身的运动。

注射不久后，科学家们通过植入椎管的电极刺激脊髓，然后将老鼠放到跑步机上，让身体运动的同时使整个大脑和脊柱的神经纤维重新生长，从而证明即使中枢神经系统严重受损，神经仍然存在巨大的可塑性。

原则上来说，老鼠脊髓对该治疗的积极反应使我们有理由相信脊髓损伤患者很快会有一些新的选择。同时，EPFL 的研究人员正在协调实施一项 900 万欧元的项目 - “NeuWalk”。该项目旨在设计一种类似本文中用于老鼠、可操作并植入人体的脊髓神经义肢系统。



International Affairs 国际事务部
CH-1015 Lausanne
Zhen Xiao 肖振
Marius Burgat
Tel: +41 21 693 55 64
Web: <http://www.epfl.ch>
E-mail: zhen.xiao@epfl.ch, m.burgat@epfl.ch

In China 中国区:
Nicolas Musy
Tel: +86 21 6266 0844 - 805
E-mail: nicolas.musy@epfl.ch

Internships - An opportunity for your company

EPFL is a prestigious institute, attracting the best scientists and researchers in the world. With state-of-the-art facilities, bright, motivated students and outstanding faculty, EPFL's reputation as a top quality teaching and research institution continues to grow.

At EPFL, all students following a master program need to complete an internship in a company. This placement is an integral part of the study program. The students immerse themselves in the professional world and familiarize themselves with working life.

As the students possess a deep and practical knowledge of their field, they can provide assistance and a fresh outlook on current projects. These curious and open-minded students also have the potential of becoming future talent for companies.

Becoming a partner of the EPFL is an opportunity to maintain contact with the next generation, and recruit the best talent for your company. A working relationship with EPFL can be but beneficial for all involved.

EPFL students study masters in the following schools:

School of Architecture, Civil & Environmental Engineering, School of Engineering, School of Computer & Communication Sciences, School of Basic Sciences, School of Life Science, College of Management of Technology.

The Swiss Federal Institute of Technology Lausanne (EPFL) is one of two National Institutes of Technology in Switzerland. EPFL, in its idyllic location on the shores of Lake Geneva, brings together a campus of more than 10'000 people. With more than 300 laboratories and research groups on campus, EPFL is one of Europe's most innovative and productive technology institutes.

实习制——企业机遇

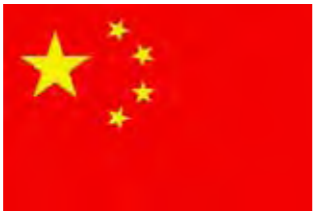
EPFL作为一所极富盛名的大学，吸引了来自全球的顶尖科研人员。凭借先进的设备、充满智慧和激情的学生以及一流的师资力量，EPFL作为一流的高等教育和研究机构的声望与日俱增。

根据EPFL的“导师计划”，所有学生都要进入企业实习，这也是其学习项目中不可或缺的一部分。他们可以借此深入专业领域并熟悉工作环境。

由于这些学生掌握了丰富、实用的专业知识，因此可以协助实施工作项目并带来新鲜的观点，再加上他们有着强烈的好奇心且思维开阔，很有可能日后成为企业的人才。

通过与EPFL合作，企业有机会与新一代保持接触并招募最优秀的人才。与EPFL建立起合作关系只会使各方受益。

EPFL的学生在以下学院学习：建筑学院、土木与环境工程学院、工程学院、计算机与通信科学学院、基础科学学院、生命科学学院、科技管理学院。



Sino Swiss Diplomatic Traffic

中瑞外交往来

Information provided by the Embassy of Switzerland in Beijing
以下信息由瑞士驻北京大使馆提供

Past Events

Visit of Mr. Yves Rossier, State Secretary of the Federal Department of Foreign Affairs, to China

From July 10th to 13th 2012 Mr. Yves Rossier, State Secretary of the FDFA (in office since 1st of May 2012), visited China - the first official visit of the new State Secretary outside Europe. The purpose of the visit was to hold the third round of the bilateral political dialogue which is an annual exchange between the Ministries of Foreign Affairs of the two countries. This dialogue is based on a Memorandum of Understanding, signed in 2007 by former Federal Councillor Micheline Calmy-Rey and her counterpart Mr. Yang Jiechi, Minister of Foreign Affairs of China.

Visit of Swiss Bankers Association

On June 4th and 5th, a delegation of the Swiss Bankers Association (SBA), headed by its Chairman Patrick Odier, visited Beijing in order to meet with several institutions and representatives of the financial sector. The yearly visit serves the purpose of strengthening and promoting the cooperation between the Swiss and the Chinese financial sector. After Beijing, the delegation travelled on to Hong Kong and Singapore.

Intellectual Property Conference

From June 20th to 26th, a delegation of the Swiss Federal Institute of Intellectual Property (IPI) stayed in Beijing in order to participate in a diplomatic conference which aimed at concluding a new treaty on the protection of audiovisual performers. The "Beijing Treaty on Audiovisual Performances" - so- named in recognition of the city that hosted the diplomatic conference, which was held under the auspices of the World Intellectual Property Organization (WIPO), was successfully concluded on June 26th, 2012. The new treaty brings audiovisual performers into the fold of the international copyright framework in a comprehensive way, for the first time. The

signature of the negotiators from the WIPO member states brought an end to over 12 years of discussions.

Sino-Swiss Working Group on Environment

The 4th meeting of the Sino-Swiss Working Group on Environmental Cooperation was held on July 2nd in Zhenjiang, Jiangsu Province. The Chinese delegation included representatives from MOFCOM and the leadership of the Zhenjiang Economic and Technological Development Zone. The Swiss delegation was led by Mr. Heinrich Schellenberg, Swiss Consul General to Shanghai, and included representatives of the State Secretariat of Economic Affairs (SECO), the Swiss Embassy in Beijing, Cleantech Switzerland, the Swiss Business Hub, the Sino-Swiss Chamber of Commerce, the Swiss private sector, the United Nations Industrial Development Organization (UNIDO), TopIO China, the ISEAL Alliance and the International Institute for Sustainable Development (IISD). The Meeting served the purpose of discussing the establishment of the Sino-Swiss Eco-Industrial Park in order to deepen practical cooperation between the two sides on environmental technology and environmentally sustainable development. The basis for the cooperation is essentially laid out in the Memorandum of Understanding (MoU) on the Joint Support for the Establishment of the Sino-Swiss Zhenjiang Ecological Industrial Park between the People's Republic of China and the Swiss Confederation, signed on July 9th 2012 between the Chinese Minister of Trade, Chen Deming, and the Swiss Federal Councillor Johann Schneider-Ammann.

Joint Economic Commission

The Joint Economic Commission of Switzerland and China, which was established in 1974 in the framework of the bilateral trade agreement, met for the 21st time on July 6th in Beijing. Since 2007, the Joint Commission has been meeting on a yearly basis,

alternately in Switzerland and China, in order to discuss several topics related to the bilateral economic collaboration. The Swiss Delegation was led by Ambassador Eric Martin, Head of Bilateral Economic Relations Services with the Foreign Economic Affairs Directorate and comprised representatives from SECO, the Swiss Embassy in Beijing and the Swiss private sector.

Signing Ceremony of MoU

On July 9th, Federal Councillor Johann Schneider-Ammann signed a Memorandum of Understanding (MoU) with his Chinese counterpart, Minister Chen Deming, on the establishment of a Sino-Swiss Eco-Industrial Park in Zhenjiang, Jiangsu Province. An implementing "Framework Contract" was then signed on July 10th between Cleantech Switzerland and the city of Zhenjiang, as well as a contract between Cleantech Switzerland and the city of Maanshan, Anhui Province, concerning the project "Maanshan New Energy Benchmark Development Plan". These contracts shall create business opportunities for Swiss cleantech companies in

活动回顾

瑞士联邦外交事务部（FDFA）国务秘书 Yves Rossier 先生访华

FDFA 国务秘书 Yves Rossier 先生（2012 年 5 月 1 日就职）于 2012 年 7 月 10 日至 13 日访华，这是新国务秘书就职后首次正式访问欧洲以外的国家。此次访问的目的是召开两国外相一年一度的第三届双边政治对话，对话基于 2007 年前任国务秘书 Micheline Calmy-Rey 与中国外交部部长杨洁篪签订的谅解备忘录。

瑞士银行家协会访华

6 月 4 日至 5 日，由瑞士银行家协会主席 Patrick Odier 带领的代表团访问北京，与中国金融领域的相关机构和代表会面。类似的访问每年举行一次，旨在加强和促进双方金融领域的合作。在结束北京的访问后，代表团还前往香港和新加坡进行访问。

知识产权大会

6 月 20 日至 26 日，瑞士联邦知识产权局（IPI）代表团在北京参加了旨在达成视听表演保护新协议的外交大会。外交大会由世界知识产权组织（WIPO）主持，并于 2012 年 6 月 26 日正式达成协议。协议以“北京视听表演协议”命名，以纪念外交大会的主办城市。新协议首次以更全面的方式将视听表演者纳入国际产权保护的框架内，WIPO 会员国谈判代表在协议上签字，象征着长达 12 年的谈判到此结束。

中瑞环保工作组会议

中瑞第四次环保工作组会议于 7 月 2 日在江苏省镇江市召开。中国代表团由来自商务部和镇江市经济与技术开发区的领导组成；瑞士代表团在瑞士驻上海总领事 Heinrich Schellenberg 带领下，由来自瑞士联邦政府经济部经济事务局（SECO）、瑞士驻北京大使馆、瑞士环境科技促进署、瑞士商务促进中心、中国瑞士商会、瑞士私营企业、联合国工业发展组织（UNIDO）、TopIO China、国际社会与环境认可和标签联盟（ISEAL）和国际可持续性发展研究所（IISD）的代表组成。会

the planning and building phase of the eco-industrial parks, while providing their expertise in green technologies.

Sino Swiss Economic Forum

The 2nd Sino-Swiss Economic Forum was held on July 10th at the Grand Hyatt Hotel in Beijing in the presence of Vice-Minister Zhong Shan of MOFCOM. It was organized by the Embassy of Switzerland and the Swiss Chinese Chamber of Commerce (SwissCham Beijing) in collaboration with the Swiss Business Hub and Cleantech Switzerland, two institutions that promote trade and investment between China and Switzerland.

Several workshops took place during the forum in the fields of industry, finance, health and clean technologies with 250 experts and participants. On that occasion, the Swiss innovation capacity was presented to Chinese industry leaders. Informative discussions and workshops gave the opportunity to Swiss companies to introduce their technologies and talk about implementation prospects in China.

议旨在探讨建立中瑞生态工业园的问题，以进一步深化双方在环境技术和环境可持续性发展领域的合作。合作基于中华人民共和国商务部部长陈德铭和瑞士联邦政府联邦委员 Johann Schneider-Ammann 于 2012 年 7 月 9 日签署的联合支持建立中瑞镇江生态工业园谅解备忘录。

联合经济委员会

中瑞联合经济委员会于 1974 年在双边贸易协议框架中首次设立，自 2007 年以来，联合委员会开始以中瑞轮流的方式每年召开一次，讨论与双边经济合作相关的课题。此次会议于 7 月 6 日在北京召开，是双方第 21 次会面。瑞士代表团在联邦经济事务部双边经济关系组大使 Eric Martin 的带领下，主要由来自瑞士联邦政府经济部经济事务局（SECO）、瑞士驻北京大使馆和瑞士私营企业的代表组成。

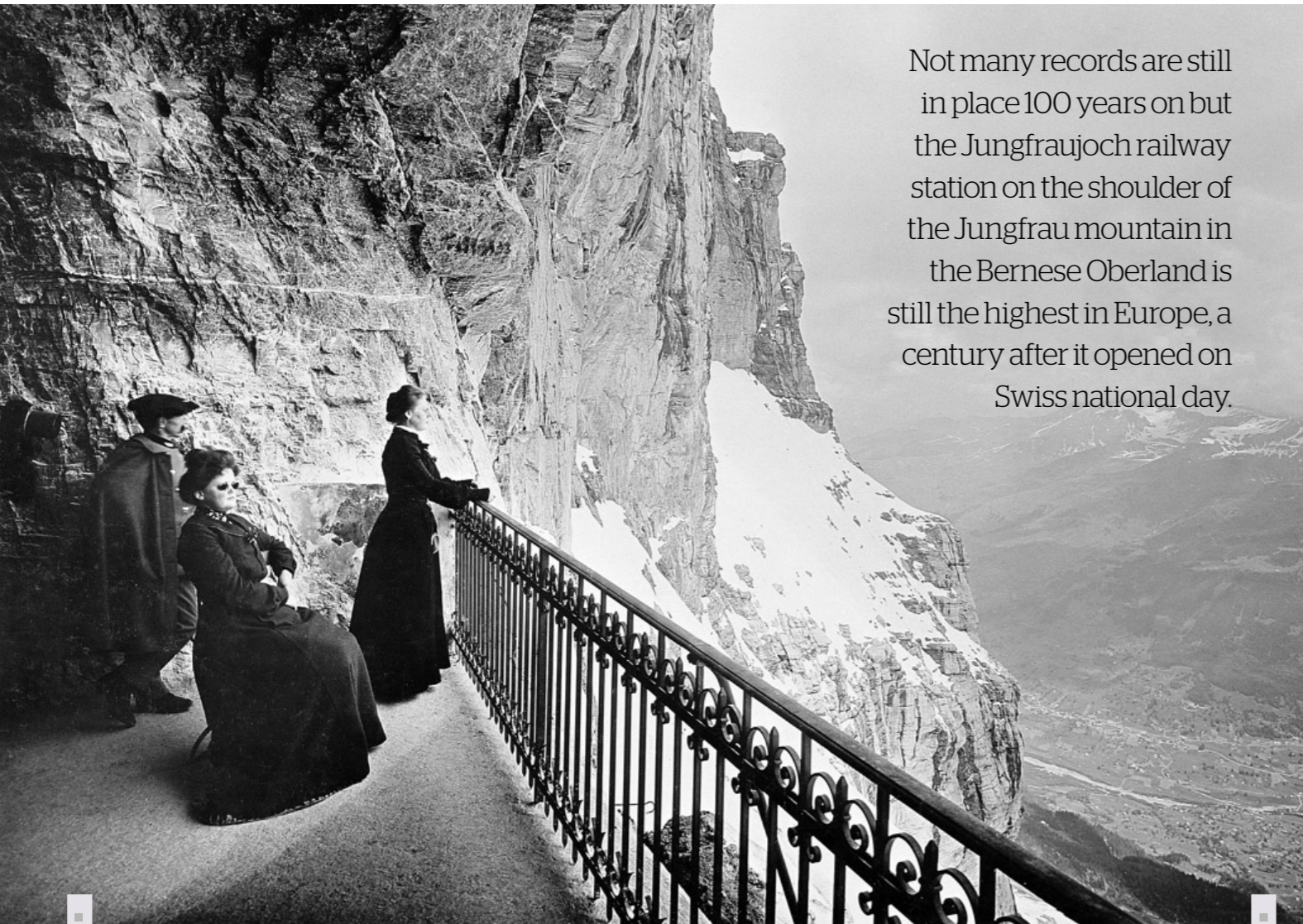
谅解备忘录签约仪式

7 月 9 日，联邦委员 Johann Schneider-Ammann 与中国商务部部长陈德铭签署了关于在浙江、江苏两省建立中瑞生态工业园区的谅解备忘录。7 月 10 日，瑞士环境科技促进署与江苏省镇江市签署了执行“框架协议”，与安徽省马鞍山市签署了“马鞍山新能源发展计划”项目协议。这些协议将为瑞士清洁技术企业创造规划和建造生态工业园的商机，也为项目提供绿色技术。

中瑞经济论坛

第二届中瑞经济论坛于 7 月 10 日在北京东方君悦大酒店召开，商务部（MOFCOM）副部长钟山出席了论坛。论坛由瑞士大使馆和中国瑞士商会北京分会（SwissCham Beijing）主办，由促进中瑞贸易与投资合作的瑞士商务促进中心与瑞士环境科技促进署协办。

250 名专家和观众参加了此次论坛。论坛由工业、金融、保健与清洁技术等多个分会组成，会上，瑞士向中国企业管理人展示了其创新能力，瑞士企业也介绍了他们的技术并展望了在中国发展的前景。



Not many records are still in place 100 years on but the Jungfrau railway station on the shoulder of the Jungfrau mountain in the Bernese Oberland is still the highest in Europe, a century after it opened on Swiss national day.

A century of tourism JUNGFRAU RAILWAY STILL ON TOP

百年传奇旅游景点:

欧洲之巅

——少女峰站

Article provided by Jungfrau Bahnen and swissinfo
本文由少女峰铁路公司和瑞士资讯提供

The Jungfrau Railway is celebrating its centenary in 2012. Even today, Europe's highest-altitude mountain railway is still considered a wonder of railway engineering, attracting hundreds of thousands of visitors from all over the world every year. But how could such an ambitious project be realized with the simple means available at the time?

An audacious venture

Bold ideas were developed, utopian plans drawn up and various concession applications submitted for the construction of a railway to the Jungfrau. Initially however, the project lacked the technical and financial resources required for its implementation.



1893: Vision, planning and concession

The Wengernalp Railway was taken into operation on 20 June 1893. Two months later, Zurich industrialist Adolf Guyer-Zeller, who was spending his vacation in the region, stood on the opposite side of the valley and watched the steaming trains climb to Kleine Scheidegg. Observing this spectacle suddenly revealed to him the perfect solution for the construction of the Jungfrau Railway. It should start not in the valley, but at Kleine Scheidegg. The following night, Guyer-Zeller sat in the Kurhaus in Mürren, sketching his ideas into a notebook.

On 20 December 1893, he applied for a concession to build an electric cogwheel railway from the station of the Wengernalp Railway at

Kleine Scheidegg via a tunnel through the Eiger and Mönch massif to the Jungfrau summit.

1896: Construction begins

After a whole series of complex preparations, the first soil was cut on 27 July 1896, marking the start of the construction of the Jungfrau Railway. The landscape between Kleine Scheidegg and Eigergletscher resembled a military camp during the construction period. Hundreds of manual workers laboriously built the railway track up the mountainside. On 19 September 1898, the section in open terrain stretching from Kleine Scheidegg station to Eigergletscher station at the foot of the Eiger was taken into operation.

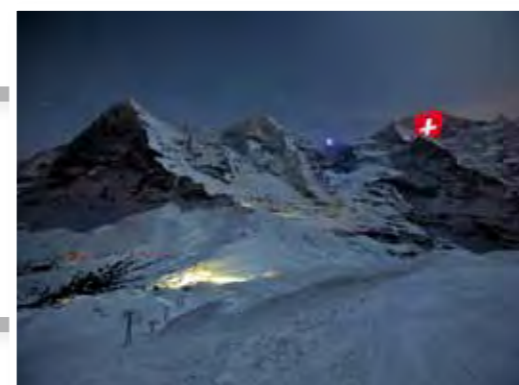


Jungfrau Railway

The Jungfrau Railway was built over 16 years – more than twice as long as estimated – and cost CHF 15 million, more than double the original budget. The seven-kilometre-long tunnel begins at the Eiger Glacier station at 2,300m, and ends at the Jungfrauoch at 3,454m, billed as the highest railway station in Europe. It was opened in stages, with the 1903 Eiger Wall station being the first stop inside the tunnel, followed by the Eismeer station in 1905. 765,000 people travelled to the Jungfrauoch in 2011. The railway runs year round, and in July 2012 a return journey from Interlaken costs CHF 190. The Jungfrauoch station has an “ice palace”, “snow fun” attractions and observation decks. The station includes the “Sphinx” Observatory – a scientific research centre, which is reached by a high-speed elevator.

少女峰铁路

少女峰铁路的建设历经16年，比原定计划多花了近一半的时间；共花费150万瑞士法郎，比原定预算高出一倍多。七公里长的隧道从海拔2,300米的艾格尔冰川站开始蜿蜒至海拔3,454米的少女峰车站——欧洲最高的火车站。铁路分阶段完成，艾格尔站作为隧道中的第一站于1903年完成，随后Eismeer站于1905年完成。铁路全年运营，2011年共有765,000人到少女峰旅游，2012年七月从因特拉肯（Interlaken）往返的价格是190瑞士法郎。少女峰站设有“冰宫”和观景台。车站包括科学研究中心——斯芬克斯观景台，乘坐高速电梯即可到达。



1905: Eismeer – temporary end station

On 28 July 1905, the section to the stop at Eismeer, some 3160 metres above sea level, was taken into service, opening up to passengers magnificent views of bizarre glacial surroundings. The railway's temporary tourist centre was also based here until additional financial resources were found to continue construction.

1912: Jungfrauoch-Top of Europe

Nine years later than originally planned, on 21 February 1912, workers finally broke through to the Jungfrauoch end station. They were rewarded with an overwhelming spectacle: blazing sunshine, deep blue skies and stunning, sweeping views of the Great Aletsch Glacier and surrounding peaks.

2012: Centenary

The Jungfrau Railway is celebrating its centenary in 2012. To commemorate the occasion, the “Alpine Sensation”, an experience subway, was opened at the Jungfrauoch. This 250-metre-long attraction was inaugurated on 30 March 2012. It provides a direct link from the Sphinx Hall to the Ice Palace and regulates visitor traffic flow. Moving walkways transport guests along steep sections

and the history of Alpine touristic development and story of the Jungfrau Railway are displayed in recesses in the gallery wall. The official centenary celebration was held on 1 August 2012 at the Jungfrauoch with invited guests, exactly 100 years after Europe's highest-altitude railway station opened. As part of the centenary, the Jungfrau Railway is holding more than 80 activities and promotions. On 8 March 2012, Swiss Post issued a commemorate stamp. A commemorative centenary coin has also been released.

The centenary of this historic railway has become a talking point far beyond Switzerland's borders. A wooden bench from the Jungfrau Railway is making its way around the world and is being exhibited among others at fairs in Berlin, London, Paris and numerous Asian cities. The Jungfrau Railway also appeared at the World Expo in Yeosu, South Korea, and at the House of Switzerland during the London Olympic Games. The start of the centenary was heralded by a performance by light artist Gerry Hofstetter, who set up camp below the Jungfrau summit for the first two weeks in January. From there, he illuminated the Jungfrau, projecting among other images a Swiss cross, a portrait of railway founder Adolf Guyer-Zeller (1839-1899) and a Jungfrau Railway train composition.

Adolf Guyer-Zeller

Textile magnate, financier and Zurich politician Guyer-Zeller (1839-1899) got the inspiration to build the Jungfrau Railway. A man of action, he applied for the concession to build the railway four months later. Son of a cotton-mill owner, Guyer-Zeller travelled to France, England, North America, Egypt and Palestine as a young man. Aside from his textile empire, the industrialist was very influential in the railway sector and made a considerable fortune by purchasing railway shares during the slump of the 1870s.

Adolf Guyer-Zeller

纺织业巨头、金融家和苏黎世政治家Guyer-Zeller (1839-1899) 获得了建造少女峰铁路的灵感，四个月后就提出了建造铁路的申请。Guyer-Zeller在年轻时就曾游历法国、英国、北美、埃及和巴勒斯坦等国家。除了他的纺织王国外，他在铁路行业也很有影响力，在19世纪70年代经济萧条期间通过购买铁路股份创造了财富。

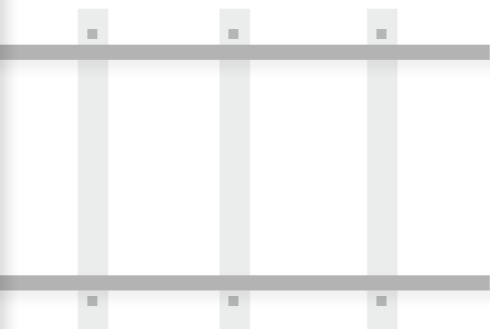


Jungfrau Railway: Facts and Figures

Completed: in 1912
Height difference: 1400 metres in 50 minutes
Railway section: Kleine Scheidegg - Eigergletscher Nordwand (Eiger Wall) - Eismeer (Sea of Ice) - Jungfrauoch
Length of section: 9.34 km
Gauge: 1000mm
Maximum gradient: 250‰
www.jungfrau.ch

少女峰铁路相关数据

正式通车: 1912年
穿越高度: 50分钟1,400米
铁路区间: 小靴德尔格 (Kleine Scheidegg) - Eigergletscher Nordwand (Eiger Wall) - Eismeer (Sea of Ice) - 少女峰
区间长度: 9.34 km
测量标准: 1000mm
最大坡度: 250‰
www.jungfrau.ch



没有什么记录可以保持100年这么久，不过位于瑞士伯尔尼高地少女峰山肩的少女峰火车站在建成100年后，仍保持了欧洲海拔最高的记录。

2012年少女峰铁路迎来了100周年庆典。至今，这一欧洲海拔最高的火车站仍被认为是铁路工程界的奇迹，每年都会吸引几十万来自世界各地的游客。不过这样宏伟的工程如何能在当时简陋的条件下完成呢？

大胆的冒险

为了建造通往少女峰的铁路，瑞士人进行了大胆设想，包括许多不切实际的规划和让步。不过，项目最初因缺乏执行规划的技术和资金而推迟。

1893：愿景、规划和让步

Wengernalp 铁路于1893年6月20日开始运营。两个月后，在这里度假的苏黎世工业家 Adolf Guyer-Zeller 站在山谷对面，观看蒸汽式火车向上驶往小靴德尔格（Kleine Scheidegg）。这一场景使他茅塞顿开，找到了建造少女峰铁路的最佳方法：铁路不应该从山谷开始，应该从小靴德尔格开始。第二天晚上，Guyer-Zeller 在米伦的 Kurhaus 画下了他的设想。

1893年12月20日，他提出了建造一条电动齿轨铁路的申请，自小靴德尔格的 Wengernalp 车站出发，经由隧道穿过艾格峰和 Mönchmassif 直达少女峰。

1896年：正式开工

在经过一系列的复杂准备工作后，1896年7月27日工程开始动土，标志着少女峰铁路建设正式开工。建设期间小靴德尔格与 Eigergletscher 间的地貌如同军营一般，成百的工人用双手沿山而上建造铁轨。1898年9月19日，自小靴德尔格车站至位于艾格峰脚下的 Eigergletscher 车站的空旷地带部分开始运营。

1905：Eismeer 站——临时终点站

1905年7月28日，到 Eismeer 车站、高出海平面 3,160 米的部分开始运营，向旅客打开了周边神奇而壮观的冰川景象。铁路的临时旅客中心也暂时设在此处，等待募集到更多资金来继续建设。

1912：少女峰车站——欧洲最高

1912年2月21日，工人们终于将铁轨建到了终点站少女峰，这比最初规划的时间晚了九年。然而，少女峰迷人的景致让工人们惊呆了：耀眼的阳光、深蓝的天空、惊人的阿莱奇冰川和雪峰奇观。

2012：百年传奇

2012年是少女峰铁路建成100周年。为了表示纪念，“阿尔卑斯律动观光隧道”开始运营。这条长达250米的观光隧道于2012年3月30日正式通车，它将斯芬克斯观景台与冰宫两地直接联系在一起，并控制游客流量。在相对陡峭的区域游客可以搭乘自动人行道，还可以观看在隧道两侧展示的阿尔卑斯旅游发展和少女峰铁路的故事。官方纪念活动于2012年8月1日——铁路开通100周年整——在少女峰举行，许多嘉宾应邀前往。作为百年庆典的一部分，少女峰铁路举行了80多场宣传活动。2012年3月8日，瑞士邮政发行了一套纪念邮票和纪念币。

这一历史性铁路的100周年庆典还得到了许多其他国家的关注。少女峰铁路的一张长木椅正在包括伯尔尼、伦敦、巴黎和许多亚洲城市等在内的全球各大城市展示。在韩国丽水世博会和伦敦奥运会瑞士屋也展示着少女峰铁路的身影。灯光艺术大师 Gerry Hofstetter 于一月份的前两周在少女峰顶峰安营扎寨，用灯光拉开了百年庆典活动的序幕。从那里，他点亮了少女峰，将瑞士十字国旗、铁路创始人 Adolf Guyer-Zeller (1839-1899) 的画像以及少女峰铁路列车等图像投射在了少女峰上。

Regus Business Centre 雷格斯商务中心

15 Business Centres in Shanghai
60 locations in Greater China
上海15个商务中心，大中华区共60个



Business Lounge
商务贵宾室



Private Office
办公室



Campus Office
共享办公室



Meeting Room
会议室



Prestigious Address
最负盛名的地址

- Flexible office leases
租期灵活
- Quick and easy to set-up
入住便捷
- The latest modern design
设计时尚
- State-of-the-art facilities
设施先进
- 1,200 centres worldwide in prime locations
覆盖全球网络1,200个，均分布于最负盛名的办公楼

+86 400 120 1205

www.regus.cn

RegusTM
Work your way



10 Sino-Swiss Economic Forum & Gala Dinner

July 2012



Organizers: SwissCham, Embassy of Switzerland in China
Partners: Swiss Business Hub, Cleantech Switzerland

Held on 10th July 2012 at Grand Hyatt Beijing, the 2nd Sino-Swiss Economic Forum (SSEF) welcomed Federal Councillor, Mr. Johann Schneider-Ammann and Vice Minister of Commerce, Mr. Zhong Shan as Guests of Honor. The event began with an opening ceremony enclosing speeches of government officials and an investment seminar, followed by the signature of two Memoranda of Understanding.

During an afternoon dedicated to panel discussions hosted by high-profile specialists in the fields of Industry, Finance, Health and Clean Technologies, the audience was able to ask direct questions to decision makers and major companies' CEOs, and learn about the current and upcoming policies in China in each respective domain. The Forum, punctuated by networking cocktails between the panel discussions, welcomed over 350 attendees. A Gala Dinner was then proposed to 280 selected guests with a gourmet selection of fusion-style cuisine as well as musical live entertainment to conclude on a festive note a successful business and political event.

The next edition of the SSEF is planned for 2014 and will be a regular rendezvous for the business and political communities every two years.

Sino-Swiss Economic Forum & Gala Dinner

Many thanks to our sponsors

Platinum Sponsors



Gold Sponsors



Inkind Sponsors

- Kägi
- Nespresso
- SWISS
- Swiss Bread
- Toblerone

15 June 2012 Roundtable: "VAT Reform in Beijing"

Venue: Ernst & Young Office

Speaker: Mr. Juan Ortin, Ernst & Young



28-29 June 2012 4th China Financial Leasing Development Forum 2012

Venue: Gehua New Century Beijing China

18 June 2012 Search Engine Optimization and Chinese Social Networks - How They Can Affect Your Business

Venue: Hilton Hotel

Speakers: Mr. Terrence Ou, Zunch China Inc.; Ms. Gail Zohar, Radio Beijing



28 June 2012 Employment in China - Practical Legal and HR Advice

Venue: Hilton Beijing

Speakers: Ms. Jenny (Jie) Zhong, Broad & Bright; Ms. Manuela Reintgen, Dezan-Shira & Associates Beijing



04

September 2012

China Market Access - A Maze You Can Conquer

Venue: Hilton Beijing

Speakers: Mr. Klaus Ziegler, Quality Partnerships LLC; Dr. Martina Gerst, Quality Partnerships LLC



13

June 2012

Inter-chamber Ladies Afterwork

Venue: Scarlett Wine Bar & Restaurant

24

July 2012

Young Professional - InterChamber Networking Event

Venue: Migas



30

August 2012

All-Chamber Welcome Back Networking

Venue: Pine Garden



Corporate Members

Mr. Hans SCHMID

Company: Helsinn Healthcare SA

Address: Level 19 Tower E2 Oriental Plaza, 1 East Chang An Avenue, Dong Cheng District

Post Code: 100738

Tel: +86 10 8520 0180

Fax: +86 10 8520 0190

Website: www.helsinn.com



Mr. Christian HOELSCHER

Company: Enerxy (China) Technology Service Co., Ltd.

中国商务传媒集团

Address: Suite 2302, Tower B, Global Trade Center,

36 North Third Ring Road, Chaoyang District

北京市朝阳区北三环东路36号环球贸易中心B座2302室

Post Code: 100013

Tel: +86 10 5825 6560

Fax: +86 10 5825 6580

Website: www.enerxy.com



Mr. Flavien PERISSET

Company: Boschung Equipment (Beijing) Co., Ltd

波雄设备(北京)有限公司

Address: 2A Jinqiao Park, Zhong Guan Cun Science and Technology

Park No. 15 Jing Sheng Nan 4th Street Thongzhou District Beijing

北京市通州区中关村科技园金桥产业基地景盛南四街15号2A

Post Code: 101102

Tel: +86 10 5977 1579/8018

Fax: +86 10 5977 1578

Website: www.boschung.com



Ms. Nathalie (Beilan) LI 李蓓兰

Company: Credit Suisse AG Beijing Representative office

瑞士信贷银行股份有限公司北京代表处

Address: 31/F Silver Tower, 2# Dong San Huan

Beilu, Chaoyang District, Beijing

东三环北路2号, 南银大厦31层

Post Code: 100027

Tel: +86 6410 6866

Fax: +86 6410 6127

Website: www.credit-suisse.com



Mr. Marc BRUGGER

Company: Rosewood Hotel Beijing

北京瑰丽酒店

Address: Rosewood Hotel, Suite 705 Jinguang

Centre Office Building, Hujialou, Chaoyang

朝阳区呼家楼北广中心商务楼705室

Post Code: 100020

Tel: +86 6597 3888

Website: www.rosewoodhotels.com



Corporate Affiliate

Ms. Connie WANG 王思佳

Company: Fert Ltd. Beijing Representative Office

瑞士福尔特北京办事处

Address: Room A807, Nanxincang Tower, 22

Dongsi Shitiao, Dongcheng District

北京市东城区东四十条甲22号南新仓国际大厦A座807室

Post Code: 100007

Tel: +86 10 6409 6287

Fax: +86 10 6409 6221

Website: www.fert.com



Individual

Mr. Denis YE 叶丹

Mr. Tasso VON BERLEPSCH

Regional News

.....Shanghai.....

12 **SwissCham Event with Federal**
Councilor Mr. Schneider-Ammann
 July 2012 **Venue:** Swatch Art Peace Hotel
Speakers: Johann N. Schneider-Ammann, Swiss
 Minister of Economic Affairs, Federal Councilor
Organizer: SwissCham

18 **Azul Summer Cocktail**
 July 2012 **Venue:** Azul
Organizers: SwissCham + Spanish Chamber



16 **Summer Break Networking Event**
 August 2012 **Venue:** Glo London
Speaker: Mr. Nathan Kaiser
Organizers: SwissCham, Italian, Singaporean, European,
 Malaysian and Colombian Chamber of Commerce



05 **Welcome Back Gathering**
 September 2012 **Venue:** O'Malley's
Organizers: SwissCham, Swiss Club



06 **B2B Marketing in China**
 September 2012 **Venue:** Sofitel
Speaker: Mr. Oliver Lorenz,
 CEO Montfort Shanghai
Organizers: SwissCham,
 Spanish Chamber



12

September 2012

Women in Business

Venue: Glo London

Organizers: SwissCham, German, Australian, Benelux, Canadian, Spanish, Finnish, Malaysian, Italian Chamber of Commerce



25

September 2012

Supply Chain Efficiency

Venue: The Longemont

Speaker: Mr. Jeremy Chapman, Director of Colliers International's China Industrial Services

Organizers: SwissCham, Italian, European Chamber of Commerce



19

September 2012

Company Visit

Venue: Hilti and Leister

Organizers: SwissCham, Swiss Centre Shanghai



Corporate Members

Denis Coan

Company: Chopard Trading (Shanghai) Co., Ltd.

Address: Room 1805-1811, 18/F, Plaza 66 Office Tower 1, 1266 Nanjing Road West, Shanghai

Postcode: 200040

Tel: +86 21 6136 7800

Fax: +86 21 6136 7899

Email: info@chopard.hk

Website: www.chopard.com



Thomas Meier

Company: Lindt & Sprüngli (China) Ltd.

Address: Tomson International Commercial Building, Room 1607-1608, 710 Dong Fang Road, Pudong, Shanghai

Postcode: 200122

Tel: +86 21 5831 1998

Fax: +86 21 5830 3556

Email: tmeier@lindt.com

Website: www.lindt.com



Robert Halasz

Company: Coresystems Shanghai Co., Ltd.

Address: Information Tower, Minsheng Road 1403, Suite 505, Shanghai

Postcode: 200135

Tel: +86 186 2128 8574, +41 0565002201

Fax: +41 0564442050

Email: har@coresystems.ch

Website: www.coresystems.ch



Ho Swee Seng

Company: Reichle & De-Massari China Co., Ltd.

Address: Unit 501, No. 538 West Jiangchang Road, Shanghai

Postcode: 200436

Tel: +86 21 3632 1933*128

Fax: +86 21 3632 1911

Email: crystal.shen@rdm.com

Website: www.rdm.com



Corporate Associate:

Na'ama Lavi

Company: HROne

Address: Suite 603-605, Oriental Center, 699 Nanjing West Road / 31 Wujiang Road, Shanghai

Postcode: 200041

Tel: +86 400 821 3675

Fax: +86 21 5211 0069

Email: naama.lavi@hroneonline.com

Website: www.HROneOnline.com



Mr. Stephen Hu

Company: Poyry (Beijing) Consulting Co., Ltd. Shanghai Branch

Address: Room 2208-2210, Cloud Nine Plaza, No. 1118, West Yan'an Road, Shanghai

Postcode: 200052

Tel: +86 21 6115 9660-187

Fax: +86 21 6115 9670

Email: rita.wei@poyry.com

Website: www.poyry.com



Ms. Elaine Chen

Company: CMS Law China

Address: 2801 Plaza 66, Tower 2, 1266 Nanjing Road West, Shanghai

Postcode: 200040

Tel: +86 21 6289 6363

Email: Elaine.Chen@cmslegal.cn

Website: www.cmslegal.com



Individual

Andres Batista

Vivian Xu

Yolanda vom Hagen

Young Professionals

Loic Leclercq

Andrea Nessi

Yael Gehring

Julian Vogel

Past Events

Swiss National Day Celebration

Approximately 80 participants met aboard "The Gallion" in Nanshan (Shenzhen) to celebrate the Swiss National Day. The event was organized by the Guangzhou chapter of SwissCham and the Swiss Consulate General of Guangzhou. The party consisted of an excellent Swiss-style buffet, including a variety of Swiss wines. Both the Swiss Consul General to Guangzhou,

Mr Ulrich Hunn (live), as well as Federal Councilor Mrs Eveline Widmer-Schlumpf (on tape) held well received speeches. The event culminated in a spectacular fireworks display. A raffle was held during the party with prizes sponsored by members and friends of the Chamber. All raffle proceeds in the total of RMB 5,840 were donated to local charities.



Invitation for Guangzhou Corporate Members:

Starting in the upcoming issue of The Bridge, the Guangzhou chapter will introduce one of our corporate members on these pages in each issue. The intent is to develop a greater sense of community, network and sharpen the awareness amongst our members regarding activities and businesses in our region. If you are interested, please contact Kelly Lee (kelly.lee@swisscham-gz.org) to register your interest.

Upcoming Events:

9 October: Swiss SME delegation visit (organized by Credit Suisse AG)

3 November: 2nd Jazz / Fondue in Zhongshan

30 November: Samichlaus

Individual

Hofmann Roman

Weiss-Rohlig HK Ltd

05 / 16 / 06

July 2012

August 2012

September 2012

Cocktail initiated by Swiss Young Professionals

Venue: Delaney's / Latitude 22



13

June 2012

Horse Racing Dinner co-hosted with SwissCham Guangzhou and Swiss Association of Hong Kong

Venue: Happy Valley Race Course, Hong Kong Jockey Club

29

June 2012

Inside Series: McDonald Restaurant and KitchenTour

Venue: Shau Kei Wan McDonald Restaurant



10

July 2012

Cocktail Seminar co-hosted with World Trade Institute and The Chinese University of Hong Kong on "A decade after China's accession to the WTO: stocktaking and future prospects for international trade regulation in Asia"

Venue: CUHK Graduate Law Centre

Speaker: Professor Thomas Cottier, Managing Director, World Trade Institute, University of Bern



Regional News

.....Hongkong.....

01 Swiss National Day Dinner initiated by the Swiss Association of Hong Kong

August 2012 Venue: The Hong Kong Jockey Club



21 50th International Chamber Young Professional Cocktail

August 2012 Venue: Hard Rock Cafe

06 Monthly luncheon with the Swiss Association

September 2012

on "How the Hong Kong - Macau - Zhuhai Bridge project will impact the economy in Hong Kong and the Pearl River Delta"

Venue: The Dynasty Club

Speaker: Peter Lau, Director of Highway, Transport and Housing Bureau



Corporate Members

Robert RIEDER

Company: Rieder Enterprises Ltd

Address: 15/F, Radio City, 505 Hennessy Road, Causeway Bay, Hong Kong

Tel: +852 9217 7689

Email: robert@rieder.hk

Website: www.rieder.hk



Thomas HOLLINGER

Company: Gate Gourmet Hong Kong Ltd

Address: 10 Catering Road West, Hong Kong

International Airport, Lantau, Hong Kong

Tel: +852 2988 7607

Fax: +852 2949 9828

Email: thollinger@gategourmet.com

Website: www.gategourmet.com



Adrien GAGNEBIN

Company: La Vinotherapie (Hong Kong) Ltd

Address: Suite 7B, Pico Tower 66, Gloucester Road, Wanchai, Hong Kong

Tel: +852 6680 9935

Fax: +852 2335 0556

Email: adrien.gagnebin@lavinotherapie.com.hk

Website: www.lavinotherapie.com.hk



Jean-Luc GUSTAVE / Alice HO

Company: Governance, Risk and Compliance (formerly World-Check) - A Thomson Reuters Business

Address: 10/F, Cityplaza 3, Taikoo Shing, Hong Kong

Tel: +852 2843 6412

Fax: +852 2843 6503

Email: jean-luc.gustave@thomsonreuters.com / alice.ho@thomsonreuters.com

Website: www.thomsonreuters.com



Beat SOMMER / Iris GUERY

Company: Lyceum Alpinum Zuoz AG

Address: Agoel 185, CH-7527 Zuoz, Switzerland

Tel: +852 41 818513054

Fax: +852 41 818513055

Email: iris.guery@lyceum-alpinum.ch

Website: www.lyceum-alpinum.ch



Young Professional Members

Samantha OR

Niklas STORCH

Michael STYGER

Paola STYGER

Corinne BUEHLER

Gabriel MALLET

Ann-Marie GISIGER

Tobias RICKENBACH

Nadine THOMMEN



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

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

www.gondrand-logistics.com

GO-TRANS (HONG KONG) LIMITED Room 1001-1003, 10th Floor, Fullerton Centre
No. 19 Hung To Road, Kwun Tong, Kowloon, Hong Kong, S.A.R. Phone 852-3423 1000
Fax 852-2795 8010, E-mail info@hkgo-trans.com

GO-TRANS (SHANGHAI) LIMITED 5/F, Zhonghui Office Building
No. 108 Zhaojiabang Road, Shanghai, P.R. of China, Postal code 200020
Phone 86-21-6472 0111, Fax 86-21-3406 0383, E-mail info@sha.go-trans.com





雀巢推动营养、健康与幸福生活——在中国

Nestlé Delivering Nutrition, Health and Wellness in China

雀巢是一家致力于“营养、健康与幸福生活”的世界领先公司，2011年全球销售额为836亿瑞士法郎。雀巢拥有遍布世界的营养研发网络，它使雀巢可以将强大的科技力量与对消费者的深刻了解结合起来，提供满足不同地区消费者各种营养和口味需求。在中国，雀巢建立了两个研发中心，旨在为中国消费者提供安全、优质、营养、健康的食品。

Nestlé is the world's foremost Nutrition, Health and Wellness company with sales of CHF 83.6 billion in 2011. Nestlé has the most extensive R&D network of any food and beverage company and combines its powerful scientific and technological strength with a deep understanding of consumers to meet the nutrition and taste preferences of consumer around the world. In China, Nestlé has established two R&D centers that are committed to providing safe, high-quality, nutritious and healthy food for Chinese consumers.