

# nexus

EXPLORE ... FOCUS ... INSIGHT ... CONNECT

MAY 2017



## GLOBALLY SWISS

### SWISS COMPANIES AROUND THE WORLD

Photo: JW

© Swiss companies have spread across the world, and whether large or small, they find ways to benefit their local environments. Here are the stories of just a few of the dozens of international Swiss companies our projects Insight China, Focus India, connectUS, exploreASEAN met on their travels in 2017.

## LOCAL PRODUCTION FOR ASIAN MARKETS

### ABB VIETNAM

As an international corporation with global presence, ABB was among the “early birds” that decided to move their production facility to Vietnam. Realising the potential of emerging economies which currently account for 45% of its market, ABB has chosen Vietnam as a strategic location in the Asia region. Throughout the journey of over 20 years in this country, ABB has been committed to its global values while sustaining the Vietnamese culture. “Safety and Integrity are two highly important values that ABB emphasises in Vietnam”, says Brad Havlin -

ABB’s operation manager in Vietnam. This has been a challenging task for the company in a country with existing development issues. However, understanding the culture aspects has been the key to facilitate trust and collaboration to achieve common visions among ABB’s local employees.



exploreASEAN delegation and Mr Brad Havlin at the ABB branch in Hanoi.  
Photo: MN

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### BRUGG CABLES GROUP CHINA

In 1993, Brugg Cables Group opened its first subsidiary in Beijing, China, with only 3 employees. Due to the opportunities of the enormous Chinese market, and the remarkable reputation of Swiss quality, China has become the gateway for the Asian market. Brugg Suzhou produces goods in China for China and today the vast majority of goods for Brugg's high voltage cables and accessories as well as a new type of elevator belts are now locally produced. This clearly shows the value of Swiss quality on the Chinese market. According to Urs Schnell, CEO of Brugg Cables Group, "I want our Chinese employees to independently manage our location in Suzhou. There are only local employees managing the subsidiary to avoid strong hierarchical relations and the feeling of superiority of foreign managers". Nowadays, the firm employs 95 staff in their production plants in China and intends to hold its strong presence overseas. Schnell also says that Brugg Cables does not consider exporting goods from China to Switzerland: "We value local production and protect our economy". However, one cannot predict the future and rising wages are also a key issue for Brugg in China. The company is taking measure by managing projects in Mongolia or being involved in big projects such as the Olympic games in Beijing.



Daily Business - A Chinese employee working on a coated steel belt. Photo: CK

### SWISS IN THE USA – ACCESSING TECHNOLOGY AND MARKETS

#### NEW IDEAS FOR SWITZERLAND FROM THE SWISSCOM OUTPOST IN SILICON VALLEY

Gene Meieran, one of Intel's 20 Outposters, said: "Outposting is the process of looking ahead and trying to dig out things that may be useful, interesting or worthwhile but are somewhat risky, adventurous or not particularly known."

Swisscom established its US outpost in 1998 and has nowadays 10 employees. Lukas Peter, the Swiss CEO of this Outpost said that the mission is to observe and to



At the Swisscom Outpost in Silicon Valley. Photo: JW

know where the trends are going, as well as to know where the company sees itself in the future. The aim is to create new business opportunities for the home market because the telecommunication market is already disrupted. "Close collaboration with the headquarter in Switzerland is a key success factor. Nevertheless, there are many challenges. For example, the communication can be difficult due to the fact that there are different time zones."

### FULL LOCAL INTEGRATION - BETTINA HEIN FROM PIXABILITY



Bettina Hein talking about 3 rules for entrepreneurship. Photo: JW

"My goal is to create 5'000 jobs with my own company. Until now, I have already created 100 jobs with Pixability", said Bettina Hein, the founder and CEO of Pixability, who started her own company "Pixability" in Boston in 2008. To be successful with your company, the market must change rapidly and must be large enough and that meant going to the USA to work with Google and YouTube.

### LOWER COSTS AND MARKET OPPORTUNITIES

#### SANDMASTER

Welcoming exploreASEAN in Jakarta, Indonesia, Sandmaster representative Erwin Spichtig introduces



Luisa, Rudolf Zobrist and Erwin Spichtig in the production facilities of Sandmaster. Photo: MN

the company as a “typical Swiss SME” which specialises in machine building. Operating worldwide in a niche market, Sandmaster has only one subsidiary in Indonesia apart from its Zofingen headquarter. “Our standard machines need to get cheaper, otherwise it is not profitable for us any more”, Spichtig explains the reason why the company decided to establish this production facility in Jakarta. Additionally, being in this location enables Sandmaster to serve the dynamic market of Indonesia as well as to build an international hub for the Asia region. After all, for Sandmaster, “the decision to be in Indonesia was not just about cheap labour cost but also where the company see the future of business”, insists Spichtig.

## LILI PEPPER'S FAIRY TALE

Ever dreamed of being your own boss? Franziska and Damian Carnevale did. These two creative minds are the owner of the Swiss Start-Up

“Beyond Textiles” based in Bangalore. They had never planned to end up in the start-up capital of India, it just happened. They have now around eight employees and an outstanding portfolio of customers like Globus, Pfister, Interio or Manor. “It was a lot of luck being at the right time at the right place with the right ideas”, stated Damian.

But being a business owner in India is not always easy. The industry requires improved social compliance and labelling, which they are gladly fulfilling. The biggest challenge is and always will be attracting customers. In the textile industry, you have to adapt fast to the changing fashion environment. You have to be different, you have to stand out. The design is crucial: “Our advantage is, that we know what the Europeans like. I feel responsible that my buyers have the perfect product, therefore I am very picky on the colour mixing.”, said Franziska. Franziska's own brand called ‘Lili Pepper’, which designs and produces home textiles for Swiss retailers. ● CK, FG, CH & MN



Roberto with the two entrepreneurs and designers Franziska and Damian Carnevale, the founders of Beyond Textiles. Photo: AH



# THANKS BRIGITTE!

© Prof. Dr. Brigitte Sprenger, Lecturer in Communication at the FHNW School of Business and editor of NEXUS since its inception in 2014 has decided to step down from the role.

Brigitte was central to the original concept and has worked tirelessly to ensure its continued success.

On behalf of the communication teams, supervisors, project teams and everyone involved with our International Student Projects we want to say a huge thank you for everything you have contributed.

Michael Jeive  
Head International Student Projects:  
Insight China, Focus India, connectUS, exploreASEAN



# CULTURAL HIGHLIGHTS



Received some blessings at the Indian market. Photo: AH



Guangzhou. Photo: VI



Floating market experience in the Mekong Delta. Photo: MN



connectUS in front of the Painted Ladies. Photo: tourist



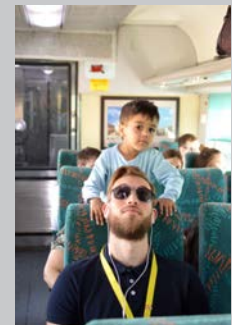
The impressive Taj Mahal. Photo: AH



Calming the mind with Tai Chi in Beijing. Photo: VI



Tobias, Fajar and Nicolas in Bandung. Photo: MN



The Indian train experience.



Julia and Lea Salomé enjoying the BIG Bus tour. Photo: JW



Jakarta traffic. Photo: MN



Insight China at the Yuyuan Garden in Shanghai. Photo: CK



Rockefeller Center. Photo: JW NUS Singapore. Photo: MN



Holi Festival. Photo: AH



Alcatraz. Photo: JW



Talent show. Photo: VI



# EXPLOREASEAN IN THE HEART OF THE ASEAN COMMUNITY!



[www.exploreasean.ch](http://www.exploreasean.ch)



exploreASEAN delegation in front of the ASEAN Secretariat in Jakarta, Indonesia. Photo: MN

© For the first time in its history, exploreASEAN had the honour to visit the ASEAN Secretariat in Jakarta, Indonesia! This unique opportunity enriched the delegation's knowledge on the meaning behind the region that is the heart of this project. Here, exploreASEAN not only receive the very warm welcome from the representative, but also learn more about the education system in ASEAN and the work plan on youth 2016-2020. The ASEAN Secretariat also dedicated a long post on its Facebook regarding this insightful visit – a great honour!

Emphasising cooperation in the education sector, the presentation further enriched exploreASEAN's delegation's perspective on building bridges among young talents in the two regions, which was a match with the project's long-standing vision.

"The youth of today are the leaders of tomorrow", Remy Rohadian, senior officer for education, youth and sports division opened the speech. Contrasting to Switzerland with the challenge of an ageing population, the ASEAN region has a relatively young population. With 60% of the population who are among the age of 15 to 35 years, higher

education plays an important role of shaping the future of this dynamic region. In 2012, Indonesia's 4000 higher education institutions had 15 million enrolled students, almost double the size of Switzerland's entire population.



exploreASEAN delegation discussing ASEAN's education and youth at the ASEAN Secretariat. Photo: MN



Visit to the ASEAN secretariat in Jakarta. Photo: MN

"Higher education is the tool to help us understand each other, to know each other better", insisted Rohadian. As a region with diverse member states concerning cultures, development levels and education structures, ASEAN realises the need to facilitate mutual understanding and a common identity. He further emphasised student mobility and bilateral recognition of certain degrees as the current strategy for this matter. With these programmes, not only academic achievements, but

also intercultural experiences that benefit the development of a country are expected.

"Of course, it is not an easy task due to differences in education and evaluation systems, as well as in standard and quality", Rohadian said. Harmonisation in qualification and quality improvement, therefore, are the main focus of ASEAN for higher education at the moment according to him. With the support of European Union and its experience in this field, ASEAN region is working towards the aim of an integrated education system across member states.



exploreASEAN's delegation during the presentation at the ASEAN Secretariat. Photo: MN

"After all, this is the centre of our project, of what we are doing", Timo Daetwyler, exploreASEAN's project manager expressed his excitement after the presentation at the ASEAN Secretariat. The visit was truly appreciated and was a valuable learning opportunity for all the delegation. ● MN



## Input from Prof. Dr. Mathias Binswanger

© Travelling to Southeast Asia with the exploreASEAN delegation of students was tough some-times. In 17 days we visited 3 countries, 10 companies, 5 universities, participated in a variety of cultural events and also engaged in sightseeing activities. But the efforts were highly rewarded. For example, visiting a garment factory, where thousands of Vietnamese workers produce sportswear for companies such as Adidas or Nike provided new insights into the process of globalization and its consequences. The organizing team of exploreASEAN did a wonderful job to make this trip a memorable experience to all participants including the professors!

Prof. Dr. Mathias Binswanger. Photo: MN



# TRADITIONAL VS E-NETWORKING



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Martial Ganière, CEO & Co-Founder of Start Coworking Campus at the workshop in Ho Chi Minh City. Photo: MN

© How do we cope with the social network usage in Southeast Asia which happens to be among the regions having the highest social network usage in the world? While traditional networking occurs through phone calls or face to face get togethers, recently, various e-networking apps which are becoming preferable means of communication have been launched. By attending some networking events, the explorers had the chance to learn about trends in how Swiss business people in Southeast Asia connect with each other and network.

While building bridges with local students from the Institut Teknologi Bandung (ITB) in the city of Bandung, the explorers had a face-to-face exchange with fellow students, where they gathered first impressions in how to reach out to people and businesses in Indonesia. Nabila, an Indonesian student, introduced our explorers to "Line", one of the most popular communication application among the Indonesian counterparts. According to Nabila, Line and Instagram are not only used for getting updates on latest trends, but also for purchasing and placing orders directly on the company profile, which goes far beyond normal Swiss social media usage. Thereafter, we had the chance to experience ourselves how Gojek or Porter Delivery Service made use of social media to dominate the logistics market in this country. Demonstrating what Prof. Dr. Dato Zainai had presented to the explorers during our preparatory seminar that doing businesses through internet-based applications was booming in Indonesia.

A few days later, exploreASEAN attended an official business event organized by the Swiss Business Forum (SBF). This was a special opportunity for the explorers to meet and discuss in person with several professionals living in Indonesia. "There is a wide range of participants attending; starting with executives of Swiss enterprises, Swiss expats working for international companies, Swiss citizens located in Indonesia and finally business people who may relate to Switzerland", adds Soner Aydin, a student from the exploreASEAN delegation. It is where the participants enjoyed lunch, while talking to representatives of various companies referring to topics encompassing Economics, Finance, Law and other interesting fields.

"Apart from this networking event there is a few more networking options in Indonesia such as Kadin Indonesia, a network platform for entrepreneurs, HIPMI another organization based in Indonesia for young entrepreneurs and IWAPI a business organization for women which may be found on Facebook", points out Soner. According to an e-marketers 2015 research, Indonesia is ranked highest in social network penetration with a rate of 77.4% of internet users retrieving a social network page at least once a month. Thus, Indonesia is not only the largest country in ASEAN, but also the largest social network market.

As a closing of the onsite seminar the exploreASEAN project team organized a workshop in Ho Chi Minh City where a number of high level speakers from companies like DKSH, Elca, Straumann, Ringier, Dragon Capital and Start Coworking Campus were invited. During the roundtable discussion, current issues faced by the service industry, the current situation of labor force in Vietnam and networking in Vietnam were addressed. "Before I got here I barely used my Facebook account, but ever since my Facebook profile turned into a "LinkedIn" profile, as people here look up everything on social media whereas organic search makes up only 30% of all searches", as pointed out by Martial Ganière, CEO & Co-Founder of Start Coworking Campus. Social network sites, therefore, are becoming more important in terms of getting and nurturing new relationships, especially for young people. Thuy Anh, a delegation member from Vietnam, shared that it is much easier to make friends or follow one's interested parties nowadays if you have a Facebook account. "It is more convenient to contact someone on Facebook than traditionally, and the likelihood to expand your network is increasing since you can add your friends' connections as well." After the workshop in HCMC, Thuy Anh had many new connections with speakers who participated and a few organizations which are on Facebook as well. ● KB

THE EXPLOREASEAN DELEGATION PRESENTS

# WHAT LIES BEHIND THE POTENTIAL OF ASEAN?


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© As an investor, one may put into question the balance between opportunity and threats. But, although the current level of development varies extremely from country to country, the ASEAN states all have something in common, that is, huge potential as manufacturing and trade hubs or consumer markets. After the onsite seminar, some of the explorers have shared their initial findings about different fields revealing what lies behind ASEAN and its potential.

Due to liberalization, growth in trade flow development is visible within Southeast Asia itself. Trade in ASEAN and mainly with Indonesia and Singapore is growing while other markets are expanding simultaneously. Taking Singapore as an example, "Although Switzerland is a leader in commodity trading, Singapore is overhauling with the help of global trading programs and diverse tax regulations and has a geostrategic advantage through its location surrounded by its Asian neighbor countries such as China and other ASEAN member states", adds Ermin Milanovic a delegation member of exploreASEAN focusing on international trade in Singapore.

When it comes to education, the individual ASEAN governments recognize that it is crucial to provide labor with the necessary skills and business know-how in order to better operate in a global economy. According to the World Bank, further development of low and middle income education in ASEAN would result in an increase in competitiveness and productivity and would allow the provision of a highly skilled workforce and research skills for innovation and development. So far, the vocational education and training (VET) in Vietnam is attended by a relatively small number of young people as graduating from a traditional university is still considered more valuable. "Unfortunately, these circumstances hinder the development of these institutions, which in turn leads to an unsatisfactory outcome. Upon graduation, students lack the practical skills and experience required by companies operating in the manufacturing business. Therefore, more and more companies have established own on-the-job training programs, which are aimed to improve employees' skills and abilities and, in a further step, allow them to fulfil the quality standards set by their employers", points out Vivian Eido, an explorer doing research on vocational education and training in Vietnam.

According to Martina Deplazes, there are significant differences between the Vietnamese and Swiss vocational education systems. For instance, the number of vocational colleges in Vietnam is limited, despite the fact that they are only established to serve specific industry fields. Whereas the vocational pathway in Switzerland is quite well-established and highly recognized by both the public and private sector.



Martina, Fabienne, Timo talking to the director of the Puspitpek National Research Center of Indonesia. Photo: MN

"People living in the countryside do not have the same educational opportunities", says Martina.

As reported by the ASEAN Secretariat, healthcare improvements have been made a major priority among the ASEAN countries. This is shown in the rising level of investment in the health care sector. However, the most remarkable progress is seen in the countries Singapore, Malaysia and Thailand, where the health care systems may be compared to those in Europe.

For Nicole Stuber, there have been several reforms in which the Vietnamese government has put in place to ensure everyone living in Vietnam has healthcare insurance. However, in such a diverse country, it is hard to establish a general standard. "As a result of the fast-growing economy, the needs of the population are changing accordingly", adds Nicole who currently investigates the healthcare system in Viet Nam.

● KB



Vivian and a local student from Indonesia exchanging knowledge. Photo: UV



# CONTENT IS KING. CONTEXT IS KING KONG.

[www.focusindia.ch](http://www.focusindia.ch)



Mr. Ajai Jhala, CEO of BBDO India. Photo: AH

● The first company visit in Mumbai was to the very successful advertising agency BBDO India, part of the Omnicom Group. Their mission is to create and deliver the world's most compelling commercials on all mediums and screens. By doing so, BBDO India tries to include social issues such as inequality at home or the learning pressure that children experience from their parents. The delegation had the honor to be welcomed by the CEO Mr. Ajai Jhala himself, and witnessed first-hand the conviction and passion behind the work that BBDO India fulfills, not only for its customers such as VISA, Johnson & Johnson or Gillette, but also with the belief to change the perspective of the society.

"Empathy is universal currency" is one of the seven principles that BBDO India obeys. By reaching the customers through emotions and not logic the agency managed to win an impressive number of awards such as the Cannes Lion. To represent their work, the delegation had the chance to see some of their successful advertisements, such as Ariel their most fruitful commercial so far which also contributed to a large number of awards. During the presentation of their advertisements every now and

then you could see the emotions changing in the Delegation's facial expressions. Once it was compassion, sadness or also joy. They could themselves experience how compelling the commercials of BBDO India are.

As the delegation was wondering how the agency has been able to succeed in the complex and diverse Indian market the answer of the CEO was to create acts, not ads. Small acts, such as a lasting impression of a touching advertisement leads to unconscious changes in the behavior and mindset of consumers. This leads the company believing in the first of their seven principles: "Content is King but context is King Kong." When the company started in 2008 nobody expected it to be so successful. "We had to find our voice", stated Mr. Jhala. The Indian market is crowded with many agencies, a way was needed to stand out of the crowd, which they certainly have done.

After this visit, surely some creative minds were inspired and figured out that doing business is not only about business and ads are not just ads.

● AH



Having a look at the ad and action #TouchThePickle. Photo: AH



## Input from Prof. Dr. Rolf Meyer

● The Indian economy encompasses a highly diverse picture from service companies through well-organized production plants to highly innovative IT companies. Personally, I was most impressed by the booming entrepreneurial scene both at the bottom with plenty of microbusinesses in the slums as well as at the top with vibrant start-ups in IT-related fields in cool co-working spaces (must see: Ministry of New in Mumbai) and business hubs (check out: Rise Mumbai).

Prof. Dr. Rolf Meyer. Photo: AH

# IMPARTING KNOWLEDGE



[www.focusindia.ch](http://www.focusindia.ch)



Mr Amir Kalra introducing the "Swiss Re InsurTech Accelerator Program"  
Photo: AH

◉ **The business of insurance is, unlike in Switzerland, a rather unknown topic in India as people first have to cover their basic needs. But the business has been significantly growing in the last few years. Swiss Re has been present in Bangalore since 2001 and has become, in the meantime, the employer to 850 people.**

Bangalore is the Silicon Valley of India and start-ups are shooting out of the ground like mushrooms. It is a constantly growing ecosystem and India is experiencing a tremendous growth within the landscape of technology. "We want to keep up with technology, stay innovative and move forward", said Mr Amir Kalra, the senior vice president of Swiss Re India. For these reasons, they use the advantage of the entrepreneurial hub of the city and want to play a major role in the development of new businesses. To make a difference within the industry, the company offers the "Swiss Re InsurTech Accelerator Program". It is the first insurance focused start-up program in India. They are aiming to provide a platform

where mainly technology focused start-ups can engage on business use cases and key technology themes to develop innovative products, practices and technology solutions. In short: By collaborating with start ups, Swiss Re brings an optimal mix of innovation and knowledge.

Innovation is highly necessary in the industry of reinsurance and insurance in general due to digital disruption. According to Swiss Re, innovations are also facilitating access to a rich source of data about customers and fostering advances in predictive analytics, collectively labelled Big Data. These developments have the potential to radically alter the way in which insurance is designed, priced and sold. Many insurers are starting to explore Big Data initiatives. However, the applications are preliminary and the expected returns from the investments remain very uncertain.

The two delegates, Luca Mueller and Lars Mallien elaborated on that topic. A combination of digitisation, social media and internet comparison means that customers are more connected, better informed and have more purchasing options than ever before. They want products that respond to their needs and are transparent and easy to understand. They also want the convenience of dealing with insurers when, how and where they want. Therefore, companies must recognize of the power and benefits of technologies such as clouds, Internet of Things, smart analytics, mobile, artificial intelligence (AI) and security. Technology driven opportunities are fundamental transforming the business of Swiss Re. Innovation in new technologies will continue to change consumer behaviour and disrupt most industries. As these are the drivers of the next wave of innovation, companies such as Swiss Re need stay agile and flexible in order to react to these dynamic markets. ● CH



Luca Mueller and Lars Mallien had the opportunity to talk about Digital Disruption at Swiss Re, Bangalore. Photo: AH



# EMBRACE CULTURE!



[www.focusindia.ch](http://www.focusindia.ch)



Photo: Reality Tours & Travel

◉ When it comes to contrast, India represents so much of it! Not without a reason it is the country of colours. Besides business visits the Focus India Delegation of 2017 was able to experience a full range of Indian culture.

The Indian cities are loud and sticky, which is also the case in Mumbai, one of the most eclectic cities of India. In Bombay, the old name of Mumbai, there are over 2000 slums. Areas, where the ground is owned by the government but the infrastructure by private individuals. The **Dharavi Slum** known as the biggest within Asia, is home to 1 million people living on only two and a half square kilometres. But Dharavi is not only a slum located in the heart of Mumbai. It is the centre of everything: geographically, psychologically and spiritually. By visiting the most variegated district with its labyrinth of small alleys, Focus India could experience how over 20'000 small businesses, like potteries, tanneries and markets, are operating perfectly within this unique ecosystem. The government convoked a rehabilitation program, where the slum should be replaced with a sustainable system in housing, civic infrastructure and amenities. Around 57'000 households are meant to be relocated in residential skyscrapers. Where every apartment would have its own bathroom. Imagine, they share only 700 toilets all over Dharavi!

It is not only the cities that are diverse. It is also the religions. The main religion in India is Hinduism, which is the third largest religion behind Christianity and Islam. In India around 80,5% of the population are Hindi. The caste system, generally accepted to be more than 3,000 years old, is a part of it and traditionally divided Hindus into rigid hierarchical groups. Many believe that the groups originated from Brahma, the Hindu God of creation. The system divides Hindus into four main categories - Brahmins,

Kshatriyas, Vaishyas, Shudras as well as Dalits, which are also known as the "outcasted" or "untouchable". Around 25% of the population belong to them. Even though, the caste system has been illegal since 1950 according to the Indian constitution, the lower castes are still struggling to find their place within the Indian society.

In Bangalore, Focus India had the opportunity to visit the "**Dalit Freedom Network**". The NGO's mission is to end atrocities and help the Dalit people achieve fundamental rights through a foundation of education, healthcare, and economic empowerment (<http://dalitnetwork.org/>) . The Dalit people of India have been considered to be "untouchable." Less than human. Worthy only to be slaves, to be broken and crushed. Today, a new generation of Dalits is standing up for the rights of their people to go to school, to be healthy, to be free. To never be called an untouchable again and to finally gain a voice within the society. The **Dalit Freedom Network** is running women trainings centres and around 100 schools all over India. Focus India went to visit one of the schools. "We try to give children a chance in life. Education really makes a difference.", stated the leader of the school. "The knowledge of English is crucial as you can progress in life much faster. Our goal is to give them skills and a voice."

There are more organisations that are pushing the education of the Indians forward. The NGO **Magic Bus** is one of them. They are steering children towards a better life with greater awareness, improved life skills, and more opportunities, during their journey from childhood to livelihood. To enable this journey, they use different dimensions: First of all, they apply Activity Based Curriculum (ABC). This is a learning model that uses activities and games to change attitudes and behaviours. Each

session contains a key message that teaches children important life skills around education, gender and health. This is what the Focus India Delegation could experience at first hand. Arriving by bus at one of the many slums in Mumbai the Delegation met a mentor from **Magic Bus** who is responsible for the children. Two of the Delegation had the opportunity to prepare various games beforehand. Around 40 children from the age of 11 to 15 arrived ready to have some fun with the Focus India Delegates. Already during the disseminating the excitement of the children was noticeable, while some were rather shy others would ask questions or show some special handshakes. There were 4 games to play, relay race, chasey, a game with a hula hoop and one with collecting objects in different colours. From time to time you could see that the diffidence vanished whereby joy and a lot of laughter appeared instead. At the end of this exhausting and extremely hot play day, the mentors showed their methods how they are teaching the children by dancing or playing games. The topic on this day was germs and the importance of hygiene was represented with a "shower-dance". With many special handshakes the delegation said goodbye to the children and hoped that these kids can make their way from childhood to livelihood. ● AH & CH



Photo: Reality Tours & Travel

## AADHAAR – DIGITAL INDIA IS OFFICIALLY LAUNCHED!



● **Digital India – A very familiar topic to the delegates of Focus India 2017. During the preparatory seminar in February, the delegation had a first insight in on the topic through the Indian Ambassador to Switzerland Ms Smita Purushottam.**

One part of the Digital India program is Aadhaar, a twelve-digit ID number based on biometric and demographic data by Indian residents. It is the world's biggest ID database, as according to Mr Nakul Saxena it is globally the only governmental application that has 1 billion users. The system of Aadhaar is a huge improvement and an enormous step forward for the society. Thanks to Aadhaar and with the help of a Smartphone, procedures such as applying for a loan or opening a bank account can now be done within minutes. This is especially a great contribution to the wellbeing of the low-income population by removing the need to get their loan from a broker requiring an interest of 6%-8%

or to residents in the rural area since they no longer have to physically go to a bank.

The enthusiasm of the delegation to this impressive and exceptional initiative was demonstrated as question after question was asked and properly answered.

As Swiss delegates, we were preconditioned by topics such as privacy and data security, as this is a huge topic back home. However, the Indians confess that the system might have its lacks, but the government is constantly working on them and, in addition, there is only one safe location administered by the government itself. Therefore, these doubts could be swept away. In the next five years India will go from a data poor to a data rich country. ● AH & CH



# THE VOICE OF OUR DELEGATES



Nicolas Egger. Photo: MN

## NICOLAS EGGER



© During the onsite seminar with exploreASEAN, I could observe how business was run in two different emerging markets: Indonesia and Vietnam. Nowadays the two countries are offering cheap labour force and are therefore a hub for manufacturing processes. We experienced that in many company visits in the fish and garment industry where we met thousands of workers in various production lines. Both countries are growing fast and salaries are rising from year to year. The main problem that both countries are facing now, is how to add more value in their working processes in order to be international competitive. Onsite visits at the ETH centre in Singapore, Institut Teknologi Bandung in Bandung and the Puspiptek National Research Centre in Jakarta, Indonesia confirmed that education, in particular vocational training, is a current issue to improve the skills of the labour force.

It was impressive to see similarities and differences in both emerging economies. I am extremely thankful that I could discover Vietnam and Indonesia together with exploreASEAN.

## FOCUS INDIA

## ELISA GJINI

© During the one-site seminar in India we had the possibility to visit some innovative and advanced Swiss enterprises in India. To get an in-depth insight into their daily business has shown us their working processes and working culture, which was an amazing experience for all of our delegation members. India is full of opportunities and one of the fastest growing economies in the world. The company visits will help us in the future to integrate some Indian working processes in our everyday working life. In addition, we could collect not only Indian business experiences but we had also the opportunity to get to learn and love the Indian culture. This country is enriched with charming and friendly people, creeds and cultures, faiths and tongues, races and social systems. Thanks to the project Focus India 2017 I could get to know the wonderful and varied country and see the difference between their and our European life. It was a great and unique experience to me. Namaste India!



Elisa Gjini. Photo: AH



Laura Zimmer. Photo: CK

## LAURA ZIMMER

◎ My trip to China was full of highlights, surprises, and unforgettable memories. From a business perspective, there were many interesting company visits giving us an insight into different business environments and allowing us to see several production sites in companies such as ABB Robotics and Bühler Group. Furthermore, the company visits were a great networking opportunity. Complimenting this from a cultural perspective, our trip was enriching - ancient locations like the Forbidden City and the Great Wall were impressive to see and taught us about Chinese history. We were also spoilt from a culinary point of view, having the possibility to try many specialities such as the noodle soup from Lanzhou and the famous Beijing duck. Another highlight was the visit to the Lanzhou University of Technology, where we were warmly welcomed by local students and experienced a day full of cultural exchange.

I can definitely say that the Insight China trip has been one of the best experiences in my life. Besides all the business and cultural highlights, I was lucky enough to be part of an amazing delegation. There was a strong feeling of togetherness and we could share many moments we will not forget any time soon.

## connectUS MIRANDA RITSCHARD

◎ This connectUS On-Site trip was a wonderful experience. One of the most important insights gained, was that everybody can be an entrepreneur. It is not crucial to be an expert but to have a vision that drives you and in which you believe. I met numerous inspiring people on this journey who gave me a feeling of "wow, maybe I should also start my own business" and who encouraged me to keep pursuing my dreams. Furthermore, I learned that the US business environment accepts failure as a form of making progress and as a prerequisite to have success. If a person can show that he or she worked hard and could turn the ship around, people will admire and support this entrepreneur for his or her courage and persistence.

In my opinion, this trip was more than just an excursion to three different American cities. I profited from several key learnings which I will embed in my daily life. I was inspired and fascinated by the kind and supportive people that I met. Moreover, I will never forget the extraordinary inside views that various companies provided us by opening their doors and by giving us their valuable time. This was all only possible due to our excellent project and PR team. I am very grateful to be part of the connectUS 2017 delegation and will always think back of these amazing two and a half weeks. I am convinced that the newly gained friends and network will keep enriching my life.



Miranda Ritschard. Photo: JW



# HOW DRONES ARE USED IN DISASTER MANAGEMENT



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◎ Drones are becoming an indispensable asset in disaster areas, the availability of the aerial imagery and mapping combined with low-cost and flexibility promotes new opportunities as well as fresh ideas. Caroline Briggert, Head of Stakeholder Relations at DJI, gave insights into the unassuming role of drones.

The vast majority of news coverage about drones lately has focused on their negativity impacts, such as the use of armed drones, privacy issues or interference with air traffic. However, drones have also found a far more positive application in the humanitarian sector. With a steady rise in climate-related disasters, innovative disaster management strategies are being put under the radar. Through the running of drones, risk governance has undergone in the recent years a remarkable breakthrough. According to Briggert, drones can access hard-to-reach areas and ensure easy accessibility, while costs are kept low compared to other aerial vehicles. When a disaster occurs, first responders have a complete picture of the entire affected territory within hours, enabling them to act immediately, due to the professional and quick mapping of drones. In addition, drones are used to enhance disaster preparedness, by efficiently monitoring areas and spotting potential risks. "Aerial photos help you to analyse the situation and it is a much easier way to see the impact," Briggert said. "Everyone agrees that aerial technology is a must in disaster management."



Caroline Briggert, Head of Stakeholder Relations at DJI, present the latest drone technologies Photo: VI



Clemens Stoll marvels at the fascinating technology of drones. Photo: VI

## USING DRONES TO FIGHT AGAINST CLIMATE CHANGE RISKS IN MALDIVES

The United Nations Development Program (UNDP) and DJI, a leading drone company based in Shenzhen, have established a partnership in order to address climate change risks in the Maldives. Approximately 80% of the islands in Maldives have an elevation of one metre above the proper sea level, while this rising sea level threatens submersion of many of these islands. With the help of drone technology from DJI, UNDP is able to create three-dimensional maps and accurately assess the impact of climate change and floods. In operating drones, UNDP speeds up the process of mapping the 11 islands significantly and more thoroughly, ensuring better disaster preparedness for its communities. "This collaboration is a prime example of how drones support the humanitarian sector," Briggert asserted. "The project with the UNDP is something we are very proud of." ● VI



## Input from Prof. Dr. Alex Ringenbach

◎ Insight China 2017 was an extraordinary and unforgettable trip. It was perfectly organized and a good mix between impressive foreign culture and insights into innovative companies. And it was far more; it was a journey of surprises and emotions. As a smoothly functioning team we mastered challenging official and nightly events. It was great to be part of this Insight China team!

Prof. Dr. Alex Ringenbach, FHNW School of Life Sciences, an accompanying lecturer of Insight China. Photo: VI

# THE NEED FOR INNOVATION-BASED GROWTH IN CHINA



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David Harmon, Vice President Global Public Affairs at Huawei asserts the significance of innovation. Photo: VI

© Innovation is vital to sustain China's economic growth and productivity, particularly since China's growth has now slowed from the long 10% per annum period, potentially hindering its moving into the next phase of the transformation process. During the on-site seminar the delegation learned about companies' contribution to an innovation-based growth including a visit to China's "Silicon Valley" Shenzhen.

The current developments in China illustrate that the country has reached a challenging transition phase: After decades of rapid economic growth, the mainland's growth engine continues to cool off, with last year's growth rate of 6.7% being the slowest pace in more than 25 years. Once attractive for its cheap labour force, the world's second largest economy is squeezed between low-wage developing countries and highly advanced economies with fast-moving innovators. As a result, China risks being in the middle-income trap; a situation in which a country's growth slows after reaching middle-income levels, while entering the next stage into a high-income country becomes unattainable. Injection of innovation is considered as a key factor and guarantees that the mainland moves up the income ladder into the ranks of the world's advanced economies.

The assertion that China is a copycat nation is long out of date. Investments in R&D activities and newly developed innovation policies in the last decade show that China emphasises innovation. According to David Harmon, Vice President Global Public Affairs at Huawei, China continuously encourages innovation and Chinese firms are increasingly focused on innovation rather than copying. "China has evolved from imitation to innovation and is working hard to promote innovation"

Harmon said. Yet, the shift away from a resource-driven growth represents an enormous challenge in the upcoming years. Companies in China are doing their utmost to strengthen innovation, and the conditions that allow China's transformation to growth based on innovation and high productivity are certainly present.

## WAVES OF INNOVATION FROM SHENZHEN

Only a short distance from Hong Kong, Shenzhen has become the centre of attention as Chinese authorities recognise Shenzhen as a role model of economic transformation and wealth accumulation that defies the current economic slowdown in most other parts of the mainland. The city has grown from a small fishing village into an innovation hub and epicentre of modern technology. In the recent years, the number of independent innovators, start-ups and large high-tech companies in the city has increased remarkably, highlighting the widespread and growing appeal of the metropolis. It comes as no surprise that Shenzhen is called "the new Silicon Valley", since many of today's frontrunners in the tech industry such as Huawei, Tencent or DJI use Shenzhen for their headquarters. The philosophy from "Made in China" to "Invented in China" has been seen most clearly during Insight China's company visits in Shenzhen. While Harmon outlined in his presentation the futuristic vision of 5G technology that enables further flexibility and reliability, DJI continually reinvent themselves and widen the use spectrum of their drones. Ultimately Shenzhen is a successful example of innovation emphasis that is required to overcome the middle-income trap. If other mainland cities succeed the same way, it could pave the way for sustainable growth and possibly mark a key chapter in China. ● VI



DJI is one of many tech companies with its headquarter in Shenzhen. Photo: CK



# FROM PASTA TO RICE NOODLES: BÜHLER GROUP IN CHINA



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Insight China's delegation in front of Bühler's offices in Wuxi, China. Photo: CK

© Bühler Group has achieved global market leadership in four major sectors with its high quality products: global wheat production, die cast parts for cars, equipment for chocolate production as well as equipment for rice production. But how could a family owned Swiss company become such a strong player in the global market? One might argue that for a family owned business it is easier to overcome and survive less profitable years than enterprises where the management board gets nervous quicker. However, Bühler Group has proven that investing in different markets, adapting to market needs and staying close to customer demands are only a few of the company's strengths.

In the early stages of the company's history, Bühler Group managed its subsidiaries from its headquarters in Uzwil, Switzerland. This centralised management style however became obsolete with the expansion of the company and nowadays each location adapts to its local markets.

## BÜHLER'S RECIPE FOR CHINA

With the One Belt One Road initiative, the company takes advantage of governmental mandates, taking over projects in neighbouring countries such as Kazakhstan, building coalitions with Chinese companies and has opened an innovation lab in its subsidiary in Wuxi.

"The Chinese government invests heavily in industry and infrastructure. There are many projects that businesses can run in cooperation with universities", says Jürgen Simon, Head of Business Development at Bühler Group in Wuxi, on the opportunities for companies in China. Similar to the University of Applied Sciences in Switzerland, Chinese universities work closely with industry and the government itself does a great deal of market research. Since the government provides funding

for various projects in one field, the market is stimulated and highly competitive.

One great example how the firm expanded successfully to the local market lies in the firm's production for noodles. With the Bühler's technology for pasta production, the firm had been market leader in Europe. However, the firm needed to modify its designs and manufacture different production plants for the Chinese market.

One common issue companies face in China is the lack of government protection and proper regulations regarding intellectual property rights. Philipp Hug, Head of Grinding and Dispersion at the Business Unit Asia, acknowledges the problem but remains optimistic: "For our competition it is easy to copy the equipment. However, there are things that can be protected and things that are not. Our advantage lies in our processes and educated staff, and these are things that are rather hard to copy".

## FUTURE OUTLOOK

The future looks promising since population growth is estimated to reach 9 billion by 2050. As a forerunner in food production, the company has already invested money in research and development for the



Lean management is a key priority in Bühler's production plant in Wuxi. Photo: CK

extraction of protein from Insects. However, not all new technologies can be introduced to the market. Bühler Group needed to learn this lesson the hard way, when introducing new technologies for rice production. Since people do not trust the food industry in China, people were not willing to buy differently produced rice as they were used to. Rice is not just rice for the people. The company's focus remains on sustainable value chains as drivers for innovation. ● CK

# OPERATING IN THE WORLD'S BUSIEST CONTAINER PORT



[www.insightchina.ch](http://www.insightchina.ch)



A visit to the biggest port of the world's biggest port was one highlight of the visit to the Kühne + Nagel subsidiary in Shanghai. Photo: VI

◉ Did you know that Mainland China accounts for 8 out of the 20 largest sea ports in the world? As one of the four directly-controlled municipalities of China, Shanghai is a global financial centre and transport hub, with the number one container port in the world. In 2016, global container volume grew by 1.8% and has not yet fully exploited its potential in the 24 million population metropole.

With over 20'000 employees located in 96 countries in the world, Kühne + Nagel Group is one of the world's leading logistics companies. Its strong market position lies in the sea, airfreight and contract logistics businesses, with a clear focus on providing IT-based supply chain management services. The company enjoyed 7% volume growth in 2016 and throughput of China mainland ports is still growing. Driving forces for growth are the Intra Asia and Trans Pacific trades. However, traditional transshipment hubs are losing volumes to direct services. Competition is high and the company needs to face the limited capacity of ports and berths for the Asia – EU trade. On average, there are 2500 to

3000 Twenty-foot Equivalent Units (TEU) to be handled per call. Terminal organization and optimization is limited and hinterland infrastructure needs to be improved in the future.

Sticking to what they do best, Kühne + Nagel Group focuses on keeping their large share of SME customers happy as they account for 65% of the company's volume. The company has created a project including a care toolbox, care advocates, care cards and care connections to enhance customer experience and increase employee satisfaction. Outstanding customer service organizations excel at five capabilities: Collaboration, words, reflection, social connectedness and development.

One challenge that remains for businesses, especially in the sea freight industry, is the high turnover rate, which adds up to 50 %. Blue-collar workers lack a sense of loyalty to their employers. Consequently, employees favour temporarily work and leave the working place only after several months. ● CK

## VISIT TO SWISSNEX SHANGHAI

◉ One important stop at our onsite trip was dedicated to Swissnex in Shanghai. Our delegation was warmly welcomed by Isabel Götz, Head of Operations, General Manager Swissnex China ad interim, with a general overview on the tasks and activities of the organisation. In a nutshell, it is building bridges between Switzerland and China as well as connecting the dots between China and the rest of Asia. We were then introduced to the Swiss Business Hub in China. One important key issue that was addressed and needs to be solved in the near future was the demographic shift in China. Not only in Switzerland but also in China, the population is ageing and there are less young people being able to work and

support the elderly population. Finding a reasonable solution for this demographic issue is a high priority in this Asian country. In a final step, our delegation had the opportunity to learn more about social enterprises and entrepreneurship in Mainland China. Meaning, that the Chinese government fosters organisations aiming at creating value for the society rather than only seeking financial rewards. Chinese entrepreneurs prefer to combine western business practices with traditional thinking adapting the ideas and concepts to their needs rather than simply imitating. ● CK

## SAN FRANCISCO

## WHAT IS THE DIFFERENCE BETWEEN THE SILICON VALLEY AND SWITZERLAND?


[www.connectus.ch](http://www.connectus.ch)


Lukas Peter, CEO of the Swisscom Outpost. Photo: JW

● In the Silicon Valley, we met Lukas Peter, a Swiss man who has lived there for one year and who recently became the CEO of the Swisscom Outpost. "Silicon Valley entrepreneurs are 13% more likely to tackle new markets with a new product than the ones from London."

Lukas Peter told us that each student in Silicon Valley wants to be an entrepreneur like Mark Zuckerberg. He is actually the superstar in this scene. This is a big difference to Switzerland where most of the students want to find employment with a big company as was demonstrated during our Q&A where we saw that only a few students desired to be an entrepreneur after graduating. Peter also said: "As a start-up company from Europe, you have to come to the USA for to become global. Otherwise, it would be impossible to make profits. But you have to bear in mind that it takes about 5 to 6 years until you get profitable with your start-up."



Enjoying the comfortable seats at the Swisscom office – Moritz Weber, delegation member of connectUS. Photo: JW

Actually, there are several huge differences between the US market and the Swiss market. Probably the most meaningful difference is the planning horizon. "Here, you do not plan more than 2 weeks in advance. Whereas in Switzerland, you have a full schedule for the next 2 months", Peter said. Another difference is the courage to fail. It does not matter if you fail in the Silicon Valley. If you fail, you fail forward and you can learn from it as well. In contrast, in Switzerland you do not want to fail at all.

Moreover, Lukas Peter told us about the job hopping in the Silicon Valley. "It is possible to change your job within 2 weeks. This would not be possible in Switzerland in any way."



Fabia Brunschweiler and Juliette Schwander during our visit at the Swisscom Outpost in Silicon Valley. Photo: JW

Last but not least, risk aversion is a big difference according to Peter. In Silicon Valley, you take a lot of risk by starting your own company and fund it with venture capital. In Switzerland, the people are risk averse and have a higher tendency to avoid such high risk.

## WHAT CAN WE LEARN FROM THE SILICON VALLEY

The Swiss people are very different to US people. We should not change our behavior in total, but adapt some new things from them. For example, it would be advantageous to be more flexible and open-minded. Accepting new ideas and planning not for the next 2 months would be a first step in the right direction. Furthermore, due to the globalization and its environmental change, Swiss companies should try out new ways to do business. Thus, the company could stay profitable in the future. ● FG



## SAN FRANCISCO

# PERSISTENCE, RESULT ORIENTATION & STORYTELLING – QUALITIES FOR BEING AN ENTREPRENEUR ○

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Karina Ung, employee at Xamarin, showed us the office and answered all our questions about the company. Photo: JW

○ Xamarin, a company which develops iOS and Android apps, is today a subsidiary of Microsoft. Nat Friedman, the CEO and Co-founder of Xamarin, talked about the reasons for selling the company to Microsoft. "With Microsoft, we have a huge platform to distribute our products all around the world." Another reason was the risk reduction according to Friedman. He said that running one's own company brings a lot of risks with it and you always have to be aware of them. "Lastly", said Friedman, "it is really stressful to run a company by yourself. It means that you have lots of work to do – also in your leisure time."

## WHAT MAKES AN ENTREPRENEUR SUCCESSFUL?

Nat Friedman told us that if you would like to be a successful entrepreneur, you should have these three qualities. "First, you need persistence. You

always have to keep going and trying – never give up. Actually, this is the most important point." Friedman continued with the second qualification – result orientation. For this one, you have to be annoying sometimes for getting what you want. "Thirdly, you need an absolutely fabulous storytelling. A clear communication to each person must be provided."

## KEY LEARNINGS FROM NAT FRIEDMAN

It was an honor for us to meet the CEO of this amazing company. We were impressed by his positive appearance and easy-going attitude. Now, students who want to become an entrepreneur after graduating know what is important to bear in mind. Another key learning is that you absolutely need the passion for what you are doing. ● FG



## Input from Prof. Dr. Oliver Bendel

○ In San Francisco, the delegation was overwhelmed by the bridges and islands, the towers and trolleys, without ignoring the homeless and the victims of dependency. Silicon Valley inspired and impressed both students and lecturers. It soon became apparent, however, that "disruptive" may mean in many cases "destructive". Boston presented itself as a place where science, business, art and the general public come together. Unforgettable the Cambridge Science Festival and its initiative Science on the Street. In the Sanders Theatre, high-ranking scientists discussed the question if we are alone in the space. New York, finally, was the highlight in many respects.

Prof. Dr. Oliver Bendel, an accompanying lecturer of connectUS is a lecturer at FHNW for ethics and industry 4.0.  
Photo: [www.informationsethik.net](http://www.informationsethik.net)

## START-UP SCENE IN THE US

# WITH NAIVETÉ, CHUTZPAH, PERSEVERANCE AND THE RIGHT NETWORK, ANYONE CAN BE AN ENTREPRENEUR


[www.connectus.ch](http://www.connectus.ch)

As we all learned from this trip, many people in the US and especially students want to be their own boss, so the start-up scene in the US is really widespread. For success in the USA as a Swiss company, Swissnex could be your first point of contact. They have offices in San Francisco and in Boston and provide workshops and training to make your entry easier. Swissnex also arranges many networking events as "Networking is absolutely essential in the USA for getting profitable with your company", said Dr. Felix Moesner, CEO of Swissnex Boston. "Therefore, you always have to prepare yourself for an event."



Swissnex Boston. Photo: JW

The Cambridge Innovation Center (CIC) with its Venture Café is an excellent opportunity for networking. CIC was founded in 1999 by two MIT graduates. The idea was to help start-ups focus on their business setting up and managing office space for them. There are about 800 companies in the same building at the moment. So, these companies can learn and profit from each other. "The best way to learn is to interact closely with other entrepreneurs and thereby exchange experiences because you have no teachers while entering a new territory", said Becca Smith from CIC.

**"The Venture Café aims to build and connect communities of innovation locally, nationally and internationally"**



Becca Smith talking to the delegation about the idea of CIC. Photo: JW

## "ANYONE CAN BE AN ENTREPRENEUR" – BETTINA HEIN, CEO OF PIXABILITY

The real case of the company Pixability shows that you can be an entrepreneur. As Bettina Hein started her company in Boston, she was located in the Cambridge Innovation Center (CIC). After growing really fast, she moved out of it and has now her own office in the city of Boston. She told us that everybody is able to be an entrepreneur. Furthermore, Bettina pointed out the following three main characteristics to be a successful entrepreneur: "naiveté, chutzpah and perseverance". Chutzpah does not mean being unprepared, but it means saying "yes, we can" as well as entering unknown territory.



Bettina Hein, CEO of Pixability. Photo: JW

**"naiveté, chutzpah and perseverance"**

## BUILDING RELATIONSHIPS

The Venture Café is located in the office of CIC. In this café, there is a weekly event on Thursday evenings for the innovation community. "The Venture Café aims to build and connect communities of innovation locally, nationally and internationally", said Becca Smith. "During this event, you have the ability to talk to a lot of people, build relationships as well as tell stories."

We actually had the chance to join such an event. It was really interesting to see and experience this networking culture. Everybody was so open-minded as well as friendly and talked to you in a smart way. We could build some relationships which may be helpful in doing business in the future. Furthermore, we learned that it is important to step up to somebody, although we do not know this person. Openness is a key success factor in doing business in the US. ● FG

# EXPERIENCING A DESIGN SPRINT AT GOOGLE



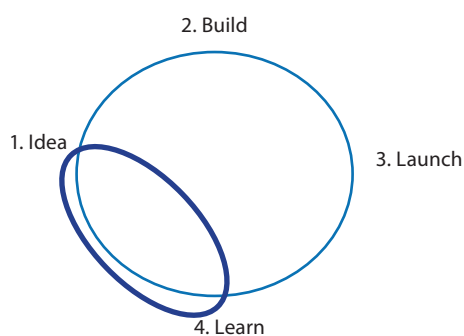
www.connectus.ch



The whole delegation together with Chantrelle Johanson from Google. Photo: Maria Grach, Google employee

⊙ At the office of Google in New York, we had the chance to experience a design sprint our-selves. First, Chantrelle Johanson, a researcher at Google, gave us some background information about the process. "A design sprint is a shortcut for learning without building and launching. It can be used at the beginning of a project to define your product offering or the process can unstick your problem".

The following graph shows this process:



Design sprint (Johanson, 2017)

The process is divided into a 5-phase framework according to Johanson. "First, you have to understand the problem. This is probably the most difficult part. Second, sketch your ideas. Third, decide about the ideas you have created in your team. Fourth, build up a prototype of your idea with the whole team. Fifth, you have to validate the prototype with a usability test as an example." Johanson presented several examples for each step (see box), so we could understand what we had to do. "It is important to focus on one of these examples for each step and not cover each example", Johanson said.

Phase	Examples
Understand	project map, user interviews, lightning talks, user journey maps, success metrics, sprint questions
Sketch	comparable problem, notetaking, crazy 8's, solution sketch
Decide	review & present, dot voting, heat map voting, decision matrix, note & view
Prototype	storyboard, assign tasks, mock, write, stitch
Validate	usability test, stakeholder review, learnings

Phases of a design sprint with examples (Johanson, 2017)

Furthermore, Johanson said that the users are the ultimate key success factor for products. Therefore, user interviews in the phase of understanding would be the perfect way. Each phase normally lasts one day, but they want to keep it shorter. That is why they try to run the whole process in 3 days. "Besides, it is essential that the teams are include different types of employees, so you have various inputs for the ideas."

After this introduction from Chantrelle Johanson, it was the time for the delegation to learn this process first-hand. We had to create an app for students which makes their life easier. With several constraints, we knew what we had to do. So, we did some user interviews, put some ideas together, did the design principles, defined the user journey and in the end, we had to present our idea. It was quite funny to see how different the ideas were. Everybody had quite different conceptions for this app and each team created quite different versions. It was a unique opportunity for the whole delegation to experience such a design sprint and now, we are well prepared for the future when we have to do similar things in our business life. ● FG



# CULTURAL HIGHLIGHTS



connectUS in front of the Golden Gate Bridge. Photo: tourist



Delegates with an Indian Tourist at the Taj Mahal. Photo: AH



Insight China in Shanghai. Photo: VI



Batik factory workshop in Bandung, Indonesia. Photo: MN



Insight China Delegation in the Forbidden City. Photo: CK



connectUS on the roof of the Rockefeller Center in NY. Photo: tourist



The real Indian colors. Photo: AH



Delegation departing to visit Ha Long Bay. Photo: KB



Rickshaw tour in Beijing. Photo: CK



Making friends in Mumbai. Photo: AH



Inside Oculus in NYC. Photo: JW



Products at Fontina. Photo: MN

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