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Chinese Car Brand
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of The Peninsula hotel Hong Kong:

“Hospitality is
80% Common
Sense”
酒店管理80%来自常识

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in Shanghai are among the achievements of the past five years. In 2010, the two cities renewed their commitment and agreed on a fresh set of challenging goals for 2011–2013.

The highlight of the five-year anniversary festivities in Basel was the Mid-Autumn Festival on the Münsterplatz in September 2012. Other events included an exhibition on the city partnership and the inauguration of the sculpture "ZHOU" presented to Basel by the City of Shanghai.

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Dear Members and Readers

We have now come to the 30th anniversary of the Swiss Chamber of Commerce in Hong Kong - according to the human growth cycle, we are entering adulthood. There have been many successes and challenges and with the experience gained, we are able to stride forward with confidence for the next 30 years! The recent 15 years, with Hong Kong as a Special Administration Region of China, have been smooth and successful as a whole for both the region and for the Swiss community. Hong Kong has firmly maintained and improved its identity and its way of life.

How has the Chamber changed in the past 30 years? When we first started in 1982, the registered address was at the offices of Ciba-Geigy Hong Kong Ltd. in Central. A few years later, one part time staff was hired with a desk at the offices of Credit Suisse to handle the daily operation for less than 50 members. At that time we were known as the Swiss Business Council. Today, in contrast, we have grown our membership to over 200 members and have established a thriving Swiss Young Professionals section. Furthermore, we have ten sub-committees devoted to furthering the interests of the Swiss community in areas such as company visits, networking opportunities, co-operation with our Chambers in China, University alumni activities and representing the interest of the SMEs, the latter being the backbone of Hong Kong's and Switzerland's economy. Our strong association with our Consulate is essential and much appreciated in helping us to gain a voice and influence in the Governments both here and back home.

More than 250 guests joined Mrs. Rita Haemmerli-Weschke, Consul General of Switzerland in Hong Kong on October 15th 2012 to celebrate not only the opening of the 19th Swiss Business Hub, but also the 30th anniversary of our Chamber in Hong Kong. Guests at the event received a magazine telling the story of the Chamber and the journey of some of our members. With this booklet, we hope to continue to record the 'Swissness' in Hong Kong and how the past experiences and success stories can help to shape an even more successful future.

Susanne Sahli
President SwissCham Hong Kong

亲爱的会员和读者朋友们：

瑞士商会香港迎来了 30 周岁生日，如果按照人的生命周期来算，我们已经步入了成年。在这 30 年里，我们经历了多次成功和挑战，也积累了许多宝贵的经验，这将帮助我们信心十足的昂首阔步入下一个 30 年！总的来说，在香港作为特别行政区回归中国后的 15 年里，不论是整个香港地区还是当地瑞士社区，都取得了顺利的发展和成功。香港也坚定的保持并改善了它的地位和人们的生活方式。

过去 30 年里商会发生了哪些变化呢？1982 年，在我们成立初期，商会的注册地址是位于中环的汽巴·嘉基（香港）有限公司的办公室。几年后，我们聘请了一名兼职员工负责不到 50 名会员的日常事务，办公室设在瑞信银行。当时，我们的名称还是瑞士商业委员会。现在，我们的会员已经发展到了 200 多名，还成立了正在蓬勃发展中的瑞士青年职业人士部。此外，我们还有 10 个附属委员会为瑞士社区服务，主要处理企业访问、社交机会、与我们在内地的商会开展合作、大学校友活动和代表作为香港和瑞士经济中坚力量的中小企业的利益等方面的事务。我们与领事馆的紧密联系是我们能够在香港和瑞士政府产生影响的根本。

2012 年 10 月 15 日，瑞士驻香港总领事 Rita Haemmerli-Weschke 女士与 250 多名嘉宾同聚一堂，庆祝第 19 个瑞士商务促进中心成立和瑞士商会香港成立 30 周年。会上，我们还向嘉宾分发了一本讲述商会故事和一些会员的发展历史的杂志。我们希望通过这本小册子，记录“瑞士人”在香港的发展，用以往的经验 and 成功案例来启发和建造更加成功的未来。

Susanne Sahli
中国瑞士商会香港总裁

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Outlook 2013:

The Confidence Deadlock

2013年前景：信心水平维持稳定

A record total of 115 China business leaders across the country shared their views and concerns in this year's "SwissCham Business Confidence Survey". Here are the exclusive results.

Written by **Fabian Gull**, Shanghai

Exactly a year ago, we had reported a pretty sharp decline in confidence levels of successfully doing business in China. It was the first slump in the Swiss business community's confidence over the four years of our survey monitoring. This year, we have good news: the situation has stabilized, and the SwissCham Confidence Index remains practically unchanged at a comfortably high level - significantly higher than in the crisis year of 2009. Last year's top ranking concern that a global economic slowdown would affect local demand in China has slid down to number 10. Today's number one concern is increasing wages and cost of people. Further on, "stronger Chinese competition" is the climber of the year, up from 14th to 4th position in this year's ranking of biggest concerns.

Overall, the Swiss economy in China is resilient and in good condition, and business leaders are positive about the future development of their business. As SwissCham's "Business Sentiment Survey 2013" brings to light, the participants are about as confident today than a year ago. The SwissCham Confidence Index (which we have monitored business perceptions over the past five years with) moves horizontally, showing no significant upward or downward trend since last year. In troublesome economic times ranging from recessions in large parts of Europe, an American economy that is only slightly and very slowly recovering, and a lower GDP growth in China, this is a remarkable finding. Global and local market conditions have certainly not improved since last year, but confidence remains stable, which we interpret as a sign of resilience.

In detail: The average confidence of successfully doing business in the People's Republic of China reaches 74 index points (on a scale from zero to 100) for 2013. This is 1% lower than the confidence level a year ago. After three years of increasing confidence (2009-2011), then a sharp confidence slump last year (-5%), the index remains stable this year. Also, the mid-term outlook for the period of the next five years remains practically unchanged. The Confidence Index scores at 75.5 points compared to 76.7 the year before. Both changes cannot be regarded as statistically significant. Interestingly, over the course of the past five years, the gap between short-term and

Chart 1 How confident are you for 2013 and for the next five years? (n=115)

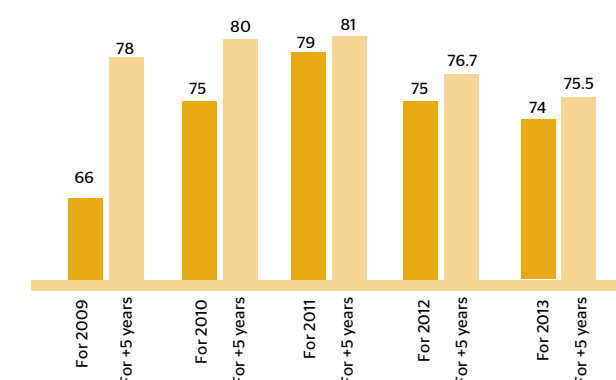
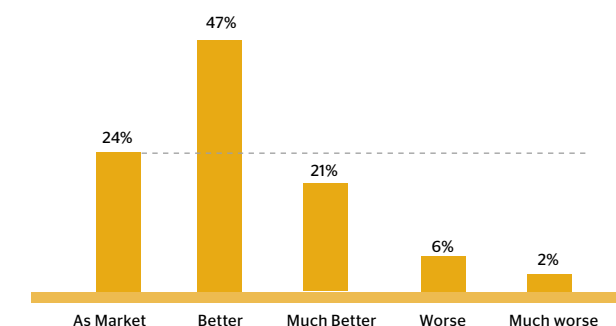


Chart 2 For 2013, we plan to grow: (n=115)



mid-term expectations is narrowing, with a traditionally higher confidence in the mid-term (**chart 1**).

Beating the market

As in every year, we were highly interested to learn more about our member's business development expectations for 2013 in comparison to the growth of the local market in their specific industry. The findings paint a most promising picture: A high 68% of the respondents plan to grow "better" or "much better" than their local market. 24% expect to grow "as market", and only 8% of the participants anticipate a performance below the average growth of their industry (**chart 2**). This is a much more positive outlook. Last



Concerns over increasing wages and cost of people top this year’s list of biggest concerns.

year, “only” 57% anticipated to outperform their market (growing “better” or “much better”), 39% expected to grow “as market” and 4% anticipated doing worse than the market. As for the Chinese market, the average expected industry growth for 2013 is 13.2% (2012: 13.9%), with the median being at 10%. This average remains significantly higher than the foreseen growth of the Chinese economy, which UBS, i.e., is estimating to grow by 8% in 2013 (read Economic Outlook on page 18).

Chart 3 What are your biggest concerns of doing business in China? (n=115)

- | |
|---|
| 1. Increasing wages and cost of people |
| 2. Finding and retaining enough suitable talent |
| 3. Corruption |
| 4. Chinese (and other) competitors are becoming stronger |
| 5. Not equal treatment or access to market by comparison to Chinese competitors |
| 6. Inflation |
| 7. Increasing costs of materials and components |
| 8. Higher taxes |
| 9. Unpredictable changes in law and regulations |
| 10. Global economic slowdown / Crisis in Europe/U.S. slowing down local demand for our goods/services |
| 11. RMB appreciation |
| 12. Local services/materials/components are not up to standards |
| 13. More official administrative requirements |
| 14. Strong Swiss Franc |
| 15. Failure of the financial systems and markets in China |
| 16. Intellectual property rights problems |
| 17. Lower GDP growth in China |
| 18. Ability of the political system to address important issues |
| 19. Losing market share |
| 20. Growing international economic protectionism and restriction on Chinese products |
| 21. Political turmoil, social unrest |
| 22. Uncertainties related to new political leadership in China |
| 24. Intra-province protectionism |
| 25. Not getting enough support from the headquarters |
| 26. Finding sufficient financing |
| 27. Stricter environmental regulations |

A surprise at the top

Concerns over increasing wages and cost of people (2011 runner up) top this year’s list of biggest concerns (**charts 3 & 4**). China managers’ second largest concern is “finding and retaining enough suitable talent”, one of the top issues ever since this survey was conducted. “Corruption” is to be found in third place, its highest ranking in five years. Interestingly, last year’s top concern of a global economic slowdown negatively impacting local demand of the participant’s goods and services in China, moves down and now only ranks as the 10th biggest concern. This decrease comes as a surprise, given the wonky recovery in the U.S. and the further economic deterioration in Europe. Further on, China managers are increasingly concerned about rapidly catching up Chinese competitors, which makes this concern the climber of the year, up from 14th to 4th position in our current rankings.

Still in 6th rank is the concern over inflation in China, although consumer price inflation (CPI) in Mainland China has been decreasing throughout the year. UBS expects CPI inflation to rebound from an estimated 2.7% in 2012 to 3.5% in 2013, likely peaking in late summer. According to the government, the expected inflation for 2012 will be 3.9% for Hong Kong. The survey participants are not particularly wary about the lower GDP growth in China (17th position). At the bottom end of the list, we can reveal the following “non-issues”: Stricter environmental regulations, finding sufficient financing, and not getting enough support from the headquarters.

Appetite to invest

Overall, more than 105 different companies took part in this survey. Most subsidiaries in China sell to external clients (51%). Only 11% sell uniquely to the group. The rest sell to both buyers. Almost 60% sell to the global markets, 27% sell uniquely in China, and

Chart 4 The top 5 biggest concerns ...

The top 5 biggest concerns 2013 (n=115)

- | |
|---|
| 1. Increasing wages and cost of people |
| 2. Finding and retaining enough suitable talent |
| 3. Corruption |
| 4. Chinese (and other) competitors are becoming stronger |
| 5. Not equal treatment or access to market by comparison to Chinese competitors |

The top 5 biggest concerns 2011 (n=54)

- | |
|---|
| 1. Finding and retaining enough suitable talent |
| 2. Chinese competitors getting stronger |
| 3. Unfair advantages of Chinese competitors |
| 4. Increasing cost level |
| 5. Unclear and changing laws and regulations |

The top 5 biggest concerns 2009 (n=60)

- | |
|---|
| 1. Global economic slowdown |
| 2. Increasing wages & cost of people |
| 3. Finding enough suitable talent |
| 4. Inflation |
| 5. Unpredictable changes in law & regulations |

14% sell to China as well as some other Asian markets. Let’s take a look at investments: 55% of the respondents say their subsidiary’s total investments in China for 2013 will be higher than 2012 (last year: 69%). Of those 55%, most participants plan to increase their investments by 10% to 30%. Only 4% will invest less than last year and around 20% plan to invest about the same amount as last year. For 21%, it is too early to tell.

When it comes to hiring people, 68% of the participants plan to increase their total number of employees in China. Last year, the respective figure was at 66%. The increase in headcount is expected to be between 5% and 20%. Only four respondents plan to cut down on headcount. This leads us to the development of salaries. About a third expect salaries to go up by the same as inflation. Over 60% of the participants plan to increase salaries by more than the expected inflation rate in 2012. Only 2% plan salary decreases in 2013.

The top 5 biggest concerns 2012 (n=105)

- | |
|---|
| 1. Global economic slowdown/crisis in U.S. and Europe |
| 2. Increasing wages and cost of people |
| 3. Inflation |
| 4. Finding and retaining enough suitable talent |
| 5. Higher taxes |

The top 5 biggest concerns 2010 (n=42)

- | |
|--|
| 1. Finding & hiring suitable talent |
| 2. Unclear, changing & inconsistent laws/regulations |
| 3. Stricter & more difficult regulations to fulfill |
| 4. Global economic slowdown |
| 5. Local products/services are not up to necessary standards |

R&D in China on the rise

China positioning itself as a cheap manufacturing place triggered the country’s economic miracle over the past 20 years, resulting in hundreds of millions of people being lifted out of poverty. China’s economy is in a process of transformation. Initially, China was predominantly a production hub for goods to be exported to the rest of the world. The reasons why companies come to China today are different. Presently, both the markets and customers of many companies are located in Asia, with China at the forefront (read the interview with Juergen Dormann, Sulzer Chairman on page 26). The latest trend in this transformation process that could be observed in recent years is that China is becoming of increasing importance as a location for research and development (R&D). For Roche, as an example, one of Switzerland’s two healthcare giants, China is not just important from a commercial point of view, but increasingly also as an innovation hub, where it develops and produces new products for the rest of the world (read the interview with Roche CEO Severin Schwan on page 22). In Shanghai, Roche is currently building up its third innovation hub after Europe and the U.S.

Chart 5 What type of R&D activities do yo do?

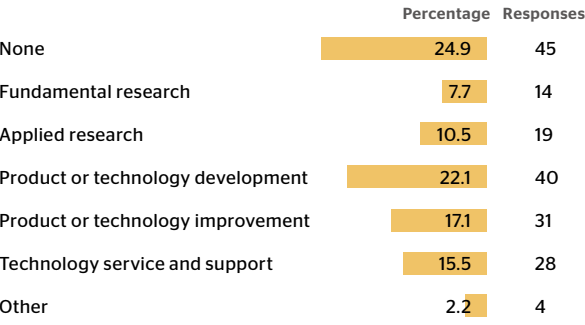


Chart 7 Shift to China Inland?

Your company plans to shift (or is shifting) towards the Inland. Which region is of key interest to you?



Participants' Info

SwissCham Membership:

I am/our company is a SwissCham member in the following city:



Legal Form:

The legal form of your subsidiary is: (Only one answer)

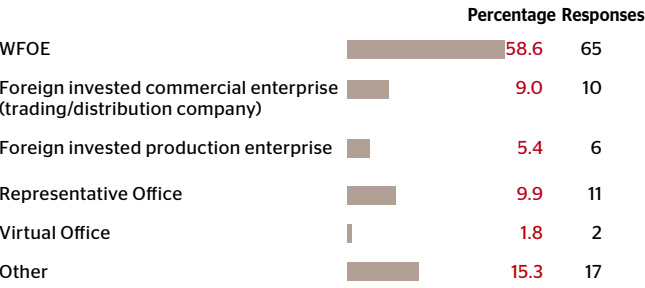


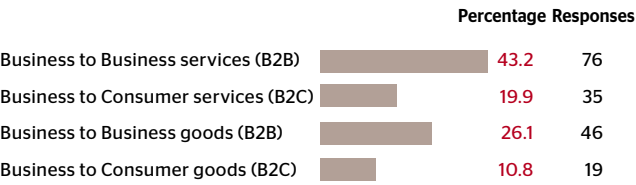
Chart 6 For which market(s) are your R&D activities intended?



Type of Product & Activity:

Choose your subsidiary's types of product/services in China.

(Multiple answers possible)



Roche and many other Swiss companies stand for a trend that is also reflected in our survey findings. Out of 114 survey participants, 25% declare not having any kind of R&D activities in China. Last year, this number was at 37%. Hence, the number of companies doing some sort of R&D in China, rose sharply from 63% (2011) to 75% (2012). However, no relevant changes can be seen concerning the structure of R&D activities, according to SwissCham's survey (see **charts 5 & 6**). "Product or technology development" is the most popular R&D category of the respondents in China, followed by "product or technology improvement" and "technology service and support". "Fundamental and applied research" are the least common categories. Take this information with a pinch of salt, as this survey question does not take into account the different sizes of companies. A very high 57% of all R&D activities are intended for the global market, 25% exclusively for China, and 18% for the Asian markets. These numbers are still more or less similar to the ones of last year.

Go West

In recent years, wages in the more developed coastal areas of China increased sharply. At the same time, second and third tier cities in China's inland emerged rapidly. We wanted to find out if the participants and their respective companies had intentions to shift towards the Inland. And if so, to which part of China (see **chart 7**). We found out that China's West/Mid-west is the destination of choice amongst the movers, followed by Southern parts. The Northern parts of China are a third priority. Eleven companies consider a "partial relocation" as a main target for 2013. Other expected main changes in 2013 include "looking for a JV partner" (8 companies) and, particularly noteworthy - 13 participating SwissCham members plan to undertake acquisition in 2013.

114 名中国企业领导人参加了“中国瑞士商会商业信心度调查”并分享了他们的观点和看法。以下是《桥》独家公布的调查结果。

作者 方必安, 上海

一年前，我们报道了在华经营信心指数大幅下降的结果，也是我们开展调查四年来瑞士商业团体首次降低信心指数。从今年的结果来看，整体局面稳定了下来，中国瑞士商会信心指数维持在适当的高水平，比 2009 年金融危机时高出许多。去年排在最担忧的因素首位的全球经济增速放缓影响中国本土需求，今年下滑至第十位；不断上涨的工资水平和人力成本成为企业最大的担忧。另外，来自中国企业的竞争排名从去年的第十四位提高至第四位，成为今年担忧因素中“上升最快”的一大因素。

总体来看，瑞士在华企业保持良好运营，并具有一定弹性，企业家对未来的发展持乐观态度。正如中国瑞士商会“2013 年商业情绪调查”结果所显示的，参与调查者的信心水平与去年同期相当。自五年前我们开始用中国瑞士商会信心指数来监测企业经营的态度变化，今年，我们发现这一指数变化不大，没有呈现出明显的提高或下降趋势。在欧洲大部经历经济衰退、美国经济复苏缓慢和中国 GDP 增长减速这样的艰难时期，信心指数保持稳定这一发现十分令人振奋。自去年以来，全球和地区市场条件并没有改进，不过信心指数不变，我们认为这是未来经济回弹的先兆。

具体数据如下：2013 年在中国成功经营的平均信心指数为 74（在 0 - 100 的范围内），比去年的信心水平低 1%。在过去四年里，信心指数自 2009 至 2011 年保持增长势头，2012 年出现大幅下滑，而今年则保持相对稳定。另外，未来五年的中期前景仍基本保持不变，信心指数从去年的 76.7 小幅下降至 75.5。信心指数数据的变化幅度都不大。我们还发现一个有趣的现象：在过去五年里，短期信心指数与中期信心指数间的差距在缩小，中期信心指数一贯略高于短期指数（见图表 1）。

跑赢大市

与往年一样，我们十分希望了解会员对 2013 年的商业发展预期水平相对于他们所在本地行业的增长情况。调查结果十分喜人：



Background

Business Confidence Survey 2013
For the 5th consecutive year, Swisscham China conducted its annual business sentiment survey amongst its members across Mainland China and Hong Kong. We are aiming to find out about Swiss business leaders' confidence in successfully doing business in China, as well as their perceptions, expectations and major concerns. We would like to thank all the respondents for their participation.
The winner of two tickets to "Jungfrauoch - Top of Europe" is Florian Faes, CLS Communication. Congratulations!

2013年商业信心指数调查
中国瑞士商会连续五年在中国内地和香港的会员中间开展了年度商业情绪调查, 我们旨在了解瑞士企业家对在华成功经营的信心度, 以及他们的态度、期望和主要担忧。感谢所有参与调查的会员。
热烈祝贺“欧洲之巅——少女峰”两张门票获得者: 瑞易通商务咨询有限公司Florian Faes!

68% 的参与者表示其增长比当地市场“好”或“好得多”, 24% 的参与者表示增长“与市场持平”, 只有 8% 的参与者预期企业增长低于行业平均水平 (见图表 2)。这个结果表明企业家变得更加乐观, 在去年, 只有 57% 的参与者预期企业增长比市场更好(“好”或“好得多”), 39% 的参与者表示增长将“与市场持平”, 4% 的参与者预期企业增长将低于市场平均水平。而对于中国市场, 预期 2013 年的平均行业增速为 13.2% (2012 年数据: 13.9%), 中间值为 10%。平均水平将维持比中国经济预期增速更高的水平, 如 UBS 预期 2013 年中国的经济增速为 8% (见第 18 页经济前景展望)。

出乎意料的担忧因素结果

对工资水平上涨和人力成本增加 (在去年的担忧因素排位中靠前) 的担忧排在今年担忧因素的首位 (见图表 3、4), “找到足够的合适人才并进行再培训”是第二大担忧因素, 也是自本调查开展以来高居首位的担忧因素之一。“腐败”排在第三位, 是五年来排位最靠前的一次。有趣的是, 去年排在首位的对全球经济增长放缓对本地消费者需求的消极影响的担忧下降至第十位, 在美国经济复苏缓慢和欧洲经济进一步恶化的情况下, 这一结果出乎意料。另外, 企业家对来自中国企业竞争的担忧程度有所增加, 从去年的第十四位上升到第四位, 成为今年“上升最快”的因素。

尽管全年中国内地的 CPI 水平都保持下降的趋势, 企业对通货膨胀的担忧仍然排在第六位。UBS 预计 2013 年 CPI 将会从 2012 年的 2.7% 提高到 3.5%, 预计夏季触顶。政府对香港 2012 年的通胀预期为 3.9%。中国 GDP 增速放缓 (第 17 位) 并没有引起参与者的担忧。排在担忧因素末位的还有: 更加严格的环境规范、找到足够的资金和来自总部的支持不够等。

投资增加

大多在华分支的产品主要销售给外部客户 (51%), 只有 11% 仅供应给集团内部, 其他不仅销售给外部客户, 也供应给集团内部。约 60% 企业的产品销往全球市场, 27% 仅销往中国市场, 14% 销往中国以及一些其他亚洲市场。在投资方面, 55% 的参与者表示 2013 年在华投资额将高于 2012 年; 去年的数据为: 69%。在这 55% 的参与者中, 大多数计划增加投资 10% - 30%。只有 4% 计划降低投资额, 约 20% 计划维持去年的投资额, 21% 的参与者表示目前尚不能确定明年的投资情况。在员工方面, 64% 的参与者计划增加在华员工人数, 去年, 这一数据为 66%。员工人数的增长幅度在 5% - 20% 之间, 只有 4 名参与者表示将减少员工人数。而在工资方面, 三分之一的参与者表示工资的涨幅将与通货膨胀率持平, 60% 的参与者表示工资涨幅将高于 2012 年的通货膨胀率, 只有 2% 的参与者计划在 2013 年降低工资水平。

在华研发活动增加

在过去 20 年的经济发展奇迹中, 为了解决十三亿人口的温饱问题, 中国将自身定位为廉价的制造基地。而现在, 中国经济进入了转型期。以前, 中国曾是以向世界其他国家出口商品为主的生产中心; 现在企业进入中国的原因与过去不同: 许多企业的市场和客户都在亚洲, 尤其是中国 (见第 26 页访谈苏尔寿董事长 Juergen Dormann)。在近几年的转型期出现最新趋势是, 中国作为研发基地的重要性正越来越凸显。比如, 对于瑞士两大医疗巨头之一罗氏来说, 中国的重要性不仅仅在于业务方面, 其作为创新中心的地位正变得越来越重要。在中国, 罗氏为全球其他国家和地区开发和生产新产品 (见第 22 页访谈罗氏首席执行官 Severin Schwan)。此外, 罗氏正在上海建设继欧洲和美国之后的第三个创新中心。

罗氏和众多其他瑞士企业在华增加研发投入的趋势与我们在调查中的发现一致。在 114 名调查对象中, 25% 表示在华没有任何研发活动, 去年这一数据为 37%。因此, 在华进行研发的企业比例从 2011 年的 63% 提高到了 2012 年的 75%。不过, 根据瑞士商会的调查, 并没有发现关于研发活动结构的相关变化 (见图表 5 和 6)。“产品或技术开发”是最普遍的研发种类, “产品或技术改进”和“技术服务与支持”排在其后, “基础和应用研究”是最不常见的研究种类。由于调研问题中并没有涉及到企业的规模, 因此此信息仅作参考。57% 的参与者表示研发活动服务于全球市场, 25% 表示仅针对中国市场, 18% 表示针对亚洲市场。这些数据与去年的数据有所类似。

向中西部转移

近年来, 中国沿海相对较发达地区的工资水平出现了大幅增长。同时, 二三线内陆城市也迅速发展。我们希望通过调查了解参与者或其企业是否也有向内陆转移的打算, 如果有的话, 主要向哪些地区转移 (见图表 7)。我们发现, 中国的西部和中西部地区是企业转移的主要目的地, 南部地区次之, 北部地区排在第三位。11 家企业把“部分转移”作为 2013 年的主要目标, 其他参与者表示 2013 年的主要变化包括“寻找合资企业伙伴” (8 家企业) 等, 值得关注的是, 13 家瑞士商会会员企业计划 2013 年启动并购计划。



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UBS China Economic Outlook 2013

A Year of Recovery

2013年中国经济展望：**复苏的一年**

Let's look at how 2013 might shape up for China's economy. In its China 2013 outlook, the following key points are of particular importance to UBS.

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



A modest recovery: We expect the recovery that has started in Q4 2012 to be sustained in 2013, with GDP growth averaging 8% for the year, up from estimated 7.6% in 2012. The growth drivers in 2013 will include the continued strong infrastructure investment, a modest recovery in property construction, the stabilization in exports, and the end of the de-stocking in the economy. Meanwhile, we expect corporate manufacturing investment to stay at a lower pace through much of 2013.

No new stimulus: We believe the government's immediate priority will be to ensure that the recovery is sustained but to avoid igniting another property boom. As economic recovery is already underway, we do not expect any new stimulus post the leadership transition unless the economy deteriorates significantly. The current supportive policies, including the easing of credit conditions and increase in infrastructure investment, will continue in 2013.

Infrastructure and property hold the key: We expect infrastructure investment, especially urban and rail transport, to be supported by the recent increase in financing and by the continued urbanization push in 2013. Meanwhile, the sustained recovery in property sales should lead to a modest recovery in housing construction, which will also be supported by social housing. On the other hand, we expect consumption to stay resilient and manufacturing investment to grow at a slower pace as the corporate sector digest the slack in the economy.

Inflation returns on another food cycle: Food prices continue to dominate China's inflation cycle. The disinflation of CPI in the past year has been largely driven by falling food prices, due to the unwinding of the hog cycle and favourable weather conditions. However, another food cycle is around the corner, which is expected to drive CPI inflation up in 2013. In addition, commodity prices have stabilized and may move stronger, monetary conditions have eased, and we expect the government to adjust some energy and utility prices in 2013 as well. We expect CPI inflation to rebound from 2.7% in 2012E to 3.5% in 2013E, likely peaking in late summer.

USD/CNY exchange rate to remain range-bounded between 6.2-6.4: With China's current account surplus having come down to about 3% of GDP, it is difficult to argue that the CNY is much undervalued anymore. We think the predictable and steady CNY appreciation has come to an end. However, allowing for a visible depreciation of the CNY may not be wise in the current international environment. As a result, we think the government will allow more flexibility in the USDCNY rates, perhaps widening the trading band in the coming year, but keep the fixing relatively stable. Depending on the move of the USD against other majors, and market and political pressure on the CNY, we see USDCNY fixing largely within the 6.2-6.4 range in the next year, but with increased volatility.

Big ideas and not-so-big progress on economic reforms: The senior leadership reiterated the reform priorities at the 18th Party Congress along the lines of the 12th Five-Year-Plan. We think policies and reforms that already enjoy wide support and are in the pipeline will continue to be implemented next year, including SME development, the VAT tax reform, the expansion of pension and health care insurance coverage, bond market development and policies to build better infrastructure. However, Hukou reform, land reform, wide-based property tax, SOE reform and public finance reform are more challenging and will likely be pursued only gradually. What we could see next year is many big ideas being discussed and debated, and possibly established as plans in the 3rd Party Plenum in late 2013, but with less concrete progress in these areas.

Watch the development in shadow banking: One potential risk in the next year is shadow banking, which has been developing rapidly in light of ample liquidity and tighter supervision on bank lending. While the overall size is still relatively small and may not pose significant macro risk, measures to clamp down specific off-balance sheet activities or tightening of regulation may bring a larger-than-expected credit crunch in the economy. In addition, the rapid development of shadow banking may lead to overall credit expanding faster than desired, bringing higher growth but also bigger risk to the economy and financial system.



Outlook at a Glance

GDP growth

We project GDP growth to recover modestly from 7.6% in 2012E to 8% in 2013E, reflecting the improved external outlook and domestic demand.

- Strong infrastructure investment, recovery in property construction and the end of destocking will be the main domestic drivers of growth.
- The downside risk will mainly come from weaker global economy or deterioration in the property sector. The upside risk may come from stronger global recovery or strong investment impulse by local governments.

Macro policies

We expect the government to target a 7-7.5% GDP growth rate. We expect no new stimulus.

- The current easier monetary and credit conditions should last, supporting infrastructure investment and property recovery. Policy may be "fine-tuned" in the second half of 2013, with credit growth slowing and rates hiked.
- We expect an expansion of the VAT reform and the health care insurance and pension coverage, and progress in resource and energy price reform.

Inflation

CPI inflation will rebound from estimated 2.7% in 2012 to 3.5% in 2013, largely driven by the return of food inflation.

- Producer prices should also recover modestly, helped by stabilizing and recovering commodities prices due to global monetary easing and improved end demand.
- In the longer term, inflation may stay elevated at 4-5% as structural factors come to play and relative prices are adjusted.

Property/construction

We expect the government to maintain the existing policy measures on commodity housing in 2013, with home purchase and second



mortgage restrictions remaining in place.

- We expect the government to target a lower social housing new starts in 2013, but ongoing construction should still rise, albeit at a slower pace.
- We forecast a modest recovery in property construction in 2013, helped by sustained recovery in commodity housing sales and social housing construction.
- Over the medium term, implementing policies to avoid a property-led crash or a big property bubble will remain a big challenge.

Investment

We forecast a stable fixed capital formation growth in 2013, though nominal Fixed Asset Investment (FAI) growth may pick up from 22% to around 24%, on recovering upstream prices and land transaction.

- We expect property investment to recover modestly, and infrastructure investment to hold strong, on the back of policy support and easier credit conditions.
- Manufacturing investment is likely to remain lackluster, as the corporate sector slowly digests the excess capacity amidst a weak recovery.

Consumption

Consumption has been the most stable component in the economy, and has been growing steadily.

- Improved aggregate demand and employment growth outlook would support a steady consumption growth in 2013, in spite of the headwinds from rising inflation.
- The structural shift toward increased reliance on consumption will only happen gradually. However, we expect consumption to continue outpace overall GDP, with its share in GDP edging up in 2013.

Exchange rate

The CNY has fluctuated against the USD more widely this year, and this trend may continue in 2013.

- We expect the CNY to remain range-bounded against the USD, trading between 6.2-6.4 in 2013E.
- Over the medium term, we expect increased flexibility of the CNY nominal rate, with a modest appreciation of the real exchange rate.

2013 年中国的经济形势将如何？在瑞银对 2013 年中国经济的展望中，以下几点尤为重要。

撰文_汪涛_瑞银证券中国经济研究所主任

温和复苏：我们认为经济已从 2012 年四季度开始复苏，并且这一势头将延续到 2013 年，预计 2013 年 GDP 平均增速将从 2012 年的 7.6% 回升至 8%。我们预计下列因素将帮助 2013 年经济增长回升：基建投资继续强劲增长、房地产建设活动温和复苏、出口企稳以及去库存结束。另外，我们预计 2013 年大部分时间制造业投资将维持较低增长。

没有新的刺激措施：我们认为政府的首要考虑将是确保经济持续复苏，同时避免再次引发房地产过热。由于经济增长势头已经在回升，我们认为只要经济不发生明显恶化，领导人换届后不会有新刺激措施出台。目前的“稳增长”政策（包括放松信贷条件以及增加基建投资）将在 2013 年继续贯彻实施。

基建和房地产是关键所在：我们预计，近期资金投入增加、2013 年继续推进城市化（尤其是城市交通和铁路交通）都将为基建投资提供支持。此外，房地产销售的持续回暖应会带动建设活动温和复苏，保障房建设也会起到支持作用。另一方面，我们预计消费将保持坚挺，而企业将继续消化过剩产能，从而使制造业投资继续维持较低增长。

通胀压力随新食品周期的启动回升：食品价格继续主导中国的通胀周期。过去一年 CPI 通胀率的放缓主要是由于猪周期进入下行阶段以及天气情况较好导致的食品价格下跌。不

过，新一轮食品周期即将启动，我们预计这将推动 2013 年 CPI 走高。另外，大宗商品价格已经企稳并可能走高，货币条件也已经有所放松，我们预计 2013 年政府还将对一些能源和公用事业价格作出调整。我们预计 CPI 通胀率将从 2012 年的 2.7% 回升至 2013 年的 3.5%，并且可能在 2013 年夏末见顶。

人民币兑美元汇率将在 6.2-6.4 区间震荡：鉴于中国的经常项目顺差已经降至 GDP 的 3% 左右，人民币被大幅低估的说法很难再站得住脚。我们认为人民币可预见的、稳定的升值已经结束。但是，在当前的国际环境下，让人民币显著贬值也不是明智的做法。因此，我们认为政府会让人民币兑美元汇率展现出更大的弹性，可能会在明年再次扩大交易区间，但仍会保持人民币中间汇率相对稳定。考虑到美元对其他主要货币的走势，以及人民币面临的市场和政治压力，我们认为明年人民币兑美元汇率将基本在 6.2-6.4 的区间内波动，但波动性会增大。

经济改革热议慎行：国家领导人在“十八大”会议上再次强调了经济体制改革的重要性，与“十二五”规划保持一致。明年，我们认为那些已经广受支持并在计划之列的政策和改革措施将继续实施，包括发展中小企业、增值税改革、扩大养老和医疗保险覆盖面、发展债券市场以及改善基础设施的政策等。而具有更大挑战性的改革如户籍改革、土地改革、全国性房产税、国有企业改革和公共财政改革等推进步伐可能较为缓慢。明年，我们可能会看到政府对许多重大改革提案进行讨论，并可能在年底召开的“三中全会”上制定相关规划，但上述领域很难得到实质性进展。

关注“影子银行”的发展：明年经济的潜在风险之一是影子银行业务。鉴于流动性较为充裕而银行贷款方面监管收紧，影子银行业务得到快速发展。虽然总体规模仍相对较小，对整体经济可能不会构成重大风险，但对特定表外信贷活动的打击或相关监管措施的收紧都可能会造成比预期更为严重的信贷紧缩。另外，影子银行的快速发展可能会带动总体信贷水平过快扩张，在推动经济增长的同时，也会给经济和金融系统带来更大风险。

经济展望

是一个巨大挑战。

投资

我们预计 2013 年固定资本形成将保持稳定增长，不过鉴于上游价格和土地交易的回暖，名义固定资产投资增速可能从 22% 升至 24% 左右。

- 我们预计受益于政策支持以及宽松的信贷条件，房地产投资将小幅回升，基建投资也将保持强劲。
- 随着企业在缓慢复苏的经济中逐步消化过剩产能，制造业投资很可能会继续保持低迷。

消费

消费是经济中最为稳定的组成部分，一直稳定增长。

- 尽管面临通胀回升的挑战，总需求和就业增长前景的改善将为 2013 年消费的稳定增长提供支撑。
- 向更多依赖消费的结构性转型只能逐步发生。不过，我们预计 2013 年消费增长将继续快于整体 GDP 增长，消费 GDP 比重也将小幅上升。



外汇与国际收支

我们预计 2013 年出口增速将企稳，进口增速将回升，净出口对 GDP 增长的拉动作用较小。

- 我们预计 2013 年经常账户顺差将再次回落到 GDP 的 3% 以下，一定程度上受进口价格升高的影响。
- 非外商直接投资资本可能将继续流出，尽管规模可能会小于 2012 年。

GDP 增长

由于外围经济形势和内需有所改善，我们预计 2013 年 GDP 增速将从 2012 年的 7.6% 温和复苏至 8%。

- 基建投资强劲增长、房地产建设活动复苏以及去库存结束将是推动经济增长的主要内部因素。
- 下行风险主要来自全球经济走弱或房地产行业恶化。上行风险则可能来自于全球经济复苏强于预期，或地方政府较强的投资冲动。

宏观政策

我们预计政府将把 2013 年 GDP 增长目标定为 7-7.5%。我们预计政府不会出台新的刺激政策。

- 目前货币和信贷条件应会保持相对宽松的局 面，从而为基础设施投资和房地产复苏提供支持。2013 年下半年政策可能会进行“微调”，减缓信贷增速并可能加息。
- 我们预计政府将继续扩大增值税改革范围及医保和养老保险覆盖面，并在资源和能源价格改革方面取得更多进展。

通货膨胀

我们预计 2013 年 CPI 通胀率将从 2012 年的 2.7% 反弹至 3.5%，主要受到食品通胀回升的影响。

- 得益于全球货币宽松和终端需求改善推动大宗商品价格企稳回升，PPI 可能也将温和回升。
- 长期而言，由于结构性因素的影响及相对价格的调整，通胀可能将保持在 4-5% 的较高水平。

房地产和建设活动

2013 年政府预计将维持对商品房的现有调控政策不变，继续实施限购令和二套房贷政策。

- 我们预计政府将调低 2013 年保障房新开工目标，但在建规模仍会继续增长，尽管增速会有所放缓。
- 受益于商品房销售的持续回暖以及保障房建设活动，我们预计 2013 年房地产建设活动将温和复苏。
- 中期来看，通过实施相关政策以避免大规模的房地产泡沫及其引发的经济崩盘仍将

CEO interview

“Basically Unlimited Medical Demand”

“对医药无止境的需求”

Severin Schwan, CEO of the Swiss health care giant Roche, on China's pharma landscape, long approval times and continuously high pressure on pricing.



Written by Fabian Gull, Shanghai Photos Bartosz Kolonko

Q Severin Schwan, what are the global pharma trends that you are currently observing?

Severin Schwan: Overall, I am very optimistic about the future of the pharmaceutical industry, as it is an industry where you have basically unlimited demand. Two thirds of the diseases cannot be treated. And for many medicines, the treatment response is still inadequate. So there is an enormous medical need as we all want to get older in good health. In the long run, I see great opportunities for companies that are able to develop new, better medicines and diagnostics. However, there is also quite some price pressure. Public households are under tremendous pressure, and of course, as such - public health care budgets are under pressure, too - which we get to feel. If I look at the development across the various regions, I expect a slightly declining market in Europe as a result of this price pressure, moderate growth in the U.S., and continued double-digit growth in emerging markets in Asia and Latin America. There is a clear shift from the West to the East underway.

Q The cost for the development of new compounds are constantly on the rise, too.

This is true. Because the regulatory constraints are increasing, resulting in sharp cost increases...

Q ... particularly for clinical trials?

Well, the vast majority of our cost are clinical trials. This is actually what you pay for as a patient. It's not the active substance as such, what you buy is intellectual property which stems from clinical data we generated. This is comparable with software. The CD is the cheap part. What you buy is the development work, which has gone into the software.

Q How do you address that?

For example, we try to identify early on patient sub-populations with specific biomarkers for which a compound will work. This is one way to increase the efficacy of our clinical trials.

Q What is China's global pharmaceutical standing today?

China is already a very important market. It is currently the third largest market worldwide, after the U.S. and Japan. The vast majority of the Chinese market is still cheap, off-patent generic medicines. The share of innovative patent-protected medicines is still relatively small. Nevertheless, looking at China's importance for Roche today, China is our fifth largest pharma market and already our third largest diagnostics market globally.

Q In terms of revenue or profit?

Revenue. We don't disclose profits on a country level. But our profit margins in emerging markets are quite reasonable. China is not just



“Two thirds of the diseases cannot be treated. And for many medicines, the treatment response is inadequate”

important from a commercial point of view, but increasingly also as an innovation hub, where we develop and produce new products for the rest of the world. Today, Roche is present in China with the full value chain from early discovery, development, marketing and sales, manufacturing etc.

Q Where does “innovation” at Roche come from?

We have our big R&D centres in the U.S. and in Europe - mainly in Switzerland and Germany. Our third big innovation hub will be Shanghai, where we already have both a research and a development centre, which is getting to be of increasing importance.

Q “Innovation made in China” - Does it actually happen or is this wishful thinking?

No, it already happens today, but at a slower scale compared to Europe or the U.S.

Q Why is Roche in China? What is driving you? Is it the sales prospects, getting access to a vast talent pool, or cheap clinical trials?

Clinical trials are not necessarily cheaper in China. In fact, from a regulatory point of view, it is very complex to do clinical trials in China. Approval times in China are relatively long, and in our business, time is of critical importance. So why are we in China? Because of its importance along the value chain.

Q What is your view on China's scientific research level?

China is very good at basic research in selected areas. And China is very good at doing late stage clinical trials, because of its hospital infrastructure and world-class institutes with whom we can cooperate. So we have both ends, but what is still missing is this piece in between - the link - the translation from research into clinical development. We are working on closing the gap.

☞ **The Chinese government is aiming to provide affordable health care solutions to its people. On the other hand, Roche is producing highly innovative, top notch, and hence expensive medicines. A conflict of interest?**

This is not a contradiction at all. Clearly, our aim is to bring medicines and diagnostics to patients in need around the world. This requires the collaboration among all stakeholders. It is not only a matter of pricing, but also a matter of having a hospital infrastructure, doctors and diagnostics centres. In many parts of China, infrastructure and testing opportunities are not there yet, and there is a lack of cancer specialists, for example. The government is addressing the issues and is working hard to build up a better healthcare infrastructure. And on our side, we offer differentiated pricing schemes for different countries.

☞ **Isn't Roche rather known for its global pricing approach?**

This was the case some five years ago, when we had a global uniform pricing system in place. But we changed our strategy and are now applying tiered pricing models around the world. We are also piloting this in China. For example, we have developed patient access programs for expensive cancer medicines. By doing so, we could triple the number of patients who can afford our drugs. We are also working with the government concerning public reimbursement. In some provinces in China, the government covers up to 70% for specific treatments. We are also cooperating with insurance companies, providing necessary information to them so they can develop new business models. As you can see, there are many ways how we try to extend access to our highly innovative medicine. There is certainly a lot underway in China.

☞ **Would you agree to the following: What defines Roche's success in China is neither innovation nor having a competitive edge - but instead - the insurance landscape, reimbursement policy, and the regulatory framework provided in China. In other words, things not within your control.**

No, I wouldn't agree at all. What is ultimately defining the value of a medicine or diagnostic test is the additional medical benefit it provides to patients, which is a longer and better life. This is the core of what we do and what drives our success. Also, in China, it is the most innovative medicines that are driving our growth.

☞ **What are your experiences regarding protection of intellectual property?**

In China, the protection of intellectual property is very good. The issue in China is a different one. Approval timelines to bring new medicines to the market are very long. I give you an example: We recently launched a new breast cancer drug in the U.S. and in Switzerland. Europe will follow soon. This drug is redefining the standard of treatment of breast cancer. In China, it will take us until 2018 to market the drug, because of the long approval times. Not all



Roche

Headquartered in Basel, Switzerland, Roche is a leader in research-focused healthcare with combined strengths in pharmaceuticals and diagnostics. Roche is the world's largest biotech company with truly differentiated medicines in oncology, virology, inflammation, metabolism and CNS. Roche is also the world leader in in-vitro diagnostics, tissue-based cancer diagnostics and a pioneer in diabetes management. In 2011, Roche had over 80'000 employees worldwide and invested over 8 billion Swiss Francs (RMB 52 bn) in R&D. The Group posted sales of 42.5 billion Swiss Francs. Genentech, in the United States, is a wholly owned member of the Roche Group. Roche also has a majority stake in Chugai Pharmaceutical, Japan.

罗氏全球

罗氏总部位于瑞士巴塞尔, 是一家以研发为基础、创新为驱动的全球医疗保健企业, 拥有全球领先的制药和诊断业务。作为全球最大的生物技术公司, 罗氏在抗肿瘤、抗病毒、炎症、代谢和中枢神经系统等领域拥有一流的差异化药物。罗氏在全球体外诊断和基于组织的肿瘤诊断市场中享有领导地位, 同时也是糖尿病管理领域的先驱者。罗氏倡导的“个体化”医疗方案旨在通过创新的药物和诊断工具, 显著改善人类的健康水平、生活质量以及患者的生存期。 2011 年, 罗氏全球员工总数超过 80,000 名, 研发项目投资逾 80 亿瑞士法郎。罗氏集团 2011 年全球销售额达 425 亿瑞士法郎。美国基因泰克公司 (Genentech) 是罗氏集团的全资子公司。此外, 罗氏也是中外制药株式会社 (Chugai) 的控股方。

patients have this much time. This is a big problem.

☞ **Have you ever tried Traditional Chinese Medicine?**

No (smiling). I was lucky enough not having to rely on any kind of medicines so far.

瑞士健康医疗公司罗氏首席执行官 Severin Schwan 谈中国的医药市场格局、新药审批时间长及价格压力大等问题。

撰文_方必安_总编辑

☞ **Severin Schwan先生, 目前全球医药市场有哪些趋势?**

Severin Schwan: 总的来说, 我对医药行业的未来十分乐观, 因为基本上市场对这个行业的需求是无止境的。目前三分之二的疾病仍无法得到治疗, 而许多药物的治疗反应仍然不足。人们都希望健康的老去, 因此, 市场对医药的需求很大。长期来看, 那些有能力开发新型、优质药物和诊断的企业将面临巨大的机遇。不过, 目前的价格压力也很大。公立医院也承受着巨大的压力, 当然, 我们感觉到公共医疗保健预算的压力也很大。如果从各个地区的发展情况来看的话, 我们发现由于这种价格压力, 我认为欧洲市场略有下滑; 美国市场增长适度, 而亚洲和拉丁美洲等新兴市场保持着两位数增长。市场明显出现从西方向东方转移的趋势。

☞ **新复合物的开发成本也在不断提高。** 是的。这是因为行业规范限制在增多, 使得成本急剧提高……

☞ **……成本提高更多表现在临床试验上吗?** 我们大部分的成本都来自于临床试验, 这也是病人主要支出的费用。病人买的不是医药中的有效物质, 而是我们源自临床试验所产生数据中的知识产权。这与软件开发类似, CD 本身很便宜, 人们支付的是开发费用, 也就是软件费用。

☞ **你们是如何解决这个问题的?** 举个例子来说, 我们会尽早的识别复方对哪些分组病患生物标志物有用, 这是提高临床试验效率的一种方法。

☞ **当今中国在全球医药界的地位如何?** 中国已经成为一个十分重要的市场, 它目前是全球第三大市场, 仅次于美国和日本。中国大部分的专利通用名药价格仍较低廉, 创新专利保护药物的份额相对较小。尽管如此, 中国对于罗氏来说, 已经成为我们在全世界的第五大医药市场和第三大诊断市场。

☞ **你是指收入还是利润?** 是收入, 我们不公开在某个国家的利润, 不过我们在新兴市场的利润空间十分合理。中国的重要性不仅仅在于业务方面, 还在于它越来越重要的创新中心地位, 我们在这里为全球开发

和生产新产品。现在, 罗氏在中国拥有全套价值链, 从早期发现、开发、营销与销售以及生产等。

☞ **罗氏的“创新”来自哪里?** 我们在美国和欧洲的瑞士和德国都设有大型的研发中心, 我们在上海已经建立了一个研究中心和一个开发中心, 它们对于公司的重要性正不断增加, 我们还将将在上海建设第三大创新中心。

☞ **“中国创新制造”——真的会发生吗还是只是愿望?** 不是愿望, 现在已经发生了, 只是与欧洲和美国相比, 规模发展稍慢。

☞ **罗氏为什么会进入中国市场? 推动力是什么? 是销售前景、巨大的人才库还是廉价的临床试验?** 中国的临床试验并不低廉。事实上, 从规范的角度来看, 在中国进行临床试验很复杂, 而且审批时间长, 时间对于我们十分重要。那么我们为什么会进入中国呢? 是因为它在价值链中的重要地位。

☞ **你怎么看中国的科研水平?** 中国在某些领域的基本研究方面做的很好, 而且由于医院的设施以及能够与我们合作的都是世界一流的机构, 因此中国在后期临床试验上很具优势。我们彼此各有优势, 欠缺的只是中间的联系, 也就是从研究转化为临床发展。目前我们正在努力填补这一空缺。

☞ **中国政府的目标是为人民提供支付得起的医疗体系, 而罗氏生产的是高创新附加、面向高端和价格高昂的药物, 这会冲突吗?** 并不冲突。很明显, 我们的目标是为全球有需要的病患带去药物和诊断, 这要求所有利益相关者间的协作。重要的并不仅仅是价格, 拥有医院设施、医生和诊断中心也很重要。在中国的许多地区, 都还没有相应的设施和测试机会, 癌症专家十分短缺。政府正在努力解决这些问题, 致力于建设更完善的医疗保健设施。从我们的角度来看, 我们所做的就是为不同的国家提供不同的价格方案。

☞ **罗氏不是以全球价格战略闻名吗?** 五年前是这样的, 当时我们拥有一个统一的价格体系。不过我们进行了战略调整, 正在全球

采用层级性定价战略。

在中国, 我们也在进行相关的试点。比如, 对于价格昂贵的癌症药物, 我们开发了病患通道项目。通过该项目, 能够支付得起这些药物的病患增长了三倍。在公共医疗报销方面, 我们也在与政府接触。在一些省份, 政府报销某些诊疗 70% 的费用。我们也与保险公司合作, 为它们提供必要的信息, 帮助它们开发新的业务模式。正如你所了解的, 在拓展病患接触高创新含量的药物方面有许多方法可以做。在中国, 类似的项目还有很多。

☞ **你同意这种说法吗: 罗氏在中国成功的关键不是创新带来的竞争优势, 而是在保险、报销政策和中国的规范制度等。也就是说, 成功取决于那些你们不能控制的因素。** 我不同意这种说法。最终决定药物或诊断测试价值的是它为病患带来的额外医疗帮助, 帮助人们更好的延长生命。这是我们的业务核心, 也是推动我们成功的关键。在中国, 推动我们增长的是那些最具创新性的药物。

☞ **在知识产权方面你们遇到过哪些问题吗?** 在中国, 知识产权保护都做的很好。我们在中国的问题也很特殊, 将新药推向市场所需的审批时间很长。比如, 我们最近在美国和瑞士推出了一种治疗乳腺癌的新药, 随后会在欧洲推出, 这种药将重新界定乳腺癌的治疗标准。而在中国, 我们要等到 2018 年才能推广这种新药, 因为审批时间过长。并不是所有的病患都有这么长时间等待, 这是一个问题。

☞ **你尝试过传统中药吗?** 没有 (笑)。我身体很健康, 所以迄今为止还不需要依靠任何药物。



“Low Costs Will Disappear - the Market Will Stay”

成本优势会消失——不过市场却不变

Detecting opportunities for profitable growth and being innovative are permanent strategic priorities for Sulzer Chairman Juergen Dormann. He sees the Swiss company well positioned in what he calls “megatrend” industries. “In the long run, however, we always have to remain open to possibly adjust our strategic positioning”, the former saviour of ABB tells *The Bridge*.

Written by **Fabian Gull**, Shanghai

Where does innovation come from within Sulzer Group?

Juergen Dormann: Innovation is of crucial importance for Sulzer and is a permanent strategic priority. We spend around 2% of our turnover for R&D (research and development). The research part is, in essence, done out of Winterthur (Switzerland). The development part is also done in countries where we develop applications for our customers. R&D at Sulzer is decentralized and happens predominantly in our four divisions.

In many industries, first production moved eastward; today the markets are in Asia, too. Do you see a similar trend when it comes to innovation?

It depends on the products. There is no general rule. Let me give you an example. At ABB, I decided in 2005 to shift the global headquarters of our robotics unit to Shanghai. It became clear to us that Europe, as such, is a rather saturated market and that the future growth would take place in China. We also knew that the further development of technologies would best be done in close cooperation with the clients. At that time, technology has been mainly developed in Switzerland and Sweden. Lots of explanatory work had to be done, and this shift was not easy to digest for our researchers in Sweden and Switzerland.

At Sulzer, the same fundamentals apply. Today, the key markets in many industries are in Asia. Development always follows the markets, as you have to be where your clients are. This is what we call the “market pull”. The “technology push” comes at a later stage. Bear in mind, it is not always easy to draw a strict line between basic and applied research, as the two become closely fused.

How do you view the scientific level of engineering in China?

There are thousands of research contacts and also several official bilateral agreements between Chinese universities and the Federal Institute of Technology in Zurich (ETH). We also see an increasing number of Chinese postgraduates coming to Zurich, quite a lot more than the other way round. Anyway, there is an open dialog taking place. The times when the Western partner was much better, stronger, and more creative than the Chinese partner, are over. Amongst top-level scientists, there are hardly any differences between the Chinese and the Westerners anymore.



However, business leaders across industries often view the capabilities of fresh graduates in China less positively.

Frankly speaking, I find such statements a bit arrogant. Every fresh graduate needs some time to acclimatize. This is only natural. It is part of the responsibility of companies like Sulzer to: first, hire staff based on their potential. Second, would be to provide them with the best possible preconditions to succeed. Hiring staff is an investment. And returns on investments never happen on the spot. Again, time plays an important role. Had you asked me this question 20 years back, my answer would have been a different one. Reality has moved on, but perceptions of some people remain the same.

What is the strategic importance of China? Why are you here?

Number one is China's market potential. You obviously can't handle China out of Winterthur. The market - and on top of that - the low cost. Low costs will disappear, but the market will stay and grow above average. We cannot afford to neglect a market as big as China. For Sulzer, China is the second most important market. We are in gas, oil, power, water and transportation, which all represent global megatrends. And, these are all disproportionately fast-growing segments in China. Being present in China is a prerequisite to our success. The second most important factor to be in China is having access to the vast talent pool.

Sulzer underwent a drastic strategic repositioning in the past 15 years. Currently, Sulzer entails four main divisions (Pumps, Metco, Chemtech and Turbo Services). Is a repositioning anytime possible again or are you all set for the moment?

Management always needs to adapt to changing environments. Sulzer did so in the year 2000. Since then, we are operational in four divisions. All divisions are profitable and have the possibility to grow organically. Plus, we can grow further by selectively doing acquisitions. As long as this remains the case, there is no need to launch a debate concerning our basic strategic positioning. In the long run, however, we have to remain open.

What are the main challenges for Sulzer, globally?

Well, detecting opportunities for profitable growth is a constant challenge. “Just growing” is relatively easy, profitable growth is a bit trickier. In order to address challenges we are exposed to, we launched

Sulzer

Sulzer is a global industry leader with reliable and sustainable solutions for performance-critical applications. From its beginnings in Winterthur (Switzerland) back in 1834, Sulzer has developed to become a leading player in its key markets among which are oil and gas, power, water and transportation. The company with 17700 employees spread over 170 different locations generated annual sales of over CHF 3.5 billion in 2011. The company is chaired by German Jürgen Dormann. He was the CEO of companies like Aventis, ABB and Hoechst and has chaired the boards of Adecco, Aventis and ABB.

an initiative striving for technological leadership, and a stronger position in services, as we want to push operational excellence. And, we want to better cooperate within and outside the divisions. To achieve all this is the biggest challenge.

How are you coping with the strong Swiss Franc, and the economic slowdown in Europe and the U.S.?

The strong Swiss Franc is a problem if your costs are mostly in Swiss Francs, but your markets are in the Euro zone. I view it positively. We are internationally positioned and we make about a third of our business in Europe, the Americas and Asia. Emerging markets account for about 40% of our revenue. Less than 10% of our global staff is in Switzerland. So our cost and profits are naturally hedged. Of course, we are hit by the slowdown in Europe; but we can compensate it in other markets. Our growth engines are currently the oil and gas business and -geographically- North America and Asia. So we are in the right markets. In addition, as mentioned, we operate in so called mega trends industries.

Do you have any Chinese competitors?

Of course. We have Chinese competitors in all our divisions. But mostly, they compete with us locally here in China, and not on the global markets. A way to differentiate ourselves from Chinese and other competitors is, to combine and complement our sales with after sales services. Some Chinese competitors offer good quality at a competitive rate. But establishing a global service network is something most have not achieved yet.

对于苏尔寿董事长 Juergen Dormann 来说，洞察利润增长机遇和不断创新在公司战略中长期处于优先地位。他认为在全球“大趋势”行业中竞争的瑞士企业都将保持良好的发展。“从长远来看，我们不排除对发展战略进行部分重新定位的可能”，他对《桥》说。

撰文_方必安_总编辑

苏尔寿集团内部的创新来源是什么？

Juergen Dormann：创新对于苏尔寿来说十分关键，长期以来在公司的战略中都处于优先地位。我们在研发上的支出约占到收入的 2%。研究基本上都是在瑞士的温特图尔进行的，开发也是在我们为客户开发应用的国家进行。苏尔寿的研发并不集中，主要分布在四大部门。

许多行业的首次生产都已经转移到了东方；当今的市场也在亚洲。在创新方面有类似的趋势吗？

视具体产品而定，并没有普遍的规则。举个例子来说，2005 年，我们决定把 ABB 机器人技术的全球总部转移到上海，因为我们很清楚的看到欧洲市场已经饱和，未来的增长将来自于中国。我们也清楚技术的进一步开发通过与客户的紧密合作可以更好的完成。那时，技术开发还主要是在瑞士和瑞典开展，我们要做很多解释的工作，因为我们在瑞典和瑞士的研究人

员很难接受这种转移。苏尔寿也遵循相同的原则。现在许多行业的主要市场都在亚洲，开发跟着市场走，企业需要跟着客户走。这也就是我们所说的“市场拉动”，前期主要以“技术推动”为主。而且，我们很难严格的区分基础研究和应用研究，因为两者已经紧密的融合在了一起。

中国的工程科技水平怎么样？

仅中国大学与苏黎世联邦理工学院 (ETH) 间就开展了上千个研究联系和许多官方双边协定，我们也发现到苏黎世来的中国研究生数量不断增加，比从苏黎世到中国的研究生更多。不管怎么说，两者之间正开展着开放的对话，以往西方伙伴比中国伙伴更优、更强、更具创新性的时代已经结束了。在一流的科学家间，中国人和西方人基本没有什么差别了。不过，许多行业的企业经理人发现中国应届毕业生在能力上往往有所欠缺。坦率的说，我认为这种说法有点言过其实。每个应届毕业生都需要时间适应工作环境，这是很自然的。像苏尔寿这样的企业具有部分义务来：第一，根据个人潜力雇佣员工；第二，为他们提供成功所需的所有可能条件。雇佣员工是一种投入，投入回报从来都不是当场就能实现的。另外，时间也是一个重要因素。如果你在 20 年前问我这个问题，我的回答可能跟现在完全不同。现实已经改变了，可是一些人的观念和看法却故步自封。

中国具有怎样的战略重要性？你们为什么会进入中国市场？

首先是中国的市场潜力，我们在温特图尔没有办法处理中国的业务。市场，还有更重要的就是低成本。成本优势会消失，不过市场却不变，而且以高于平均水平的速度增长。我们没有办法忽视中国这么大的一个市场。中国是苏尔寿的第二大重要市场，在天然气、石油、电力、供水和交通等领域都代表着全球的大趋势，虽然水平不一，不过都是中国增长最快的领域。

进入中国是我们取得成功的先决条件，其次是进入中国后拥有巨大人才库。

过去15年里，苏尔寿进行了激烈的战略重新定位，目前苏尔寿有四大主要业务部门（泵业、美科、化工和涡轮机械服务中心）。你们还会再次进行战略重新定位吗，还是暂时不会有太大变化？

管理需要适应环境的变化。2000 年的时候，苏尔寿就这样做了，并以四大业务部门运营。所有的部门都在盈利，而且具有有机增长的潜力。此外，我们也可以通过有选择的并购的方式进一步实现增长。在这种情况下，没有必要对我们的基本战略定位进行辩论。不过，长远来看，我们不排除重新定位。

苏尔寿在全球面临着哪些挑战？

发现利润增长的机遇一直以来都是我们面临的挑战。“增长”相对并不困难，可盈利性增长并不容易。为了解决我们面临的挑战，我们推出了技术领先倡议，不断改进服务，因为我们希望推动卓越的运营水平。此外，我们也希望部门之间和部门外部更好的合作。要实现这些是最大的挑战。

你们是如何应对瑞士法郎坚挺以及欧洲和美国经济放缓的？

对于用瑞士法郎核算成本的企业来说，瑞士法郎坚挺是一个问题，不过这些企业的市场也在欧元区。我对这个问题的看法很乐观。我们是一家国际性企业，我们三分之一的业务都在欧洲、美洲和亚洲，新兴市场占到 40% 的收入，不到 10% 的员工在瑞士，因此我们的成本和利润自然都可以得到很好的规避。当然，欧洲增长放缓给我们带来了影响；不过其他市场可以弥补这种影响。我们目前的引擎是石油和天然气业务，从地域上看，增长主要在美洲和亚太地区。因此，我们进入了正确的市场。此外，正如我刚才所说的，我们在这些全球性大趋势行业中运营。

你们有来自中国的竞争对手吗？

当然有，在所有我们运营的领域都有中国竞争对手。不过，他们主要在中国市场，而不是全球市场与我们竞争。我们与其他竞争对手的一个不同之处是我们将销售与售后服务相结合，相互补。一些中国竞争者的产品性价比很高，不过到现在，它们大部分还没有建立全球服务网络。



苏尔寿

苏尔寿是一家提供可靠而可持续性的高效发展方案的全球行业领导企业。1834 年，苏尔寿在瑞士温特图尔成立，现在已经发展成为在石油、天然气、电力、供水和交通等多个领域的主要企业。公司分布在全球 170 个地区，共有 17,700 名员工，2011 年的销售额为 35 亿瑞士法郎。公司董事长 Jürgen Dormann 也是 Aventis、ABB 和 Hoechst 的首席执行官和董事长。

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New Chinese Car Brand Takes Shape

Car manufacturer “Qoros” is aiming to be the first Chinese car brand to succeed in Europe. Scheduled start of sales is in late 2013. On board: a lot of money and expert European automotive know-how.

Written by **Fabian Gull**, Shanghai

How many Chinese car brands could you name - ad lib? Probably not too many, although China is the world's largest car market. Not just in terms of sales, but in production as well. In addition to many successful Western car conglomerates producing in and importing into China (headed by VW and General Motors, which have the biggest market shares) there exists a staggering number of over 60 local Chinese car brands. So far, however, all attempts of Chinese car manufacturers to conquer European markets have ended in complete failure (Landwind, Brilliance,

Geely, China Automobile, BYD). Consequently, plagiarism, devastating crash test results, and out-dated technology are widely associated with Chinese cars in Europe. The image has been seriously harmed, and the economic success in these developed markets still equals zero.

Reference market Germany

Now, Qoros, a new independent Chinese carmaker, wants to do everything different. Amongst car experts, it is a mostly undisputed fact that Chinese car manufacturers will - at some point in the future - make their entry into the European automotive market place, similar to the Japanese and Koreans in recent decades. The question is: When exactly will it happen, and who will be the first to succeed? Chances that the currently unknown brand Qoros will take this role, and might eventually (in a few years time) be widely familiar amongst car aficionados across China and Europe, are not too bad. If so, remember that you first read about it in this publication.

Qoros will make its public debut at the 2013 Geneva Motor Show (March 7-17th) by unveiling a compact four-door sedan alongside two concept cars that give a glimpse into the future of the family of Qoros models. The Bridge was granted an exclusive preview into the pipeline of the Sino-Israeli joint venture. Long wheelbases and short bodywork overhangs form the proportions of Qoros models. The design is cool, self-contained, but not extravagant. Clean lines dominate as the designers seemingly overcame the temptations of playfulness. From an outside look, the author's impression is that there is no reason to be ashamed of driving this Chinese car at all.

The sedan was created by Gert Hildebrand, Executive Director of Design, who was also responsible for styling BMW's Mini. In China, the car goes on display at the Auto Shanghai (April 21-29th). Qoros is targeting discerning young metropolitan buyers in China, and later on in Europe. According to Eric Geers, PR Director Europe, it is still not decided which European markets Qoros will start in. Qoros emphasizes that its benchmark are the European standards for

quality, safety and emissions. The reference market throughout the whole project planning was Germany. Experts know: the ones who succeed in Germany, will succeed in other markets, too.

Massive marketing push in 2013

What are the prerequisites for building up a new brand in the automotive industry from scratch? Money - as in, a lot of money, industrial know-how and a clear strategy. Qoros seems to have it all, falling into place one critical factor after another. Qoros was founded in 2007 as a joint venture between China's largest independent car manufacturer, Chery Automobile, and Israel Corporation, a global industrial holding company. The two joint venture partners hold equal shares and fit Qoros with 2.5 bn Euros over the next five years. Around 2 bn Euros of that initial funding is still intact. A fair amount will be used for a "massive marketing push" in 2013 and beyond. "Building up brand awareness and trust from scratch is one of our biggest challenges", says Geers.

The headquarters are located in Changshu, a two-hour drive west of Shanghai, and a region of increasing importance for China's rapidly growing automobile industry. A new state-of-the-art production facility is currently under construction. It will have an initial production capacity of 150,000 vehicles per year by the end of 2013, growing to a maximum capacity of 450,000 units per annum after. Engineering, design and marketing all take place in the heart of Shanghai's bustling financial district Pudong, where the automobile newcomer employs over 600 people occupying several floors at the International Finance Centre (IFC), an absolute prime location on the Yangtze River Delta.

Going against industry trend

In spite of being "made in China", the car is actually only partially

Chinese. Top shots and leading experts from inside and outside the automotive industry have been recruited to the Qoros team, mostly from Europe, particularly Germany. This is why Qoros opts to refer to itself as "manufactured in China". Qoros hired well-endowed designers, engineers and marketing strategists who formerly worked for companies like Volkswagen, BMW, Opel, Land Rover/ Jaguar, Volvo, Tesla, Fiat and McKinsey. The company is headed by Chairman and President Guo Qian, and Deputy Chairman Volker Steinwascher (who formerly led the U.S. business of VW).

Qoros goes against the global trend of establishing collaborative multi brand corporate groups in order to benefit from synergies like platform sharing. Instead, Qoros chooses to be the client of major global suppliers such as Magna Steyr, TRW, Continental, Bosch, Valeo, Microsoft or Iconmobile. They are leading the development of a vehicle range based on a modular architecture. This architecture shall enable the rapid rollout of a range of models and variants. After the sedan, a station wagon and SUV shall follow, all based on the same platform. The first petrol engines will be followed by diesel motors. By 2016 the latest, hybrid and electric vehicles shall also be part of the portfolio. New variants are expected to be launched almost every half year. Qoros runs an aggressive "value for money" strategy, with prices starting from RMB 120,000.

Target: Five-star safety ranking

Hopes of several other Chinese companies were shattered at the walls of European crash test centres. Qoros' target is anything but modest: The first Chinese car in the line-up all prepped to be awarded the maximum five-star ranking in the Euro NCAP crash test shall be a Qoros vehicle. The crash tests will take place in August 2013. Eric Geers, PR Director Europe, is confident: "Our safety

Eying the mass market with safe, bonny, practical and affordable cars.

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Gert Volker Hildebrand, Executive Director of Design.

左：设计部执行总监 Gert Volker Hildebrand 右上：董事长兼总经理郭谦 右下：副董事长 Volker Steinwascher



Guo Qian, Chairman & Chief Executive Officer.



Volker Steinwascher, Vice-Chairman.

department comprises a lot of know-how from SAAB and Volvo. These guys know how to build safe cars".

The Qoros brand shall appeal to metropolitan design affiliated professionals, typically aged up to 35 years old, who will not tolerate inferior quality and will need to stay connected at all times. The "infotainment" system with an integrated touch screen was designed by Qoros in-house. This design ensures close communication between driver and vehicle, with particular features aimed to keep the passengers connected with the outside world. Features like booking a service at the nearest dealership can be intuitively controlled using the centrally located eight-inch colour screen. Devoid of switches, it is controlled by finger movements very identical to the latest smart phones. Currently, a dealership network has yet to be established. By the end of November, however, up to 150 dealers could be committed in China.

Design distinctiveness

A certain resemblance to VW's Passat is obvious. The rear door section runs deeply into the C-pillar to provide comfortable entry to the rear seats. Its relatively high waistline and sloping roofline characterise a dynamic look. Qoros also learned from mistakes made by its future competitors Kia or Hyundai. Both had overly random and arbitrary looks for too long a time, whereas Qoros cars with their narrow frontal look shall be recognizable in an instant.



Sketches of the factory in Changshu. 常熟工厂

The timing for launching a new car brand is certainly not ideal, with declining car sales in Europe and America coming out of its worst automobile crises. But Qoros remains calm and views it positively, hoping that in times of crisis, people might be more open to look at other brands. Whether Qoros will succeed in the crowded automotive marketplace against competitors like Kia, Hyundai, VW, Nissan, Fiat, Dacia, and not to forget - plenty of Chinese competitors - remains to be seen.

“观致”汽车制造商旨在成为中国第一个在欧洲取得成功的中国品牌，公司计划自 2013 年开始销售，目前企业拥有大量资金和欧洲汽车专业技术。

撰文_方必安_上海

你知道多少个中国汽车品牌？也许并不多。不管是销售规模，还是产量，中国都是世界最大的汽车市场。除了许多在中国生产和进口产品到中国市场的成功西方汽车集团之外——以大众和通用为首，它们拥有最多的市场份额——还有约 100 家中国本土汽车品牌。不过迄今为止，中国汽车制造商所作出的所有征服欧洲市场的努力都以失败告终（陆风、新晨、吉利、比亚迪）。在欧洲，仿造、碰撞测试结果差以及技术落后等都与中国企业密切相关，品牌形象受到了严重的损害，它们在发达市场取得的效果近乎于零。

以德国市场为参照

现在，观致，一个全新的独立中国汽车制造商，希望在各方面做出改变。中国汽车制造商未来也会像近年来日本和韩国品牌进入欧洲市场那样在欧洲占据一席之地，这一点汽车行业专家普遍没有争议。问题是：在什么时候哪些企业会首先获得成功？也许目前尚不知名的观致会扮演这样的角色，在几年的时间里，可能就成为中国和欧洲众多汽车爱好者所熟悉的品牌。如果是这样的话，那你一定要记得是在本杂志首次看到相关报道的。

观致将在 2013 年日内瓦车展（3 月 7 日 - 17 日）首次登台，并推出一款紧凑型四门轿车以及两款展示观致未来车型的概念车。轿车由曾负责宝马迷你造型的设计部执行总监 Gert Hildebrand 设计，该车型也会在上海车展（4 月 21 日 - 29 日）上展示。观致以中国的都市年轻人为目标客户，随后会推广至欧洲市场。观致欧洲公关部总监 Eric Geers 表示现在还未决定将首先进入欧洲哪个国家。观致强调其产品质量、安全和排放参照的都是欧洲标准，在整个项目规划期间以德国市场为参照。业内专家都知道，品牌一旦在德国市场取胜，那必将在其他市场取胜。

2013 年巨大的市场推动

在汽车行业从头开始建立一个新品牌的先决条件是什么？大量资金、行业技术以及清晰

的市场战略。这些观致似乎一个个都有了。观致是 2007 年中国最大的汽车制造商奇瑞和一家以色列公司成立的合资企业，两方各持一半股份，并为观致未来五年的发展投入了 25 亿欧元资金，目前还有 20 亿欧元的资金剩余。其中一部分资金将用于 2013 年及未来几年的“巨大的市场推动”。“从头建立品牌意识和品牌信任是我们面临的最大挑战之一”，Geers 说。

公司总部位于距离上海两小时车程的常熟，这里正成为中国汽车行业发展越来越快的地区，正在建设代表最新水平的生产设施。2013 年底公司的初期产能将达到 150,000 辆，最大产能将达到 450,000 辆。工程、设计和营销都在上海浦东金融区的核心进行，600 多名员工占据了国际金融中心好几层楼的办公区域，是长三角地区最佳的区位。

走与行业趋势相悖之路

尽管观致在“中国制造”，它其实只有部分属于中国。观致团队聘请了来自汽车行业内的顶级专家，他们大部分来自于欧洲，尤其是德国。这也是为什么观致表示自己其实是“在中国制造”。观致聘请了一流的设计师、工程师和营销专家，他们以前曾就职于大众、宝马、欧宝、捷豹路虎、沃尔沃、特斯拉、菲亚特和麦肯锡等公司。公司由董事长兼总经理郭谦和副董事长石清仁（Volker Steinwascher）领导，石清仁为原北美大众汽车执行副总监。

观致采取了与全球趋势相悖的战略，目前许多企业为了受益于平台分享等内部协作而创建多品牌协作的企业集团。观致选择成为麦格纳、TRW、大陆汽车、博世、法雷奥、微软和 Iconmobile 等全球主要供应商的客户，他们在用模块结构发展汽车里程和保证高质量方面居于领先地位。这种结构将有助于一系列型号和衍生车型的迅速推出。在推出轿车后，观致还将推出旅行车和 SUV，它们都是基于相同的平台。在汽油发动机推出后，还将推出柴油发动机，预计最晚在 2016 年，还将推出混合动力和电动汽车，几乎每半年还会推

出新的衍生车型。观致按照“物有所值”的战略运营，价格从 120,000 元起。

目标：五星安全

几家其他中国企业进入欧洲市场的希望都在碰撞测试中心破灭了。观致的目标适中，第一款车将成为第一个在欧洲 NCAP 碰撞测试中获得五星的中国品牌。碰撞测试将于 2013 年 8 月进行，Eric Geers 对此充满信心：“我们的安全部门拥有来自 SAAB 和沃尔沃的许多技术人员，他们知道如何打造安全汽车。”

观致为 35 岁以下的都市职业人士设计，这一目标群体追求高品质，需要时刻与外界联系。由观致内部设计的信息娱乐系统拥有一体触摸屏，保证驾驶员和车辆，尤其是乘客与外界间密切的交流。通过控制面板中间的八寸彩色显示屏，车主可以在最近的经销商那里预订服务。如同最新的智能手机一样，车内没有档位，完全由手指触摸控制。目前，公司正在建立经销商网络。到 11 月底，将在中国建立一个拥有 150 家代理商的销售网络。

独特的设计

观致与大众的帕萨特在某些方面有些类似。后门部门延伸至 C 柱，为后座提供了足够的空间。它相对较高的内外侧条和倾斜的顶部呈现出动感的外观。《桥》杂志此次独家揭秘这家中以合资企业的新产品。汽车整个设计给人一种孤傲、自我满足之感，却又恰到好处。线条十分利落，整个外观将使人重新审视中国汽车，这些就是该车给作者的印象。观致也吸取了起亚和现代的经验教训，这两个品牌的车型长时间过于随机和独断，而观致汽车有力的前部外观将很快获得消费者的认同。由于欧洲和美国在经历最严重的汽车危机后，销售额仍在下降，因此观致新车的推出时机并不是最佳。不过观致保持冷静和乐观，希望在危机时期，人们会对其他品牌持更开放的态度。观致能否在与起亚、现代、大众捷达、日产、菲亚特、Dacia 和众多中国品牌的竞争中取胜，我们将拭目以待。



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“与客户打交道的数余载时光，曼妙无比。”

"Decades of Fascinating Interaction with Guests"

Felix M. Bieger, the legendary former General Manager of The Peninsula hotel in Hong Kong, looks back at over half a century of experience in the hospitality industry.

Written by **Fabian Gull**, Hong Kong
Photos **Jason Bonello**

Honorary member of
SwissCham Hong Kong:
Felix Bieger.

香港瑞士商会荣誉成员：
Felix Bieger.

Felix M. Bieger is the special kind of character you only meet once in a while. Having lived in Hong Kong for more than half a century, Bieger is a true people person: a bon viveur, charismatic, communicative, with a subtle but infectious sense of humour. The day after he celebrated his 82nd birthday, The Bridge met up with the former three-time General Manager of "The Pen", as the hotel is affectionately called amongst its frequent visitors. Bieger still performs an advisory role in the hotel, referring to himself as "semi-retired". Every day, from 8am sharp till noon, he comes to the office... for a bit of work, and just to wallow in pleasant memories at his favourite spot at the hotel - the lobby. A retrospect.

Felix Bieger’s career didn’t have the best start. And it was certainly far away from all the glitter and glamour he would encounter later on in his life. Felix was born 1930 in Winterthur (Switzerland) as the youngest of five children. His father worked as a cargo manager at the local railway station. Despite tough economic times because of the Second World War (1939-1945), "nothing was missing", says Bieger as he recalls his happy childhood.

He wanted to become a chef. But finding an apprenticeship at that time turned out to be difficult. All hotels he approached in his hometown, as well as in nearby Zurich, rejected him. But his persistence paid off, and he eventually started his vocational training. However, things didn’t work out too well - he and his boss couldn’t get along - and after only seven weeks, he walked away. The related discomfort when he talks about this is still noticeable, even after all these years. This incident taught him the importance of creating an inspiring work environment for the staff, something he would become well known for later on in his life.

Entry ticket to the world of hospitality
To get by, he worked for several months, scratching along as an unskilled labourer on various construction sites, before giving it another try. He became a chef in the small town of Baden (Switzerland), and this time, he lasted. After 2.5 years, he completed his vocational training. "In my family, we had no relation at all to the hotel or restaurant industry", he says. "But my friend’s uncle, who had a hotel in Ghana, signalled to hire my friend and me as chefs. The prospect of working in a far away country got me excited. Besides, my friend didn’t find an apprenticeship and eventually became an architect. And I never made it to Ghana (laughing)."

At the age of 23, with professional experience acquired in Lugarno and Zurich, he left Switzerland for the Channel Islands between England and France to work as a chef in a Jersey hotel. "Times were different. Imagine, in the early 1950s, there were several hundreds of unemployed chefs in Zurich alone. So, I was quite lucky to go to Jersey."

He enjoyed living abroad and started applying at British cruise liner companies. "Planes weren’t so common in the 50s, but boats

certainly were. I became a chef on board the cruise ship *SS Chusan*, which was the first passenger cruise liner connecting England and Japan", Bieger says. It was on a routine stopover in Hong Kong when he met another Swiss fellow, Leo Gaddi, then GM of Peninsula, who hired him straight away as soon as he signed off from the *SS Chusan* in London.

Felix joined "The Hong Kong and Shanghai Hotels" group (HSH), which still owns Peninsula today, as Executive Chef. He committed for five years, not knowing he would stay there for the next sixty. Compared to today, it was a different kind of expatriating oneself, he recalls, as one couldn’t travel back home twice a year. "We (he and his colleague) left Switzerland for London the day Germany won the Soccer World Cup in Berne in 1954. We were very lucky... they flew us in first class! The one-way ticket cost CHF 11'000 - compared to my salary of CHF 480 per month - that was quite a lot of money. But we enjoyed it to the fullest (laughing)."

After a brief assignment in Gaddi’s Restaurant (one of Hong Kong’s best fine dining spots since 1953), he was transferred to The Repulse Bay Hotel until 1959. During his home leave, he returned to Switzerland, attending management courses at the Lausanne Hotel School before returning to Hong Kong, resuming work as a Reception Manager at The Peninsula Hotel.

In 1970, he became Manager (as in the General Manager) of The Peninsula for the first time. "At that time, the job title of a hotel director was just 'Manager', the 'General' followed later", Bieger jokes. In 1977, Bieger was appointed General Manager of the newly opened Peninsula in Manila. In 1980, he returned to Hong Kong as GM of Peninsula. His tremendous contribution to HSH led to a restaurant named after him: Felix, designed by French designer Philippe Starck, which has since become world famous.

What fascinated you about this glamorous industry, which you obviously feel so comfortable in?

Felix Bieger: What ultimately fascinated me about the hotel business was not the marble and gold, but the contact and interaction with guests from all over the world. What also makes this industry special is the immediate customer feedback you get. What we "produce" are satisfied guests. They check-in as a raw material and leave the hotel as a finished product. Talking about myself, I think it is important to stay humble and simple, not getting distracted by all the luxury. I like a simple Swiss style sausage and cheese salad as much as any fancy food. Don’t take anything for granted. But at the same time, also value and enjoy the beauty of the hotel, as this helps you in being a better hotel manager.

Are control freaks the better hotel managers?
I don’t think I am a control freak. Of course, perfection on all levels is

"Swiss hotel managers are first and foremost 'hosts' ... not managers"

what our guests expect from us. To me, attentiveness and care are the keys to success. And a part of this is indeed, to control, to correct, and to command. People sometimes tend to criticise too much, instead of encouraging and looking at what you can do better next time.

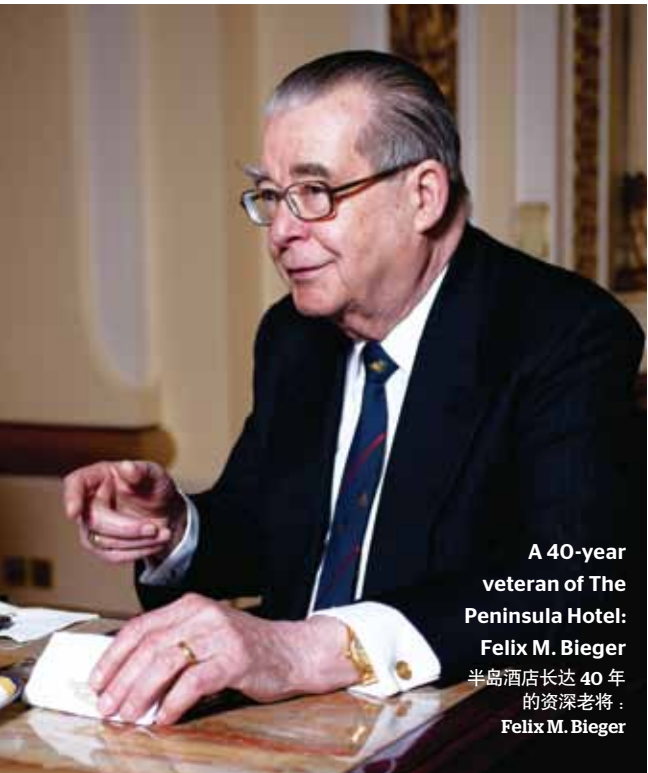
Your enthusiasm is still highly noticeable.
To survive in this profession, it is crucial that you like your job. Don’t forget, it comes at a cost. As a young man, I had to renounce of my hobbies and social activities, as I had to work in the evenings and on weekends.

What else does it take in your industry?
Communication is very important. Both internally and towards the guests. I don’t blame a waiter for dropping his tray, as this can happen to anybody. But I look at how he clears the table and how he communicates with the guests. I had an informal open door policy at my office for all staff. Having reporting lines in place is important, too. I need to know what is going on. Front desk or housekeeping directly reported to me so I could take adequate measures. If you want to move up the ranks in the hotel business, it also helps to look at what your competitors are doing better.

How do you create an inspiring environment for the staff?
You, as a boss, have to be enthusiastic and passionate about what you do. Be a role model to your staff. The rest will fall into place. Our profession consists of 20% education, the rest is common sense. Either you are born for it, or not. As much as possible, I tried to be present for guests and staff alike, engaging and interacting with people, walking around trying to create something special. Creating opportunities and an environment for talents to move up is an important motivator. I also knew the personal and family background of most of my staff. This creates a family-like spirit.

Was it allowed to develop friendships with your guests?
Yes. With guests who, for example, stayed several months per year with us - a relationship sometimes naturally followed. Interestingly, many of those friends were guests who had a special situation to deal with. Special favours, like helping to make international phone calls - which wasn’t as easy in the 50s - or calling for a doctor, or making a recommendation. Frank Sinatra was a regular. Also many politicians and movie stars, like my very good friend Danny Kay... Andre Kostolany, Anne Sophie Mutter...

...and Imelda Marcos.
Also. She always stayed at the Marco Polo Suite. Her visits were always



interesting (smiling). Later on, when I became GM at Peninsula in Manila, I had the advantage of already knowing a lot of people.

Swiss hotel management schools enjoy a good reputation worldwide. Why?
Swiss hotel managers are "managers with substance". In the very first place, they are still hosts, and not managers. Take a look at many famous hotels. Their directors are very present and engaging. Guests can feel this... and it truly makes a difference. Some say Switzerland is not exactly known for its service culture. Maybe. But we are friendly, down to earth, disciplined, and offer good value for money.

How did the hospitality industry change over the decades?
First, let me tell you one thing that has never changed, and probably never will: Finding, training and retaining talent is always a challenge. But to your question: Travelling is easier and faster today than in the old days. Today, people have more time for leisure; but at the same time, business travels are drastically shorter than before. In the past, we had much more time for the guests, and we didn’t have to work on our budget for a week. The Asian hospitality industry has definitely caught up. In the past, Asia learned from Europe. Now, many European hotels can learn much from Asia. Mainly because of our hospitableness. Low labour cost helped in the past, but costs have risen sharply over the decades in Hong Kong. Another clear trend: Local hotel management talents are on the rise.

Earlier, our peak seasons were in spring and fall. Today, with Hong Kong open for business seven days a week, our business is no longer

seasonal. Being up to date with technology is always a challenge. I guess your phone is a smart phone? Today, our hotel rooms have to be smart, too. During my time, we had limited technological help compared to today, so a "hands on" attitude was needed. For example, when a telephone operator was sick, I also jumped in - much to the surprise of many guests who I had on the line.

How did the guests change over time?

As people travel so much more nowadays, they can compare from a wider range of experiences. Today, more social classes travel the world. Fifty years ago, you only travelled if you had to do so for work, or if you were rich. Satisfying guests has definitely become more difficult. When the Hotel Association in Hong Kong was founded in 1961, there were 11 hotels. Today, there are 121, whereof maybe 12 are five star hotels.

What is a "good" occupancy rate?

In Hong Kong, we are spoiled. Last year, the industry average occupancy rate was 83%. The rate this year is also expected to be above 80%. Three and four star hotels generally have a higher occupancy rate than five stars. Our worst night was during SARS, where we had only seven guests. And during the political riots in 1967, the rate was at 23%.

How did you respond?

Staying calm and making sure you can keep all employees.

As a mainstay of Hong Kong's distinguished circles, Felix Bieger is an honorary lifetime member of the Hong Kong Jockey Club, and used to be one of only 200 voting members of what is probably still Hong Kong's most prestigious social club - where the city's top achievers gather. Bieger, who also keeps an apartment in his Swiss home town, loves watching horse races, enjoys hiking, classical music, and entertaining friends with his wife. Bieger's story also reflects the eventful history of the last century. His wife, born in Qingdao, is descended from Belarus. Her father fled from Russia to China during the October revolution of 1917. His wife's mother was born to Russian parents in Harbin and came to Hong Kong in 1938.

Felix Bieger went into semi-retirement in 1997, but continues his affiliations with the HSL in an advisory capacity. As he tours us around for our photo shoot, everywhere the three-time Chairman of the Hong Kong Hotels Association takes us in "his" hotel, he is respectfully greeted by the staff. He obviously enjoys it. The Peninsula's "living archive" (as he is fondly referred to by the inside "hotel family") gentlemanly and sturdily insists on carrying the photographer assistant's big and heavy bag, loaded with lenses and tripods, as we cross the entire length of The Pen lobby. He completely ignores the fierce protests of four people around him, much to his amusement.



After almost three hours of sharing his witty anecdotes, the great story teller with an incredible memory for names and dates, bids good bye with a joke he probably didn't crack for the first time. "You are married for better or for worse, but not for lunch". Enjoy your meal!

Felix M. Bieger, 一位具有传奇色彩的香港半岛酒店前任总经理，在回顾他超过半个世纪的酒店职业生涯时这样说道。

撰文 方必安 · 香港

Felix M. Bieger 十分特别，属于生活中比较少见的那一类人。Bieger 在香港生活已经超过了半个世纪，他生活考究，具有领袖气质，善于言谈，睿智且具有感染力的幽默。在他庆祝完 82 岁高寿之后的第二天，《桥》采访了这位曾三次担任“The Pen”（酒店的常客们这样亲切的称呼半岛为“The Pen”）酒店的总经理。如今，他仍然在担任酒店的顾问角色。每天 8 点整到中午，他都会踏进办公室，处理完日常事务后，他会去酒店大堂，这个他在酒店最钟爱的地方，回顾并追溯往昔，沉浸一片愉悦之中。

Felix Bieger 于 1930 年出生于瑞士温特图尔，家中最幼。他父亲在当地火车站担任货运经理。当时，由于世界第二次世界大战爆发（1939-1945），经济十分萧条。但 Bieger 回忆起童年却是十分快乐，“我什么都没错过。”

他想成为一名厨师。在当时找到一份学徒的机会是十分困难的。他联系了家乡及靠近苏黎世的所有酒店，都遭到拒绝。但他的恒心换来了回报，开始职业培训之路。然而由于跟老板的关系处理不好，仅仅工作了 7 周后，Bieger 选择离开。尽管事情过去了那么多年，当他谈到此事时仍流露出一不悦。这件事情让他意识到，为员工创造一个鼓舞人心的工作环境十分重要。

酒店行业的通行证

后来，他在瑞士巴登一个小镇上当了一名厨师，这一次他坚持了下来。两年半之后，完成了职业培训。他提到，“在我的家族里，我们与酒店或餐厅从未有过任何关联，但是我朋友的叔叔在加纳拥有一家酒店，他曾表示过乐意邀请我的朋友和我去做厨师。那时，一想到有可能去远一点的地方工作就十分兴奋。可是我这位朋友一直没有找到学徒机会，最终去做了建筑师；而我，也从未去加纳。”（笑）

23 岁时，Bieger 在 Lugano 和苏黎世已获得了很多经验，他选择离开瑞士前往位于英国和法国之前的海峡群岛，在一家泽西岛酒店担任厨师。他很享受国外的生活，并开始申请英国邮轮公司的职位。Bieger 说道，“50 年代，飞机没有如今普及，但轮船是很兴盛的。我后来成了 SS Chusan 号游轮的厨师，它是当时来往于英国和日本的第一首客运游轮。”也就是在某次游轮例行停靠香港时，他遇到了一位瑞士同胞，半岛酒店总经理 Leo Gaddi。

Felix 加入了 HSH 集团，担任行政主厨。该集团迄今为止仍在运营半岛酒店。他签署了 5 年合约，当时完全不知道会在这里待 60 年。他回忆道，当时移居海外，同现在相比是完全不同的情形，因为那时不可能一年回两次家。

在吉地士餐厅（从 1953 年开始成为香港最精致的餐厅之一）短期的任职后，Felix 被调任到浅水湾酒店，一直工作到 1959 年。后来，在他回国休假期间，他参加了洛桑酒店管理学院的培训课程，之后返回香港开始担任半岛酒店的接待经理。

1970 年，他首次成为半岛酒店的经理（相当于总经理）。他笑着说道：“那时酒店管理者的职位抬头就只是经理，后来才开始称呼为总经理。”1977 年，Bieger 被任命担当位于马尼拉新开张的半岛酒店总经理。1980 年，他再次返回香港，担任半岛酒店总经理。鉴于他对 HSH 集团卓越的贡献，HSH 集团将一家餐厅以他名字命名：Felix，由法国设计师 Philippe Starck 担纲设计，从此闻名于世界。

是什么吸引你进入酒店行业？哪一方面让你感觉最舒服？

Felix Bieger：最终吸引我的并不是气派大理石和金色殿堂，而是同来自世界各地的住客之间的交流与互动。客户即时反馈是这一行的特别之处。我们实际产出的是“带着满意而归的客人”，客人入住时就好比原材料，而最后离开酒店的时候就是一个成品。

你认为控制欲强的人是更好的酒店管理者？

我觉得自己不属于那一类人。当然，客人对我们的要求是在所有层面上精益求精。对我而言，专心和细心是成功的关键。成功的另外一部分也的确是控制全局、不断完善并下达高效指令。有的人经常苛刻批评，而不去想在下次应该如何做到更好。

我注意到你如今对这一行依然十分热衷。

要想在这一行立足，最关键的是你要喜欢自己的工作。同时，这也需要付出代价。年轻时，由于必须要在晚上和周末时间工作，我不得不放弃了很多爱好及社交活动。

从事酒店行业还有哪些其他需要的因素？

与人交流十分重要。不仅对内，而且还要对外。如果一个员工不小心打翻托盘，我不会责备他。因为这件事可以发生在任何人身上。我关注的是他将如何清理餐桌并与客人解释。针对员工，我有一个非正式的开放政策，任何人都可以来我办公室反映。同时，拥有一套汇报流程体系也十分重要。我必须要知道每天发生了什么。如果前台或后勤直接向我汇报工作，我就可以采取充分措施。另外，关注竞争对手的长处，对提高自己酒店品牌级别将有帮助。

你如何为员工营造鼓舞人心的工作氛围？

作为老板，你必须热衷于自己所从事的事情，并起到模范带头作用，其他的就会水到渠成。酒店管理 20% 需要专业培训，剩下的则来自常识。无论对员工，还是客人，我都以礼相待，积极与他们进行交流沟通，和他们打成一片，营造特别气氛；提供晋升机会也是一种激励。我也了解大多数员工的个人及家庭情况，增强了员工的归属感。

可以和客人建立友谊吗？

可以。同那些每年在酒店入住多个月的客人建立友谊是非常自然的事情。很多这样的客人往往都有一些特殊状况要处理。比如，帮助他们拨打国际长途电话（这在 50 年代早期不容易办到），寻找急救医生或者提供各种推荐。弗兰克·辛纳屈是我们的常客。当然还有很多政客和电影明星，比如我的好朋友 Danny Kay、Andre Kostolany 和 Anne Sophie Mutter。

还有伊美黛·马克思。

是的。她经常住在马可波罗套房。每次她入住半岛都十分有趣。后来，当我担任马尼拉半岛

“对我而言，成功的关键在于专心和细心。”

酒店的总经理时，我已经认识了很多，这是我的优势。

为何瑞士酒店管理学院能在世界享有盛誉？

瑞士酒店管理者们是真正事务性的管理。起初，他们还是主人，并非管理者。很多著名酒店的管理者们都十分彬彬有礼且具有魅力。客人是可以感受到这一点的。有人说，瑞士并非以它的服务文化闻名。或许是，但是我们友善、脚踏实地、训练有素并提供性价比高的服务。

酒店行业过去经历了怎样的变化和发展？

首先，让我告诉你多年来从未变过并且将来也不会变化的一点：招聘、培训并留下一个人才对酒店行业来说永远是一个挑战。回到你之前的问题上来说，如今，旅游出行更加方便、快捷，人们拥有更多闲暇时间；同时，商务出差的时间跨度也越来越短。过去，我们在客人身上花了很长时间，并且不用一周做一个预算。这些年来，香港当地成本费用急剧上升。另外一个明显趋势：本地酒店管理人才越来越多。以前，春秋季节是我们的巅峰。如今，香港每七天全部对外营业，不再有季度性高峰。与科技保持同步也是一个挑战。我猜，你用的是智能手机吧？现在我们的酒店客房也需要是智能的。

这些年在客人身上有什么变化呢？

随着越来越多人选择旅游出行，我们可以从更广的范围来比较。今天，社会中更多不同阶级的人开始旅行。50 年前，你只是因为出差而旅行，或者你很有钱。1961 年，香港酒店行业协会成立时，全港只有 11 家酒店，而现在已经有 121 家了。其中，有大概 12 家为五星级酒店。

一个好的客房入住率是多少？

在香港，我们绝对是宠儿。去年，行业平均入住率为 83%。今年预计也会超过 80%。通常，三星和四星酒店的入住率较五星级酒店要高。SARS 期间，最糟糕的一天晚上，我们只接待了 7 位客人。1967 年政治动乱年代，入住率大概为 23%。

你是如何应对的呢？

保持镇定，并确保手下的员工不会失业。



Advocating Swiss Interests 维护瑞士的利益

Jacques de Watteville, the newly appointed Ambassador of Switzerland to China, Mongolia and North Korea - sees himself as “conductor of an ensemble” aiming at best representing and defending Swiss interests - as he explains to The Bridge over a cup of coffee at the Embassy. He succeeds Blaise Godet who returned to Switzerland.

Written by **Jeyanthi Geymeier** Executive Director
Photos **Rolf Studer** Communication Manager

It is a sunny and cold autumn day. We are greeted by Ambassador Jacques de Watteville at the Embassy in Beijing. He is a tall man, neatly dressed in a classic blue double-breasted suit with a red tie and an antique watch. He welcomes us into his office, offers a warm and firm handshake accompanied by a shy smile. His Excellency takes care of our coats himself and asks us to be seated on the leather sofas in front of his work desk. The room is bright with large windows, a beautiful bonsai, a few family pictures, and several books.

On the tea table, a heavy book with the majestic Matterhorn on its cover reveals his passion for mountaineering. We notice a certificate of the “Patrouille des

“I want to put emphasis on Switzerland being a neutral and open country with no colonial past.”

Glaciers”, one of the most challenging and famous ski mountaineering races, organized every two years by the Swiss army, in which military and civilian teams compete, and in which Mr. de Watteville participated twice. We are offered coffee, served next to an Arabian glass box with silver engraved rim filled with little squares of Swiss chocolate. Moving later to the nearby living room of the residence, there are two shelves filled with oriental objects; one with decorative silver carved Janbiya and knives, and the second displaying his wife’s collection of decorative objects from the Middle East. “This is not by chance that I have objects from there, my wife is Lebanese and we have been posted in Syria”, he says. A little Nepalese chess-like game sits on one of the tea tables, which contrasts with a luminous neon picture of the Matterhorn that decorates the reception hall.

The man is curious in nature and we get a feeling that he genuinely wants to know us personally. He replies to our questions with calm, taking his time to answer, but always keeping a diplomatic speech. He has a subtle sense of humour, and

Jacques de Watteville (1951)

Jacques de Watteville was born in 1951 in Lausanne. A lawyer by profession, he holds a doctorate in law and a Master’s Degree in Economics from the University of Lausanne (Switzerland). The former part-time teacher and delegate of the International Committee of the Red Cross in Lebanon, joined the diplomatic service in 1982. A wide range of different postings across the Federal Department of Foreign Affairs took him to places like Geneva, Vienna, Berne, Brussels and London. He received the title of Ambassador in 2001. Two years later, de Watteville was appointed Swiss Ambassador to Syria. From 2007 to 2012, he served as Ambassador and Head of Mission of Switzerland to the European Union in Brussels. He arrived in Beijing last September, assuming the position of Ambassador of Switzerland to the People’s Republic of China, the Democratic People’s Republic of Korea and Mongolia, with residence in Beijing. He is married with two daughters and a son.



Representing Swiss values - from humanitarian tradition and neutrality, to economic success through innovation and precision: Ambassador Jacques de Watteville.
代表瑞士的价值——从人道主义传统和中立地位，到通过创新和严守标准取得经济成功: Jacques de Wattville 大使。



when he smiles, his eyes would sparkle. His hands speak too; his gestures are broad without being invasive. He speaks passionately about his work and likes being thorough in his explanations, to make sure he has not omitted anything important; the Swiss representative obviously likes perfection.

Jacques de Watteville has always been interested in international affairs. Since a young age, he has been immersed in different environments. He spent 15 years of his youth in the Netherlands, and earned his bachelor's degree in Paris. After finishing his studies and obtaining his "brevet d'avocat", de Watteville decided to take the diplomat entrance examination. He did so without putting too much hope in it, since each candidate only has one shot and the chances to make it are relatively low. So, he was ready to go on with his life in case he wouldn't pass. But he did.

What followed was an exemplary career in Switzerland's Department of Foreign

"Switzerland was one of the first countries recognizing the People's Republic of China just after its proclamation in 1949. The Chinese have not forgotten this."

Affairs (see box below), mainly in Europe. Interaction with, and exposure to Asia - and China in particular - were limited. Asked about his first impressions since taking office last September, the mainland China first timer says: "I had no preconception and I am very impressed by what I see. The scale in this country is huge. China is so diverse and quite different to what people say and imagine about it in Europe. Some big cities in China are more modern than what we are made to believe, and the Chinese people I have met are open-minded and willing to engage."

De Watteville is thrilled at the prospect of making his own discovery of a civilization so new to him. He is also fascinated with China's spirituality and philosophies such as Confucianism, Taoism and Buddhism,

which are topics he would like to better understand. The same goes for Mandarin. He took a few prep lessons prior to his relocation to China and intends to take it up again and continue.

De Watteville describes himself as a passionate person. "I put my whole energy into all the things I do. And I try to go beyond my limits. I also like to be involved in public service and human relations, trying to understand the other. I have a genuine interest for other people. Finally, I like adventure... making stimulating discoveries, travelling around the world."

Adventure is also an integral part of his spare time. The Ambassador likes ski touring, mountaineering, and hiking. He

hasn't had time, though, to explore China's peaks yet, but he intends to do so once he is less busy.

Running one embassy is different from another, he says. Our Embassy in Beijing is one of the biggest Swiss embassies in the world, and the range of activities in China is also among the widest. "I see myself as some sort of a conductor of all our various teams and activities. I am here to defend the interests of Switzerland, to represent Switzerland and to help Swiss companies and citizens."

As he compares his previous postings, it is evident that the focus of each mission is different. "When I was in Brussels, the negotiations between Switzerland and the European Union naturally took centre stage, and I closely followed Switzerland's internal politics. My assignment to Syria came during a challenging period. The wars in Iraq and in Lebanon created massive flows of refugees and humanitarian crises. And the difficult peace process between Israel and Arab countries heightened the regional tensions additionally. Providing assistance to Swiss citizens, humanitarian and peace-making-related work was a priority.

Finally, when I was heading the Economic



Addressing the Community

*Dear Compatriots:
"I am honoured and pleased to be the new Ambassador of Switzerland to China. It is a great and stimulating challenge, and I am looking forward to this captivating task. It is of great importance to me to efficiently defend the interests of Switzerland, its citizens and its companies. I therefore look forward to meeting many of you, to discuss ideas and to listen to suggestions as to how we can further forge reciprocal collaboration between you and the Embassy. Swiss people are also representatives of Switzerland themselves. Being new in China, I have still a lot to learn and I take this mission also as an opportunity to learn from all of you."*

亲爱的同胞们：
我非常荣幸的成为瑞士驻中国的新一任大使，这对于我来说是十分令人兴奋的一次挑战，我期待着很好的完成此次使命。有效的保护瑞士、瑞士人民和瑞士企业对于我来说十分重要。因此，我期待着与你们会面，讨论进一步加强在华瑞士人与大使馆间相互协作的思路和建议，瑞士人也是瑞士的代表。初到北京，我还有许多东西要学习，我也希望借此机会向你们学习。

- Jacques de Watteville



In conversation with SwissCham Beijing's Jeyanthi Geymeier.



新瑞士驻中国、蒙古和朝鲜大使 Jacques de Watteville 在大使馆边喝咖啡边向《桥》解释道，自己就像是“大合唱指挥”，目标是最好的代表和维护瑞士的利益。他继任已返回瑞士的前驻华大使 Blaise Godet。

撰文_Jeyanthi Geymeier 执行总监 图片_Rolf Studer_公关经理

在一个阳光明媚的寒冷秋日，Jacques de Watteville 大使在北京大使馆接见了我们。他个头很好，身着一套经典蓝色双排扣西装，红色领带，腕带一只古董手表。他欢迎我们来到他的办公室，面带羞涩的微笑亲切的与我们握手。他帮我们挂外衣，邀请我们在他办公桌前方的皮沙发上落座。房间装有很大的玻璃窗，很亮，房内装饰着盆栽、一些家庭照片和书籍。

在他的茶几上摆放着一本很厚的书，书的封面是宏伟的卡特洪峰，透露出他对登山运动的热爱。我们还注意到了房间里的“冰川巡逻”证书，“冰川巡逻”是瑞士军队组织的两年一次的运动，由军方和民方组成的小组进行竞赛，是最具挑战性和最著名滑雪登山竞赛之一。De Watteville 先生共参加过两次“冰川巡逻”竞赛。大使先生给我们准备了咖啡和瑞士巧克力，方形的巧克力装在镶银边、颇有阿拉伯风格的玻璃盒子里。随后，我们又移步至不远处的住所起居室。起居室墙上的两排架子上摆满了来自东方的物件；一排摆放着各种赞比亚雕刻银件和刻刀；另一排摆放着他妻子收藏的中东装饰物件。“我有来自那个地方的东西并不是偶然，我的妻子是黎巴嫩人，我们曾在叙利亚居住过”，他说。一张茶几上放着一个类似尼泊尔小型象棋的游戏盘，与装饰在接待厅的卡特洪峰夜光霓虹图片相得益彰。

Jacques de Wattville 天性好奇，我们感受到他非常希望了解我们每一个人。在回答问题时，他很从容，也很冷静，不过也总是保持着外交家的口吻。他有一种微妙的幽默感，每当笑的时候，他的眼睛总是闪着光芒。他的手也在表达；他的动作很大，但并不给人冒犯的感觉。在谈到工作的时候，他充满激情，喜欢完整的表达他的解释，确保没有忽略任何重要的内容；很明显他是一名完美主义者。

Jacques de Wattville 一直以来都对国际事务充满浓厚的兴趣。从年轻时期，他就在

各种环境下耳濡目染。他在荷兰度过了15年的年轻时光，在巴黎获得了学士学位。完成学业并获得“律师资格证”后，De Watteville 决定参加外交官考试。最初他并没有抱太大的希望，由于每个人只有一次机会，能够考上的几率很低，因此他做好了落榜的准备。不过他还是考取了！

随后，他在瑞士外交部的职业之路（见简介）按部就班的发展。他的工作领域主要在欧洲地区，他与亚洲尤其是中国的接触很少。当问到他在9月份就职之后的对中国内地的第一印象时，他说：“我没有什么先入之见，因此我看到的所有事物都给我留下了深刻的印象。中国的规模巨大，十分多样化。它与欧洲人所说的或想象的样子十分不同。中国的许多大城市比我们认为的更加现代化，我所认识的中国人思想开放，也很乐意与人接触。”

De Watteville 对即将探索这一对他而言崭新的文明十分兴奋。他还对中国的思想和哲学充满兴趣，他希望更多的了解中国的道家思想和佛教思想等。对中文他也一样着迷，在来中国之前，他已经上过一些初级的中文课，准备在中国继续学习。

De Watteville 认为自己是一个热情而充满激情的人。“我把所有的精力都倾注在我所做的事情上，并试着挑战我的极限。我也很喜欢参与到公共服务和人类关系中，去了解其他人，我对他人充满兴趣。此外，我还喜欢冒险——做令人振奋的发现，以及游遍全球。”

在闲暇时，冒险是他喜欢做的事情之一。他喜欢登山、攀爬和远足。他还没有时间去

探索中国的高峰，不过他打算在不太忙的时候去探险。

他认为在不同的国家管理大使馆有所不同。他认为北京大使馆是瑞士驻全球其他国家大使馆中最大的之一，这里的活动范围也更广泛。“我认为自己就像是所有不同团队和活动的指挥，我在这里维护瑞士的利益，代表瑞士，协助瑞士企业和瑞士公民。”

“我想强调瑞士是一个中立、开放和无殖民历史的国家。”

每个使命的着重点都不同，在与之前的工作相比时他说道。“我在布鲁塞尔时，瑞士与欧盟的谈判自然是最重要的工作，而我也可以随时了解瑞士的国内政治。当我被委任到叙利亚时正好是特殊时期，伊拉克战争和黎巴嫩战争带来了大量的难民和人道主义危机，伊拉克与阿拉伯国家间艰难的和平进程加剧了地区的紧张局势。因此帮助瑞士人安全的离开叙利亚，提供人道主义以及调停等相关工作是工作重心。

最后，当我在伯尔尼领导经济与金融事务部时，我的主要工作是处理与金融相关的事务，当时我们还阐述了在全球设立瑞士商务促进重心的理念。此外，我还参与了联合国反腐败公约的谈判。对于我在中国的使命，在华的瑞士人数和他们对中国市场的兴趣给我印象深刻。迄今为止，我与中国人的接触还仅限于北京地区和一些省份的政府代表。我还访问了乌兰巴托和平壤，向蒙古和朝鲜的国家首脑递交国书。”

“瑞士是在1949年中华人民共和国宣布成立后第一批承认其地位的国家之一。中国人民从未忘记过这一点。”



Jacques de Watteville

于1951年出生于洛桑，获得洛桑大学（瑞士）经济学硕士和法学博士学位，后就职于法律行业，他还曾任兼职教师和红十字国际委员会黎巴嫩代表。1982年，他开始服务于外交部。他曾在日内瓦、维也纳、伯尔尼、布鲁塞尔和伦敦担任过联邦外交部的多个不同职位。2001年，他获得大使头衔。两年后，他被委任瑞士驻叙利亚大使。2007至2012年，他在布鲁塞尔担任瑞士在欧盟中的大使和瑞士使命负责人。他于2012年9月抵达北京，出任瑞士驻中华人民共和国、朝鲜民主主义人民共和国和蒙古大使的职位，并在北京居住。他已婚，育有两个女儿和一个儿子。



Sino Swiss Diplomatic

Recent Events and Visits

Political News

Credential Ceremonies of Ambassador Jacques de Watteville in China, Mongolia and DPRK

Soon after his arrival in Beijing, Ambassador De Watteville had the opportunity to present his credentials to all the governments he is accredited to, namely in Mongolia, China and the Democratic People's Republic of Korea DPRK. The accreditation ceremony in China took place on 12th September. In a short meeting with the

former Chinese President HU Jintao, Ambassador De Watteville emphasized the great importance Switzerland attaches to the ongoing negotiations on a Free Trade Agreement with China. Furthermore they touched on several topics of bilateral interest, in particular on further cooperation in financing, in water resource management as well as in tourism.

Economic News

Agreement on the Avoidance of Double Enrollment on Social Security Issue

On 21st - 22nd August 2012, a delegation of the Swiss Federal Office for Social Insurances, led by Mr. Stephan Cueni, Head of International Affairs, met with the representatives of the Ministry of Human Resources and Social Security (MoHRSS) to discuss about the launch of negotiations on an agreement on the avoidance of double enrollment on social security issues between both countries. This demarche follows the introduction last year in China of a new law on social security and the mandatory participation of foreigners in the social security contribution scheme. Since this announcement, more than 12 countries have declared their intention to enter into negotiations with China on that topic. Switzerland is among the first ones to have concretely entered into discussions with MoHRSS in this regard. The discussions went very well and a first round of formal negotiations should take place around December 2012/January 2013. Switzerland is looking for a quick, pragmatic and uncomplicated solution.

6th Round of Negotiation on a Free Trade Agreement

The 6th round of negotiations on the Switzerland-China Free Trade Agreement took place from 4th to 7th September 2012 in Davos, Switzerland, headed by Ambassador Christian Etter, Delegate of the Swiss Government for Trade Agreements, State Secretariat for Economic Affairs, Federal Department of Economic Affairs, and Mr. YAO Wenliang, Commercial Counselor of the Department of International Trade and Economic Affairs, Ministry of Commerce. During this round, in-depth discussions were held in the following areas: trade in goods, trade in services, rules of origin, customs procedures and trade facilitation, technical barriers to trade (TBT) and sanitary and phytosanitary measures (SPS), trade remedies, intellectual property rights, competition, investment promotion, government procurement, trade and sustainable development, legal and institutional matters, dispute settlement. Follow-up work was agreed in all areas of negotiations and both sides agreed to hold, where relevant, intercessional

expert meetings before the next round of negotiations which is foreseen to take place before the end of the year.

Opening of New Business Hub in Hong Kong

The Swiss business network OSEC has established its 19th Business Hub in Hong Kong on 15th October 2012, a mere two weeks after the free trade agreement between Switzerland and Hong Kong came into effect. The grand opening was held at the Ritz-Carlton hotel in the presence of 300 invitees including State Secretary Marie-Gabrielle Ineichen-Fleisch, Consul General Rita Hämmerli, Mr. Daniel Küng, CEO OSEC, Mr. Wolfgang Schanzenbach, Director APAC OSEC, Mr. Alain Graf, Head of Swiss Business Hub China, Mr. Frank Eggmann, Director of this new Swiss Business Hub in Hong Kong as well as media, officials and entrepreneurs from Hong Kong.

Traffic 中瑞外交往来

Science, Education and Health, Culture News

New MoU on Education Cooperation Between Switzerland and China

The head of the Federal Department of Home Affairs Federal Councillor Alain Berset, and Vice Minister DU Zhanyuan of China's Ministry of Education have signed a Memorandum on Higher Education Cooperation during a working visit in Bern at the end of September. The declaration of intent aims to consolidate and intensify cooperation between the two countries in the fields of science and research. The memorandum concentrates on the promotion of academic exchange programs for young researchers through government scholarships, cooperation between higher education institutions and the involvement of China's Ministry of Education in the Sino-Swiss Science and Technology Cooperation, a highly successful bilateral research program. The new memorandum raises the number of scholarships offered by both countries from 20 to 25 per year. Up to 30 tuition waivers will also be available.

Young academics from both countries can apply via the existing channels: the Federal Commission for Scholarships for Foreign Students (FCS), which awards several types of post graduate scholarship to foreign academics and artists, and the China Scholarship Council (CSC).

High-level Intensive Talks on Environment

The high-level talks on environment issues between China and Switzerland are held on a regular basis, exemplifying the deepening of Sino-Swiss collaboration in this domain. During the 2012 World Resource Forum in Beijing State Secretary, Mr. Bruno Oberle met with Mr. LI Ganjie, Vice Minister of the Ministry of Environmental Protection of the People's Republic of China. They reviewed the collaboration in the field of clean air legislation and further discussed the actions and measures to be taken for air pollution reduction. Under the context of continued rapid economic growth,

Chinese government is facing severe challenges in environmental protection. Therefore, the valuable experiences and expertise from countries like Switzerland is much needed.

Celebration: 30 Years Partnership Zürich-Kunming

Last September, Zurich and Kunming celebrated the 30th anniversary of their sister-city partnership. This three decades friendship enjoys a remarkable reputation on both sides. At the beginning of the partnership, the main themes covered were related to water supply and municipal drainage. Other topics addressed through the collaboration are financial aspects, renewable energies and energy efficiency and cultural heritage protection. Special emphasis is put on urban development planning and development of urban transport systems. During the process, several ambitious objectives have been achieved, and since 1999 Kunming is the first city in the People's Republic of China to have a bus line with all the attributes associated to modern bus lanes. The next step to be taken by the administration includes the developing of the metro network within the 2010 frame for building and urban planning.



Zurich and Kunming celebrated the 30th anniversary of their sister-city partnership.
苏黎世和昆明建立合作伙伴关系 30 年



以下信息由瑞士驻北京大使馆提供

近期活动与访问

政治新闻

新瑞士驻中国、蒙古和朝鲜大使 Jacques de Watteville 递交国书仪式

在 De Watteville 大使抵达北京后不久，便向中国、蒙古和朝鲜政府递交了国书，并于 9 月 12 日正式就职。在与中国前国家军委主席胡锦涛进行了简短的会面中，De Watteville 大使强调瑞士十分看重正在与中国进行的自由贸易协定谈判。双方进一步就金融、水资源管理和旅游等几个双方十分关注的领域交换了意见。

经济新闻

避免双重缴纳社会保障问题协定

2012 年 8 月 21 日至 22 日，由外交部部长 Stephan Cueni 带领的瑞士联邦社会保障办公室代表团与中国人力资源与社会保障部 (MoHRSS) 的代表进行了会面，并就两国间的避免双重交纳社会保障问题协定谈判进行了讨论。中国去年制定的新社会保障法中规定外国人必须参加中国的社会保障计划，自该法律公布以来，已有 12 个国家宣布就此问题与中国进行谈判的意向。瑞士是第一批就此问题与 MoHRSS 进入具体讨论的国家之一。讨论进展十分顺利，第一轮正式谈判将于 2012 年 12 月或 2013 年 1 月进行。瑞士希望就此问题达成快速、实际和简单利落的方案。

第六轮自由贸易协定谈判

2012 年 9 月 4 日至 7 日，第六轮中瑞自由贸易协定谈判在瑞士达沃斯举行。瑞士代表团在瑞士政府贸易协定、联邦经济事务总局和联邦经济事务部代表和谈判大使 Christian Etter 的带领下，与在中国对外贸易经济合作部和商务部商务参赞尧文良带领下的中国代表团进行了谈判。在此轮谈判中，双方就商品贸易、服务贸易、原产地原则、海关申报程序和贸易便利、贸易技术壁垒、卫生和植物检疫措施 (SPS)、贸易补偿、知识产权、竞争、投资促进、政府采购、贸易与可持续性发展、法律与体制问题、纠纷解决和经济与技术合作等领域进行了深入讨论。关于谈判涉及的所有问题双方将安排后续工作，并在年底前即将举行的下一轮谈判前进行相关领域的专家会面。

香港新商务中心设立

2012 年 10 月 15 日，在瑞士与香港自由贸易协定正式实施两周后，瑞士商务联络网 OSEC 在香港设立了第 19 个商务中心。国务秘书 Marie-Gabrielle Ineichen-Fleisch、领事 Rita Hämmerli、OSEC 首席执行官 Daniel Küng 先生、OSEC 亚太区总监 Wolfgang Schanzenbach 先生、中国瑞士商务促进中心总监 Alain Graf、新香港瑞士商务促进中心总监 Frank Eggmann 先生以及来自香港的媒体、官员和企业家等 300 多名客人参加了在香港丽思卡尔顿酒店举行的盛大开幕仪式。



科学·教育与健康·文化新闻

中瑞教育合作新备忘录

联邦委员、瑞士联邦国内事务部部长 Alain Berset 与中国教育部副部长杜占元在 9 月底对伯尔尼进行工作访问中签订了高等教育合作备忘录。双方声明意在整合并加强双方在科学和研究领域的合作。备忘录的主要内容是通过政府奖学金和高等教育机构合作促进年轻科研人员的学术交流项目，并使中国教育部参与到中瑞科技合作中来。新备忘录中，双方将奖学金的授予名额从 20 个增加到了 25 个，还将提供 30 个学费减免名额。来自两个国家的年轻学者可通过现有渠道申请：为留学生提供多种研究生奖学金项目的留学生奖学金联邦委员会 (FCS) 和中国国家留学基金管理委员会 (CSC)。

环境领域的高层密集对话

中瑞高层环境问题对话定期举行，是中瑞在该领域合作深化的印证。2012 年在北京举行的世界资源论坛上，国务秘书 Bruno Oberle 先生与中国环境保护部副部长李干杰会面。双方回顾了 in 清洁空气立法领域的合



The new memorandum raises the number of scholarships offered by both countries from 20 to 25 per year. 中瑞教育合作新备忘录中，双方将奖学金的授予名额从 20 个增加到了 25 个

作，就降低空气污染所应采取的行动和措施进行了进一步探讨。在中国经济继续快速增长的情况下，中国政府面对着来自环境保护方面的严峻挑战。因此，来自像瑞士等国家的宝贵经验和专业技术对于中国来说是十分需要的。

苏黎世——昆明 建立伙伴关系 30 周年庆典

去年 9 月，苏黎世和昆明举行了建立合作伙伴关系 30 周年庆典，双方高度评价了这 30 年的友谊。在伙伴关系建立之初，双方的合作主要集中在水供给和市政排水领域；随后，双方又在金融、可再生能源和能源效率以及文化遗产保护等领域建立了合作。双方特别关注城市发展规划和城市交通系统发展等领域的问题。在此期间，双方完成了制定的几项宏伟目标；1999 年，昆明还成为中国第一个拥有一条现代公交专用道的城市。昆明下一步将在 2010 年的建设框架内发展地铁交通网络和城市规划。



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

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

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

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

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

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

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

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



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MOOCs: 高等教育革命 Revolutionizing Higher Education

“Massive Open Online Courses” provide something for everyone

Some call it the disruption of the classical higher education system, whereas others denounce it as the “Mc Donaldisation” of college courses. In education, everybody is currently talking about MOOCs, short for “massive open online course work”. This new platform has a lot of potential, but at the same time still has a few drawbacks.

Within the last few years the Internet had a huge impact on almost everything we do in our life, and now even on the core of classical higher education. The idea is simple: Why not use the internet for the coursework and reach millions of people around the world, no matter on which continent in which time zone they are. The first MOOCs were offered back in 2008, at that time only small platform for an even smaller tech community.

Nowadays we talk about millions of people learning on a range of different platforms with quite impressive courses in different fields. One of them is Udacity, founded by computer scientist Sebastian Thrun in 2011, who built the platform out of the offer of free computer classes at Stanford university. A little bit later the two science professors Andrew Ng and Daphne Koller, both from Stanford University, created Coursera, one of the best known MOOC platforms these days, which has already reached 1.9 million people (November 2012). The newest entrant in the MOOC market is the non-profit edX - jointly organized by Harvard, MIT and Berkley, MOOC has arrived in the Ivy League. According to The New York Times 2012 is “The Year of the MOOC”.

A lot of enthusiasm

First, world leading elite universities, usually closed institutions are



suddenly available for everyone with internet access even at the most remote places in the world, accessible 24 hours. Secondly, the quality of the teaching and the technical standard of the platforms are state of the art. Thirdly, there is a lot of interaction between students, which creates synergetic effects. Students can have an exchange in the online course forums, where you don't need to wait too long for an answer, as there is always someone available, morning in the States, noon in Europe or evening in Asia, you get your answer quite quickly. Another asset is the profile of the course participants, executives, students, experts or newcomers from all over the world. MOOCs definitely are a great opportunity for universities and students alike. Certainly there are still many challenges. The most obvious one is the cheating in online exams or assignments.

China: Largest internet population

Many people from all around the world enroll for the MOOCs. For example on Coursera, the BRICS countries Brazil, India and China are after the US the leading countries in number of class enrollments. Especially China with its largest internet population in the world has a lot of potential. So far many courses get translated by volunteers into different languages. In the future Chinese only courses are in the planning to specifically target the Chinese audience. On the platform Udemy, Liu Yong, Mainland's first Chinese MOOC instructor, has a class entirely taught in Mandarin. In his opinion the future for MOOCs in China is still at the beginning stage: “If you search online, you can

有人认为它是对经典高等教育系统的破坏，有人则把它贬为大学课程的“麦当劳化”。当今教育界，开放式在线课程(MOOCs)是个热门话题。这个新平台有无限潜力，但同时也有无法避免的缺陷。

在过去的几年中，互联网对我们生活中的一切都产生了巨大冲击，如今更是波及到了经典高等教育核心领域。道理很简单：为什么不用互联网向任何大洲、任何时区的全世界人们提供课程教育呢？第一个 MOOCs 始于 2008 年，当时只是面向少数技术人群的一个小平台。现在，几百万人在从不同的平台上学习各种领域的课程，例如 2011 年由计算机科学家 Sebastian Thrun 创立的 Udacity。他的理念源于斯坦福大学当时提供的免费计算机课。不久以后，两位斯坦福大学的科学教授 Andrew Ng 和 Daphne Koller 创建了 Coursera——近年来最知名的 MOOCs，受众已达 190 万人（截止 2012 年 11 月）。MOOCs 的最新成员是非盈利组织 edX，由哈佛大学、麻省理工大学和伯克利大学联合创建，也标志着 MOOCs 已经进入了常青藤联盟。《纽约时报》称 2012 年为“MOOCs 年”。

更多机遇

首先，即使是世界上最偏远角落的人，也可以通过互联网随时接触到那些门户紧闭的世界精英大学了。其次，课程的教学质量和这些平台的技术水平都是最顶尖的。第三，学生之间有频繁的互动。学生可以在在线课程的论坛上交流讨论。美国、欧洲、亚洲，无论世界何地，总有人可以很快地给你答案。课程参与者的背景也十分丰富，有管理人员、学生、专家和各種新人。对大学和学生来说，MOOCs 无疑是一个机遇。然而，机遇和挑战总是同时存在的，尤其是网上考试和作业中出现的作弊问题。

中国的网络用户规模最大

MOOCs 学员来自世界各个角落。在 Coursera

find a lot of people in China talking about MOOCs and there are some homepages trying to provide MOOCs services, but everything is just at a beginning stage.” Furthermore he evaluates MOOCs in general as a great prospect for the Chinese society, but there has to be a change of mindset. Nowadays the returning Chinese exchange students from abroad are probably the group of people with the highest interest in MOOCs. To sum it up, in the future there will definitely be a lot of growth in the online education market in China.

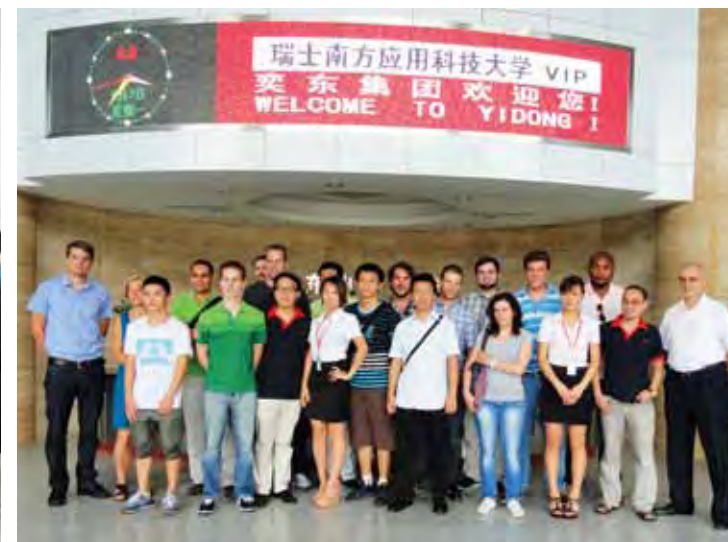
The participating universities in MOOCs are mostly American ones and they offer a high quality of teaching. One argument against MOOCs is the trade off between diversity and overall standard. Education gets exported out of the US, but it is only the content typical for the US that is being taught. This argument is legit and it leads to the conclusion, that MOOCs in the current state are not a replacement for a classic university education outside of the US, but they are definitely a great addition. Also in Switzerland, MOOCs have already arrived in the higher education system: The EPFL Lausanne is the first university of continental Europe which offers four courses on the platform Coursera.

www.coursera.org
www.edx.com
www.uddacity.com

swissnex
China



上，来自金砖国家巴西、印度和中国的注册人数已仅次于美国。中国作为一个网络用户大国，潜力尤为可观。许多课程已被志愿者翻译成了各种语言。专门针对中国用户的中文课程也在计划中。在 Udemy 网络平台上，刘勇作为中国第一个 MOOCs 老师，已经全部用中文授课。在他看来，MOOCs 在中国还在起步阶段：“如果搜索一下的话，你能发现中国有很多人在谈论 MOOCs，并且也有一些网站在尝试提供 MOOCs 的服务，但都属于刚开始的阶段。”他个人看好 MOOCs 在中国的发展，但他也认为中国人的思维方式需要转变。目前，海外留学归来人员大概是对其最感兴趣的人群。总之，中国在线教育市场一定会有巨大发展。参加 MOOCs 的大学多数都是美国大学，他们提供高质量的教学。批评者认为，美国输出的课程内容适用于美国国情。MOOCs 牺牲了课程多样性来保持整体水平，因此这些批评意见还是中肯的。虽然 MOOCs 的确是非常好的补充，但现在还不能替代美国之外的经典大学教育。瑞士已经开始在高等教育院校中使用 MOOCs。洛桑联邦理工大学在欧洲大陆首先开先例，Coursera 开放了 4 门课程。



Left: Field visit at Sonova (Phonak) in Suzhou.
Others: Boosting intercultural skills through seminars and teamwork.
左图：实地考察 Sonova 在苏州的子公司。
中、右图：以小组商讨及团队合作为典型方式的跨文化交流

SUPSI——活跃在中国的应用科技大学

Master of Science in Engineering in China

Engineering Practice in China and Swiss Culture at the top of SUPSI students' exchange agenda

In November a group of students of the Master of Science in Engineering (MSE) met at the University of Applied Sciences and Arts of Southern Switzerland (SUPSI). The aim was to share their experiences after participating at the special fortnight intensive program called "Engineering Practice in China and Swiss Culture" in China. The module, organized by SUPSI with the participation of other Universities of Applied Sciences in Switzerland (such as HESSO and ZHAW), has already trained more than 60 students across the borders of Switzerland and China.

The growth rates of Asian markets are well known and it is impressive to witness this tremendous development taking place in a Chinese production facility. Master's students at SUPSI, Department of Innovative Technologies and from ZHAW as well as from HESSO had this opportunity. As part of a module in the MSE Master of Science in Engineering in China they visited Chinese firms as well as Swiss firms established in China in various locations such as Shanghai, Shenzhen, Zhongshan, Dongguan but also in Taipei. Students, for example, visited a production facility of Unitron Hearing in Suzhou, a subsidiary of the Swiss Sonova-Group

(Phonak), as an example of "best practice" how Swiss companies are building their international supply chain through investments and partnerships in China.

The SUPSI Department of Innovative Technologies recognized the importance of such cooperation and exchanges with Chinese universities as partners for the future. Several cooperation agreements have been signed with universities such as GDUT-Guangdong University of Technology, SCUT-South China University of Technology, NTUST-National Taiwan University of Technology and, more recently, with the SZP-Shenzhen Polytechnic.

This effort has brought the exchange of students and 16 Chinese students have been trained in SUPSI in the field of the MSE specialization like Industrial Technologies (Precision Manufacturing), Information Communication Technologies, Business Process Engineering (Integrated Logistic and Total Preventive Maintenance). On the one hand students should be taught technical subjects and visit local businesses; on the other hand, and above all, they should get to know the country and the culture.

去年11月，工程硕士项目(MSE)的学生们相聚在瑞士南方应用科技大学SUPSI，分享参加在中国为期三周的“中国和瑞士文化背景下的工程实践课程”的体验。该课程模块由SUPSI组织，由HESSO(法语区)和ZHAW(苏黎世地区)共同参与，已经培训了60多个来自中国和瑞士的学生。

亚洲市场的快速发展已经众所周知。中国的制造业的蓬勃发展也令人吃惊。SUPSI 创新技术系的硕士生和来自ZHAW和HESSO的学生有机会亲眼目睹这一发展。MSE项目的学生们参观了上海、台北、深圳、中山和东莞的中国公司以及在中国的瑞士公司。比如Unitron Hearing(Suzhou) Ltd(优利康听力技术苏州有限公司)，它是瑞士Sonova-Gruppe(Phonak)的一个子公司，显示了瑞士公司如何通过投资和合作在中国建立起他们的全球供应链。

SUPSI 创新科技系非常重视和中国大学的交流和合作，和广东工业大学、华南理工大学、台湾科大签订了合作协议，最近又和深圳职业技术学院签订了协议，学生交流日益频繁。目前，16个中国学生已经参加了工程科学硕士项目，学习领域涵盖了工业工程(精密制造)、信息通讯技术和企业流程工程(综合物流和整体预防维护)。一方面，学生要参加技术方面的课程和参观当地的公司；另一极其重要的方面则是，他们必须了解所在国家和其文化。

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University of Applied Sciences and Arts
of Southern Switzerland



Background

The University of Applied Sciences of Southern Switzerland (SUPSI) is the smallest Swiss Universities of Applied Sciences. However, it ranks first in terms of R&D/researcher ratio with national and international importance. It is located at the heart of the Ticino region, between the North of Italy and the North of Switzerland and Germany. The region is rich of specialized industries and is working with industrial partners from all over the world. In addition to the University of Lugano, SUPSI complements the educational spectrum of the region.

The University of Applied Sciences and Arts of Southern Switzerland (SUPSI) offers numerous bachelor's and master's programs and training opportunities in the field of the natural and built environment, economics, innovative technologies, applied arts, social work and healthcare. The university is practice-oriented but scientifically grounded - in teaching, research, development and consultancy. Cooperation with national and international academic and business partners is therefore extremely important. After graduating, SUPSI students are competitive in the job they as they already have acquired professional experience. Working skills include international competence in foreign languages, intercultural know-how, international knowledge and openness. These skills are central to the effective cooperation in multinational teams and for the successful handling of foreign contacts. Teaching these skills is therefore a clear goal of SUPSI.

To this end, the SUPSI Department of Innovative Technologies offers internationally-oriented programs and continually diversifies the mobility programs. There are already more than 15 agreements with partner universities, including several in China. China offers great possibilities and opportunities, not only for business, but also for education.

SUPSI 是瑞士应用技术大学中最小的一所，但是它在研发成果和国内国际知名研究人员比例上位居第一。学校坐落在提契诺州的中心位置，位于意大利北部和瑞士及德国的北部。这一地区各行业齐聚，合作网络遍布全球。**SUPSI** 和卢加诺大学是该地区最主要的两所高等教育学府。

SUPSI 提供各类本科、硕士和培训课程，包括自然和建筑环境、经济、创新技术、应用艺术、社会工作和健康护理。大学以科学为基础，以应用为导向，注重教学、科研、开发和咨询，因此和国内国际的学术及企业伙伴合作都极其重要。

SUPSI 的毕业生在就业市场上很有竞争力。和研究型大学的毕业生相比，他们已具有丰富的职业经历，掌握外语、跨文化知识和开放的思想意识。这些技能对于在国际团队中的有效合作以及和与国外伙伴的沟通上都至关重要。**SUPSI** 已经和全球超过15所大学签订了合作协议，也包括中国大学。**SUPSI** 相信，无论是在商业还是教育领域，中国都是个充满机遇的地方。

"Chinese Tourists are Top Spenders"

“中国游客是第一豪客”

In Switzerland's world-famous Jungfrau region, tourists from China spend an average of RMB 6500 per day, per person. This is more than any other visitor group, according to Stefan Pfister, Head of Marketing at Jungfraubahnen, and responsible for the Chinese market.

Written by Fabian Gull, Shanghai



How much do you suffer from the strong Swiss Franc?

Stefan Pfister: Regarding our visitors from China, we even benefit from the current situation and have managed to create a mutually beneficial arrangement. Due to a depreciating Euro and a stronger RMB, staying in the Euro-zone has become cheaper for Chinese, while staying in Switzerland has become more expensive. For example, out of seven days spent in Europe, the five spent in, say, France and Italy, have become cheaper while the two days spent in Switzerland have become more expensive. In total, for the Chinese, the price of the trip to Europe has become cheaper.

How many visitors do you have at the Jungfrau every year?

Last year, there were 765,000 visitors, and we expect even more for this year.

How important to you are Asian tourists in general, and the Chinese in particular?

At the Jungfrauoch, we received about 400,000 visitors from Asia last year. That's more than half of our guests. The amount of visitors from China is growing at a fast rate making this market of particular strategic importance to us. We do not publish how many visitors come from a particular country. But I can tell you that the number of visitors from China has doubled several times in the recent past. Out of the five destinations that the Jungfraubahnen Group links, the "Jungfrauoch - Top of Europe" is the preferred destination.

How has the number of tourists from Asia and China developed over the past years?

Since the establishment of our network of Asian representatives, we were able to continuously build up and develop those markets. Today we are very pleased with the result. Please forgive our reluctance to communicate details, but this information is very valuable to our competitors and other regions that are in a build-up phase. Every market is important to us. No one knows what may happen tomorrow. Think about the currency and economic crisis, volcanic eruptions, changing



"More than half of our guests were from Asia last year."
Stefan Pfister

visa regulations, or political unrest. We believe in a strategy of being well diversified.

What are the identifiable trends in your industry?

The trend is clear: visitors in search of adventure are looking for new attractions in mountain regions and want to have a larger offer to choose from. This is why we opened another attraction, "The Alpine Sensation", during our 2012 Jubilee (100 years anniversary). We want to offer entertainment 365 days a year. The important thing is to remain active and continuously watch out for the needs of our visitors.

How has India developed in comparison to China?

Both markets have developed very positively, but we observe a stronger growth in China.

On average, how much do Chinese visitors spend?

The Chinese and Arabs are our top spenders. Chinese visitors spend around CHF 1000 (RMB 6500) per day, per person in the Jungfrau region. But they tend to only stay for one night, whereas Arabs stay five days on average. Business travellers or small groups spend much more than CHF 1000. The Interlaken/Jungfrau region is strongly oriented towards clients from India and China, much more than any other tourist destination in Switzerland.

We have invested in these markets for many years. Since 1997, we

have placed sales representatives in all important markets. Most of them are local employees with a strong link to Switzerland. They develop the brand and liaise with local tour operators. In China, we have offices in Beijing, Shanghai and Hong Kong. This long-standing business relationship is now paying off.

What are the specific demands of Chinese tourists?

Quick service, high quality, with signage and menus in restaurants translated into Chinese.

How known is the Jungfrau region in China and how do you make it even better known?

Thanks to surveys we conducted, we know that our brand is more appreciated every year. Our presence at the 2010 EXPO in Shanghai has helped us a lot. In addition, we often invite representatives of the Chinese media to the Jungfrau region.

Critics say you are holding some sort of "China Town" or "Little India" at the Jungfrauoch. For you, what are the limits of consumer orientation?

We manage a total of five restaurants, so there is something for all tastes. Also, we set a limit to the amount of visitors per day at 5000, so as to guarantee quality and sustainability. And if you have no craving for an Indian curry, the Crystal Restaurant will offer you Swiss cuisine like Rosti and Bratwurst (smiling).



“中国游客平均每人每天在瑞士少女峰地区的消费达 6,500 元人民币，比其他国家游客的消费都高。”少女峰营销部总监和中国区负责人 Stefan Pfister 说。

撰文_方必安_总编辑

问 瑞士法郎坚挺对你们的影响有多大？

Stefan Pfister: 从中国游客方面来看，目前的情况对我们有利，基本可以实现双方共赢。由于欧元贬值、人民币坚挺，对于中国人来说欧元区的旅游成本在下降，而瑞士的旅游成本在提高。比如，在欧洲旅行七天的成本中，五天在法国和意大利的成本在下降，而两天在瑞士的成本在提高。总的来看，中国游客欧洲游的成本在下降。

问 少女峰地区每年接待多少游客？

去年共接待游客 765,000 人，预计今年的游客数目还会增加。

问 总体来看，亚洲游客，尤其是中国游客对你们的重要性有多大？

去年少女峰共接待约 400,000 名亚洲游客，占到总游客量的一半以上。来自中国的游客量增长迅速，使得这个地区具有特别重要的战略意义。我们不公布来自某个国家的游客数目，不过近年来，不同时期来自中国的游客量都实现了成倍的增长。在少女峰集团旗下的五大旅游目的地中，欧洲之巅——少女峰是最受欢迎的景点。

问 在过去几年里，来自亚洲和中国的游客数

目增长情况如何？

自建立亚洲代表网络以来，我们在这些市场实现了持续的发展，目前所取得的成果也是十分喜人的。但为了避免竞争和对我们正在开发中的地区带来影响，请恕我不能透露更详细的信息。每个市场对我们都很重要，没有人知道明天会发生什么，想想看货币和经济危机、火山爆发、不断变化的签证政策以及政治动乱等，我们相信多元化这一战略。

问 你们这个行业有哪些趋势？

现在的趋势方向很清晰：喜欢探险的游客在寻找来自高山地区的新诱惑点，并希望有更多的选择。这也是我们在 2012 年的一百周年庆上推出另一个景点“阿尔卑斯律动观光隧道”的原因。我们希望一年 365 天都能吸引游客，最重要的一点，就是保持活跃和不断关注游客的需要。

问 与中国相比，你们在印度游客的开发上取得了哪些成果？

我们对两个市场都进行了很好的开发，不过目前我们发现来自中国的增长更快。

问 中国游客在少女峰的平均消费是多少？

中国游客和阿拉伯游客是最大的豪客。中国游

客平均每人每天在少女峰地区消费 1,000 瑞士法郎（6,500 元人民币），不过他们一般只在这里住一个晚上，而阿拉伯人平均会住五天。商务游客和小型旅行团的消费比 1,000 瑞士法郎还要高。

因特拉肯 / 少女峰地区对印度和中国游客有很大的吸引力，比瑞士其他景点都更受欢迎。我们已经在这些地区进行了多年的投资。自 1997 年以来，我们在所有重要的市场都设置了销售代表，他们大多数都是与瑞士有紧密联系的当地人。他们帮助我们发展品牌，与当地的旅游当局交涉。在中国，我们在北京、上海和香港都设有办公室，我们建立的这种长期业务联系终于得到了回报。

问 中国游客有哪些特别需求？

快速和高质量的服务、中文标志以及餐馆提供中文菜单。

问 少女峰地区在中国地区的知名度有多高，你们是如何使它变得更加知名的？

根据我们的调查，我们了解到“欧洲之巅——少女峰”这个品牌每年都在吸引着越来越多的游客。2010 年参展上海世博会也起到了很大的宣传作用。此外，我们也经常邀请中国的媒体代表到少女峰地区参观。

问 听评论说你们在举办一些“中国镇”和“小印度”这样的项目，对于你们来说，在客户导向上有哪些局限性？

我们总共管理着五家餐馆，所以不会受到什么局限。而且，为了保证服务质量和可持续性，我们把每天的游客数目限制在 5,000 人。如果游客不强烈的要求点印度咖喱，我们的水晶餐厅会提供美味的瑞士菜，像土豆丝煎饼和德国小香肠等（笑）。



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From the 自中国外交伊始 Very Beginnings of Chinese Diplomacy

For centuries, China saw itself as the undisputed center of civilization. For the most part, it viewed non-Chinese people as uncivilized barbarians. This remained basically unchanged until the nineteenth century, when the Qing dynasty began to deteriorate under Western pressure. In 1866, and in an effort to better understand foreign countries, the Emperor dispatched first delegations to Europe to observe and report to him. From those travels were born several meaningful travel stories.

Written by **Jeyanthi Geymeier**, Executive Director, SwissCham Beijing

In the early 19th century and due to self inflicted isolation, the Chinese had a strong and prevalent feeling of superiority towards other nations who did not follow Confucian values, then also referred to as "barbarians". This sense of superiority came from China's historical relations with "tributary states": Korea, Annam, Siam, Burma, etc. These states had to pay tribute to China, and in exchange, would be guaranteed protection. China had no interest in diplomacy then, as the Chinese Emperors simply did not see the need to deal with inferior countries.

A change of situation

The Opium Wars (a.k.a. Anglo-Chinese Wars) - divided into the First Opium War (1839-1842) and the Second Opium War (1856-1860) - had brought the disputes over trade and diplomatic relations between China's ruling Qing Dynasty and the British Empire to a climax. After those two wars, China's government realized that the Empire was weakening and that foreign countries such as Japan, England, France, Russia, and Germany among others, were putting more and more pressure on the country. Thus, the Emperor had no choice but to consider forging alliances and seeking protection in case of another war. This was the very beginning of Chinese diplomacy, and where one can see China's change of attitude towards other countries. After all, there were other powers out there that were not at all inferior to the Middle Kingdom.

The foreigners, who previously had so much difficulty in accessing the court despite several attempts to establish diplomatic relations, were finally able to meet with the Emperor. From that day, an increasing need to settle infrastructures dealing with foreign matters allowed the creation of the first official bureau of foreign affairs in Beijing in 1860. At the same time, foreigners who had encouraged the establishment of such a bureau, also requested the presence of

Chinese representatives in the Western countries. Mostly thanks to the efforts of Sir Robert Hart (1835-1911), General Inspector of the Chinese Maritime Customs, the first Chinese embassy was created in London in 1877.

China had no choice but to recognize the other countries as its equal, realizing that the tributary states had either declared their independence, or found new protectors from foreign countries... whether willingly or not (i.e. Korea, Vietnam or Burma). In an effort to understand the foreign countries better, the Emperor sent delegations to Europe to observe and report to him. From those travels were born several insightful stories..

Collecting information

China's first overseas representatives were not dispatched to establish good relations with other countries or to represent China. Their main goal was to observe and collect information on unknown countries. Being exposed to a completely foreign world with no historical ties or any other referral posed a huge challenge. The notion of "diplomacy" and "diplomat" as a profession did not exist



at that time. Their primary interest was on the political institutions, aristocratic families, diplomatic rituals, relationships between men and women of the upper class, and behaviour in everyday life. All the observations were limited to the public life, as they had no access to Europeans’ private lives. For most of the Chinese officials, to be sent to Europe was perceived more as a dishonour. Having to live in “barbarian” countries was of no real appeal to them.

The first official visit to foreign countries was in 1866 and lead by Bin Chun, a Manchu. Indeed, as the reigning dynasty was Manchu, the Emperor would have never assigned such an important mission to a Han Chinese (at least, not at the beginning). Bin Chun traveled to Europe to establish the first contact. The first countries visited were Germany, England, France, Italy, Spain, Belgium, Holland and later on, Russia and the U.S.

Testimonies of Chinese Scholars

The first written testimonies of those Chinese scholars were insightful travel stories and anthropological observations, written objectively and without personal commentary. Being exposed to the advanced development of European countries and observing positive things in the modern life there, they could not praise the European countries too much, as it would have been seen as a crime to praise the “barbarians” in the eyes of the scholars back in China. Below, anecdotes are taken from the book *Lettres Chinoises: Les diplomates chinois découvrent l’Europe (1866-1894)*, (Feng Chen-Schrader, 2004).

“Like galloping horses”

The bicycle, non-existent in China at the time, triggered a lot of interest. Bin Chun, who worked two years under the direction of Robert Hart at the Chinese maritime customs before being

nominated chief of the first Chinese delegation to Europe, writes: “On the avenues, people ride on a vehicle with only two wheels, which is held together by a pipe. They sit above this pipe and push forward with movements of their feet, thus keeping the vehicle moving. They dash along like galloping horses.” Chinese officials only became aware of the bicycle as a practical means of transportation in the late 1890s, after the safety bicycle had demonstrated its potential value for military operations.

Parks and urban planning

For the Chinese delegations, the public parks were also something quite unique, especially since the concept was non- existent in China - imperial parks, the gardens of aristocratic families, and little square courtyards, were all strictly private areas. They noticed that in Europe, such parks were places to socialize. This was the equivalent of the streets in China, where the commercial and social activities take place. “The construction of gardens is financed by the rich people who want to offer a place for the citizens to walk. As people are living in big buildings, or don’t have enough space to breath the fresh air, one suffocates”.

“Barbarians no more”

The diplomats described the good side of Paris and London, sending a positive image of the European civilization. Liu Xihong - who took an interest in international affairs when participating in the Opium War against the British, and later appointed Chinese Ambassador to Germany - decides to stop considering the British as barbarians: “During two months, I went out often to visit people. In the streets, one can’t hear any noise, one can’t see sad faces. The city is neat and clean. The people are happy and are not trying to become a hegemonic class. One should neither consider them as Xiongnus (population of nomadic origins) nor as Muslims.”

Socializing around beer

Li Fengbao, who became Chinese Ambassador to Germany in 1878, was notably responsible for the purchase of weapons. In 1884, he was nominated Chinese Ambassador to France, but had to return to China shortly after due to the Sino-French war. Li Fengbao was quite amazed by the socializing around beer in Germany and the mixture of class and gender: “The wealthy sit next to the poor without feeling uneasy. It is common to see workers with their dirty and dishevelled clothes accompanied by their spouse and daughters, all well dressed and made-up. Seven to eight people would sit around a big jug of beer. Men and women would drink together, but there wouldn’t be a lot of drunkards.”

Intriguing role of women

As soon as they were born, Chinese girls were considered as inferior to boys. They were excluded from social life, and women strictly belonged indoors. Therefore, ideas such as the presence of western women in public, the principle of “ladies first” and women’s role in social life were all very intriguing to China’s first diplomats. They also learned that young women from wealthy families were expected to have a good education in order to be able to marry: “In the capital city, young girls from wealthy families go to school from six or seven years old. Then, they are sent to the countryside or to a foreign country to learn a foreign language, geography, history and arts, such as music and painting. They only come back a few years later, when they are educated.” This was such a big contrast to Chinese culture - where women with knowledge were not well considered and did not have the opportunity to display this knowledge - because in the traditional Chinese values, only “a woman without talent is virtuous”. These words were written by Zhang Deyi, who came from a poor Han family. He became the first Chinese career diplomat in Chinese history. He was sent to Europe in 1866 for his first mission as an interpreter. He was part of the first delegation sent to Europe and America in 1868, later becoming Attaché of the first Chinese Embassy in England. He was nominated as Counsellor in 1896 in England, and became its Chinese Ambassador between 1901-1906.

A new, softer type of colonialism

Looking at today’s diplomacy, according to Sinologist Victor Vuilleumier from University of Geneva, the roles seem to have reversed once again. It is no longer China that goes to look at other countries, but other countries come to visit China. Indeed, China went through a lot of changes and started becoming a more internationalized country. The country took over Taiwan’s seat at the United Nations Organization in 1971 with the rise of the People’s Republic of China. In 1991, China joined the APEC, and then entered the WTO in 2001. After that, China hosted two major international events: the Beijing Olympic Games in 2008 and the Shanghai International Expo in 2010.

Mr. Vuilleumier points out the case of Africa: “When we look at China’s presence in Africa, we see a new type of diplomacy rising - the win-win situation. Africa has raw material that is of great interest to China. It is also the opportunity for China to export its manpower to the continent to help develop the country. At the same time, African cities are being modernized - thanks to China’s large investments in the region. In exchange, Africa supports China during international negotiations. We see here a new, softer type of colonialism.” he says.

很多个世纪以来，中国都自诩为无可争辩的文明中心。其中大部分时期，中国人都认为外国人是蛮夷。这种观点一直延续到 19 世纪清王朝在西方的压力下开始衰败。1866 年，为了更好的了解外界，当时的皇帝派遣了第一支使团前往欧洲考察，并向其汇报。在这些出使考察期间发生了许多意义深刻的旅行故事。

撰文_安羽_ 执行总监_ 中国瑞士商会—北京

19 世纪初，由于自我封闭，中国对那些不遵循儒家思想价值观的国家普遍持强烈的鄙夷态度，称其为“蛮夷”。这种优越感来自于它与朝鲜、越南、暹罗、缅甸等“附庸国”间的长久关系。这些国家向中国进贡，进而获得庇护。当时的中国并没有开展外交活动，因为皇帝认为没有与低等国家打交道的必要。

时过境迁

鸦片战争（亦称为英华战争）——分为第一次鸦片战争（1839-1842）和第二次鸦片战争（1856-1860）——将当时中国掌权的清王朝与大英帝国间的贸易与外交争端推向了顶峰。两次鸦片战争后，中国政府意识到皇帝的权力不断削弱，在日本、英国、法国、俄罗斯和德国等国家不断向中国施压的情况下，中国别无选择，只好考虑通过建立联盟和寻求庇护来防备战争的发生。这正是中国开始外交活动的开端，中国对其他国家的态度也有所改变，认识到在外面还有不次于中国的势力存在。

那些之前经过多次尝试却很难入得中国大殿建立邦交的外国人终于有机会一睹中国皇帝的龙颜。自此，随着需要处理的基础设施



Chronology

Chinese legation in the West: 中国公使出游西方:	
1866	1st Chinese delegation to Europe 第一支欧洲使团
1869	1st Chinese Consulate in Hong Kong 第一个中国驻香港领事馆
1877	1st Chinese Embassy in London Creation of Embassies in Germany, Japan 第一个中国驻伦敦大使馆, 在德国和日本创立大使馆
1878	Creation of Embassies in the United States, Russia 在美国和俄罗斯创立大使馆

The Chinese delegations based in London and Berlin also covered France, Italy, Belgium, Austria and the Netherlands. Similarly, the Chinese Ambassador in the U.S. was also in charge of Peru, Spain and Portugal.

中国驻伦敦和柏林使团同时也负责法国、意大利、比利时、奥地利和荷兰事务。类似的，中国驻美国大使同时负责秘鲁、西班牙和葡萄牙事务。

等外国事务的增加，1860 年清政府在北京成立了第一个外交事务机构——总理衙门。与此同时，那些鼓励创建这样一个机构的外国人要求清政府派遣中国代表到西方国家。在清朝海关总税务司英国人赫德（1835-1911）的建议下，1877 年，中国在伦敦建立了第一个大使馆。

中国不得不承认其他国家与之平等的地位，面对附属国或宣布独立或找到新的保护国的事实……不管是否与愿相违（如朝鲜、越南和缅甸等）。为了更好的了解外国，皇帝派遣了一支使团前往欧洲考察，并向其汇报。在这些出使考察期间发生了许多意义深刻的旅行故事。

搜集信息

中国的第一支海外使团的目的不是与其他国家建立良好的关系，或是作为中国的代表，他们的主要目标是考察并搜集关于这些未知国家的信息。到一个完全陌生、没有任何历史往来或任何联系的世界具有巨大的挑战性，那时还没有外交使团和外交官这样的概念。他们的首要兴趣是政治制度、贵族世家、外交礼仪、上层社会男女之间的关系以及人们的日常行为。所有的考察仅限于公众生活，因为他们不能接触欧洲的私人生活。对于大多数中国官员来说，被派送到欧洲是一件不光荣的事，在“蛮夷”之国生活对于他们并无实际的吸引力。

第一批官员访问外国发生在 1866 年，由满人斌椿带领。事实上，由于中国的统治者是满人，皇帝是不会将如此重要的使命委任给汉人的（至少在最初是这样）。斌椿前往欧洲建立最初的联系，他访问的第一批国家包括德国、英国、法国、意大利、西班牙、比利时、荷兰以及俄罗斯和美国。

中国学者的游历日记

这些中国学者写成的游历日记是十分深入的旅行故事和人类学考察，内容十分客观，没有添加任何主观评论。来到高度发达的欧洲国家，发现现代生活中的先进事物，他们不能过于夸耀欧洲国家，因为在国内学者的眼中，夸耀“蛮夷”是一种罪过。以下是选自《中国书信：中国外交官眼中的欧洲》（Feng Chen-Schrader, 2004）中的奇闻轶事。

“如同飞奔的骏马”

自行车引起了考察学者的兴趣，因为当时中国还没有自行车。在被任命为中国第一支赴欧洲使团首席代表之前，斌椿已在海关总税务



司赫德手下工作了两年，他这样写道：“大街上，人们骑着只有两个轮子的交通工具，轮子由一根管子连接。人们坐在管子上，通过脚的移动向前推动，从而保持车向前行进，他们快速前行如同飞奔的骏马。”在 19 世纪 90 年代后期，在安全自行车展示出他对于军队运作的潜在价值后，中国官员才开始了解自行车作为交通工具的实际意义。

公园和城市规划

对于中国代表团来说，公共公园也是十分独特的，因为这种理念在中国还没有出现——皇家园林、贵族世家的园子和小型的四合院都是十分私人的领地。他们注意到在欧洲，像公园这样的地方是用来社交的。这与中国的街道等同，当时的商业和社会活动都在街道上进行。“建设公园的资金由那些想为人们提供一个散步场所的富人提供。由于人们住在高楼里，没有足够的空间呼吸新鲜空气，人们会感到呼吸困难。”

“不再是蛮夷”

外交官们对巴黎和伦敦好的方面进行描述，并传达了欧洲文明积极的形象。在参与英国的鸦片战争时就对国际事务十分感兴趣、后来被任命为出使德国钦差大臣的刘锡鸿决定不再将英国视为蛮夷：“在两个月内，我经常外出与会面。在大街上，根本听不到任何喧闹的声音，也看不到悲伤的面孔。城市很整洁、干净。人们很幸福，没有想成为支配阶级的意图。他们既不能被看作是匈奴人，也不能被看作是穆斯林人。”

“通过啤酒社交”

1878 年成为驻德国钦差大臣的李凤苞主要负责武器采购。1884 年，他被任命为中国驻法国钦差大臣，由于中法战争，他不得不提

早返回中国。在德国，李凤苞惊奇于人们通过啤酒社交以及不同阶级和性别的人们融合在一起的现象：“富人与穷人同坐却不感到有失身份，还经常能看到穿着肮脏、不修边幅的工人与他们穿着讲究、精心打扮的配偶和女儿走在一起。七八个人围着一大罐啤酒坐着，男人与女人同饮，但却很少看到醉汉。”

女人的有趣地位

中国女子从出生起就被认为地位比男子低。她们被排除在社交生活之外，被严格的限制在户内。因此，像西方女子这样出现在公众场合、“女士优先”的原则以及女人在社会生活中所扮演的角色等都让中国最初的钦差大臣感到惊异。她们还了解到为了嫁人，富裕家庭的女子应该接受良好的教育：“在首都，富裕家庭的年轻女子自六、七岁开始入学，随后被送到乡村或外国学习外语、地理、历史和艺术，如音乐和绘画等。几年后才回来，那时她们已经接受了很好的教育。”这与中国文化形成了巨大的对比，在中国传统的价值观中，“女子无才便是德”，她们没有展示自己才华的机会。以上是出身自贫穷的汉族家庭的张德彝的记述，他是中国历史上第一位职业外交官。1866 年，他以翻译的身份被派送至欧洲。他是 1868 年第一批送往欧洲和美国的使团成员之一，后来随大使作译官驻英国。1896 年，他在英国被任命为参赞，在 1901 – 1906 年期间，出任中国驻英国大使。

新型软殖民

日内瓦大学汉学家宇乐文认为，在当今外交中，中国与外国的地位再一次反转了过来。现在再也不是中国去考察其他国家，而是其他国家来访问中国。确实，中国经历了许多变化，正成为一个更加国际化的国家。1971 年，随着中华人民共和国的崛起，中国代替了台湾在联合国的席位。1991 年，中国加入亚太经合组织。2001 年，中国加入了世贸组织。随后，中国举办了两次大型国际活动：2008 北京奥运会和 2010 上海世博会。

宇先生指出了非洲的案例：“当我们看中国在非洲的地位时，我们看到一种新型的外交政策的崛起——双赢。非洲拥有中国十分需要的原材料，中国也可借机将人力输送至非洲帮助那里的国家发展。由于中国在该地区的大量投资，非洲的城市现代化水平不断提高。作为交换，非洲在国际谈判中对中持支持的立场。在这里，我们看到了一种新型的软殖民。”



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13 Air Pollution, How Does It Affect Your Body?

Venue: Radisson BLU Hotel Beijing
Speaker: Dr. Jon Craig, International SOS



11 Social Insurance Law for Foreigners - One Year Later

Venue: Fairmont Beijing
Speakers: Mr. Chet Scheltema, Dezan Shira & Associates; Ms. Kristie Tien, HIL International Lawyers & Advisers Beijing / Shanghai



17 Awareness on Social Media

Venue: Radisson Blu Hotel Beijing
Speaker: Mr. Lars-Ake Severin, PSU



18 From "Made in China" to "Invented in China"

Venue: Park Hyatt Beijing
Speakers: Dr. Edward Tse, Mr. Steven Veldhoen, Booz & Company; Mr. Bruce McKern, CEIBS Centre



27 Toxic Capitalism: Are we the last Generation on Earth?

Venue: Face Bar
Speakers: Mr. Gilbert Van Kerckhove, Consultant and Writer



28 Clean Technologies - Green Building Market in China

Venue: Hilton Beijing
Speaker: Mr. Marco Rhyner, Cleantech Switzerland; Ms. Jolanda Jonkhart, INBAR



31 Young Professional Wine Tasting & Networking

Venue: Bar Veloce (1949 Sanlitun)

Event summary: Initiated by SwissCham Beijing, the Young Professional Wine Tasting & Networking is a new, well received monthly event held every last Wednesday of the month. The event provides a very good chance to enlarge one's wine culture with an oenologist and to develop one's taste for wine. It is as well a great opportunity to talk and mingle with likeminded young professionals and entrepreneurs in an informal atmosphere while enjoying several excellent wines. Mr. Krishna Hathaway, a former sommelier for Amanresort and actual General manager of Bar Veloce, was invited as the first speaker for the opening. Around 25 participants gathered together and spent an enriching evening.



Regional News

.....Beijing.....

Networkings

18 Autumn Joint Chamber Networking

Venue: The Gallery Hotel
October 2012



20 Biz Socializer - Event for Business Networking in Tianjin

Venue: China Blue Bar
November 2012



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17 Austrian Swiss Gathering

Venue: Hyatt on the Bund
October 2012 **Speaker:** Mr. Raymond Gradt, Mr. Andreas Luchsinger, Mrs. Anna Mattei, Mrs. Hilda Eder-Jiang
Organizers: SwissCham & Austrian Chamber

24 China - The Global Manufacturing Platform in the Past and Future

October 2012 **Venue:** Sofitel Hyland
Speaker: Mr. Jürgen Dormann, Mr. Heinrich Schellenberg
Organizers: SwissCham



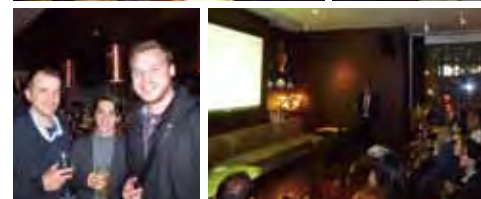
25 The Future of RMB: Prescription for Trade and Investments

October 2012 **Venue:** Portman Ritz Carlton
Speaker: Mr. Lorenzo Riccardi
Organizers: Swiss, Italian, Canadian, Benelux, Spanish Chambers of Commerce



01 The Organization of Swiss Living Abroad (OSA) - Much More than a Lobbying Organization!

November 2012 **Venue:** The Fennel Lounge
Speaker: Mr. Jan Forelli
Organizer: SwissCham & Swiss Club Shanghai



05

November 2012



Bringing Innovative Medicines to Patients

Venue: Intercontinental Expo
Speaker: Dr. Severin Schwan, Mr. Heinrich Schellenberg
Organizers: SwissCham

15

November 2012 **International YP Mixer**
Venue: The Chalet
Organizers: Swiss, Mexican, Finnish, Malaysian Chambers of Commerce



17

November 2012 **Old Town Business Walk & Talk**

Speaker: Ms. Katya Knyazeva
Organizers: SwissCham

29

November 2012 **Firmenich Company Visit**
Venue: Firmenich Factory
Speaker: Mr. Chen Dongfang
Organizers: SwissCham





04 **Presidents Dinner**
Venue: Hyatt on the Bund
Organizers: SwissCham, CanCham

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23
November 2012

Swiss Technology for Water Management

Venue: Hilton Tianhe
Speakers: SHI Bodong and participating companies
Organizers: SwissCham, Cleantech Switzerland, swissnex China, Swiss Business Hub, ABB, Hilti, Nestle, Sulzer, Trunz. Under the Patronage of the Consulate General of Switzerland in Guangzhou



10
November 2012
Cheese Fondue & Jass Tournament
 A great night of traditional Swiss cheese fondue dinner and the 2nd Annual Jass Tournament. The gathering took place in Zhongshan.

Upcoming Events

1 March RAGA 2013 in Guangzhou
9 April April Golf



Spotlight On Guangzhou Members

Soundchip SA Establishes New Presence in the Region

Next time you buy a headphone or earphone accessory you may very well be buying a product incorporating the technology of Swiss newcomer Soundchip SA. The Lausanne headquartered company has a bold vision of revolutionizing audio in the personal audio and telephony contexts. As we found out their recent achievements seem to be realizing that vision.

New to the region - establishing an office in Shenzhen this quarter - company co-founder, COO and local representative, Dr Ben Skelton explains what brought about the founding of the company: "Many of us have been disappointed with the advances made in personal audio over the last ten years. We buy in-ear earphones to improve the music on our phones, but then can't use those same earphones to make a call because they block the ear making speech difficult and uncomfortable. When we're out and about, we want to block out the background noise, but then we seem to constantly remove earphones to speak with people we meet, or to cross the street safely. The status quo provided little control and no personalization over the way that we as individuals interact with our audible environment. Soundchip was started to completely disrupt that."

The company goes about that by developing and then licensing intellectual property to semiconductor companies. In July last year the startup announced a collaborative relationship with semiconductor giant ST Microelectronics. "One of the reasons for us establishing the office in Shenzhen was to work more closely with ST's design and sales support team here in the city" says Skelton. "We not only supply the core design of the chip, but we actively support the sale of those chips and the manufacturing of those chips into products."

The startup has no plans for a large presence in China though, as Skelton explains "we're not here to acquire a large pool of cheap human capital, we're here as a consequence of that...manufacturers are here so so are we." The company has a strategy to only employ staff that directly influence the company's intellectual property, choosing to outsource other functions and requirements.

Relationships with other Swisscham companies in the region are strong with many of them supplying Soundchip as a consequence of that policy. Skelton says that the company actively consults the Swisscham membership list when looking for a new supplier, "It's just easier all round and alone well worth our annual membership fees," he says.

But the lean hiring policy does not mean that Soundchip is not looking for staff in the region. The company is already actively seeking software developers to support Soundchip's Soundstation Engineer computer aided engineering (CAE) design software and Soundstation Production automated production equipment. "We originally made these systems to save ourselves time. After seeing we were saving weeks of time with with them, it was a no brainer making them available to product designers. We're eager to locate some of the region's best and brightest software engineers to support the ongoing improvements to these tools."

These are exciting times for the young company. Collaboration partner ST Microelectronics have released chips incorporating Soundchip IP into the market and customers are now actively designing the new technology into consumer products to hit the shelves shortly. Skelton concludes "It's been a very busy 18 months, but incredibly satisfying to see our vision for audio being realized."

That vision and activity has not gone unnoticed. Industry magazine EETimes' recently named Soundchip SA as one of their 'Top Startups to Watch'.

www.soundchip.ch



Each issue in this section we update members on the activities of a Swisscham Guangzhou company or individual. If you would like your business featured in this section then please contact kelly.lee@swisscham-gz.org.

15

October 2012

30th Anniversary of SwissCham Hong Kong and Opening of OSEC Business Hub

Venue: The Ritz-Carlton Hong Kong



14 **Swiss Alumni Cocktail co-hosted with Consulate General of Switzerland in Hong Kong**
September 2012 **Venue:** Regalia Bay



04 **Cocktail initiated by Swiss Young Professionals**
October 2012 **Venue:** Delaney's



08 **Monthly luncheon with the Swiss Association on "Highlights in the development of implant dentistry"**
October 2012

Venue: The Hong Kong Club
Speaker: Nicklaus Lang, Professor of Implant Dentistry at the University of Hong Kong



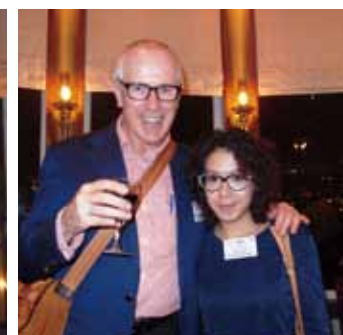
01 **Cocktail initiated by Swiss Young Professionals**
November 2012 **Venue:** Latitude 22

07 **Monthly luncheon with the Swiss Association on "Where has the "Lion Rock" Spirit Gone?"**
November 2012 **Venue:** The Hong Kong Club
Speaker: LAM Woon Kwong, GBS, JP Chairperson, Equal Opportunities Commission



20 **51st InterCham Young Professional Cocktail**
November 2012 **Venue:** Tamarind

22 **Meet the Board Cocktail**
November 2012 **Venue:** Royal Hong Kong Yacht Club



Upcoming Events

Joint Monthly Luncheons with the Swiss Association of Hong Kong are held on the first Monday of each month.

Monthly after-work cocktails initiated by Young Professional Members of the Swiss Chamber of Commerce are held on the first Thursday of each month.

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