

THE 橋 BRIDGE

Spring 2016 | Issue 42 2016 年春季刊 | 第 42 期

The Human Factor 人事挑战

Abel Qian, HR Director at Swissôtel Grand Shanghai discusses HR challenges

上海宏安瑞士大酒店人力资源部总监
Abel Qian 谈人事挑战

The story behind the new NiHao app

App Entrepreneur

手机应用“你好”背后的故事

新奇手机应用

Strategies for protecting IP in China

Creative Licence

中国市场的知识产权保护战略

创新性许可



BONECO

healthy air

TRADITION SINCE 1956
 A SWISS COMPANY

- 欧盟原装进口 EU Import
- 加湿净化二合一功能 2-in-1
hybrid device: Choice of operating
as a Humidifier and/or Purifier
- 0臭氧排放 Zero Ozone



LEARN MORE



H680

HYBRID
HUMIDIFIER &
PURIFIER

博瑞客H680空气处理器

boneco.com.cn

BONECO Trading (Jiaxing) Co., Ltd. | No.1184 Gangshan Road, Jiaxing Economics & Development Zone | Jiaxing, Zhejiang Province 314003

Phone: +86 573 8216 1009 | Fax: +86 573 8233 7870

博瑞客贸易（嘉兴）有限公司 | 浙江省嘉兴经济技术开发区塘汇街道岗山路1184号 314003

REACH YOUR POTENTIAL WITH SWISSQUOTE

THE SWISS LEADER FOR ONLINE FOREX TRADING

cn.swissquote.com/fx

Trade Forex | Commodities | Stock indices

Swissquote is a registered Swiss bank
Deposits insured up to 100'000 CHF.



SWISSQUOTE
THE SWISS LEADER IN ONLINE BANKING



Alberto Bertoz

President SwissCham Shanghai
中国瑞士商会上海 主席



Peter Spirig

President SwissCham Hong Kong
中国瑞士商会香港 主席



Rene Forster

President SwissCham Guangzhou
中国瑞士商会广州 主席



Bernhard Stefan

President SwissCham Beijing
中国瑞士商会北京 主席



Daniel Meyer

Chairman SwissCham China
中国瑞士商会中国 主席

Dear Friends,

The year of the monkey symbolises change and the current situation in China suggests that this prediction will come true. After all, the gradual switch from investment-dominated growth to consumer-led development appears in need of acceleration.

Although China is set to become the biggest market on the globe while losing its role of ‘factory of the world’, the goal is for China to sustain exports as much as possible, alongside its push for faster growth in internal consumption. To sustain exports, Chinese products have to switch their focus rapidly from cost to content. This change is easier to say than to do however, requiring as it does a complete change of paradigm, with innovation, quality and efficiency becoming vital success factors.

Also Swiss-owned companies operating with local producers in China will soon – if they have not already – start producing only or mainly for the local Chinese market. To this end, they will be required to introduce relevant cost efficiencies, while remaining ahead of local and foreign competitors in terms of innovation. Growing competition from locally made products will require Swiss brands (importing Swiss-made goods) to work incessantly to enhance brand awareness, and to develop effective and fully compliant distribution chains with the ability to understand and address market-specific features.

These trends, alongside the ongoing dematerialisation of the economy at global level, are clearly resulting in a new importance for human resources, which has already created quite a battle to attract and retain both the best local talent and management, but also expatriate executives. This competition for talent on an international scale is one in which Chinese companies have decided to take an active part, having understood the need to open up to expatriates in top management to succeed in foreign markets; the expansion of the green card scheme to attract top executives from abroad is confirmation in this respect. New departments specifically in charge of scouting, acquiring and retaining talent and executives are being created, and will become of key relevance for many companies in order to remain competitive: this is something that Swiss-owned companies operating in China cannot underestimate.

Happy hunting and retention of the best human resources everyone!

Alberto Bertoz

President SwissCham Shanghai

亲爱的朋友们：

你们好！今年是中国十二生肖中的猴年，猴象征着变化，而中国目前的形势也印证了这一寓意。毕竟，从由投资主导的增长向由消费推动的发展的这一逐渐转变进程仍需要提速。

尽管失去了“世界工厂”的地位，中国势必仍将成为全球最大的市场，而中国的目标是维持较高的出口水平，同时推动国内消费的快速增长。为了维持出口水平，中国商品的发展重心必须尽快从成本转向品质。不过，这种转变说起来容易，做起来却困难重重，它要求对以往模式的颠覆，使创新、品质和效率成为决定成功的关键要素。

另外，瑞士在华合资企业也不久将——如若尚未——开始仅为或主要为中国本土市场生产。在这方面，它们将需要引入相关的成本效益，同时维持在创新领域领先于本土和外资企业的地位。来自本土制造商品的不断竞争的竞争将要求瑞士品牌（进口的瑞士制造商品）持续提升品牌意识，开发拥有了解和解读具体市场特征能力的有效且完全合规的分销链。

这些趋势协同正在全球层面展开的经济减物质化运动都将人才的重要性提到了一个新的高度，各个企业已经就吸引和留住最好的本土人才和管理人员及外国高管展开了争夺。在看到向高端外国人才开放高层管理职位以制胜海外市场的必要性后，中国企业积极主动的参与到了国际范围内的优秀人才争夺中；中国放宽绿卡政策以吸引海外高端管理人才也印证了这一点。另外，许多企业还新设了专门负责搜寻、猎聘和挽留人才和高管的部门，未来这些部门将在许多企业保持市场竞争力方面扮演重要角色；这一点是不容在华运营的瑞士企业低估的。

最后祝大家在猴年里成功的猎聘并留住最佳人才！

Alberto Bertoz

中国瑞士商会上海主席



CONNECTING YOUR BUSINESS TO CHINA

Your partner for shipments from and to China, providing the best connections to strengthen your competitive position in the global market!

Benefit from our expertise in logistics by air freight, ocean freight, railway transportation and more.

Get in contact with our specialist:

Luca Ribaux - Trade Lane Manager Asia - +41 44 829 52 65

www.dhl.ch





Business News 商业新闻

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

Cover Story 封面故事

- 14** Go East, Young Man
到东方去吧, 年轻人



Interview 访谈

- 18** People Power
人员力量

Expert Opinion 专家观点 4

- 22** Learning the Law
法律学习

SME File 中小企业档案

- 25** Hello Stranger
你好! 陌生人



Bilateral Relations 双边关系

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

Chamber News 商会新闻

- 31** Beijing
北京
- 34** Shanghai
上海
- 39** Guangzhou
广州
- 40** Hong Kong
香港



Economic Data 经济数据

- 46** Sino-Swiss Economic Data and Indices
中瑞经济数据与指标

DISCLAIMER

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

免责声明

《桥》是一本季刊。杂志内所有评论和广告都是独立的, 不代表瑞士商会、会员或员工的观点。该杂志中所有的评论式广告或信息不代表中国瑞士商会和香港瑞士商会的观点, 中国瑞士商会和香港瑞士商会对此不承担责任。

FRACHT (SHANGHAI) LTD.

We don't sell, we deliver!



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



For inquiries call us today:

Shanghai: +86 21 6100 7828 · Beijing: +86 10 6515 5621 · Shenzhen: +86 755 8831 8448

Hong Kong: +852 2803 4163 · Basel: +41 61 287 95 55 · Zurich: +41 44 308 91 91 · Geneva: +41 22 798 66 88

Email: info@fracht-shanghai.com

We are your logistics partner in China.

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)

Bridge Oversight Board 《桥》监督委员会: Daniel Heusser (Shanghai 上海) / Pauline Houli (Beijing 北京) / Philip Kinseher (Guangzhou 广州) / Ivo Hahn (Hong Kong 香港) / Rolf Studer (Beijing 北京) / Peter Bachmann (Shanghai 上海)

Marketing and Sales 市场营销、销售: SwissCham Shanghai / MKM Communications

Translation 翻译: Jina Sun 孙继娜

Copy Editing / Proofreading 审稿 / 校对: Jina Sun 孙继娜 / Thomas McKinley

Layout Design 编排设计: Global Media Solutions Ltd

Printer 印刷商: Shanghai Sea Bird Printing Co Ltd.

Cover Picture 封面图片: Swissôtel Grand Shanghai

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: info@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
广州市天河路 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

Website: http://www.swisschamhk.org

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

Inside Front Cover: Boneco

First Page: Swissquote

Outside Back Cover: Swiss Airlines

P5: DHL

P7: Fracht

P9: Regus

P17: Swisscare

P21: Wandfluh

P37: SinoServ

A special thanks to our distribution sponsors:



CONTRACT
PUBLISHED BY



Regus Business Centre 雷格斯商务中心

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



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

+86 400 120 1205

www.regus.cn

RegusTM
Work your way

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.

近期包含或影响瑞士企业的主要中国商业新闻综述。

Zurich says no plan to exit Hong Kong, Singapore markets

Swiss insurer Zurich Insurance has denied a Reuters report that it is studying the possibility of exiting the Hong Kong and Singapore market. In a statement, Europe's fifth-biggest insurer said it has no intention of exiting the Hong Kong or Singapore markets, saying it looks forward to continuing to service and protect its customers from risk in these key strategic markets. The group said it remains committed to its general insurance and global life businesses in Hong Kong and its general insurance business in Singapore. Zurich issued the statement in reaction to the initial report by Reuters, which said the insurer is planning to sell its Hong Kong and Singapore operations. Quoting unnamed sources, the Reuters report said Zurich has discussed the plan with several investment banks, but has not yet hired advisers. Zurich said it retains its position as one of the top two general insurers in Hong Kong and one of the top five general insurers in Singapore.

26 February 2016



苏黎世保险不会撤离香港和新加坡市场

瑞士保险公司苏黎世保险否认了路透社关于公司正研究撤离香港和新加坡市场的可能性的报道。欧洲第五大保险公司苏黎世保险在声明中表示,公司无意撤离香港或新加坡市场,并称期望继续在这些关键的战略性市场为客户服务,保护客户的利益。苏黎世保险称公司仍将致力于在香港的普通保险和全球人寿保险业务,以及在新加坡的普通保险业务。苏黎世保险发表此声明是为了否认路透社关于公司将出售其在香港和新加坡的业务的消息。路透社在报道中援引匿名来源的消息称苏黎世保险已与几家投资银行探讨过此计划,但尚未聘请顾问公司。苏黎世保险称公司称将保持作为香港两大普通保险公司之一和作为新加坡五大普通保险公司之一的地位。

2016年2月26日

Swiss Managers in China Remain Confident

Despite a strong Swiss Franc and slowing GDP growth, Swiss managers in China remain confident: 58 per cent expect "higher" or "substantially higher" sales in 2016 compared to 2015. Only seven per cent expect lower sales. Profit expectations are very positive, too. 57 per cent of Swiss companies plan to invest more in China, 5 per cent want to decrease investments, according to a recent survey among 101 decision makers of Swiss enterprises. This is the result of the '2016 Swiss Business in China Survey' by the China Europe International Business School (CEIBS), the Swiss Center Shanghai (SCS), the Swiss Embassy in China, Swissnex, SwissCham, Switzerland Global Enterprise and China Integrated. The comprehensive survey comprises responses from 101 Swiss enterprises, from small and middle-sized companies to big players. The survey is believed to be representative of the approximately 600 Swiss companies that have established operations in China.

5 February 2016

在华瑞士企业家对 2016 年保持乐观

在瑞士法郎走强、中国 GDP 增速放缓的挑战下,在华瑞士企业家仍保持乐观态度: 58% 的企业家预期 2016 年销售额将实现同比“增长”或“大幅增长”,只有 7% 的企业家预期销售额下滑。企业家对利润的预期也十分乐观。近期针对瑞士企业的 101 位决策者的调查显示, 57% 的瑞士企业计划增加在华投资, 只有 5% 的企业计划减少投资。这些结果来自于由亚洲一流商学院中欧国际工商学院 (CEIBS)、上海瑞士中心 (SCS)、瑞士驻华大使馆、瑞士科技文化中心 (Swissnex)、中国瑞士商会 (SwissCham)、瑞士全球企业 (Switzerland Global Enterprise) 和 China Integrated 联合开展的“2016 年瑞士在华企业调查”。这一全面的调查由 101 家企业参与, 涵盖大中小型企业。该项调查可以代表在中国运营的约 600 家瑞士企业的情况。

2016年2月5日

China closes in on Syngenta in largest ever outbound takeover

China will soon see its largest ever outbound takeover as Chinese chemicals group ChemChina nears a USD43bn deal buy Swiss seeds and pesticides group Syngenta, the Financial Times reported. The deal, will be the biggest cross-border deal involving a Chinese buyer. The report said ChemChina, a state-owned chemical company, will pay CHF470 (USD461.83) in cash for each share in Syngenta. The Syngenta takeover would make ChemChina a dominant player in the USD100bn-a-year agribusiness industry, the Financial Times reported. Syngenta last year spurned takeover approaches from Monsanto, arguing that it can create value on its own. Chinese companies have been focusing on foreign targets amid an economic slowdown at home. According to Dealogic, Chinese firms spent more than USD22bn in foreign acquisitions in January.

3 February 2016



中国化工集团收购先正达的交易接近尾声

据金融时报报道，随着中国化工集团收购瑞士种子与农药集团先正达的交易接近尾声，中国将迎来有史以来最大的海外收购交易。这项交易也将是中国买家参与的最大的跨境交易。

报道称，中国国有化工企业中国化工集团将以每股 470 瑞士法郎（461.83 美元）的价格收购先正达。据金融时报称，收购先正达将使中国化工集团成为全球每年高达 1,000 亿美元的农业市场的主导者。去年，先正达拒绝了孟山都公司的收购要约，并声称自己有能力维持经营。在中国经济增速放缓的情况下，中国企业不断在海外寻找收购对象。

据 Dealogic 的数据显示，1 月份中国企业在海外收购上的投资高达 220 亿美元。

2016 年 2 月 3 日

Swiss Watch Exports post first annual drop since 2009

Swiss watch exports dropped 3.8 per cent in December, led by a plunge in shipments to Hong Kong and ending 2015 with the first annual drop in six years. For the year, shipments slipped 3.3 per cent to 21.5 billion Swiss francs (\$21.2 billion), the Swiss customs office said in a statement. That compares with a 1.9 per cent rise the previous year, when the value of sales reached a record 22.3 billion francs. The last annual slump was in 2009, when exports fell 22 per cent.

The Swiss watch industry is struggling as the number of wealthy Asian tourists purchasing expensive timepieces in Europe has declined. But shipments are expected to increase two per cent this year, according to the median estimate of 11 analysts in a Bloomberg survey. While exports to Hong Kong slid 21 per cent in December, China recorded a 5.5 per cent advance, benefiting from a favourable comparison base in the year-earlier period. Shipments of watches costing 200 francs to 500 francs suffered the most, slumping 15 per cent.

25 January 2016



瑞士手表出口六年来首次下滑

香港市场的下滑直接导致瑞士手表出口额在 12 月份出现 3.8% 的下滑，使得 2015 年成为自 2009 年以来瑞士手表出口额首次出现下滑的年份。瑞士海关办公室在一份声明中称，2015 年，瑞士手表出口额同比下滑 3.3%，降至 215 亿瑞士法郎（212 亿美元），不及 2014 年 1.9% 的增长，出口额达 223 亿瑞士法郎的成绩。瑞士手表出口额曾于 2009 年出现同比下滑，出口下降幅度高达 22%。

由于到欧洲购买奢侈手表的富有亚洲游客数量下降，使得瑞士制表业陷入困局。但据彭博社的一份调查中 11 位分析师的评估，预计今年瑞士手表出口额将实现 2% 的增长。虽然对香港的出口额在 12 月份出现了 21% 的下滑，但对国内地的出口额实现了 5.5% 的增长，主要受益于前一年基数较低的影响。据分析，价格在 200 至 500 瑞士法郎之间的手表受影响最大，下滑幅度达 15%。

2016 年 1 月 25 日

ChemChina acquires 12% stake in Swiss commodity trader Mercuria

China's largest chemical company acquired a 12 per cent stake in Mercuria Energy Group Ltd., giving the Swiss commodity trading house better access to the world's biggest market for raw materials, according to Bloomberg. "ChemChina will expand further into the energy sector," said China National Chemical Corp. Chairman Ren Jianxin in an e-mailed statement. "Mercuria has growth opportunities ahead in China and around the world."

The deal marks the culmination of talks first reported last October and adds to ChemChina's western investments that already include Italian tyre maker Pirelli & C. SpA. The deal will also allow the firm's owners, which include Swiss co-founders and former Goldman Sachs bankers Marco Dunand and Daniel Jaeggi, to monetize a portion of their holdings. The deal with ChemChina will also enhance Mercuria's extensive ties to China, where it is one of the largest foreign importers of fuel oil. Another of Mercuria's founders, Han Jin, is a Chinese national who has overseen Mercuria's expansion in the Asian nation and was a key driver of the deal. ChemChina is one of



中国化工集团入股摩科瑞

据彭博社报道，中国最大的化学品制造商中国化工集团收购了瑞士大宗商品交易商摩科瑞 12% 的股权，使摩科瑞能够更好的进入中国这个全球最大的原材料市场。中国化工董事长任建新表示，“通过对摩科瑞能源这样一个在过去 10 年飞速增长的公司的投资，中国化工进一步做深了在能源领域的产业链条”。

交易标志着自去年 10 月被首次报道的谈判达到了高潮，这也是中国化工集团在成功收购意大利轮胎制造商贝耐力（Pirelli & C. SpA）等行业领先企业后再次出手。交易将允许包括瑞士联合创始人和前任高盛集团高管 Marco Dunand 和 Daniel Jaeggi 在内的公司所有人将其部分股权兑现。

此外，交易还将进一步提高摩科瑞与世界最大的燃油进口国中国间的联系。摩科瑞的创始人之一 Han Jin 是中国人，也是摩科瑞亚洲扩张战略的负责人，在这项交易的谈判中起着关键的推动性作用。中国化工集团是中国最大的国有

China's largest state-owned businesses with an asset portfolio that spans chemical manufacturing, oil processing and tyre and rubber products.

18 January 2016

Schindler names China boss Oetterli as the company's new CEO

Schindler Holding AG, a Swiss maker of elevators, appointed the head of its Chinese business Thomas Oetterli as its new chief executive officer. The previous CEO, Silvio Napoli, will be replacing founding family member Alfred Schindler as chairman. Oetterli, who began work for Schindler in 1994, will assume his new role on April 1 2016, the Ebikon-based manufacturer said in a statement.

Napoli will be proposed for election to the board at the annual shareholders meeting later this year, before taking on the role of chairman in 2017. Alfred Schindler will remain available as a board member, the company founded by Robert Schindler in 1874 said. The Schindler-Bonnard family pool owned 70 percent of the voting rights and 42 percent of the capital at the end of 2014, according to the elevator maker's annual report.

15 January 2016



UBS plans to open new Shanghai branch

UBS AG, the world's largest wealth manager, has announced plans to open a new wealth management branch in Shanghai by the end of Q1 and to double the number of staff of its China wealth management teams over the next five years.

Kathryn Shih, the Asia Pacific president at the Swiss bank, told Reuters that UBS is interested to further expand in China as more Chinese clients look outside of their home market for investments. UBS CEO Sergio Ermotti, who was in Shanghai for a conference, said UBS will open the new wealth management branch in China as the bank expects double-digit growth in the market. Ermotti added that UBS will add about 600 people in China across wealth management, investment banking, equities, fixed income and asset management. In 2015, UBS generated USD81m in fees underwriting domestic Chinese bonds and equities and advising on mergers and acquisitions, Bloomberg has reported.

12 January 2016

Julius Baer to acquire 5% stake in Chinese wealth manager

Julius Baer Group Ltd. is buying a five per cent stake in Jupai Holdings Ltd., the Shanghai-based provider of financial services, as it seeks to improve its access to China's domestic wealth-management market.

The bank agreed to acquire 9,591,000 ordinary shares in Jupai at \$1.83 each as part of a private placement, according to a joint statement by the companies. Chinese Internet company SINA Corp. also took part in the placement, increasing its stake in Jupai to 11.4 percent. "Participating in Jupai's private placement will provide Julius Baer with valuable insight into one of the most successful players in Chinese onshore wealth management and further strengthen our expertise in China," Julius Baer Chief Executive Officer Boris Collardi said in a statement. The wealth management sector in mainland China is expected to blossom. The amount controlled by millionaires in the country is expected to climb by an average of about 12 per cent a year to \$8.25 trillion by 2020, according to Julius Baer's research.

Julius Baer oversees almost a quarter of client assets under management from its offshore hubs in Hong Kong and Singapore. In China it only has a representative office in Shanghai, and a client referral agreement with Bank of China.

30 December 2015

企业之一，业务涉及化工生产、石油加工和轮胎及橡胶制品等领域。

2016年1月18日

迅达任命中国区总裁 Oetterli 为新一任 CEO

瑞士电梯制造商迅达集团任命中国区总裁 Thomas Oetterli 为公司新一任的首席执行官。前任首席执行官 Silvio Napoli 将接替创始家族成员 Alfred Schindler 出任董事会主席。总部位于瑞士埃比孔的迅达公司在声明中表示，于 1994 年加入迅达的 Oetterli 将于 2016 年 4 月 1 日正式赴任。

Napoli 将在今年晚些时候的年度股东大会上接受提名参选董事会，并于 2017 年出任主席一职。公司表示，Alfred Schindler 将继续任职于董事会。迅达公司于 1874 年由 Robert Schindler 成立，公司的年度报告显示，截至 2014 年，Schindler-Bonnard 家族拥有公司 70% 的投票权和 42% 的股本。

2016年1月15日

瑞银将在上海设立新分支

世界最大的财富管理公司瑞银宣布将于 1 季度在上海设立新的财富管理分支，并将在未来五年内使其中国财富管理团队人数翻番。

瑞银亚太区总裁 Kathryn Shih 在接受路透社的采访中表示，随着越来越多的中国客户寻求海外投资机会，瑞银有意进一步扩大在中国的业务。瑞银首席执行官 Sergio Ermotti 在上海参加会议期间表示，瑞银之所以决定在中国设立新的财富管理分支是因为公司预期在该市场将实现两位数的增长。Ermotti 还表示，瑞银将为中国区的财富管理部、投资银行部、权益部、固定收益部和资产管理部合计增加约 600 人。据彭博社报道，2015 年，瑞银在承销中国债券和股票以及并购顾问领域的费用收入达 8,100 万美元。

2016年1月12日

瑞士宝盛银行将收购钜派 5% 的股权

作为在中国国内财富管理市场发展的战略之一，瑞士宝盛集团将收购上海金融服务供应商钜派控股有限公司 5% 的股权。

根据和钜派控股有限公司签署的协议，钜派将向瑞士宝盛定向发行 9,591,000 的普通股，发行价为每股普通股 1.83 美元。同时，钜派还将以同样的价格向新浪发行普通股，增发后新浪将拥有总计约 11.4% 的钜派股票。“入股钜派将使宝盛银行有机会从中国本土成功的财富管理公司身上获得对中国市场的深刻见解，增强我们在中国市场的专业性，”瑞士宝盛银行首席执行官高力达 (Boris Collardi) 先生表示。中国的财富管理业务将迎来蓬勃发展，据瑞士宝盛银行的研究预测，中国由高净值人士控制的财富将获得年均 12% 的增长，并于 2020 年达到 82,500 亿美元。

瑞士宝盛银行在香港和新加坡的海外中心管理着约四分之一的客户资产。宝盛银行在中国上海设有代表处，并与中国银行签署了客户推荐协议。

2015年12月30日

Swiss insurers suffer highest losses from Tianjin

Swiss firms sustained the highest losses from the explosions that rocked the port of Tianjin in China last August, a Bloomberg report has showed. Zurich Insurance Group's US\$275 million loss was the highest among the 26 insurance companies from across Europe, the US, Bermuda, and Asia, according to Bloomberg Intelligence. Zurich was followed by Swiss Re, then Munich Re, China Re, Berkshire, Talanx, XL, Ping An, and Allianz, the report said.

Warren Buffett's Berkshire Hathaway disclosed that the highest loss from a US insurer at US\$130 million, while China Reinsurance Group said its costs would not exceed US\$174 million. Talanx reported US\$122 million loss from the explosions. The report added that the Tianjin explosion, which is now considered as one of China's worst industrial disasters, already cost almost US\$2 billion in insurance claims.

19 November 2015



UBS adds senior bankers to Asia with focus on China

For the first time since the global financial crisis, Swiss bank UBS group has added senior management bankers in the Asia region with plans to add another dozen bankers in 12 months. According to a Bloomberg report, UBS Group recently hired three managing directors and one executive director in Asia and will be adding about 12 senior bankers in the coming year.

UBS's Asia Pacific investment banking head Matt Hanning told Bloomberg that the additional senior Asian bankers will be hired through recruiting and promoting, as well as replacing existing managers. The Asian hiring came after UBS trimmed its investment bank three years ago. UBS ranks sixth among investment banks in the Asia-Pacific region as a whole, with USD433 million of fees.

Bloomberg said the hiring plan is part of Hanning's move to add to the bank's momentum in the region, especially in China where it has been taking market share from global competitors. The bank's investment banking fees from Chinese firms have risen to about half of the Asia-Pacific total this year, from 29 per cent in 2014.

16 November 2015



China allows direct conversion between Swiss Franc and yuan

China will start direct trading with the Swiss franc as another step to boost the yuan's global usage, according to the China Foreign Exchange Trade System. This makes the Swiss Franc the seventh major currency that can bypass a conversion into the U.S. dollar, and be directly exchanged for renminbi. The rate will be allowed to fluctuate at a maximum five per cent on either side of a daily fixing, according to CFETS.

"This is an important step in strengthening bilateral economic and trade connections between China and Switzerland," the People's Bank of China said in a statement on its website. The link will help lower conversion costs and facilitate the use of both currencies in bilateral trade.

The PBOC this year extended Switzerland a 50 billion yuan (\$7.9 billion) quota under the Renminbi Qualified Foreign Institutional Investor programme, which allows yuan raised offshore to be used to buy securities in China's domestic markets. In 2014, the Swiss and Chinese central banks signed a three-year currency-swap agreement that can be used to borrow as much as 150 billion yuan.

9 November 2015 ○

瑞士保险公司在天津爆炸事件中损失惨重

据彭博社报告显示,瑞士企业在去年8月发生的天津港口爆炸事件中损失最为惨重。据彭博社报道,苏黎世保险集团损失高达2.75亿美元,高居分别来自欧洲、美国、百慕大群岛和亚洲的26家保险公司之首。报告称,瑞士再保险同样遭受巨额损失,居苏黎世保险之后,排在其后的遭受损失的保险公司分别是慕尼黑再保险公司、中再集团、伯克希尔保险公司、德国塔兰克斯保险公司、信利保险、平安保险和德国安联保险。

由巴菲特掌管的伯克希尔·哈撒威公司(Berkshire Hathaway)公布的消息称美国受影响最为严重的一家保险公司的损失金额为1.3亿美元,而中再集团则表示其损失将不超过1.74亿美元。德国塔兰克斯保险公司称其在此次爆炸中损失达1.22亿美元。报告还称天津爆炸事件是中国最为严重的工业灾难之一,保险理赔成本高达约20亿美元。

2015年11月19日

瑞银壮大亚太区高管队伍

瑞士银行UBS自全球金融危机以来首次壮大在亚洲地区的高管队伍,并计划在未来12个月里再增聘12名高管。据彭博社的报道,瑞银集团近期聘用了三名常务董事和一名亚洲区执行总监,并将在未来一年里增聘约12名高管人员。

瑞银亚太区投行业务负责人Matt Hanning在接受彭博社的采访中表示,其他亚洲区高管的聘用将通过对外招聘、内部选拔和替代现有管理人员的方式完成。这是瑞银三年前削减投行部后首次在亚洲区招聘。瑞银的投行业务在亚太区排名第六,费用收入约为4.33亿美元。

彭博社称,招聘计划是Hanning进一步推动瑞银在亚太区业务发展的举措之一,尤其是公司不久前从其它竞争对手手中夺得市场份额的中国地区。中国企业为瑞银亚太区投行业务带来了50%的费用收入,较2014年的29%有大幅增长。

2015年11月16日


中国允许人民币对瑞士法郎直接交易

为了进一步推广人民币在全球的应用,中国外汇交易中心宣布,银行间外汇市场开展人民币对瑞士法郎直接交易。这使得瑞士法郎成为第七个不需要经过美元这个中间环节而直接兑换成人民币的主要货币。根据中国外汇交易中心的规定,银行间即期外汇市场人民币对瑞士法郎交易价按照汇率中间价上下5%的幅度内浮动。

"这是中瑞两国共同推动双边经贸关系进一步向前发展的重要举措,"中国人民银行在其网站的公告中称。直接交易将有助于降低汇兑成本,促进人民币与瑞士法郎在双边贸易中的使用。

2015年,中国人民银行给予了瑞士500亿元人民币(79亿美元)的人民币合格境外机构投资者配额,允许在海外募集到的人民币用于购买中国国内的证券。2014年,瑞士和中国央行签署了一份为期三年的双边本币互换协议,互换规模为1,500亿元人民币。

2015年11月9日 ○



Go East, Young Man 到东方去吧，年轻人

As China rebalances its economy, overseas managers on a fat expat package are in serious decline. Instead, a new breed of younger, more China-savvy and entrepreneurial expatriate is filling the void, and the Swiss are no exception.

by **Alun John**

“Rumour has it we are heading towards the end of the expat era”, speculated Wing Dean, Director of Expatriate Mobility at global property consultancy CBRE, in a recent article in Shanghai Business Review, who went on to describe jobs in the relocation industry as “hanging by a thread”. The point was that the profession was being hard hit by the fact that MNCs were sending much fewer expatriate senior managers to China than in the past, and generally on smaller salary packages. Surprisingly, even though MNCs are making fewer expatriate postings to their Chinese operations than they did before, overall numbers of expatriates in China have actually increased. In 2013, there were 848,500 foreigners in China, accounting for 0.06 per cent of the total population, an average yearly increase of 3.9 per cent compared with a decade before. Since then, the numbers have remained broadly stable despite rising concerns over air pollution and the economic slowdown.

随着中国的经济转型，跨国企业派遣享受高待遇的外籍经理人的情况明显减少了。同时，一群移居中国的年轻人填补了这些空缺，他们更了解中国，更具企业家精神，其中一些就来自瑞士。

作者：**Alun John**

全球房地产顾问公司 CBRE 的外籍人员流动部总监 Wing Dean 近期在上海商业评论的一篇文章中提到，“传闻说我们正走向外国人时代的尽头”，他对搬迁产业的前景描述为“命悬一线”。由于跨国公司减少了向中国派遣的外籍高管人数，并降低了这部分人的待遇水平，使得这个领域受到了严重的打击。令人意想不到的是，虽然跨国公司向其中国运营分支派遣的外籍员工数减少了，但在中国的外国人总数却增加了。2013 年，在中国的外国人数为 848,500 人，占中国总人口的 0.06%，较十年前年均增长率为 3.9%。之后，尽管中国面对着空气污染和经济增速放缓等威胁，这些数据仍保持着基本稳定。

本土知识

近年来出现这一增长的原因是来中国学习或就业的

Local knowledge

The reason for this increase in recent years is that there has been a steady growth in younger foreigners studying or taking on work locally, and they have replaced the slump in numbers of the traditional expatriate overseas postings. “Originally, expats mainly came either because they were ‘forced’ to do so by their employers, or because they had a very big financial interest in so doing: we were very well compensated at that time,” recalls Philippe Zwahlen, founder and managing director at SST Consulting based in Shanghai, who moved to China in 1993 with Nestlé. “Now companies seldom pay or request expats to come to China, and many foreigners working in China are hired locally. There are also a lot of young people who are interested in coming to China. The growth market is here and the outlook in Europe is depressing.”

Nicolas de Toledo, co-founded Integrate Chinese Life together with Bastien Dumont, an organization that helps young Swiss find internships or study in China, agrees with Zwahlen. “At Integrate Chinese Life we focus on people aged under 27,” says Nicolas de Toledo. “Consequently, most of our members are students or interns, who often come to China initially for a short period of time, and find that it surpasses their expectations in all sorts of ways and stay on. Many young people are looking for challenges and coming to China is viewed as that. Doing an internship or studying in China can help differentiate them from other candidates when it comes to finding a job in the future.” The numbers are substantial: according to the 2015 Annual Report on Chinese International Migration about 356,000 foreign students studied in 746 educational institutions in China in 2013.

It is not just students and interns who come to China looking to improve their career, there are also more mature professionals coming on their own initiative to seek better opportunities. A report published in 2015 by HSBC found that over half of their respondents living in China said that the country provided better opportunities to learn new skills than found in their home country, compared to just 18 per cent who disagreed with this view. The report also found that the country ranked in second place globally as a destination to progress careers.

In the case of Switzerland, the close economic links it has with China are an additional driver for Swiss students and young professionals. “I think that Switzerland has a really good relationship with China, certainly a better one than many European countries,” says Nicolas de Toledo. “The strength of this relationship was very apparent in last year’s celebrations of the 65th anniversary of Sino-Swiss economic relations. Because China is so important for Switzerland in terms of trade and also for tourism, for young people to spend time in China can

年轻外国人数保持了稳定的增长，他们的到来抵消了以往传统派遣外籍人数的减少。上海 SST 咨询公司的创始人和常务董事 Philippe Zwahlen 回忆道：“最初的时候，外国人来中国要么是迫于公司压力，要么是为了较丰厚的薪资报酬，那个时候我们享受的待遇确实很好。” Philippe Zwahlen 于 1993 年被雀巢公司派遣到中国，他认为，“现在企业很少愿意付高薪派遣外国人到中国工作，而更愿意通过本土招聘外国人的方法填补职位空缺。想到中国来的年轻人还有很多，毕竟中国仍保持着较高的增长，而欧洲的前景却不容乐观。”

Nicolas de Toledo 与 Bastien Dumont 联合创立了帮助外籍年轻人在中国寻找实习或学习机会的组织 Integrate Chinese Life，他十分赞同 Zwahlen 的说法。“Integrate Chinese Life 以年龄在 27 岁以下的年轻人作为服务对象，” Nicolas de Toledo 说，“我们的多数会员都是学生或实习生，他们最开始只打算在中国停留较短的时间，但是在发现这里的各个方面都超过他们的预期后就决定留下来。许多年轻人喜欢挑战，他们把来中国看成是一种挑战。在中国的实习经历或是学习经历使他们在将来的就业中更加出类拔萃。”相关的数据也十分惊人，2015 年的中国国际移民报告的数据显示，2013 年约 356,000 名外国学生在中国的 746 个教育机构学习过。

来中国发展事业的不仅仅是学生和实习生，越来越多的成熟专业人士主动来到中国寻找更好的机会。汇丰银行于 2015 年发表的一份报告显示，一半以上在中国生活的外籍受访者表示中国较其祖国提供了更好的学习新技能的机会，只有 18%

的受访者有不同的看法。报告还发现中国被列为全球第二大职业发展目的地。

对瑞士来说，瑞中两国间紧密的经济联系是瑞士学生和年轻专业人士来到中国的附加推动力。“我认为瑞士与中国保持了很好的双边关系，比多数欧洲国家都要好，” Nicolas de Toledo 说，“这一点在去年的中瑞建交 65 周年庆祝活动中就有很好的体现。中国对于瑞士的贸易和旅游产业有着极其重要的地位，让年轻人到中国来也会很有帮助，它不仅能帮助个人发展，还有助于国家这个整体的发展。为了保持这种良好的关系，我们需要更多的年轻人成为中国通。”

企业家的崛起

Zwahlen 和 Nicolas de Toledo 代表着两种以不同方式来到中国的外国人，共同点则是他们都成为了



Philippe Zwahlen, founder and managing director at SST Consulting, Shanghai.

上海 SST 咨询公司的创始人和常务董事 Philippe Zwahlen。

be really helpful, not only for the individuals themselves, but also for the country as a whole. In order to maintain these good relations we need more and more youngsters to become China experts.”

Rise of the entrepreneur

Zwahlen and Nicolas de Toledo represent examples of foreigners who arrived in China to work in very different ways, but have both ended up as entrepreneurs. Zwahlen moved here on an overseas assignment with Nestlé, while Nicolas de Toledo began his time in the Middle Kingdom as a student in Beijing. Though they may have had different reasons for moving to China originally, both have gone on to found their own businesses. This is another trend that has developed strongly in the expat community in recent years, with foreigners increasingly taking entrepreneurial advantage of the opportunities thrown up in China's vibrant development that are not to be found in the sluggish economies back home.

“Before I came here, I had never thought about starting a business,” says de Toledo. “But there's so much dynamism here. There are so many other entrepreneurs here that you almost feel as if any idea, with a bit of perseverance, can become a successful business. And because there are so many people trying to create their business there is a network of solutions for them, I'm not sure if you could say the same thing about Switzerland.”

With the steady influx of new arrivals from overseas, many foreign entrepreneurs in China base their companies around their own knowledge of China, and helping newcomers to the country make their own lives or businesses more successful. (See this issue's SME File story ‘Hello Stranger’ on page 25) Zwahlen is an example. “I've striven over the years to position myself as a knowledgeable conduit for transnational business opportunities, particularly between Europe and the APAC region”, says Zwahlen. “I'm not only proud of the work I do, but genuinely enjoy helping other entrepreneurs and enterprises navigate the cross-cultural nuances that are all part of the global business experience.”

Consultancies run by expatriates with China experience are just one area benefiting from the growing numbers of expatriates working in China's service sector. The shift in China's economy from one based on manufacturing goods for export to one that is based on domestic consumption is also driving change in the type of expatriate skills needed. Not only are the low-end factories in China less likely to have a general manager from overseas, the factories themselves are less likely to be here at all. Instead, where the demand is growing is for talent in fields such as R&D, marketing, PR, logistics and e-commerce. Expertise in these roles however can often require an in-depth knowledge of the Chinese language, customs and culture which is less likely to be found among expatriates. The laws of physics and engineering differ less across continents than do the subtleties of brand loyalty and how to instil it. But with more expatriates in China now beginning life as students in the country and



Nicolas de Toledo (left) and his partner Bastien Dumont (right), run a company bringing interns and students to China.

Nicolas de Toledo (左) 和合伙人 Bastien Dumont (右) 的公司帮助外国实习生和学生来到中国。

企业家。Zwahlen 来到中国是受到雀巢公司的委派，而 Nicolas de Toledo 则是以在北京求学开始了对中国的探索。虽然两人最初来到中国的原因不同，但他们都留了下来并创立了自己的企业。这是近年来在外国人社区出现的一种新趋势，外国人利用中国生机勃勃的发展所带来的机会成为企业家，而这种机会在其祖国衰退的经济中是难以企及的。

“我来这里之前从没有想过要自己做生意，” de Toledo 说，“这里充满了活力，有很多其他的企业家，它会让你觉得任何想法加上一点坚持就能变成成功的生意。由于很多人都想创建自己的企业，因此市场上也有现成的解决方案帮助他们实现自己的想法，但在瑞士情况恐怕就不是这样了。”

随着外国人稳定的流入中国，许多在华外国企业家的业务以自己的中国知识为基础，帮助新来的人们，使他们在的生活或生意更成功。（参见本期第 XXX 页中小企业档案故事“你好！陌生人”）Zwahlen 就是个例子。“多年来，我对自己的定位就是跨国间（尤其是欧洲与亚太地区间）商业机会的信息渠道，” Zwahlen 说，“我所做的工作让我感到骄傲，我也很享受帮助其他企业家和企业解决全球商业实践中的跨文化差异问题。”

有中国经验的外国人经营咨询业务只是从越来越多的外国人就业于中国的服务领域中受益的一个方面。中国经济从以往的由出口劳动密集型产品推动到由国内消费推动的转型也促使了对外国人技能要求的变化。中国的低端工厂不再需要海外总经理，未来这些工厂也许根本就不在中国，取而代之的是不断增长的研发、市场、公关、物流和电商等领域对人才的需求。这些职位往往要求较好的中文语言能力，对中国习俗和文化的深入了解，许多在华外国人还不具备这些能力。大自然的定律在世界各地都是一样的，但在品牌忠实度和其建立方法等细微方面却存在着较大的差别。不过，随着越来越多的外国人以求学等方式

so developing stronger Chinese language skills and familiarity with the local culture, their employment appeal may be stronger than the traditional overseas manager on a two-year posting and hefty salary package.

There is one business sector where native overseas knowledge still provides a substantial advantage, and this is the foreign food and beverage sector. In a country of food lovers enjoying rising incomes, and with the number of foreigners in the country rising, restaurants and outlets selling foreign produce have correspondingly mushroomed. Shanghai and Beijing now host a variety of Swiss restaurants amongst a plethora of foreign dining choices, many owned, staffed or dependent on supplies by foreigners or their businesses. And this sector is steadily expanding to second, third and even fourth tier cities. "In the five years I have lived in China the living quality for expats and the availability of foreign products has steadily improved," says Nicolas de Toledo. "15 years ago, I'm sure life was very different." Zwahlen remembers those days from when he first visited China in 1983. "Only two hotels accepted foreigners in Beijing at that time. You couldn't get hold of most basic foreign foods, cheese or salami for example, and few apartments would even accept foreigners as tenants. It was so very different then." ○

开始对中国的探索，他们将能更好的掌握中文，熟悉中国本土文化，聘用他们所能带来的效用将远大于那些以两年为期、要求丰厚薪酬的传统外派经理人。

还有一个能让本土外国人大显身手的领域，那就是进口食品和饮料行业。中国人热爱食物，他们不断提高的收入水平使他们有能力丰富自己的选择，同时随着中国的外国人数量不断增加，供应外国菜的餐厅和小店也如雨后天春笋般出现。现在，在上海和北京的许多外国餐馆中就有许多不同风格的瑞士餐馆，它们要么老板或员工是外国人，要么供应商是外国人。此外，这个领域还在向二线、三线甚至是四线城市蔓延。“我在中国生活的五年里，外国人的生活品质和外国商品的种类都得到了极大丰富，”Nicolas de Toledo说，“15年前的情况肯定大不相同。”Zwahlen回忆起了1983年他初次到中国来时的情形：“那个时候北京只有两家宾馆接待外国人，根本找不到像奶酪和萨拉米这种最基本的外国菜，而且愿意把房子出租给外国人的房东也不多。那时跟现在比起来真是天壤之别。” ○

Sources quoted in the article

文章中引用的出处

Philippe Zwahlen, founder and managing director at SST Consulting, Shanghai

Nicolas de Toledo, Co-founder, Integrate Chinese Life



www.swisscare.com

International health and travel insurance
for expatriates around the world



Switzerland

Principality of Liechtenstein

Singapore

People Power

人员力量

In Shanghai's tight labour market, HR remains an enduring problem for most businesses, but it is particularly acute in the hospitality sector. Abel Qian, HR Director, Swissôtel Grand Shanghai, talks to **The Bridge** about some of the HR strategies that it uses to ensure that it consistently delivers a five star service.

by **Alun John**

在上海供不应求的劳动力市场上，人力资源对于多数企业来说都是个持续存在的问题，而这一问题对酒店服务业的挑战尤为突出。上海宏安瑞士大酒店人力资源部总监 Abel Qian 向《桥》介绍了其为保证提供五星级服务而采取的一些人力资源策略。

作者：**Alun John**



What are some of the main HR challenges you face at Swissôtel?

Recruitment is our biggest challenge, especially recruiting our line team members, like servers, receptionists who do the day-to-day work in the hotel. We need to find people with the right skills, which include speaking reasonable English, and that can be quite difficult.

One reason why recruitment is proving a challenge is the rising education levels in China. As more people have diplomas or degrees, fewer of them want to work in the hospitality industry, and also—and this is an important factor—fewer parents want their children to work in our sector. In a hotel, even if you have a degree, you have to start at the bottom, doing what some would call dirty work, and when there are white-collar jobs available, it can be hard for us to attract enough of the right people.

Another reason why recruitment is difficult for us is that there is now lots of competition for talent in our sector. This is not only from other hotels, but also from the other industries which look for employees with similar interests, luxury retail, or the higher end airlines for example. Again, these may appear more alluring to potential employees.

Do you think the recruitment challenges you are facing are similar to those in the HR function elsewhere?

Yes, to an extent. I think recruitment is a problem in almost every sector in China. In comparison with other hotels however, I think being a business hotel in downtown Shanghai means that our situation is a little different from resort hotels, or those in more out-of-the-way locations. Moving to Shanghai is often an eye-opening experience for our team members, particularly those from faraway provinces, because there is so much going on in the city. There is so much to learn, and so many opportunities here, and initially at least, this probably helps us a bit with recruitment. While we organise many activities and team-building events for our staff to socialise with each other, we probably have fewer of these than an out-of-town resort hotel, as we don't need to do as much; our staff have plenty to do in Shanghai outside the hotel. The other side of this however, is that it can be harder to keep staff who have moved to Shanghai, as after one or two years of living here, and seeing the many different employment opportunities, they may leave to take advantage of these.

In comparison with other industries, I think one key difference is that for other sectors recruiting middle and senior level talent is the main challenge, whereas in our sector it is recruiting the lower level team members. Because the hospitality industry in China is now becoming more mature, finding this middle and senior level talent is less problematic for us than for many industries.

What have you done to try to overcome the recruitment challenge?

We have a few different strategies, but one important aspect is the relationship between recruitment and hotel branding. We are active on social media, particularly WeChat, and as part of this we post photos and information about events and activities we hold for our team, and encourage people to follow our hotel. This has a number of benefits, the most immediate of which is that we some-

上海宏安瑞士大酒店面对的主要人力资源挑战有哪些?

招聘人才是最大的挑战,这一挑战在招聘像服务员和接待员这种从事酒店日常工作的一线员工方面尤为凸显。我们需要找到拥有适当技能的员工,这些技能包括一定的英语水平,这样的人很难找。

招聘成为企业面对的一项挑战的原因之一是中国不断提高的教育水平。拿到学历和学位的人越来越多,愿意从事酒店服务业的人变少了。另一个很重要的因素是,愿意让孩子在酒店服务业工作的家长变少了。原因是即便是拥有学位的人在酒店工作也需要从基层开始做起,从被一些人称为的脏活儿累活儿开始做起。所以,如果有其它的白领工作可选,人们往往不愿意选择酒店服务业。

我们招聘难的另一个原因是业内激烈的人才竞争。竞争不仅仅来自于其它酒店同行,还来自于奢侈品销售和高端航空服务业等其它领域,对员工来讲它们更有吸引力。

你们所面对的招聘难题与其他地区的人力资源挑战有相似之处吗?

从某种程度上来说是有的。我认为招聘问题是中国几乎每个行业都面对的一个问题。不过,与其他酒店相比,我觉得像我们这种位于上海市区的商务酒店的情况与度假型酒店和位于较偏远地段的酒店不同。来到上海对于我们的团队员工来说是次开眼界的机会,尤其是那些来自偏远省份的员工,因为在上海所能见到的东西更为丰富多样。要学的东西很多,人们面对的机会也很多,这一点对我们招聘人才其实是有利的。相比较偏远的度假型酒店,我们不需要组织很多活动和团队建设会议,因为员工可以在酒店之外找到很多有趣的消遣。当然,它也有不利的一面,要想留住上海生活了一两年的员工很难,因为他们在面对许多其它不同的就业机会时就有可能选择离开我们。

与其他行业相比,我认为一个关键的不同之处在于其它行业面对的主要难题是招聘中层和高层人才,而我们则是招聘较低层的团队员工。随着中国酒店服务业的日益成熟,我们招聘中层和高层人才的难度要比其它行业小的多。

你们是如何解决招聘难题的?

我们采取了多种不同的策略,其中很重要的一个策略就是解决好招聘与酒店品牌间的关系。我们在社交媒体上十分活跃,尤其是在微信上,我们发布员工活动的照片和信息,鼓励人们关注我们酒店。这样做有几大好处,最直接的一点就是

times get people commenting underneath photographs asking if we have any vacancies at the hotel, but it is also a way of showing potential employees and their families what it is like to work for us. If I describe the opportunities available as HR director, people might think “well he’s in HR, of course he’s going to say Swissôtel Grand Shanghai is a great place to work,” but if people can see what we are doing, and especially if it comes from members of our team themselves over a long period of time, then that is different.

As well as this, we have built good relationships with hospitality schools, and in fact at Les Roches in Shanghai we have a Swissôtel branded classroom. We collaborate with some schools to run various programmes, and give presentations about the opportunities available at Swissôtel. As well as this, we offer internships, some as long as twelve months for these hospitality students, and these are good opportunities for the students, as they can gain practical experience of working in hospitality, and it is also good for us as, hopefully, some of the interns will come back to work for us in the future.

Another thing that we are conscious of is that different recruitment channels are appropriate for different team members. Our servers or ‘guest relations officers’ tend to find us and apply online, but some of the people for whom we are looking for other roles, dish washers or security guards for example, may not be as accustomed to finding jobs online, and we need to find these through referrals, or through job fairs.

How difficult is retaining staff once you’ve recruited them?

This is a problem as well, and it is not unusual for our people to be approached by competitors waving larger salaries, or fancier job titles. In part, this is inevitable, people want to get on, and we don’t want to stop them doing so, and it is also perhaps part of our responsibility to our industry, but it can make things difficult for us. However, sometimes our team members leave and then they come back later with new experiences, and that is great for us.

To help our team develop their careers, especially those with a real passion for the industry, we have our own training programmes with different tiers for low, middle and senior level staff. The goal is to help them to gain the skills they need to move their careers forward. We are also trialling a self-learning programme with our F&B (food and beverage) team, which we are hoping to roll out to all our staff members soon.

“Another thing that we are conscious of is that different recruitment channels are appropriate for different team members

我们意识到的另外一点是不同的渠道适用于不同类型的员工招聘”

人们会在评论中询问我们酒店是否有职位空缺，另外它还是向潜在员工及其家人展示我们的工作环境的平台。人们看到我作为人力资源部总监对酒店的工作机会描述时，自然而然会认为“他是人事部的，当然会说在上海宏安瑞士大酒店工作如何如何好”，但是如果人们能看到我们提供的工作环境和资源，尤其是看到酒店团队员工转发的招聘信息，那么情况就不一样了。

此外，我们还与酒店管理类院校建立了良好的关系，我们在上海理诺士酒店管理学院设有以宏安瑞士大酒店命名的教室。我们与一些学校合作开展不同类型

的项目，并展示宏安瑞士大酒店所能提供的机会。另外，我们还为酒店管理学院的学生提供实习机会，有的实习期可长达 12 个月，这不仅有助于他们从我们这里获得酒店服务业的实践，使我们也从中受益，我们也希望一些实习生可以再回到我们酒店工作。

我们意识到的另外一点是不同的渠道适用于不同类型的员工招聘。工作意向为服务员和“宾客关系主任”的人们倾向于从网上获取招聘信息并申请职位，而工作意向为洗碗工和保安等一些其他职位的人们则不太习惯在网络上找工作，这些员工一般需要通过介绍或是在招聘会上招到。

要留住招聘到的员工很难吗？

留住员工也是个问题，我们的员工常常被出价更高或是提供更高职位的竞争对手挖走。一方面来看，这是无法避免的，人们有自己的打算，我们不能阻拦他们，这也可以说是我们对行业应尽的一部分义务，但它却使我们的工作很难开展。不过，有些员工离开后会带着全新的经验重新加入我们，这是不可多得的。

为了帮助员工的职业发展，尤其是帮助那些对酒店服务业充满热情的员工，我们提供不同的培训项目，满足低、中、高不同层次员工的需求，帮助他们获得有助于其职业发展的技能。另外，我们还与食品饮料部合作试点了一个自学项目，希望不久这个项目就可以向所有员工开放。

从人力资源总监的角度来看，人力资源实

Have HR practices changed in your time as an HR director?

In recent years, technology has become very powerful in HR, not just for employer branding, but also for recruitment and connecting with people inside or outside the company. We even have our own internal social media network to allow our team to keep in contact with employees at other hotels in our group around China.

Another impact of technology and greater ease of access to information is that our employees are now a lot more aware of labour laws and their rights and responsibilities than they were before. This means that it is not just a case of HR enforcing the rules, but more of a collaborative process of working with them.

Then, on a more theoretical level, I think role of an HR director has gone from being reactive and process driven, to being much more pro-active. How the hotel is presented to the outside affects recruitment and retention of staff, and as training practices change and self-learning programmes develop then HR has to get more involved in the development of a hotel. In the HR function we are involved in how our hotel is going to develop in the coming years. This is not to say that this was not the case five years ago, but as the profession has developed the focus on company HR now requires HR managers to be slightly different from what they were in the past. ○

践有哪些变化?

近几年,科技成为人力资源管理中十分重要的一部分,这不仅仅体现在雇主品牌树立方面,还体现在招聘和与公司内外部的联系方面。为此,我们设立了内部社交媒体网络,以便团队与集团在中国的其他酒店员工联络。

科技和信息获取的便捷性的另一点影响是人们更加了解劳动法以及员工的权利和义务。这意味着规范不再仅由人事部强制执行,而是在与员工的协作过程中实现。

从理论的层面来看,我认为人力资源部总监的职位已经从以往被动回应和过程推动的角色转变为更加积极主动的角色。酒店对外界的形象展示影响着员工招聘和挽留,随着培训实践的变化和自学项目的发展,人力资源部需要更多地参与到酒店的发展中去。在人力资源功能中,我们被包含在酒店未来发展方向的战略中。这并不是说五年前不是这种情况,而是随着职业的发展,现在企业人力资源发展对人力资源经理技能的要求将与以往略有不同。○



Contact Info

Wandfluh (Shanghai) Hydraulic
System Co., Ltd. I
No. 450 Beihengshahe Road
I Minhang District I
Shanghai 201108 I China
Phone +86 21 6768 1216
stefan.vonarx@wandfluh.com

联系方式

万福乐 (上海) 液压系统有限公司
上海闵行区北横沙河路 450 号 邮编: 201108
电话 +86 21 6768 1216
stefan.vonarx@wandfluh.com

The property is located in the Xinzhuang Industry Park which is very popular for its proximity to the city center and transportation hubs. The area has a high density of foreign invested companies, universities and colleges which makes it easy to recruit skilled labor and experienced technicians. There are several high-end hotels within a 10 km radius to host your guests.

We are interested in finding tenants related to the machine industry or consumables business involved in sales, manufacturing, assembly and service.

Intended use: production, assembly, storage, office.

Available space for rent: up to 5230 m².

该地产位于莘庄工业园区, 临近城市中心和交通枢纽, 广受欢迎。该地区拥有高密度的外商投资企业、大学和学院, 使其容易招聘熟练的工人和经验丰富的技术人员。在 10 公里内有十几家高档酒店方便接待客人。

我们希望寻找涉及机械行业或销售、制造、装配、服务等相关的消费品产业的租户。

用途: 生产、装配、储存、办公室。

可出租面积: 5230 平方米



法律学习 Learning the Law

Three Pragmatic Suggestions for IP Protection in China.

by **Cheng Chen & Dr. Daniel Alder**

For European companies investing in China, especially newcomers and SMEs, carefully establishing and improving IP protection policies are crucial for ensuring commercial interest and business development in China. Here we share three pragmatic suggestions for IP protection in China.

Aspects requiring attention in a patent license contract

As a popular form of cooperation with Chinese manufacturers, European companies usually sign a patent license contract to obtain royalties or a discounted price for the delivery of patented products. How such a contract is constituted very often decides whether European companies can take the initiative in disputes at later stages. The applicable law is always among the first questions.

The matters relating to intellectual property rights themselves, in particular their formation and potential infringement, are governed by the law of the jurisdiction where the right is registered or where protection of the right is sought. With respect to property rights, a choice of law is only possible with regard to Licensing and (other) contracts.

If PRC Law is applicable, "restrictive commercial terms" which "illegally monopolise technology and

知识产权保护的若干建议 .

作者：陈成, **Daniel Alder**

在 中国投资多年的大型外资企业往往已经发展出了各自的知识产权管理和保护策略，而对于初来乍到的投资者尤其是中小型外资公司来说，针对中国国情尽快建立和完善知识产权保护策略对确保其在中国的业务发展就显得尤为重要。瑞士凯勒嘉律师事务所，一家具有 131 年历史的瑞士律师事务所，拥有强大的瑞士知识产权团队和中瑞跨境知识产权法经验，致力于为中国投资的瑞士和欧洲企业提供中瑞法律服务，在此酒知识产权保护提供以下几点法律建议：

专利实施许可合同的注意事项

在与中国生产商的合作中，常见欧洲公司通过签署专利实施许可合同获取专利许可使用费或以优惠价格订购使用专利生产的产品。在合作初期，中国企业往往着眼于获得的技术和订单表现出十分合作的积极态度。但随着业务的成功发展，生产商在掌握技术后往往希望自行扩展市场或者在原有专利基础上进行升级以提高竞争力，此时双方往往出现矛盾，乃至会出现违约争议。此时，一开始签署的专利实施许可合同是否完善往往对欧洲企业是否掌握主动权起到决定性作用。其中首当其冲就涉及适用法律的选择。

涉及到知识产权本身的问题，特别是它们的形成和潜在的侵权行为是由权利登记所在地法律或者权利保护诉求所在地法律管辖。关于知识产权许可和（其他）合同时可以选择适用法律。

专利许可协议如选择适用中国法律，鉴于中国市场实践应尤其注意以下方面：

1. 专利实施许可合同应在合同生效之日后 3 个月内向专利行政部门进行备案。虽然备案不是合同生效的前提，但可使得专利实施许可合同能够对抗第三人；
2. 应避免 " 非法垄断技术、妨碍技术进步 " 的合同条款，否则合同将因《合同法》第 329 条的规定而归于无效。最高人民法院 2004 年《关于审理技术合同纠纷案件适用法律若干问题的解释》第 10 条规定的 " 非法垄断技术、妨碍技术进步 " 的情形，总而言之体现在合同中针对接收方改进技术、

impair technological advancement" could lead to invalidity of such agreement according to Article 329 contract law. European companies, however, generally want to restrict the licensee from either using the improved technology or producing other goods with the patented technology, and include contractual penalties and damage claims in the license contract. Such provisions must be carefully examined and formulated to rule out any potential risks that they would be qualified as "restrictive commercial terms".

In view of the restrictions of PRC Law in favor of the interests of licensees, it is preferable for the European patent owners to agree on Swiss Law in the patent license agreement. Swiss law is not familiar with the definition "restrictive commercial terms" and thus allows the above-mentioned arrangements desired by the European companies in their best interest during the protection period.

Accordingly, Swiss arbitration is recommended in terms of jurisdiction. The New York Convention assures, to a certain extent, the enforcement of Swiss arbitration awards in China.

Defensive protection strategy of patents

While the review and approval procedure of patent applications in China is becoming more stringent, we regret to note the registration of numerous patents based on "slight amendments" of existing patented technologies or designs continues. Even if expensive and lengthy invalidation procedures can successfully invalidate part or all of the patents, it is, however, barely possible to keep up with the speed of new patent applications not least because of the considerable cost of invalidation applications by foreign enterprises.

In view of such situation, we generally recommend to take defensive protection policies at adequate cost to achieve relatively effective results:

- First: apply for patents or utility models for all of your products, even if you might not do so in Europe (either because it is not necessary to register patents for all products using the same technology, or the novelty of the technologies is not given).

- Second: pay close attention to local competitors newly appearing on the market, as initially they may be directly using your patented technologies or designs and have not yet "upgraded them to new patents". This offers an opportunity to take timely legal measures to stop their production or sales, or at least to cause difficulties and prevent them from getting their business on track.

- Third: for the serial registration of patents and utility models based on technologies or designs, which are similar or identical to yours, we would suggest choosing and invalidating only those which impact on your or their business the most.

获得其他技术或实施技术附加的不公平条件或者不合理限制。欧洲公司通常希望加入的限制被许可人使用改进技术、限制被许可人使用专利技术生产其他产品并设置相应违约金和损害赔偿权等约定就此必须进行仔细审查,以确保持不违反上述规定。

3. 明确许可时间、适用范围和地域限制。对于专利转让后转让方是否仍然可以继续实施专利项下的技术也应该有明确的约定,并要注意约定后续改进技术成果的归属(不可以规定无偿提供给对方)。

对照中国法律较为倾向被授权人权益的规定,对于欧洲专利所有人来说,在与中国企业签订的专利许可协议中约定适用瑞士法显然较为有利。瑞士法律中不存在“限制性商业条款”的概念,也允许设置基于知识产权的违约金和损害赔偿权,更能保障专利所有人在保护期内的权益。

相应地,瑞士仲裁管辖也是推荐的选择,根据纽约协议,瑞士仲裁裁决在中国一般情况下能够得到执行。

商标的防御性保护策略

在活跃和“反应灵敏”的中国市场上,我们通常会发现,瑞士和德国企业的产品因为产品质量的保障而享有市场承认,相关商标称为品质的代名词。然而于此“伴生”的则是在近似类别中出现自己品牌被使用、或者使用类似商标“搭便车”的情况。此类“复制猫”现象不仅使得始作俑者获得非法利益,更损害了真正品牌的市场声誉,造成严重的经济损失。

随着中国市场经济秩序日趋完善和对假冒伪劣产品打击力度的加大,此类现象已经不再猖獗,这是值得庆幸的发展趋势。然而,我们也依然遗憾地看到,在例如“乔丹”、“i-Pad”等商标争议中,当地企业因为更早注册并使用,使得在国际上早已驰名的商标的持有人反而无法进入中国市场,最终要么支付高昂的买价收购商标,亦或者甚至因为当地企业的决定而不得不黯然放弃中国市场。

对此,鉴于中国市场越来越重要的地位,我们建议瑞士和欧洲企业在制定商标注册和保护策略时根据自身经营规模和市场实情注意以下几点:

- 1、及时注册:对于在本国取得一定市场认同度的商标,一定要尽早在中国进行商标注册;

- 2、扩大注册:除了在当前本产品或服务领域进行注册外,在其他具备一定关联性的领域中也要进行注册;

- 3、近似注册:将与原商标在视觉上、听觉上、内容上比较近似的其他商标也进行注册。

专利的防御性保护策略

虽然当前中国专利注册申请的审核越来越严格,然而我们依然遗憾地看到许多专利被“稍加改动”后就被成功地登记注册为新专利,至少从欧洲专利持有者的角度来说是这样。虽然从大部分当地企业的角度来说,长期大批量申请专利,更多是为了获得高新企业资质或者获得更高的市场估值等目的。然而对于“原专利”持有者来说,这些“新专利”注册成功,不仅是对“原专利”的抄袭、侵犯了“原专利”持有人的权益,而且还对持有人正常经营带来了法律风险,尤其在“原专利”持有者没有为所有型号产品注册专利的情况下,因为谁也无法确定对方哪天会突然依靠这些“新专利”对“原专利”持有人发起法律行动。

在实践中,不少欧洲公司选择对当地竞争对手的“新专利”进行狙击,对其申请注册专利状态进行定期监控,并及时提交无效申请。然而往往最终发现,昂贵并且耗时的无效申请哪怕可以成功无效对方部分乃至全部专利,但也赶不上对方同时新增专利申请的速度,“疲于奔命”之余往往感觉徒劳。而当地企业新增专利申请的成本要比外企进行无效申请的成本低得多。

对于这样的现状,我们一般建议采取专利的防御性保护政策,以适当的成本实现相对有效的结果(性价比):首先,我们要尽可能及时申请自己所有型号产品的专利和实用新型,即使在欧洲我们不会这么做(因为法律上对使用同一技术的产品没有必要进行一一注册或者所涉技术不具备新颖性);其次,要时刻保持对市场上新生的当地竞争对手的注意(往往此时被复制的技术尚未及“升级”并申请新专利),及时采取法律措施制止其侵犯知识产权的生产行为,或者至少给其造成困难,阻碍他坐大。最后,对于当地竞争对手

Damage claims can be considered for the infringements with the most market influence. Proceedings shall be facilitated to reduce the negative impact in the market in favour of damage limitation. Unfortunately, it is usually not realistic to expect full compensation by litigation.

Anti-counterfeit measures

The so-called "anti-counterfeit measures" refer to administrative or judicial measures, which normally take place with immediate effect, to protect the following IP rights: trademarks, design patents and copyrights, such as website, corporate brochures as well as pictures and photos of the products or plants.

The core purpose of anti-counterfeit measures is to stop counterfeiting actions, rather than to achieve compensation. Given the practice of the Chinese market, we generally recommend the following pragmatic measures and strategies:

1. Publish reporting channels and set the reward;
2. Take into account overall strategic considerations, conduct a full investigation and take counsel before action (to avoid alerting those you are taking action against);
3. Cultivate good relations with related authorities (such as AIC), and consider effective (administrative) measures before criminal and civil procedures;
4. Seek compensation by copyright litigation if a local competitor steals pictures and photos (of products or plants) to use on their website or in their brochures, in addition to immediate cessation of use. Compensation is normally between RMB 500-5000 per picture depending on region and value. The main purpose of such litigation is to publish the verdicts on your website, rather than the compensation per se;
5. Announce and publish the achievements of anti-counterfeit measures through all possible channels, in order to set the record straight and send a warning to others. ○

批量申请专利的现象，可以选择其中对自身经营影响可能最大、或者最接近自身产品的专利及时进行无效申请。其中涉及专利侵权的可选择市场影响较大的及时采取法律行动索赔，并促成法律程序尽快完结以减少市场负面影响。这里需要提醒的是，知识产权赔偿一般不足额，对此不应有不现实的期待。

企业保密管理

包括专有技术、商业秘密、尚未公开知识产权在内企业秘密的管理，在雄心勃勃的中国市场尤为重要，其原因不言自明。我们曾看到一宗并购的谈判过程中企业法律顾问因错将企业销售信息通过电子邮件发送给收购方而使得交易流产（对方已免费得到核心价值）。企业重要资料被员工或者外部人员窃取造成具有重要价值秘密流失的情形更是并不罕见，而对非法行为追究法律责任往往在不具备时效性、于事无补或者最多仅能挽回部分损失。

相应地，我们建议企业至少要采取以下保密措施：

1. 空间管理：工厂门卫、公司前台是保护企业秘密的第一道关卡，外人不得随意进出；重要场所，例如高管办公室、档案室、财务部门、法务部门、实验室、采购部门、销售部门应设置非相关人员无法进入的措施；重要场所以及会议室的隔音效果应有保障。
2. IT 管理：企业服务器应达到 " 黑客 " 级别；员工电脑都应设开机密码和自动锁屏；服务器上文件和文件夹应设置访问权限；重要文件应加密以避免电子邮件发错收件人时的损失；必要时将服务器设置为只能写入，不能复制、更改和删除的状态。
3. 规章管理：在企业行为规范中明确保密义务和内外举报渠道，企业行为规范经员工签字确认后称为劳动合同权利义务的一部分。

打假措施

我们通常所说的 " 打假 " 实际上保护的是以下知识产权：商标、外观设计专利、网页设计和企业宣传册以及图片和照片等著作权。其中商标是核心，同时其他方面的打假也不应放任和妥协。

打假的核心利益在于及时制止假冒行为，而非获得赔偿。鉴于中国市场的实践，我们一般情况下建议企业采取以下打假措施：

1. 公开举报渠道并设置奖励；
2. 打假应全局考虑、全面调查、谋定后动（避免打草惊蛇）；
3. 维持与打假相关的各管辖部门的良好关系。先借助公权力采取有效（行政）措施，再考虑是否追究刑事和民事责任；
4. 在中国，经常出现对方在自己网页或者宣传册上盗用欧洲企业产品照片或者厂房照片等情况，对此除了要求对方立即停止使用外，建议通过著作权诉讼要求赔偿（每幅照片赔偿金额在不同地区的标准略有不同，在 500 - 5000 人民币之间）。此举主要目的不在赔偿本身，而是后面第五点提及的目的；
5. 通过各种渠道公布成功完成的打假成果，以正视听、以儆效尤。○

About the authors

Cheng Chen, Of Counsel & Representative of Kellerhals Carrard in Shanghai, lic. iur. (Switzerland), registered PRC Lawyer, has studied and lived in Switzerland for ten years. He and his local team regularly advise Swiss and European companies doing business in China.



Daniel Alder, Dr. iur. Swiss Attorney, Managing Partner of Kellerhals Carrard Zurich, newly elected as Judge at the Swiss Federal Patent Court. He regularly advises Swiss Companies in IP/IT and Competition Law including related IP infringements in China.



关于作者

陈成，瑞士凯勒嘉律师事务所顾问兼大中国区首席代表，瑞士法学学士和硕士，中国律师，在瑞士旅居 10 多年，并多年来为在瑞士投资的中国企业以及在中国投资的瑞士企业提供跨境法律服务。

Daniel Alder 博士，瑞士凯勒嘉律师事务所合伙人，瑞士法学博士，瑞士律师，最近被选为瑞士联邦专利法院法官，曾帮助多家瑞士企业解决其在华投资过程中遇到的知识产权问题，他也为多家中国企业提供瑞士知识产权注册、管理和保护的信息。



Hello Stranger 你好！陌生人

Lucas Rondez is founder and CEO of Hangzhou Boru Network Technology which has recently launched the NiHao mobile app targeted at foreigners in China.

by **Alun John**

杭州博如网络科技有限公司的创始人兼首席执行官 Lucas Rondez 近期推出了针对在华外国人的名为“你好”的手机应用。

作者：**Alun John**

What was the background to setting up the NiHao app, and what does it do?

I've always wanted to create my own business, and I've always been interested in start ups, but obviously before you can found a company you need an idea, and you need to be in a time and place where that idea is going to work. While I was waiting for an idea and an opportunity, I worked in finance for a number of years, first in Switzerland for UBS, and then about eight years ago I came to China and worked for Bank of Hangzhou and Ping'an. After a few of years in China, the idea for the NiHao app came to me. The idea came fairly easily, as I'd been in China for a while, knew lots of people here, and also knew some of the difficulties that foreigners in China were facing. I thought that since I had the opportunity and the idea, I should go for it, so I did.

The app is targeted at foreigners, and there are two main problems it is trying to solve, first the language barrier, and secondly the increasing importance of mobile payments in China.

To take the language barrier problem first: China can be a very challenging place to live as a foreigner if you don't speak Chinese. If you are in Shanghai or Beijing you can get by using English, but elsewhere, even in Hangzhou where I live, which is neither small nor undeveloped, it is difficult for foreigners to communicate if they don't speak Chinese. This means that it is hard for them to find out what is going on, and hard for them to meet people. There are different websites and magazines for foreigners in each city, but people travel, and

创建“你好”这一应用的背景是什么，这款应用有什么用途？

我一直都想创建自己的业务，也一直都对新企业十分感兴趣，不过创立公司需要有好的设想，而且要天时地利来保证这一设想能够成为现实。在获得好的设想和机会之前，我在金融行业做了许多年，先是在瑞士为瑞银工作，大约8年前我来到中国，先后就职于杭州银行和平安银行。在中国生活了这么多年后，我产生了创建“你好”这款应用的设想。设想的产生过程可以说是水到渠成，因为我在中国时间久，认识很多人，也熟知在中国的外国人常常遇到的一些困难。既然有这样的想法和机会，为什么不试试呢？于是我就推出了“你好”。

这款应用针对的是外国人，主要解决两大问题，一是语言障碍，二是在中国重要性不断提高的移动支付。

首先谈谈解决语言障碍的问题。不会讲中国话的外国人在中国生活会遭遇诸多不便，在英文十分普及的上海或北京这也许不是问题，但是在像杭州这样十分发达的中等城市，不会讲中文的外国人将很难与他人交流。也就是说他们会摸不清楚状况，也很难遇到其他外国人。虽然每个城市都有针对外国人的网站和杂志，但是人们总要

while they may know what is going on where they live, they don't know about a city a few hours away. If I take my own example, I've been in China for eight years, but it has taken me seven years to meet Swiss people; I could hardly go out in the street and ask what nationality people are. That is one reason why I read the Bridge, as it is probably my only link to the Swiss community. So the first thing I was trying to do with this app was present all the information in English that foreigners might need for living in different cities in China, setting out what you can do and where you can go, to make it easier for people to meet each other.

The second problem for foreigners here is that more and more things are now done through mobile devices, particularly payments. The difficulty is that some of these payments require a Chinese ID card, which obviously foreigners do not have. Even the payment methods that don't require an ID card, can be difficult because of the language again, or simply because foreigners don't know what they can do. So what we do is provide a means for foreigners to make payments using their phone which is in English, accepts foreign passport holders and also lets them use foreign debit or credit cards.

How did you set up your company initially?

The early stages of setting up a company in China as a foreigner are not always easy, and the fact that my idea included mobile services and financial transactions made it all a bit more complicated from a regulatory perspective. At the beginning I wanted to set up a foreign company and then have it registered in China, but there were various restrictions, so to avoid them I set up a totally Chinese company, with my shares in my wife's name. While I am still the legal representative of the company, I'm not a shareholder. Consequently, since we are a Chinese company we can operate on the same playing field as other local companies.

An additional benefit of being a Chinese company was that it helped with attracting the initial investment, and this was somewhere where my background in banking proved helpful. I wanted to target Chinese investors, and if you are a foreign company in some instances that can be difficult (the opposite is also true, it can be difficult for a Chinese company to get investment from overseas). The decision paid off, and I was able to do the angel investment in two days.

Finding investment in China isn't necessarily difficult, assuming you are a Chinese company, but you have to know people, or at least know people who know people, speak reasonable Chinese, as few local VCs can speak English, and most importantly you need to build up a relationship with them. As is often said, when getting financing in China trust is much more important than how good the project is. I also had the benefit that we are entering a market which is fairly empty, I'm not aware of any other apps just targeting foreigners, and so while that isn't as important as building trust with the investors, it was an extra advantage.



出行, 也许他们对自己生活的小圈子的情况十分熟悉, 但却不了解距离只有几个小时车程的另一个城市。拿我自己来说, 我已经在中国生活了八年, 但是寻找瑞士社区就花了七年的时间; 我不能走到大街上见人就问你是哪国人。这也是我读《桥》杂志的原因之一, 因为这可能是我与瑞士社区的唯一联系。因此, 做这款应用时我做的第一件事就是用英文列出外国人在中国的不同城市生活需要掌握的信息, 包括可以做什么以及可以到哪里去, 帮助人们更容易的找到彼此。

外国人遇到的第二个问题是日益强大的手机功能, 尤其是在移动支付方面。难题是一些支付要求你必须拥有中国身份证, 而外国人当然没有中国身份证。即便某些支付方式不要求中国身份证, 但仍然存在语言的问题, 或是外国人根本不知道他们能做些什么。所以, 我们做的就是为外国人提供一种可以用自己的手机(语言是英文)进行支付的方式, 它不仅对外国护照持有者开放, 还接受外国借记卡或信用卡。

设立公司的初期是什么样的?

外国人在中国设立公司的初期工作十分繁杂, 由于我的想法涉及移动服务和资金转账, 为了符合监管层面的要求所需的程序也更加复杂。最初, 我的想法是设立一个在中国注册的外资企业, 但由于受诸多规范限制, 最终我决定设立一家中资企业, 由我夫人持有我所有的股权。虽然我是公司的法定代表人, 但却不是公司的股东。总而言之, 我们作为一家中资企业运营可以享受与其他本土企业一样的待遇。

设立中资企业的另一个好处是它有助于吸引初始投资, 在这方面我的银行工作经验给了我很大的帮助。我要获得中国投资者的资金, 但如果你是一家外资企业就很难办到(反之亦然, 中国公司很难获得海外投资)。总之, 事实证明我的决定是对的, 我在两天内就获得了天使投资。

在中国找投资并不难, 前提是你是中资企业, 但你也需要有人脉, 或者至少了解相关的渠道, 能讲一定的中文, 因为本土风投会讲英语的不多, 当然, 最为重要的是与他们建立稳固的关系。

正如人们常说的, 在中国进行融资, 信任比项目的好坏要重要的多。另外, 我进入的市场是全新的, 没有竞争对手, 我还没发现有任何其它仅针对外国人的手机应用, 虽然这一点不如与投资者建立信任重要, 但它确实是一大优势。

作为一名企业家, 你在中国面对的主要挑战有哪些?

由于这是我的第一家公司, 所以遇到了一些困难。这也是我在海外设立的第一家公司, 有许多问题是我在开始之前没有料到的。不过最大的挑战应该是找到合适的人才了, 这个问题不是中国独有的, 不过在中国招人也的确不容易。

我很容易就找到了中国合伙人, 我们的合

What are some of the main challenges you face as an entrepreneur in China?

This is my first company and that has made things difficult. It is also my first company in a foreign country, so there have been many things that I didn't know about before I started. But probably the biggest challenge is finding the right talent. This is something that isn't unique to China, but certainly it isn't easy here.

I was able to find a Chinese partner fairly easily, and that has gone well so far, but the next step was more difficult. When your company is just an idea on a piece of paper it is hard to sell that idea to an employee. In fact it is much easier to find financing than good employees, not because the people out there are bad, but just because there is so much competition. In Hangzhou where I'm based we have Alibaba, and then many other smaller tech start ups, so the competition for talent is immense. In fact recently we moved to a new office, which is maybe bigger and fancier than we need (it certainly doesn't look like a start up's office), partly to make recruitment easier

What is it like operating in such a growth industry in China, particularly in Hangzhou where there are so many tech companies?

First of all I don't think Hangzhou is particularly unusual. If you look at Shenzhen, there is Tencent, and a cluster of tech companies around it, and then there is another cluster in Beijing too. The existence of these big companies isn't really a problem for us, in fact it offers an opportunity for tech start ups, and for many companies like mine in China to be bought by one of the big players as an exit strategy, or at least have them provide investment.

Also the fact that Hangzhou has so many tech start ups means that it is a fun place to work as a small player. There are lots of different entrepreneurs about, and while obviously there is competition, everyone does help each other, and by coming together in different ways we can learn from each other. This is quite a lot because of Alibaba, as I would guess probably about a third of the companies around here in my sector are run by former Alibaba employees who want to go off and found their own thing.

What's next for the company?

We want to continue what we are doing, and to really provide a bridge both for people within the foreign community in China to meet each other, and also between the foreign and Chinese communities here. When you work for a start up in China it can be quite lonely, and so having a platform for meeting people is important. We would like to provide that platform for as many people as possible. I love the fact that there is such an active Swiss community in China, but for those of us living outside Beijing or Shanghai, it can be harder to meet other foreigners, so this is an area where we are trying to help.

From a business perspective, we also have an opportunity as there are many Chinese mobile and tech companies around that have very little exposure overseas. As more and more of them look to expand their operations abroad, maybe we will be able to use our experience to help them to do so, which could be quite exciting. ○

“More and more things are now done through mobile devices, particularly payments
手机的功能日益强大，尤其是在支付方面”

作进展的很好，但后面的业务开展就有些困难。如果你的公司只是纸上谈兵，那就很难说服人才为你服务。事实上，我在招人上遇到了比找资金更多的困难，这不是因为市场上的人才不够好，而是竞争太激烈。杭州有阿里巴巴，还有许多小型的新兴科技企业，因此对人才的竞争十分激烈。最近，我们搬到了新办公室，它比我们所需要的更大、更漂亮（看起来也不像是新创立企业的办公室），这样做也是为了更容易的吸引人才。

在中国的这种增长型行业（尤其是在杭州这样高科技企业云集的城市）运营有什么感受？

首先，杭州并非个案。深圳有腾讯，也聚集着众多高科技企业，而北京也有类似的高科技企业集群。这些大企业对我们来说不是问题，事实上它们为新兴科技企业带来了机会，中国有许多像我这样的小公司被大企业收购或是接受大企业投资的案例。

另外，杭州拥有许多高科技新兴企业，这意味着它为小企业创造了良好的环境。这里有许多不同的企业家，虽然有竞争，但大家互帮互助，也互相取长补短。这还要归功于阿里巴巴，我觉得在我这个领域有三分之一的企业都是阿里巴巴的员工离职后创办的。

你对公司的未来发展有何规划？

我们将继续开展我们的业务，不仅为在华外国社区的人们提供互相联系的桥梁，也为中外社区搭建了解彼此的平台。在中国的新兴企业工作需要交流，因此拥有一个与他人建立联络的平台十分重要。我们将向尽可能多的人提供这一平台。瑞士在华社区十分活跃，但对于那些不在北京或上海生活的人们来说，要见到其他外国人很难，而我们正是从这一点切入来帮助人们建立联系。

从业务的角度来说，中国许多手机和科技公司尚未进入海外市场，这对于我们来说也是一个机会。随着越来越多的企业进军海外市场，也许我们的经验将能帮助他们实现这一战略，那将是十分振奋人心的。 ○

Sino-Swiss Diplomatic Traffic

中瑞外交往来

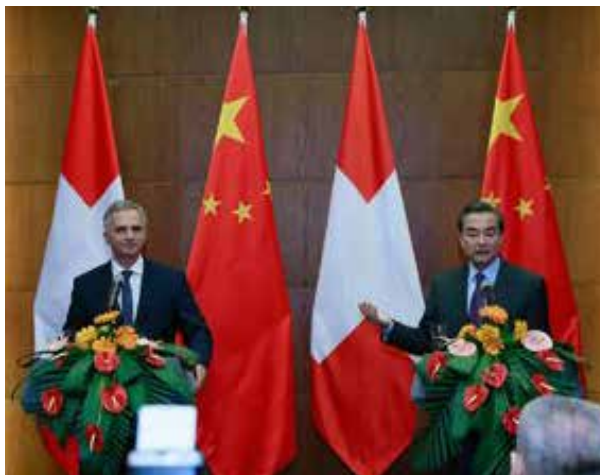
RECENT EVENTS AND VISITS

Political News

Federal Councillor Burkhalter visits Beijing to strengthen Sino-Swiss bilateral relations

Swiss Federal Councillor and Foreign Minister Didier Burkhalter met his Chinese counterpart Wang Yi in Beijing on January 15, 2016 as part of the political dialogue between Switzerland and China.

This sixth round of talks, the first of which was held in 2007, focused on the development of bilateral relations at the political, economic and financial levels, as well as an exchange of views on key foreign policy issues. During the talks, both countries agreed to launch a bilateral dialogue on preventing corruption and to begin discussions on cyber security. The Chinese delegation also used the meeting to emphasize the country's interest in cooperating more closely with Switzerland on education, research and innovation. Switzerland and China agreed to pursue talks on human rights within the framework of the bilateral dialogue on these issues to be held this year in China.



Economic News

Direct trading between RMB and Swiss franc launched

China's central bank, the People's Bank of China, has authorized direct trading between the renminbi (RMB) and the Swiss franc on the China Foreign Exchange Trade System. The new arrangement, which has been in effect since November 9, 2015, has resulted in the Swiss franc becoming the seventh major currency to be directly exchanged for RMB without being converted into the US dollar.

The availability of a direct RMB-Swiss franc exchange rate helps reduce currency conversion costs for market participants. It also facilitates and promotes the use of RMB in cross-border transactions between companies and financial institutions.

The direct conversion also marks an important step in strengthening bilateral financial and trade relations. Another significant progress on Sino-Swiss financial matters is the opening of the Zurich branch of China Construction Bank in January, 2016.

近期活动与访问

政治新闻

瑞士联邦委员布尔克哈尔特访华，加强中瑞双边关系

瑞士联邦委员兼外交部长迪迪埃·布尔克哈尔特 (Didier Burkhalter) 于1月15日在北京

与中国外交部长王毅举行会谈，继续中瑞两国间的政治对话。

中瑞政治对话始于2007年，本次为第六次对话，主要集中于双边政治、经济、金融关系，并就重要的外交政策问题交换了意见。对话期间，双方同意就反腐败开展双边对话，并就网络安全开展讨论。中方也借此机会强调了其与瑞士在教育、研究和创新方面紧密合

作的意愿。中瑞两国也同意在双边对话的框架下继续就人权问题举行会谈，会谈将于今年在中国举行。

经济新闻

人民币对瑞士法郎展开直接交易

中国央行即中国人民银行已授权中国外汇交易中心开展人民币对瑞士法郎直接交易。交易于2015年11月9日起开始生效。交易的实施也标志着瑞士法郎成为第七个无需兑换为美元便可直接与人民币交易的主要货币。

人民币对瑞郎的直接交易也是进一步加强中瑞两国双边金融与贸易关系发展的重要一步。中瑞两国金融另一个重大进展是2016年1月份中国建设银行苏黎世分行的开设。除了在苏黎世为其客户提供一系列金融服务之外，中国建设银行也将作为人民币清算银行在瑞士运营。瑞士作为金融中心也将实现其在欧洲作为具有竞争力的人民币离岸中心的角色。

Besides offering financial services to its clients, CCB will also operate as an RMB-clearing bank in Switzerland. The Swiss financial center will hence fulfil the role of a competitive offshore RMB hub in Europe.

Embassy News

Swiss Embassy launches WeChat

What are the most noteworthy and fun cultural and education events held by the Swiss Embassy and its Consulates General in China? What are the latest trends in Swiss innovation and technology? How do Switzerland and China further its dynamic bilateral relations? Scan the QR code below and follow SwissChat, the official WeChat account of the Swiss Embassy, and embark on a new journey to find out about a diverse Switzerland!



使馆新闻

“别样瑞士”——瑞士使馆官方微信账号

作为联邦制的瑞士是怎样运作的？瑞士人过着怎样的日常生活？瑞士有哪些值得关注的文化事件？瑞士和中国如何共同织就

双边交往？关注瑞士驻华大使馆微信平台“别样瑞士 SwissChat”，您会发现瑞士文化解码、最新瑞士科技动态和瑞士在中国的活动资讯等信息，让我们读懂这个“不可思议的”国度，共同开启一段有趣神奇的瑞士之旅。

Visa information

Three new Swiss visa application centers opens in China

The Embassy of Switzerland in China, in order to facilitate visa application for Switzerland-bound travelers and businesses, has opened three new Visa Acceptance Centers (VACs) in Chengdu, Wuhan and Shenyang.

The new VACs, which started operations on January 29, 2016, are managed by the Swiss Embassy's commercial partner TLScontact. They are expected to provide increased access and enhanced administrative services, including biometric data implementation. In the coming months, an additional nine VACs are to be opened across China.



签证信息

瑞士在成都、武汉、沈阳新开3个签证受理中心

瑞士驻华大使馆一直致力于为前往瑞士的旅行者和商务人士提供便利的签证服务。使馆在此荣幸地宣布瑞士将在成都、武汉和沈阳三个城市开设三个新的签证受理中心。

新的签证受理中心于1月29日正式启动，由瑞士驻华使馆的商业伙伴中智签证中心运营管理。届时签证中心将为签证申请者提供更为便捷和优质的管理服务。

接下来几个月内瑞士将在中国新增9个签证受理中心。

Culture and Education

Swiss School Beijing to open in the fall

The Swiss School Beijing, the first Swiss school in China and the third one in Asia, is scheduled to open in the fall of 2016 subject to getting all necessary approvals by the end of March. Operating within an existing international school in Beijing and with support from the Swiss Embassy in Beijing, the German-language school will take in its first group of about 20 to 30 children distributed over one kindergarten and one elementary school class.

The school will enroll Swiss and other international students, expanding to include new classes each year and plans to introduce a French-language curriculum in the future. The school's curriculum will be aligned with the Swiss Lehrplan 21, which has recently been developed in Switzerland and is currently



文化与教育

瑞士北京学校秋季开学

作为在中国的第一所、在亚洲的第三所瑞士学校，Swiss School Beijing（瑞士北京学校）将在2016年三月份取得所有必需批准后于秋季正式开放。据学校项目经理

Barbara Stauble博士介绍，学校届时将在北京现有的一所国际学校内上课。在瑞士驻华使馆的支持下，学校将教授德语课程，首次接收20到30名学生，分布在幼儿园和一年级内两个班内。学校对瑞士学生和其他国家的学生开放。以后每年都会开设新的年级，并在将来开设法语课程。

学校的课程将与瑞士的 Lehrplan 21 课程保持一致，此项课程最近刚在瑞士推出，并且已引入到瑞士21个说德语的州的各个学校。

being introduced to schools in the 21 German-speaking cantons in Switzerland. Guidelines about scholarship opportunities for Swiss students will soon be publicized.

For more information, please visit www.educationsuisse.ch or send emails to: info@swiss-school-beijing.ch.

Settimana della lingua italiana celebrates Italian language, culture

Amid heated discussion about the refugee crisis in Europe, the screenings of the Italian-language film *Stella Ciao* on social evolution and migration sparked interesting discussions between director Vito Robbiani and Chinese university students during the Settimana della lingua italiana (World Italian Language Week) from late October to early November in 2015.

The Swiss Embassy and the Consulates General in Shanghai, Guangzhou and Hong Kong presented the documentary to students in a number of Chinese universities followed by fun contests on the Italian regions of Switzerland. Robbiani, a talented Swiss Italian filmmaker and journalist, met with students after the screenings.



有关为瑞士学生提供奖学金机会的说明很快将会公布。

更多信息，请登录网站(www.educationsuisse.ch) 或发送邮件至: info@swiss-school-beijing.ch。

意大利语周：与意大利语和文化相遇

瑞士驻华使馆和驻上海、广州、香港的总领事馆在意大利语周期间为中国大学生放映的意大利语纪录片《Stella Ciao》在导演 Vito Robbiani 与学生见面会上引发了有关移民问题的热烈讨论。

意大利语周于2015年10月底至11月初举办。瑞士使、领馆在中国多个大学为学生放映影片。放映之外是有关瑞士意大利语区趣味的知识竞赛。来自瑞士意大利语区的才华电影人兼记者Robbiani在放映后与学生见面活动。

Swiss-Chinese Friendship Day in Guilin

Swiss Ambassador de Dardel inaugurated the Swiss-Chinese Friendship Day on November 17, 2015 in Guilin. The day has become a proactive platform for locals to learn more about Switzerland as an attractive tourist destination, its cultural diversity, economic competitiveness and innovative capacities. Hosted by the Consulate General in Guangzhou, the next friendship day will be in Shenzhen in early 2016.



桂林中瑞友谊日

瑞士驻华大使戴尚贤11月17日在为在桂林举办的中瑞友谊日拉开帷幕。友谊日由瑞士驻广州总领馆组织，已成为推介瑞士作为理想旅游目的地、多样文化、经济优势和创新国度的有力平台。

2016年首场友谊日将在深圳进行。

Media Event

“Switzerland has more” media party

About 100 representatives from Chinese and international media attended the “Switzerland has more” media party held by the Swiss Embassy on 10 December 2015. The event also marked the end of 65th anniversary celebrations for Sino-Swiss bilateral relations. The Embassy acknowledged the outstanding coverage of Switzerland given by the media in 2015, handing out six awards to media outlets for their exemplary reportage. Among those awarded were Sina, Swissinfo and @Switzerland magazine, the only Chinese magazine wholly dedicated to Switzerland. ○



媒体活动

“别样瑞士”媒体派对

100多名来自中外媒体界的记者参加了瑞士驻华使馆2015年12月10日举办的盛大的“别样瑞士”媒体派对，共同庆祝即将接近尾声的中瑞建交65周年庆祝活动。瑞士使馆也借此机会盛赞了媒体在报道多样瑞士的优秀报道，为6个媒体颁发奖项，其中包括新浪、瑞士资讯以及专注于报道瑞士的中文杂志《在瑞士》。○

Events, New Members and Agenda

EVENTS

NOV
24



Beijing F&B Entrepreneurs: Stories of Foreign Food and Wine Success

Venue: AmCham China

Speakers: Claudia Masüger, CHEERS Wines; Peter Troesch, Peach International; Alex Molina, Mosto, MODO Urban Deli and MOKA Bros; Lucy Hu, Gung Ho Pizza; Michael Wester, The Beijinger; Robert Cunningham, EAST Hotel

Details

This event, hosted by China Entrepreneurs (CE), SwissCham Beijing, the AmCham China SME Committee and the Australian Chamber of Commerce, showcased some of those success stories of foreign F&B providers in Beijing and how they have achieved success, as well as the challenges they still face in growing a sustainable brand. Not only is the market extremely competitive, but high real estate prices also impact profitability.

NOV
25



Company Visit - Co-creating Opportunities by Enics

Venue: Enics (Xin Cheng Industrial Park)

Speaker: Petri Helin, Enics

Details

SwissCham organized a visit to the Beijing plant of one of the largest electronic manufacturing services (EMS) providers, Enics. The visit to its facilities was preceded by a welcome address from Mr Kaapo Liede, its General Manager and a presentation about the company was given by Mr Petri Helin, its Senior Vice President. After the presentation, Mr Helin explained to the participants what was EMS, and shared his experiences on how to create value in collaboration with the customers. Mr Spark Zhang, an Account Manager with the company, was the guide for the site visit.

Beijing

NOV
30

Ambassador's Briefing - Sino-Swiss Business Relations under the 'New Normal'

Venue: NUO Hotel

Speaker: H.E. Jean-Jacques de Dardel - Ambassador of Switzerland to the People's Republic of China

Details

This regular event - the Ambassador's Briefing - provides an opportunity for SwissCham members to keep informed on the latest developments in bilateral trade and investment in the light of macroeconomic trends. At this briefing, H.E. Jean-Jacques de Dardel shared his views on the current state of the Free Trade Agreement between Switzerland and China, and recent developments regarding the implementation of the Renminbi Hub in Switzerland. The presentation and subsequent Q&A session was followed by a networking buffet dinner at which those attending were able to continue discussions and meet the other participants.

DEC

8

2015 Biz Socializer

Venue: The Westin Tianjin

DEC

12

Creative Renaissance Launch Event

Venue: Renaissance Beijing Capital Hotel

DEC

15

Seminar: Business Operations in Complex Environments

Venue: Swissôtel Beijing

Speakers: GuoYang, ICRC; Wang Xiaoguang, Beijing Rongzhi CSR Institute; Zha Daojiong, Beijing University; Li Li, UIBE; Zhang Guojun, WWF; Zhang Jun, CNPC; Lian Danliang, ICRC.

Details

SwissCham Beijing supported a seminar organized by the International Committee of the Red Cross which focused on the topics of major characteristics of 'high risk' environments and the implications for companies' investment, and how to manage and work with stakeholders etc. The seminar was followed by lunch at the Swiss Café.

JAN
27

Interchamber Networking: Discover Beijing's Finest Craft Beers

Venue: Great Leap Brewery #45

Details

In collaboration with AmCham China, BenCham, and CCI France, SwissCham Beijing organized an event which brought working professionals from a range of industries together for a chance to network, explore different industries and professional opportunities, and make new friends.

NEW MEMBERS

CORPORATE MEMBERS

Mr. Marcel Wyler

Adaxis Management AG

达西生公司

Address: Koenizstrasse 161, 3097 BernerLiebfeld, Switzerland

Postcode: 3097

Telephone: +413 1972 0210

Website: www.adaxis.ch / www.adaxis.cn



Mr. Andrey Schukin

FieldVision

欧丽社

Address: Steinwiesstrasse 15, 8032 Zurich, Switzerland

Postcode: 8032

Telephone: +414 3508 2768

Website: www.field.vision/



Mr. Pierre-Jean Charnay

SID Machinery (Beijing) Co., Ltd.

碎得机械（北京）有限公司

Address: Science Park Shunyi Park, Beiwu Town, Shunyi District, Beijing 北京市顺义区北务开发区中关村科技园顺义园区

Postcode: 101312

Telephone: +86 10 6142 0016 x 0

Website: www.sidsa.cn



Mr. Martin Seybold

Roedl & Partner

罗德帕特

Address: Suite 2200, Sunflower Tower, 37 Maizidian Street, Chaoyang District, Beijing 北京市朝阳区麦子店街 37 号盛福大厦 2200 室

Postcode: 100125

Telephone: +86 10 8573 1300

Fax: +86 10 8573 1399

Website: www.roedl.com/locations/asiapacific/china.html

Rödl & Partner

CORPORATE ASSOCIATE MEMBER

Mr. Xu Xing (许行)

Investment Promotion Office of Sino-Swiss (Zhongshan) Industrial Park

中山中瑞工业园招商工作办公室

Address: Tsuihang New District Planning Exhibition Center, Cuicheng Road, Maan Island, Zhongshan, Guangdong Province 广东省中山市马鞍岛翠城道翠亨新区规划馆

Postcode: 528400

Telephone: +86 760 8989 3617

Fax: +86 760 8989 3603

Website: www.sinoswiss.zs.gov.cn



EVENTS

NOV
7**Swiss Wine Tasting****Organised by:** SwissCham Shanghai and Xuantai**Venue:** Moller Villa Shanghai**Speaker:** Nicolas Ruedin - Owner and winemaker of Domaine Nicolas Ruedin; Sylvie Camandona - Export Directrice of Cave de la CôteNOV
10**[Training] Best Practice Live****Organised by:** Staufen and supported by SwissCham Shanghai**Venue:** BOS (Taicang)NOV
11**Special Government Event: "China Industrial Investment and Development Forum" - 2015: Policies and Strategies****Organised by:** German Chamber of Commerce and supported by SwissCham Shanghai**Venue:** Everbright Convention & Exhibition Center International Hotel ShanghaiNOV
11**Workshop Production & Logistics: External Warehouse Management - Example of a 3PL Collaboration Solution****Organised by:** German Chamber of Commerce and supported by SwissCham Shanghai**Venue:** German Chamber Shanghai**Speaker:** Andreas Subbe - Head of Supply Chain Management Automotive Asia Pacific for Continental located in ShanghaiNOV
26**SME Seminar: Compliance, Financing, IP, Shanghai FTZ****Organised by:** SwissCham Shanghai and supported by Swiss Center and Finnish Chamber**Venue:** Regus Silver Center Shanghai**Speakers:** Stefan Kracht - Managing Director, Fiducia Management Consultants; Emmanuelle Roduit, Operations Manager, Swiss Center Shanghai; BinBin Xia, Bilz Shanghai; Ludwig Fella, Head of Corporate Banking, Commerzbank Shanghai; Stefan Buchholz, Senior Relationship Manager, Commerzbank Shanghai; Nicolas Musy, Founding Partner, China Integrated.**Details**

SwissCham Shanghai has launched the newly established SME / Industrial committee. At its first SME Seminar a half day event was organized in which six speakers who have worked with SMEs in China for years discussed some of the most important topics and challenges that foreign SMEs face in Shanghai: Compliance: How can SMEs comply under the new normal; Advantages and disadvantages of the Shanghai Free Trade Zone; Financing: What options are there to finance your business or expansion in China?; Company secrets and IP protection: How to protect what belongs to your company.



DEC
2**Inter-Chamber Christmas Mixer****Organised by:** Inter-Chambers**Venue:** Paulaner BrauhausDEC
3**Finance Roundtable RMB Internationalisation: How Companies can Benefit from the Enhanced Opportunities of Capital Inflows and Outflows****Organised by:** SwissCham Shanghai**Venue:** V-ZUG Office Shanghai**Speaker:** Tilmann Dengler, Head of Global Network Banking Greater China**Details**

As part of SwissCham's finance / tax committee, a finance roundtable was launched to discuss the RMB internationalization. The roundtable was divided into a first part in which Tilmann Dengler, Head of Global Network Banking Greater China at Deutsche Bank, introduced the topic. Based on the bank's research, it is expected that the share of Chinese foreign trade conducted in renminbi will amount to about 25% by the end of 2015. There is also broad agreement in the market that the role of the renminbi in global trade is becoming much more important and could become the third-most important global currency by 2020, after the US dollar and the euro. In the second part, the participants exchanged their thoughts and talked about their expectations and what an RMB internationalization could mean for their companies, and how it will be possible to benefit from the enhanced opportunities for capital inflows and outflows to and from China.

DEC
6**Musical Evening to Support Heart Surgery for Chinese Children in Need****Organised by:** Ms. Sophie Leacacos**Venue:** ArtCN Art GalleryDEC
16**Women in Business Christmas CONNECTORS****Organised by:** SwissCham Shanghai, British Chamber, Spanish Chamber, Australian Chamber, BenCham, EPWS**Venue:** Shen Bar Shanghai

JAN
14-15

Shanghai



Economic Mission to Nantong

Organised by: Consulate General of Switzerland in Shanghai and SwissCham

Venue: Nantong, Jiangsu Province

Details

On January 14 - 15, 2016, a delegation led by Consul General Alexander Hoffet visited the City of Nantong in Jiangsu Province, as the 1st Economic Mission of this year. The Consulate's regular economic missions aim at bringing Swiss entrepreneurs and institutions together with Chinese companies and local authorities. These joint missions intend to explore future business opportunities and opening doors for Swiss companies in view of their possible future expansion outside Shanghai.

Nantong was selected for its strong economic performance and potential for future growth, its proximity to Shanghai, its well-established infrastructure and favorable business environment. Therefore, a number of Swiss companies, such as Givaudan, Siegfried and Syngenta, have already invested in NETDA (Nantong Economic and Technological Development Area).

Led by Consul General Hoffet, the delegation consisted of 26 members representing 17 Swiss companies from a broad range of sectors as well as Swiss institutions (SwissCham, Swiss Center, Swiss Business Hub and the Consulate General of Switzerland). SwissCham Shanghai was represented by its Vice-President, Mr. Daniel Heusser from Virtuarch architecture office.

One of the highlights of the Mission is the Nantong-Switzerland Economic Exchange Symposium. 25 local companies were present and the delegation members seized the good opportunity to establish contacts with local companies and seek potential business opportunities. The Acting Mayor Ms. Han Liming warmly received the delegation and extended her wish to further develop cooperation with Switzerland. Apart from that, the delegation also visited the Givaudan and Siegfried and was very impressed by the development of NETDA for the professionalism and high efficiency of the team.

JAN
22**Policy Update on R&D Credit and High New Technology Enterprise (HNTE) Tax Incentive****Organised by:** British Chamber of Commerce and supported by SwissCham Shanghai**Venue:** British Chamber of Commerce**Speakers:** Roger Di, Partner, China R&D Tax Services Markets Leader, PwC; Landa Guo, Tax Partner, PwC.JAN
30**[Supported Event] The Entrepreneur Conference****Organised by:** entrepr and supported by SwissCham Shanghai**Venue:** naked Hub**Speaker:** Lucas Rondez, Hangzhou Boru Network Technology Co. Ltd et al.FEB
25**Welcome Back Cocktail****Organised by:** SwissCham Shanghai and Spanish Chamber**Venue:** Shanghai Slim'sFEB
27**[Supported Event] WeChat Expo****Organised by:** entrepr and supported by SwissCham Shanghai**Venue:** naked Hub**S I N O S E R V****– WE ARE COMMITTED TO SERVICE –**

- ➔ Professional installation and assembly of machinery and production equipment
- ➔ Machine and plant relocation – on-site / domestic / international
- ➔ Turn-key projects for mechanical, electrical and piping installations
- ➔ Provision of qualified Personnel, Engineering Services, Project Management
- ➔ Delivery and installation of local machine parts, accessories and materials

more information: **WWW.SINOSERV.BIZ****Your contact: Torsten Schermer cell: 0086-15821182563 e-mail: torsten.schermer@sinoserv.biz**

NEW MEMBERS

CORPORATE MEMBERS

Mr. Keith Kee**Boneco Trading (Jiaxing) Co., Ltd.**

博瑞客贸易（嘉兴）有限公司

Address: No.1184 Gangshan Road, Jiaxing, Economics & Development Zone, Jiaxing, Zhejiang Province 浙江省嘉兴经济技术开发区塘汇街道岗山路 1184 号

Postcode: 314003**Telephone:** +86 573 8216 1009**Fax:** +86 573 8233 7870**Email:** keith.kee@boneco.com**Website:** www.boneco.com.cn**Mr. Axel Ritzberger****Georg Utz Materials Handling (Suzhou) Co., Ltd.**

伍兹物料周转用品（苏州）有限公司

Address: No. 698 Jianlin Road, SND Suzhou City, Jiangsu Province 江苏省苏州市高新区建林路 698 号

Postcode: 215151**Telephone:** +86 512 6616 0227**Fax:** +86 512 6616 0308**Email:** axel.ritzberger@utzgroup.com**Website:** www.utzgroup.com

CORPORATE ASSOCIATE MEMBERS

Mr. Xu Xing (许行)**Investment Promotion Office of Sino-Swiss****(Zhongshan) Industrial Park**

中山中瑞工业园招商工作办公室

Address: Tsuihang New District Planning Exhibition Center, Cuicheng Road, Maan Island, Zhongshan, Guangdong Province 广东省中山市马鞍岛翠城道翠亨新区规划馆

Postcode: 528400**Telephone:** +86 760 8989 3617**Fax:** +86 760 8989 3603**Website:** www.sinoswiss.zs.gov.cn**Mr. Alexander Fischer****Reed Smith LLP**

英国礼德律师事务所驻上海代表处

Address: Room 5201, Wheelock Square No. 1717 Nanjing Road West Jing An District, Shanghai 上海市静安区南京西路 1717 号会德丰广场 5201 室

Postcode: 200040**Telephone:** +86 21 6032 3120**Fax:** +86 21 6032 3199**Email:** agfischer@reedsmith.com**Website:** www.reedsmith.com/**Ms. Min Yuan****Harvard Center Shanghai**

哈佛中心上海

Address: 5th FL, HSBC Building, Shanghai ifc, 8 Century Avenue, Pudong New Area, Shanghai 上海市浦东新区世纪大道 8 号国金中心汇丰银行大楼 5 层

Postcode: 200120**Telephone:** +86 21 3852 3860**Fax:** +86 21 3852 3820**Email:** myuan@hbs.edu**Website:** www.cn.exed.hbs.edu**Mr. Dan Anders****PricewaterhouseCoopers Zhong Tian LLP (PwC)**

普华永道中天会计师事务所

Address: 11/F, PricewaterhouseCoopers Center, 2 Corporate Avenue, 202 Hu Bin Road, Huangpu District, Shanghai

Postcode: 200121**Telephone:** +86 21 2323 2021**Fax:** +86 21 2323 8800**Email:** daniel.anders@cn.pwc.com**Website:** www.pwccn.com**Mr. Ralph Koppitz****Taylor Wessing Shanghai Rep. Office**

德国泰乐信律师事务所驻上海代表处

Address: Unit 1509, United Plaza, 1468 Nanjing West Road, Shanghai 上海市南京西路 1468 号中欣大厦 1509 单元

Postcode: 200040**Telephone:** +86 21 6247 7247**Fax:** +86 21 6247 7248**Email:** r.koppitz@taylorwessing.com**Website:** www.taylorwessing.com**Ms. Chuchu Wu****Xitong Science & Technology Industrial Park**

锡通科技产业园

Address: No. 8 Zhangjiang Road, Tongzhou, Nantong, Jiangsu Province 江苏省南通市通州区张江路 8 号

Postcode: 226311**Telephone:** +86 513 8632 8291**Email:** 544270682@qq.com**Website:** www.xtpark.gov.cn

YOUNG PROFESSIONAL MEMBERS

Mr. Alexander Frey**Ms. Sarah Malizia**

EVENTS

NOV
6**Swisscham Guangzhou Jass Tournament with Fondue Dinner****Organised by:** Swisscham Guangzhou**Venue:** Mama's terrace in Shekou, Shenzhen**Details**

On November 6, 2015, Swisscham Guangzhou organized its 5th Swisscham Jass Tournament with Fondue Dinner in Shekou, Shenzhen. Many more 'Players' attended the Tournament this time and enjoyed each other's company with excellent food. A big thank you goes out to Mr. Harry Dax and the other organizers for making this event a big success.

DEC
6**Samichlaus family party in Guangzhou****Organised by:** Swiss Consulate Guangzhou**Details**

Swisscham Guangzhou supported this joyful family event that was organized by the Swiss Consulate Guangzhou. The children were all excited and nervous to talk to Samichlaus and also had the chance to bake 'Grüttibenz'.

NEW MEMBERS

CORPORATE MEMBERS

Mr. Philip Erne**White Swan Hotel Guangzhou****Address:** No.1 Shamian South Street, Guangzhou**Postcode:** 510133**Telephone:** +86 20 8188 6968**Email:** victorcai_891@hotmail.com**Website:** swan@whiteswanhotel.com**Mr. Cheng Fan****Guangzhou Ruishi Gourmet Service Limited****广州瑞齐源食品有限公司****Address:** Rm 4007, Tower B, No 191, Tiyu West Road, Guangzhou
广州瑞齐源食品有限公司**Telephone:** +86 20 3892 2082**Email:** chengfan@flyingdragon.com**Website:** www.ruishigourmet.com

CORPORATE ASSOCIATE MEMBER

Mr. Xu Xing (许行)**Investment Promotion Office of Sino-Swiss (Zhongshan) Industrial Park****中山中瑞工业园招商工作办公室****Address:** Tsuihang New District Planning Exhibition Center, Cuicheng Road, Maan Island, Zhongshan, Guangdong Province
广东省中山市马鞍岛翠城道翠亨新区规划馆**Postcode:** 528400**Telephone:** +86 760 8989 3617**Fax:** +86 760 8989 3603**Website:** www.sinoswiss.zs.gov.cn

INDIVIDUAL ASSOCIATE MEMBER

Mrs. Sabine Vogel

EVENTS

NOV

5

Monthly Cocktail Initiated by Swiss Young Professionals**Venue:** La Piola, Central

NOV

16

**Swiss Alumni Reception 2015****Venue:** Credit Suisse, Hong Kong**Details**

The Swiss Alumni Hong Kong Networking Reception 2015 was held at Credit Suisse' Auditorium on 16th Nov 2015. This reception serves as a valuable opportunity to catch up with fellow classmates and acquaintances, to reminisce and share memorable experiences. Mr Peter Achten gave us a lecture about "China in Transition".

A Big Thank You to our Sponsors

Swiss International Airlines Ltd**Swiss Re****Credit Suisse Hong Kong**

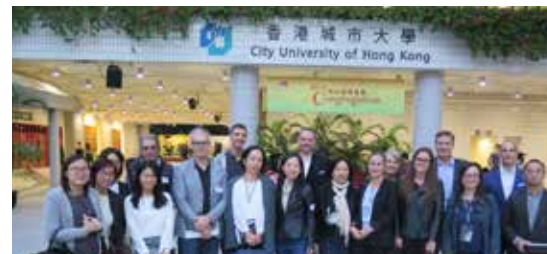
NOV
23

Additional Luncheon with Mr. Patrick Odier, Chairman of the Swiss Bankers Association, on Swiss Banking - Solving the Past and Looking Ahead: Achievements, Challenges and Opportunities

Venue: The Hong Kong Club, Central

Details

The Swiss Chamber of Commerce in Hong Kong proudly invited Mr Patrick Odier, the Chairman of the Swiss Bankers Association as our speaker for this luncheon. Mr Odier had talked about the Swiss Banking - solving the past and looking ahead: Achievements, challenges and opportunities.

NOV
26

Visit to the School of Creative Media, AIMTech Centre and Apps Lab of the City University of Hong Kong

Venue: School of Creative Media, AIMTech Centre

Details

SCCHK had a visit to the School of Creative Media, AIMTech Centre and Apps Lab of the City University of Hong Kong to see cutting-edge multimedia, mobile apps technologies in applications and the exhibition "Artistic Research- A Contemporary Code" co-organized with University of Applied Arts of Vienna.

DEC
7

Hong Kong



Christmas Charity Luncheon with the Swiss Association on Hong Kong - Changing Young Lives Foundation - Seeking to change the lives of young people for better

Venue: The Hong Kong Club, Central

Speaker: Mrs Karen Lung, Executive Director, Changing Young Lives Foundation

Details

This year's Christmas Charity Luncheon hosted an open auction and lucky draw for Changing Young Lives Foundation, the charity of choice for 2015.

Mrs Karen Lung, executive director of the foundation shared with us the services Changing Young Lives Foundation offers to young people in Hong Kong as well as some of its success stories.

A note of special thanks to the following sponsors who kindly contributed the prizes for the open auction and lucky draw.

Champagne Asia Ltd
DKSH Hong Kong Ltd
Emilie Rolin
Kaegi Soehne Ltd.
Kandaya Resort

Lindt & Sprüngli (Asia-Pacific) Ltd.
Revue Thommen
Migros Hong Kong Ltd
Mövenpick Hotel & Resort
Nespresso

Nestle Hong Kong Ltd
Swiss Prestige Ltd
Schoggi Meier
Ocean Park

DEC
10**Year-end gathering of the Young Professionals for the Swiss community****Venue:** King Ludwig Beerhall, Wan ChaiJAN
4

Hong Kong

Monthly Luncheon with the Swiss Association on Hong Kong - Financial Markets Global Outlook 2016**Venue:** The Hong Kong Club, Central**Speaker:** Mark Matthews, Head of Research Asia for Bank Julius Baer & Co. Ltd**Details**

Bank Julius Baer's experts expect 2016 to be a year of marked cyclical divergence between the developed and emerging markets, producing moderate global growth. As the US economy stabilizes, rate increases by the Fed are becoming a certainty. Emerging market assets may see a reversal of fortune after experiencing a roller coaster year in 2015, while the strength of the US dollar will come to an end. Is this the right time to seek out value? Mr Matthews shared his insights on the financial markets global outlook for 2016.

JAN
27**Intercham Business Luncheon with the Honourable Leung Chun-ying of the HKSAR Chief Executive****Venue:** Hong Kong Convention and Exhibition Centre

JAN
28



New Year Cocktail reception for the Swiss community

Venue: Alibi 5/F, Cordis Hong Kong

Details

The Swiss Community was invited to the New Year Cocktail Reception on 28th Jan 2016, held at the Alibi 5/F, Cordis Hong Kong in Mong Kok. It was a great reception with plenty of old and new friends giving the new year a first enthusiastic Swiss-Hong Kong Welcome.

The Swiss Association of Hong Kong and the Swiss Chamber of Commerce in HK, the organizers of the event, were excited about the success of the event. A note of special thanks to Kägi and DKSH who kindly contributed the door prizes for all the participants.

FEB

1

Monthly Luncheon with the Swiss Association on Hong Kong - Feng Shui Predictions for 2016 / Year of the Monkey

Venue: The Hong Kong Club, Central

Speaker: Mr. Raymond Lo, Feng Shui Master

FEB

18

Monthly Cocktail Initiated by Swiss Young Professionals

Venue: The Globe, Central

NEW MEMBERS

CORPORATE MEMBERS

Mr. Sven Koehler



Koehler Group
Accounting, Tax, Consulting & Trade Services
 in Hong Kong, Singapore & China

Koehler Group

Address: 16/F Rykadan Capital Tower, 135 Hoi Bun Road, Kwun Tong, Hong Kong

Telephone: +852 2345 7555

Email: sven.koehler@koehlerservices.com

Website: www.koehlerservices.com/en

YOUNG PROFESSIONAL MEMBERS

Mr. Michael Rütli

Mr. Roger Haenni

Mr. Pengfei Li

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 2524 0590, Fax no. +852 2522 6956: 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

Join SwissCham **NOW!**

中国瑞士商会

swisscham.+org

Because Connections Matter

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

Events:

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

Exposure & Sponsorship:

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

Services:

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

Contact the Swiss Chinese Chamber of Commerce

SwissCham Beijing

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

Tel: +86 10 8468 3982

Email: info@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@gz.swisscham.org

SwissCham Hong Kong

C/O Franke

Address: Flat B 19/F., Soundwill Plaza Phase II-Midtown No. 1-29 Tang Lung Street, Causeway Bay, Hong Kong

Tel: +852 2524 0590

Email: admin@swisschamhk.org

Sino-Swiss Economic Data And Indices

中瑞经济数据与指标

Bilateral Trade of Switzerland with China in the first half of 2015

2015 年上半年瑞士与中国双边贸易

	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	5,636	100	4,277	100
Forestry and agricultural products, fisheries 林业和农产品、渔业	89	1.6	40	0.9
Energy source 能源资源	0.5	0	52	0
Textiles, clothing, shoes 纺织品、服装、鞋	952	16.9	73	1.7
Paper, articles of paper and products of the printing industry 纸张、纸制品、印刷业制品	35	0.6	14	0.3
Leather, rubber, plastics 皮革、橡胶、塑料	257	4.6	69	1.6
Products of the chemical and pharmaceutical industry 化学和医药制品	445	7.9	1,486	34.7
Stones and earth 石材、泥土	61	1.1	24	0.6
Metals 金属	295	5.2	215	5.0
Machines, appliances, electronics 机械、电器、电子产品	2,468	43.8	1,190	27.8
Vehicles 车辆	65	1.2	47	1.1
Precision instruments, clocks and watches and jewellery 精密仪器、钟表、珠宝	568	10.1	1,103	25.8
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	400	7.1	10	0.2

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						
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)	
	2014	2015 H1	2014	2015 H1	2014	2015 H1
Shanghai 上海	19	14	76	35	N/A	N/A
Jiangsu 江苏	10	4	116	31.7	90	32.7
Zhejiang 浙江	2	0	20	20	10	10
Anhui 安徽	0	0	0	0	0	0
Delta Region 三角洲地区	31	18	212	86.7	N/A	N/A
Guangdong 广东	6	0	3.22	0.9	43.69	10.39
China 中国	43	28	N/A	N/A	220	106

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。

Imports from Switzerland 从瑞士进口				Exports to Switzerland 向瑞士出口			
2014		2015 H1		2014		2015 H1	
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 %
3,887	17	6,090	55	182	-15.99	195	7.1
545	25.3	475	-12.9	305	12.9	318	4
400	152	110	-71.5	250	-26.1	270	-6.3
21.6	25.98	9.3	-56.96	26.47	69.44	11.55	-56.57
4,853.6	-1.0	6,684.3	37.7	763.5	17.7	794.6	4
7,900	6.9	1,860	-33.20	800	-9.3	360	-2.3
20,830	-22.6	19,240	-7.6	1,480	-9.5	1,520	2.9

Source: Shanghai Commission of Commerce, Jiangsu, Zhejiang and Anhui Provincial Department of Commerce and the Ministry of Commerce of People's Republic of China. 数据来源: 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。

FOR MORE INFORMATION CONTACT

STEVE TRENT
PRESIDENT

trent@wildaid.org

野生救援 WILDAID

A POACHING
EPIDEMIC IS
DEVASTATING
AFRICA'S
ELEPHANTS

ONLY BY
STOPPING
THE DEMAND
CAN WE STOP
THE KILLING



WHEN THE BUYING STOPS, THE KILLING CAN TOO

www.wildaidchina.org

Hospitality as legendary as our landscape.

It's easy to fall in love with Switzerland – before you even catch a glimpse of the Alps. The combination of personal service, award-winning cuisine, and fully flat beds in SWISS Business allows you to arrive relaxed. For information or reservations of nonstop flights from China to Switzerland and beyond, contact your travel agent or visit us on swiss.com



Fly nonstop to the heart
of Europe and beyond

SWISS.COM

