

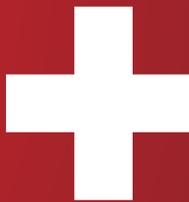
CUHK EMBA

Executive MBA Programme
The Chinese University of Hong Kong

FIELD TRIP

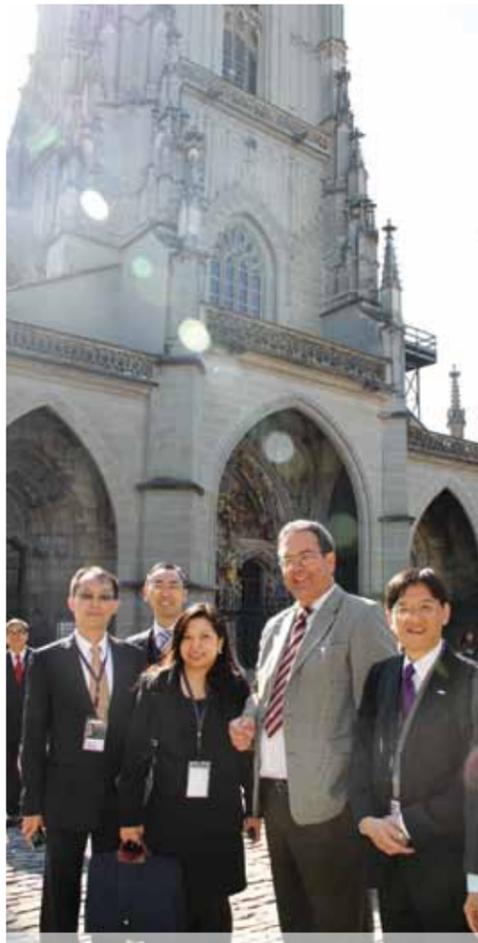
Switzerland 2010

Exchange ■ Connect ■ Collaborate



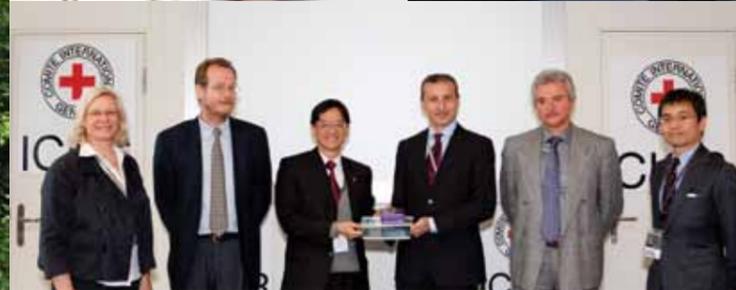
CUHK EMBA





✚ 'Happy Learning' in action.....

Exchange ▪ Connect ▪ Collaborate.....



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Director's Message



Andrew C.F. Chan

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The objective of the CUHK EMBA 2010 Switzerland Field Trip is: through the design, organization and implementation of a field study outside Hong Kong, to enable students to acquire awareness of, and an appreciation for, the diversity and complexity of the international business environment.

Students will analyse various macro dimensions (economic, political, socio-cultural, technological, etc.) in making global business decisions. This will enable them to review contemporary and relevant developments in the global or regional arena, and to explore possible strategic alternatives that will capitalize on such developments. They will have the opportunity to conduct field studies in respect of the most up-to-date technology and business practices, with a view to applying them to the environment in Hong Kong or China, and updating government and commercial practices. They will apply business management concepts and skills acquired through the EMBA programme in a real-life, global business context. They are expected to generate insightful and concrete business plans based on their research findings, which would provide reference to policy-makers and top executives in formulating new strategies that add value to business in Hong Kong.



“...apply business management concepts and skills acquired through the EMBA programme in a real-life, global business context...”



The trip will be divided into three parts: pre-trip, during the trip and after the trip.

In the pre-trip part, students will research into the macro (economic, political/legal, socio-cultural, technological, etc.) dimensions of conducting businesses in a selected country. They will also research into the background of the companies/industries they plan to visit (e.g. manufacturing, consumer electronics, entertainment/media, and logistics/distribution). There will also be lectures/guest lectures on relevant topics co-initiated and co-organized by students and the responsible professor.

During the trip, students will visit companies/institutions and interview senior executives, with a view to gaining first-hand understanding of success factors in, and challenges facing, the related businesses.

After the trip, students will formulate business plans based on the information gathered during the field trips. Additional research work may have to be carried out, if necessary.

Andrew C.F. Chan, PhD, SBS, JP
Director, EMBA Programme

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From Expectation to Satisfaction: a Journey of Dedication

18800-kilometer flights. 9 cities. 10 Swiss organizations. We went through all these together during our field trip to Switzerland in June 2010.



“

18800-kilometer flights. 9 cities. 10 Swiss organizations. We went through all these together during our field trip to Switzerland in June 2010.

This was the long-expected field trip that the whole Class of EMBA 2010 had looked forward to since Day 1 of our study. Believe it or not, our psychological preparation started two years ago, although the physical part of it began just about seven months before departure.

The objective of our trip was crystal clear – ‘Happy Learning’ - utilizing theories and knowledge acquired from the two-year EMBA study to gauge the essences of Swiss success stories and apply them to businesses in Hong Kong and/or Mainland China, all to be done in a happy mode. Happy? This sounded challenging, if not impossible, when we anticipated back-to-back company visits, late night group discussions, early wake-up calls, long coach travelling time...etc.

Well, impossible is nothing, really. At the end, people’s dedication made everything possible. During the whole journey, we were met with warm receptions. Very senior executives of the visiting companies devoted their precious time to share with us their success stories. **It was the magical interaction between dedicated classmates and insightful presenters of the companies that fuelled the whole trip with energy, inspiration and enthusiasm.** Post-visit group discussions happened not just at night but also during meal and travel time – all of us were just so excited!

Meanwhile, our dedication also went to living up the ‘Work Hard, Play Hard’ motto. We enjoyed lake-side biking, delicious French seafood, authentic Swiss wine tasting as well as traditional German pig’s knuckle dinner. Together, we accomplished our mission of ‘Happy Learning’ with great satisfaction!

Rocky paths. Rose garden. Houses full of laughter. We went through all these together during the field trip. We are EMBA Class 2010, always.

My heartfelt thanks to all,
Winnie Chung
Chairlady, EMBA Class 2010 Field Trip Organizing Committee

Together, we accomplished our mission of ‘Happy Learning’ with great satisfaction!



”



Our Footprints

This long-expected study trip was an intensive and extensive experience. Over the 5-day itinerary, we visited 10 companies in nine cities of Switzerland, covering a wide spectrum of industries.

Switzerland vs Hong Kong

	Switzerland	Hong Kong
Area	41,285 km ²	1,104 km ²
Population	7.8 million	7.1 million
Official languages	German, French, Italian, Romansh	Chinese, English
GDP (nominal 2008)		
· Total	· US\$494.622 billion	· US\$223.764 billion
· Per capita	· US\$69,838	· US\$31,849
Government status	Federal republic with parliamentary system and direct democracy	Non-sovereign partial democracy with unelected executive
Legislature	Federal Assembly	Legislative Council





Swiss people are passionate about creating a better country where they can live better lives.

Switzerland is ranked as one of the best places to live and there are more 'happy, healthy, and free citizens' in Switzerland than in many other countries around the world¹. The field trip has led us to understand the reasons behind the nation's prosperity - **PASSION.**

With a long history of federalism and multicultural inhabitation, Swiss people treasure unity and have a strong sense of belonging. Be it for national security or personal well being, Swiss people are passionate about creating a better country where they can live better lives. As a result, innovation and entrepreneurship flourish, economy prospers and people have freedom to choose their course of life. People are proud of their 'Swiss Made' labelled manufacturing excellence, their world-leading research capabilities that lead to scientific and technological discoveries, as well as their enthusiasm in creating a greener world for future generations. All of these are fruits of Swiss passion.

There are four essential attributes for creating a better country and living better lives:

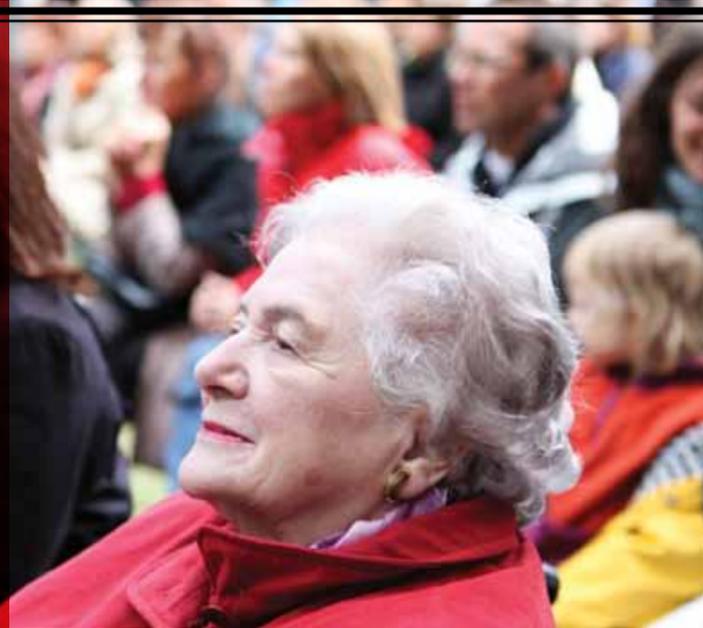
- People
- Innovation
- Society
- Excellence



¹ source: Legatum Prosperity Index, www.li.com/ProsperityIndex.aspx

Passion For
PEOPLE

Thanks to her central location that allows convenient cross-border commutation and long history of multicultural inhabitation, Switzerland has nurtured a social norm of valuing people and embracing new ideas from different parts of the world.



■ Valuing lives

The idea of valuing people has created a milestone in human history. ICRC's founder, Henry Dunant, having shocked by the miserable conditions of wounded soldiers at the Battle of Solferino (1859), advocated the need for a humanitarian convention and the creation of permanent relief societies. This entire people-centric movement shaped the formation of ICRC. For over a century, ICRC has been working on their 'exclusively humanitarian mission' to 'protect the lives and dignity of victims of armed conflict and other situations of violence and to provide them with assistance² and this focus will carry on in the years to come.

■ Valuing quality of life

People are pivotal in Adecco's business of human resources services. She closely follows the evolving needs of the work force and envisages creating greater choice in the world of work. On top of traditional permanent placement and temporary staffing, Adecco provides expanded recruitment services to take care of employees who value job satisfaction and meaning of life over monetary gain.

■ Valuing talents

Both Roche and the Swatch Group put high priority on their people and adopt flat organization structures. They manage to remove communication blockages and directly engage employees, for example, in ideas brainstorming sessions. Management nourishes talents through trust, empowerment and encouragement. Employees feel valued and respected, and are constantly motivated to pursue excellence at work.

■ Valuing people's interests

Besides, the Swiss government itself is highly people-centric. The neutrality stance established since 1815 has protected Swiss people's lives and interests, and the direct democracy offers people the legitimate right to vote. Her financial and economic policies also place high priority in protecting individuals' privacy, as evident in her reputable private banking that adheres to the Swiss 'bank secrecy' tradition.

Passion For
INNOVATION

Innovation is Switzerland's national pride as seen in many of her official government publications. During our five-day company visits, we came to know that innovation is also a central theme in many Swiss businesses. They are blessed with the vision in anticipating and understanding customer needs, as well as the capability in driving innovative ideas to address these needs.



■ **Driving R&D discoveries**

Roche has a strong business vision in developing medicines and diagnostics that help patients live longer and better lives. Roche's business model of **'continuous innovation for continuous business growth'** and huge investments (20% of revenue) in R&D (Research and Development) keep driving her product invention. As a result, Roche is capable of developing and inventing more unique medical products, such as 'Tamiflu', and obtaining more patents in new products than competitors.



■ **Driving technological inventions**

In 1980s, the Swatch Group bewildered the world with the groundbreaking **'second watch' concept** branded 'Swatch' and saved the deteriorating Swiss watch industry from fierce Japanese digital watch invasion. Her invention of Omega Speedmaster earns the credit of **'the first watch worn on the moon'** in human history. Beyond the watch industry, the Group also initiated the 'Smart Car' invention for fuel efficiency and ease of parking.

■ **Driving business uniqueness**

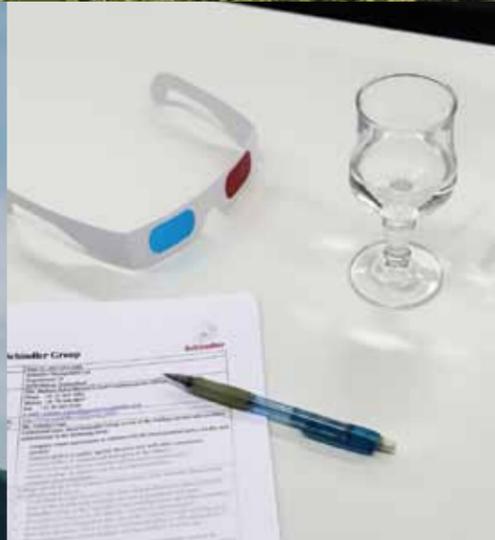
While being regarded as the pioneer and reputable practitioner of live cell therapy, Clinique La Prairie is also renowned for her innovation in **'medical tourism'**. She cleverly combines Swiss natural landscape, spa and hospitality management with medical treatment, and successfully creates the unique medical tourism focusing on **'revitalization'** that becomes high-end consumers' favourite.

■ **Driving academic creativity**

Ecole hôtelière de Lausanne innovates to meet the needs of the hospitality industry. She emphasizes the application of **'Guestology'** ('turning customers into guests') and students' mastery of both theory and practical on-the-job training. These visions have led to the creation of the in-campus CyberHotel, INTEHL (Institute of Innovation and Entrepreneurship) and the Student Business Project that equip students with latest industry technology and entrepreneurship.

Passion For
SOCIETY

Sustainability is a hot topic around the world. On national level, Switzerland is regarded as one of the most environmental conscious countries in the world³. On commercial side, we observed that many Swiss companies are conscious about their roles in contributing to social and environmental sustainability.



■ **Contributing in ecology**

Schindler's environmental sustainability policies: site ecology, product ecology and strategic suppliers employ the most ecological escalator and elevator product designs and raw material supplies, and **optimize energy saving** in buildings such as using lighter weight material and a 'call system' for elevators. Schindler also has a long-standing commitment to 'Access for All' through The Schindler Award, which **promotes the enhancement of the mobility of disabled people during product development.**



■ **Contributing in green energy consumption**

Meyer Burger facilitates the application of solar energy. Being the world's leading manufacturer of slicing technologies, the company anticipates that the development of better, thinner and lower-cost wafer **makes it more affordable and cost-effective for organizations, businesses and households to use solar energy in order to reduce CO2 emission.**

■ **Contributing in serving the underprivileged**

Roche incorporates social responsibility in her company mission that aims at 'creating sustainable value through products and services that save or at least significantly enhance people's lives by helping to detect, correctly diagnose and appropriately treat "disease"⁴. Putting this into practice, Roche collaborates with various partners to **improve healthcare delivery through different means**, including increased access to medicines in underprivileged communities, programs on health awareness as well as preventive health services.

³ source: Environmental Performance Index, www.epi.yale.edu

⁴ source: www.roche.com

Passion For
EXCELLENCE

Switzerland has the most competitive economy in the world⁵. When reviewing the success stories of the companies visited, we realized that the quest for excellence in core competencies is one of the key factors attributing to Swiss companies continuous competitiveness.



■ **Excelling in mobility enhancements**

Schindler currently ranks no. 1 and no. 2 in the global elevator and escalator markets respectively. What Schindler has been pursuing since the founding year in 1874 is lifting equipment that enhances mobility. When industrialization and modernization generate more needs as well as invention for mobility, Schindler devotes **heavy R&D investment in enhancing mobility as time evolves**. Specialized teams are formed to engage in developing elevators and escalators for top tier, high-rise buildings that end up in creating the latest 'call system' and double-deck elevators to increase mobility convenience and energy saving.



■ **Excelling in medical pursuits**

Since her first successful product launch in 1896, Roche has **stayed focused in delivering the mission of developing innovative products and services that address unmet medical needs**. While pharmaceutical invention remained her core competencies, post-world war reflections about chemical effects on human body inspired Roche to establish the diagnostic unit. In Roche, diagnostic and pharmaceutical capabilities work hand in hand as a value chain to help detect, diagnose and treat diseases more accurately and effectively.

■ **Excelling in competencies integration**

Meyer Burger has focused in the slicing technologies since 1960s. In order to enhance her competitiveness in the solar market, Meyer Burger forms a horizontally **integrated value chain through merger and acquisition**. For example, her recent merger with 3S Industries Ltd in 2010 has expanded her competencies in laminating, electrical cell connection, soldering process, testing and measuring of solar cells and modules, providing Meyer Burger with added capabilities in the solar wafer manufacturing processes.



⁵ source: The World Economic Forum's Global Competitiveness Report, www.weforum.org



Happy Moments Lasting Memories Swiss Made

While 'Exchange, Connect, Collaborate' was the main theme of our trip, interaction played an important role in achieving the mission of 'Happy Learning'. The multi-faceted interactions between classmates and with the people we met in Switzerland were the catalysts for new thinking, as well as the source of happiness and reminiscences.



"We bring dream and reality back to Hong Kong!"



Our Special Thanks Go To...

The field trip is our fruit of passion. We are delighted to have the field trip organizing committee's passion and devotion for high quality deliverables that have made a fun-filled and memorable event. We are also honoured to have received patronage from CUHK EMBA Office and many organizations in both Switzerland and Hong Kong, which have helped to materialize a lot of our seemingly impossible ideas. More importantly, it is the classmates' passion for learning and dedication for contributing to our society that have generated many insightful learning outcomes.



Thank you all!
Without you,
we would not
have made a
successful field
trip...



Patrons:

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Schindler Management AG
Swatch Group
Swatch Group (Hong Kong) Limited
Swiss Chamber of Commerce in Hong Kong
Swiss Government
Switzerland Tourism
The International Committee of the Red Cross



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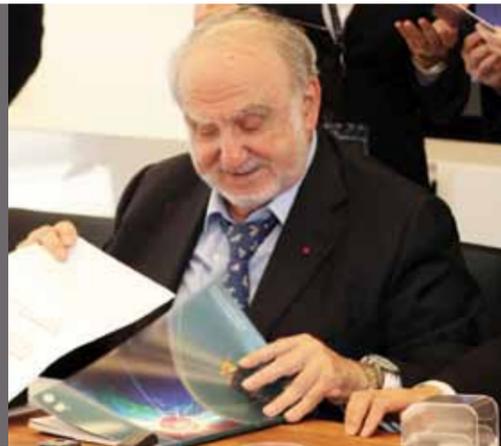
We are
EMBA
CLASS
2010...

ALWAYS!



“Loving life, loving people”

- In loving memory of Mr. Nicolas Hayek (1928 - 2010)



To EMBA Class 2010, 24 June 2010 is a day to remember. This is the day we visited Mr. Nicolas Hayek at the Swatch Group's headquarters in Biel. Mr. Hayek was the co-founder, CEO and Chairman of the Board of the Swatch Group.

The meeting with Mr. Hayek was enjoyable, insightful and inspirational. We were all immersed in Mr. Hayek's interesting stories about his business encounters and life philosophy. His passion about “loving life, loving people” and the thought-provoking speech about entrepreneurship demonstrated the essential qualities of a first-class leader.

“

“If you believe you have to innovate, you should put everybody around you to innovate. This is true. I have done this all my life.”

“I am not only wearing one watch. I am wearing four watches. One, two, three, four, five. These are jewels, because I love beautiful things. Everyone loves beautiful things. Good watches are good jewels.”

“Never try to forecast anything. Don't believe that you have to follow always what the consumers want. Sometimes you have to tell them what they want and what they forget to want.”

“What is Swatch? Is it a watch, or is it jewel, or what? You have to define the communication of the kind of product you want to make and then communicate in the same way to the people that you want to talk to. That's what we do.”

“My staff will be allowed to focus attention on R&D to ensure ongoing technological excellence - to try new things and to fail. Focusing on our core business, i.e. watch making, is key to success.”

”

Mr. Hayek passed away during work at the Swatch Group headquarters on 28 June 2010.

We will always remember him.



Brochure Production

CREATIVE CONCEPT

Theo Cheung, Daniel Lo, Winnie Chung

BROCHURE DESIGN

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PHOTOGRAPHY

kikiwong.com, Wai Lau, Classmates of EMBA Class 2010

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