

INDO SWISS BUSINESS

The Newsmagazine of Swiss Business Hub India

Jan - Feb 2004

member of **business network
switzerland**



NEW MEDIA

In This Issue

Published in association with
Swiss Business Hub, India

New Media Communication Pvt. Ltd.

Chairman: R. K. Prasad

Managing Editor: Satya Swaroop

Director: B.K.Sinha

Executive Editors: Archana Sinha and Dev Varam

Consulting Editor: Prabhoo Sinha

Art Director: Santosh Nawar

Editorial Team: Tripti Chakravorty,

Rojita Padhy & Shruti Sinha

Manager H.O.: Veerendra Bhargava

Accounts Executive: Anand Kumar

Manager, Kolkata: Anurag Sinha

(anuraag_sinha@yahoo.co.in)

New Media Communication Pvt. Ltd.,

B/302, Twin Arcade, Military Road, Marol,

Andheri (E), Mumbai - 400 059 India

Tel: +91-22-28516690 Telefax: +91-22-28515279

E-mail: enquiry@newmediacomm.biz

www.newmediacomm.biz

Printed & Published by

Satya Swaroop and printed at M/s Young Printers,

A-2/237, Shah & Nahar Industrial Estate, Lower Parel,

Mumbai - 400 013 and published from 101, Shivam,

Military Road, Marol, Andheri (E), Mumbai - 400 059.

The news items and information published herein have been collected from various sources, which are considered to be reliable. Readers are however requested to verify the facts before making business decisions using the same.

Relevant internet site address

- Embassy of Switzerland

- <http://www.eda.admin.ch/newdelhi>

- Osec Business Network

- Switzerland <http://www.osec.ch>

-Switzerland Tourism

- <http://www.myswitzerland.com>

-General information on Switzerland

- <http://www.switzerland-in-sight.ch>

-Investment in Switzerland

- <http://www.locationswitzerland.ch>

Office of the Consulate General of Switzerland

102, Maker Chamber IV, 222,

Jamnalal Bajaj Road, Nariman Point,

Mumbai - 400 021 Tel: 2288 4563 Fax: 2285 6566

PAGE
8



EXCLUSIVE

Indo-Swiss Relations Have a Great Potential

David Syz

[State Secretary for Economic Affairs]

PAGE
12

PERSONALITY

Indian's Love For Snow Capped Mountains Makes Switzerland The Most Preferred Tourist Destination

Josef Renggli

[Consul General, Switzerland]



PAGE
14



FACE TO FACE

" Indian Market With Its Great Potential Will Certainly be Discovered More and More"

Monika Remund

[Osec business network, Switzerland]

PAGE
16

INTERVIEW

Indo-Swiss Research in life science Can help humanity

Prof. Patrick AEBISCHER

President, EPFL



PAGE
20



INTERFACE

RAYMOND WEIL Synonym for Time

Raymond Weil & Olivier Bernheim

PAGE
24

FACE TO FACE

IMTEX

**Giving a Positive Boost to
International Machine Tool
Trade**

Dr. Kurt Meier



ENTERPRISE

**BTS Riding the
Growth Wave**

P. D. Shedde

President and CEO, BTS Investment

PAGE
27

PAGE
34

TOURISM

JUNGFRAUJOCH

**Top of Europe is Top
in a tourist's mind**

Urs Kessler

[Director Marketing, Jungfrau]



TOURISM

**A Paradise on Earth:
the Romantic Lucerne**

Mario Luetolf

Diretor, Luzern Tourism

PAGE
42

PAGE
44

TOURISM

**Welcome to The
Glacier World**

Andre Kuettel

Sales Director, Titlis



TOURISM

**Lake Lucerne Region
See it, Feel it, Be there !**

Rayomand Choksi

Regional Manager, India - Titlis Rotair

PAGE
46

PAGE
68

F & B

Say Cheese...

Kalpana Koch



Dear Friends,

With immense pleasure I introduce this mega issue, the most exciting subject of which is tourism in Switzerland. It is needless to say the significance this land of bliss holds for every vacationer. Switzerland matches the marvels of nature it has with flawless set ups of facilities for boarding and



lodging, something, in the absence of which, the wonders of even the best of the locales can sour. Kudos to the enterprising spirit of the Swiss people, who have established here one of the best international schooling camps, that caters to every need a young adult in vacation can look forward to. Well, this is not exactly where the story ends, for the Swiss are famous not just for their landtheir latest watch making technology, mouth watering dishes and chocolates that simply melt in the mouth go to tell a tale much beyond. Two facts render us so familiar to this land...it has a culture as composite and diverse as ours and of course, the role of our Bollywood, that has virtually brought Switzerland to our homes.

In the present issue, our prime focus is on tourism, where we throw light on some of the most famous and historically well known places like Lausanne, Berne and so on. Yet another highlighting feature is the upcoming IMTEX- 2004, an exhibition on Machine Tools, scheduled to be held in Mumbai. We heartily welcome the Swiss State Secretary for Economic Affairs, David Syz, who is coming specially to attend this event and all other dignitaries from the world over. The event will serve to open

up some of the latest technologies and opportunities in the world of machine tools. The issue will also include an exclusive interview of David Syz, and also of Josef Renggli, Monika Remund, Professor Patrick AEBISCHER, Dr Kurt Meier, Raymond Weil, and Pramod Shedde. The report on the visit of the Swiss President by Pramod Rastogi and articles on Bollywood, and other interesting topics are also very informative. Here I take to thank the President of Switzerland, Pascal Couchepin, whose visit has given a new impetus to the Indo-Swiss relations and has opened a new window of opportunities.

Extending warm greetings for a prosperous new year, I would like to thank all those who have contributed towards the successful completion of this edition. I would also like to thank my readers, whose cooperation has been very encouraging for me and I look forward to a continued support.

Happy reading,

Satya Swaroop
Managing Editor

satya@newmediacomm.biz

**Swiss President Pascal Couchepin
and Swiss Consul General
Josef Renggli with Satya Swaroop**



Dear Readers,

Switzerland is a dream destination for Indian tourists, with its unique identity made by the diversity of its enchanting landscapes: from alpine peaks and glaciers to rolling green meadows and subtropical vegetation, from jingling streams to mirror-like lakes, from richly historic towns to exciting modern cities.



It is not a coincidence that the number of nights spent by Indians in Switzerland increased by 9% in 2002, and has reached around 183'500 in the first three quarters of the year just ended, so that we can expect an even bigger growth rate for 2003.

But this success is not only due to the enchanting landscapes of our country. The tourism sector in Switzerland, from five-star hotels to youth hostels and bed & breakfast, is committed to quality and hospitality. For our Indian guests this means, in particular, that we want them to feel good in our country. We therefore do our best to make Indian tourists feel a little bit at home while tasting the exotic of Switzerland: e.g. a growing number of Indian restaurants are opening in the country, Swiss hotels are more and more eager for Indian cooks, vegetarian food is spreading everywhere. On the top of the Jungfrau and of the Titlis, during the summer, you can profit from an Indian Buffet.

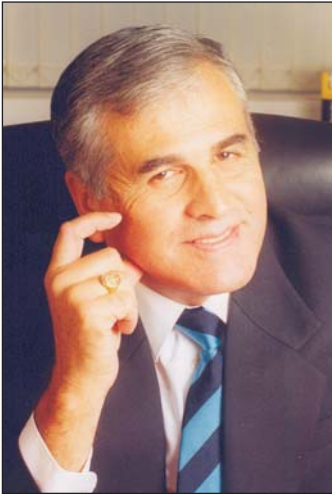
As the Swiss Ambassador to India, it gives me immense pleasure to notice that my country greatly appreciates the visit of the thousands of Indian tourists every year and consequently multiplies its efforts to make them feel good during their stay with us. Switzerland is yours!

A handwritten signature in black ink, which appears to read 'W. B. Gyger'.

Walter B. Gyger
Ambassador of Switzerland

Dear Reader,

It has been over two years since I arrived in India and the Swiss Business Hub India was opened on 19 December 2001.



A very hectic time lies behind us and I think we were able to fulfil many requirements in bringing partners together. We are, of course, also geared to help Swiss companies to penetrate the Indian market with their products and also, to open branch offices and factories here.

Switzerland is a country which offers not just beautiful sceneries, chocolates, watches, cheese or a perfect banking system. It has many more stakes. For the coming IMTEX Exhibition, the exhibition for Indian Machine Tools to be held in Mumbai from 28 January till 3 February, there are approx. 25 exhibitors attending and showing their products. When the exhibition of textile machinery will be opening the doors in December 2004, again many Swiss companies will be showing their latest technology. And this is what fascinates me, the absolute new development in the technology, design and output. We are proud, that the name SWITZERLAND is still a brand mark, a label that counts and includes quality, technology, reliability and design.

The Trade balance with India shows again a boom and I am happy that Swiss goods are so much appreciated in India. On the other hand, Indian products have reached a very high reputation in Switzerland. Exports and imports somehow come together. I feel, that while selling Swiss products and technology, when I visit Indian exporters, I always get a lot of inside knowledge from the exporters side and their opinion of the Swiss market.

Of course, business trips to Switzerland can always be combined with pleasure and tourism is therefore also a part of business. By travelling in a country, one learns a lot not only of it's culture and history but also it's culinaries that are so different from place to place. And Switzerland is really in a good position to offer manifold side trips, as every village is so easily approachable.

I, from my side enjoy travelling around in India, my beautiful host country and meeting people from various walks of life.

I hope, dear reader, that you will enjoy this issue of Indo Swiss Business and I wish you and your family for 2004 all the best, good luck and health.

Joseph Koch

Director, Swiss Business Hub India

Indo-Swiss Relations Have a Great Potential

- David Syz



Mr. David Syz, State Secretary for Economic Affairs

David Syz, Swiss State Secretary for Economic Affairs, in his first official visit to India, will be a major attraction in this year's 12th Indian Machine Tool Exhibition. This visit planned to promote ties between Swiss and Indian companies in the machine tool sector, will be a further step towards strengthening the Indo-Swiss relationship. The fast growing Indian economy will engulf the associated areas and definitely, market for machinery is going to be one of them. In an exclusive interview with Satya Swaroop, David Syz outlines the great potential of Indo-Swiss relationship. Excerpt

How often do you visit India? You must have noticed steady growth in the level of economic exchange in recent years. Please comment.

India is an important economic partner for Switzerland, and Swiss official delegations visit India on a regular basis. Just last November, the Swiss President was in India for a State visit which was particularly focussed on promoting scientific and technological cooperation. In 2000, our Minister of Economic Affairs had the honour of visiting your country and was accompanied by a high-level delegation of private entrepreneurs. Another such visit is planned for 2005. Personally though, this will be my first official visit to India as a representative of the Swiss government, and I am very much looking forward to it.

As far as our bilateral economic relations are concerned, I am

pleased to say that they grew steadily during the 1990s following the reforms undertaken by the Indian Government to open the economy. Our commercial exchanges doubled during that decade, exceeding CHF 1 billion. Unfortunately, this positive development has slowed down somewhat in the last few years. But I am convinced that Indo-Swiss relations have a great potential, particularly given India's current economic boom. In terms of investment, a number of major Swiss companies have set up activities in India, ranking Switzerland among the 13 main foreign investors in your country. According to Indian statistics, about USD 900 million worth of Swiss investments were approved in India between 1991-2002, and the flow of new investments regained strength in 2002.

Tell us about your forthcoming visit (to India) and how you

propose to strengthen economic ties with India? What new business areas would you like to tap during your visit?

India is a leader in the IT business. Its success in this field will pave the way for development in other industries, such as machinery. My visit to India is proof of our awareness that the Indian economy is in the process of changing and that it will gradually become an important market for machinery.

Our endeavour to promote ties between Swiss and Indian companies in the machine tool sector

My forthcoming visit to Mumbai, organised to coincide with IMTEX, will be dedicated to one particular sector, the machine tool industry. As you may know, the machinery sector is one of the most important industrial branches in Switzerland. Swiss machines have been known for their quality and reliability for over a century. Many Indian companies are aware of this fact and have been buying our machines for a long time, as in the textile sector, for example. However, machine tools, which are also a very important part of our production are not yet highly present on the Indian market. It will therefore be our endeavour to promote ties between Swiss and Indian companies in the machine tools sector.

What are your particular expectations from IMTEX?

IMTEX is the most important fair in India for the machine tool sector and a unique opportunity to introduce new products in the Indian market. Nearly thirty Swiss companies will participate this year, testifying to the growing interest of the branch to explore possibilities for cooperation with Indian manufacturers. On the Swiss Day that has been organised by the Indian Machine Tool Manufacturers Association and Swissmem, the apex organisation of the Swiss machine industry, we will have the opportunity to demonstrate what Switzerland has to offer in this field. We would also like to exchange views with our Indian partners on possible cooperation in fields such as research and development. We are fortunate that IMTEX 2004 is being held at a time when many industrial sectors in India, such as the automotive, construction, power, textile industries etc. are experiencing significant growth, and this will certainly lead to interesting business prospects for the machine tool industry, too.

What new sectors in India are attracting investments from Swiss companies?

Investment by Swiss companies has mainly flowed into sectors such as engineering and industrial equipments, chemicals and pharmaceuticals, textiles, precision instruments, services and processed foods. As India's information technology sector has established a global brand name and has been expanding exponentially, this sector has attracted a good deal of new investments from Swiss companies.

What improvements do you suggest for existing manufacturing and service sectors such as the watch components, gems and jewellery, engineering and machine

tools branches, so that they attract more foreign investment and collaboration, besides of course increasing exports (to other countries)?

Since the start of economic reforms in India, a lot has been achieved in making Indian industrial and service players competitive in the global market. However, there is still a lot to be done to provide an economic environment that enables Indian companies to consolidate and strengthen their competitiveness and attract more foreign companies, especially SMEs, to do business in India. Improved framework conditions would certainly result in greater foreign direct investment.

In addition to factors such as those, it is crucial that significant resources are allocated to the education of the workforce. Only well-educated employees will be able to raise the level of quality and productivity that form the basis for all long-term success.

Switzerland is one of the most preferred destination for Indian tourists. What special measures do you take to make them feel at home in your country?

India is very important for the Swiss tourism industry, particularly as it represents one of the high growth markets for this sector. In the first three quarters of 2003, Indians spent approximately 183,500 nights in Switzerland, our unique selling points being the beauty of our scenery and the high quality of service offered by our hotels. Switzerland's hotel management schools are internationally renowned. That being the case, Indian tourists will definitely (be made to) feel at home in Switzerland.

Please comment on the recent cultural exchanges between the two countries in specific fields of dance, music, film and theatre. How does Switzerland promote Indian films among Swiss people?

There is a steady presence and unabated popularity of Indian culture in Switzerland, including "Bollywood" motion pictures. A special screening of retrospective Indian movies under the banner 'Indian Summer' was held in Switzerland recently.

We are generally very interested in promoting cultural

Well-educated employees will be able to raise the level of quality and productivity that form the basis for all long-term success

exchanges at all levels. There are lively contacts with Indian centres of German, French and Italian studies, as these are our national languages. Book donations, visits and lectures by academics, writers and artists form part of the cultural programme of our diplomatic representations in India.

There are a lot of other activities too, such as the recent showing of Swiss films in five major cities in India, offering the Indian public an insight into the diverse scenes of contemporary Swiss cinema. As you can see, our interest is mutual!



Indian's Love For Snow Capped Mountains Makes Switzerland The Most Preferred Tourist Destination

- JOSEF RENGGLI

Switzerland has been the most sought after destination for tourism the world over. In fact, Indian people have been romancing with Switzerland since more than four decades. Interestingly Indian films have played a significant role in popularising Switzerland as the tourist's paradise complete with snow-capped mountains, lush meadows and beautiful flowers, not to mention the lovely cities and of course most beautiful lakes and rivers. In an interview with **Archana Sinha, Josef Renggli**, the **Consul General of Switzerland, Mumbai**, reflects on what are the reasons for Switzerland's popularity in the hearts of so many Indians.

Why is Switzerland the most sought-after destination for Indian tourists?

It seems that Indian's have an inherent affinity for snow capped mountains, which they somehow equate with romanticism; this perhaps explains the popularity of Kashmir as the most favoured destination for Indians in the past. However, with the persistent problems in Kashmir since over a decade the Indian tourists looked for an alternative and found one in Switzerland.

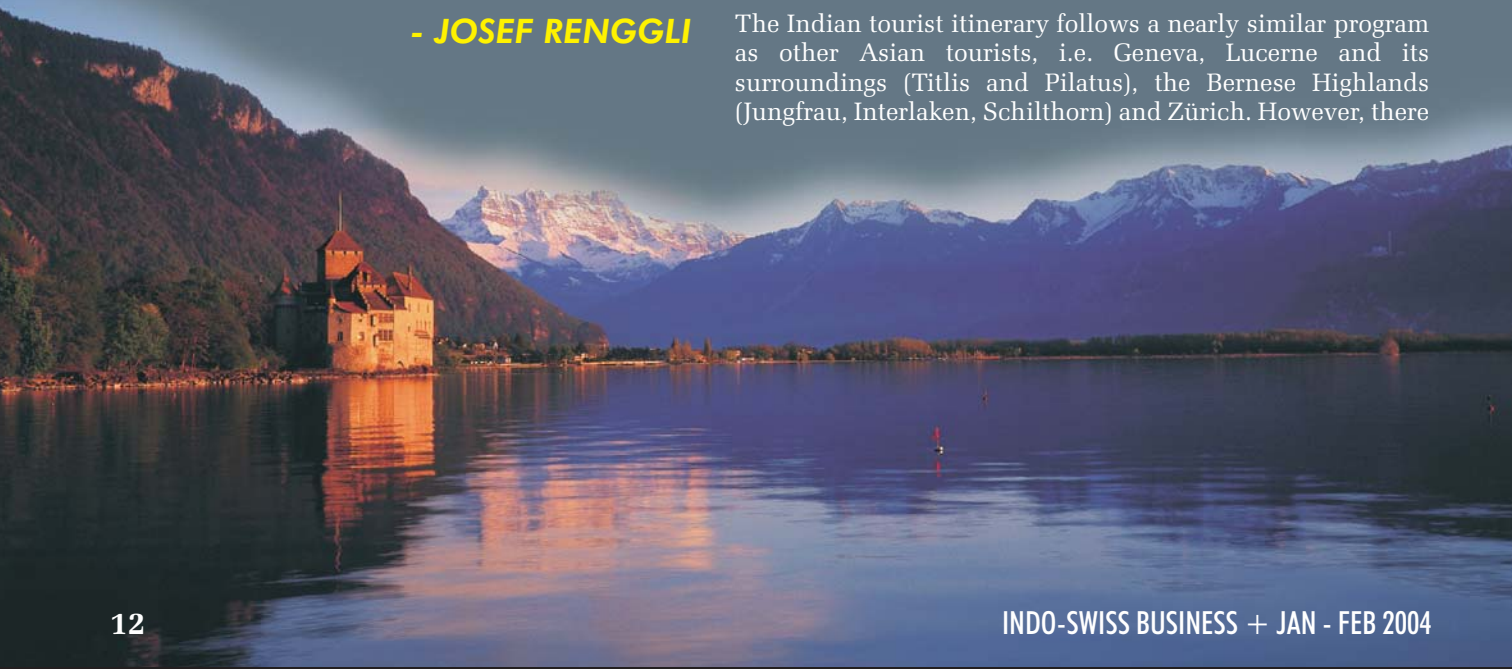
Another important point to note is that Indian tourists love to play in real snow. In Kashmir, although one can admire majestic snow capped mountains, it is very difficult to reach their peaks to indulge in this past-time. However, in Switzerland, with its superb infrastructure, it is possible to reach most mountain peaks and the tourist can actually handle snow and in some places, even in summer!

What are you doing this year to promote Swiss tourism in India?

This Consulate General works closely with the local offices of Switzerland Tourism (ST) to promote Switzerland as a tourism destination. ST will, of course, have its annual road show "Swiss Travel Experience" which is aimed at the travel trade. Along with partner tourist regions, ST offers attractive packages to tour operators. In addition, ST takes the travel trade and the media on annual familiarisation trips during the year; information gathered in such trips finally filters down to the actual tourist through media reports and advertisements.

Which are the most preferred destinations?

The Indian tourist itinerary follows a nearly similar program as other Asian tourists, i.e. Geneva, Lucerne and its surroundings (Titlis and Pilatus), the Bernese Highlands (Jungfrau, Interlaken, Schilthorn) and Zürich. However, there





seems to be an increasing number of tourists discovering Zermatt with the majestic view of Switzerland's iconic mountain, the Matterhorn as well as parts of Eastern Switzerland. We also realise that more and more Indian tourists discover Switzerland on their own by making use of the excellent infrastructure of public transport, after having travelled 2 or 3 times in a group tour to Switzerland previously.

What are the objects that people like to buy from Switzerland as gifts and mementoes?

Switzerland is not a "Shopper's Paradise" like Singapore or Dubai. However, no tourist ever returns from Switzerland without buying the famed Swiss chocolates. In addition, watches, Swiss army knives, miniature cowbells and a large choice of arts and crafts are also part of the tourist's shopping list. There are also many Swiss delicacies on offer.

How many Indian tourists visited Switzerland last year? Where does India figure?

We have observed a steady increase of Indian tourists travelling to Switzerland in the past years. Last calendar year, Indian guests spent over 200'000 nights in Switzerland, which is 0.6 % of the total (32.9 million) nights spent by the tourists. During the period January-October 2003, Indian tourists have spent 183,474 nights in Switzerland, registering a marginal decrease of 1.4%. This slight downfall could be attributed to the situation in the beginning of 2003 when tourist flows were affected by SARS and Iraq war. The situation has definitely improved in the second half of this year.

Is there a connection between a tour of Switzerland and shooting films? Do Indian producers combine the two objectives of capturing beautiful scenes while holidaying in Switzerland?

I don't think Indian film units combine work with holidays in Switzerland as they are working under certain time frames and controlled budgets. However, they do make an initial visit (prior to taking the unit to Switzerland) for location scouting and this could be considered more of a leisure cum business trip. Many of

them make private visits with their families which are purely for holidays.

What has been the role of Indian films in promoting tourism in Switzerland?

I would say that Indian films (in all languages) are instrumental in promoting Switzerland as a tourism destination. However, the exact amount of synergy is difficult to gauge. At the same time one does see some indicative trends which can be co-related, e.g. most Indian tourist itineraries always combine Interlaken and Lucerne, starting points of two major tourism regions in Switzerland where most Indian films are filmed or even take a trip on the distinctive Crystal Panoramic Express on which some memorable Hindi songs have been filmed.

Please throw light on the recent visit of the Swiss President and how much has it benefited the growing trade relationship between India and Switzerland?

Swiss President, Pascal Couchepin, had a short but fruitful trip to India recently. On conclusion of an Indo-Swiss Scientific Workshop in Bangalore, both countries inked an agreement on a proposed Swiss Indian Research Centre. This agreement foresees an exchange of students and professors between the Indian Institutes of Technology (IITs) and the two Swiss Federal Institutes of Technology in Zürich and Lausanne with a focus on information technology, biotechnology and nanotechnology. Of course, there is bound to be a positive over-spill of this exchange in Indo-Swiss trade and investments but it will certainly take some time.

In addition, an agreement was also signed by which Swiss relief workers would be speedily and efficiently deployed in the event of natural disasters in India as was the case with the Gujarat earthquake in January 2001.

How do you feel your activities have helped in bringing the two countries closer in the recent years?

I think we are approaching the end of another very successful year of our very fruitful relations with India. My activities in India are extremely satisfactory for me and we are looking at new projects and challenges in 2004. I wish you and your readers a prosperous and happy New Year.





INDO-SWISS RESEARCH in Life Science can help humanity

“Change that is true is the change that continues”

“I think that we have to learn to look to the east where the sun rises instead of always looking to the west where the sun sets”

**-Professor Patrick AEBISCHER,
President, EPFL.**

Professor Patrick Aebischer, President, EPFL, is a pioneer in the field of education in Switzerland, who initiated far-reaching reforms in the face of resistance. Prof. Aebischer considers education as one of the most precious human values and feels it needs to be sustained and developed. The Professor, who took initiative in introducing life sciences at EPFL, believes that studies in this field will greatly help the progress of the humanity. In a highly enlightening interview to *Rojita Padhy of Indo-Swiss Business*, Prof. Aebischer envisages increasing collaboration between India and Switzerland in various fields, including life sciences in which IT plays a significant role. He also favours more exchanges between the academics of both countries and earnestly invites Indian students to consider going to Switzerland for higher education.

You have had many reforms in Switzerland in education and EPFL particularly has done a lot of revolutionary work in the field of education. We would like to know about your vision as the President of EPFL.

I consider education as one of the most precious values for us to sustain and develop with all our means. You have a big country with a large population, which represents a fantastic human capital. On the other hand, ours is a very small country bereft of major natural resources. Therefore, we have to be vibrant enough and work very hard. What we have is our openness to the world along with our traditions. For me education is an important and universal asset and thus we would like to have students coming in campus from different latitudes and share with us our basic academic infrastructure. This is perhaps the most silent and albeit the most significant revolution that our institution has gone through over the last many years.

We have the ambition to become one of the best institutions in the world and we would like to see students and faculty worldwide coming on to our campus, so that once they go back to their countries, they will be ambassadors for this small country named as Switzerland. That is to some extent the synergy that we are trying to develop in our campus.

Life Science has been introduced at EPFL as an important subject and primarily you have been the motivating force behind it. Any comments?

Science is in the state of permanent evolution and which over the years has been the driving force behind the big scientific discoveries and technological breakthroughs. Life science, and all that it includes such as genomics, structural biology, stem cells etc., is going to be one of the key fields where interfacing it with engineering is going to lead to notable and significant breakthroughs to the advantage of humanity. Synergy between basic sciences, engineering and life science serves as a tool for doing cutting edge research in biotechnology, genomics, tissue engineering, etc. and which are representative of some of our lead areas of research at present. Life science or the understanding of life processes is a field where we have enormous challenges facing us for generations to come.

What are the various synergies that you see with our country and Switzerland in this field?

You have been quite good in information technology and we have very strong tradition

in life sciences and pharmaceuticals. Take for example our companies like Novartis, Serono, Hoffmann la Roche, etc. Rational exploitation of the various genome sequencing data is an example which merges life sciences with IT. This is one of the areas where we can work together. Your country also has strengths in basic science, in mathematics, in structural biology, and in computational science in which you have made fantastic developments. So, I think to be able to do all this research together will be a great human and intellectual experience. The mobility of students between our campuses will serve to bring dynamism to our intellectual and cultural relationship. Therefore, we would like to develop ways of improving this mobility. We would like to send our students to IIT campuses and similarly attract the IIT students to our campuses. The United States should not be their only destination for higher studies. Europe is also a "happening place" and a home to some of the best academic and research institutions in the world.

While you are talking about these synergies, can you give us a brief idea about the outcome of the workshop held recently in Bangalore?

The aim of the workshop was to intensify scientific and technological cooperation between India and Switzerland. With this aim, the Directors of the seven IITs and IISc and the Presidents of the two Swiss Federal institutes in Lausanne and Zurich had come together to study ways and the common ground on which a sustainable alliance could be built between these institutions. We would like to promote strongly student and faculty exchanges between the partner institutions. We would also like to encourage joint research projects between our institutions. These projects will have the enveloping themes as "Beyond IT". Fields like Life Science, environmental science, etc. come under this theme. We have complementary strengths in many fields and by putting across researchers in these areas we can help in forming strong joint research groups ready to face up to new challenges. Therefore, this is a bi-directional effort in which both of us will be equal partners.

This seems to be a great initiative, What kind of support the Governments of both countries have extended to it?

We have been getting support from both the governments. Our governments have decided to increase cooperation by providing impetus to our initiatives. The President of Switzerland has come here with the vision to establish stronger ties in the fields of science and technology. The governments through bilateral agreements have henceforth decided to allocate resources, develop entrepreneurship, facilitate student exchanges programs, and support research initiatives. The cooperation is extended not only to Indian Institutes (IITs & IISc) but also beyond them. The response from the Secretary of MHRD (Ministry of Human Resource and Development) has been positive and encourages us to embark into future endeavours. The first step towards establishing this fruitful relationship will be by the interaction of scientific community of our countries. In forthcoming months we will be meeting again to discuss on modalities of establishing the relationship. So now we are going through the details of the agreements and earmarking the resources to be committed for the research activities. I think this is a unique opportunity at least for us which if utilized would make this venture a success.

Science and research are close to your heart. Can you think of any other aspect that is pertinent for facing challenges of the future?

I think excellence in education in Switzerland is the most important asset that we have. We are also experiencing a phase of global decentralization in all

the regions across the globe. We have to perceive differently and inculcate the great learning of other cultures, even in fields as modern as science. We have to adapt to different attitudes of cultures to science and technology. These also have a human aspect associated with them. The ancient countries like China and India rich in cultures and diversity can offer a lot to developed countries in the West. I think that we have to learn to look to the east where the sun rises instead of always looking to the west where the sun sets. Through this exchange, we can understand the cultures and have insight into applied science. The knowledge of applied science is fundamental to every student's overall development.

In countries like US 10 per cent of their education revolves around developing the leaders of future by teaching them courses in humanity. We also have the same percentage of courses in our education system devoted to humanity apart from courses on Asian heritage. So we are eager to understand the cultures of the eastern countries. It is a wholesome approach but again, how we are going to implement this will depend on the fundamental perception that we have for each other's culture. I am very happy that this visit has opened for me the doors to this great country. I am looking forward to spending some time in campuses to understand more about her and make this visit a lifetime learning experience.

You have been one of the pioneers in education, from centralizing to decentralizing of the educational process. Did you face any resistance initially?

Even any attempt to change has to face that sort of resistance. Change that is true is the change that continues. You always have to face resistance but it's our role and duty to convince the other and not to enforce or impose something unilaterally. Sometimes I have felt discouraged by resistance, but I know that making successful any change requires you to be armed with patience and arguments. It's a dialogue and you have to be convincing enough to win support.

What message would you like to give to the student community here?

My message is that they should consider coming to Switzerland for higher education. We want them to understand our culture and also for them to get exposed to different potential organizations and laboratories. They should understand that pursuit of education in a different culture is a fantastic way to learn about the beauty and subtleties inherent in it. During the weekends, the students can get a better idea of European culture by visiting different places and meeting its people. They should not worry about the language as in our university environment students and faculties are all well versed in English. This is why we have decided to let them speak in English and not to force them to understand French. Starting in the fall of 2004, all Master and PhD courses will be taught in English at EPFL.

How cost effective it is for Indian students to study in Switzerland?

We are providing scholarships which are at least equal to that given in the United States. In addition, we provide assistance in traveling and housing.





RAYMOND WEIL *Synonym for Time.*

Think of a designer wristwatch, the Swiss come to mind. RAYMOND WEIL follows as night follows day, almost synonym with time. One of the best Swiss brands, RAYMOND WEIL started as a typical family-owned company. With its focus trained on innovative, original and elegant designs RAYMOND WEIL soon became a global brand and today it has a strong presence in more than 80 countries. In an interview with **Archana Sinha** and **Veerendra Bhargava** of **Indo-Swiss Business**, **Founder Raymond Weil** and its master strategist **Olivier Bernheim** articulate on strict quality controls that the company imposed on its product line. They also talk about their philosophy and vision, their perception of business in terms of art and aesthetics, and the inspiration that classical operas gave them to name their brands. According to them, the design of a watch must satisfy the personal preferences of owner. Being in direct contact with the skin, it must also be a sensual object and comfortable to wear. Wear a RAYMOND WEIL timepiece like a jewel, they advise Indian

Builders of the Brand- A Brief History

RAYMOND WEIL is the success story of an independent and family-owned company based in Geneva, which, fired by the enthusiasm and with the wealth of experience of its founder Mr. Raymond Weil, became established, firstly, throughout Europe and then across the world. The company steadily built up an international network and, after modest beginnings, rapidly became ranked among Switzerland's leading watch brands. Olivier Bernheim who joined the company in 1982, strengthened RAYMOND WEIL's international image by initially being in charge of the communication strategy. At the same time, he also introduced various organisational and structural changes and developed a number of markets. Today, RAYMOND WEIL has a strong international presence in more than 80 countries across the world.

Your watches are known for their unique designs. What parameters do you take into consideration while creating the designs? Is it the aesthetic value or the utility/occasion (like sports, presentation for a wedding)? How often do you introduce new designs? Please elaborate.

Since its foundation, the company has been focusing on innovative and original designs and giving particular attention to the quest of elegance and sense of moments. A watch should be the ambassador of the person's mind and RAYMOND WEIL's purpose is to bring the designs that satisfy the personal preferences of the consumer. Therefore, with unique designs and features, each RAYMOND WEIL watch is linked to the owner's feeling.

But design is not only about shape. The philosophy behind each watch created can be summarised as "form follows function", which goes with a constant search of excellence in the materials used and comfort of wear. A watch, being in direct contact with the skin, is a sensual object and therefore RAYMOND WEIL emphasises its efforts on the way the watch will fit the wrist and on the comfort the wearer will have with the models.

Please talk about the stringent quality controls that your products go through at you manufacturing units. What are the 350 check points before a product is sent to the market?

Strict controls are conducted throughout the entire production cycle and between each phase of production. It would be definitely too long to list all of them. But as an example, even before the watch is assembled, several tests are undertaken on each component: the movement, the case, the dial, the hands... Once assembled, the water-resistance is tested and only then the watch undergoes the quality control. This control consists in checking the calendar to ensure that the date mechanism is fully operational and accurate over a full month and in controlling all functions over a 24- hour period. If during this quality control, any function does not perform as it should, the watch goes back to re-examination and reassembly.

Your designs are known to have been inspired by the cultures around the world. Have you ever woven Indian culture into your design scheme? Do you have any such plans in future?

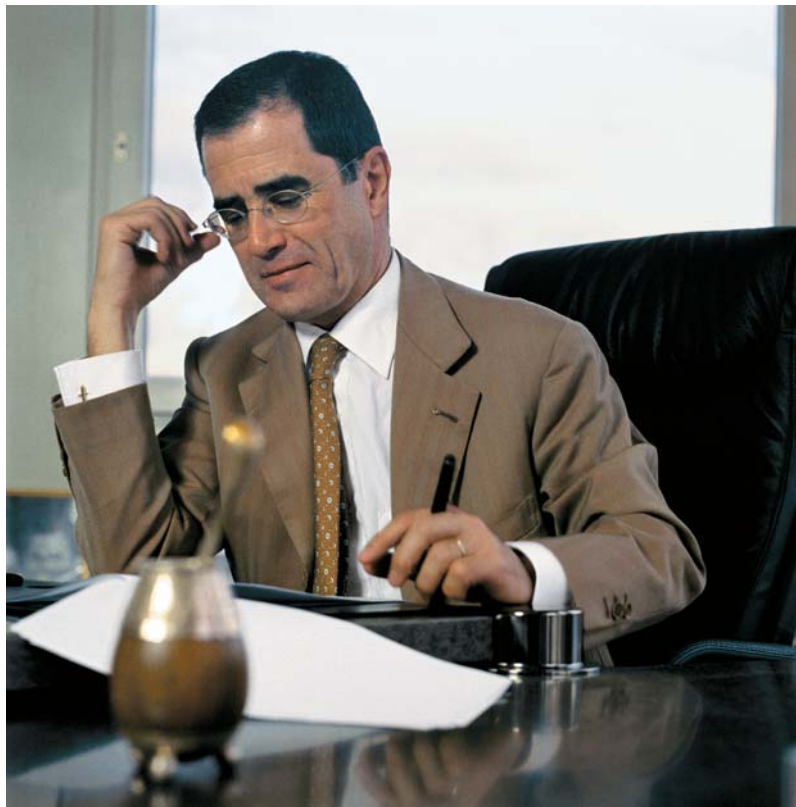
RAYMOND WEIL not only regards watch-making as a business, but also as a form of art. The inspiration of most our designs stems from classical operas, for instance, Parsifal, Don Giovanni or Othello. But besides this love for classical music, RAYMOND WEIL also draws its inspiration from other forms of art and from various cultures. Since the company is present almost all over the world and known for its openness to new tendencies, influences from important markets like India are quasi

inevitable.

What is the USP of your watches? How do you project your products against your competitors and ensure your leadership in the changing market scenario?

RAYMOND WEIL watches represent total quality at all levels, all forms, functions and sensuality. The models are just right, of optimal ease of wearing and with great insistence on smoothness.

But RAYMOND WEIL's attraction power not lies only in the precision and the beauty of its products, but equally in the warmth, the authenticity of the family and the human relationship that exists between all parties, from the distributor to the consumer. This is one of the factors, which allows RAYMOND WEIL to compete effectively



with the new and aggressive global players. The brand is accessible, never remote or arrogant.

What kind of customers are you targeting at in India? What is the price range in terms of the Swiss Franc?

The Indian customer can be defined as follows: Age group between 20 and 50 years, jet setters, businessmen, administrative officers with an income between 50.000 and 200.000 rupees monthly, which corresponds to 1500-6000 CHF respectively. This clientele is also defined by its values: modern, with strong artistic and aesthetic awareness and open to other people and cultures.

What is the sales target for your company for this year and how do you see the Indian market? Is there any specific time during the year when the sales peak?

Our sales peak during the Festive Season (mid-October to mid-January), which covers the most important festival, the Indian New Year DIWALI. Thereafter comes the wedding season in December and January.

It is difficult to talk about figures and to make forecasts for the next year since RAYMOND WEIL's marketing strategy has evolved and the brands position has upgraded. With the new DON GIOVANNI COSÌ GRANDE and the new PARSIFAL collections, RAYMOND WEIL has set up products and prices, which allow competing with other top brands in the country and worldwide.

This upgrading and repositioning came with a training of our salesmen and an improvement of the presentation at



the points of sales. Furthermore, we have achieved a better media support through our active work with journalists.

Are you using Indian components? If yes, which are the components and from which companies do you source them?

All our components meet the strict Swiss requirements that RAYMOND WEIL has defined in its exclusive quality charter.

How is the distribution network in India and how complete is the sales and service unit in India? Can an Indian customer find and replace the parts he desires easily in India?

With 22 selected points of sale and two important after sales services which are in Delhi and Bangalore, the distribution network covers the entire region of India. An Indian customer can easily have his watch mend in India and he will find all the parts he desires. Furthermore, since we want all our watches to be repaired only by professional watchmakers, the employees in India are regularly and specially trained in Switzerland and approved by the Headquarters of RAYMOND WEIL, Geneva.

What are your plans for the future?

A country like India, with almost one billion inhabitants and a fast growing economy, constitutes an inestimable potential for the Brand RAYMOND WEIL. We aim, of course, to become one of the predominant actors in this market. This goal can't be achieved without the active and personnel support of our retailers. We have a great respect for them, especially since they have been supporting us from our beginnings on and have been instrumental in our success.

Coming to your personal life, what are your hobbies and interests? How do you weave these into business commitments? How often do you travel to India? What do you like the most about India?

My favourite hobbies are horseback riding - which I practise regularly, skiing during winter of course, and every now and then, you'll find me on a tennis court or a golf course. On the cultural level, my passion for music leads me to the opera and this is the only hobby, which also might be present in my work. Otherwise, my personal and my professional life are strictly separated and my free time is fully dedicated to my family and my friends. Travelling is also one of my interests, but my travels to India have mostly a professional reason. I go there at least twice a year and I'm impressed every time about this immense country. The region I like the most is Rajasthan, the people there, the culture... I've been there already three times and if I should have the opportunity to go back, I would love to.

Is there any message you would like to give to your potential customers?

I invite them to wear a RAYMOND WEIL timepiece like a jewel...

But more generally, I wish the people in India who have such a strong and firmly rooted culture, to conserve and to hold on to their identity.

DAVOS

Davos the highest Alpine resort in Europe offers all the amenities of a small town, while nestling in landscape of unspoilt natural beauty and marvellous mountain splendour. Davos boasts no distinctive landmark, no leaning tower, no Matterhorn. But Davos offers an array of attractions unequalled by any other mountain holiday resort in the whole of Europe. Davos is delightfully diverse, a holiday, sports, congress, health, research and culture resort rolled into one!

Whether summer or winter, almost every type of sport is catered for. Skiing, sledging, snowboarding, cross-country skiing and ice-sports in winter. Hiking, running, mountain biking, golfing and water sports in summer. Tennis, squash, horse riding, hang-gliding and paragliding are year-round attractions. Major events such as the Swiss Alpine Marathon, Nordic Cross-Country World Championships and Spengler Cup Ice Hockey Tournament are just a few of the highlights from an impressive palette of sporting attractions.

During the last 35 years, Davos has firmly established itself as a successful and competitive international congress venue, despite its slightly peripheral location. The town's strong point lies in its contrast to the conventional congress resort, offering a captivating combination of education and relaxation far from the hustle and bustle of city life. Davos is the perfect place to meet people, exchange knowledge, practise sport, relax and unwind.

But Davos has also remained a health resort. The clinic sector remains an important factor in the local economy in addition to holiday and sports tourism.

Davos also offers a colourful cultural palette, often in quite deliberate contrast to the more familiar and popular scene. The Davos Festival "Young Artists in Concert" attracts talented young musicians from all over the world. The Kirchner Museum, most famous of the resort's six museums, enjoys world acclaim for the most comprehensive collection of the works of expressionist Ernst Ludwig Kirchner.

Davos is easily accessible, reached in about 2½ hrs by road or rail from Zurich and about 4 hrs from Munich or Milan.

HISTORY & RISE

The eventful development of Davos can be divided into three clearly defined periods.

1. **Settlement of the valley by Walsers from the Valais region of Switzerland and development of farming communities (1289 - 1860)**
2. **The emergence and rise of Davos as an international high-altitude health resort (1860 - 1930)**
3. **Transformation from health resort to internationally renowned sports, holiday, health, congress and research resort (from 1930).**

WINTER SPORTS

The mountain metropolis of Davos is a winter sports paradise for snowboard and skiing enthusiasts from all over the world. The Davos/Klosters region numbers no less than six extensive winter sports areas, Parsenn, Pisch, Jakobshorn, Rinerhorn, Gotschna and Madrisa. 50 first-class mountain transport facilities provide easy access to 320 km of well-prepared pistes, suitable for winter sports addicts of all abilities.

Davos boasts a long skiing tradition. At the turn of the 19th century, it was mainly the British, including Sir Arthur Conan Doyle,



creator of Sherlock Holmes, who together with a few local people influenced the beginning of Alpine ski sport. The world's first ski lift was opened at Bolgen in 1934. Parts of this lift are now exhibited in the Davos Winter Sports Museum.

But Davos was not just one of the pioneers of Alpine skiing. It was also one of the first resorts to recognise and support snowboarding as a sign of the times rather than just an insignificant passing trend. By the beginning of the 1990's, Davos had already gained a reputation as a snowboarding Mecca, a reputation which has grown with every passing year. The modern infrastructure with plenty of accommodation and entertainment geared to snowboarders makes the Jakobshorn "Fun Mountain" especially popular.

But old Davos traditions have not been inevitably forced to give way to new. Cross-country skiing remains as popular as ever in the Landwassertal Valley. A 75km network of runs stretches from Davos Wolfgang along the lake towards Davos Glaris, with branches into the Flüela, Dischma and Sertig side valleys. At the annual Nordic FIS World Cup Races, the fantastic Flüela run demands top technical skills and superb stamina from the world's best cross-country skiers.

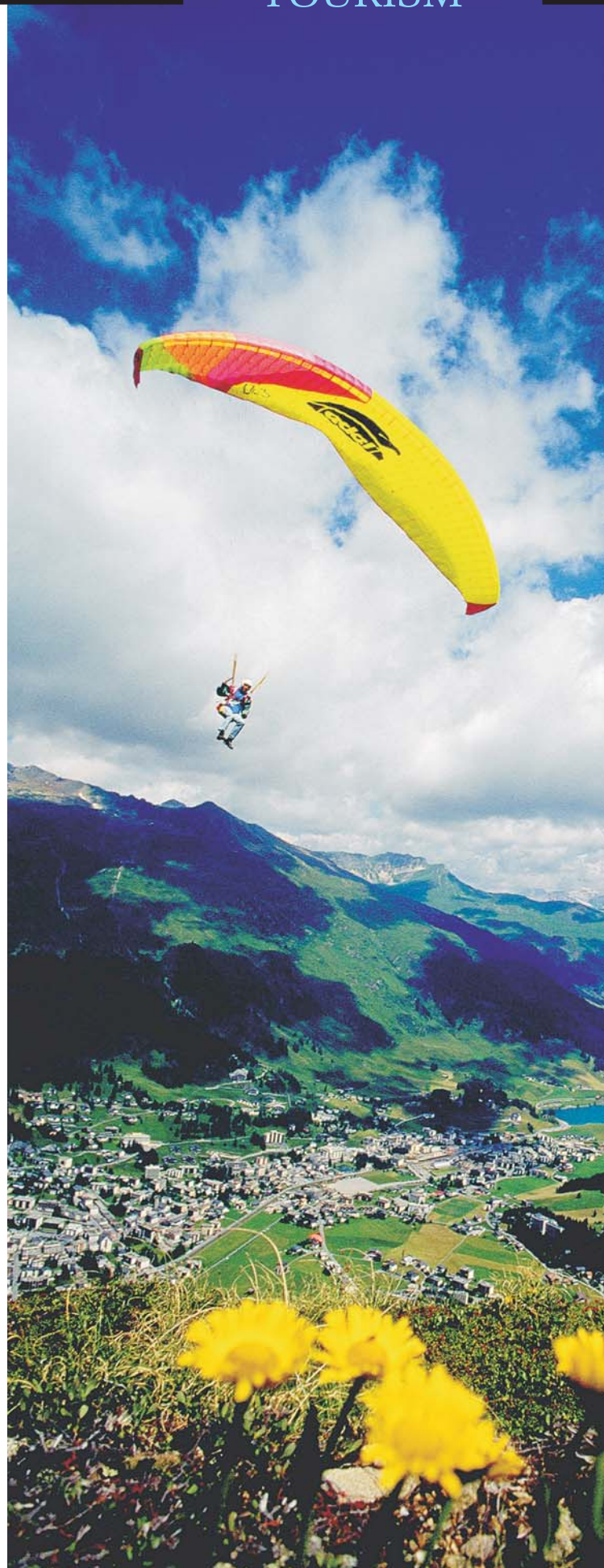
Wonderful winter days can be spent without skis. At the coldest time of year, 120 km of well-prepared winter walking paths in the Davos/Klostes area offer an irresistible invitation to discover the crisp Davos countryside. Try snowshoe trekking, a definitely different way to tank up on sunshine and energy. Toboggan runs on Schatzalp, Rinerhorn, Madrisa and Gotschna (total 22 km) provide plenty of snow thrills with maybe a few spills! And if you dream of soaring the Alpine skies with a paraglider or a colourful hang-glider, wintertime Davos can make your dreams come true!

Whoever knows Davos, knows that our après-ski is extra-special! Cool music and hot entertainment is on tap at a host of Alpine ski huts close to the slopes, at bars near the valley stations and in Davos itself. A welcome change to hours spent on skis or board. And a change is as good as a rest!

SUMMER ATTRACTIONS

Summertime Davos welcomes a colourful kaleidoscope of visitors, from sports fans, rest and relaxation seekers, culture lovers, congress participants to health clinic guests. Davos jumps with "joie de vivre" in the warmer months too, just as in winter. In 1998, a plan was introduced to make the town's main street traffic-free on five evenings in July and August. This has now become a popular annual event, and the street fills with exuberant evening entertainment and a balmy southern ambience. Years of effort to enrich the summer season with an array of attractions are today bearing fruit. About 40% of all overnight bookings are now made in the six summer months.

At one of Europe's largest and best equipped sports and high altitude training centres, top international athletes share the facilities with ambitious amateurs and holiday guests. An ice stadium and open-air artificial ice rink (with sun roof) provide pleasantly cool places for summer ice skating, ice hockey and curling. Tennis and squash fans will love the indoor and outdoor courts at the spacious centre. Lake Davos is superb to cool off on a sunny summer's day. The Water Sports Centre on Lake Davos offers super wind surfing and sailing. The 18 hole golf course is a splendid setting for golfing weeks and championships and also a valuable "green lung" for Davos town.





Major sporting events such as the Swiss Alpine Marathon, or the Davos Night Race have become essential summer events. The cultural calendar includes a large number of concerts, theatre performances and exhibitions. Highlights of the summer music scene are the two-week Davos Festival, presenting talented performers from all over the world, and the groovy “Davos Sounds Good” Jazz Festival.

SPORTS & HIGH-ALTITUDE CENTRE

Davos has long enjoyed a well-deserved reputation as a top winter sports resort. Since the construction of the state-of-the-art Sport & High-Altitude Centre, the resort has progressed to being one of Europe's top year-round training and competition centres for all sporting disciplines. Individual sportsmen and women, members of sports clubs and top athletes, both professional and amateur, are frequent welcome visitors to this Alpine metropolis. The reason is quite simple. In one convenient and compact area are found a summer and winter sports complex, a sports gymnasium and one of the five Swiss Olympic Medical Centres (SOMC) recognised by the Swiss Olympic Association.

The stimulating 1,560-metre altitude of Davos provides virtually ideal training conditions, particularly with regard to stamina. The stimulating effects of high-altitude training, with endurance capacity increased independent of any other simultaneous training, have been recognised since the 1968 Mexico Olympics. However the higher the altitude, the longer the period needed for the human body to adjust. Sports physicians consider the altitude of Davos to be ideal, providing an optimum high-altitude specific training effect without the negative impact of a long acclimatisation period and reduced training.

At the heart of the Davos Training and High-Altitude complex is the Sports Centre, built in 1996. The three-storey building, designed by well-known architects Gigon and Guyer, has a timber facade with a two-storey spectator stand. A restaurant, lecture rooms, and sports medical department are just as much part of the interior fittings as the various 2 and 4 bedded rooms with all facilities. Davos Sports Centre replaced the legendary old timbered ice rink building, which fell victim to the flames in 1991.

CULTURAL HIGHLIGHTS

If you only think of sport and congresses when thinking of Davos, then it really is time to think again! The resort has a colourful cultural aspect, which is well worth exploring. The cultural attractions for which Davos is renowned are mainly due to people who came here in the first few decades of the 20th century. Ernst Ludwig Kirchner and Thomas Mann are the two most famous examples. Visitors to Davos at that period usually came not of their own free will, but for reasons of ill health with the (often successful) prospect of recovery. This may well be one reason why Davos does not draw great attention to its cultural history. Folklore, when it exists, remains in the background. The history of the settlers from Valais, though an integral part of the Davos story, has not been over-exploited. Davos remains discreet, receptive, yet always in motion.

The comprehensive concert programme, presenting classic, rock and pop music, national and international variety performances, cabaret and the small theatre scene is beloved by Davos culture addicts. In high summer, the annual Davos Festival “Young Artists in Concert” introduces the most talented young musicians from many different countries. The festival is dedicated solely to chamber music and the programme also includes performances of the most modern contemporary works.

For over 80 years, the aim of the Davos Arts Society has been to bring a high standard of regular cultural events to Davos throughout the year, or to develop these at the resort itself. The society has thus greatly contributed to the wealth of cultural attractions now enjoyed by guests and local people alike. The quarterly “Davoser Revue”, founded by Jules Ferdmann in 1925, has recorded and interpreted the cultural history and life of the town for over 75 years and has now itself become part of Davos culture.

ARCHITECTURE

The first evidence of architecture in Davos reaches back to the time of the arrival of the Walsers in around 1250. The Walser-style farm settlements still characterize the countryside today. The small main part of a typical farmhouse of that period was built of timber. Later on the buildings were bricked over and plastered as a fire precaution. The timber storage huts, erected on stilts or wooden legs to protect stored food from damp and rodents, are also reminders of this time.

The more modern architecture of Davos must be viewed within the



context of the 19th century history of medicine. The then predominant building style, known in building history as "sanatorium-style", took an active role in the healing and regenerative processes of the treatment of tuberculosis.

"MAGIC MOUNTAIN"

Thomas Mann was here for just four weeks, from 15 May to 12 June 1912 and then for another few days in 1921. But his novel "The Magic Mountain" established Davos in world literature. Mann's visit to Davos was occasioned by the illness of his wife Katya. Suffering from lung catarrh, she spent six months in a sanatorium run by Dr. Jessen. The sanatorium world as observed and experienced by Mann was of course a world of death, but also a world of young people living a life of luxury. A life, which, because of enforced isolation in a remote mountain world, was solely dominated by two main occupations, namely body temperature and flirting.

At first Thomas Mann intended to write a short novella, as a humorous aside to "Death in Venice". This was not to be. "The Magic Mountain" was to hold the author in thrall for twelve whole years, apart from an interruption during the First World War. The piece reflects Thomas Mann's mental and political development during this period and examines almost all the intellectual problems of Europe at that period, from psychoanalysis and occultism to great intellectual trends in Western countries. All set in the clinical atmosphere of a sanatorium in the remote mountain world of Davos.

PUBLIC TRANSPORT

At the beginning of the 1990's, the route network of the Landschaft Davos Municipality Public Transport Company (VBD) was extended, greatly improving public transport facilities in and around Davos. Residential areas and outlying districts which till then had not enjoyed a service became easily accessible. At the same time, a new tariff system and a tariff link between the PTT, Rhaetian Railway and the VBD were introduced. One ticket now covers use of local buses, post buses and Rhaetian Railway routes in Landschaft Davos.

TOP EVENTS

DAVOS NIGHT RACE (24 July 2004)

Children and individuals enjoy putting their sporting prowess to the test before enthusiastic spectators in illuminated night-time Davos. Europe's highest-altitude urban race is a fascinating fusion of sport, spectacle and folk festival.

SWISS ALPINE MARATHON DAVOS (31 July 2004)

Glaciers, rocky ridges, mountain meadows and a natural wilderness are constant companions of competitors on the Alpine Marathon Davos. The world's greatest mega- mountain run is a true test of stamina whether over the original gruelling 78.5 km distance, the classic 42.2 km marathon distance, 30.8 km or 27.8 km or in the team race.

DAVOS FESTIVAL "YOUNG ARTISTS IN CONCERT" (24 July 7 August 2004)

At this two-week festival, talented young musicians from all parts of the globe present first-class classical music, either solo or in concert. Captivating classics are celebrated at the Davos Congress Centre, the Kirchner Museum and in the appealing ambience of various Davos Landschaft churches.





Dr. Kurt Meier

IMTEX

Giving A Positive Boost To International Machine Tool Trade

IMTEX (Indian machine tool Exhibition) and Tooltech 2004, the Indian Machine Tool Exhibition combined with the International Exhibition of Cutting Tools, Tooling Systems, Machine Tool Accessories & CAD / CAM will be held at the Godrej Industrial Garden Township in Mumbai, India from 28th January to 3rd February. At least forty Swiss companies are participating in the forthcoming exhibition under the leadership of Dr. Kurt Meier, Head of Division, Industry Sectors and International Affairs Swissmem, (the Swiss Mechanical and Electrical Engineering Industries). Dr. Meier shares his view on the event with Archana Sinha of Indo-Swiss Business.

Since how long have you been associated with Machine tool exhibition in Switzerland?

Machine tools, tools, measuring and quality control equipment are strongholds of the Swiss manufacturers. The 180 companies in this field produced equipment worth close to three billion US\$ in 2003. Around 80% of the production is sold worldwide. It is therefore natural that the association is active in the exhibition business, and I have been involved in exhibitions since I joined the association 25 years ago.

How popular and successful is the Machine Tool Exhibition in Switzerland in terms of promoting export of Swiss machine tools?

PRODEX, our national metalworking exhibition, held every two years in Basel, has about 400 exhibitors from all machine tool producing countries, and draws more than 20,000 visitors. It is mostly geared to the Swiss domestic market, which has a volume of close to two billion US\$ for metalworking equipment. This results in a national consumption of 200 US\$ per capita the highest in the world and demonstrates the high tech power of Switzerland.

Due to the overwhelming importance of foreign markets for the Swiss manufacturers, exhibitions like EMO and IMTEX are more important for promoting exports than the national show.

How many Countries usually participate in the exhibition?

Around 20 countries are represented at PRODEX, from Europe (Germany, Italy, France, Austria having the largest participation) and overseas (Japan, USA)

What will be your role as the Director of the association in promoting the Swiss machine tools in the forthcoming event-IMTEX?

Swissmem will organize a Swiss Day at IMTEX (on January 30), to honor the Swiss exhibitors and their valuable Indian customers. Inaugurated by the chairmen of IMTMA and IMTEX, the Swiss Ambassador to India and the Swiss Secretary of State for Economic Affairs will address the participants. A series of lectures will analyze market opportunities in India, a successful joint venture between Bharat Fritz Werner of India and StarragHeckert of Switzerland will be highlighted. The day will close with a reception, to foster the traditional and fruitful ties between Swiss and Indian companies (participation is free, register with the Swiss Business Hub in Mumbai).

How many Swiss companies will be participating in the exhibition and what kinds of machine tools will they be showcasing?

At the last count, about 40 Swiss manufacturers are participating at IMTEX, and many of them are old-timers. They will display the whole range of innovative, precise and high performance machines and tools.

The Swiss are world leaders in spark erosion technologies, grinding, punching, turning, machining centres, sheet metal



working, tools and measuring equipment. Manufacturing of dyes and moulds is another speciality of the Swiss.

Main customer industries for the Swiss are automotive, electronics and telecommunications, household goods, medical technologies and the general machinery industry. To these industries the Swiss supply high performance production machines, high precision machines for the die and mould makers, prototyping equipment and measuring and quality control equipment, as well as software solutions for factory automation.

What was the export figure of Swiss machine tools to India last year? What are your expectations from the exhibition this year?

Switzerland yearly exports about US\$ 50 million of production equipment and technology to India, of which one-third is machine tools proper. Other export items are textile and plastics machinery and power generation equipment. India supplies textiles and chemicals to Switzerland. The last two years were below average, reflecting the adverse global investment climate.

With conditions turning to the better, and the Indian manufacturing sector geared to strong growth over the years to come, our expectations are quite high. We also note with interest that the Indian regulatory conditions are improving, making India a more attractive market.

IMTEX will give a boost to trade, and that is why so many Swiss companies will participate.



The Lake Lucerne Navigation Company The Premier Swiss Cruise

Discover William Tell Country.

The natural splendour of Lake Lucerne is accessible all year round.

Private cruises:
For Gala Dinners and entertainment. Choose your own catering partner for your Indian meal.



Travel by romantic paddle steamer – or would you prefer an elegant saloon cruiser?

- Attractive round trips
- Lunch cruises, Sunset cruises, Night Boat
- Low cost packages
- Convenient coach parking

Scheduled services to and from the mountain railways
Pilatus, Rigi, Bürgenstock, Klewenalp, Seelisberg, Stanserhorn and Titlis.

Information – Reservation:



The Lake Lucerne Navigation Company

P.O. Box 6542 CH-6002 Lucerne Phone ++41 41 367 67 67 Fax ++41 41 367 68 68
www.lakelucerne.ch info@lakelucerne.ch



FRITZ STUDER AG:

Leader in Precision Cylindrical Grinding Machines

Fritz Studer AG, Thun-Steffisburg, is worldwide (known as) one of the largest producers of Precision cylindrical grinding machines. Over 17'500 machines have been sold and are in operation worldwide. A wide range of External, Internal and Universal cylindrical grinding machines are developed, produced and sold. In addition to this, product-related services such as machine bases in Granitan (Studer's patented mineral casting) as well as the manufacturing of precision parts are available. With over 600 employees and 65 apprentices, Studer is one of the biggest employers in the Bernese Oberland. In 2002 the turnover was about 200 Mio CHF. The export-share is well over 90%.

S20 - Universal Cylindrical Grinding Machine for small precision components

The compact Universal Cylindrical Grinding Machine with electromechanical drives for the production of small workpieces.

- Distance between centres 400/650 mm (15.7/25.6")
- Height of centres 100 mm (3.94")
- Maximum workpiece weight 20 kg (44 lbs)

Features

- Cross slide with wheelhead for external grinding with grinding wheel on the right and location area for the internal grinding unit (optional)
- Wheelhead with 15 and 30 deg manual swivel
- Machine table with ± 30 deg swivel range
- Automatic grinding cycles for plunge and traverse grinding operations



- Partial enclosure
- Compact design and very easy to operate
- Extensive range of accessories

S33 - Universal Cylindrical Grinding Machine for individual requirements

The economical CNC universal grinding machines for small budgets and high demands.

- External or combined external and internal grinding
- C-axis for form and thread grinding
- Retro-fit kits can be retro-fitted by the customer at any time
- Studer Quick-Set for short resetting times
- Efficient and reliable programming with Pictogramming Software
- Defined loader interface for handling devices
- Granitan S103 mineral-cast machine base
- Distance between centres 650/1000 mm (25.6/39.4")
- Centre height 175 mm (6.9")
- Maximum workpiece weight 80 kg/120 kg (176/264 lbs)

Hardware

- Wheelhead for external grinding 0 or 30 deg or revolving wheelhead for external and internal grinding
- Frequency convertor for constant cutting speed
- Swivelling machine table for grinding tapers
- Full enclosure with 2 sliding doors
- Extensive range of accessories

Software

- Extremely easy programming thanks to Studer Pictogramming
- Programming software StuderGRIND for creating grinding and dressing programs on the PC 4
- Short setup and resetting time with Studer Quick-Set

BTS RIDING THE GROWTH WAVE



BTS Investment Advisors, the renowned Swiss company providing investment advises has not only grabbed a hold in the Indian market, but also is going overseas. In an in-depth interview with Veerendra Bhargava, the President and CEO of BTS Investment Advisors Pvt. Ltd., P. D. Shedde talks about the company's new ventures and growth since the days of its operation in India.

BTS Investment Advisors is one of the successful VC companies in India. Could you give us a brief history from the evolution and growth over the years?

BTS Investment Advisors Pvt. Ltd. incorporated in January 2002 is a subsidiary of the BTS group of Switzerland. BTS was promoted with the purpose of providing advisory services to the US\$ 22 million Swiss Technology Venture Capital Fund (Swiss Tec) and other advisory services. Sponsored in September 1997 by the State Secretariat for Economic Affairs (seco) of the Swiss federal government, the Mauritius-based close-ended Swiss Tec has a life of 10 years with a provision for further extensions. It has a broad based focus and has investments in diversified sectors in India, including pharmaceutical, packaging, food processing, IT enabled services and other value-added services. The Fund aims to achieve medium- to long-term capital appreciation by investing in medium-size growth businesses or know-how providers through equity and quasi-equity instruments like preference shares.

Swiss Tec started investing in 1998, more like a classical venture capital fund executing small sized deals of size less than USD 1 million. Over the period, the ongoing reform process has introduced competitive pressure on the portfolio companies, which in turn has resulted in new investment strategies for the fund. In line with this trend, the fund has shifted its focus to companies that would be able to successfully compete in the international and domestic markets and are of larger size to withstand pressure and having world class manufacturing /service set ups. Consequently, the average size of investments made by the fund has generally shown an increasing trend and has gradually gone up to about USD 2 million per deal.

The fund has made 17 investments representing approvals of about US\$ 15.70 million out of which US\$ 14.30 million was disbursed.

These 17 investments were in a broad mix of industries including packaging, food processing, floriculture, textiles/products, pharmaceutical, specialised services and IT enabled services. The fund has provided follow-on financing to 3 portfolio companies to support their expansion plans. Out of these investments, 15 are through convertible / optionally convertible / redeemable preference shares and 2 are direct equity subscriptions. The fund has 3 listed companies one in pharmaceutical and two in textile industries.

On the exit front, Swiss Tec recently completed its third successful exit from a packaging company Borkar Packagings. This exit comes close on the heels of earlier two exits a month ago, making this the third exit in 2003. Collectively, these three exits have yielded a superior return of upto 27% IRR with multiples of up to 2.7 times on two investments. This superior performance comes at a time when there are limited opportunities for venture capital funds to exit out of their investments. Buoyed by the opportunity offered by favourable market conditions, Surya Medicare, another investment in pharma sector is expected to come out with an Initial Public Offer. Swiss Tec is also looking at more exits in 2004.

The objective behind Swiss Tec's investments has been to add value to its portfolio companies before exiting from them. This has been the fundamental factor behind our success. Typically, Swiss Tec likes to consider an investment horizon of four to five years before making an exit. After initiating operations in 1997 and taking its first investment decision in 1998, Swiss Tec achieved, its first exit in early 2003 from the Mumbai based Phthalo Colours, a company manufacturing pigment intermediates. The second exit was from a pharma company through a strategic sale. The exit that was concluded in December 2003 was from Borkar Packagings; a Goa based company that manufactures duplex board cartons.

Borkar Packaging, a green field project, was also the first investment made by Swiss Tec in 1998.

For the past few years, Swiss Tec has been operating under challenging circumstances in India, like most of the other venture capital funds. On the one hand is the challenge to seek an appropriate investment opportunity that meets with the desired investment objectives and on the other is a bigger challenge, of limited exit options. The decade old venture capital industry is still facing limited options for exits. However, of late more exits have started seeing the light of the day. According to Indian Venture Capital Association, that compiles data on the industry, 41 exits have been recorded in 2002, a vast growth compared to 20 exits in 2001. However due to sluggishness in the capital markets last year, most of the exits by the residence in India were through buybacks, trade sales and M&A. The recent bullishness in the capital market should provide opportunities of exit through IPOs as well.

Recently BTS has undertaken an initiative to jointly promote and advise a fund in renewable energy area with Rabo India. Besides, BTS is planning to promote and manage a new fund with initial contribution from seco, which has sponsored Swiss Tec earlier. In addition, BTS provides advisory services to companies overseas.

Almost all your funded companies are doing well. What parameters do you take into consideration while funding?

The most important parameter that we take into consideration while conducting due diligence is the management, its cumulative experience and track record. We also take into account the corporate governance aspects. Besides, aspects such as organisational set up, market, revenue model and its soundness, feedback from the customers, creditors, bankers and financiers etc form key inputs while conducting due diligence. Most importantly, we plan exit from an investment right at the time of conducting due diligence and preparing the investment appraisal report. This enables us in planning the investment exit which could be in the nature of an IPO, a trade sale, sale to another fund etc. and as a downside protection we ask for a buyback from the promoters at an appropriate time during the currency of the investment. Such aspects are taken into account while finalising the agreements.

How do you rate Indian entrepreneurs vis-a-vis entrepreneurs of developed economy. How far your expectation has matched with Indian companies and how has been the ROI?

The Indian entrepreneurs have proved themselves as one of the best even when compared to the ones in the developed economy. Many of the Swiss Tec portfolio companies are striving to achieve international quality standards, best manufacturing practices and securing relevant accreditations. This is important, as the companies would have to face international competition with the arrival of WTO and GATT in the country. Majority of the companies in the Swiss Tec portfolio have shown sharp increase in their trading both in terms of turnover and profits and as such, we expect significant upsidess from them.

Do you have any plans to invest in the BPO segment, particularly in ITES sector?

The fund has already invested in one ITES deal in e-learning segment. We are presently looking to invest in other ITES deals. We are also considering investments in life science area. Such investments would include existing companies with a track record of either development and commercialisation of products or providing value-adding services. Additionally we are considering segments which have the potential to serve mega-markets or be the sourcing points such as automotive industries, value adding services, pharmaceuticals etc. we have already invested in some of these sectors and are finding superior growth.

Are you planning to increase the corpus for VC funding? If yes, by what percentage and which sector(s) you are planning to invest in?

As indicated we are planning to promote a new fund with corpus of around US\$ 50 million, which would focus on ITES, life sciences, automotive ancillary products, pharma and innovative value-adding services. As you will observe the proposed fund would have a corpus significantly higher than the first enabling larger individual deal sizes, an important factor for the new fund to generate quality deal flow.

How different is BTS advisors from other VC companies? Do you play a participative role in your funded company?

BTS plays a very participative role in the investee companies from day one and assists wherever possible in identifying new customers, helping set up systems, identifying key personnel as also in strategic decision processes. In one of the investment in packaging sector that the fund recently exited, we have provided assistance in identifying new customers having large potential and these customers presently account for 10-15% of the total turnover of the company.

Borkar Packaging Private Limited has been one of the successful example of companies funded by you. How was the ROI? Please comment.

Borkar was a start-up company when Swiss Tec provided financial assistance in 1998. Over a short period, it has been able to ramp up its turnover and profit sharply as also secure major customers in the FMCG, pharmaceutical, personal care, and food processing sectors. Borkar is one of the six major players in its product segment and ranks second among the unlisted companies. It has also achieved required quality standards. Swiss Tec exited from Borkar in December 2003 with about 25% IRR and a multiple of 2.5 times.

How do you see the Indian economy? Is this the right time for VC to pump in more investment?

A VC is generally long-term player and expects to get his returns from an IPO. He attempts to get a competitive valuation for investments and generally provides incentive to the company to achieve superior results and exits at a time when he feels the returns would be maximum. As such, the exit opportunities for him are equally important to get a reasonably high return as the valuation at the entry point. The Indian economy is presently doing well and there are a number of feel-good factors. It appears that the country would see significant VC inflows targeting selected sectors.

LAUSANNE

A city on the pulse of the world

In the middle of the beautiful northern shore of Lake Geneva, with the Swiss Riviera stretching out each side stands Lausanne, is the capital of Canton Vaud and the lively centre of French speaking Switzerland. The rolling hills all around offer excellent growing conditions for some of the country's most famous wines; and the vineyard landscape is dotted with striking chateaus, country homes and charming vintner villages. And with the local climate and vegetation showing a strong Mediterranean flavour, even France's famous Côte d'Azur will find it hard to compete with this delightful corner of the country.

The history

Any place that attracts both the Celts and the Romans must have certain assets. And even the Romans' lakeside camp of Lousonna was founded on the remains of earlier Bronze and Iron- Age settlements. The lakeshore location was subject to constant attacks, however and, in the wake of the Alemannic invasion, the original settlement was moved inland, to the hillside site of today's Old Town, where a military camp was established. It was Bishop Marius (also

known as St. Marie) who paved the way for Lausanne's later development, moving his see to the town in the 6th century. This was followed by the construction of two vital buildings a massive castle and the Norte-Dame Cathedral- within the walls of the already-fortified town. The Cathedral, which rests on even earlier religious foundations, was consecrated in 1275, and is probably the finest and most complete Gothic building in Switzerland. Its rose window, with its early- Gothic stained glass, is especially impressive.

The original town was firmly in the hands of the local clerics, though the local citizens did win some independence as early as 1234. the castle became the bishop's residence at the end of the 14th century; the building still survives, and is now the seat of Vaud's cantonal parliament.

Architecture

Historical buildings and more modern structures sit happily side by side; and the considerate development of the cities created by covering over the local Flon and Louve rivers has given the townscape a unified feel. The Hôtel de Ville (town hall) in the place de la Palud, with its fine Renaissance lines, is especially worthy of note. For the worst view of town, its most impressive buildings and the lake, a walk along the Signal de Sauvabelin is advised.

International sports centre

Lausanne is also the capital of the Olympic movement. The honour was officially bestowed in 1994, though the international Olympic committee has had its seat in the city since 1915. The Olympic Museum in Ouchy (Ouai d' Ouchy) is a favorite destination for visitors from all over the world, who become to experience or relive the high points of the games to inspirationally revived by Baron Pierre de Coubertin under the motto of "citius, altius, fortius: and the philosophy of peaceful competition. Many European and global sports organizations have followed the IOC's lead and made Lausanne their home. But sport is not just managed in the city: its practiced, too. With its wide range of sports facilities, Lausanne of national and international



renown. These include a summer athletics meeting that is one of the most famous in Europe, and has seen a number of world records broken over the years.

An open culture

Lausanne has long been famed for its cultural openness, too. Not for nothing did Maurice Béjart, one of the 20th century's greatest choreographers, move his activities here from Brussels. Performances by his Béjart Ballet Lausanne company are hugely popular. The ballet centre, which includes a workshop/school, is committed to training new dancers, and its competitions set new benchmarks for the art.

Lausanne is famed for its opera and theatre, too. The Espace Théâtral Européen has established a particularly strong reputation for its work, which focuses mainly on contemporary pieces. On the musical front, the city's chamber orchestra and the Orchestra of French-speaking Switzerland have also achieved international renown. Alongside the classical repertoire, the city is home to a lively jazz, rock and pop music scene, supported by several local festivals staged throughout the year. Lausanne's eighteen museums are all well worth a visit. The highly-unusual Art Brut ("rough art") collection, which features works from artists in Prisons, clinics and other institutions, is particularly recommended. The Palais de Rumine is home to the canton's archaeological and history museum, the medal museum and art museum, with western-Swiss works from the 18th century to the present day.

Keen photographers will find a visit to the Elysée Museum



a fascinating experience; and the Swiss national film archives (Allée E. Ansermet 3) run screenings of landmarks in the Swiss and the international film industry over the years.

Open for business, too

Lausanne is excellently equipped to stage congresses and conferences. The congress and exhibition centre Beaulieu extends over 145 000 square metres, offering an exhibition site that includes restaurants, meeting halls, theatres and projection halls for any imaginable event. As a university city with excellent hospitals and strong associations with medical teaching and training, Lausanne is often the venue for scientific and educational conventions, too. Students from a wide range of countries choose the city as their place of study, for French or for the science subjects in which the university is traditionally strong.

The city is also home to the internationally-famous Ecole Hôtelière or hotel school, which opened as the first of its kind back in 1893 and has produced hoteliers who have risen to the highest positions in the international hotel business.

A visitors delight

While most visitors to Lausanne are there for business rather than pleasure, the city's 47 hotels offer some 5000 beds in all price and comfort categories. And if all the other attractions were not enough, the Lausanne region boasts some exquisite cuisine, prepared by top chefs with several Michelin stars and Gault-Millau credits to their names. With some of the country's best vineyards almost outside the door, a fine accompanying wine won't be much of a problem, either.

Lausanne Tourisme
<http://www.lausanne-tourisme.ch>





Switzerland A CLASSROOM OF NATIONS

- Ashwin Merchant

Switzerland has enjoyed its reputation as a leading centre of study and education both within Europe and throughout the world since the end of the 19th century. At a time when social status dictated a child's educational career and defined the type of education to round off its schooling, Switzerland was usually the venue of choice. Furthermore, Switzerland's native sons like Jean-Jacques Rousseau and Piaget of Geneva, Heinrich Pestalozzi of Zurich and Father Girard of Fribourg lent further impetus to the Swiss education system with reformist ideas of the era.

Those days of elitist "finishing schools", however, have subsequently metamorphosed to ones where the choice of present day education is determined more by the knowledge or skills required. In today's Swiss schooling scene, the range of courses on offer has kept step with worldwide educational nuances to embrace secondary-level education with internationally recognised school-leaving qualifications as well as globally accredited university degrees in most streams.

Being poor in natural raw materials, the country had always focussed itself on a strong education base to vault it among the top industrialised nations in the world offering not only hi-tech but also an excellent service sector. Thanks to its sophisticated educational system which along with the advent of global connectivity and the Internet, has enabled the Swiss, the Swiss to ensure a swift knowledge transfer a sure, smooth and successful transition, from an industrial culture to a knowledge-driven society.

Today, Switzerland is well equipped to meet the demands of the new global economy with a host of institutes, private schools (and even universities), thirty-two business schools and seven universities of applied sciences. On the official level, there are 10 cantonal (state-level) universities and the two Federal Institutes of Technology (ETH in Zurich and EPFL in Lausanne). While the former have either, German, French or Italian as their medium of teaching based on geographical locations, the latter use English as most of their students come from a varied international background; which itself is not surprising since Switzerland spends more on per capita education and has more schools vis-à-vis its land area than most other western nations.

Private schools are a combination of progress, quality, tradition and diversity

With the demand for all round education increasing all the time, more and more private schools have come up over the years

primarily in French-speaking Switzerland along Lake Geneva, southern Ticino and the mountainous Grisons as in other regions of German-speaking Switzerland. These schools offer their students a cosmopolitan education due to the internationality of the classes through the different backgrounds from where the pupils originate. As they are located in a multicultural and multilingual country, these private schools are particularly experienced in the efficient teaching of the national languages (German, French and Italian) as well as other foreign languages and in learning to respect a variety of opinions and cultures. Besides, education at a Swiss private school takes place largely free from international tensions or disturbances, in a country with a high standard of living, a high educational tradition and a healthy social environment.

Today about 250 institutions are registered with the Swiss Federation of Private Schools (SFPS) and around 100'000 youngsters from Switzerland and (largely) from abroad acquire this very special education from its member establishments. In fact, the sheer range of educational possibilities on offer from summer camps to business schools, from hotel management to the international baccalaureate - often makes it difficult for prospective students to select just the right course and the right establishment. However, the SFPS is pleased to handle most enquiries with its extensive documentation and free advisory services.

Management Swiss Made

Switzerland offers a wide range of much sought after MBA and Hotel Management programs adding a new dimension to international education in this tiny Alpine nation.

Education at "international" institutes of repute - like the IMD in Lausanne, the International University in Geneva, the American Graduate School of Business in Zürich, the European Universities in Geneva, Montreux, Basel and Zug or the University of St. Gallen for Business Administration, Economics, Law and Social Sciences - is a combination of the American and European academic curriculum.

Today, a large number of executives in the global hotel industry are graduates of Swiss hotel management schools because these institutes offer a broad spectrum of programs with one common feature: the brand "Switzerland" as a symbol and claim for excellence in quality and tradition. This excellent international reputation is due to a large extent to the work carried out daily in the thirteen member establishments affiliated to the Swiss Hotel

Schools Association (ASEH). Both, the Swiss Authorities and ASEH, complement their efforts and strive to guarantee a high quality of professionalism although no government permission or approval is required, nor is their any control on the excellent education provided by most Swiss hotel management schools (members and non-members of ASEH). A word of caution here is as everywhere else is that, there are a few "black sheep" who have taken advantage of the excellent reputation of the Swiss hotel management schools. It is, therefore, advisable that students authenticate the bonafides of the institutions with accredited associations before enrolling themselves.

Another typical feature of Swiss hotel management schools is the combination of practical and operational training amalgamated with a varying degree of business administration subjects and the emphasis placed on the development of the students' personality.

One common factor between both the above management streams is their multicultural student body and faculty, which plays an active part in the dynamic environment and which, in turn, further contributes to the creation of a framework in which the students acquire a truly global experience.

Destination Switzerland

Given its multilingual culture, and also its large number of non-Swiss students, Switzerland has long offered a cosmopolitan educational environment that encourages and promotes tolerance and integration.

STUDENT VISA

Foreign nationals can study in Switzerland for a period of up to 3 months without a student/residence permit. However, if their stay exceeds 3 months within one year, a permit has to be applied for. The application has to be submitted to the Swiss diplomatic missions in New Delhi or Mumbai, which will then be forwarded to the respective cantonal authority, in Switzerland.

Requirements:

- Completion of the visa application form in triplicate (this form is available on request)
- Three passport-size photographs pasted on the forms
- A curriculum vitae including an explanation of the intentions of the applicant in Switzerland
- An attestation from the school/college/university in Switzerland (acceptance letter)
- Receipt of payment of school fees from Switzerland
- Type-written declaration by the applicant stating that he/she will return to India on the completion of his/her studies

The above documents and the following documents have to be submitted in original along with copies in triplicate:

- Evidence of financial resources (bank statements, income-tax returns of the applicant or the person who sponsors his/her education, property papers)
- Proof of academic qualification (certificates, diplomas)
- Letter from bank guaranteeing the financial credibility of the sponsor

Besides, programs offered at Swiss institutions are normally designed to create a sound balance between theoretical foundations and practical applications through use of case studies and real business issues supplemented with visits to major multinational companies or internships within Switzerland. Classes are also generally small in order to allow group discussions and provide more individualised attention.

Lastly, it needs no emphasis that Switzerland is a small, safe and friendly country, with an excellent infrastructure and a beautiful, unspoiled and natural environment with both clean air and water. For many parents, this is the most important argument in today's world when choosing an overseas destination for their children's education.

What better tribute can be paid to Swiss schooling than that two generations of Indian Prime Ministers have availed of Swiss education. As her father, Pt. Jawaharlal Nehru, sent her to a private school in Bex on the shores of Lake Geneva, so did Indira Gandhi ensure that Rajiv Gandhi did a stint at the Ecole d'Humanité in Hasliberg Goldern.

Ashwin Merchant

c/o Consulate General of Switzerland, Mumbai

In order to submit the visa application, the applicants should appear in person after confirming the timings, in advance, for such student visa applications. A non-refundable application fee of Rs. 2'300.- will be charged to each applicant while submitting the visa application. A language test may also be conducted at the time of application.

The application is, thereafter, forwarded to the competent authorities in Switzerland for consideration. Although no enquiries on telephone or e-mail are entertained, the applicants are notified as soon as a decision has been taken, usually after 6 to 8 weeks.

It is recommended that students obtain the latest information on visas from the Embassy of Switzerland in New Delhi (vertretung@ndh.rep.admin.ch or 011-2687 8372) or the Consulate General of Switzerland in Mumbai (vertretung@mum.rep.admin.ch or 022-5632 4198) prior to submitting their applications.

Important Websites

Embassy of Switzerland, New Delhi

http://www.eda.admin.ch/india_dlh

Consulate General of Switzerland, Mumbai

http://www.eda.admin.ch/india_dlh/e/home/consulate.html

Global Education <http://www.global-education.ch>

Swiss Federation of Private Schools

<http://www.swiss-schools.ch>

Swiss Hotel Schools Association <http://www.aseh.ch>

Swiss Universities <http://www.swissuni.ch>

Swiss Education and Research Network <http://www.switch.ch>



LOCARNO

Of past and present

Nine centuries ago, Locarno was the most important town on Lago Maggiore, the lake that straddles the Swiss-Italian border in the southern canton of Ticino. Following a prolonged civil war won by the Visconti of Milan, the town entered its Golden Age period to which Visconti Castle, dating from the 13th century, still bears witness today. The castle features a Renaissance courtyard and galleries, several beautifully-panelled ceilings, and a number of frescoes including a particularly fine one of the Virgin Mary. The building is now home to the archaeological museum, which boasts an extensive collection of blown glass.

In the 16th century, the Dukes of Milan brought Locarno's



halcyon years to an end. The Reformation prompted many of the craftsmen and traders the very people who had helped it to such economic importance to leave town, and the entire region slipped into sleepy provincialism as a result.

It was the founding of the Swiss Republic and the canton of Ticino that restored to at least some of its former importance.



But it still took the birth of tourism at the beginning of the 20th century and the building of beautiful Belle Epoque-style hotels of bring life back to the piazza Grande life that rapidly spawned shops, cafés and restaurants around this delightful square.

The town was to

find further fame with the Locarno Treaties, signed at Visconti Castle in 1925, which established a European security system in the wake of the First World War, and connected the town forever with the concept and pursuit of peace. Since then, Locarno has continued to develop into a world-famous vacation resort-a trend, which has even accelerated in the last fifty years.

The town

Locarno delights the visitors with a wide range of surprises: with its numerous churches, historic buildings and narrow lanes, the Old Town earns its place in anybody's guidebook. In the neighbouring hamlet of Orselina, standing on a rocky outcrop overlooking Locarno, is the holy site of Madonna del Sasso, a place of countless pilgrimages over the years. Next to the church, which was built in the 16th and 17th centuries, is a Capuchin monastery. Madonna del Sasso is linked to Locarno by a funicular railway which opened in 1905. A cable car also runs from Orselina to Cardada (4360 feet), from where visitors can take a chairlift up to Cimetta for breathtaking views of the Monte Rose, the Matterhorn and the Dolomites.

The region

The country around Locarno is a charming combination of lakescapes and mountain peaks with subtropical vegetation. The Lago Maggiore region is the sunniest in Switzerland, receiving some 2300 hours of sun a year. The Alp Cardada offers unparalleled views of both the lake and the high Alps, right across to Italy's Po Valley, and is an ideal starting point for mountain hikes and a paradise for the paragliding community. Down by the lake, the botanical garden on the Brissago Island is home to a number of exotic plants and flowers; and the botanical Park on the Gambarogno side is famed for its camellias all over the world. Lago Maggiore is the gemstone in this beautiful setting: its shady shores are ideal for a leisurely stroll; its generous proportions make it a superb water-sports venue; and its fine, clear water will tempt any visitor in for a refreshing swim. The lake is also a wonderful starting point for delightful excursions: to Stresa, Luino or the Brissago Islands, to name just three.

The Locarno region hosts a wide number of arts-and-culture events throughout the year, including the Locarno International Film Festival, the Ascona Music Festival, the Magadino Organ Festival and numerous smaller, more local attractions.

Tourist office Lago Maggiore

<http://www.maggiore.ch>

E-mail: buongiorno@maggiore.ch

Hospitality and Tourism Management Education The Swiss Way

Whether your dream is to own and manage a hotel or restaurant, or to lead a multinational corporation, opportunities are almost endless in hospitality and tourism, the most global of all industries. However, in order to take advantage of exciting career opportunities you need to give yourself the benefit of the best education.

Switzerland is the first choice for students pursuing tourism and hospitality management education. High standards, excellent reputation, safe surroundings and of course value for money are major factors why students are consistently heading towards the country that gave birth to modern tourism more than 150 years ago. The unique approach of incorporating theory and practice into management studies makes Swiss education the most interesting and rewarding experience, at a price that is surprisingly reasonable.

Countless management positions in leading hotels and tourism outlets throughout the world are occupied by Swiss educated professionals, which is proof alone that a Swiss education could be your key to success.

There are numerous schools in Switzerland offering high quality hotel management education and choosing the right one is a daunting task. When deciding, an important point to consider is what you can achieve with an education from a particular school. Certainly if you have chosen a school that has a long history and an excellent international reputation you may have ease in getting that all important job, but reputation alone does not guarantee



your own personal success. Course quality and content are of utmost importance, after all you enter a management program to gain the skills and knowledge required to lead and direct. Keeping this in mind, personality and self-confidence building elements incorporated into the course you choose are imperative.

At the world-renowned Swiss School of Tourism and Hospitality, "Swiss School" in short located near Chur, students are guaranteed such qualities in their education. This is not only due to the fact the school is one of the elite members of ASEH Association of Swiss Hotel Management Schools and one of the few schools with Swiss Federal Government recognition and equivalency declaration but because it is also one and the only hotel management school world-wide to have achieved the ISO 9001:2000 Certification. This certification guarantees extremely high standards and is recognized in over 220 countries around the world.

Swiss School offers a range of programs in Hotel Operations and Management. The following list will give you an overview of the course programs.

Swiss Diploma in Hotel Operations

The Swiss Diploma in Hotel Operations is a one and half year program and is for students whose goal is to become manager in one of the functional departments of a hotel or restaurant. Besides theory classes and in-house practical training of 1 year students will attend a paid internship of 6 months in a hotel or restaurant in Switzerland.

This program is a self-contained course, but can also be used as a prerequisite to obtain the Swiss Higher Diploma in Hotel Management.

Swiss Higher Diploma in Hotel and Restaurant Management

The Swiss Higher Diploma in Hotel and Restaurant Management program is a three years course and is for students wanting to pursue a managerial career in the hospitality industry. This program prepares students for managerial responsibilities in single operating units or chain organizations. Besides the theory classes and the in-house practical training, students attend a paid internship of 1 year in a hotel or restaurant. Students successfully



completing the Higher Diploma may also receive the Hospitality Management Diploma of the Educational Institute of the American Hotel and Lodging Association (AH&LA).

Bachelor of Business Administration in Tourism and Hospitality Management

Students who have successfully completed their Swiss Higher Diploma in Hotel and Restaurant Management may enter the bachelor degree program. One year on top of the three year education program of Swiss School will lead to the BBA. The objective of the Bachelor of Business Administration in Hospitality and Tourism Management program is to prepare young professionals to become leading hospitality managers in the various hotels and tourism outlets around the world.

Entry requirements

For all programs offered we ask for the following entry requirements: Minimum of 18 years of age, high school education & fluent English (TOEFL, IELTS, TOEIC or Cambridge First Certificate)

Student facilities/ Campus

In the school you find a unique blend of the classical and

modern, with the Belle Époque School Hotel linked with a state-of the art classroom facility. The spacious classrooms are equipped with the latest in teaching hardware. The building also houses a swimming pool, sauna, fitness gym, student-operated bar and a student kitchen, all in addition to the regular kitchen, housekeeping and restaurant facilities of a fully operational hotel.

In the evenings and on weekends, you can find a variety of activities to match your interests and you are encouraged to take part in the diverse programs offered. Besides the school activities you will find within the region a variety of sport opportunities as mountain biking, swimming, paragliding, hiking and skiing to mention only a few.

Swiss School life style

At Swiss School we have over 550 students studying hotel management in both English and German including the vocational training department. Presently Swiss School hosts students from over 50 different countries, making the facility the crossroad of many cultures, languages and interests.

Please check our website (www.ssth.ch) to learn more about our program or write to us at: info@ssth.ch

MOUNTAIN RAILWAYS · HOTELS · CONGRESSES
THE WORLD'S STEEPEST COGWHEEL RAILWAY



WWW.IDEART.CH

360° Switzerland

THE GOLDEN ROUND TRIP

A day excursion to Mount Pilatus is quite simply an exceptional experience. Travel by nostalgic lake steamer from Lucerne to Alpnachstad and then with the world's steepest cogwheel railway to Pilatus Kulm. A uniquely impressive panorama of 73 Alpine summits and countless lakes awaits you, some 2132 metres above sea level. A spectacular ride by aerial cableway and panorama gondolas takes you down to Kriens for the bus back to Lucerne.

PILATUS-BAHNEN · Schlossweg 1 · 6010 Kriens/Luzern · Switzerland
Tel +41 (0)41 329 11 11 · Fax +41 (0)41 329 11 12
E-Mail: info@pilatus.ch · Internet: www.pilatus.ch





Urs Kessler

JUNGFRAUJOCH

Top of Europe is Top in a tourist's mind

Jungfrauoch, the highest and the most popular Alpine mountain range in the Bernese Oberland is perhaps one of the major revenue grossers for Switzerland's tourism industry. Adjudged as the UNESCO World Natural Heritage, the Top of Europe not only offers a breathtaking view of snow and ice through out the year, but on clear days, one can even see beyond Switzerland's frontiers to France's Vosges mountain range and the Black Forest in Germany. **Urs Kessler, Director Marketing, Jungfrau Railways, Switzerland and Soni Abraham, Representative, Jungfrau in India**, share with Indo Swiss Business, the unique facilities the company offers to its valued customers.

Since how long have you been with Jungfrau Railways and what changes have you seen in the approach of the tourists through these years?

Urs Kessler: Jungfrau region is where I grew up and joined Jungfrau Railways about 16 years back after serving Swiss National Railways and a couple of other companies for tourism. In these years a lot has changed in tourism. What has changed worldwide is that there is a marked focus on Asia as the potential market to tap. The other change that I saw was in the way the tourists plan their trip these days. When I joined the company the tourist visited Switzerland mostly in large groups, i.e. people visiting in groups of 50s and 100s. There is a marked shift from that and now we see more people visiting as FITs and groups. The number of individual customers visiting Jungfrauoch is growing every year while the group numbers are steady.

The other change has been in the planning and booking of tickets

and lodging. Earlier tourist used to book well in advance. Bookings used to be full at least six months in advance. But now we see a lot of people making last minute plans and we have to be ready at all times to welcome surprises in term of catering to sudden demands for lodging and accommodations.

How well are you geared to handle these sudden pressures?

Urs Kessler: Yes we are very well equipped to handle such pressures. Whether it is the peak season or non-peak season we are prepared at all time. The entire journey is covered by the most spectacularly designed trains and can take almost 6000 tourists every day. The facilities are of very high standard and of first class status. There is a huge screen for the passengers in the trains to get a pictorial insight into history of the place and other important attractions of the region like the ice palace, the sphinx, summer skiing besides of course traveling in style with great food and wine.

JUNGFRAUBAHNEN

What is your opinion about the tourists from India? How do you market yourself across the country?

Urs Kessler: I am proud that every year the number of tourists from India is increasing and India has become a very important market for us. It is the seventh largest market for us. In fact when I came to India for the first time seven years ago, I realized that it is the market for the future and went back home with a lot of confidence and decided to focus on it. I come once a year and talk to the key people, primarily the tour operators because it is they who understand the pulse of the people. I go to them, listen to the market, learn from the market and develop strategies accordingly instead of deciding from the desk. Of course this has shown results with



growth every year. This year we have had almost 30000 visitors from India, and our plan is to get atleast 45000 visitors from India in the year 2004. Infact I am proud to add that we were the first mountain railway company of Switzerland to have a representative office in India and others followed us.

Apart from Jungfrauoch, we have Indians also visiting our shorter excursions like First, Teddyland and Harder Kulm.

Soni Abraham: In fact I must say your magazine also helps a lot in promoting Swiss tourism. I remember going to a function at Pune, where your magazine with Jungfrau on the cover was on display. A guest in the function came up to me and said that she has visited Jungfrau and that she has seen the place that was there in the picture. So you see there is a lot of recall value.

What kind of people travel to Switzerland from India?

Urs Kessler: It is a bit difficult to categorise the visitors... We have the CEOs, business travellers and leisure travellers. In fact until a couple of years back we had people only from main cities visiting Switzerland, now we see people even from small cities visiting our country.

How much do you think has Bollywood contributed in promoting Switzerland as a tourist destination?

Urs Kessler: Oh Bollywood is a very important component of Indian tourist groups visiting Switzerland. In fact we were the first mountain in Switzerland to set up an Indian restaurant called 'Bollywood' serving Indian cuisine at the top of Europe. This is because Indian film Industry is important to us. When I first came to India, I realized that Bollywood is even bigger than Hollywood. So I try to convince Indian producers and Directors to come and shoot at Jungfrau. And there are film coordinators who can help arrange any thing that they want in the shortest possible time including permission in the most professional way. Bollywood has popularized Switzerland to a great extent.

I recall the longest time that a film crew shot at the Jungfrau was for the film "Hero" in December 2002. It was an extra ordinary experience as 20 minutes of the film's climax was shot at Jungfrau with the film's lead star as Sunny Deol. In fact they had already shot a part of the film in Canada and wanted to continue with the location identity. So they said "The train in Jungfrau must look like the train in Canada and that the police must be the Canadian police." So we gave them all that they wanted and at the end of course people in India did recognize it to be Jungfrau when they saw the train running past the Sphinx, the most famous landmark of Jungfrau!!

Soni Abraham: In fact many movies from the US, Europe and Asia are being shot regularly at Jungfrau. In India too we have producers coming from regional film industries including music videos and advertising industry who are, regularly shooting at Jungfrau.

Your final say on this beautiful excursion?

Urs Kessler: In fact whoever is interested in seeing snow and ice through out the year on all 365 days, Jungfrau offers the best. Jungfrau along with the Ice Palace, Aletsch Glacier, the Sphinx and the train journey forms a beautiful package and is the world's only natural heritage up in the Alps. So I would just say that no visit to Europe is complete without a visit to Jungfrauoch Top of Europe!



Swiss Transport System WORLD CLASS

Arriving at any destination in Switzerland has always been very challenging and exciting. Whether it is by rail, bus, boat or cable car, it has been a pleasure to gaze at the scenic wealth, which has always been very awesome and inspiring. One can enjoy the ultimate travel experience from among several options of travel modes well networked through the length and breadth of the country. Over an area of 41285 km², there exists a well-planned network of more than 1300 miles of train, bus and boat routes offering a wide selection of excursion tours. The Swiss Travel System is by far the safest, most reliable and comfortable to get around. Tripti Chakravorty, gives a detailed overview on the Swiss transport system

In Switzerland, public transport is reliable, frequent, comfortable, integrated, fast and is as essential to the Swiss as cheese and chocolate. Trams, buses and funiculars take you from one part to another, approximately every three minutes, all day. The country believes in public transportation and the government encourages its increased use by investing large sums to improve it further. Half-hourly departures are now available on most Intercity lines. New tilting trains - faster around curves, have lowered travel times. There are also new double-decker trains featuring "quiet" cars (no cell phones, loud talk), "bistro" cars, and family cars with children's play equipment. In addition, peak-hour trains between Zurich and Bern have an on-board grocery store, the "Railshop."

Railways

Switzerland is connected by its 1800 railroad stations and about 3,100 miles of track. Most of the rail routes are electrified and the extensive and sophisticated railway

system is not just relaxing and comfortable but will refresh the soul with the scenery. The frequency of service is quite amazing. Train connections are easy and usually require only a few minutes changing time. However, in most cases a change of trains is not necessary and IC (Intercity) trains stop only twice. Between Bern and the Zurich airport, during the hours 5:04am and 9:17am, riders have their choice of a dozen departures. One can avail a boarding pass and check baggage for flights from Zurich, Basel and Geneva airports at more than 100 Swiss rail stations. This comes at a cost and one can see off the baggage at some remote village rail station and not see them again until the luggage carousel gets to the home airport.

Point-to-point and round-trip tickets are available at every train station however, for extensive travel, the Swiss pass is highly recommended. Seat reservations are required only on scenic trains like the Glacier Express, and Bernina Express which can be made at any major railway stations.

Some of the facilities available at most railway stations are:

- Bikes on rent at prices starting around \$13 per day.
- Public phones are available on IC trains.
- All IC and long-distance trains offer drinks and snacks at your seat and also have snacks and restaurant cars.
- Many rail stations have luggage lockers, shower facilities and hair dryers.

Travel Card/ Pass holder

A wide array of passes allows for economic and convenient travel. To add it there are on board special services such as dining cars, business compartments and children's



playground cars in many instances. The following are some of the passes on offer:

Swiss Pass:

With a Swiss Pass, the traveller can avail of unlimited travel on the entire network is possible, which includes the Swiss Federal Railways, most private railroads, lake steamers, postal coaches, and the urban transit systems in most cities.

Swiss Flexi Pass:

This pass offers the same advantages as the Swiss Pass and is available for duration of any three to six or eight days during a one-month period. For parties of at least two persons travelling together, the Swiss Saver Pass or the Swiss Saver Flexi Pass grants a reduction of 15 per cent discount per passenger.

Among the new introductions are the following:

Swiss Youth Pass:

For youths under 26 years of age, the Swiss Youth Pass (available as consecutive pass in the 1st or 2nd class) offers 25 per cent reduction compared to the full fare.

Swiss Transfer Ticket:

In case of visiting a single destination in Switzerland, the Swiss Transfer Ticket could be made use. Those who visit Switzerland generally have a skiing vacation in mind, in which case this ticket includes one free round trip between any airport or border station and any destination in the country. The pass is valid for one month.

Swiss Card:

The Swiss Card is an extended version of the Swiss Transfer Ticket. Besides, the transfers to and from the destination, one can avail of a discount of 50 per cent on all further train, bus or boat travel.

Swiss Travel System Family Card:

Children under 16 years of age accompanied by at least one parent can travel free of charge with the Swiss Travel System Family Card. However, this does not apply to grandparents travelling with grand children. This card can be obtained at no cost with the purchase of any Swiss Pass, Swiss Card or Swiss Transfer Ticket. As a senior citizen one take advantage of the above listed travel passes, but there would be no special discounts available.

Euro Pass:

In case one wishes to travel in several countries in Europe, Eurail Select Pass is the option to choose. This pass offers you various options to choose from:

- 1) Travel to three countries with common borders
- 2) Travel upto nine countries
- 3) Travel upto 17 countries is an economical choice

These passes entitle non-European residents to unlimited travel on the railroad networks of maximum 17 European countries including Switzerland. Children from age four to under 12 years pay half. Eurailpasses are not available in

Europe, therefore purchases need to be made before leaving the non-European country of residence from selected travel agents. In Switzerland, the validity of these passes is restricted to the main railway lines and some lake steamers.

Outbound Travel

While in Switzerland, one must ride the numerous trains on their scenic routes through the length and breadth of the country. The following are the options to try out:

Allalin Express:

Bern/Interlaken-Lötschberg-Brig-Saas-Fee and vice versa

The Allalin Express connects Switzerland's capital Bern to the car-free resort Saas Fee in the Valais (Matterhorn state). While on the route one passes through one of the world's highest train tunnel, the Lotschberg Tunnel.

Bernina Express:

Chur-(Davos)-Pontresina-Bernina Hospice-Tirano and vice versa

A train ride on the Bernina Express gives one a panoramic experience in motion, which is from the Bernina mountains to the vineyards of the Southern Valtellina valley. This is the highest alpine crossing at a gradient of 70 degrees, which is one of the steepest trainrides without cogwheels in the Alps.

Swiss pass and Eurail pass holders pay no supplement.

Lötschberg + Centovalli Railways:

Locarno-Brig-Bern and vice versa

The shortest link from the Ticino to the Frenchspeaking part of Switzerland and Bern, as it goes through the Simplon Alps. The one and half hours' journey, from Locarno to Domodossola (Valle Vigezzo), get one through the breathtaking gorges with sparkling waterfalls, over spectacular bridges and through colourful fields, vineyards and chestnut groves.

Swiss pass and Eurailpass holders can travel free of charge.

Glacier-Express:

St.Mortiz or Davos-Chur-Zermatt and vice versa

Travel on the Glacier Express from St. Moritz to Zermatt treats one to a panoramic view of the Alps in the heart of Switzerland. One experience the comfort through the virgin natural beauty of a landscape steeped in ancient, fragrant mountain forests, peaceful alpine meadows, rushing mountain streams and mountain valleys, rich in tradition and centuries-old culture. The Glacier Express is by far the best choice any time of the year. The Swiss Pass is valid on the Glacier Express, while the Eurailpass is only valid from St. Moritz to Disentis.

GoldenPass Line:

(Zurich-) Lucerne-Interlaken-Montreux (-Geneva) and vice versa

The GoldenPass Line is one of the most attractive rail routes through Switzerland. It connects historic Lucerne,

Interlaken with the snow-covered peaks of the Jungfrau Region and Montreux with its Lake Geneva and Rochers-de-Naye/Marmots Paradise.

Voralpen-Express:

Romanshorn-St. Gallen-Rapperswil-Arth-Goldau-Lucerne and vice versa

The attractive Voralpen Express offers the most scenic and comfortable connection between Lake Constance and Lake Lucerne, crossing one of the most beautiful mountain and Lake landscapes in the alpine foothills of Switzerland. While travelling there are a lot of attractions on the way.

Swiss Pass and Eurailpass holders can travel free of charge.

William Tell Express:

Lucerne (boat)-Flüelen (train)-Lugano and vice versa

The William Tell Express links two of Switzerland's most attractive regions which are Central Switzerland and Ticino. The trip commences on a nostalgic mood on a paddle steamer plying the deep blue waters of Lake Lucerne. On board one can savour a delicious three-course lunch.

Rail-tour Packages The most scenic routes

Tops of Switzerland

Interlaken-Jungfrauoch-lucerne-Mount Pilatus

The package includes a 2nd class return rail travel from Swiss Border or Swiss Airport to Interlaken Lucerne and back to Swiss border or Swiss airport. An Interlaken excursion up to the Jungfrauoch Top of Europe, and a Lucerne excursion up to Mount Pilatus the steepest cogwheel railway in the world

Specials of Switzerland

Grindelwald/Wengen-Jungfrauoch-Lugano/Locarno

The package is inclusive of a 2nd class return rail travel from Swiss border or Swiss airport to Grindelwald/Wengen-Lugano/Locarno and back to Swiss border or Swiss airport. Also included is Interlaken excursion up to the Jungfrauoch Top of Europe.

Peaks of the World

Interlaken/Grindelwald-Jungfrauoch-Zermatt-Gornergrat

This breathtaking view of the mountains has been all rolled in this package. The package has a 2nd class return rail travel from the Swiss border or Swiss airport to Interlaken/Grindelwald Zermatt and back to Swiss border or Swiss airport. With the Interlaken/Grindelwald excursion one could scale the heights of Jungfrauoch Top of Europe. From the Zermatt excursion by cogwheel railway the most discerning traveller could go up to Gornergrat.

Rail Adventure

Lucerne-Lugano-Bernina Express-St.Mortiz-Glacier Express-Zermatt

The package includes a 1st class return rail travel from the Swiss border or Swiss airport to Lucerne-Lugano-St. Mortiz-Zermatt and back to the Swiss border or Swiss airport. Seat reservations will have to be made for the William Tell Express (paddle steamer from Lucerne Flüelen on the way to Lugano). Lunch will be provided once on the William Tell Express. Seat reservation on the Bernina Express postbus from Lugano-Tirano on the way to St. Mortiz. Seat reservation on the Glacier Express from St. Mortiz-Zermatt.

City Transportation System

Cities and towns have to offer excellent transportation networks (streetcars and/or buses). Tickets can be purchased from a vending machine located at every streetcar or bus stop. However tickets are not sold on the bus or streetcar. The Swiss Passes, Swiss Flexi Passes (only valid) and Swiss Youth Passes are valid throughout the urban transportation network of 35 Swiss cities.

Travel by Car

Getting around by car is by far the best mode of transport. Annual road toll called "Vignette" of about CHF 40.00 is levied on all cars and motorcycles using the freeways. Cars rented in Switzerland usually include the Vignette, while those outside of the country come without it. Vignettes are available at border crossings as well as all Swiss post offices and gas stations. One could purchase a car at Europcar.

The St. Gotthard, San Bernardino and Great St. Bernard road tunnels are the most convenient year-round connections between the north and the south side of the Alps. To get through some tunnels, drivers have to place their vehicles on specially designed shuttles. There are conveyance rates for both the vehicle and the tunnel. The important tunnels to look for are **Albula** (Thusis-Samedan), **Furka** (Oberwald-Realp), **Loetschberg** (Kandersteg-Goppenstein), Oberalp (Andermatt-Sedrun), and **Vereina** (Klosters-Susch). A number of pass roads are also open all year including the Bernina, Bruenig, Fluela, Forclaz, Jaun, Julier, maloja, Mont Ceneri, Col des Mosses, Ofen, Col du Pillon and Simplon. Passes on higher elevations are generally open during the summer months, depending in weather conditions.

Swiss Postbus

Route Express Lines

One can enjoy the ultimate experience travelling through several hours of Switzerland's most spectacular scenery on the Postbus excursions called Route Express Lines. The various Route Express Lines can be used to plan an individual round trip either through Switzerland or can be integrated into an excursion. The following are the ones from which a choice can be made:

Champagne Climate and Cappuccino: An impressive Postbus Round Trip through Graubünden and Ticino:

The Trip includes:



- A journey to Chur,
- A railway ride on the Chur Julier Route Express to St. Mortiz,
- From St. Moritz, a palm express to Lugano
- The treats ends with a return journey from Lugano

Lakes, Palms and Glaciers: A round trip through Graubünden, Ticino and Wallis:

The Trip includes the entire programme of the above Round Trip plus the following:

Julier Route Express: Chur Julier Pass St. Mortiz

One can experience the rich countryside. The journey takes approximately two hours and 40 minutes. It is mandatory have reservations done. There is no supplement with the Swiss Pass.

Palm Express: St. Moritz Lugano

It is one of the most fascinating Postbus trips in Switzerland, with transit across Italy. The Trip is in and around St. Moritz and Lugano. A reservation is a must. A valid passport or identity card is required for the border crossing into Italy.

Napoléon Route Express: Saas Fee Brig Simplon Pass Domodossola (I)

Experience an unforgettable Postbus tour from the Mediterranean Domodossola to the Allalin glacier in Wallis. The journey takes about three hours and 30 minutes. As part of the schedule is a daily change Postbus in Brig. Seat reservation for the route Saas Fee-Brig is compulsory. An Alpine Ticket for Swiss Pass holders is around CHF 5.00. A valid passport or identity card is required for the border crossing into Italy.

Other Route Express Lines:

Ticino Route Express

Oberwald Nufenen Pass Airolo Gotthard Pass Andermatt

Romantic Route Express

Andermatt Meiringen Grindelwald

Historic Route Express

Flüelen Altdorf Klausen Pass Linthal

One can enjoy the perfect touring pleasure for a one-week vacation as offered with the guided Swiss Alpine Tours.





My city... Geneva

In many ways, my hometown is the least traditional Swiss city, yet it is one of the most popular with visitors. The reason is its cosmopolitan nature, partly due to being almost entirely surrounded by French territory. But it is also because for centuries the city has been recognised as European enclave for those seeking refuge and a home for religious, political and intellectual activities.

The result has been a cultural mix which has led to about a third of Geneva's 4,00,000 inhabitants originating from 157 different countries. And it is this international tradition which influences Geneva's cultural offer throughout the year.

2004 promises to be particularly rich in events of all kinds. Besides various world conventions, exhibitions and festivals, I'll just like to mention some of my favourite annual events. One of them is Europe's biggest lake sailing race, called the « Bol d'Or » (Golden Bowl) which takes place over the weekend of June 12-13th and welcomes sailingboats, coming from all over the world. It is a spectacular departure; one can best follow it either on a boat or while enjoying breakfast on the terrace of a lakeside restaurant.

July and August offer a wide range of free concerts throughout the city, in the Town Hall, the Cathedral or various public parks. But the highlight of the summer is the popular Geneva Festival, from 29th July to 8th August 2004. This edition promises to be even more fun than last year. The whole lake promenade, left and right bank, is turned into an amusement park, cabaret space, fashion shows, music stages and, of course, restaurants and food stalls and many more. Saturday afternoon features the Lake Parade followed by a techno evening, ending late at night with a giant dance party. The highlight of the Geneva Festival remains the spectacular musical firework display on Saturday and lasts for almost an hour.

If one wants to see a European city at its historical best, then I strongly recommend to take part in the « Escalade » celebration, taking place always in the second weekend in December (2004: December 10-12.). A combination of Halloween, Mardi Gras and Carnival, the event honors the defeat of the French troops when they tried to invade the city on the night of December 11th, 1602. The Old Town turns back into the 17th century, children in traditional costumes and members of the « Compagnie 1602 » patrol on horseback with pikes and lances. Follow the torchlight



procession on Sunday thru the darkened streets of the Old Town, leading to a bonfire at Cathedral square. Then stop in at a cosy bistro for a warming glass of wine or a hearty raclette or fondue.

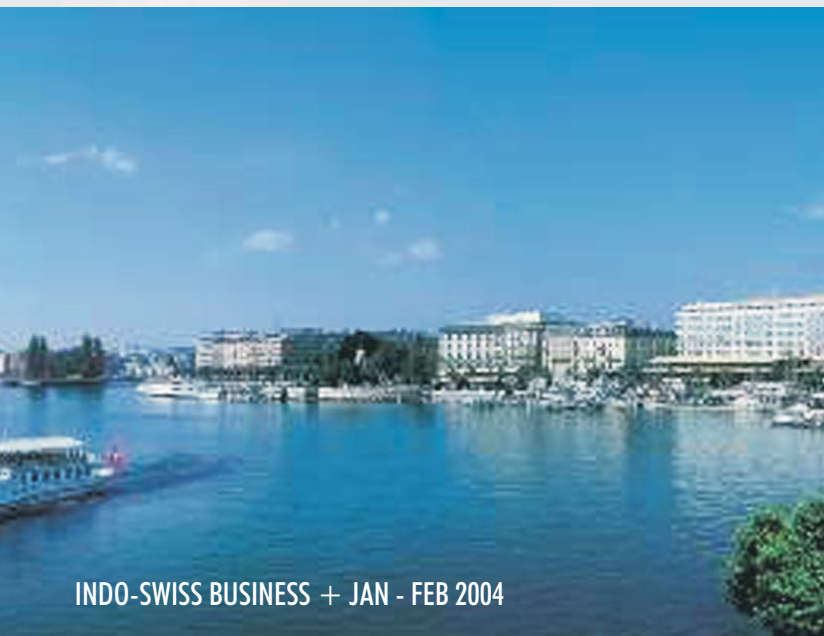
Besides the diversity of its events, Geneva's culinary culture is as varied as its citizens. Over 1300 restaurants offer something for every taste and budget, ranging from the top gourmet places to cosy brasserie-style bistros or inexpensive self-service restaurants in several supermarkets.

Or combine a visit to Carouge with lunch. Carouge is in fact a tiny city by its own, separated from Geneva by the Arve river, and looking decidedly Mediterranean, has been classified as a national landmark. A stroll through this unique city, built by the King of Sardinia in Piemontese style in the 18th century, offers unique view of post-medieval urbanism.

Geneva not only offers fine cuisine, but also excellent local wines. Being one of the smallest States of Switzerland, it is the country's 3rd biggest wine producer. Two thirds of the production are whites. One can discover Geneva's vineyards by taking the Rhone Express Train to Satigny and then follow the marked walking trails. Or join the traditional wine harvest festival taking place in the charming village of Russin on September.

Geneva also is an ideal starting point for countless excursions to some of Europe's top rated sights like the Mont-Blanc in France or the Chillon Castle in Montreux, a jewel built on Lake Geneva from the 16th century.

Leaving Geneva, you will be probably surprised by the excellent connection network. Within 5 or 6 hours, you will easily reach Paris or Nizza in France by the high-speed train TGV; Zurich or Interlaken are within a 3 hours transfer by train. The international airport will connect you to many European destinations.



A paradise on earth: the romantic Lucerne



Mario Luetolf

The very name Lucerne, also spelt as Luzern, conjures up the feeling of romance and sensuousness, the kind that one reads about in the poems and odes of the famous John Keats. Complete with castles, old towers, domes and churches this quaint city is a combination of

natural landscape and man made architecture. Situated at the bank of lake Luzern, this capital city of Canton had transformed into a beautiful tourist destination and honeymooner's paradise over centuries. Mario Luetolf, Diretor, Luzern Tourism explains the reasons behind the overwhelming popularity of the region among the foreign tourists to Archana Sinha of Indo Swiss business. An excerpt from the interview.

What are the most famous places to visit in your region?

The historical city of Lucerne and the area around the beautiful lake which is the birthplace of the country - the Lake of Lucerne & the famous mountain excursions like the



Titlis, Pilatus & Rigi. Visitors are also discovering the Unesco Heritage region of Entlebuch.

What are the other attractions (activity based) for the tourists?

Lots of shopping, sightseeing tours, HIFLYER - a heavenly pleasure, Zeppelin flights (May to Oct), walking and hiking in and around Lucerne, sports like swimming, outdoor activities (Canyoning, Riding, Trekking, Tandem Flights) are the main attractions. Titlis Glacier Park is fun for young and old, summer toboggan run at Pilatus. We have even started a mini train which takes visitors through Lucerne and its history.

How easy or difficult it is to reach Luzern from various places in Switzerland and the neighbouring countries of Switzerland?

Being right in the heart of Switzerland, just an hour from the international airport of Zurich, Lucerne is easily reached by rail car and air, it is the focal point from where you can base yourself and explore all of Switzerland.

What kind of special packages do you offer to the tourists during the tourists' season?

City Highlights - the favourable Overnight-Package, Golf Packages, Gambling Packages (Grand Casino Lucerne - the Fun - Lifestyle Casino) and most popular with the Indians being the weekly apartment stays.

What is the percentage of Indian tourists visiting your region as compared to the tourist visiting from other countries? How do you propose to increase the numbers?

Some 25% of the guests come from Asian Countries. Last year (2003) there were close to 100,000 overnights produced by visitors from India. They stay some 2-3 nights in our area. Our presence in the Indian market and the marketing and promotional support it offers, enables us to widen the target groups as well as consolidate on the existing business. We are constantly coming up with new offers, which will entice the



visitor to come again and again.

Do honeymooners also visit your region? What are the reasons behind it?

Oh yes - they do! Our region is just too romantic for them! Luzern, the perfect place to start your life together. A wedding ceremony in the very heart of beautiful Switzerland, surrounded by romantic countryside with view of lake and mountains, will be the highlight of your honeymoon. Come and create memories you will never forget. Please also see: http://www.luzern.org/001zch_0211_en.htm

How do you promote Luzern for film shooting, especially to Bollywood? Which are the most desirable locations for films?

Lucerne got a fine name for shooting of many Bollywood movies. Most desirable locations are the Chapel Bridge, the Lake of Lucerne, the Mountains of Titlis, Rigi, Pilatus and the alpine Area in general.

What special facilities do you provide to the Indian groups who come to shoot their films in Luzern?

There is no permit required to shoot for films in Lucerne. Indian food from the Indian restaurants all over the area cater to the film units. As long as the local authorities have been informed about the presence of the film unit all co-operation is given and even private shops and establishments welcome these units to shoot wherever possible.

How many different kinds of cuisine do you offer to the international tourists? Is there any special arrangement regarding food for Indian tourists?

Visitors find everything they might ever need! Whether it is local, traditional, Mediterranean, American, Asian, Indian, every thing is available at Luzern. Some Indian Restaurants in Town even offer very favourable lunch and dinner arrangements. Door delivery system is there for groups and food is delivered in the hotel where they stay !

How do you project your region to the Indian tourists to Switzerland, and in particular to Luzern? Tell us about the promotional plans regarding your region to Indians.

We stress on the fact that no tour to Switzerland should be done without making a stop in our region due to its history, and the wide range of things to discover and experience. Lucerne is very centrally located in Europe and Switzerland and serves as the "Gateway to the Alps". We also bring Lucerne to India i.e. with mouth watering dishes from the region at the annual Lucerne food festival.

Has there been an increase in the number of Indian tourist over the last year's statistics? If yes, then how much?

[Luetolf, Mario] Oh yes - it was more that 10% in 2001 to 2002 and from Jan to Oct 03, the period which was marred by the Iraq war and SARS we had an whopping increase of 68%, compared to 2002!

What message do you have for the Indian visitor this year ?

Come to Switzerland, come to its very heart , come to the Lake Lucerne region for a relaxing holiday and experience all that Switzerland has to offer in a single city.....the history, culture, shopping, culinary delights, the lake, the mountains and especially peace of mind !



Welcome to the GLACIER WORLD



The scenic beauty of the snow capped mountains; the expert hosts for international visitors with a know how to deal with different cultures, and a wide range of activities to keep you busy. Mt. Titlis has lot more to offer. Being the highest viewpoint in Switzerland, the visitor gets the real feel of a glacier and explores stories unfolding its existence. Andre Kuettel, the Sales Director, Titlis, shares the uniqueness of Mt. Titlis and its major attractions that mesmerizes the tourist worldwide.

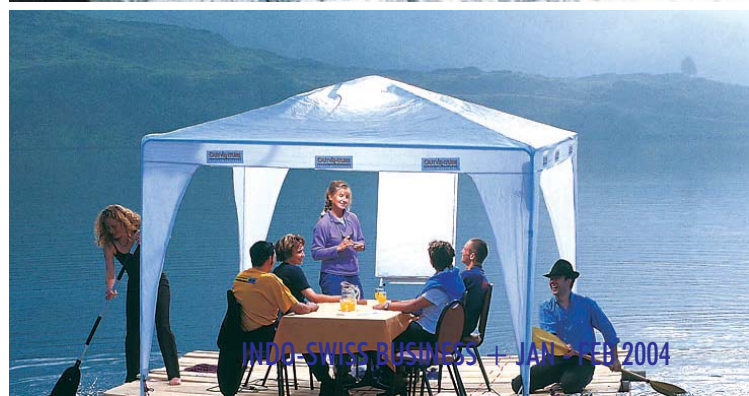
Tell us about the unique features of Mt. Titlis and the reasons for it being a tourist attraction since decades?

Titlis offers an incomparable accessibility to a world of glaciers and alpine experiences. This accessibility is meant in terms of reaching Mount Titlis quickly from the routes tourists take when traveling through Europe and crossing through Switzerland as well as from the major cities of the German part of Switzerland like Zürich, Bern, Basel, Lucerne and so on. Next to that it is possible to access Mount Titlis Glacier World with many different means of transportation. If you trend the path from the well known city of Lucerne in central Switzerland you can enjoy a steamboat trip to Stansstad, then a cogwheel train ride to Engelberg. Now you start to move upwards from Engelberg's 3000 feet to Mount Titlis on 10,000 feet by 3 different means of cable car transport: gondolas, normal cable car and the Rotair, world's first revolving cable car.

The 5-minute ride in the Rotair is unique due to the possibility of enjoying a panorama leading from the looks onto the glaciers ice crevasses as well as to the black forest of Germany.

Mt. Titlis is the highest viewpoint in Central Switzerland and so already 100 years ago mankind made it is way to explore the glacier world up there. So, the desire to stand on the rooftop made the locals work on transportation means to go up there already a long time ago.

Nowadays another unique feature for our visitors is the possibility to have a complete glacier experience when visiting Mt. Titlis because you can get into the glacier, glide above the glacier and play on the glacier. To get into the glacier just visit the tunnel carved into the



eternal ice called Ice Grotto. To glide over the glacier we offer next to the ride in the Rotair cabin as well an open-air ride on a chairlift called Ice Flyer, which leads you over open ice crevasses. To play on the glacier just visit the Titlis Glacier Park. There you find modern snow toys suitable for non-skiers to sledge in the snow while standing sitting or lying while riding one of these snow toys of which we offer a variety of different tools.

Last but not least, in Mt. Titlis international visitors enjoy the convenience of being accommodated by hosts who know how to deal with different cultures. We offer for instance Chinese, Indian and Western food on top of Mt. Titlis. Next to the visit of our restaurants offering a stunning panorama you should not miss to shop around, either for a Swiss watch or a typical Swiss souvenir when visiting Mt. Titlis.

Mt. Titlis is now-a-days not only the most often-visited mountain excursion in the Alps by the Indians but as well by many other Asian nations. Many enjoy not only all the attractions on top of the mountain but as well the natural beauty of the mountain lake on midlevel called Truebsee where you can find a mountain flower trail to walk along.

On Gerschnialp, which is located one level lower than the Truebsee our visitors can pick up a scooter, which we call Trotti Bike to race down the mountain road to the village of Engelberg at the foot of Mt. Titlis. Many of these kind of activities make our visitors spend a full day of leisure on our mountain to enjoy the beauty of the Swiss Alps.

What are the special events you are planning for the international tourists this year? Can you highlight on the special events designed for school children and families?

During the wintertime there are a lot of events happening on the snow: competitions, Night skiing and specially guided tours with snow shoes. To mention as an example is the Saab-Salomon Crossmax series races which take place on the 3rd/4th April 2004. 4 skiers fight against each other to cross an obstacle run the fastest possible. This is fun to view and attracts some international visitors.

On 20th June the Ice Festival on Mount Titlis offers many different possibilities to play in or on the glacier and snow. A day full of animation will attract locals and international visitors.

Let me mention as well the early morning trip we offer to experience the sunrise on top of Mt. Titlis on the Swiss national day 1st August. Normally around 500 persons take advantage of this possibility. For school children and families the Ice Festival mentioned above is the perfect day to visit Mt. Titlis. The Titlis Glacier park with the snow toys is anyway fun to visit with the whole family or with school children above the age of 8 years old anytime during the summer.

Have you designed special marketing plans this year to attract visitors at Mt. Titlis?

Our marketing plans are spitted up according to the business fields we work in like transport (glacier excursion, activities on the mountain), snow sport (skiing, snow boarding, snow shoeing) and the hospitality field (Best Western Hotel Terrace in Engelberg which is operated by our company as well as all the shops and restaurants on the mountain).

We plan our activities per each market we work in. These markets

are in Europe mainly Switzerland, Germany, Benelux and UK. In overseas this is USA, Brazil, Gulf states and then practically all countries in Asia except the Philipinnes, Laos, Cambodia, Vietnam, Myanmar and Australia/NZ.

So the list of activities would be too long to mention here in detail.

What are the favourite shooting spots for films around Mt. Titlis.? Which famous films do you recall being shot at Mt. Titlis?

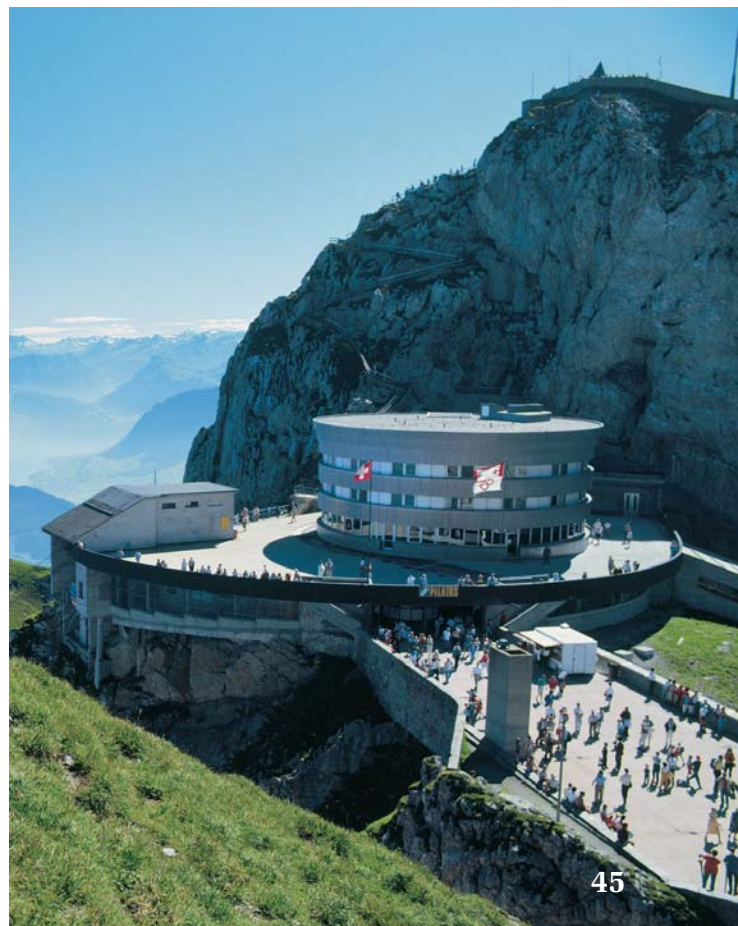
Most often films are shot either in the village of Engelberg (monastery, parks), around lake of Truebsee or then on the top of Mt. Titlis in the glacier and eternal snow environment.

There is no film shot on Mt. Titlis I know which has such a worldwide reputation. So I do not know the names of all the Indian films shot on our mountain nor of other nationalities because they are then just played nationally or on the continent from where it is produced. I do remember famous actors and actresses like Govinda, Celina Jaitley, Ameesha Patel, Gracy Singh shooting on our snow-clad slopes.

From which countries do you find tourists visiting Switzerland and Mt. Titlis?

Switzerland is well known as a tourist destination world wide mainly due to its natural beauty of mountains, lakes and medieval cities.

A majority of visitors come from Europe, USA and Japan. Mt. Titlis attracts to a lot of Indian visitors many other Asians with a majority of Chinese speaking people. The snow sport guests and summer holiday guests staying for a week or longer in the destination engelberg TITLIS come mainly from European countries.



BASEL

CHARM AND FLAIR AT ALL TIME OF THE YEAR

Basel, the second-biggest city in Switzerland, is a difficult place to summarize in a few words. There's just too much history, culture, business and urban life to this regional metropolis at the meeting point of three different nations.

A LITTLE HISTORY

The evidence of Roman, Alemannic and Frankish trade and military settlements all suggest that Basel has been a place of permanent settlement since the first and second centuries BC. The name derive from Basilia, meaning camp in Roman.

The town fell into Frankish hands at the end of the 5th century. In 912 it passed to Burgundy and in 1032 became a part of the German Empire. The city shook off the bishops' rule in the 14th century, but retained the bishop's crosier in the city's coat of arms. Basel thus became a free imperial city. It joined the Swiss Confederation in 1501, and introduced the Reformation in 1529.

The city and its surrounding region were divided into two separate half-cantons Basel-Stadt and Basel-Landschaft in 1833, and have retained this status to the present day. The city still has a strong mediaeval feel to it, though a lot of modernization has taken place through development of industry and transport facilities.

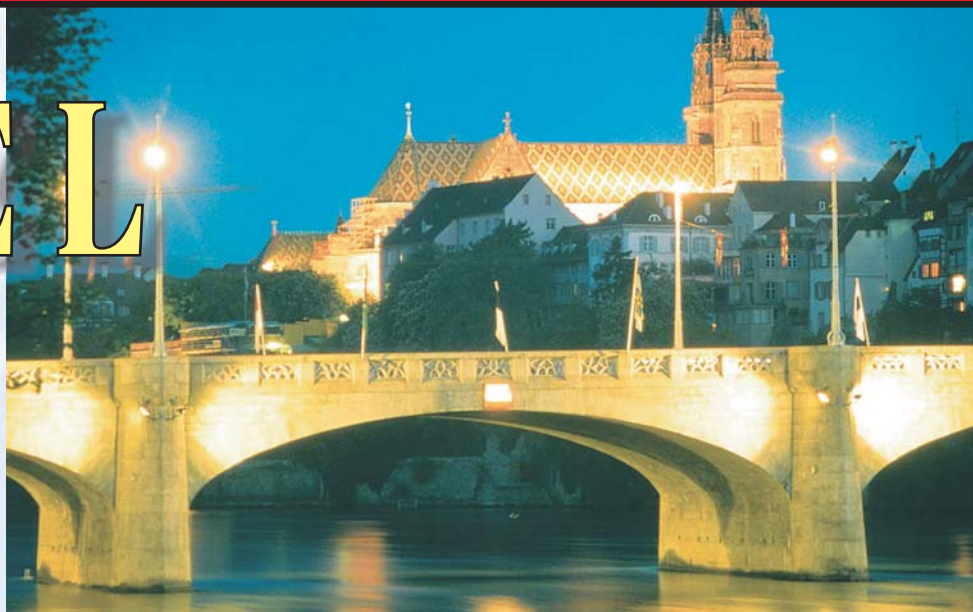
CULTURAL ATTRACTIONS

Basel's city culture is dominated by history. The Altstadt or Old Town is bounded by the first city walls, erected in the 12th century. The city expanded with the creation of new city wall in the 14th century. The area around the cathedral, the Schlüsselberg and Stapfelberg and the Augustinergasse and Martinsgasse still has a strong sense of the former ages of nobility patricians and powerful religious institutions.

The cathedral is of special historical interest. Begun in the 9th century, the building was continually enlarged until work was halted following a major earthquake in 1356. The building's restoration under Johannes Parler includes some late-Gothic elements; The cathedral was completed in 1500. The oldest parish church in the city is thought to be the Martinskirche, which dates from 1356.

The Haus zur Mucke, whose origins go back to the 14th century, earned its fame as the place where Felix V was elected Pope. The Bischofshof and Domhof are also well worth a visit, as is the also well worth a visit, as is the Rathaus (city hall) on the Marktplatz, with its splendid façade. Further important historical buildings include the Spalentor, the Leonhardskirche, the Peterskirche, the Schome Haus, and the spießhof and the Zerkindenhof. In fact, the list could go on and on.

In its own way, modern Basel is no less fascinating than the historical town. Many of the city's newer buildings are striking examples of contemporary architectural design: the Antoniuskirche, the building by top Swiss architect Mario Botta, the playful fountain by Jean



Tinguely (who also has a museum here dedicated to his life and work), and the never-tiring Hammering Man all testify to the city's continuing devotion to its culture and appearance.

Basel also offers more than 30 museums of art (classical and modern), the ancient world, ethnology and natural history. The many smaller museums offer particularly fascinating and unusual collections. The city also has a number of art galleries with high quality work.

On the entertainment front, Basel boasts its Stadttheater with its justly famous ballet ensemble, many smaller theatres classical concerts and open-air rock and pop events. Add in a world-famous zoo, and it's easy to see why, for sheer quality, variety and originality, Basel is hard to beat.

And if that weren't enough, the city has its kaleidoscopic Fasnacht carnival, whose origins date back to Alemannic times, providing an almost mystical link between the thriving city of today and the rich and proud traditions of the past.

THE CITY'S ECONOMY

The city's of Basel and its surrounding region are of key economic importance not just for Switzerland, but for Europe, too and even for the world. With its advantageous position next to two major EU states, its excellent infrastructure, and its key financial and insurance institutions, Basel has become a premier centre for business, finance and trade. The chemical and pharmaceutical companies which are headquartered in the city make an impressive contribution to Switzerland's gross national product, and are active players on a global industry stage. Basel is also a major international trade-fair center, staging around 40 events a year. It is the venue for countless national and international congresses, meetings and symposia. The city owes much of its importance to its prime geographical location: situated at the meeting point of three important countries, and at the road, rail and water junction of the continent's key north-south and east-west routes, Basel was almost predestined to become a center of commerce and communications - a role that has been further consolidated in recent years with the development of its uniquely bi-national international airport.

Anyone looking for good shops, good food and good hotels whether they're business travelers, tour groups or individual vacationers will find the city both willing and able to cater for all their particular needs.

Basel Tourismus: <http://www.Baseltourismus.ch>

BERN

The jewel in the Aare

Whatever time you visit, the view from Bern's Rosengarten park above the city's famous bear pit, out across the rooftops of the historic Old Town, is a magical one: "the finest we have seen", wrote Johann wolfgang von Goethe when he visited Bern during his travel through Switzerland in 1779. And today's visitor can derive just as much pleasure as Germany's great writer from a visit to the city tucked into the bend of the River Aare and its unspoilt panorama, the fine filigree of the cathedral of the Käfigturm and Zytgoggeturn, the proud assurance of the domed Parliament Building

A Powerful history

It was at the end of the 12th century that Duke Berchtold V of Zähringen founded the city of Bern. Legend has it that he was out hunting bears at the time hence the name, and the

Ringed by a city wall and further protected by watchtowers, the medieval settlement rapidly grew. It was one of the cleanest cities in medieval Europe, thanks to a stream which flowed through the site and down into the river.

The original buildings were made of wood. But following a series of disastrous fires, the ever-denser dwellings began to be constructed of stone, with slate and tiles replacing straw for their roofs.

The first bridge across the river was built in 1255, and led to rapid and flourishing expansion of this growing trade center. In 1406, Bern was named as the center of a sovereign state, and established diplomatic relations with various European courts. The foundation stone for the city's cathedral was laid in 1421. The building was

designed by Matthäus Ensinger, son of the builder of Strasbourg Cathedral who also supervised the construction in the early years. The cathedral's late-Gothic style is echoed in many of the surrounding street.

A patrician city

Despite the relative affluence of many of its citizens, Bern has hardly any of the palatial residences that are such a feature of other Europeans cities of the time. The city was one of patricians: many of its greatest sons served as military leaders or as diplomats to princely courts abroad; and many of them achieved positions of considerable influence.

They use their fortunes to embellish their home town with well-proportioned patrician houses, complete with the pavement arcades that made such a contribution to the city's street life. The result was a pleasingly harmonious townscape that has been retained to this day. In fact, the city was declared a UNESCO World Heritage site in 1984, joining such urban wonders as Venice and Florence as



animal's prominence on the city's coat of arms. Excavations of the promontory on which the city stands show that the Celts, the Romans and the ancient Helvetians had all previously appreciated the site's defensive strengths.

some of the most attractive cities the world has ever seen.

Today, where craftsmen and grocers once peddled their wares, rows of shops stand shoulder to shoulder: select antique shops, upmarket shoe shops and boutiques,



jewelers with sparkling window display, along with romantic restaurants and original "Beiz" taverns, all make a wander through Bern's arcades one of the delights of any visit to the city. In fact, rubbing shoulders with the local population the arcades are alive from morning till night. It is the best way to experience the youth and vibrancy of this venerable old city.

A pedestrian paradise

Flowers in summer, decorations in winter, enchanting fountains, fascinating markets like the delightful "Zibelemärit" ("Onion Market"), bridges, an astronomical clock with its own glockenspiel, the impressive Bear Pit, street cafés, and a Parliament Building that is refreshingly free of security barriers and restrictions can be enjoyed with nothing more than a good pair of shoes.

The city was made the capital of Switzerland in 1848. Since then, it has developed into and remained the center of all political affairs. Other nations have established their embassies here too, of course, adding a cosmopolitan flair to the city's own energy and pulsating life. Bern is also the seat of government and administrative capital of the canton that bears its name.

Yet for all this vital activity, hectic is a word rarely

associated with the city. The careful circumspection of the local populace (a trait that has made them the butt of many jokes by their fellow confederates over the years) simply won't allow it. And it is precisely this calmness, allied with a strong business sense, that has helped the Bern region develop into a key business center over the years.

Culturally alive

A visit to the cathedral, the most important late-Gothic building in Switzerland is an absolute must. The Münster is justly famed for its stained glass and its renaissance choir stalls; and for the energetic, a climb top observation platform at the top of the tower offers excellent view of the surrounding countryside and the local Gurten hill, and (in good weather) across to the mountains, which can sometimes look close enough to touch. The countryside around the city is excellent for walks, and the many cosy restaurants ensure that a well-exercised body is also well fed.

Being a university town, Bern has a wide range of Arts and entertainment facilities. Museums, a municipal theater, an opera house, a number of cellar theaters and countless street performers all make for a varied cultural scene.

With its central location and top-class transport links, Bern is within easy reach of Switzerland's most popular visitor attractions.

Bern Tourismus

<http://www.berntourism.ch>

E-mail: info-res@berntourism.ch





Vinod Advani



PILATUS LUZERN

The 7000 ft high mountain of Lucerne, commonly known as the dragon mountain has been a favourite spot to go to for the tourists from all over the world. Why is the mountain so special? What are the unique features of the mountain to draw the tourists year after year with so much fervor? Vinod Advani, India representative, Mount Pilatus, tells us why.

Mention Switzerland and so many Kodak images jump to mind. Not to forget unforgettable Bollywood scenes. Magnificent mountains. Enchanting lakes. Green- upon- green carpets on landscapes. Thrilling gondola rides. Trains that ascend awe-inspiring inclines. Snowy vistas. So now a question. If you had just one day in Switzerland, where would you go to experience all these wonders?

The answer's simple. Mount Pilatus on Lake Lucerne. Popularly known as the Dragon Mountain, Pilatus is Lucerne city's most dominating feature. Pilatus has been top draw for tourists from USA, Japan, Korea, Europe and now from India. Indian visitors love it, because from the top of Pilatus, Switzerland lies at your feet in a panoramic 360° view. No mountains around to interrupt or disturb your vision. Look there! Can you see Germany's Black Forest?

How to get to the top? Take a ride from Alpnachstad station (10 minutes from Lucerne city), on the world's steepest (48° gradient) cogwheel railway. Twist and turn up through interesting mountainscapes. Take a thrilling ride down on aerial and gondolas, arriving at Kriens, a nearby suburb of Lucerne. Alternatively, you

could travel up to Pilatus by aerial tram and gondola. And come down to Alpnachstad by the cogwheel railway. Another suggestion. If you have the luxury of time, take the boat trip from Lucerne to Alpnachstad, before going up to Pilatus. The lake cruise is gorgeous.

There's so much to do at the top of Pilatus. Feast your eyes on the spectacular scenery. Climb up to any of the three peaks for different views. Enjoy vegetarian Indian and Swiss culinary delights in the restaurants. Marvel at the daredevil hang-gliders who take off from here and float for hours in the sky. Click a memorable photograph with your loved ones. Just breathe in the pure mountain air.

Tempted to spend the night on top of Pilatus? Not one but two hotels offer you accommodation. Pilatus Kulm is a traditional hotel of 20 double rooms (showers and toilets on each floor). The Bellevue offers 27 double rooms with attached bathrooms. Get high in Switzerland on Pilatus.

2004 EVENTS & ATTRACTIONS

- 19 June - Open Air Party** with well known Swiss bands on Pilatus peak.
- 01 Aug - Happy Birthday Switzerland** Celebrate the Swiss National day on Mt. Pilatus. Traditional Swiss live music
- 11-12 Sep - Beer festival** Beer, food and music on top of Mount Pilatus.
- 20-21 Nov - Visit Europe's highest Christmas Market** at Pilatus Kulm
- 07 Jan and 06 Feb - Full Moon Sledding** A romantic evening sledge ride with full moon through the woods on Pilatus.

JANUARY MARCH

Sledding-Fun A six km long, well groomed sledding-slope between Fräkmüntegg and Kriens is a guarantee for a lot of fun and action.

JANUARY MARCH

Snowshoeing (on request) Professionally guided, snowshoeing tours. We provide a hot 'Dragon Coffee' en route. After finishing the tour, enjoy a delicious cheese fondue or raclette.

BEGINNING OF MAY

Reopening of the world's steepest cogwheel railway on Pilatus after winter.

MAY TO OCTOBER

50 Year Cable Car Jubilee exhibition about the history of the cable cars. Also, "This is how the Mountain sounds", where every weekend you can enjoy the sound of the Alpenhorn performed by the 'Pilatusbläser'

JUNE SEPTEMBER

Mountaineer's Breakfast every Sunday between 08.00 and 11.00hrs, savour a sumptuous breakfast with local specialities on Pilatus Kulm
5th. /26th JUNE, 3th/31th JULY, 7th/28th AUG, 4 SEP

Sunset Dinner - An exceptional experience; sunset and evening ambience on the summit of Mount Pilatus. 4-Course menu and a special evening trip from Alpnachstad Pilatus Kulm.

For details & actual information please check our website: www.pilatus.ch



The Mystery Park

By Dilnawaz Bana

Switzerland never ceases to amaze its many visitors-there's always something new to discover! The latest and certainly one of the most exciting places to be in this summer in Switzerland is the MYSTERY PARK!

If you have questions about the many mysterious phenomena concerning our earth and her myriad civilizations, you may find the answers during your visit to this Park.

From Interlaken East Railway station, a shuttle bus will ferry you over to the location- a huge, circular, permanent exhibition dedicated to delving into the great riddles of the world.

Conceptualized and co-founded by the best- selling author (Chariots of the Gods)

Erich von Dacniken, the Mystery Park is for him a dream come true. Astonishment, wonder, fascination, curiosity: these are some of the words which Von Dacniken uses to describe what people experience when they enter the Mystery Park.

There are seven main exhibits, all interconnected by glass corridors, thus making it independent of whimsical weather conditions. One exhibit is dedicated to "VIMANA"-space shuttles of ancient India! Another one showcases the wonder of the CHEOPS pyramid of ancient Egypt. Astronomers of the Maya civilization, the great plane of NAZCA in Peru, the monoliths of Stonehenge in England and then of course Von Dacniken's favorite topic, Search for Extraterrestrial Intelligence, are some of the themes on show.

The very latest technology has been utilized in recreating these concepts and each theme is featured in short films,

most spectacular to behold. There is no compulsion to accept the theories put forth - one is left free to draw one's own conclusion. It's also an effort to bring the viewer into another dimension, for once away from the every-day, mundane existence, which most people are trapped in.

Actually one needs several hours to view this entire exhibition, to see all the films and audio-visuals as well as to participate in the side shows like the 41 meter- high viewing sphere or the submarine "NAUTILUS".

On May 24, 2003, on the land of the former military aerodrome, total area 70,000 sq.metres, the Mystery Park was opened. This is a meeting place between Science and the general public. Years of painstaking research and trips to all corners of the globe have enabled. Erich von Dacniken to create this unique Mystery Park, where we come face to face with the riddles of humankind's origin and development. The message here is loud and clear. There is one humanity and people must learn how to wonder...

As in all Swiss ventures, this one too is people- centered. It is interactive so that all can participate in large numbers. Ecology, too, plays an important role and the Mystery Park is designed to maximize an environment-friendly technology for air-conditioning and heating and waste-disposal. Moreover, 120 permanent working places have been created at the Mystery Park. Being near Interlaken is an added advantage, considering the importance of this area in Swiss Tourism.

On your next trip to Switzerland, if you have the opportunity do not miss going to the amazing Mystery Park near Inter-laken. You are bound to return with a new wealth of knowledge and a deep insight into the workings of the mysteries of the human being and his civilization on earth.



Seasonal Treat For Elves At Les Elfes

Les Elfes, an international camp in Verbier, is located in the heart of the Swiss Alps. When Nicole and Philippe Stettler, came up with the idea of the camp, they were guided by the philosophy of treating youngsters between the age group of 8-18 as elves, magical legendary characters, who are not only endowed with exceptional wisdom and delight, but also deserve to be treated the best. Consequently, they looked forward to exploiting the unique geographical location of Verbier to churn out the best climatic

advantages in the form of the camp. Hence, Les Elfes has come up with a range of camps, offering the best for every season. The aim is to provide quality entertainment to youngsters, addressed as elves, in each of the seasons, where



fun is combined with learning.

Accommodation is based on purely Swiss Alpine traditions and combines beauty with comfort in the form of chalets situated amidst nature. It comprises a large reception hall, large bed rooms, sunny dining rooms, library, games hall, music theatre, classroom, conference rooms, internet room, professionally equipped kitchens and all equipments for indoor and outdoor games.

As no entertainment is possible without a healthy and sumptuous meal, food served is not just fresh but also well balanced, to serve the needs and activities.

The staff comprises a team of young and dedicated young people, who are well trained for the different types of jobs that have been assigned to them and render careful and effective supervision to utilize the energy of the visitors in the best possible way.

Safety is an aspect that is well taken care of by participation of expert coaches in every activity, employment of a professional guide, careful monitoring of the weather conditions, coupled with the best of medical facility and aviation assistance.

The sports and cultural activities organized by the camp caters to the seasonal demands and variations. While the summer camp embarks upon games like football, volleyball, table tennis, basket ball, golf, mountaineering and skating activities, the winter camp focuses upon snow related sports like skiing, snow boarding, ice climbing etc. Instructor guided internet entertainment comes in any and every season.

Cultural and linguistic activities are undertaken with remarkable contribution from the children itself. The language program comprises courses devoted to different spoken languages, where children grasp them naturally as they speak and get corrected simultaneously.

The curiosity of the young visitors is quenched with special events and excursions being organized from time to time, where they are taken to visit famous places in Lausanne, Geneva, Bern and many more.

Spring time camps are organized, keeping in mind the needs of elves from the South East Asian countries. Similarly, Autumn stays are organized in the months of Sept and Oct, that helps one bask in the mysterious beauty of the mountains.

Les Elfes, treats every young adult as an individual. Through its multifarious programs and activities, it tries to harness the best in each and helps them discover their hidden talents in an atmosphere, where they mingle with other children and teenagers from different countries and gather the essentials of living in harmony.

Having thus ventured, Les Elfes is expanding its activities to meet the needs of the international school community and what

encourages it most are the rave reviews it receives from the parents of its young visitors, who feel so proud to see their children blossom in a manner most complete and rewarding.



Indian Films Romance SWITZERLAND

Talk of Switzerland and your mind conjures up images of love, romance and couchie cooing in the midst of colourful flowers and green meadows against the mighty blue Alps. Of course not to forget the lilting music playing in the background. Does it sound like a scene from a Hindi film? You are right. Hindi film industry has played a vital role in giving this picture perfect romantic image of Switzerland to millions of Indians since more than four decades. We recount the beginning of Bollywood's (Hindi film industry) romance and its continuation, with this beautiful country of mountains. **Report by Archana S. & Tripti C.**

Switzerland was as such first 'discovered' by Shakti Samanta way back in the mid sixties when he shot the famous song *Akele akele kahan ja rahe ho* starring Shammi Kapoor and Sharmila Tagore in "An Evening in Paris". According to his own admission, even another shot in the same film which was supposed to depict Niagara Falls was actually shot at the Rheinfalls in Switzerland.

Thereafter, it was about fifteen years back when Yash Chopra 'rediscovered' it when he shot his « Faasle » followed by his other hits like « Chandni », « Darr », « Parampara » and « Dilwale Dulhania Le Jayenge (DDLJ) ». In fact, in DDLJ in most outdoor scenes of what is shown as the village in Punjab or some of the scenes depicting London, are in reality shot in Switzerland. In fact, it is rumoured that there is even a Yash Chopra Lake which is the main feature in all his films shot there and the natives (besides Bollywood circles) refer to it by that name !

One of the basic reasons that Bollywood moved over to Switzerland in the mid-eighties was the unfortunate problem in Kashmir. The snow-capped locales used in most Hindi films as a backdrop for romance were soon replaced with the natural choice..... romantic Switzerland.

Apart from Alps and glaciers, Switzerland has a wealth of natural beauties which meet the desire of the unspoiled- lakes in varying shades of green and blue, crystal clear streams, hilly landscapes, orchards and meadows all dotted with lovely flowers and cornfields and brooding dark green forests. The Swiss towns offer the best combination of old world charm with modern facilities.

Besides this, there are other factors which come into consideration from a film-maker's point of view:

- Natural daylight which is available in plenty specially during the summer months for nearly twelve-thirteen hours. This also reduces

the cost (hiring, freight, etc.) involved in using artificial lighting.

- Permissions to shoot which is very easily available through the local authorities without any red-tapism or costs involved. Normally two policemen escort the unit to ensure every

precaution is taken and that work is done smoothly. For example, if an action scene is to be canned, a public announcement is made so that spectators do not panic when bullets are fired. Besides there are no the hordes of curious onlookers to contend with as in India.

- Stars devote their time to the film once they are out of Mumbai and India and this results in faster completion of the film. Saving costs is further augmented by the fact that even the unit taken abroad is kept to the bare minimum.

- Finally Switzerland has many professional film companies like that of Mr. Jakob Tritten's who have been working with the Indian film industry (Hindi, Tamil, Telugu) since 1983 and he has the complete infrastructure to provide to the film-makers. Since Swiss customs rules do not allow import of filming equipment, his company Tritten Reisen caters to all the needs of the film units including accommodation, equipment and even Indian food.

Two famous Hollywood blockbusters from the Paramount stable come to mind - both James Bond films: « On Her Majesty's Secret Service » which was shot exclusively on the Schilthorn (and which is one of the reason that many visitors flock to the Piz Gloria to relive the same experience in the revolving restaurant atop the famous mountain). This was also the very first Hollywood film in which an Indian actress made her debut when Zahirra played one of the Bond beauties. The second Bond film was « Golden Eye » where the famous bungee-jumping scene at the very beginning of the film was shot at the Grand Dixence dam in the Canton of Valais. Many shots of cloak and dagger spy stuff and financial transactions are shot in the cities of Geneva and Zurich, both internationally well-known as UNO city and a financial powerhouse, respectively.

The Swiss Government directly does not make any promotions for film shootings in Switzerland though now there is a new project in the conceptual stage to form an organization (now christened Film Location Switzerland) to do exactly this kind of work. However, in the meantime, Switzerland Tourism, the official arm of the Swiss Federal Government in close collaboration with Swissair and the Consulate General of Switzerland in Mumbai, realising the potential of this medium in the promotion of tourism, hold a lot of manifestations in India. 12 March 1999 saw the lawns of The Leela in Mumbai



converted into a miniature Switzerland where just about the who's who of Bollywood's decision makers (producers and directors) gathered to interact with representatives of Switzerland Tourism and various other Swiss tourist regions. Mr. Shakti Samanta and Mr. Yash Chopra were felicitated for being 'loyal friends' of Switzerland and they were honoured with a Swiss watch each and the title « Honorary Guests for Life », by Mr. Marco Hartmann, then President of Switzerland Tourism.

The Museum of Telecommunication in Berne ran a special exhibition from August 1998 to January 1999 titled « *Les Faiseurs d'amour* (The Creators of Romance) » with Bollywood as its central theme and a video clipping of various Hindi film songs shot in Switzerland.

Various tourist regions of Switzerland like Lucern, Schilthorn,



Jungfrau, Mt. Titlis, Mt. Pilatus, Zurich, Geneva, Zermatt, Ticino also make direct promotions to woo Bollywood to shoot using their scenic locales as backdrops.

There is a perception that Switzerland is a picture-postcard country but the postage is expensive. Surprisingly, this clichéd observation is false. With proper prior planning, a visit to Switzerland can work out to be as cheap as US\$ 70 a day including boarding and lodging. Travelling is also cheap with the use of the Swiss Pass which entitles the user to unlimited travel on the Swiss Federal Railway system, post bus routes and lake steamers and local transportation in about 35 Swiss cities and towns. For Bollywood groups, transportation is normally done by coach, which are normally accompanied by mobile kitchens ready to serve Indian meals in a jiffy. In fact, this very approach has been used by major tour operators from India when they offer not only vegetarian cuisine but also *jain* (vegetarian meals without using any vegetables grown underground) meals in Switzerland.

Indo-Swiss ties go back over a century and a half with the simultaneous establishment of the offices of Volkart Brothers in Winterthur and Mumbai. A joint venture between this firm and the House of Tatas resulted in Voltas - a household name today. Besides, in 1948, it was Switzerland which was invited by the then Prime Minister Pt. Jawaharlal Nehru to sign India's first ever Friendship Treaty in the post Independence era because as he put it « with this tiny alpine nation with which India shares so many common democratic values ».

Even today Switzerland shares very friendly trade and cultural relations with India and is a continuous and ongoing process. In 1987 during the tenure of Prime Minister Rajiv Gandhi, India celebrated with a « Festival of India » with various cultural events in different cities in Switzerland. In 1991, when Switzerland was celebrating its 700 years, it reciprocated with the « Switzerland in India » cultural festival.

The Swiss, of course, know about Mahatma Gandhi, who visited Switzerland during his trip to Europe after the Round Table Conference

in England. They know about all the Indian Prime Ministers of the Nehru-Gandhi family. In fact, Indira Gandhi, did her schooling in Bex, a tiny mountain village in Switzerland. The Swiss have even been exposed to famous Indian musicians like Pt. Ravi Shankar, Ali Akbar Khan (who, incidentally has a College of Music in Basle), Pt. Hariprasad Chaurasia and the Bangash Brothers who have performed in Switzerland.

Maharishi Mahesh Yogi has a Institute of Transcendental Meditation in the tiny village of Seelisberg overlooking Lake Lucern while the philosopher U. G. Krishnamurthy has set up a similar institution in Gstaad in the Berner Oberland region. Bhagwan or Osho was also known to a good number of Swiss who were his followers in his heydays.

The Swiss are very aware of Indian art from paintings - the Rietberg Museum in Zurich, has one of the biggest collection of Indian art in Europe), dancing (professional Kathakali and Bharat Natyam troupes make regular concert tours to Switzerland), classical music, yoga, ayurveda (which is slowly gaining momentum as an alternate form of medical therapy). Indian cuisine is also fast catching on in Switzerland under the guise of 'Asian vegetarian'.

Of course, one could say that an alpine landscape or a green meadow can also be found in parts of France, Italy Germany or Austria, but what really swings the vote in favour of the Swiss is the superb infrastructure available on hand. Nearly every mountain- top and alpine village is accessible by rail, bus, lake steamers, funiculars, gondolas, cable-cars and, if necessary, helicopter.

The involvement of Jakob Tritten with the Bollywood industry over fifteen years works as an advantage as he accumulated all the necessary equipment required for shooting and knows how to cater to all the whims and fancies of nearly every known film star.

Besides, Switzerland is after all a Europe in miniature and every possible type of backdrop is available from bustling cities to serene country-side and all within short and easily accessible distances from each other.

Switzerland, like India, is a multi-lingual and multicultural society with a high degree of tolerance. Though German, French, Italian and the latin-based Romansh are the official languages, English is very widely spoken and understood and so it makes life easier for every visitor to Switzerland.

Business aspects of film shooting in Switzerland

Switzerland has been an ideal destination for most foreign film producers. The snow-clad mountains generally feature as the



background on location while shooting. Although, there is a whole range of hassles on the financial matters and the practicalities of the climate, getting to Switzerland is remarkably uncomplicated, besides travelling and doing business in the country.

CURRENCY

There are no restrictions on the amount of Swiss francs that can be imported, exported or exchanged. Traveller's cheques and bank notes can be exchanged at banks, exchange bureaus at large railway stations, travel agencies and in hotels. Most places accept international credit cards. For withdrawing ready cash, there are ATM's available throughout Switzerland which are increasingly hooked up with international systems.



At restaurants, tipping is not necessary as service charges are included in the bill. Hotel porters expect a tip for each piece of luggage. Many prices in shops, restaurants and hotel are indicated in Euro. Payments can be made in Euro at the prevailing exchange rate, but a return change may not necessarily be in the same currency.

BUSINESS/BANKING HOURS

The general business hours on weekdays are from 8 a.m. to 12 noon and 2 p.m. to 5 p.m., and closed on weekends. Banking hours are from Monday to Friday from 9 a.m. to 12 p.m. and 2 p.m. to 4.30 p.m. Once a week they extend their hours, however this could vary and would need to be checked locally. Banks are closed on Saturdays, Sundays and on public holidays. Post offices in large cities are open Monday through Friday from 8 a.m. to 12 p.m. and 2 p.m. to 6.30 p.m. and Saturday 7.30 to 11 a.m.

WEATHER/CLIMATE

The climate is moderate with no excessive heat, cold or humidity. From July to August daytime temperatures range from 18°C to 27°C and from January to February the range is from -1°C to 5°C in spring and autumn, the daytime temperature range is 8°C to 15°C. Temperatures may vary depending on the altitude. When in shooting outdoors, a major factor to be borne in mind are longer daylight hours in summer and the reverse in winter.

RULES AND REGULATIONS TO BE ADHERED TO WHEN FILM SHOOTING ABROAD

Getting organised for a film shoot abroad can be quite cumbersome and complicated as it involves import of equipment, materials and personnel to a foreign country. To do so one encounters bureaucracy. When choosing Switzerland, procedures can be made easier. All one needs to do is to follow a few simple but necessary guidelines that could make the entire process run more smoothly.

VISA SECTION

Both the Embassy and Consulate of Switzerland welcome and very strongly support film shooting in the country. There has been a growing

influx of Indian film producers choosing Switzerland as a destination. They are compelled to abide by the rules and regulations stipulated below:

- 1) The producer is held responsible for the crew he intends to bring to Switzerland.
- 2) Generally an authorised representative of the producer personally contacts the respective visa section in order to submit applications on behalf of the whole group.
- 3) The visa application should be supported by a covering letter from the producer on his business /company's letterhead.
- 4) New comers/first time film producers not known to the Swiss representatives, through documentation of their earlier work should be shown, on request, newspaper clippings, film-magazines or any other item on which the name and title of the company or the producer applying appears.
- 5) A complete list of the crew (with their designations) going for the shoot is required.
- 6) For first time travellers, their ID-cards should be produced.
- 7) Crew such as cooks, spot boys, camera assistants etc., might have to travel on a group-visa. In case they have travelled before on a group visa, a copy needs to be presented or the concerned authorities need to be informed by quoting the previous visa number.
- 8) Family members are invited to apply as individuals for simple tourist visas.

CUSTOMS REGULATIONS

The temporary import of cinematography material such as cameras, negative film rolls and other technical material fall under the international Customs Convention. Both India and Switzerland have adopted the convention. The basic rules covered by the convention include imported items under the scheme that have to be re-exported within a given period of time.

Duty-free temporary import of the said material is granted upon presentation of an ATA Carnet, an internationally recognised customs document which is valid for one year from the date of issue. In India, ATA Carnets are issued by Federation of Indian Chambers of Commerce and Industries (FICCI). In Mumbai, the Indian Merchants' Chamber (IMC) is responsible for the issuance of the ATA Carnet. The ATA Carnet have to be endorsed by the Indian Customs authorities.

PERMIT FOR FILM SHOOTING

To obtain a permit for film shooting is relatively easy in Switzerland, and is, in most cases, simply a matter of formality. Arrangements that need to be done in advance would generally require the assistance of a local co-ordinator with the necessary contacts.

Municipal authorities in Switzerland are competent to grant the necessary authorisation to shoot in cities and other public places. Shooting on private properties require the owner's approval. However



the complicated part is when shooting action films larger areas or even military equipments need to be used, in which case the involvement of the police or the army would be required.

It may be noted that different rules and regulations apply in different cities and cantons. Therefore, the producer should get in touch with the municipality where he/she intends to shoot much in advance, to get the necessary information and permission to make the arrangements accordingly, especially for parking permissions for the accompanying generator vans, coach, etc.

When applying to the municipality the following details should be furnished where the shooting is to take place:

- 1) Number of persons participating in the shooting unit/cast
- 2) Date and time of the shooting
- 3) Request for possible availability of parking places
- 4) Request for possible temporary closure of roads/streets during the shooting

In case of any problems the producer should contact the film location in Switzerland.

BUSINESS RELATIONS AND PAYMENT CONDITIONS IN SWITZERLAND

Swiss business has grown as foreign partners have elicited their interest, which has been made possible with a highly developed service sector. It must be remembered that service excellence comes at a price. The following points have to be borne in mind:

- 1) Services and labour charges in particular are expensive compared with India, but Switzerland remains a competitive option when compared to its European neighbours.
- 2) Labour, transportation and, in many cases, also expensive equipment are charged on an hourly basis. Therefore making the proper arrangements and preparations before placing an order will be far less expensive.
- 3) Once goods and services are firmly ordered and delivered, they will be charged whether used or not.

In the entertainment service industry approximately 50 per cent of the total contract sum is payable when placing a firm order. The remaining 50 per cent falls due is before shooting starts.

GETTING THERE

After getting off any one of the three international airports one can avail of dense network of regular trains that run punctually any where in Switzerland. Trains to the city centres run every 10 to 20 minutes. The buses leave every 30 minutes and the ride takes 15 to 20 minutes.

The national carrier of Switzerland Swiss International Air Lines has daily flights to Zürich from New Delhi and Mumbai. The carrier is represented in thirteen cities in India. The Indian national carrier - Air India operates a code sharing flight to Zürich with Swiss International Air Lines. There are many other European and Gulf carriers which operate convenient connections to Switzerland.

THINGS TO LOOKOUT FOR

When visiting Switzerland one should bear a few points in mind:

- 1) Punctuality is a serious subject and all appointments are expected to be kept on time.
- 2) The Swiss are generally cordial. When greeted by a local, a return greeting and/or a smile is expected.
- 3) "Dignity in labour" is a dictum in Switzerland. Waiters, cleaners, shop assistants, porters, etc. are looked at with the same respect as other professionals.
- 4) Switzerland is a law-abiding country and law-breakers are penalised.
- 5) Discipline is accorded the highest priority in queues, at counters, while crossing roads, boarding and alighting from public transport etc.

6) Prices in Swiss shops are generally fixed and bargaining is not possible. Goods once opened in shops are considered sold.

7) The Swiss are very clean and expect all litter to be disposed off only in the garbage cans provided. Littering in public places is an offence. In some places there are different containers for various types of waste disposal like glass bottles, aluminum cans etc. If a location is used for shooting, it is expected that it is left in the same condition as before the shooting.

8) After landing, one is expected to carry his/her own bags in hotels, stations, cabs, coaches etc. No hostess will guide the person to his/her table in Switzerland.

9) Tickets for public transport have to be purchased before boarding a train or tram. In some cases tickets have to be punched in automats at bus/tram stops.

10) Telephone calls from public booths are generally cheaper than from hotels. Most booths accept pre-paid telephone cards available in three denominations namely Sfr. 10, 20, and 50, which are available at kiosks and at the post office. International calls can be made from most telephone booths.

11) The Swiss consider fish and eggs to be vegetarian. In case of an order of a vegetarian meal one must specify no eggs or fish.

12) Every Swiss considers his home as his castle including a well-tended garden with flowers beds and fruit trees. Therefore plucking of the flowers is not welcome.

13) Medical facilities are generally expensive in Switzerland and a



group medical insurance would be a good cover for any untoward accidents.

14) The Swiss generally write the numeral "1" like the Indian "7" whereas their "7" has the stem crossed out. Besides, they use a comma to separate the centimes from the Franc when prices are written.

15) It should be remembered shaking the head means "no" and nodding denote a "yes". This is often misunderstood with respect to Indians.

16) It is not a common practice to address business partners by their names unless invited to do so.

INFRASTRUCTURE/RENTAL SERVICES

There are a host of accommodations, transport facilities, sightseeing highlights, attractions and even restaurants serving cuisines to meet all tastes, in all of Switzerland's major regions and cities for the Indian film shooting to choose from. Most of the hotels agree to offer special rates between CHF 40.00 and 60.00 per pax/night.

When making a movie in a foreign land, a list of equipment needs to be



Say Cheese...

Swiss dairy industry is famous for its chocolates and cheese the world over. It is believed that a tour to Switzerland remains incomplete without the customary visit to cheese and chocolate factories. Often the tourist makes it a point to buy a vast variety of them before returning to the home country, as gifts and for self-consumption. **Ms. Kalpana Koch**, although an Indian, knows as much about Switzerland as any Swiss would know. **Archana Sinha** finds out from Ms. Koch all about the Swiss dairy industry and the immense variety of chocolates and cheese it offers to the world.

The main centers of Swiss chocolate and cheese production:

Chocolate is produced all over Switzerland. Even villages and small towns can take pride in the fact that they have a local chocolate-maker (*chocolatier*), who produces his/her own specialities. Many bakers also have the additional qualification of being chocolate-makers (*confiseurs*).



Along with the larger manufacturers such as Lindt (in Kilchberg near Zurich), Suchard (in Neuchatel), Nestle (in Vevey), Tobler (in Berne), there are smaller firms such as Maestrani (in St. Gallen), Frey (producing for Migros in Aarau) and Villars (in Fribourg).

The old traditional cheese-producing regions have given their names to cheeses, such as Gruyere,

Emmental, Appenzell, to name a few. However, a recent court ruling prevents even existing Swiss manufacturers of Raclette using the name Raclette as this cheese has predominantly been produced in the Canton of Valais and the Valais cheese manufacturers have registered it as a brand. This may have implications in the future for other famous cheese brands.

Many rural areas with a large milk production have formed co-operatives delivering much of the milk produced to a local cheese-maker. In recent times, falling milk prices in the EU have forced the Swiss dairy industry to be innovative and inventive in the form of new products. This has led to many new specialities being produced along with the traditional specialities of cheese-makers in various regions.

Process of manufacturing cheese and chocolates in Switzerland...

Cheese making does not involve any real "high technology". Besides the few large packaged cheese manufacturers, in Switzerland cheese making is a traditional cottage industry handed down over generations. It may have evolved in size over the decades, but the art of producing various traditional Swiss cheeses remains the same. At the same time one must remember that these traditional cheese makers maintain very high hygienic standards which meet most norms of mass manufacturers.

Making Cheese

The principles of cheese-making are the same for all cheeses but within them there is room for endless variety. The cheese-maker's skill has resulted in hundreds of different cheeses. Milk is turned into cheese by extracting the water (whey) from the milk, leaving the milk solids (curds) behind. There are five basic steps in making cheese:

1 Preparing the milk:

In the past, only raw milk and cream were used for cheese-

making on the farm. Today, vast quantities of milk used for factory-produced cheeses are heat-treated by pasteurisation. This is to sterilize the milk partially and kill off all the potentially harmful bacteria in it. The most important additives are usually a starter or lactic acid culture which consists of lactic streptococci and lactobacilli, which occur naturally in milk and rennet, which is an enzyme extracted from the stomach of a young calf or lamb. Plant rennet occur too, such as the juice of fig leaves, safflower and melon. The effect of these additives is to begin the process of coagulation.

2 Coagulating the milk:

The use of pure cultures of lactic-acid-forming bacteria as well as careful control of the acidity of the curds is required by the cheese-maker at this stage. Once the starter culture has been added to the milk, the acidity of the curds gradually increases. The cheese-maker constantly tests the acidity in the milk so that he knows just when to add the rennet. Once this has been added the curds form a lumpy mass the temperature of which has to be accurately controlled depending on the type of cheese to be produced.

3 Cutting and treating the curds:

Separating the curds from the whey and concentrating them is the next stage. This process will affect the moisture content and texture of the finished cheese. As small pieces of curd fall to the bottom of the vat, they cling together to form a solid mass which is cut again. The curds are piled in blocks one on top of the other so as to expel the maximum amount of whey.

4 Moulding, salting and pressing the cheese:

The prepared curds are ladled into perforated moulds. They are then lightly or heavily pressed. The cheese is soaked in brine after moulding. Salt dehydrates the curd so that more whey can be removed by subsequent pressing. It also slows down the activity of the starter bacteria, thus controlling the rate at which the cheese later ripens.

5 Ripening:

This stage takes place in special storage rooms where the temperature and humidity are carefully controlled. During the ripening, cheeses start to take on their own special characteristics of taste. Turning the cheese at regular intervals during ripening ensures even development. Cheese-makers check the colour, odour, shape and texture and even the sound of their cheeses. Once the cheese has ripened, it is coated to prevent moisture loss, spoilage and physical damage. The ripening process can be from a few weeks to a few years, depending on the type of cheese.

MAKING CHOCOLATE

Chocolate production depends on the ancient craft of the confectioner and the *chocolatier*. Even today, industrial manufacturing still follows the basic stages of the original craft, although highly sophisticated technical apparatus has taken over the manual work at every stage. This guarantees consistently high quality.

Cocoa beans are the most important raw material for making chocolate. After detailed quality control checks, the raw cocoa is thoroughly cleaned, crushed, roasted and ground to produce cocoa paste. Mixing this paste with sugar and additional cocoa butter gives the basic mixture for traditional plain chocolate. If powdered or condensed milk is added, the result is the basic mixture for milk chocolate. After mixing, the basic mixtures are ground very finely and refined. This produces a chocolate mixture



which is now ready to be made into solid bars, or bars filled with nuts, almonds, fruit or liqueur and many other such specialities.

Many different varieties of cheese and chocolates are produced in Switzerland...

There is a huge variety of both cheeses and chocolates in Switzerland. As mentioned, every valley, mountain and region has its specialities in cheeses and even small towns and villages have their own speciality chocolates. Some of the well-known cheeses popular with most tourists are: Appenzell, Emmental, Gruyere, Raclette, Sbrinz, Tete de Moine, Vacherin Fribourgeois, Vacherin Mont d'Or, Walliser, Gomser.

Of course, one can buy today, ready-made packs of "Cheese Fondue" which is a very typical and most well-known Swiss cheese preparation.

The popular chocolate varieties are Tobler, Lindt, Sprüngli, Frey, Cailler, Villars to name a few manufacturing chocolate bars, tablets, or *pralines*.

Cheese is one of the main ingredient Swiss cuisine...

Cheese is often eaten in its raw fresh form, served in thinly cut slices or in pieces cut to one's requirement. A mixture of cheeses is made when preparing cheese pies, quiches or fondues. Many vegetable and pasta dishes have cheese sprinkled over them and are gratinated (placed under the grill until the cheese melts). Cheeses differ from each other in saltiness, in the maturity of flavour, in hardness/softness, in flakiness/close-texturedness. A cheese like Raclette is eaten on its own melted and served with potatoes and pickles. In the case of Fondue the accompaniment is usually bread. Cheese is often an accompaniment to many pasta and rice dishes in Switzerland or also served post lunch as a cheese platter.



Prabhu Sinha

Sourcing Management Office

- A Process Approach for Sourcing Excellence

Organizations are realizing value from the dramatic improvements in information and communication technologies by sourcing their IT-intensive business processes to external service providers. Such IT-enabled sourcing, which includes both IT service sourcing and Business Process Sourcing (BPO), is expected to grow to around US\$ 348 billion by 2007¹.

However, according to Dataquest² "between 20 per cent and 25 per cent of all sourcing relationships fail in a two-year period and almost 2/3 of them fail within 5 years". And over each of the four years in Dun & Bradstreet's Global Barometer of Sourcing, 20 to 25 per cent of all sourcing relationships fail in a 2-year period and 50 per cent fail within 5 years³.

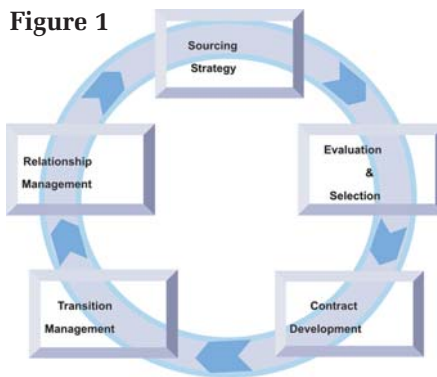
The reasons attributed for such failures include higher costs than anticipated, lower level of service than expected. Moreover, in some instances the service provider 'simply did not understand what they were supposed to do'. When sourcing relationships fail, it is most often due to disconnect between the client's expectations, the service provider's understanding of these expectations, and the perceived results. However, as in any relationship, the success depends on effort put forth by both the client and the service provider, during the entire sourcing life cycle. The focus of this paper is to present an approach to manage the entire sourcing life cycle,

from a client's perspective.

Sourcing Life-cycle: A Client Perspective

Activities that an organization undertakes while sourcing can be depicted across a life cycle comprising of specific phases. While each phase has distinct activities by itself, there are significant linkages to subsequent phases, as depicted in Figure 1 below.

Figure 1



Sourcing Strategy: Deciding on what, why, how to source, what engagement model to follow and what vendor class to do business with

Evaluation and Selection: Establishing relationships with capable and compatible service providers

Transition Management: Effective Transitioning of services and resources (technology, people and processes)

Contract Development: Defining effective contracts and service levels with service providers

Relationship Management: Managing ongoing relationships with service providers

Critical Success Factors for Sourcing Clients

In order to ensure that their sourcing relationships meet expectations, sourcing clients need to address the following critical success factors across the sourcing life cycle:

Sourcing Strategy:

- Developing sourcing strategy that is aligned with Business Strategy
- Analyzing risks and benefits to optimize risk-benefit equation
- Identifying applications / projects / processes that are most suitable for sourcing
- Baselining current performance and costs
- Managing the involvement of stakeholders in decision making; obtaining necessary buy-in
- Identifying the value proposition
 - ▶ Estimating costs and benefits across the life-cycle; determining ROI
 - ▶ Assessing risks and evolving mitigation strategies

Evaluation and Selection:

- Developing accurate and comprehensive requirements
- Determining selection criteria that are aligned with sourcing objectives
- Structuring the evaluation and selection process
 - ▶ Improving management control and visibility
 - ▶ Reducing cycle time
- Performing effective due-diligence
 - ▶ Addressing critical provider capabilities
 - ▶ Arriving at a common understanding of risks

Contract Development:

- Preparing for effective negotiations
 - ▶ Involving multiple stakeholders
 - ▶ Managing the flow of information
- Developing SLAs that address
 - ▶ Key performance requirements and risks
- Building the right governance mechanisms into contracts
 - ▶ Balancing control and flexibility

Transition Management:

- Unambiguously defining the roles and responsibilities of both parties during transition
- Building and executing effective transition plans
- Managing expectations during transition

Relationship Management:

- Managing sourcing from multiple vendors
- Managing changes to ongoing relationships including interdependencies among multiple vendors
- Establishing an engagement Governance Structure
 - ▶ Establishing reporting, escalation and relationship management mechanisms
- Ensuring vendor relationships stay aligned to
 - ▶ Performance objectives
 - ▶ Financial objectives
- Building mechanisms to effectively
 - ▶ Monitor vendor performance
 - ▶ Manage changes to vendor relationships

The above CSFs apply to each sourcing relationship. This gets multiplied several fold when sourcing clients need to manage a multi-sourcing environment that includes several service providers across geographies and services.

Processes - Key to Effective Sourcing

The above critical success factors have certain commonalities. Understanding these commonalities enables organizations to effectively address these factors. Some of the key commonalities include:

- Need for planning activities in each phase of the life-cycle
- Managing involvement of multiple stakeholders
- Standardizing activities to ensure consistency, especially in vendor selection and vendor management
- Need for measurement throughout the life cycle. For example, in the Sourcing Strategy phase measurement enables effective base lining of internal capabilities and accurate definition of the value proposition of sourcing. And in the Contract Development phase measurement enables effective definition of service levels. Further, in the Relationship Management phase, having effective vendor performance scoring and tracking mechanisms is critical.

It is well known that wherever there is a need for coordination of stakeholders, repeatability /

consistency and measurement, a process approach is called for. This is evidenced by the value delivered by quality / process models e.g. Capability Maturity Model (CMM®)⁴ family of models in software development and the eSourcing Capability Model (eSCMSM)⁵ in the IT-enabled sourcing space. These models have enabled organizations to both standardize and continuously improve their capabilities.

Therefore, a process approach could also add significant value to sourcing clients in forming, managing and enhancing their sourcing relationships. Sourcing clients have begun to realize this, and are beginning to take a process-centric approach to sourcing management. This includes creation of distinct organizational entities like "Sourcing Management Office" that facilitates and coordinates end-to-end sourcing activities in the organization. The authors have successfully implemented Sourcing Management Office (SMO) processes in several organizations. The following section gives an overview of the SMO and also enumerates the key lessons learnt by the authors while supporting SMO implementation.

Sourcing Management Office - A Process Approach

"... in a multi-sourced environment, an enterprise must have a central body to guide and direct the performance of multiple sources toward their common business objectives. Gartner advocates the formation of a sourcing office to establish the strategy, processes and standards an enterprise must use, to deploy the necessary ... resources, services and processes".⁶

In an increasingly globalized and sourcing intensive world, organizations need to adopt structures and process solutions that ensure IT alignment, innovation, flexibility and speed so that sourcing initiatives are effective. The SMO is one such organizational entity increasingly gaining currency in several global organizations. The SMO:

- Is a distinct organizational unit that is agile and responsive to market

forces

- Manages sourcing relationships with internal and external entities
- Is typically responsible for centralizing the acquisition, integration and coordination of needed resources.

Figure 2 below provides an overview of the Sourcing Management Office. The SMO provides four distinct categories of processes, which address the entire sourcing life cycle. While the Strategic processes provide workflow, templates and guidelines for developing a Sourcing Strategy and a Sourcing Plan, the Operational processes do likewise for the 'Evaluation and Selection' and 'Contract Development' phases. Further, the Enabling processes and Developmental processes address the ongoing 'Relationship Management' phase and provide capabilities for managing and continuously improving sourcing relationships.

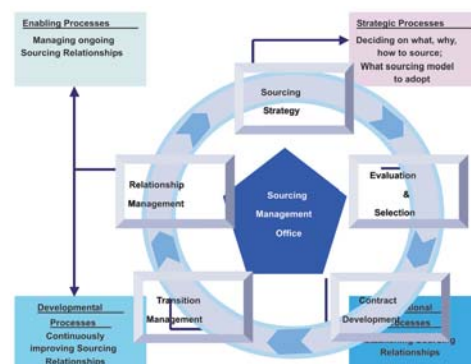


Figure 2 © satyam Computer Services Ltd, 2003

Key Benefits of SMO

- Aligns sourcing activities at an enterprise level
- Enables increased management visibility and control over sourcing
- Through its sourcing governance structure establishes clarity in roles and responsibilities for sourcing
- Lays out well defined procedures, guidelines, tools and templates that provide guidance for executing all sourcing related activities

While the SMO does provide organizations with the above capabilities, it also presents new challenges for its successful implementation. Effective implementation of SMO processes

requires cross-functional and cross-departmental teamwork and co-ordination.

Further, since the SMO takes over some of the major sourcing related activities, which had hitherto belonged to project managers and operations managers, it may cause some shifts in organizational dynamics that need to be managed by the organization.

Hence, all stakeholders need to have a sense of common purpose towards the SMO. Therefore, organizations need to manage soft issues relating to people, expectations, roles and responsibilities, in the changed environment, through a comprehensive "Change Management" strategy and plan.

The authors present the following lessons that they have learnt while supporting several leading global

organizations in the SMO journey. Utilizing these lessons, organizations could potentially effectively implement SMOs that are effective and add value to their sourcing initiatives.

Sourcing Management Office - A continuous journey towards sourcing excellence

There is no real destination for the SMO journey. The SMO may initially be implemented for any service where it has a greater immediate need. As the organization realizes the benefits of SMO implementation, it will eventually be extended to manage any other kind of sourcing. And, in order to continue to enable sourcing excellence for the enterprise the SMO needs to continually evolve its processes to be in step with, or more desirably a step ahead of, the ever-changing market realities facing the enterprise.

Implementing a Sourcing Management Office - Key Lessons Learnt

- **Obtain executive sponsorship and mandate** - Top management commitment is essential since the creation of the SMO affects the organizational structure and dynamics, and results in redistribution of roles and responsibilities. A mandate is also essential since, like all process improvement initiatives, visible management support is critical for effective implementation of SMO processes
- **Create a dedicated team** - Implementing an SMO requires focused and full time involvement of personnel who have both an in-depth understanding of sourcing as well as demonstrate aptitude for process definition and improvement. These personnel need to have credibility, and should necessarily include a senior level executive as the leader (some organizations have even re-designated a senior executive as Chief Sourcing Officer)
- **Involve and communicate** - It is critical that organizations approach the SMO initiative in a manner that is planned, which involves all stakeholders in the journey and is also effectively communicated to all affected entities. Lack of adequate attention to this aspect may almost surely ensure that the SMO does not fructify
- **Build on existing processes** - Sourcing is not a new phenomenon; every organization has at least some exposure to sourcing. The SMO initiative should effectively harvest this organizational knowledge while developing its processes, so that it avoids re-inventing the wheel and also optimally utilizes organizational resources
- **Learn from the experts** - Organizations that have involved external consultants in their SMO initiative have often had a greater degree of success. This could be attributed to a) an external entity can take a dispassionate and objective view, b) can bring to the table similar experience and industry best practices that more often than not result in greater value.

- 1 BPO Market to Grow to US\$ 173 Billion, Gartner Focus Report and Worldwide IT Services Marketplace 2Q03 Review, Gartner 2003
- 2 Dataquest's 1999-2004 Market Forecast for Business Process Sourcing (BPO)
- 3 Dun & Bradstreet 2000
- 4 CMM® is registered in the US Patent and Trademark Office by Carnegie Mellon University
- 5 SM eSCM is a service mark of Carnegie Mellon University
- 6 Aggregate Multiple Delivery Sources, Gartner 2002

About the Authors

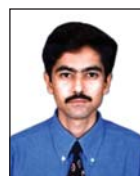
Prabhu Sinha is the Senior Vice President (Global Head-Quality Solutions) at Satyam Computer Services Ltd. (India). He is on the technical advisory board for the eSourcing Capability Model (eSCM) at Carnegie Mellon University. Satyam is the Founding partner of the consortium at Carnegie Mellon University that has developed the eSCM.



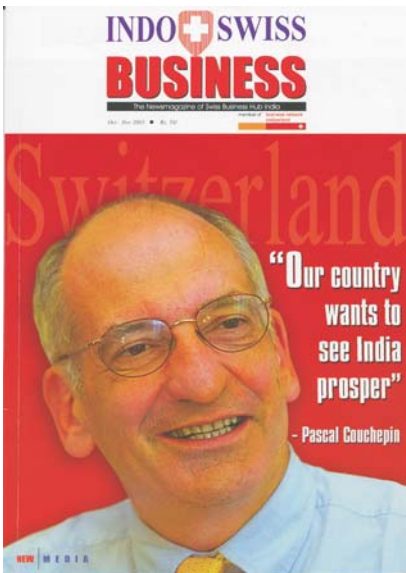
◀ Bennet Kumar is a Process Consultant at Satyam Computer Services Ltd. (India). He is a co-author of eSCM



◀ Tushar Mishra, is Lead Consultant at Satyam Computer Services Ltd. (India)



◀ Shalabh Garg is a Process Consultant at Satyam Computer Services Ltd. (India)



Feed Forward

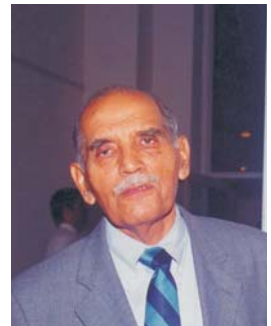


H. E. Pascal Couchepin,
President of Switzerland

"I am very much impressed with the quality of the magazine. The content of the magazine is very good and you have selected good writers. The survey about Switzerland was very informative and in-depth. It was pleasant to find so many good articles and surveys about Switzerland and Europe, which makes you better than many European magazines."

F. C. Kohli
TCS

The contents of the magazine is good and useful for readers.



Richter Colette
*Sales Manager - Overseas
Mt. Pilatus*

Coverage in the Magazine is great. And the front page is magnificent.

Prafulla S. Shirke
PROCONS

It was an extremely refreshing experience going through the magazine. The features about Lucerne Geneva Lake and Mt. Titlis were so lively, it made me feel like I am revisiting these places.