

THE 橋 BRIDGE

Summer 2015 | Issue 39 2015 年夏季刊 | 第 39 期

Christian Schmid on managing
Nestlé's upstream supply chain
雀巢大中华区 Christian Schmid
谈上游供应链管理

Feeding Frenzy 供给热潮

China's role in Swiss companies' R&D activities

Joined up thinking

中国在瑞士企业研发活动中的重要性

连结性思考

Interview with Gregory Blatt, Managing Director of
Solar Impulse 2

Solar Power

专访阳光动力 2 号项目常务董事 Gregory Blatt

太阳能发电





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Dear Members and Readers,

In March 2015, SwissCham offices once again carried out their respective Regional Annual General Assembly (RAGA) and National Annual General Assembly (NAGA) in Beijing. New boards of directors and regional representatives have been elected. I am very honoured to have been elected as the new President of SwissCham Beijing and would like to take this opportunity to thank our members and friends for their continuous support. Let me also address my warm congratulations to the newly (re)-elected presidents, Alberto Bertoz (Shanghai) and Rene Forster (Guangzhou), as well as to Daniel Meyer (Beijing) as the new Chairman of SwissCham China. I am very much looking forward to working with all of you in the future.

This year, 2015, marks the 65th anniversary of the establishment of Sino-Swiss diplomatic relations. This anniversary is a true token of our eminent relations with China, not only in trade, but in various other fields such as science, research, education and culture. Indeed, Switzerland and China have pioneered together in many ways: Switzerland was not only one of the first countries to establish diplomatic relations with the People's Republic of China, but also to set up a joint venture, sign a Free Trade Agreement as a Top-20 world economy, and most recently, be one of the founding members of the Asian Infrastructure Investment Bank.

In September of this year, we will organise the second occasion of the Sino-Swiss Business Awards Ceremony in Beijing. Swiss companies have long been recognised as being highly competitive and innovative in the world market. In some branches, more than 90 per cent of the goods and services are exported, often characterised by their quality as second-to-none. The already excellent bilateral economic relations between China and Switzerland are prospering even more since the implementation of the Free Trade Agreement on 1 July 2014. The past several years have seen a growing number of Swiss enterprises successfully exporting to and investing in China, which has become Switzerland's third-greatest trading partner globally and the most important in Asia. These positive numbers are mainly thanks to you — the Swiss companies active in China and vice-versa. The time has come to rise and celebrate your companies in China or Switzerland, and to acknowledge the hard work and commitment shown by your dedicated firm. I therefore kindly invite you to participate in this second ceremony of the Sino-Swiss Business Awards in Beijing. Let your unique achievements be known by the Sino-Swiss business community and far beyond.

Bernhard Stefan
President SwissCham Beijing

亲爱的会员和读者朋友们，

2015年3月，中国瑞士商会各地区办公室在北京再次举办了区域年度大会 (RAGA) 和全国年度大会 (NAGA)，会上选举产生了新的区域董事会和区域代表。我很荣幸当选为中国瑞士商会北京新一任主席，借此机会我想对商会会员和友人的一贯支持表示感谢。另外，祝贺 Alberto Bertoz 当选上海地区新一任主席，Rene Forster 当选为广州地区的新一任主席，同时祝贺北京地区的 Daniel Meyer 当选为中国瑞士商会新一任董事会主席，我十分期待在未来的工作中与你们共事。

2015年是中瑞建交65周年，彰显了多年来瑞士与中国间一如既往的密切关系，这不仅体现在贸易领域，还体现在科技、研发、教育和文化等多个领域。中国和瑞士在多个层面的关系都是开拓性的：瑞士是第一批与中国建立外交关系的国家之一，也是第一批在中国设立合资企业、全球前20大经济体中率先与中国达成自由贸易协定的国家之一，就在近期，瑞士还成为了亚洲基础设施投资银行的创始成员国之一。

今年9月，我们将在北京举办第二届中瑞商业大奖颁奖典礼。瑞士企业在全球拥有高度竞争力和创新性的声誉，某些领域90%以上的商品和服务都出口到了海外，以世界第一的质量著称。自2014年7月1日正式执行自由贸易协定以来，中瑞间已有的良好双边贸易关系得到了进一步的繁荣发展。过去几年里，越来越多的瑞士企业成功的向中国出口和投资，中国已经成为瑞士第三大贸易伙伴和在亚洲地区最为重要的贸易伙伴。这些成就主要归功于那些在中国活跃的瑞士企业和在瑞士活跃的中国企业。现在是时候庆祝企业在中国或瑞士所取得的成功以及认可企业所付出的努力了。在此，我真诚的邀请您参加本次在北京举行的第二届中瑞商业大奖活动，让中瑞商业团体和其他相关机构了解您的企业所取得的卓越成就。

Bernhard Stefan
中国瑞士商会北京 主席

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Business News 商业新闻

- 10** Swiss-China Business News
瑞中商业新闻

Cover Story 封面故事

- 16** Innovation in China: The Swiss Contribution
中国创新：瑞士企业的贡献
- 20** Innovation in China: The Swiss Stand on Sustainability
中国创新：瑞士企业在可持续性发展中的地位
- 24** Innovation in China: Strategies for Swiss Start Ups
中国创新：瑞士新兴企业战略

Interview 访谈

- 26** Nestlé Stimulates New Era for Chinese Farmers
雀巢助力中国农民走向新纪元
- 30** High Fliers
飞得更高

Regional Profile 区域概况

- 34** The Sino-Swiss Dialogue 2015 in Guiyang
山与山之间的对话：2015 中瑞对话

FTA Update FTA 新动态

- 39** The Sino-Swiss FTA's Direct Transportation Rule
中瑞自由贸易协定直接运输原则

Bilateral Relations 双边关系

- 42** Sino-Swiss Diplomatic Traffic
中瑞外交往来

Expert Opinion 专家观点

- 46** Winds of Change
变革的风信

Chamber News 商会新闻

- 50** Beijing
北京
- 56** Shanghai
上海
- 60** Guangzhou
广州
- 61** Hong Kong
香港

Economic Data 经济数据

- 66** Sino-Swiss Economic Data And Indices
中瑞经济数据与指标



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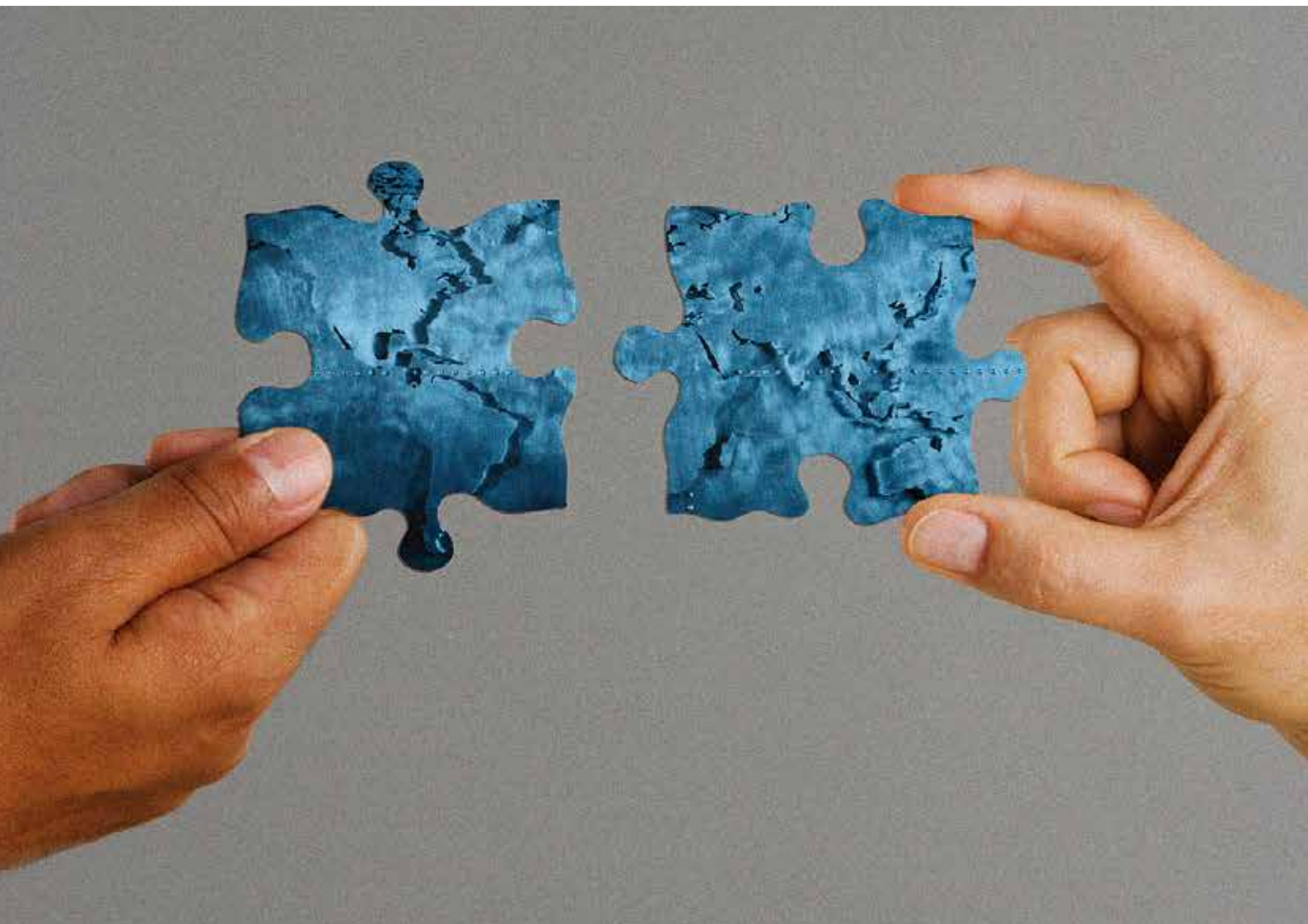
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MIQ Logistics (Shanghai) Co., Ltd · Suite B, 15th Floor, Harbour Ring Huangpu Center, No 98 Liuhe Road, Shanghai 200001, China
Phone number: (86) 21 6010 3088 · E-mail: shanghai@miq.com · Website: www.miq.com

Publisher 出版机构: SwissCham China
Administrator 管理机构: SwissCham Shanghai

Managing Editor 执行编辑: Geoff de Freitas

Editor 编辑: Alun John

Editorial Support Staff 编辑人员: Rolf Studer (Beijing 北京) /
 Joyce Chan (Hong Kong 香港) / Philip Kinseher (Guangzhou 广州) / Juana He (Shanghai 上海) / Peter Bachmann (Shanghai 上海)

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Circulation and Advertising Contacts

发行及广告联络处

- Shanghai

Address: Room 915, No.1388 North Shaan Xi Road, Shanghai
 上海市陕西北路 1388 号银座企业中心 915 室

Post Code: 200060

Tel: +86 21 6149 8207

E-mail: thebridge@sha.swisscham.org

- Beijing

Address: Room 611, Xinyuanli West 19, Chaoyang District, Beijing
 中国北京市朝阳区新源里西 19 号 611 室

Post Code: 100027

Tel: +86 10 8468 3982

E-mail: info@bei.swisscham.org

- Guangzhou

Address: 27th Floor, Grand Tower No.228 Tianhe Road, Guangzhou
 广东省天河区 228 号广晟大厦 27 楼

Post Code: 510620

Tel: +86 760 8858 1020

E-mail: info@swisscham-gz.org

- Hong Kong

The Swiss Chamber of Commerce in Hong Kong Limited c/o Franke

Address: Flat B 19/F., Soundwill Plaza Phase II-Midtown, No. 1-29 Tang Lung Street, Causeway Bay, Hong Kong
 香港铜锣湾登龙街 1-29 号金朝阳中心二期 19 楼 B 座由弗兰卡公司轉交香港瑞士商会

Tel: +852 2524 0590

E-mail: admin@swisschamhk.org

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Swiss-China Business News

瑞中商业新闻

A round-up of the main recent China business stories involving or affecting Swiss companies.

Strong Swiss franc forces Swiss firm to move jobs to China

As a result of cost increases due to the strong Swiss franc, Sonova Holding AG, a Swiss hearing-aid maker has decided to transfer some production to China and the U.K. the Staefa-based company said in a statement on 2 March. Chief Executive Officer Lukas Braunschweiler said in the statement that the strategic move would ensure their continued strong cost competitiveness and support Sonova's long-term strength and continued profitable growth.

2 March 2015

UBS China names Karen Chen as new head

Karen Chen, former Commonwealth Bank of Australia's CEO for China, has been named as president of UBS China Ltd. Chen, who joined UBS China in 2014, will also be appointed executive director in addition to her role as China head of wealth management, the Swiss global financial services firm said. Aside from being the China CEO of Commonwealth Bank of Australia before joining UBS in 2014, Chen also held various positions at Standard Chartered Bank. UBS, meanwhile, maintained its 2015 forecast for GDP growth in China at 6.8%, citing the downward pressure that the Chinese economy is facing.

9 March 2015

Fine jewellery bucks global trends

According to the Financial Times, while many luxury goods struggled worldwide last year, in part due to the clampdown on corporate gift giving in China, fine jewellery sellers managed to post growth figures in the high single digits as opposed to the low single-digit growth for the luxury watch market. China, together with Hong Kong, Macau and other places where Chinese consumers buy luxury items, is estimated to account for as much as 40% of global sales, Jon Cox of Kepler Cheuvreux in Zurich told the newspaper, adding that jewellery has largely avoided Beijing's clampdown on corporate gifts because it is more discreet than wristwatches when worn, and is less recognisable as being from a well-known brand. "When you wear a Patek Philippe, everyone knows how much it costs but it is much harder to know with high-end jewellery," Cox was reported to have said.

19 March 2015

近期包含或影响瑞士企业的主要中国商业新闻综述。

瑞郎走强驱使瑞士企业向中国转移

3月2日，总部位于瑞士施泰法的助听器生产商峰力听力的母公司 Sonova Holding AG 发表声明表示，由于瑞士法郎走强带来的成本压力，公司决定将部分生产转移至中国和英国。公司首席执行官 Lukas Braunschweiler 在声明中称，这一战略性转移将有助于 Sonova 持续的成本竞争优势，为 Sonova 的长期发展和持续性盈利提供保障。

2015年3月2日

陈庆接管瑞银中国

澳大利亚联邦银行前任中国区首席执行官陈庆 (Karen Chen) 被任命为瑞士银行 (中国) 有限公司行长。瑞银称，除了中国财富管理业务主管的职务外，她还将被任命为执行董事。陈庆在 2014 年加入瑞银中国前曾就职于澳大利亚联邦银行，此外，她还曾在渣打银行工作并担任不同职务。目前，瑞银维持其对中国 2015 年 GDP 增长 6.8%

的预测，认为中国经济仍面对下行压力。

2015年3月9日

珠宝业异军突起

据《金融时报》报道，去年全球奢侈品行业陷入增长困境，部分是由中国严打企业送礼造成的。然而，珠宝销售商在逆势中仍然实现了较高的个位数增长，好于奢侈手表行业较低的个位数增长。苏黎世开普勒盛富公司的 Jon Cox 在接受《金融时报》的采访中表示，中国消费者在中国内地、香港、澳门和其他地区购买的奢侈品约占全球总销售额的 40%。他还指出，由于人们在佩戴珠宝时相比腕表更为谨慎，且较难被认出品牌，因此在很大程度上可以避开中国政府的严打行动。“如果你带的是一块百达翡丽的手表，大家都知道它的价值，但高档珠宝的价值就很难猜测了，”Cox 说。

2015年3月19日



China to create seed developer that rivals Monsanto, DuPont and Syngenta

Chinese authorities are seeking to produce a seed developer that will rival agrochemical and agricultural firms like Monsanto Co, DuPont Co and Syngenta AG. China's seed market is estimated to be worth USD17bn annually. In 2014, state-owned Hunan Xindaxin Co unsuccessfully bid USD60bn to acquire Nasdaq-listed seed developer Origin Agritech Ltd, which owns the rights to the first genetically-modified corn in China. According to the Association of Food Industries, the seed industry of China could surpass that of the US in just three years' time.

23 March 2015

China Construction Bank eyes 8-nation expansion

China's second-biggest bank is planning to set up branches in at least eight countries around the world, Reuters reported. China Construction Bank (CCB) is reportedly planning to expand in eight countries in Europe, South America and Asia this year. Sources told Reuters the countries are France, the Netherlands, Poland, Italy, Spain, Switzerland, Chile and Malaysia. The expansion in eight countries will significantly increase CCB's global expansion. It currently has presence in 18 countries and territories.

State-owned banks in China are embarking on overseas expansion as part of the Chinese currency's internationalisation. China has assigned yuan clearing banks in at least 14 offshore hubs.

27 March 2015



中国打造国际性种子开发公司

中国当局意图打造能够与孟山都、杜邦和先正达等世界级农化品和农业公司抗衡的种子开发企业。据估计，中国的种子市场年度规模可达170亿美元。2014年，国有企业湖南新大新公司以600亿美元的价格收购纳斯达克上市种子开发公司奥瑞金种业股份有限公司（Origin Agritech Ltd）未果（奥瑞金种业是首家拥有获准在中国进行商业销售的转基因玉米品种）。食品工业协会认为中国的种子业将在未来三年内超过美国。

2015年3月23日

中国建设银行制定八国扩张计划

据路透社报道，中国第二大银行中国建设银行（CCB）计划今年在全球至少八个国家设立分支。报道称这八个国家分别是位于欧洲、南美洲和亚洲的法国、荷兰、波兰、意大利、西班牙、瑞士、智利和马来西亚。此次扩张将大幅提升中国建设银行的海外业务，目前该银行已在全球18个国家和地区设立了分支。中国国有银行的海外扩张是中国货币国际化的一部分，目前中国已在至少14个海外中心设立了人民币清算银行。

2015年3月27日

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ABB China to expand in 100 third- and fourth-tier cities

ABB China has said it will further expand in China as the country's future demand for robots and the government's push for more clean energy will provide more business opportunities for the company. ABB, a global leader in robotic technology, is expected to invest and expand in 100 more areas in China, focusing on third and fourth-tier cities as it accelerates expansion in central and western China. ABB China Chairman and President Gu Chunyuan said the automation of China's production plants has just started, creating a huge potential for robotic technology. In 2006, ABB relocated its global robotics headquarters from the United States to Shanghai as it saw increasing demand for robotics in the country.

2 April 2015

Swiss hotels had strong February helped by Chinese visitors

According to the Swiss Federal Statistical Office, the number of overnight stays in Swiss hotels rose by 6 per cent in February year-on-year with visitors from China making a particularly significant contribution to the increase. Yves Strauss from the Federal Statistical Office said the increase in February was partly due to the good weather, but that the figures had to be put in context as they came after a particularly poor month in February 2014. There were a total of 3.1 million overnight stays in February, of which locals accounted for 1.5 million. Visitors from Asia, in particular China, provided the lion's share of the increase of foreign visitors, with 27,000 extra overnight stays.

7 April 2015

ABB 中国向三四线城市扩张

为了满足中国未来对机器人的需求并充分利用政府对清洁能源的推动所带来的商业机会, ABB 中国表示将进一步拓展中国业务。作为全球领先的机器人技术企业, ABB 将向中国 100 多个地区投资和扩张, 重点发展位于中西部的三四线城市。ABB 中国董事长兼总裁顾纯元认为, 中国工厂的自动化过程才刚刚开始, 这为机器人技术带来了巨大的机遇。2006 年, 在看到中国对机器人不断增长的需求后, ABB 将其全球机器人总部从美国转移到了上海。

2015 年 4 月 2 日

中国游客助力瑞士酒店业绩

据瑞士联邦统计办公室的数据显示, 2 月瑞士酒店的入住率同比上涨 6%, 中国游客对业绩增长的贡献最大。联邦统计办公室的 Yves Strauss 表示, 2 月份入住率的增长部分归功于好天气以及 2014 年 2 月较低的入住率基数。据统计, 当月共有 310 万人在瑞士酒店过夜, 本地客人数为 150 万, 来自亚洲——尤其是中国的客人占外国客人增长的绝大部分, 增幅为 2.7 万人。

2015 年 4 月 7 日



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SwissCham Beijing

Address: Room 611, Xinyuanli West 19, Chaoyang District, Beijing
Tel: +86 10 8468 3982
Email: info@bei.swisscham.org

SwissCham Shanghai

Address: Room 915, Regus Silver Center, No. 1388 North Shaan Xi Road, Shanghai
Tel: +86 21 6149 8207
Email: info@sha.swisscham.org

SwissCham Guangzhou

Address: 27th Floor, Grand tower No. 228 Tianhe Road Guangzhou
Tel: +86 760 8858 1020
Email: info@swisscham-gz.org

SwissCham Hong Kong

C/O Franke
Address: Flat B 19/F, Soundwill Plaza Phase II-Midtown No. 129 Tang Lung Street, Causeway Bay, Hong Kong
Tel: +852 2524 0590
Email: admin@swisschamhk.org

China tops Switzerland as Germany's top investor in 2014

China was the biggest investor in Germany last year, overtaking the United States and Switzerland, official reports showed. China invested in 190 greenfield projects in Germany in 2014, a 37% rise year-on-year. With investments valuing up to USD217m, Chinese companies generated over 17,000 new jobs in Germany last year, and the figure could continue to increase as a growing number of Chinese firms have expressed interest in investing in Germany.

28 April 2015

Rieter opens advanced spinning centre in China

Rieter, a producer of textile machinery and automobile components, has opened its first application and research centre for spinning technology in China. The Switzerland-based company, which develops and manufactures machinery, systems and components used to convert natural and manmade fibres and their blends into yarns, said the centre is the most advanced in the world and is expected to contribute towards further development of the Chinese spinning industry. Aside from expanding its production facilities in China, Rieter also extended its local customer service network. Rieter has been operating a spinning centre in Switzerland and a similar centre in India but the China centre is considered as a key element in the company's range of services.

28 April 2015



2014 年中国超过瑞士成为德国最大的投资国

据官方报告显示, 2014 年, 中国超过美国和瑞士, 成为德国最大的投资者。去年, 中国在德国共投资了 190 个专案项目, 同比增长 37%, 投资额达 2.17 亿美元。同期, 中国企业共在德国创造了 1.7 万个新岗位, 随着越来越多的中国企业增加对德国的投资, 这一数据将持续增长。

2015 年 4 月 28 日

立达在华成立先进纺纱中心

瑞士纺织机械和汽车零配件生产商立达 (Rieter) 在中国成立了首个纺纱技术应用与研究中心。立达公司总部设在瑞士, 主要开发和生产用于将天然

和人造纤维及其混合物加工成纱线的纺织设备、系统和零配件。据了解, 该中心代表着世界最先进的水平, 将为中国未来的纺织业发展服务。在增加生产设施的同时, 立达还扩大了本地客户服务网络。目前立达在瑞士和印度都设有类似的纺纱中心, 但中国中心被认为是公司业务发展的关键。

2015 年 4 月 28 日



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Credit Suisse names China investment banking heads

瑞信任命中国投资银行部主管

International financial services group Credit Suisse announced the appointment of George Chow and Zeth Hung as co-heads of investment banking (IB) in Greater China. Chow was previously head of fixed income sales for Greater China while Hung was vice chairman of the IB and global markets solutions group for Greater China. The two Credit Suisse veterans are expected to start in their newly created roles in June. They will report to Vikram Malhotra, who is head of IB, Asia Pacific. Chow has an additional reporting line to Brian Yoon, head of fixed income Asia Pacific, on any fixed income related products and businesses. Chunlei Wu will take over Chow's old role as head of fixed income sales for Greater China, Credit Suisse said.

17 April 2015



国际金融服务集团瑞信宣布任命 George Chow 和 Zeth Hung 为大中华区投资银行部联合主管。此前，Chow 曾担任瑞信大中华区固定收益部主管，Hung 曾担任瑞信大中华区投资银行部和全球市场解决方案集团副董事长。两人将于 6 月正式接管投行部，并向亚太区投行部主管 Vikram Malhotra 汇报。此外，Chow 还将向亚太区固定收益部主管 Brian Yoon 汇报与固定收益相关的产品和业务。同时，瑞信宣布 Chunlei Wu 将接替 Chow 担任大中华区固定收益部主管的职务。

2015 年 4 月 17 日

Edmond de Rothschild names China equities head

Edmond de Rothschild 任命中国权益部主管

Swiss wealth manager Edmond de Rothschild Asset Management has announced the appointment of Li WeiWei as head of Chinese equities to focus more on rolling out its expertise in Asia. Li will replace Hu Xin, who left the group in March to explore new professional opportunities, and will be based in Hong Kong, a company statement said. Philippe Uzan, chief investment officer of long-only management at Edmond de Rothschild Asset Management (France), said Li will head the Chinese equities team in further rolling out the firms asset management expertise in the region, especially with the gradual opening up of the Shanghai and Shenzhen stock markets. Edmond de Rothschild ranks among the leading players in asset management, with CHF86bn (USD88.7bn) in assets. Li will report to Thomas Gerhardt, head of emerging equities and commodities.

23 April 2015

瑞士财富管理公司 Edmond de Rothschild 资产管理宣布任命 Li WeiWei 为中国权益部主管，负责开拓亚洲市场。公司声明称，Li 将取代 3 月份离职的 Hu Xin，帮助公司拓展新的业务机会，并将驻扎在香港。Edmond de Rothschild 资产管理（法国）公司多头管理首席投资官 Philippe Uzan 表示，Li 将带领中国的权益团队进一步推动公司在该地区的资产管理业务，尤其是利用逐步开放的上海和深圳股票市场。Edmond de Rothschild 是世界一流的资产管理公司，资产总额达 860 亿瑞士法郎（887 亿美元）。Li 将向新兴资产和商品部主管 Thomas Gerhardt 汇报。

2015 年 4 月 23 日

Sinochem mulls Swiss franc bond

中化集团发行瑞郎债券

According to Bloomberg, China's state-owned oil company Sinochem Group may sell a debut bond denominated in Swiss francs. A source told the news organisation that Sinochem's investment unit, Sinochem Hong Kong Group Co Ltd., had hired HSBC Holdings Plc and UBS AG to conduct investor meetings in Switzerland from 19 May. Sinochem is not the first Asian company to sell Swiss-franc debt and Korea National Oil Corp. and Bharat Petroleum Corp. Ltd., have both done so in recent years.

12 May 2015 ○

据彭博社报道，中国国有石油企业中化集团将首发以瑞士法郎为计量货币的债券。消息人士在接受彭博社的采访中称，中化集团的投资分支——中化香港集团有限公司已委托汇丰银行和瑞士银行自 5 月 19 日起在瑞士召集投资者会议。中化并非首个发行以瑞士法郎为计量货币债券的亚洲公司，近几年韩国国家石油公司和巴拉特石油公司都曾发行过类似的债券。

2015 年 5 月 12 日 ○

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Innovation in China: The Swiss Contribution

中国创新：瑞士企业的贡献

Switzerland's passion for new ideas and products has led Swiss firms to use this approach in their China operations, with varying tiers of innovation.

by **Mark Andrews**

Switzerland is well-known for innovation, and it ranked first in last year's INSEAD Global Innovation Index for the fourth year running. The reasons for this are various, but certainly, a great number of Swiss companies place great importance upon producing new products and ideas and taking them to market — something that has allowed them to compete around the world.

In comparison, China came in at 29th on the INSEAD index, one of the highest positions for a middle-income country, and even more impressive as it ranked 35th in the 2013 report. Multinationals have both contributed to and benefitted from this rise, and between 2000 and 2013, the number of foreign-invested R&D centres in China rose from fewer than 200 to over 1300. According to research from the CEIBS Centre for China Innovation, China is now the most popular country in the world

瑞士企业对新想法和新产品的热情在其中国运营的创新活动中得到了不同程度的发挥。

作者：**Mark Andrews**

瑞士以创新著称，在去年的英士国际商学院（INSEAD）全球创新指数排名中连续四年名列第一。原因是多方面的，当然，许多瑞士企业十分重视开发新产品和新想法及其市场推广——这也是许多瑞士企业在世界范围内能够取得成功的原因之一。

相比较而言，中国在 INSEAD 指数中排名第 29 位，对于中等收入国家而言这是最好的排名之一，相较 2013 年第 35 名的结果而言，这一成绩已经十分不俗了。跨国企业不仅为这一排名的提升作出了贡献，也从中获益良多。在 2000 年到 2013 年间，中国的外资研发中心数从不到 200 个增加到了 1,300 多个。中欧国际工商学院（CEIBS）中国创新中心的研究显示，目前中国

for companies to set up R&D facilities. The Chinese government is certainly pushing this trend, and has publicly set a target of having 2.5 per cent of GDP invested in R&D by 2020.

The relevance of China

Given the importance many Swiss companies traditionally place on innovation, one would expect that many firms would be important contributors to this development. Some have certainly invested heavily in China, where as others have moved more slowly in this regard. Novartis, who first set up an institute for biomedical research in China in 2006, grabbed headlines with an investment of over USD1bn in an R&D centre in Shanghai's Zhangjiang Hi-Tech Park. When completed, the new facility will be one of Novartis' top three research centres, along with one in the Swiss city of Basel and another in Massachusetts, USA.

Meyer Burger Group which specialises in high-tech production equipment, integrated solutions, systems and services with focus on the photovoltaic industry as well as other specialised industries including semiconductor has been locally present in China for many years, and in 2003 Meyer Burger opened a local sales and service office in Shanghai. Since then it has increased its focus to include after-sales, maintenance and service locations and in 2014 it launched its first 'Local for Local' manufacturing facility in China for the production of solar module encapsulation and laminating equipment. "Ours is a product on which you have to work with the customer very closely. You need to understand what the customers need, and so we decided to be closer to our customer," says Anita Schrag, Meyer Burger's vice GM of operations in China.

Meyer Burger has no R&D centre in China but its manufacturing facility in China collaborates very closely with product development in Europe to ensure that the local technology requirements in the Chinese market flows into the ongoing equipment development. The developments so far have been engineering-led and are related to product sustainability, including localising components. On their factory floor, Meyer Burger has a unit for testing machines destined for work in process control of the specific modular production. "Since these cannot be tested using the electricity supply directly to each module, this unit was developed in China to get over the problem," says Schrag.

The local dimension

Other companies, however, are doing more than simply adapting their products for the Chinese market. Thomas Schweizer, general manager China of Oerlikon Metco, says that his company has three types of projects in China, each of which require different levels of innovation. "In the first type, the project is transferred



Anita Schrag, Vice GM of Operations in China, Meyer Burger Technology
梅耶博格中国区运营副总经理 Anita Schrag

是企业设立研发中心的首选国家。中国政府也在推动这种趋势，并制定了到2020年研发投入占GDP 2.5%的目标。

中国的相关性

许多瑞士企业拥有重视创新的传统，可想而知许多企业都将是创新发展的重要贡献者。其中一些企业在中国倾注了巨额投资，还有一些企业进展缓慢。于2006年在中国设立了首个生

物医药研究中心的诺华公司投资10亿美元在上海张江高科技园设立研发中心的消息登上了新闻头条。建设完成后，该中心将成为诺华的前三大研究中心之一，另外两大中心分别位于瑞士巴塞尔和美国马萨诸塞州。

梅耶博格集团是一家主要为光伏行业以及包括半导体在内的其他特定行业提供高科技产品设备、一体化解决方案、系统和服务的公司，公司已经进入中国市场多年。2013年，梅耶博格在上海设立了本土销售和服务办公室。之后，梅耶博格不断增加对中国的投入，陆续建立了售后、维护和服务站点。2014年，公司在中国推出了首个“本土对本土”生产工厂，主要生产太阳能电池模块封装和层压设备。“我们的产品开发需要与客户密切合作，需要了解客户的要求，因此我们必须离客户更近一些，”梅耶博格中国区运营副总经理 Anita Schrag 说。

目前梅耶博格在中国尚未设立研发中心，但其在中国的工厂与欧洲的产品开发部密切协作，以保证中国市场对技术的要求体现在公司正在开展的设备开发工作中。公司迄今为止的发展都是工程导向的，都是关于产品的可持续性发展的，包括零配件的本土化等。梅耶博格的



Thomas Schweizer, General Manager China of Oerlikon Metco
欧瑞康美科中国区总经理 Thomas Schweizer

的工厂里有一个设备测试车间，主要用于具体的模块化生产的过程控制。“由于中国的电力不能直接用于对每个模块的测试，我们专门搭建了这个测试车间来解决这个问题，”Schrag 说。

为了提高产品的利润率，梅耶博格改变了产

from other parts of the world and so doesn't need local R&D," he says. "In the second, a product is developed for a local customer in a global context with the R&D work mainly done overseas. Nonetheless, in the third type — products developed in China for Chinese customers who are mainly local original equipment manufacturers — we really need local R&D capabilities."

The projects undertaken by Novartis in China have a local focus as well. "The CNIBR addresses unmet medical needs

in China and Asia with research that is focused on diseases that are endemic to the region," a spokesperson from Novartis' Institute for Biomedical Research in China (CNIBR) told the Bridge.

Nor are they unique in this regard. Swiss multinational DKSH opened an innovation centre in Guangzhou in 2013 to cater for the personal-care industry in the South China region. Their focus is more on creating products specifically for the Chinese market rather than pursuing truly global R&D.

Looking at the timeline, Professor George Yip, co-director of the CEIBS Centre for China Innovation, says that developing innovation in China for a global market is an evolutionary process. "The first, simple step involves adjusting the production process to local requirements," he says. In the next stage, which Yip believes, the majority of multinationals' R&D centres in China have arrived at, "companies adapt their products to local Chinese preferences," as can be seen with Oerlikon Metco. Indeed, Schweizer says that "Innovation as such is predominantly a subject considered outside of China while the focus in China is more towards application development". Some companies are now reaching Yip's third stage, in which they "integrate their China R&D activities with the ones they have elsewhere in the world, and designate their Chinese operations as global centres for some aspects of their R&D operations."

Integrating Chinese and overseas innovation

However, for the many Swiss companies who have not reached this third stage there is still a difference between the types of research that they do in China, and that elsewhere. "For instance, we typically develop and sell the core technology and related products for thermal spray from Europe and the US," says Schweizer.

The intellectual property rights (IPR) issue is still a key consideration for many companies deciding on what kind of innovation to do in China. "Our R&D centres are in Switzerland and Germany where we work closely with international research institutes in the ongoing development of PV tech-



Professor George Yip, Co-Director of the CEIBS Centre for China Innovation

中欧国际工商学院中国创新中心联席主任 George Yip 教授

品和生产工艺,但是目前公司在中国尚未设立研发中心,迄今为止的发展都是工程导向的,都是关于产品的可持续性发展的,包括零配件的本土化等。梅耶博格的工厂里有一个设备测试车间,主要用于测试那些针对不同电流频率市场的设备。“由于不能使用中国的电流进行测试,我们专门搭建了这个测试车间,” Schrag 说

本土化程度

不过,其他公司做的就不止于使产品适应中国市场这么简单了。欧瑞康美科公司中国区总经理 Thomas Schweizer 表示,公司在中国有三类项目,每类项目都要求不同水平的创新。“第一类项目是从世界其他地区转移过来的,因此不需要本土研发,”他说,“第二类项目的产品是为一个在全球运营的本土客户开发的,主要研发工作均在海外开

展;第三类项目的产品是在中国开发的,针对中国客户——以本土原始设备制造商为主,在这一块我们需要本土研发能力。”

诺华在中国开展的项目也是以本土市场为侧重点的。“诺华中国生物医药研究所(CNIBR)解决中国和亚洲市场尚未得到满足的医疗需求,主要研究侧重点是区域内的地方性疾病,”诺华中国生物医药研究所发言人在接受《桥》的采访中说道。

这样做的企业并不只有诺华。瑞士跨国企业大昌华嘉(DKSH)于2013年在广州开设了创新中心,以顺应中国华南地区的个人医疗产业发展。他们的创新重点是开发针对中国市场的产品,而不是追求全球性的研发。

在时间方面,中欧国际工商学院中国创新中心联席主任 George Yip 教授表示,在中国开展针对全球市场的创新是一个进化的过程。“第一步很简单,包括依照本土要求调整生产工艺等,”他说。Yip 认为大多数跨国企业在华的研发中心已经达到了第二步,“企业根据本土中国客户的喜好调整产品”,这是欧瑞康美科正在做的。的确, Schweizer 表示“创新是我们首要在中国之外的其他国家考虑的课题,在中国仍主要侧重于应用发展”。

某些企业目前已经达到了 Yip 所说的第三阶段,它们“将中国的研发活动结合到企业在全球其他地区开展的研发活动中,将中国运营定位成某些领域研发运营的全球中心”。

中外创新结合

然而,对于许多没有达到第三阶段的瑞士企业来说,它们在中国开展的研发工作与世界其他地区仍然有很大的不同。“举个例子来说,我们的核心技术和热喷镀相关的产品开发和销售都在欧洲和美国,” Schweizer 说。

nologies for global applications. The collaboration between our manufacturing locations worldwide however is very important to ensure that regional market requirements and differentiation is part of product development,” states Schrag.

There also seems to be a perceived communication gap. One issue, according to Schrag, is that R&D engineers in Europe are still discovering what they can learn from the Chinese, whereas engineers in China only focus on the product itself, rather than what they can deliver to the innovation stage of product development. Schweizer agrees, and says that “For the broad range of surface engineering technologies applied by us, China is yet to become an innovation driver or play an important role related to innovation.”

Much of this seems to be related to the perceptions of the talent available. “There is a big gap between the education of factory workers in Switzerland and China,” says Schrag. “In Switzerland, the people on the shop floor of an equipment manufacturer will typically have been through an apprenticeship programme, whereas in China, where apprenticeships are not common, we employ people with simpler skill sets and train them ourselves,” she says.

However, Schweizer says that the situation is now starting to change, due to the fact of more and more Chinese who have studied overseas. “In the past, China was very good at copying; however, innovation is now increasingly starting to happen, thanks to Chinese who have studied or lived abroad,” he says.

Novartis’s spokesperson takes a more positive view about the quality of employees available in China, which they describe as a “rich talent pool”. “Novartis has devoted a lot of resources to training young talent in China and ensuring they adopt our global standards of excellence and quality,” they say. “With over 300 associates and growing, including more than 200 scientists, CNIBR research teams are staffed by both Chinese scientists who have returned from abroad as well as graduates from top-tier universities, medical centres, and research institutes in China.”

These institutions, Novartis’ spokesperson says, offer further potential for MNCs to carry out innovative practices in China. “Novartis has also formed strong partnerships with Chinese universities and hospitals to collaborate on innovative researches and drug discovery,” they say.

As such, there are Swiss companies at all the stages outlined by Yip. While the approach has been cautious thus far, it is apparent that Swiss companies are looking to commit more to undertaking innovation in China. Schweizer says that Oerlikon Metco expects to gradually see far more innovation happening in China within the next five years, and Schrag makes a similar point. “If we develop a specific product for China, then I think we need drive the innovation from here,” Schrag says. “Product innovation is closely integrated to the strategic technology roadmap of a company which is an important factor for people to understand,” she adds. ○

许多企业决定将哪些创新活动放在中国时考虑的一个重要因素是知识产权问题。“我们的研发中心在瑞士和德国，我们与国际研究机构密切合作开展全球应用中的光伏技术发展工作。不过，我们在全球的生产工厂间的合作对于保证区域市场要求和差别在产品开发中得到体现也是十分重要的，” Schrag 说

还有一点就是人们理解和沟通上的差别。据 Schrag 介绍，他们面对的问题之一是瑞士的研发工程师仍然在探索他们能从中国同事那里学些什么，而另一方面，中国的工程师把工作重点放在产品本身，而不是思考如何将他们所学到的知识运用到新产品的创新中去。Schweizer 对此表示同意，并指出“在我们应用的许多表面工程技术上，中国还不是创新推动者，还没有在创新中担任重要的角色。”

人才的问题是原因之一。“瑞士和中国工厂的工人接受的培训差距较大，” Schrag 表示。“在瑞士，设备生产商车间里的工人一般都已经通过了学徒期，而在中国，学徒制不太普及，工人所拥有的技能较简单，需要在工作中进行培训，”她说。

不过，Schweizer 表示这种情况已经开始变化，因为有海外学习经验的中国人越来越多。“过去，中国的特长是抄袭；现在，那些在海外学习或生活过的中国人推动了越来越多的创新活动，”他说。

诺华发言人对中国现有的雇员素质持更为乐观的态度，他们将其描述为“丰富的人才库”。“诺华在培养中国年轻人才、保证他们采用全球品质和质量标准方面投入了很多资源，”他们如此说道，“我们在中国共有 300 余名助理人员，人数还在不断增加，包括 200 多名科学家，诺华中国生物医药研究所的研究团队既有海归科学家，也有来自中国一流大学、医疗中心和研究所的毕业生。”

诺华指出，这些研究所给跨国企业开展创新实践带来了更进一步的潜力。“诺华还与中国高校和医院建立了强大的伙伴关系，协作发展创新性研究和医药开发，”他们说。

因此，中国有 Yip 列出的处于各个阶段的瑞士企业。虽然瑞士企业采取了较为谨慎的策略，但是很明显的是它们在设法为中国正在发生的创新贡献更多。Schweizer 表示预计未来五年里欧瑞康美科在中国开展的活动将逐渐增多，Schrag 也持类似的观点。“如果我们在中国推出特定产品的话，我想我们必须推动在本地的创新活动，” Schrag 说，“产品创新是与企业的战略技术路线密切结合的，人们需要理解这个重要因素。○

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Innovation in China: The Swiss Stand on Sustainability

中国创新：瑞士企业在可持续性发展中的地位



With their historical respect for nature and the environment, Swiss firms are in a strong position to lead the drive towards more sustainable practices in China.

by **Alun John**

Increasing pressure is being put on companies in China to operate in more environmentally sustainable ways. Air pollution remains a common talking point, and early this year an ambitious plan to close down factories that polluted the water supply was announced by the State Council. However, despite these moves to target the worst offenders, companies still need to find new solutions to enable sustainable development, both in terms of business model innovation and also pure R&D innovation. To this end, there is a role for foreign firms, that are accustomed to operating under more stringent regulatory regimes, to help drive this innovation.

Swiss companies are well-placed to contribute to this endeavour, given Switzerland's reputation in the field of environmental sustainability. The country ranked first in the 2014 Environmental Performance Index produced by Yale

瑞士企业历来对自然和环境的尊重使得他们在中国推动更可持续性发展的实践中处于领导地位。

作者：**Alun John**

在 华运营的企业在更为可持续性发展的运营上面对着越来越大的压力。空气污染依然是人们日常谈论的问题，就在今年年初，国务院还制定了关闭水污染工厂的宏伟计划。不过，虽然这些政策针对的是给环境带来较大污染的企业，但找到一套可持续性发展的解决方案对于企业来说还是十分必要的，这包括业务模式创新和纯粹的研发创新。为此，那些习惯了在较为严格的规范制度下运营的外资企业将在推动创新方面扮演重要的角色。

瑞士在环境可持续性发展方面的声誉使得瑞士企业完全有能力为这一进程作出贡献。瑞士在耶鲁大学的2014年环境绩效指数排名中位列第一，瑞士政府长久以来致力于环境危害最小化的政策——例如，法院的“污染者承担”原则——

University, and long-standing attempts by the Swiss government to minimise environmental damage — for example, the courts' use of the 'polluter pays' principle — mean that Swiss companies are experienced with using innovation to cooperate with directives of environmental sustainability. As the Chinese government puts scrutiny on companies to operate more sustainably, the potential for bringing these innovations to China is an opportunity for Swiss enterprises.

New perspectives on sustainability

Perhaps the clearest sign of this opportunity is the Sino-Swiss Zhenjiang Eco Industrial Park. The project is the result of a bilateral agreement between the Chinese Ministry of Commerce and the Federal Department of Economic Affairs of the Swiss Confederation, which aims to promote collaboration between Swiss and Chinese companies. The new industrial park has been established with a focus on resource efficiency and energy-saving. The park has a number of innovative companies operating within it, and also contains an innovation centre, which was designed and built with a particular focus on energy-saving and environmental protection, using advanced Swiss technology.

Advanced Swiss technology may be increasingly important for China's construction industry, given the sector's relationship to China's sustainable growth and the on-going focus on urbanisation. This point was made in a speech last year by CS Kiang, founding Dean of Peking University's College of Environmental Sciences. "It is a necessity for China to have urbanisation, but in 15 or 25 years, Chinese urbanisation is going to be the largest human activity ever undertaken. What will be the possible ecological impact?" he said.

There is therefore a need for new and innovative sustainable building practices to be brought to China, and the Sino-Swiss Zhenjiang Eco Industrial Park would like to claim that it has shown that such technologies can be used effectively. However, Martin Müller, Director at Swisspearl China, who were involved in the construction of the park, says that so far construction companies in China have been unwilling to invest significantly in such technologies. "The building industry is a very traditional business, and construction companies are not very eager to change," he says. "Currently the 'sustainability label' is mainly a marketing tool, and only a very limited number of real sustainable projects have been built in the country so far."

Nonetheless, Müller says that this is beginning to change. "Fortunately the top government bodies, as well as more and more institutional real estate firms, are willing to apply some changes. We at Swisspearl created the first sustainable building in Switzerland in the 1970s, and here in China we will continue our efforts



Martin Müller, Director at Swisspearl China
Swisspearl 中国总监 Martin Müller

意味着瑞士企业在利用创新应付环境可持续性发展的指令上是十分有经验的。随着中国政府严查企业运营模式,推动可持续性发展,现在是瑞士企业将这些创新带到中国来的好机会。

可持续性发展的新视角

这种机会的最具体的表现可以说

是中瑞镇江生态工业园。这个项目是由中国商务部和瑞士联邦经济事务部签署的旨在推动中瑞企业家协作的双边协定的产物。新工业园侧重于资源效率和能源节约。工业园内有许多创新型企业,还设有一个应用先进的瑞士技术的创新中心,节能和环保是创新中心设计和建设的特点。

由于建筑业与中国可持续性增长间的关系以及国家对城市化的持续推动,先进的瑞士技术对于中国的建筑业将越来越重要。北京大学环境科学院首任院长江家驹博士在去年的演讲中提出了这个观点。“城市化对于中国是十分必要的,但是15年或25年后,中国的城市化将成为史上最大的人类活动,这对生态环境将带来哪些影响呢?”他说。



Tian Yuan, CEO of Beijing, Keller Century Building Technologies Ltd.,
北京凯乐世纪建筑技术有限公司 CEO 田园

因此,将新的创新性可持续性发展建筑实践带入中国十分必要,中瑞镇江生态工业园证明了这种技术可以得到有效的应用。不过,参与工业园建设的 Swisspearl 公司总监 Martin Müller 表示,迄今为止中国的建筑公司仍不愿在这类技术上投入太多。“建筑业是十分传统的行业,建筑公司不太乐意改变,”他说,“目前‘可持续性’的标签主要是一种市场推广工具,在中国建设的真正的可持续性发展项目仍然十分有限。”

尽管如此, Müller 表示这种情况已经开始变化。“幸运的是,高层政府领导以及越来越多的机构性房地产公司乐于运用某些变化。Swisspearl 于20世纪70年代在瑞士建设了第一幢可持续性发展大楼,在中国,我们将继续努力推进建设真正的可持续性发展大楼,”他说。

towards truly sustainable buildings,” he says.

An increasing awareness

Swiss construction firms are also able to benefit from bringing innovative developments to China from Switzerland, though some process innovation is necessary to make these new technologies work well in the Middle Kingdom. Tian Yuan, CEO of Beijing, Keller Century Building Technologies Ltd., another Swiss firm which is a planner for architecture and HVAC (heating ventilation and air conditioning) with an interest in energy-saving and sustainability, says that the main features of their products were developed in Switzerland. “For example, the joint optimization of architecture and HVAC leads to much softer and more efficient ways for heating, cooling and ventilation, this has become very popular in Switzerland,” she says. However, bringing this technology to China is not necessarily easy, and requires some innovation in terms of processes. “The transfer to China required the adaptation to the many different climates such a large country has, including the specific habits of the users, the available machines and building materials, and the construction workers’ skills,” she adds.

The government’s drive to boost sustainability, seen by Müller in the construction sector, is also providing opportunities for Swiss companies in other industries. Jan Kreibaum, Clariant regional president Greater China and Korea, says that such policies are also being pursued in the chemical industry. “In China, with rising concerns about products’ safety and their environmental impact, new legislation and regulations are being rolled out in local markets, and more importantly also enforced much more rigorously. The use of harmful substances is restricted, and energy consumption during manufacturing is constrained to foster more sustainable development of the chemical industry,” he says. Kreibaum adds that this is providing opportunities for companies able to respond innovatively to these developments: “Driven by the rising call for sustainability in the local market, Clariant now offers a number of innovative products and solutions.” Looking at China’s potential for sustainable practices, he states that “Among Clariant’s global operations, the Greater China region is at the forefront of making moves towards sustainability.”

The growing attention paid to the sustainability of products has been noticed by another Swiss company, Top10 China, an internet-based platform that provides independent information on the energy efficiency of products available in the Chinese market. Their CEO, Zheng Tan, says that when Top10 China was launched in 2009 “The average energy efficiency performance of energy-using

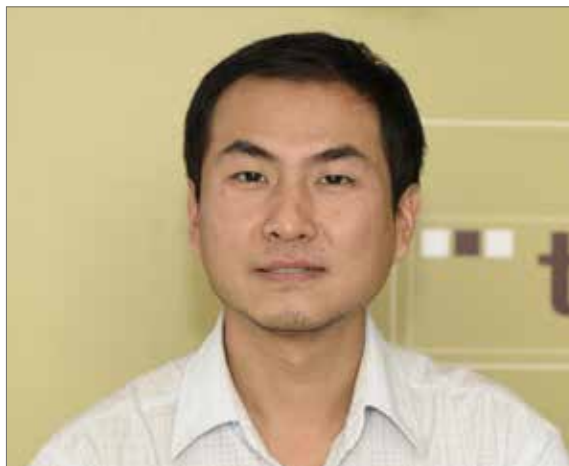


Jan Kreibaum, Clariant Regional President Greater China and Korea

科莱恩大中华区和韩国区域总裁 Jan Kreibaum

与空气调节，这在瑞士已经十分普遍了，”她说。然而，将这种技术应用到中国并不容易，需要工艺上的创新。“向中国转移要求适应这个国家多种不同的气候条件，以及用户的特殊习惯、市面上的设备和建筑材料和建筑工人的技能等，”她补充道。

Müller 认为政府推动建造业的可持续性发展也为其他领域的瑞士企业带来了机会。科莱恩大中华区和韩国区域总裁 Jan Kreibaum 指出，化工行业也有类似的政策。“在中国，随着人们对产品安全和环境影响的关注不断提高，政府制定了新的法律法规，更重要的是这些新规范得到了十分严格的执行。政府严禁使用有害物质，并控制生产中的能耗以促进更可持续性发展的化工行业的形成，”他说。Kreibaum 认为这对于那些能够对这些政策做出创新性反应的企业来说是种机会。“在本土市场对可持续性发展的倡导下，科莱恩推出了多种创新性产品和方案。”



Zheng Tan, CEO, Top10 China

Top10 节能中心中国区主任郑坦

环保意识不断增强

瑞士建筑公司也可以在把创新发展从瑞士带到中国的过程中受益，尽管为了在中国应用这些新技术必须进行某些工艺上的创新。另一家有志于节能和可持续性发展的建筑设计和 HVAC（供热通风与空气调节）公司北京凯乐世纪建筑技术有限公司 CEO 田园表示，他们公司产品的主要功能都是在瑞士开发的。“举个例子来说，建筑与 HVAC 间的最优结合将带来更温和及更有效的供热通风

的可持续性发展实践方面，他认为“在科莱恩的全球运营中，大中华区在推动可持续性发展方面站在前列。”

基于互联网平台、独立为中国市场上的商品提供能效信息的瑞士 Top10 节能中心也注

products was still low compared to advanced technologies. Manufacturers had the ability to produce high-efficiency products, but they lacked the economic motivation to produce and promote the most efficient products.” However, Zheng too says that things are now beginning to change: “A series of energy efficiency standards were revised and put into force in recent years, which have increased the minimum energy efficiency tier requirements as well as the tier requirements for the best energy efficiency.”

For Swiss companies who are developing innovative products and practices in the area of environmental sustainability, the importance of the topic in the eyes of policy-makers, and hence for these selling on a B2B basis, provides a great opportunity, and one on which Swiss companies are well-placed to capitalise. “Being a Swiss company still helps with respect to reliability and quality,” says Tian. Müller makes a similar point, though he says that this reputation is not always helpful. “Representing a Swiss company brings both advantages and disadvantages. On the positive side, people normally trust that our technology is well advanced; however due the Swiss origin, they automatically think that it is expensive – often without knowing the real costs,” Müller says. ○

意到了政府和人们对可持续性发展越来越多的关注。中心中国区主任郑坦表示，2009 年在中国设立 Top10 节能中心时，“能耗商品的平均能效绩效相比先进技术仍处于低水平。生产商有能力制造高能效的产品，但是没有经济动力推动他们生产和推广最高效率的产品。”不过，郑坦指出情况已经开始发生变化：“近年来，政府修订并执行了一系列的能效标准，提高了最低能效等级的要求和最优能效等级的要求。”

对于在环境可持续性发展领域开发创新性产品和实践的瑞士企业来说，政府决策者对这一问题的重视和其对 B2B 企业带来的影响意味着一次巨大的机会，瑞士企业完全有能力充分利用这次机会。“作为一家瑞士企业，产品的可靠性和高品质令人信服，”田园指出。Müller 也表达了类似的看法，虽然他认为打瑞士牌也并不总是有用。“作为一家瑞士企业有优势也有劣势。优势是人们相信我们拥有先进的技术；但他们也会认为来自瑞士的就是昂贵的，人们常常在了解真正的成本前就下此断言，”Müller 说。○

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Innovation in China: Strategies for Swiss Start Ups

中国创新：瑞士新兴企业战略

A closer look at Swiss firm ScanTrust shows the opportunities the Sino-Swiss business relationship provides to tech start-ups.

by **Pascal Marmier**

Building on strong bilateral relations, Switzerland and China have cooperated on scientific activities for many years. Researchers have worked on a variety of joint workshops, projects and publications, but a more recent development has been that entrepreneurs are now connecting the two countries in innovative ways. Opportunities are certainly available, as Switzerland is frequently ranked number one globally for innovation thanks to its excellence in technology development, and China's marketplace is becoming more and more attractive for tech startups. With the increasing speed of change around the world brought by digitalisation, and new ways of working and producing there is no doubt that these opportunities will grow further.

One start up that is targeting the China market is ScanTrust which is headquartered at the École Polytechnique Fédérale de Lausanne (EPFL). The company has grown quickly since it entered the China market in 2013, and recently announced a successful seed round of funding from investors to help scale up operations and build up products. It focuses on QR codes containing a unique fingerprint, which counterfeiters are not able to reproduce, but which can be authenticated by a mobile phone without the need for a special optical reader.

Nathan Anderson, co-founder of ScanTrust, says that innovation in China in his sector is primarily in the way that people are using technology, and he offers Wechat an example. "Wechat is a platform unlike any in the world, and there are many innovations going on in terms of how it is being used, some of which you can see being copied in the US. Snapchat just introduced a system where you can add friend via a QR Code, for example," he says. This is a particular sort of innovation, which, Anderson says, "Is perhaps different from the innovation going on in Silicon Valley," but nevertheless, he believes that "innovations that are happening here will affect markets throughout the world."

Starting up in China

Financing for start ups in China remains difficult given that

从瑞士企业 ScanTrust 的经验中可以发现中瑞商业关系为科技新兴企业带来了巨大的机会。

作者：**Pascal Marmier**

在 坚固的双边关系的基础上，多年来瑞士和中国间开展了丰富多样的科技活动，不仅有研究人员在各种联合研讨会、项目和出版物上的合作，近期还出现了企业家以创新方式将两国连接起来的新发展。瑞士卓越的科技发展使其在全球创新排名中居于领先地位，而中国市场对于科技新兴企业的吸引力越来越强，因此，对于双方而言合作的机会很多。随着数字化、全新的工作和生产方式在全球范围内带来的快速变化，毫无疑问这些机会还将进一步扩展。

ScanTrust 是针对中国市场的新兴企业之一，公司总部设在洛桑联邦理工大学（EPFL）。自2013年进入中国市场以来，ScanTrust 发展十分迅速，近期公司还成功募集到了种子轮融资，用于公司运营和产品建设。ScanTrust 公司主要生产一种独特的指纹 QR 码，该码可以有效防止造假，允许用户使用手机鉴别产品真伪，无需再用专门的光学阅读器。

ScanTrust 的联合创始人 Nathan Anderson 表示，在他所从事的领域，中国的创新首要是在人们使用科技的方式上，他以微信为例解释了这一点。“微信是一个独特的平台，在它的使用方式上就有许多创新活动在开展，有一些还被美国复制应用。比如说快照引入了一个通过 QR 码添加朋友的方式，”他说。这是一种很独特的创新，Anderson 认为这“跟硅谷正在开展的创新不同”，但不管怎么说，他认为“在中国进行的创新将会影响到整个全球市场”。

新兴企业在中国

由于中国本土的种子基金和后期的风投公司仍处于发展初期，在中国的新兴企业仍然面对着融资难的问题。不过，Anderson 认为“一些领先的投资公司越来越成熟，并开始把注意力转向处于发展初期的技术导向型企业”。他补充道：“在可

China-origin seed funds and later stage VCs are in an early phase of development, but Anderson says that “some leading investors are getting more sophisticated and turning their attention to early-stage technology-led companies.” He adds, “With access to Euro and US dollar funds these investors are willing to invest in foreign entities under the condition that the start-up has set up a physical base and team in China, or that it is targeting the China market.”

This of course necessitates a move to China, something some start-ups may find daunting, but Anderson says that, where possible, an earlier move is better than a later one. “Some Swiss start-up ask themselves ‘Is it too early for me to come to China?’ but in most cases, it is never too early to learn and experience,” he says, warning that should a company wait too long, on arrival they may find the market full of aggressive players from a range of different countries. “Taking anti-counterfeit tech for example, many start-ups dedicated to this field have appeared, but adopting a first-mover strategy might enable you to grab and lock up the big clients fast,” he says, adding, “these first business cases will be valuable as reference and to scale up.”

Putting together a local team is vital for any start up hoping to operate in the Middle Kingdom, and Anderson says that even though ScantTust works with multinational corporations that have a mix of foreigners and a number of bilingual and even bi-cultural Chinese citizens, there are only certain things that a foreigner can do in China. “I can never be Chinese, no longer how long I have been here,” he says, “and so without having a local team in place for certain key roles, such as sales, marketing and client services, we just won’t be able to get to the next level.”

Innovation flows both ways

However, innovative exchanges between China and Switzerland are not all going in one direction, and universities are playing an increasingly important role. Recently, two EPFL alumni from China, Zhan Hai, founder and CEO of Eayun, a leading provider of cloud services, and Lu Fan, who started a “smart travel” company called Senscape Technologies, received recognition as “special talent”. Both are combining key technology expertise with market opportunities, a further demonstration of how complementary the two countries are as they both develop their innovation economy.

It will take time for these companies to become industry leaders, but there is no doubt that innovation and technology are growing in importance for the Sino-Swiss relationship. For Swiss SMEs and startups there is no time to lose in discovering and experimenting in China, as the complexity of the business environment and fast-changing consumer habits are an excellent source of innovative ideas. Meanwhile, for Chinese executives, there is already an awareness of the special place of Switzerland in the high-tech scene. The era of Sino-Swiss tech innovation has officially begun. ○

以使用欧元和美元的情况下，这些投资公司也愿意投资那些在中国设有分支机构和团队或是针对中国市场的外资新兴企业。”

这就意味着企业需要将注意力转向中国，一些新兴企业可能会畏惧这种做法。但是，Anderson 认为，如果可能的话，早进入中国市场的企业往往可以获得先发优势。“一些瑞士新兴企业会这样问自己‘现在进入中国是否为时过早？’但是在大多数情况下，早学习和早体验对于企业来说是十分有利的，”他说。他给企业的一点提醒是，如果等待的时间过长，那么当企业进入时可能就会发现来自不同国家的激烈竞争者已经占领了整个市场。“举个反盗版的例子来说，这个领域的新兴企业已经有一些了，但是如果企业采取先发的战略，那么就有机会快速抓住并锁定最大的客户，”他说，“这些首批的商业案例不管是作为参考还是扩大都是十分有价值的。”

对于想在中国经营的新兴企业来说，一个好的本土团队是极其重要的。Anderson 表示，尽管 ScantTust 与拥有外国员工和一些双语甚至是跨文化的中国员工的跨国企业合作，但是在中国外国人能做的很有限。“不管我在这里待了多久，我永远都成不了中国人，”他说，“因此，如果在某些如销售、市场和客户服务等关键职位上没有本土团队支持的话，那么企业很难进一步发展。”

双向流动的创新

不过，中国和瑞士间的创新并不是单向的，高校在其中扮演着日益重要的角色。近期，洛桑联邦理工大学的两名中国校友占海（云服务供应商易云的创始人和 CEO）和陆凡（“智能旅游”公司触景无限科技有限公司的创始人）就被认定为“特殊人才”。两人都是把关键技术专业知识与市场机会相结合，这进一步证明了两国在共同发展创新经济上的互补性。

这些企业发展成为行业领导者仍需时日，但毫无疑问的是，创新和科技在中瑞关系中的重要性正日益凸显。对于瑞士中小企业和新兴企业而言，它们已经没有时间去等待发现和体验中国市场了，因为中国复杂的商业环境和快速变化的消费者习惯正是创新思想的最佳来源。现在，中国的高管已经认识到了瑞士在高科技领域的独特地位，中瑞科技创新时代已经正式开启了。○

About the author

Pascal Marmier is Vice Consul General of Switzerland and CEO of Swissnex China, a private public partnership dedicated to facilitating collaboration between China and Switzerland in all fields related to science, technology and innovation.



关于作者

孟思恺（Pascal Marmier）是瑞士驻华副总领事，他还是致力于推动中瑞在科学、技术和创新等所有相关领域合作的由瑞士政府支持、以民间方式运营的半官方机构瑞士科技文化中心（Swissnex）的中国执行总监。

Nestlé Stimulates New Era for Chinese Farmers

雀巢助力中国农民走向新纪元

Christian Schmid, EVP Technical at Nestlé Greater China Region, talks to **The Bridge** about China's changing agribusiness landscape and Nestlé's current projects.

雀巢大中华区技术总监 Christian Schmid 谈中国不断变化的农业企业格局和雀巢目前开展的项目。



What is happening in China's dairy industry, and how does the Nestlé Dairy Farming Institute (DFI) in Heilongjiang Province fit into this?

At the moment, dairy farming in China is going through a period of transformation. In the past, farmers would just have a few cows behind their houses, and now we are approaching an environment of

中国的乳制品行业发生了哪些变化？雀巢黑龙江奶牛养殖培训中心是如何顺应这些变化的？

目前，中国的畜牧业正处于转型时期。过去，农民只是在房前屋后喂养奶牛。而现在，奶牛养殖已经进入了产业化时代，或者也可以说是现代畜牧业时代。也就是说奶牛数在 100 头以上的大型



A range of R&D facilities are available for Nestlé's partners at the NDFI.
奶牛养殖培训中心拥有研发设施，供雀巢的合作伙伴使用。

industrial dairy farming, or, if I may say so, modern dairy farming. This means that there are now increasing numbers of large farms, by which I mean farms with more than 100 animals, and some mega-farms which have 10,000 or more animals. The government is encouraging this transition, and at Nestlé we agreed with them that we would put together this dairy institute as a demonstration of Nestlé's creating shared value commitment, as well as to help the community to move forward. It is aimed at the whole dairy community, not just Nestlé suppliers. The vision and mission of the DFI is to be recognised as China's leading centre of competence for dairy farming.

We inaugurated the DFI in October of last year, and it has a few different aspects, as it is both an educational facility and an R&D centre. On the education side, we have classrooms and two demonstration farms that are part of the institute. We run courses for professionals in the dairy industry, ranging from three-day courses for farm workers up to month-long courses on advanced farm management skills. We don't run these courses by ourselves; we have a number of expert partners who help us. On the academic side we are partnered with the University of Wisconsin-Madison, and also the North East Agricultural University of China, and then we also have a number of leading industry partner companies who specialise in particular aspects of dairy farming, feeding, health management, genetics and so on, so that overall we cover the end-to-end process. So far, those who have attended the courses seem to have found them very useful, and we are developing ways of testing them at the end of their programmes so that we can ensure they return to their farms with tangible and practical new knowledge.

As well as the educational side of the project, there are R&D facilities at the institute, where our partners do a lot of research (we ourselves tend to focus more on the development side). Again, the research cov-

牧场越来越多，某些超大牧场甚至有1万头或以上的奶牛。政府鼓励这种转型，雀巢顺应这种变化，将奶牛养殖培训中心的设立作为创造共享价值的承诺，与此同时推动畜牧业群体的进步。培训中心面向的不仅仅是雀巢的供应商，而是整个畜牧业群体。奶牛养殖中心的愿景和使命是成为中国领先的奶牛养殖培训中心。

奶牛养殖培训中心于去年十月正式投入使用，拥有教育设施和研发中心两大功能，侧重于

不同的方面。在教育方面，培训中心设有教室和两个示范牧场。课程针对畜牧业的专业人士，有针对养殖工人的为期三天的课程，也有为期一个月的高级管理技巧课程。这些课程都不是雀巢独立开展的，而是与行业内的专家共同合作进行的。在学术方面，我们的合作伙伴有威斯康星大学麦迪逊分校和中国东北农业大学。此外，我们还与行业内领先的企业合作，它们是畜牧、养殖、健康管理、基因等领域的专家，因此我们的课程是全方面的。迄今为止，已经在我们培训中心学习过的学员认为这些课程十分有用，我们也在开发一套在

每期项目结束时测试学员成绩的方法，从而保证学员回到工作岗位后可以有效的在实际中应用这些新知识。

除了教育之外，培训中心还设有研发中心，供合作伙伴开展研究（雀巢本身更侧重于开发方面）。研发内容涉及到畜牧业的方方面面。近期我们的合作伙伴正在开发更为有效的混合饲料，这

“Dairy farmers in China are approaching a junction

中国的牧民面对着一个转折点”

ers anything related to dairy farming, and recently our partners have been looking at developing more efficient feed mixes. This is essential for cost-effective milk production, but can also have an effect on the cattle's methane production, a particular concern for the dairy industry at present. Then, on top of that, we have partners doing interesting work in genetics and vaccinations, so we are exploring many different areas, but all with the overall goal of helping the industry to move forward.

How are the farmers responding to this transformation in their working practices?

By and large, the farmers participating in the transformation are seeing it as a positive development. Those who are working with the institute get guidance, and they have a partner they can approach and get their questions answered, which is very important at this phase of transition. On top of this, they have access to a network of the other farmers working with the institute and our partner organisations. Obviously, there are some small farmers who don't believe that they have the capabilities to grow and move away from looking after only ten cows, but many seem excited by the prospect. Overall, I think dairy farmers in China are approaching a junction: either they go one way and move to professional farming, or go the other and get out of farming altogether. In between, there is not much left.

The government is encouraging this transition primarily because they believe that with bigger and professionally managed farms, food safety will be better controlled and better managed than it is at present, given the number of backyard farms in China. This makes sense, but food safety is primarily driven by the knowledge level of the farmers. If they don't have enough knowledge about how to manage a farm, and you give them a bigger farm, they will have the same problems, only on a bigger scale — and that is where the Nestlé Dairy Farming Institute comes in.

What is your view of this transition, from the perspective of Nestlé?

We welcome the increased focus on quality, and we want to reassure the consumer that local ingredients can be of high quality and meet worldwide standards. Also, it is important for us, as better safety standards upstream in the process can help reduce wastage. We have stringent regulations in terms of food safety, and so if we get raw materials from a farmer that don't meet regulatory norms, then a lot of effort, resources and water will have been wasted.

Because of this, we ourselves have invested a lot of effort in ensuring the safety of food — not just the final products, but also the raw materials we use. We are making progress in increasing our upstream traceability, so that if we find we have a problem with some milk, we are able to trace it back to the farm, and even potentially to the level of the individual cow. We do not only do this for dairy products, and we are setting up similar systems for peanuts and grain so that we know



The Nestlé Dairy Farming Institute has a range of educational facilities for attendees.
雀巢奶牛养殖培训中心为学员提供多种教育设施。

对于牛奶生产的成本控制是十分重要的，同时也会影响奶牛的甲烷产量这个目前畜牧业十分关注的指标。此外，我们的一些合作伙伴也在开展基因和疫苗方面的研究。也就是说我们所涉及的领域十分广泛，它们都是以促进行业发展为目标。

牧民在工作实践中对这种转型的反应如何？

总的来说，参与转型的牧民认为这是十分积极的发展。那些跟我们的培训中心合作的牧民可以获得指导，在有问题时可以从培训中心获得解答，这在转型期是十分重要的。此外，他们还可以接触到其他与培训中心合作的牧民和机构。当然，也有一些小型牧民认为自己没有发展和壮大现有规模的能力，但多数牧民十分看好未来的前景。整体来看，我认为中国的牧民面对着一个转折点：要么发展成专业化的牧场，要么彻底退出这个领域。在这两者之间生存的空间有限。

政府之所以鼓励这种转型，首要的原因是政府认为目前众多的零散牧户所带来的食品安全问题在专业管理的大型农场中将得到更好的控制和管理。这种做法很对，不过食品安全发展首要还是由牧民的知识水平推动的。如果他们有足够的牧场管理知识，那么即便你给他们一个很大的牧场，他们还是有同样的问题，只是规模更大了而已。而雀巢奶牛养殖培训中心的存在将有助于解决这些问题。

雀巢对此次转型有什么看法？

我们十分欢迎消费者对质量的关注，我们希望再次重申的是，本地原奶可以实现高品质，并完全达到世界标准。另外，这对于我们来说十分重要，因为上游更为严格的安全标准将有助于我们在生产过程中减少浪费。我们在食品安全方面有着十分严格的规定，如果我们从牧民那里得到的原奶不符合规范标准，那么很多劳动、资源和用水就都浪费掉了。

which mill the wheat flour comes from, as well as which farmer and field. This enables us to train up our farmers so that the grains with which they supply us are the right grains to meet all the regulations and standards.

What are some of the other projects that Nestlé are working on, away from dairy?

Another area in which we have been investing heavily is in our work with coffee growers in Yunnan's Pu'er region. Before we started activities there, there was hardly any coffee at all in China, but now Yunnan has become quite a reference point for arabica coffee. We procure about 13,000 tonnes a year of this coffee. Starting from this season, all the beans we buy in Yunnan are certified for the highest industry 4C (Common Code for the Coffee Community) criteria.

Before we came to Pu'er, the farmers were growing a range of different things — corn, rubber, tea — but now they see coffee also as a good source of income. We have supported this transition in a number of ways, and we have been both supplying the farmers with seedlings and arranging training courses for them. The goal is to build the capabilities of our suppliers by teaching them how to maximise their quality and yields — what they need to do to ensure that their trees are successful and healthy, and how to make sure that the beans are picked at the right time. To this end, we have another demonstration farm in Xishuangbanna, and we also do some R&D in the region in affiliation with our global R&D centre in Tours, with the goal of maximising the quality of the coffee that we produce. Now, of all the coffee that we procure in Pu'er, between 80 and 90 per cent is used in Nestlé's activities elsewhere in the world, so its quality is certainly being recognised.

As well as coffee, we are also now looking into peanuts, chickens and eggs. You would think chickens and eggs would come together, but actually the two are quite separate industries. In these sectors, we are at a much earlier stage of development: at the moment, we have no plans to set up a chicken-farming institute, but what we are doing is trying to understand the various upstream processes better. At present we just buy these goods as commodities, but we need to have a better understanding of the whole supply chain in China — where and how they grow, and what are the risks in the growing areas. Once we have done this, we will be able to work with everyone in the supply chain, from the farmers through to the traders and the warehouse operators, to improve quality and also to minimise the risk of safety problems.

We don't do everything, but we try to get involved where we can have the biggest impact and deal with our biggest supply risks. Food safety is non-negotiable for us, but by working with the suppliers we hope to create a scenario in which everyone wins. Higher-quality raw materials are good for us, as when we receive them, the fewer products we have to throw away, the better. At the same time, this is also good for consumers, as the less we throw away, the lower their costs are — and it is good for the farmers themselves, as they get a better and more reliable source of income. ○

正因为如此，我们在保证食品安全方面的投入很大——不仅仅在最终产品方面，还在我们采购的原奶方面。我们不断推进提高上游资源的可追溯性，一旦发现某批牛奶有问题，我们就可以直接追溯到供应原奶的牧民，甚至是产出这些原奶的奶牛。除了奶制品之外，我们对花生和谷物等产品也建立了类似的追溯系统，通过这些系统，我们知道面粉来自哪个面粉厂，麦子来自哪些农民和哪些农田。这有助于我们为农民提供培训，从而保证他们供应给我们的谷物是符合所有的规范和标准要求的。

除了畜牧业之外，雀巢还在开展哪些其他项目？

我们的另一个重要的投资领域是云南普洱地区的咖啡种植区。在我们开展项目之前，中国几乎没有咖啡豆，而现在云南已经发展成为阿拉比卡咖啡豆的重要产区之一。我们每年采购 1.3 万吨的阿拉比卡咖啡豆。从本季开始，我们从云南采购的所有咖啡豆全都符合行业最高的 4C 标准（咖啡社区的通用管理规则）。

在我们进入普洱之前，那里的农民种植多种农作物，有玉米，有橡胶，也有茶叶，而咖啡豆为他们带来了新的更好的收入来源。我们通过多种方式扶持这种转型，包括向农民供应种子，为他们安排培训课程等。我们的目的是通过教给农民使质量和产量最大化的方法来提高供应商的能力——要保证咖啡树的健康和产量应该做什么，怎么保证在恰当的时候采收咖啡豆。另外，我们在西双版纳也有一个示范农场，还在该地区开展了一些隶属于公司全球研发中心的研发工作，目标是生产出最佳品质的

咖啡。目前，我们在普洱采购的 80%-90% 的咖啡豆都被应用在全球其他地区的生产中，因此它的品质是过硬的。

跟咖啡一样，我们也在花生、鸡肉和蛋类领域开展一些工作。人们往往认为鸡肉和蛋类是一个产业，事实上他们是两个独立的产业。在这些领域，我们的发展还处于初期阶段：目前，我们还没有设立养鸡场培训中心的打算，不过我们正在设法更好地了解不同的上游加工方法。现在，我们还只是以商品的形式购买这些产品，但我们需要对中国的整个供应链有一个更好的理解——在哪里养，怎么养，养殖地区有哪些风险等。这些工作完成后，我们将参与到供应链中的每个环节，从农民到贸易商到仓库运营商，到提高品质和使安全风险最小化。

我们不会什么都做，但我们设法参与到我们有能力产生最大影响并解决供应链中的最大风险的环节中。食品安全对于我们来说是不能妥协的，但是通过与供应商合作，我们希望创造一个共赢的局面。高质量的原材料对我们有利，因为在获得原材料后，我们希望浪费越少越好。同时，这也有利于消费者，因为我们浪费的越少，消费者所承担的成本就越低。这也有利于农民，因为他们将得到更好的、更可靠的收入来源。○

Food safety is driven by the knowledge level of the farmers

食品安全发展首要还是由牧民的知识水平推动的

SOLARIMPULSE

AROUND THE WORLD IN A SOLAR AIRPLANE

THE PARTNER

S

SOLVAY

ON

High Fliers 飞得更高

Solar Impulse 2, the plane in an exciting solar-powered aircraft project to fly around the world, landed in Nanjing on 20 April and took off again for the Pacific on 25 May. While the team was in China, we spoke with Gregory Blatt, managing director of Solar Impulse and the pilots' right-hand-man.

4月20日，正在执行环球飞行计划的太阳能飞机阳光动力2号在南京着陆，并于5月25日离开南京开启飞越太平洋之旅。环球飞行项目组在中国期间，阳光动力常务董事Gregory Blatt接受了我们的采访。

What is the goal of the round-the-world flight?

The round-the-world flight is the culmination of a project that started 12 years ago, with the goal of promoting renewable energy, clean technology and energy efficiency. The aeroplane serves as demonstration that these technologies exist and that they work. We can't cheat — the plane either flies or it doesn't. The next step is then encouraging people to think, "If we can do this in the air, what can we do on the ground?"

There are two parts of the project. One is the plane, which is effectively a flying laboratory and serves as a demonstration of the capabilities of our 90 partner companies. Some of these firms have made technological contributions, others financial contributions, and some have even contributed human resources in terms of engineers. Interestingly, only two of the 90 are from the aviation industry. The next step for them is to commercialise some of the technologies we are using for the plane, and in fact some products that we are using are already making their way to the market.

The other side of the project is that it is a communications platform, and because of the nature of the flight itself, our project appeals to a number of different constituencies. These include political decision-makers responsible for putting in place the appropriate environment for the adoption of these new technologies, and business leaders who are responsible for promoting R&D in their companies. What we really hope is that the project is able to inspire people, and so we do a lot of work with young children and university students. When we land in a place, the plane, the team and the pilots are put on display. For example, in Nanjing we had ten days of visits and conferences, in which we welcomed the local community as well as the Swiss community in and around Nanjing. On top of this, we produce a lot of material ourselves, we broadcast live, and we have a website which we update regularly along with a very active social media programme. Then, in addition to that, we produce documentaries and books of all sorts — school books, coffee table books, etc — all about the project but with the goal of promoting clean technology and renewable energy.

Furthermore individuals can take part using the platform www.FutureIsClean.org, which aims to mobilise individuals, organisations, celebrities and politicians to confront the Conference on Climate Change of the United Nations (COP21), which will define the new Kyoto protocol in December 2015 in Paris.

Away from the flight itself, how successful has the project been as a communications platform?

So far, we have had a very positive reaction from everyone around the world, and here in China, the reception has been absolutely phenomenal — from the press, from the public, from everyone. I think our message resonates very well in a country like China, as on the one hand you have a government that is publicly very committed to sustainable development, and on the other a population who are also very supportive of environmental projects. Then, on top of these, you

此次环球飞行的目的是什么？

环球飞行是12年前开始的太阳能飞机项目的高潮，目的是推广可再生能源、清洁技术和高效的能源利用。我们使用飞机的目的是为了证明这些技术不仅存在，还可以实际应用。我们没办法作假，因为飞机能不能飞是大家看得到的。下一步要做的是启发人们思考：“如果我们在空中可以做到，那在地面上我们能做什么呢？”

项目共有两部分：一是飞机，它是有效的飞行试验室以及与我们合作的90家企业的能力证明。这些企业中有的为我们提供了技术支持，有的提供了资金支持，还有的甚至为我们提供了工程师这一重要人力资源。有趣的是，90家企业中只有两家是航空类公司。对于他们来说，下一步是将我们在飞机上使用的某些技术商业化，事实上我们现在使用的某些产品已经进入了市场。

另一方面，这个项目提供了一个交流平台。由于飞行自身的特点，我们向多个不同的选区寻求帮助，这包括负责为这些新技术的使用提供恰当环境的政府决策者和负责在企业内部推动研发的商业领袖。我们希望项目能给人们以启发，因此我们常常与青少年和大学生互动。每到一个地方，我们都会展示飞机、飞行项目组和飞行员。例如，在南京我们共有十天的访问和会议，期间我们就接待了南京及其周边的当地社区和瑞士社区。另外，我们项目组也准备了许多材料，包括直播飞行、时常更新网站和积极与社会媒体合作等。此外，我们还制作了纪录片并编写了各种书籍，其中有教科书，也有大型画册等，全都是关于这个项目的，我们的目的是推广清洁技术和可再生能源。

另外，人们还可以参与平台 www.FutureIsClean.org，平台旨在鼓励个人、组织、名人和政客与2015年12月在巴黎举办的联合国气候变化峰会（COP21）面对面，届时峰会将缔结全新的京都议定书。

撇开此次飞行不谈，项目作为一个交流的平台是否成功呢？

迄今为止，我们收到了来自全球各地人们的积极响应。这次在中国，无论是媒体、公众还是个人，都十分关注和欢迎我们。我认为我们所传递的讯息在像中国这样的国家取得了很好的共鸣，因为一方面政府正努力推进可持续性发展，另一方面



Source: Solar Impulse Revillard Rezo.ch

Bertrand Piccard and Andre Borschberg at Payerne aerodrome in Switzerland.

Bertrand Piccard 和 Andre Borschberg 在瑞士贝耶纳机场。

have an industrial base which knows China is the leader in solar technology, and we think that it will also be the leader in clean technologies. Hence, we have a message which fits perfectly with the national agenda and with what people are interested in.

How is the flight going?

So far so good, but the real challenge is the next leg from Nanjing to Hawaii. We have been calling it the “moment of truth”. The plane will be flying for five days and nights, something which has never been done before, and so this is the exploration leg of the project. If we succeed, then it will validate 12 years of technology choices and pilot training.

What is morale like in the team at the moment?

Everyone is terribly excited. After all, this is what everyone has signed up for. There is a little bit of nervousness, because this is the critical moment, but everyone — starting from the pilots down — has been waiting for this moment. We have 150 people on the team, spread out over a number of locations, with our flight directors based in Monaco. There are lots of people watching to see how it goes.

What's your role in the project?

People have started calling me the “CWO”, which stands for “Chief Worry Officer”, but aside from worrying, I have several roles. One of my favourite parts of my job is working directly with the pilots, and in addition to this, I look after marketing and communications with all the government relations. This is a bit of a challenge as we have to get the permits to fly over all the countries on our route, and we have to get the airports at which we want to land to cooperate. I also look after all the partner development and partner relations.

I've been with Solar Impulse for just over five years, by accident really, but looking back it feels like serendipity. I'm not an engineer nor am I a pilot; in fact, I trained as a diplomat, and worked in media for a number of years. However, some mutual friends told me that

人们也十分支持环境工程。除此之外，中国是太阳能技术领域的领导者，拥有巨大的工业基地，我们认为将来中国将成为清洁技术的领导者。因此，我们要传递的讯息完全与中国的工作计划相吻合，与人们关注的热点相吻合。

飞行进展如何？

到目前为止，一切都很顺利。不过真正的挑战是从南京到夏威夷的飞行，我们称之为“关键的一段”。飞机将飞行五天五夜，这是我们从未做过的，对于项目也是十分具有探索性的。如果成功的话，它将验证 12 年的技术选择和驾驶培训。

现在整个团队的士气如何？

每个人都跃跃欲试，因为这是我们大家所一直期待的。这是十分关键的时刻，成员们有些紧张，但我们每个人自项目开始以来就一直等待着这一刻的到来。我们项目组共有 150 人，他们分布在不同的地方，我们的飞行导航员驻扎在摩纳哥。有很多人在关注此次飞行的进展。

你在此次项目中担任什么职务？

有人叫我“CWO”，就是“首席焦虑官”（Chief Worry Officer），不过除了焦虑之外，我还有几个其他的职务。我十分喜爱的一部分工作就是直接跟飞行员交流，此外，我还负责市场推广和与政府间的沟通。我负责获得飞行经过的所有国家的批准，联系途中降落的机场，因此这项工作还是很有挑战性的。另外，我还负责开发合作伙伴和维护伙伴关系等工作。

我已经为阳光动力工作五年多了，虽然最初加入十分偶然，但现在回想起来却是必然的。我既不是工程师，也不是飞行员；事实上，我之前想做外交官，还在媒体工作过几年。不过，我的



Solar Impulse 2 flying over Switzerland during test flights in 2014.
阳光动力 2 号在 2014 年的测试飞行中经过瑞士。

Bertrand and Andre were looking for someone, and they put me in touch. At the interview, I was a little reticent, and said that my background didn't seem quite right, but they told me that this different background was exactly why they wanted me.

I'm not unique on the project in terms of having an unusual background. Before we started, everyone said it would be impossible to build a solar-powered plane that could fly day and night. What we are doing is far away from what has been done in the past, and to make this work we needed to hire a team from a range of different backgrounds who were able to think differently enough to make the project work.

How do you feel when the plane is in the air?

I cry with nervousness when the plane takes off, and I cry with relief when it lands. Now, not long before the moment of truth, these worries are increasing, but I have to focus on my professional obligations to keep busy and focused. After all, once the plane takes off, everything is in the hands of the mission control people in Monaco, and obviously the pilot. I just focus on my communications role.

If the round the world flight is successful, what comes next?

A week of vacation, maybe! At the moment, we are really focusing on the flight itself, and whatever may happen, we are going to continue with all the promotional activities around the flight. However, there are a few potential projects we are thinking about from the technological side of things, particularly in terms of drones and unmanned vehicles.

It is much easier to go from having a piloted plane to having an unpiloted plane, as you don't have to worry about the pilot and all the safety equipment that comes with having a person on board. If we can fly without a pilot, then firstly the plane can stay in the air much longer, and also we can start putting in other pieces of equipment. Since we have this high altitude (25 miles up) and high-quality platform, there is the potential to do a great deal in terms of surveying, or secure telecommunications. We wouldn't be able to completely replace the functions of a satellite, but we could do a lot. The military have been experimenting in this space for a while, but now we think things are opening up to civilians, and while we can't do everything on our own, we can offer a lot of technology, as well as technological and engineering expertise that could be very useful — especially in terms of energy management, battery management, and lightweight materials, among others. As I say though, we haven't got any firm plans — the focus is still very much on the round-the-world flight. ○

More information about Solar Impulse can be found on www.solarimpulse.com

Source: Solar Impulse Pizzolante



Checking the weather in the mission control centre in Monaco.
摩纳哥控制中心在查看天气。

朋友跟我说 Bertrand 和 Andre 在招人, 并把我介绍给他们。面试时我还是有所保留的, 因为我觉得我的经历跟这份工作不符, 不过他们跟我说他们要的就是我的不一样的经历。

项目中像我这样有不一样经历的人还不少。在项目开始前, 大家都说要建成一个可以日夜飞

行的太阳能动力飞机是不可能的, 因为我们现在所做的跟过去十分不同。因此, 我们需要不同背景和经历的人聚在一起集思广益使这个项目成功。

飞机在空中飞行时你有什么感受?

飞机起飞时我流下了紧张的泪水, 飞机着陆时我流下了放松的泪水。现在, 在从南京到夏威夷的关键飞行到来

之前, 我的焦虑不断升级, 但我必须集中精力做好本职工作, 忙碌和集中精力有助于放松。飞机起飞后, 摩纳哥的导航员和飞行员会掌控一切, 我只需要做好沟通工作。

如果此次环球飞行成功, 你们下一步有什么打算?

我可能会休一周假! 目前, 我们所有的精力都集中在此次飞行上, 不管发生什么, 我们都将继续推进关于飞行的推广活动。不过, 我们也在考虑向某些技术领域发展的可能性, 尤其是无人机和无人驾驶汽车。

从有人驾驶飞机到无人驾驶飞机间的转换要简单得多, 因为你不需要飞行员, 也不需要不必要的安全设施等。如果可以实现无人飞行, 那么首先飞机可以在空中停留更长的时间, 其次我们可以在飞机上安装其他的设备。我们的高海拔 (25 英里) 和高质量平台将有助于我们在侦查或安全电信领域开展大量的工作。虽然我们不能完全取代卫星的功能, 但我们可以做的很多。军队已经在这一领域开展了实验, 我们认为这一领域会逐渐向民用开放。尽管我们不能涵盖一切, 但我们可以提供多项技术以及技术上和工程上的专业知识, 尤其是在能源管理、电池管理、轻质材料等领域。不过目前我们还没有任何确切的计划, 现在的工作重点仍然是在此次环球飞行上。○

如需了解更多关于阳光动力号的信息, 请访问网站: www.solarimpulse.com。



The Sino-Swiss Dialogue 2015 in Guiyang

山与山之间的对话：2015 中瑞对话

With their strong similarities and ability to complement each other through their differences, Guizhou Province and Switzerland have developed a synergy that looks increasingly positive and promising.

by **CCPIT Guizhou**

Similar geography and environment

Guizhou Province, a landlocked region in southwestern China, shares abundant similarities with Switzerland in geography and environment. It has an area of 176,000 square kilometres, of which 75 per cent is mountains and plateaus, and 48 per cent is forests. Its terrain is rugged, with underground rivers, thousands of limestone caves, jagged peaks, cascading waterfalls, jade-green forests, dramatic valleys, terraced rice fields and karst formations — a unique landscape shaped by the dissolving of layers of bedrock over thousands of years.

贵州省和瑞士间的高度相似性和互通有无的能力使得双方建立了更为积极和有效的协同效应。

作者：贵州省贸促会

相似的地理、自然条件

贵州省地处中国西部，地理和自然条件同瑞士有许多相似之处。在贵州省 17.6 万平方公里的土地上，山地和高原面积占比 75%，森林覆盖面积占比 48%，形成了郁葱繁茂的林园，连绵不绝的梯田，跌宕起伏的山谷，层叠串联的瀑布，层峦迭嶂的山峰，丰富的地下河流以及成千上万个石灰岩溶洞，形成了独特喀斯特地貌奇观。

瑞士素有“世界花园”之美誉，是全球游客向往之地。贵州在中国也拥有“国家公园省”

Switzerland known as the 'Park of the World', is a magnetic place for global travellers. Guizhou also enjoys the name of 'Park of China'. It has no severe winters or intense summers, with average temperatures of 3-8°C and 18-26°C in these two seasons respectively. Nowadays, Guizhou is upgrading its tourist industry to attract more tourists from China and abroad, with its beautiful natural scenery and unique experience of the diverse lifestyle of ethnic minorities.

Differences in natural resources

Guizhou is famed as a vast land of natural treasures, in accordance with the meaning of its name in Chinese: 'place of riches'. The province possesses plenty of mineral and energy resources. It has proved to have more than 50 mineral deposits, the reserves of which are even at the top state level. It is nicknamed the 'sea of coal in the southwest' for its coal reserves of 53-55 billion tons.

Guizhou's resources also include a vast variety of traditional Chinese herbal medicine. As one of the four main growing areas of herbal medicine in China, 3,927 species of medicinal plants, 289 species of medicinal animals and 78 kinds of medicinal minerals have been found in this province. It has made the best of the precious gifts from nature in the modern pharmaceutical industry. And currently, the largest herbal medicines and fresh products market in Southwest China is under construction, covering an area of 400 mu (26.7 hectares). By its completion, half the country's fresh Chinese herbal medicines will be gathered in the market, attracting more than 2,000 pharmaceutical traders.

Constant Guizhou-Swiss dialogue

Guizhou, this underdeveloped southwestern province, was among the first batch of places in the China West Development Project carried out by the Chinese government in 2000. In 2014, President Xi Jinping declared that Guizhou would be a testing place for China's new implementation of the eco-civilisation policy as a part of the China Dream. To live that dream, Guizhou hopes to learn from the development of Switzerland, which now has a stable, prosperous and high-tech economy and enjoys great wealth. Fortunately, the Eco-Forum Globe (EFG) opened a window for it.

The Eco-Forum Globe (EFG) was firstly known as the Eco-Forum Guiyang in 2007-2013, until it attracted national attention and was renamed. Still holding its annual conference in Guiyang, the capital city of Guizhou, the EFG hosts various events to share knowledge and experiences in the implementation of policies regarding green economics transformation and ecological security in China and abroad. It is worth mentioning that, according to its founder, the founding of EFG was inspired by the World Economic Forum in Davos, Switzerland. Today, as the only eco-forum in China, the EFG is a major think-tank for the Chinese government to design more sustainable development models for the future of China, with a better balance between social, ecological and economic dimensions.

After a series of Sino-Swiss and Guizhou-Swiss dialogues

Guizhou has a vast variety of traditional Chinese herbal medicine

贵州拥有丰富的传统中药材

之美称。贵州“冬无严寒、夏无酷暑”，冬季气温 3-8°C，而炎炎夏日，平均气温仅在 18-26°C 之间。贵州生态良好，气候适宜，处处是景，美不胜收。当前，贵州正致力于打造旅游发展升级版，吸引更多国内外游客到贵州观山风光、赏民族风情。

丰富的自然资源

同时，贵州省还以资源丰富而闻名于世，诚如其名“多宝之地”。贵州省蕴藏多种矿产与能源。已探明的矿产超过 50 种，且储量都在国家顶级行列。煤矿储量丰富，有“西南煤海”之称。

贵州省的中草药资源丰富，是中国四大草药种植基地之一。经查，当地有 3927 种中药材，289 种可入药动物，和 78 类药用矿石。大自然的馈赠极大地促进了当地医药产业的发展。目前，贵州省正在建设中国西南部最大的中草药基地和流通市场，共计 400 亩（36.7 公顷）。计划到

2015 年 4 月份，中国境内一般的中草药材将会在此市场流通，吸引超 2000 名的药商。

不断深入的对话与合作

贵州省属于中国的欠发达西部省份。2000 年，中国政府实行了西部大开发战略，

贵州省等一批中西部省份成为中央政府重点扶持，促进发展的地区。2014 年，中国国家主席习近平宣布贵州省成为中国实行生态文明政策的试点省，并将生态文明列入“中国梦”之一。为了实现这个梦想，贵州省希望能从瑞士的发展中学习经验，将该地区建设的如瑞士一般稳定，繁荣，美丽和富足。幸运的是，生态文明贵阳国际论坛（EFG）为此提供了良机。

2007-2013 年，贵阳举办了 7 届生态文明贵



Codonopsis pilosula planting base in Weining County of Bijie City.

毕节威宁自治县迤那镇党参种植基地。

in forums in 2013 and 2014, a common ground was found. It is believed that Guizhou is an ideal location to apply the innovative clean-tech, eco-tourism and sustainable development strategies that have enabled Switzerland to be a sizable economy while preserving its natural environment.

A blueprint of the developing path for further Guizhou-Switzerland cooperation was discussed in the forum. The following aspects were suggested to be studied from the Swiss model, such as the manufacturing of precision machinery and equipment; advanced medicine production and the healthcare industry; eco-tourism; and clean technology.

A number of proposals, including building a Swiss Industrial Park and launching a cooperated endowment health industry in Guizhou, along with promoting the cooperation between pharmaceutical companies (Novartis in Switzerland and Bailing in Guizhou), were made to deepen the cooperation between Guizhou and Switzerland.

Motivated by this, a Guizhou-Switzerland Agreement on Establishing Mountainous Economy and Eco-Civilisation was announced by participants from the Swiss and Guizhou governments in July 2014. This is a new milestone in the bilateral relationship, following the Free Trade Agreement (FTA) signed by the two nations. It highlights the efforts and achievements in a more humanised and sustainable way of development.

Guizhou-Switzerland Trade and Tourism Promotion Conference

Guizhou has 17 native ethnic minorities, whose lifestyles and unique cultures have earned Guizhou the title of 'a thousand islands of various cultures'. The landscape, climate and unique ethnic minorities attract packs of tourists to Guizhou. Last year, 320 million people came and brought Rmb28.8bn (about USD4.6bn) in revenue to this province.

Based on the Agreement and FTA, the cooperation was further enhanced by the Guizhou-Switzerland Trade and Tourism Promotion Conference in Zurich on 5 November 2014. After the promotion conference, the Guiyang City Government and Greater Zurich Area agreed to formally establish a partnering relationship to promote economic exchanges, cooperation and collaborations between the cities of Guiyang and Zurich. The two governments signed the Memorandum of Understanding for the Sino-

“Guizhou hopes to learn from the development of Switzerland”

贵州将从多方面学习瑞士的发展经验”

阳论坛，赢得了广泛关注，并在 2014 年升级成生态文明贵阳国际论坛（EFG），就推行绿色经济转型和生态安全的政策分享了知识与经验。值得一提的是，EFG 是受瑞士达沃斯世界经济论坛的启发和鼓励组建而成。目前，EFG 是中国唯一的生态论坛，也是中央政府的智囊团，帮助政府为未来设计可持续发展模型，以达到社会、生态和经济的和谐发展。

2013-2014 年的 EFG 论坛中，中国政府、贵州省政府与瑞士展开了一系列对话，并在加快经济发展和保护生态环境方面达成了共识。瑞士通过推行创新清洁技术，生态旅游和可持续发展的战略，现在已经发展成了规模可观，生态优美的经济体。贵州省是借鉴瑞士模式的理想之地。贵州省和瑞士合作的蓝图中，贵州省将从瑞士学习精密机械制造工业，先进制药技术和医疗健康产业，生态旅游业和清洁技术的经验。通过对话，还提出了继续深化两地合作的诸多建议，例如，建立中瑞医药产业园，发展养老养生行业，推进两地区的医药企业合作（瑞士诺华制药和贵州省百灵药业）等。

2014 年 7 月贵州政府和瑞士签署了《山地经济绿色发展贵阳共识》，强调在发展过程中坚持以人为本，重视可持续性。这是继中瑞自贸协定之后又一重要的双边协定，是双边关系的又一重要里程碑。



Dialogue between Guizhou and Switzerland, July 20th, 2013.
2013 年 7 月 20 日，贵州省与瑞士对话。



Zhucheng Square in the center of Guiyang, the capital city of Guizhou Province.
贵阳市筑城广场。

Swiss Mountainous Planning Cooperation (Phase I) between the Guiyang Free Trade Zone Administration, China and LEP Consultants AG & Swiss Water GmbH, Switzerland. Furthermore, another four cooperative documents were signed, encompassing tourism, environment and trade, hence creating a good start for the cooperation.

After the conference and several rounds of dialogues, another two projects were launched. Guizhou officially joined Phase 2 of the Adapting to Climate Change in China Projects (ACCC), which is jointly initialised by official organisations from China, Swiss and Britain (National Development and Reform Commission in China, Department for International Development, Swiss Agency for Development and Cooperation SDC, and Department of Energy And Climate Change in Britain), which planned to provide CHF3m (USD3.2m) in 2014-2017 to help China to adapt to climate changes. Further detailed cooperation plans were settled this January, regarding a research project of the Global Foot Network, which was then signed last November between the Environmental Protection Department of Guizhou and the Swiss Agency for Environment, Forests and Landscape.

Guizhou to be the “Switzerland of the East”

With so many similarities, as seen above, Chinese people tend to believe that there is a special tie connecting Guizhou and Switzerland. Guizhou is ready to seize every opportunity to learn from the best. Governor Chen Min'er of Guizhou cited an old Chinese saying to stress the importance of learning from Switzerland — that “Stones from other hills can be used to polish jade”. Instead of merely copying the success of Switzerland, Chen indicated the resolution of developing an economy with local characteristics. “If Switzerland can say ‘no’ to the argument that geography determines destiny, then it is also possible for Guizhou to develop itself into the Switzerland of the East”, Chen said confidently.

Guizhou will conscientiously learn and apply the wisdom and experience of Switzerland in education, economic development and environment preservation to achieve sustainable development, and looks forward to having much further cooperation with Switzerland in 2015, the 65th anniversary of the establishment of diplomatic ties between China and Switzerland. Hopefully Guizhou will shine with Switzerland to become another Plateau Pearl in the world. ○

成功举办商贸旅游推介会

贵州省还拥有 17 个世居少数民族。丰富而各具特色的文化积淀使得贵州拥有 “文化千岛” 的美誉。独特的景观、怡人的气候和特色的少数民族文化吸引了大量的游客，据统计，2014 年有 3.2 亿人次来贵州省旅游，为当地带来 2880 亿元人民币（约合 46 亿美元）的收入。

2014 年 11 月 5 日，贵州省（瑞士）商贸旅游推介会在苏黎世召开，进一步促进了两地合作的不断深化。推介会之后，贵阳市人民政府与大苏黎世地区经济发展署签署文件，建立合作伙伴关系，以促进中国贵阳市与大苏黎世地区经济发展之间的经济交流与合作。双边政府签署了《中国贵阳综合保税区管理委员会与瑞士 LEP 景观与环境规划咨询股份公司 & 瑞士水务公司关于中瑞山地规划研究（第一阶段）合作备忘录》和其他五项关于旅游，环境和贸易方面的合作计划。

会后，经过进一步的商谈，促成了两个项目的合作：一是贵州省成为中国适应气候变化 (ACCC) 二期项目的 6 个试点省市之一。该项目由中国发改委、瑞士发展合作署及英国能源与气候变化部联合组织实施，计划三年内（2014 年 9 月至 2017 年 8 月）投入 300 万瑞士法郎，帮助中国适应气候变化。二是贵州省与瑞士双方就全球生态足迹网络项目签订合作协议，计划利用生态足迹模型对贵州省的生态环境进行分析研究，对未来贵州省可持续发展和生态安全提出指导性意见和建议。

多彩贵州打造 “东方瑞士”

贵州与瑞士有着一种特殊的缘分。贵州省已准备好抓住每个机遇向瑞士学习。贵州省省长陈敏尔曾引用中国古语 “他山之石，可以攻玉” 充分阐述了向瑞士学习、助力贵州发展的重要性。他同时强调，贵州省不仅仅是照搬瑞士模式，而是发展具有当地特色的经济，通过努力成为 “东方瑞士”。通过不断深入开展的交流与合作，双方将在生态文明建设和山地经济方面，实现更好、更快发展。在中瑞建交 65 周年之际，贵州省也期待与瑞士就教育、经济和环保领域展开进一步的合作，让两颗高原明珠相得益彰、相映生辉。○

Dialogue between mountains

中瑞对话2015

Sino-Swiss Dialogue

June 26th, 2015

中国·贵阳
Guiyang, China



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Embassy of Switzerland in China
瑞士驻华大使馆



Government of Guizhou Province
贵州省人民政府



1950-2015
SWITZERLAND AND CHINA
中国瑞士建交60周年

The Sino-Swiss FTA's Direct Transportation Rule

中瑞自由贸易协定直接运输原则



Solutions have now been found to some of the operational issues some Swiss companies encountered when delivering consignments via third party countries under the Free Trade Agreement.

by **Andrea Nessi**

The Switzerland-China Free Trade Agreement (FTA) entered into force on 1 July, 2014. Since then, bilateral trade between Switzerland and China has been steadily increasing thanks to the improved tariff rates. In fact, in 2014 China was Switzerland's third largest export market, with

针对某些瑞士企业在经由自由贸易协定非缔约方运输货物时所遇到的操作上的问题，目前已经找到了解决方案。

作者：**Andrea Nessi**

2014年7月1日，中瑞自由贸易协定(FTA)正式执行。自此，关税减免推动了双边贸易的稳步增长。事实上，在2014年，中国已经成为瑞士第三大出口市场，出口额达159亿瑞郎（170亿美元），仅次于欧盟和美国。

a value of CHF15.8bn (USD17bn) behind only the EU and the United States.

Operational Issues

With the increased number of applications for FTA preferential tariffs, companies have started to encounter some operational issues while dealing with customs authorities. One of these is the problem of the non-recognition of FTA tariffs in cases where the consignment is delivered via third party countries. Recently, several Swiss companies have complained about the difficulty in getting their consignments qualified under FTA rules in China, because of the 'direct transportation' rule of article 3.13 of the FTA.

The concept of transshipment, or shipping to the destination via third party countries, is a common issue in world trade law and FTAs in general. The Switzerland-China FTA includes a rule—article 3.13 of the FTA that answers the question of transshipment. Even though article 3.13 states that “preferential tariff treatment ... can only be granted to originating products which are transported directly between the parties”, it also allows, in paragraph two, for shipments to transit in third countries if (a) “they do not undergo operations other than unloading, reloading, or any operation confined to preserve them in good condition” and (b) “they remain under customs control in those non-parties”.

Therefore, the Switzerland-China FTA does include a rule, which allows shipments to transit in third countries. However, like in any new agreement, there may be misinterpretations from local customs officers, as they are not used to such rules, or the shipment conditions make it practically impossible to confirm that the FTA conditions are still applicable. In the case of the Switzerland-China FTA, after several complaints were raised, the Swiss Federal Customs Administration (FCA) and the General Administration of Customs of the People's Republic of China (GACC) initiated specific expert groups to find a viable solution to this direct transportation issue.

The data exchange system

The result of those experts' meetings was the release of the circular D30 'Switzerland-China Free Trade Agreement Direct Transport' of the Swiss FCA, dated 9 April, 2015. As of May 2015, solutions have been found for most of the consignments, in particular for those exported from Swiss approved exporters using the specific data exchange system.

In relation to the China FTA, Swiss approved exporters should also register for the data exchange system in order to enjoy the FCA's new arrangements. The goal is the electronic transfer of the declarations of origin of the products being delivered to the other

操作上的问题

据我们观察，瑞士对中国的双边贸易逆差（31.9 亿美元 / 增幅达 17%）部分是由于瑞士出口到中国的商品逐步享受关税减让（即，按照《关税减让税率表》逐年递减），而原产于中国并出口到瑞士的商品中，有 99.7% 的商品已经享受零关税的优惠而造成的。按照对原产于瑞士商品的《关税减让税率表》，可以预见未来双边贸易额将会持续稳定增长，而在未来一年内实现“爆发性”增长的可能性并不高。

随着申请自由贸易协定优惠关税待遇的企业数不断增加，在与海关打交道时一些操作上的问题也逐渐浮现出来。问题之一是如果货物在运输过程中经过非缔约方，则不能享受自由贸易协定规定的关税优惠。由于自由贸易协定第 3.13 条“直接运输”原则的相关规定，近期某些瑞士企业称很难使他们的货物在运输到中国时满足自由贸易协定的这一要求。

转运或是运输中经由非缔约方是世界贸易法和自由贸易协定中常见的问题。中瑞自由贸易协定第 3.13 条对货物的运输有明确的规定。第 3.13 条指出“优惠关税待遇只能给予在缔约双方之间直接运输的原产产品”，但同时也规定，在满足以下条件时，经过非缔约方运输的原产产品仍可视作直接运输：a) “未经过除装卸或任何保持产品良好状态的处理以外的操作”，并且 b) “在非缔约方处于海关的监管之下”。

也就是说，中瑞自由贸易协定明确规定了运输经过非缔约方的原则。尽管如此，如所有新缔结的协议一样，由于当地海关官员对此类规定的操作不熟悉，或是不可能确认运输条件是否适用自由贸易协定，在解读的过程中总会出现偏差。此类问题被提出后，瑞士联邦海关总署（FCA）和中华人民共和国海关总署（GACC）就中瑞自由贸易协定发起了专家小组会议，以寻找有效解决“直接运输”问题的方案。

数据交换系统

经专家小组会议讨论，瑞士联邦海关总署于 2015 年 4 月 9 日发布了名为“中瑞自由贸易协定直接运输”的 D30 通告。截至 2015 年 5 月，大多数转运的问题已经得到解决，尤其是那些使用数据交换系统的经核准的瑞士出口商。

在与中国相关的自由贸易协定方面，为了满足瑞士联邦海关总署的新规定，经核准的瑞士出口商须在数据交换系统上注册。目的是将产品的原产地声明通过电子传输的方式发送给另一方的

party's relevant customs authorities. Exporters, which are not interested in qualifying as approved exporters or being registered in the data exchange system and therefore use the form EUR.1, can still enjoy the preferential treatment of art. 3.13 of the FTA. However, it would then be left to the customs administration of the importing party to decide whether or not the FTA conditions have been fulfilled and which documents have still to be submitted.

For consignments excluding air transportation, Circular D30 from the FCA provides a solution for exports done with origin declaration via the data exchange system with China from approved exporters. Approved exporters using the data exchange system may qualify for the direct transport rule by submitting a "commercial document with the origin declaration, supplemented with (a) the precise transport route between Switzerland and China and (b) number(s) of the Swiss export customs declaration(s)". Such document must be identical to the document transmitted to the China authorities via the data exchange system. Should the consignment be delivered via the EU, a copy of the T1 form is additionally required. Therefore, we suggest exporters apply for approved exporter status and join the data exchange system.

In relation to air transportation, Circular D30 from the FCA states, that for air freight, as long as it is only air freight and "the consignments are covered by an air waybill for the entire journey from Switzerland to China", the air waybill "will be recognized as proof of direct transport". Here, as well, we strongly suggest following the FCA circular and ensuring that the air waybill stays with the consignment during the whole trip.

The Switzerland-China FTA is still in its early days. Many of the issues related to this agreement are only now arising, and others will continue to arise in the years to come. The effects of this FTA will be definitely seen in the long term, but it is advisable to start adapting to the trading procedures between Switzerland and China now, especially by implementing the suggestion from the FCA and GACC. Even though it may seem complex and time consuming, economic benefits in the medium to long term will overcome the initial burdens. ○

相关海关当局。那些不愿成为经核准的出口商或不在数据交换系统上注册的企业需填写 EUR.1 货物流转证明,并根据自由贸易协定第 3.13 条的规定享受优惠待遇。不过,届时出口商品是否满足自由贸易协定的条件以及需要提交哪些文件都将由进口方的海关决定。

瑞士联邦海关总署的 D30 通告为除空运以外的运输提供了一个解决方案:经核准的出口商通过与中国的数据库交换系统完成产品的原产地声明。经核准的出口商在使用数据库交换系统时只需提交“包含原产地声明的外贸单局,附加 a) 从瑞士到中国的明确的运输路线说明,以及 b) 瑞士出口海关声明号码”即可满足直接运输原则。此类单据必须与通过数据库交换系统传送给中国海关的单据完全一致。如果货物运输经过欧盟,只需另外提交 T1 表格。因此,我们建议出口商申请成为经核准的出口商身份,并加入数据库交换系统。

D30 通告关于空运也有相关规定。对于空运的货物,只要货物运输仅使用空运,且“一张空运单可以涵盖从瑞士到中国的整个运输”,空运单“即可被视为直接运输的证明”。关于这一点,我们强烈建议出口商依照联邦海关总署的通告,确保在整个空运过程中空运单始终跟随托运货物。

中瑞自由贸易协定的执行仍处于初期,目前出现了关于协定执行的一些问题,后续还会出现其他的问题。中瑞自由贸易协定的效应将在长期内有明显的体现,现在就开始适应中国和瑞士的贸易程序并接受瑞士联邦海关总署和中国海关总署的建议是十分明智的。虽然目前整个程序有些复杂且耗费精力,但初期的投入会带来中长期的经济效益。○

About the author

Andrea Nessi is Managing Partner at UNITOUCH Services Ltd. UNITOUCH is a management consulting company with focus on investment and business development advisory in Greater China.



关于作者

Andrea Nessi 是尤丹驰投资咨询有限公司的管理合伙人。尤丹驰是一家以大中华区的投资和业务发展咨询为主营业务的管理咨询公司。

Sino-Swiss Diplomatic Traffic

中瑞外交往来

RECENT EVENTS AND VISITS

Political News

Switzerland and China deepen dialogue on labour and employment

The Head of the Labour Directorate of the State Secretariat of Economic Affairs (SECO) Boris Zürcher visited China from March 7 to 15, and held talks with his Chinese counterparts to deepen their efforts to operationalise the Sino-Swiss bilateral agreement on labour and employment cooperation.

Mr. Zürcher, accompanied by representatives of social partners and a delegation of experts on labour issues from SECO, met with representatives from the Chinese Ministry of Human Resources and Social Security.

The exchanges focused on labour market and employment policy, social partnership mechanisms and work-related safety and health. Various areas for strengthening cooperation were identified, especially within the framework of the Swiss-funded Sustaining Competitive and Responsible Enterprises (SCORE) Project.

The two sides agreed to continue the discussions on the sidelines of the International Labour Conference in Geneva in June 2015 and to hold the next high-level dialogue on labour and employment issues in Switzerland in 2016.

Economic News

Switzerland joins Asian Infrastructure Investment Bank

Switzerland has been accepted as a founding member of the China-led Asian Infrastructure Investment Bank (AIIB), a new financial institution which aims to promote sustainable economic development in Asia.

The acceptance was announced by the Chinese Finance Ministry on March 28, following the submission of Switzerland's application to join the bank on March 13, a decision made by the Federal Council. Switzerland thus became one of the first three European countries to be admitted into the institution.

Participation in the foundation process will give Switzerland a unique opportunity to work on the new institution's articles of agreement and to be well positioned from the start. It will also help Switzerland strengthen relations with China and Asia in general.

"We have established a very good reputation in the fields of energy infrastructure, transport infrastructure, and also telecom infrastructure, and any and everything to do with the environment. We are also a financial power and consulting services industry power, and that is what we may bring in," said Swiss Ambassador to China Jean-Jacques de Dardel.

近期活动与访问

政治新闻

中瑞加强劳工、就业相关对话

3月 7日至15日，瑞士国家经济事务秘书处主任鲍里斯苏何尔对中国进行访问，并同中方代表举行会谈，以增强两国实施有关劳工和就业合作双边协定的努力。

苏何尔同随行的社工合作伙伴代表和国家经济事务秘书处的专家代表团共同会见了中国人力和社会保障部的代表。



会谈就劳工市场、就业政策、社会合作机制以及与工作相关的安全和健康防护等问题交换了意见。双方同时就多个可加强合作的领域达成了一致，特别是在瑞士出资设立的企业可持续发展项目框架下的一些领域。双方

同意于2015年6月在日内瓦举行的国际劳工大会期间继续就此类话题进行讨论，并于2016年举行下一轮的有关劳工和就业问题的高层对话。

经济新闻

瑞士加入亚洲基础设施投资银行

瑞士新近成为亚洲基础设施投资银行新的成员国。亚投行由中国倡导建立，作为新兴的金融机构，旨在增强亚洲地区经济可持续发展。

此消息由中国财政部于3月28日公布。瑞士在联邦委员会达成一致决定后于3月13日递交了申请，由此成为第三个加入这一机构的西方国家。



联邦委员表示，加入亚投行创始过程将为瑞士参与到这一新机构协文本的准备工作中提供独特机会，并将使瑞士在新投行中获得有利位置。同时作为成员国将有助于加强瑞士与中国及亚洲其他国家的关系。

"我们已在能源、交通甚至电信基础设施方面以及任何与环境有关的方面建立了非常好的信誉。我们同时在金融和咨询服务方面拥有很强的实力，这也是我们可以为这个机构所带来的，"瑞士驻华大使戴尚贤说。

The creation of AIIB is proposed by China with the purpose of enhancing the sustainable development of the Asia region, especially poorer countries. By May 12, the bank has officially approved 57 nations as prospective founding members.

Science and Education News

Solar Impulse lands in China with messages of sustainability, Swiss innovation

The Swiss-made, zero-fuel aircraft Solar Impulse 2 made its stopovers in Chongqing and Nanjing from late March to mid-May during its round-the-world flight, and spread its key messages of clean energy, sustainability with events and activities co-organized by Solar Impulse partners and the Swiss Embassy.

The events were held in a bid to raise awareness of renewable energy, environmental protection and to share the Swiss innovation spirit. The highlight was the Solar Impulse and Youth Exchanges' event held in Nanjing on April 30, during which co-founders and pilots Bertrand Piccard and André Borschberg met with 600 Chinese university students and exchanged ideas on Swiss innovation, technology and the pursuit of dreams.

An idea born in Switzerland, the aircraft is the first of its kind in the world that is able to fly day and night without fuel, thanks to the 17,000 solar cells built into its wings. The project has gained full support from the Swiss Confederation and has had support from more than 100 Swiss government institutes, research centres and private companies from the start.

Swiss excellence in education shown at APAIE Conference

Representatives from 12 reputable Swiss institutions for higher education showcased the strengths Switzerland boasts in higher education, research and innovation at the 10th Asia-Pacific Association for International Education (APAIE) Conference and Education Exhibition, held in Beijing from March 23 to 26.

The representatives from universities such as University of Geneva and the Federal Institute of Technology Zurich joined international policy-makers and education experts for discussions about the challenges higher education faces in a globalised world, and sought out possibilities for new partnerships.

"Asia is still very much to be discovered for education. It's not like there is an established long term relationship [with Swiss universities]. There are new partnerships through development," said Pascal Marmier, executive director at Swissnex China. He also foresees the great potential for further partnerships in innovation and technology between Swiss and Chinese universities.

Switzerland is recognized as a country that values education and innovation. More than half of its 12 academic universities rank in the top 200 in different international rankings. Thanks to its dual-track system of Vocational and Professional Education and Training, Switzerland has a high number of highly skilled personnel who contribute to the success of Switzerland's world-leading industries. It also has the lowest youth unemployment rate in Europe.

亚投行由中国倡议成立，目的是帮助亚洲地区，特别是经济较为落后的国家加强可持续发展。截止5月12日，已有57个国家正式被接纳为意向创始成员国。

科技、教育新闻

“阳光动力2号”抵达中国，传播可持续发展理念、瑞士创新精神

瑞士制造、正在进行环球飞行的零耗油飞机“阳光动力2号”三月底至五月中旬在重庆和南京停留，参与了“阳光动力2号”合作伙伴和瑞士驻华使馆组织的一系列活动，传播清洁能源和可持续发展的关键理念。



活动旨在增强公众对可再生能源、环境保护的意识，分享瑞士创新精神。活动亮点包括4月30日在南京举办的“阳光动力青年分享会”。会议期间飞机创始人和飞行员贝特朗·皮卡尔和安德烈·波许博格同600名中国大学生见面，就瑞士创新、科技和追逐梦想等话题交换了看法。

“阳光动力2号”源于瑞士，靠内置于机翼上的17000块电池板提供能源，是目前世界上唯一一架可昼夜持续飞行而不需燃油的太阳能飞机。项目伊始就得到了瑞士联邦政府和100个政府机构、研究中心和私人企业的全力支持。

瑞士高校亚太国际教育年会展示优质教育

来自瑞士12所高等教育学校的代表3月23日至26日参加了在北京举办的第十届亚太国际教育年会。会议期间，代表们集中展示了瑞士在高等教育、研究和创新方面的优势。

参加会议的代表，包括日内瓦大学和苏黎世联邦理工大学的教育专家，与其他国家的教育决策者和专家就高等教育在当今全球化过程中面临的挑战展开了讨论，并积极寻求开展新的合作的可能性。



“就教育而言，亚洲还是一个极有待于开发的地区。它跟瑞士大学间还没有建立很多长久的合作。很多新的合作关系可以发展，”瑞士联邦政府科技文化中心执行主任孟思恺说。孟思恺也预示瑞士和中国的大学将来在创新和科技领域会有很大的合作潜力。

瑞士对教育和创新的重视程度享有盛誉。12家高校中一半以上

在全球各类高校排行榜上居前200名。得益于职业教育与培训的双轨制教育，瑞士培养了一大批专业技术极强、为世界领先的瑞士产业做出极大贡献的人才。瑞士的青年失业率在欧洲最低也得益于此。

Development News

Roundtable discussion on disaster risk reduction

A roundtable discussion on the private sector's involvement in disaster risk reduction was held in Beijing on March 6, in order to help increase that sector's contribution to this field and conduct more efficient cooperation with the public sector, especially in the Chinese context.

Organised by the Swiss Embassy in China and the Swiss Development and Cooperation Agency, the discussion, titled 'How can the private sector efficiently contribute to reduce vulnerabilities', was joined by 20 specialists from Swiss and Chinese government organisations and companies, including the National Disaster Research Center China and Swiss Reinsurance Company Beijing Branch.

Participants stressed the need to share values and knowledge to face common challenges and to find innovative solutions to risk reduction. Another big challenge acknowledged at the meeting is the improvement of efficiency in post-disaster evaluation, asset assessment, monitoring and information exchange and social development.

Green building Swiss House Beijing under planning

Swiss House Beijing – a marketplace for innovation, trade and investment in a plus-energy modern structure to be built with Swiss sustainable technology – was launched in Beijing on March 12.

The concept was put forward by Swiss Ambassador to China Jean-Jacques de Dardel who also serves as the Strategic Chairman of the board. The construction is undertaken by the Swiss Active Building Development Group. The green building, which is currently being planned and will be located in central Beijing, is expected to be completed before 2020.

It will host leading Swiss, Chinese and international companies engaged in innovation and technology, and become a flagship representing Switzerland's core values and showcasing Swiss excellence in technology, service and education.

Cultural News

Basel Symphony Orchestra cast spells on audience

To mark the 65th anniversary of bilateral relations between Switzerland and China, the Basel Symphony Orchestra, one of the oldest and most renowned orchestras in Switzerland, was invited to visit China for the third time in March.

Under the baton of chief conductor Dennis Russell Davis, the orchestra staged two concerts in Beijing and Shanghai on March 23 and March 25, and fascinated audiences with their excellent performance of classic repertoires from Mozart, Beethoven, Stravinsky and Chinese composer Chen Yi.

The internationally renowned pianist Fazil Say captured the audience with his extraordinary interpretation of Beethoven's piano concerto No. 3 in C minor. The concert in Beijing was a great success and the orchestra had three encores following overwhelming applause from the audience.

The Swiss Ambassador Jean-Jacques de Dardel enjoyed the concert in Beijing with the many guests invited by the embassy, who also spoke highly of the performance. ○

发展新闻

瑞士合作发展署举办有关减灾非正式圆桌会议

一场关于如何帮助私人部门更好地参与到减灾和保险领域的圆桌讨论于3月6日在北京举行。会议旨在帮助私人部门增加其对这一领域的贡献，特别是在中国的国情下加强他们与公共部门的合作。



讨论会名为“私人部门如何有效地参与到减灾过程”，由瑞士驻华使馆和瑞士合作发展署举办。约有20名来自瑞士和中国政府部门的专家参加，其中包括中国国家

减灾中心和瑞士再保险集团北京办事处的代表。

与会代表强调了共享资本和知识以应对共同的挑战、风险、探索新的、有效降低风险的方法的必要性。会上大家一致认同的另一个较大的挑战是如何提高风险后期评估、资产审核、监控、分享信息和社会发展的工作效率。

绿色建筑“瑞士大厦”项目启动

依托瑞士可持续发展技术设计的、可产生能量的建筑“瑞士大厦：创新、贸易、投资商区”项目于3月12日在北京启动。

这一概念由瑞士驻华大使戴尚贤提出，他同时也担任此项目董事会的战略主席一职。瑞士的Active Building Development Group公司负责项目的建筑。目前项目在选址设计阶段。大厦将位于北京市中心，2020年前完成施工。大厦建成后瑞士、中国以及其他国家创新、科技公司将在此落户，成为展示瑞士核心价值的旗舰店，并且充分展示瑞士在科技、服务和教育方面的优势。

文化新闻

巴塞尔交响乐团惊艳全场

为纪念中瑞建交65周年，瑞士最古老、最知名的交响乐团之一巴塞尔交响乐团受邀于3月份第三次访问中国。



乐团由首席指挥丹尼斯·罗素·戴维斯执棒，于3月23、25日在北京、上海举办了两场音乐会，精彩演绎了莫扎特、贝多芬、斯特拉文斯基和中国作曲家陈

怡的经典作品。

国际知名钢琴家法佐赛依对贝多芬c小调第三钢琴协奏曲的出众演绎更是捕获了现场观众。北京的音乐会取得巨大成功，乐团在观众热烈的掌声中三次返场致谢。

瑞士驻华大使戴尚贤在北京同受邀的众多嘉宾共同欣赏了音乐会，盛赞了当晚的演出。○



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SwissCham Hong Kong | Tel: +852 2524 0590 | Email: admin@swisschamhk.org

Winds of Change 变革的风信



The acquisition of Swiss heritage brands by Chinese firms is becoming a more common phenomenon, and is providing the brands with more market potential.

by **René Rütti**

Over the past thirty years, Switzerland has always been pleased when a Swiss firm bought a foreign company. Growth, especially abroad, had long been a welcomed strategic direction which sparked enthusiasm in the Swiss domestic market. However, situations have changed, and now

中国企业收购瑞士老字号品牌已经成为一种普遍的现象，这给品牌带来了更大的市场潜力。

作者：**René Rütti**

过过去的三十年来，瑞士都会为当地公司收购外国公司而感到高兴。企业的增长，尤其是向国外发展，曾经是非常受瑞士国内市场欢迎的战略方向。但是，时代已发生改变，并且掀起了不一样的浪潮。越来越多外国公司并购瑞士

a different wind blows. In fact, more and more foreign companies are buying Swiss firms. With the tremendous acquisitions undertaken by Chinese companies around the world, the situation and the view have also changed significantly in Switzerland, and the former joy has turned into some degree of concern.

In recent years, Chinese companies bought large-sized Swiss firms such as Addax Petroleum, the textile division of OC Oerlikon, and many smaller companies. Connected to the sale of home-based companies, the waves became especially high when real 'pearls' and the 'Made in Switzerland' tag came into foreign ownership.

The Eterna case

One of the cases is the 2012 sale of Eterna, headquartered in the Swiss city of Grenchen, to Citychamp (formerly called China Haidian), a Chinese company based in Hong Kong. The surprise in Grenchen was considerable when the Porsche family sold the company, after Milus had been previously transferred to foreign ownership (Chow Tai Fook Group in Hong Kong). The fears were great, although the Porsche family did little for the traditional brand Eterna and was not active in leading the brand into a good future.

The buyer from China already owned two proprietary watch brands, Ebohr and Rossini, before the purchase of Eterna. In addition, Citychamp is among one of the largest distributors of watches, including Swiss timepieces, in the fast-growing Chinese market. Currently, Ebohr and Rossini collectively have more than 5,000 points of sale in China, and Citychamp also distributes non-proprietary watch brands in around 200 points of sale around the mainland. During the acquisition process, Chairman Hon Kwok Lung repeatedly emphasised the production continuation of the Swiss brand in Grenchen. In 2013, Citychamp bought Corum, a luxury Swiss watch brand.

How has the situation changed as the two brands are now in Chinese hands? In general, the conclusion is as follows:

- The jobs have both been secured and slightly expanded
- The salaries of the employees and the amount of taxes paid to the authority of Grenchen have not decreased, but have continuously increased
- The market penetration of both watch brands in Asia has greatly been deepened, being attributable to the distribution power of Citychamp

企业。随着中国投资者在世界各地进行大规模收购活动，瑞士的情况和观点也随之发生显著改变——之前的喜悦在某种程度上转变成忧虑。

绮年华案例

其中一个例子是位于 Grenchen 的 ETERNA 于 2014 年被位于香港的中国企业冠城钟表珠宝集团（前身为中国海淀）收购。继 Milus 被香港的周大福集团收购后，此次保时捷家族的出售行为在市场上引起了巨大反响。恐惧是巨大的，尽管保时捷家族对这个传统品牌 ETERNA 的投入不多，而且一直没有积极地带领这个品牌发展。

收购 ETERNA 的中国投资方冠城钟表珠宝集团已经拥有两个自有品牌：依波和罗西尼。此外，冠城在迅速增长的中国市场中位列最大的手表（包括瑞士品牌手表）分销商之一。冠城的依波及罗西尼在中国现共有超过 5,000 个分销点，并且冠城在全国各地亦拥有大约 200 个分销点进行非自由品牌的销售。在收购 ETERNA 的过程中，冠城的主席韩国龙先生多次强调将维持 ETERNA 位于 Grenchen 的生产。冠城在 2013 年收购瑞士华贵钟表品牌“昆仑”。

当两个品牌易主后，情况发生了什么变化？总体来说，结论如下：

- 就业情况不仅确保了，还有所增加。
- 员工的薪酬和 Grenchen 当局的税收并没有下降，还持续增加。
- 冠城的分销能力极大地提高了这两个手表品牌在亚洲市场的渗透率；
- 产能水平达到了新高度。

冠城的成功

总体而言，通过分销区域的扩展，冠城令这两个“瑞士制造”手表的出口率大幅度提高。这是冠城向瑞士品牌组合投入共约 250 亿瑞士法郎的成果。

冠城的主席兼控股股东韩国龙先生的企业理念与上述正面成果息息相关，他强调企业的可持续发展性以及集团收购的所有瑞士企业均衡发展的重要性，他会继续推动和发展瑞士钟表品牌。



Hon Kwok Lung, Citychamp's chairman, repeatedly emphasised the production continuation of the Swiss brand in Grenchen.

冠城集团董事长韩国龙多次强调将继续在格伦兴生产瑞士品牌钟表。

- The development of new styles could be financed
- Production capacity has reached a new height

Citychamp's successes

Overall, Citychamp has increased the exports of watches “Made in Switzerland” following the wider geographical distribution. This accomplishment is partially owing to the total amount, around CHF250m (USD264m), that Citychamp has invested in their Swiss watch portfolio.

In connection with this positive result is the corporate philosophy expressed by Chairman Hon Kwok Lung, also the controlling shareholder of Citychamp. From time to time, he has stressed the sustainable nature of his business and the importance of a balanced level of all Swiss companies he has purchased, as well as that he will continually promote and develop the two acquired Swiss companies.

In April 2014, Citychamp also bought the UK-based Dreyfuss Group, who had a tradition of timepieces dating back to 1895. Together with the previous acquisitions, on the one hand Citychamp bought know-how; on the other hand, it strengthened the market power of the purchased Swiss watch brands.

Further acquisitions

Currently, nearly 70 Chinese companies are located in Switzerland, several of which resulted from acquisitions. In Switzerland, acquisitions are not solely made by Chinese enterprises. The leading countries in 2014 were England with 40 acquisitions and Germany with 32, followed at distance by France. Chinese investors now also buy global established brands and globally successful companies such as Club Med, which was purchased for CHF1.2tr (USD1.27tr).

From the acquisition of ‘Made in Switzerland’ by Chinese companies, we can conclude that they have had no negative effects on the Swiss watchmaking tradition. On the contrary, the companies have gained new market potential through their acquisitions, which otherwise would have been very difficult to reach.

Thus, albeit with a slightly watery eyes, we can still cheer ‘Hurrah’ when traditional Swiss companies are acquired. ○



Prior to the purchase of Eterna, Citychamp already owned two proprietary watch brands, Ebohr and Rossini (pictured).

在收购绮年华前，冠城已经拥有依波和罗西尼（见图）两个专有钟表品牌。

冠城在 2014 年 4 月收购历史源自 1895 年英国的德赖弗斯集团。联同之前收购的品牌，冠城一方面取得了专有技术，同时另一方面也加强了被收购品牌的市场影响力。

更进一步的收购

目前，有近 70 家中国企业位于瑞士，其中部分是源自收购。中国并不是瑞士企业的单一收购方。2014 年，英国以 40 项收购居于首位，德国 32 项，法国随后。中国投资者亦收购全球化的优秀企业，如以瑞士法郎 12 亿收购度假村集团“地中海俱乐部”（Club Med）。

随着近年来中国企业收购“瑞士制造”品牌，我们可以得出结论，新的投资者并没有对瑞士制表传统带来负面影响。相反，这些企业通过引入新投资者而显示出新的市场潜力，这是难以通过其它方式达到的裨益。

因此，我们仍然应该为瑞士传统品牌引入新投资者而欢呼。○

About the author

Prof. Dr. René Rüttimann is Emiritus Professor for International Management and Innovation Management at the Zürich University of Applied Sciences School of Management and Law. He specialises in doing business in the Asia Pacific Region and India regarding strategic issues and new products and services.



关于作者

René Rüttimann 博士是苏黎世应用科技大学经济管理与法律学院国际管理与创新管理专业荣誉教授，他擅长的领域是解决企业在亚太地区和印度经商的过程中遇到的战略性问题、新产品和新服务等。

FOR MORE INFORMATION CONTACT

STEVE TRENT
PRESIDENT

trent@wildaid.org

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Events, New Members and Agenda

EVENTS

MAR
4

All-Chamber Welcome Back Networking Winter Session

Venue: Marriott Hotel Northeast

MAR
6

Roundtable on Public Private Partnerships for Development

Venue: Swissôtel Beijing

Speaker: Patrizia Palmiero, Swiss Embassy; Yang Siqun, National Disaster Research Center China; Gary Wei, Swiss Re

MAR
25

When Swiss Made Meets Made in China: Innovation, Entrepreneurship & Craftsmanship

Venue: New Huadu Business School Beijing Campus

Speaker: Wang Chijiang, Hampoo; James Breiding, Naissance Capital; Lin Hua, New Huadu Business School

MAR
27

Beijing

Regional Annual General Assembly & National Annual General Assembly

Venue: Swissôtel Beijing

Details

On the occasion of our Regional Annual General Assembly (RAGA), SwissCham Beijing members elected the new Board of Directors for 2015. We would like to congratulate our new and re-elected Board Members and thank them for their dedication to the success of SwissCham and its members. We look forward to working with them during this new SwissCham year.

The new board of directors are listed on the next page.

The new Beijing SwissCham board of directors 2015



Bernhard STEFAN
President & National Representative
Vice President
Strategy & Business Development
Nestlé Greater China



Daniel MEYER
Board Member, Nat. Representative & National Chairman
Vice President
DKSH (China) Ltd



Cyrill SCHOLER
Treasurer & Nat. Representative
Vice President
Financial Controller
ABB China



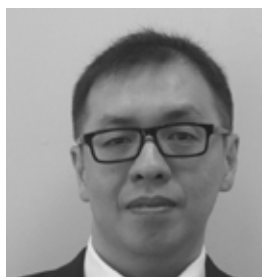
Pauline HOUL
Secretary General
President & CEO
Eurohold China



Yvan SPRUNGLIN
Vice President
General Manager
SICPA China



Qin LU
Vice President
President
Swiss Reinsurance China



Yeong-Wei CHUA
Board Member
Managing Director
UBS (China) Ltd



Olivier GLAUSER
Board Member
Co-Founder,
CFO & Director
Shankai Sports International



Kevin LEE
Board Member
Tax Director
PricewaterhouseCoopers



Cyrus MA
Board Member
Vice President
SGS-CSTC



Martin MUELLER
Board Member
Director
SWISSPEARL China



David BRAUN
Honorary Member
Head of Economic Section
Embassy of Switzerland

MAR
27

Beijing

Swiss Traditional Dinner

Venue: Swissôtel Beijing

Platinum Sponsor: CCPIT Guizhou

In-Kind & Lucky Draw Sponsors: Sinodis, Emmi, Villars, Nespresso, CHEERS

Details

The RAGA & NAGA was followed by the Swiss Traditional Dinner. Members and non-members came along with families and friends to experience a typical Swiss atmosphere. This year's dinner was a great success gathering once again over 150 people. The raclette cheese was provided by Emmi and the exquisite food was accompanied by a selection of white and red wines proposed by CHEERS, guests also enjoy the great coffee from Nespresso and delicious chocolate from Villars.

APR
8



LEM Roundtable - Vocation Training Program

Venue: LEM Company

Speaker: Jin Jian, Gu Fuhua, Xu Jing, LEM Company

APR
16

Seminar on Trade Credit Management: More Risks in Fragile Economic Recovery?

Venue: Four Seasons Hotel

Speaker: Rocky Tung, Coface

APR
24

Get Together

Venue: CHEERS 18 - Gulou

APR
30



The New Double Tax Treaty Between Switzerland and China - What Has Changed

Venue: Kempinski

Speaker: Kevin Lee, PwC; David Braun, Embassy of Switzerland in Beijing



Swiss-Chinese Dispute Resolution Forum

Venue: Hilton Beijing

NEW MEMBERS

CORPORATE MEMBERS

Mr. Peter Troesch (赵彼得)

SwissTaste

瑞道瑞士餐厅

Address: Central Park, Outlet 101, Building 18, 6 Chao Wai Da Jie, Chaoyang District, Beijing 朝阳区朝外大街 6 号新城国际 18 号楼 101

Postcode: 100027

Telephone: +86 10 6597 9229



Mr. Joseph Wong (王志雄)

Mammut Outdoor Equipment

猛犸象户外用品 (北京) 有限公司

Address: Unit B501-503, 5th Floor Jin Tai Guo Ji Building Building 1, No.11 Guang qu Road, Chaoyang District, Beijing 北京市朝阳区广渠路 11 号院金泰国际大厦 1 号楼 B 座 501-503 室

Postcode: 100022

Telephone: + 86 10 8721 4849

Fax: +86 10 8795 6738 ext 8010

Website: www.mammut.ch



CORPORATE MEMBERS (NPO)

Ms. Barbara Stäuble (舒贝拉)

Association Swiss School Beijing

北京瑞士学校委员会

Address: Beijing Riviera 361, Xiang Jiang Bei Lu Nr. 1, Chaoyang District 中国北京朝阳区, 香江北路 1 号, 北京香江花园 361

Postcode: 100103

Verein Schweizer Schule China
Association École Suisse Chine
Association Swiss School China
中国瑞士学校委员会

Mr. Steven Zhang (张盛)

Enactus China

创行中国

Address: 4/F, Chuangfu Building, No.18, Danling Street, Haidian, Beijing 北京市海淀区丹棱街 18 号创富大厦 4 楼

Postcode: 100080

Website: enactuschina.cn



CORPORATE ASSOCIATE MEMBERS

Ms. Barbara Seidelmann

5 Star Plus Retail Design

斐思达品牌设计咨询 (北京) 有限公司

Address: 20/F e-Tower, no. 12 Guanghua Street Chaoyang District, Beijing 北京市朝阳区光华路丙 12 号数码 01 大厦 20 层

Postcode: 100020

Telephone: +86 10 5624 4890

Website: www.5starplusdesign.com



Mr. Wu Bing (吴冰)

CCPIT Guizhou

贵州省贸促会

Address: Section B 12A3, World Trade Plaze, 48 Middle Yan'an Road, Guiyang, Guizhou Province 贵州省贵阳市延安中路 48 号世贸广场 B 区 12A3

Telephone: +86 851 8858 7652

Fax: +86 851 8855 5655

Website: http://mch.gzcom.gov.cn



EVENTS

MAR
5

The New Double Tax Treaty Between Switzerland and China - What Has Changed

Venue: Le Royal Meridien Hotel

Organised by: SwissCham Shanghai

Speakers: Mr. Kelvin Lee - Cross-border tax expert with PricewaterhouseCoopers; Mr. David Braun - Head of Economic, Financial and Commercial Section, Embassy of Switzerland in Beijing

Details

It has been a long time since the first Swiss China Tax Treaty has been signed in 1990. Given the rapid growth of bilateral trade and changes to business models in the past 25 years, the previous Swiss China Tax Treaty could no longer fit with the commercial needs. As such, a re-negotiation between tax authorities of Switzerland and China began two years ago and resulting in a new Swiss China Tax Treaty. This new tax treaty came into effect on the 1 January 2015. The revised articles in the new tax treaty provide enhanced protection on cross border payments, particularly dividends, royalties and capital gain payments. Furthermore, a revised 'exchange of information' article in the new tax treaty offers treatment in line with international practice.

MAR
12

Getting Back Together

Venue: Schuler Wine Shanghai

Organised by: SwissCham Shanghai

Details

This social event 'Get Back Together' at Schuler Wine Shanghai gave the guests the opportunity to discover four different wines from across Europe and Australia.



MAR
19

Regional Annual General Assembly RAGA 2015

Venue: Sofitel Shanghai Hyland

Organised by: SwissCham Shanghai

Speakers: Board Members of SwissCham Shanghai

Details

The General Assembly of SwissCham Shanghai has welcomed four new Board Members and a new President. Alberto Bertoz (V-Zug) is taking over from Andreas Luchsinger (Novartis) as the new President. New in the Board are: Detlef Britzke (Medela), Edouard Le Bourgeois (Biocom Energy), Thomas Schweizer (Oerlikon Metco) and Marcus Setterberg (Komax). The following longstanding members have left the Board: Andreas Luchsinger, Martin Wagner, Christine Li and Martin Honegger. SwissCham Shanghai is thanking them for their contribution and effort. SwissCham Shanghai has now the following Board members: Alberto Bertoz (President, V-Zug), Daniel Heusser (Vice-President, Virtuarch), Anh Huynh (Eiger), Detlef Britzke (Medela), Andrea Nessi (Unitouch), Edouard Le Bourgeois (Biocom Energy), Thomas Schweizer (Oerlikon Metco), Marcus Setterberg (Komax), Vivian Xu (McCann World Group), John Woo (DKSH). Honorary Board Member: Alexander HOFFET, Consul General at the Swiss Consulate in Shanghai.

APR
15

How Foreign SMEs Can Finance Their Expansion in China and Manage Forex Risks

Venue: Regal International East Asia Hotel

Organised by: SwissCham Shanghai

Speaker: Mr. Ulrich Link, Senior Relationship Manager, Commerzbank; Mr. Ludwig Fella, Head of Corporate Banking, Commerzbank; Mr. Kevin Struck, Head of Currencies Sales Asia, Commerzbank; Mr. Alexander Leufgen, Deputy General Manager, Stern Ingredients

Details

Financing the market entry and the expansion stage is a key factor for any company doing business in China. But how can this be done with a calculated risk? This presentation focused on the options foreign companies have in China to finance their operations and expansion plans. These include: shareholder loans, bank loans, working capital loans, investment loans and other solutions to finance Chinese subsidiaries. The second part of the presentation focused on instruments and strategies how to eliminate Forex risks in the balance sheet.

APR

21

Ladies Networking Night

Venue: Bubbly Nation

Organised by: Inter-Chamber

Details

A very nice evening where women from a variety of backgrounds could meet their own kind, including women who are running their own businesses, planning to launch their careers, or just hope to enlarge their professional network.

MAY

7



How to Live Healthy in Today's Business-focused World

Venue: Shanghai Slim's

Organised by: SwissCham Shanghai

Speakers: Mr. Urs Mattes, an MD from the University of Zurich, Switzerland, Managing Director at Mathys China, a family owned orthopedic company based in the Canton of Solothurn; Mr. Frank Huang studied medicine with focus on prevention and traditional Chinese Medicine and is Sales & Marketing Director at Mathys China.

Details

In large cities it is easy to become exhausted and stressed. Long working days, inefficiencies, challenging traffic, fast food and worsening air quality all have an impact on our health. This presentation was about Yin and Yang of your health and gave away tips on how to live a healthier life in a bustling place like Shanghai. In this presentation, Urs Mattes and Frank Huang conveyed to the audience the alarm bells and warning symptoms to look out for, and some simple tips on healthy eating to stay in good shape. The speakers familiarized those present with two famous food concepts, namely the Mediterranean and the Oriental food pyramids. They also revealed the truth about why most weight reducing diets do not really work. It was a very pleasant occasion with active participation from the audience and all enjoyed the venue, the food and the interesting speeches.

MAY

12



Sino-Swiss Double Tax Treaty and Swiss Pension Reforms: What Swiss Citizens living in China need to know

Venue: Belgian Beer Cafe

Organised by: SwissCham Shanghai

Speakers: Ms. Siri Ueltschi - Swiss Life, project manager with the agency covering the Swiss living abroad.

Details

The recently signed and enacted double tax treaty between Switzerland and China has far reaching implications for companies and individuals. Changes are not only a given for companies but also for Swiss individuals living and working in China. This includes tax-free periods, maximum tax rates, tax payments on dividends, pensions and interest income.

NEW MEMBERS

CORPORATE MEMBERS

Mr. Zhanbing Ren

Blondel Chocolatier

Address: Xin Tian Di Style L147, Madang Road 245, Shanghai, China 上海市卢湾区马当路 245 号新天地时尚一层中庭 L147
Postcode: 200020
Telephone: +86 21 6333 8201
Email: zbren@vip.sina.com



Mr. Santiago Diaz Zamboni

Hero (Shanghai) Trading Co. Ltd.

Address: Unit 4236 CITIC Square, 1168 West Nanjing Rd, Shanghai, China 上海市静安区南京西路 1168 号中信泰富广场 4236 室
Postcode: 200041
Telephone: +86 21 5117 9503
Email: santiago.diaz@hero.ch
Website: www.hero-baby.cn



CORPORATE ASSOCIATE MEMBERS

Mr. Stephan Titze

Netafim

耐特菲姆（广州）农业科技有限公司

Address: 6/F Block 36, Kailong Elite Building, No.1888 New Jin Qiao Road, Pudong New District, Shanghai, China 上海市浦东新区新金桥路 1888 号金领之都 36 栋 6 楼
Postcode: 201206
Telephone: +86 21 6125 1251
Fax: +86 21 6125 1275
Email: Stephan.titze@netafim.com
Website: www.netafim.cn



Mr. Warner Shi

Foreign Investment Promotion of Changzhou National Hi-tech District

常州国家高新区商务局

Address: Room 909, 8 Hengshan Rd, Changzhou, Jiangsu, China 江苏省常州市衡山路 8 号（高新区管委会）909 办公室
Postcode: 213022
Telephone: +86 519 8517 8995
Email: syftc@cznd.org.cn
Website: www.invest-in-cnd.cn



Ms. Flora Hu

Shanghai EastBest & Lansheng International (Group) Co., Ltd, CIIF Branch
上海东浩兰生集团工博会项目分公司

Address: 13F, Minmetals Building, No.757 Guangfu Road, Shanghai, P.R.C 上海市光复路 757 号五矿大厦 13 楼
Postcode: 200070
Telephone: +86 21 2206 8386
Fax: +86 21 6279 0302
Email: florahu@shanghaiexpogroup.com
Website: www.ciif-expo.com



Ms. Elizabeth Gao

Shanghai Premier Investment (Group) Co., Ltd

上海派米雷投资（集团）有限公司

Address: 8F, Shanghai Light Industrial Mansion, No.376 Zhaojiabang Rd, Xuhui District, Shanghai 上海市徐汇区肇嘉浜路 376 号轻工大厦 8 楼
Postcode: 200031
Telephone: +86 21 3127 1866
Fax: +86 21 3127 1866
Email: 86 21 3127 1866
Website: www.premier-park.com



INDIVIDUAL MEMBERS

Mr. Edouard Le Bourgeois

Ms. Amélie Papin

EVENTS

MAR

6

Regional Annual General Assembly in Zhongshan**Details**

An efficient RAGA was held after which members enjoyed a French dinner in a beautiful restaurant. The warm atmosphere and stimulating conversation meant that the evening was enjoyed by all.



MAR

8

Swisscham Open 2015 Golf Tournament, Phoenix Hills Golf Club, Dongguan**Details**

After last year's successful launch of the Golf Open in the Pearl River Delta, HK and GZ SwissCham organized the second installment of this event this May. Many more 'Golfers' attended the Open this time enjoying the course, the food, the drinks, and spending time with each other. We are definitely looking forward to the next tournament!



NEW MEMBERS

CORPORATE MEMBERS**Ms. Faye Xu****SMI**

瑞士国家医疗科技有限公司广州代表处

Address: Room 901, East Baodai Rd, Suzhou, Jiangsu China.

上江苏省苏州市吴中区宝带东路 399 号中润中心 901 室

Telephone: +189 2890 6286**Fax:** +189 2890 6286**Email:** 3020448@qq.com**ASSOCIATE MEMBERS****Mr. Ken Zhi****Guangzhou Gourmet Service Co., Ltd**

广州瑞齐源食品有限公司

Email: ken@gzflydragon.com**INDIVIDUAL ASSOCIATE MEMBERS****Mr. Paul Mark Jolley****HGR Technology****Telephone:** +86 760 8830 0061**Fax:** +138 2394 3322**Email:** pmjolley@gamil.com

EVENTS

MAR
2

Joint Business Luncheon with the Swiss Association of HK - Life in North Korea: Firsthand insights on North Koreans and expatriates working there

Venue: Joint Business Luncheon with the Swiss Association of HK - Life in North Korea: Firsthand insights on North Koreans and expatriates working there

Guest Speaker: Ms. Katharina Zellweger (Visiting Fellow at the Center for International Security and Cooperation at Stanford University)

Details

North Korea (DPRK) is a country often written about in international media and news items, but accurate information and a good understanding of its people and culture can be difficult to find. The focus of this luncheon was on life in North Korea for ordinary North Koreans and for expatriates working there, including a number of facts and figures about the country. Ms Zellweger concluded the presentation with sharing her views on what the most promising path forward might look like.

MAR
3

SME Panel discussion - E-Commerce in China

Venue: Transpacific (Far East) Ltd., Sheung Wan

Panelist: Managing Director of Fiducia, Mr. Stefan Kracht and CEO of Transpacific (Far East) Ltd, Mr. Alex Tunik.

Details

The Swiss Chamber of Commerce in Hong Kong proudly invited the Managing Director of Fiducia, Stefan Kracht to be our guest speaker of this SME roundtable again. The event was a panel discussion where the following topics were addressed:

- The challenges and opportunities of E-Commerce in China
- Available platforms
- Logistics including supplying the goods to the platform, importation & payment terms
- Who is making money selling in China? The platform, the logistics company or the brand?
- Manage expectations, how to deal with the returned goods and what are the "hidden cost"

MAR
18**Networking-cocktail with MBA students from University of Applied Sciences St. Gallen & Lucerne****Venue:** COMMERZBANK, 29/F, 2 IFC, 8 Finance Street, CentralMAR
19**Joint Business Luncheon with the Honourable Mr John Tsang of the Financial Secretary of the HKSAR**MAR
24**Company Visit of the Gübelin Jewellery Salon****Venue:** Gübelin Jewellery Salon, Central**Details**

The Swiss Chamber of Commerce in Hong Kong had a visit from the Gübelin Jewellery Salon. Gübelin, a Swiss, family-owned jewellery company, has stood for the highest quality in precious gemstones, jewellery and watches for over 160 years. During this visit, our members had the opportunity to explore the world of precious gemstones and to meet the Gübelin gem specialists.

APR
9**Monthly Cocktail initiated by Swiss Young Professionals****Venue:** O'Phillie'sAPR
13**Joint Business Luncheon with the Swiss Association of HK - Switzerland-China Free Trade Agreement: Summarizing the Potential Benefits to Traders****Venue:** Hong Kong Club, Central**Guest Speaker:** Prof. Bryan MERCURIO, Professor and Vice Chancellor's Outstanding Fellow of the Faculty of Law at the Chinese University of Hong Kong**Details**

During this luncheon, Professor Mercurio provided a brief summary of some of the potential benefits to be made for Swiss traders from the Switzerland-China Free Trade Agreement. Focusing on key issues such as investment, intellectual property (including pharmaceutical patents and counterfeiting) and agricultural products, the presentation reviewed the gains made in the negotiations, seek to filter the 'paper' gains in the text from the 'actual' gains which Swiss traders can use to their advantage in the Chinese market and discuss what this means for Swiss importers, exporters and investors.

MAY
4**Joint Business Luncheon with the Swiss Association of HK - An introduction to the Security Policy of Switzerland****Venue:** Hong Kong Club, Central**Guest Speaker:** Bernard Jeanty, Defence Attaché of Switzerland to the PRC - DPRK - ROK, Embassy of Switzerland in Beijing.**Details**

In this luncheon, Mr Bernard Jeanty provided a briefing about the instruments of the Security Policy in Switzerland. He further elaborated on the role of a defence attaché and also answered questions relating to the situation in South East and East Asia.

MAY
7**Monthly Cocktail initiated by Swiss Young Professionals****Venue:** The ShoreMAY
8**SwissCham Open 2015 Golf Tournament****Venue:** Phoenix Hills Golf Club, Dongguan**Details**

SwissCham Hong Kong and Guangzhou organized the 2nd SwissCham Open 2015 in Dongguan. This event was a perfect opportunity for people from Hong Kong and Guangdong province to exchange minds and ideas, a platform for networking, and an opportunity to bring customers and suppliers together. It's one of the first partner events from SwissCham Hong Kong and SwissCham Guangzhou and was a good opportunity to meet people from both chambers as well as the business community in the Pearl River Delta

MAY
12**The 12th InterCham Connecting People Cocktail****Venue:** The Mira Hotel, TsimSha Tsui**NEW MEMBERS****CORPORATE MEMBERS****Mr. Wong Kow Teng****Tradewinds Tours Ltd.**

Address: 11B, Harbour Commercial Building, 122 Connaught Road, Central, HK

Telephone: +852 2816 3700

Email: info@tradewindstours.biz

Website: http://www.lcc-tradewindstours.com/

**Mr. Andrew Hendry****M & G Investments (Hong Kong) Ltd**

Address: Level 46, Unit 4607-11, The Center, 99 Queen's Road Central, Central, Hong Kong

Telephone: +852 3796 7033

Email: mgasia@mandg.com

Website: www.mandg.com



Mr. Brian Lui**New Frontier China Development Ltd**

Address: Flat B, 10/F, Cheung Lung IndBldg, 10 Cheung Yee Street, Lai Chi Kok, Kowloon

Telephone: +852 2487 8736

Email: info@nfc.d.hk

Website: www.nfc.d.hk

**Mr. Juerg Elsener****Ernst + Partner Hong Kong Ltd**

Address: 51/F Hopewell Centre, 183 Queen's Road West, Wanchai, HK

Telephone: +852 3602 3086

Email: juerg.elsener@ebp.hk

Website: www.ebp.hk

Ernst Basler + Partner

Mr. Hosham Hatef**Swisscare Insurance Service (Singapore) Pte Ltd**

Address: 16 Purvis Street, 2F, 188959, Singapore

Telephone: +65 9029 4015

Email: h.hatef@swisscare.sg

Website: www.swisscare.com

**Mr. Reto Merazzi****Appway Hong Kong Ltd**

Address: Suite 1306, 93-103 Wing Lok Street, Hong Kong

Telephone: +852 96607247

Email: reto.merazzi@appway.com

Website: www.appway.com

**Mr. Roberto Pace****Air Management Solutions Ltd**

Address: Unit C, 1/F Seaview, 2 Parkridge Crescent, Parkridge Village, Discovery Bay, Lantau, HK

Telephone: +852 91791007

Email: roberto.pace@airsolutions.com

Website: www.airpsolutions.com

**INDIVIDUAL MEMBERS****Ms. Nicole Barberzt****YOUNG PROFESSIONAL MEMBERS**

Mr. Malko A. Schraner

Mr. Jeremie Smaga

Ms. Sarah Smaga

Ms. Sabina T. Simmons

Mr. João André de Faria Neiva

Mr. Anson Ho

Mr. Tonio Wohlwend

Mr. Benjamin Treves

AGENDA**Joint Monthly Luncheon with the Swiss Association of Hong Kong are usually held on the first Monday of each month**

For details, please contact Ms. Joyce Yan at Tel: +852 25240590, fax no. +852 25226956: email: admin@swisschamhk.org or www.swisschamhk.org

Monthly after-work cocktail initiated by Young Professional Members

Welcome to our monthly after-work cocktail initiated by Young Professional Members with good old friends and nice new faces! Members and their friends meet for a casual after-work cocktail every first Thursday of the month. If interested kindly contact Mr Gabriel Mallet at gabriel.mallet@abacare.com

Sino-Swiss Economic Data And Indices

中瑞经济数据与指标

Bilateral trade with Switzerland in Q1 2015

2015 年 1 季度与瑞士的双边贸易

	Import from China Value (Million CHF) 从中国的进口额 (百万瑞士法郎)	Percentage (%) 百分比 (%)	Export to China Value (Million CHF) 向中国的出口额 (百万瑞士法郎)	Percentage (%) 百分比 (%)
Total Trade Volume 总贸易额	3,149	100	2,093	100
Forestry and agricultural products, fisheries 林业和农产品、渔业	178	1.5	93	1.1
Energy source 能源资源	0.8	0	11	0.1
Textiles, clothing, shoes 纺织品、服装、鞋	2,160	17.8	150	1.7
Paper, articles of paper and products of the printing industry 纸张、纸制品、印刷业制品	81	0.7	27	0.3
Leather, rubber, plastics 皮革、橡胶、塑料	542	4.5	140	1.6
Products of the chemical and pharmaceutical industry 化学和医药制品	921	7.6	2,972	33.7
Stones and earth 石材、泥土	133	1.1	52	0.6
Metals 金属	600	4.9	466	5.3
Machines, appliances, electronics 机械、电器、电子产品	5,279	43.4	2,444	27.7
Vehicles 车辆	116	1.0	95	1.1
Precision instruments, clocks and watches and jewellery 精密仪器、钟表、珠宝	1,236	10.2	2,346	26.6
Various goods such as music instruments, home furnishings, toys, sports equipment, etc. 乐器、家居用品、玩具、体育设备等其他商品	907	7.5	26	0.3

Source 数据来源: Swiss Federal Customs Administration FCA 数据来源: 瑞士联邦海关管理局 (FCA)

Investment and Trade Relations between the Yangtze and Pearl River Delta Regions, and Switzerland

瑞士在长江和珠江三角洲地区的投资和贸易往来

Swiss Investment 瑞士投资							Accumulated by the end of 2014.6 截至 2014 年 6 月的累计投资额			Imports from Switzerland 从瑞士进口				Exports to Switzerland 向瑞士出口			
Region 地区	Project 项目数		Contracted million USD 合同金额 (百万美元)		Actual million USD 实际金额 (百万美元)		Project 项目数	Contracted million USD 合同金额 (百万美元)	Actual million USD 实际金额 (百万美元)	2013		2014		2013		2014	
			2013	2014	2013	2014				USDm 百万美元	Growth rate % 增长率 %	USDm 百万美元	Growth rate % 增长率 %	USDm 百万美元	Growth rate % 增长率 %	USDm 百万美元	Growth rate % 增长率 %
Shanghai 上海	29	34	141	120	N/A	N/A	502	2,036	N/A	8,479	107.43	8,086	-4.6	498	18.8	361.4	-27.4
Jiangsu 江苏	7	18	126	154	87	162	235	1,557	1,417	921	-4.5	1,204	30.7	585	-0.6	643	9.8
Zhejiang 浙江	4	14	10	23.2	30	22.6	83	690	600	370	5.1	514	39	720	-7.7	514	-29
Anhui 安徽	0	1	0	20.3	0	10.8	11	40	N/A	37.45	-22.77	37.84	0.8	52.42	153.49	49.3	-5.9
Delta Region 三角洲地区	40	67	277	317.5	N/A	N/A	831	4,323	N/A	9,807.45	81.5	9,182.8	-6.4	1,855.4	3.8	1,229.7	-33.7
Guangdong 广东 preliminary 2014 whole year figures (2014 年全年 的初步数据)	N/A	6	N/A	3.22	N/A	43.69	N/A	N/A	N/A	N/A	N/A	7,900	6.9	N/A	N/A	800	-9.3
China 中国	71	79	N/A	N/A	240	340	1,637	N/A	5,700	56,020	145.5	40,490	-28	3,510	0.6	3,090	-12.1

Source: Swiss Federal Customs Administration FCA and Guangdong Provincial Department of Commerce and the Ministry of Commerce of People's Republic of China. 数据来源: 瑞士联邦海关管理局、广东省商务厅及中华人民共和国商务部。

Source: Shanghai Commission of Commerce, Jiangsu, Zhejiang and Anhui Provincial Department of Commerce and the Ministry of Commerce of People's Republic of China. 据来源: 上海市商务委员会、江苏省、浙江省和安徽省商务厅、中华人民共和国商务部。

COMPILATION 数据整理

These tables are compiled from various sources by the Economics and Commercial Section of the Consulates General of Switzerland in Shanghai and Guangzhou. Should you be interested in any of the Consulate's economic services or newsletters please contact Ms. Nie Liqun at Liqun.nie@eda.admin.ch.

表格数据由瑞士驻上海和广州总领事馆经济与商务处整理, 如果您需要领事馆的经济服务或新闻资讯, 请与聂女士联系, 邮箱地址: Liqun.nie@eda.admin.ch.

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