

# le News

LOCAL SWISS NEWS IN ENGLISH

FREE WEEKLY NEWSPAPER

Arc lémanique 14 - 20 November 2013

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## Geneva veers right

**GENEVA** The canton has a radically new government following cantonal elections.

The nationalist MCG (Mouvement Citoyens genevois) has won a seat in the Conseil d'état at the cost of the Socialists. Taken by Italian-born candidate Mauro Poggia, the MCG is now expected to influence the seven-

seat ministerial council that runs Geneva. It is the first time that a MCG member has been elected to this position. That Poggia will now have a place in government is seen by many as worrying after years of delicately balanced powers. This result confirms the MCG's standing gained during the canton's earlier parliamentary elections, where it won a fifth of the seats. The

party has a populist platform that criticizes 'frontaliers' for taking jobs from Swiss citizens. Over 40% of Geneva's population is foreign. The respected Zurich daily, NZZ said the election is a warning to 'International Geneva'. "It will not be easy to explain to foreign observers that this result is not a sign that Geneva wishes isolation from the rest of the world." *Le News*

## The Pink Star

The 59.6-carat pink diamond was auctioned in Geneva on the 13 November, the most valuable diamond ever to be offered at auction.



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## This Week in Switzerland

The Leuk Satellite station situated between Brig and Sion in the Valais has been implicated in the **NSA scandal**. Defence Minister Ueli Maurer claims that "We don't have any contact and have not exchanged any information with the NSA," however Justice Minister Christoph Blocher counters that "it is clear that Switzerland cooperates with the American intelligence services". Signalhorn bought the Leuk station from Swisscom in 2000, but its main shareholder remains the American Tower Corporation. The station's owner claims it only transfers data for commercial purposes, but the NSA scandal has put its activities under suspicion once again.

Fourth largest Swiss banking group and one of 24 cantonal banks, **Zurich Cantonal Bank (ZKB)**, has been promoted to a "systematically relevant" status by the Swiss National Bank. In other words it is too big to fail. The Swiss Financial Market Supervisory Authority has not yet finalised the requirements but ZKB would have to cover between 14% and 19% of its risky assets with capital reserves, which it claims it already does at 14.9%. ZKB is still under a criminal investigation by US authorities for tax evasion.

**Novartis** plans to sell its blood transfusion diagnostics section to Barcelona-based company **Griflos** for CHF1.54 billion. Novartis originally bought the unit in 2006 from US biotech company Chiron. The current sale will allow Novartis to focus on its other three businesses: pharmaceuticals, generics and eye care in order for them to be robust enough to compete globally (annual revenue of \$10 billion). Griflos will expand its diagnostics to make up 20% of its revenues.

During the WW2, around 600,000 works of art owned by Jewish families were stolen or confiscated by the **Nazi regime**, 100,000 of which remain lost. Surrounded by the conflict, Switzerland was both a refuge for Jews and a host to pro-Nazi art merchants. To reunite pieces to their rightful owners, the **Swiss Federal Office of Culture** set up an online portal this summer to connect museums, claimants and researchers worldwide.

Eleven kilos of **cocaine** were seized in Lausanne after a significant nine-month long investigation involving wiretapping surveillance across canton Vaud. The European source of the smuggled drugs was in Spain, but the final arrests implicated 32 Nigerians and only one Spanish woman.

**The Organisation for Economic Cooperation and Development** has released statistics indicating that the salary gap in Switzerland has decreased and remains well distributed. The Gini coefficient is used to qualitatively measure income distribution, 0 denoting totally equal pay. Switzerland lies above the average (0.32) at 0.3, but behind Denmark (0.25) and other Scandinavian countries.



After **Typhoon Haiyan** devastated the Philippines resulting in almost 10,000 deaths, five Swiss experts from **Swiss Humanitarian Aid** were dispatched last weekend to assess and aid the medical, water, shelter and logistical relief efforts alongside other international workers.

In Switzerland only 20% of consumed energy is derived from renewable sources, of which only 2% is provided by new solar, biomass and wind technologies. However in 2011 the Swiss Farmers' Association founded an information board, **Agrocleantech**, to advise farmers on how to exploit their wide roofs, biomass and land to generate renewable energies. The programme will support farmers by allowing them to sell clean electricity to suppliers at higher than the market price.

## Manor & Waitrose join forces

Just in time for the holidays!

The department store, Manor, has announced that it is now the exclusive Swiss partner of Waitrose, the leading UK supermarket chain. Nigel Roberts, Waitrose's Manager UK & International Growth and François Valdivieso, Manor's Chief Merchandising Officer Business Unit Food marked the new partnership at Manor Geneva and presented the Waitrose products to customers and the media. The new range extends to some 100 articles including typical British treats such as teas, biscuits and jams, as well as coffee, cereals, appetizers, soups and pastry items, including some 20 frozen items. New products will be added later, among them the famous Waitrose baby bottom butter. Valdivieso told Le News that Waitrose products will be available in a special shelving section at its shops in Geneva.



Vésenaz, Vevey, Chavannes, Lausanne, Morges and Monthey. Waitrose, like Manor, has been in business for over 100 years, and the group currently has around 300 supermarkets in the UK, not to mention fifty countries abroad. Many Brits in Switzerland have expressed their delight in having a taste of home on their doorstep, and consider it especially good news in the run-up to Christmas; no doubt delicacies will be out of stock by the end of November!

Le News

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## Regional

## le News

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## Bringing Together the Lake Geneva Region

For a foreign correspondent who has spent most of his professional life covering wars and humanitarian crises, the editor of Le News was recently asked by a Swiss journalist why he would wish to edit a regional newspaper. The answer is simple. Dealing with places such as Afghanistan and Somalia means that one goes in, reports and then, if things gets hairy, one gets out. We are not obliged to stay, because, no matter how determined one's commitment to responsible reporting, we have the luxury of going home.

Fortunately, the Arc Lémanique, is not a conflict or disaster zone. But it is our community, and a highly diverse one at that. Where else can one find such a broad mix of humanitarians, financiers, nuclear physicists, artists, academics, environmentalists, medical experts, entrepreneurs...? And in such a staggering setting? How often do we remind our children how privileged they are to be living here?

Parochial as it may seem, it's almost more intriguing to report about where one works, lives and pays taxes. It matters when a town council decides to build a housing estate that encroaches on farmland, or the government announces its intention to impose new road charges or a local charity plans to do a marathon for cancer.

These are issues that concern us directly. That's what being part of a community is all about. People need to know what is happening in order to make informed decisions, such as where to send one's children to school, which side of the border to establish residence, or where to find a restaurant that offers good value. Or what to do with the kids on weekends.

Good reporting – and Le News – can make a difference. Our global backgrounds can help people better understand what is going on, particularly for an audience that is so highly educated and versed about world events. But a significant number of our readers are new, or transient, and do not have the time, or contacts, to keep up with local events. We can help bring these varied communities together. All too many complain about not really knowing people outside their normal venues.

Since our launch at the end of October, it is clear that Le News has touched a nerve. We have received an enormous amount of positive feedback, including suggestions on how to improve the newspaper with subject matter and distribution. There is a growing sense that this is 'their' weekly and readers would like to have a say in it. Some have stressed that Le News is already beginning to provide a much-needed alternative perspective not found in other regional media. At the same time, they would like to see more original reporting exploring issues of interest to all.

Overwhelmingly, readers say they would like to see more about what is happening in the region, whether museums, art exhibitions, concerts, theatre or special events, particularly for young people. What to do on the weekend is a huge question for many. The Lake Geneva region is a very outdoor community with readers anxious to learn more about hiking, biking, canoeing or other recreation within striking distance by car or rail. Or to become acquainted with activities they might never consider doing. Over the next weeks and months, we'll explore how we can incorporate your interests. So please continue providing us with input on how we can improve.

Ed Girardet

## Western short-termism

**LAUSANNE** Is entrepreneurship the key to economic success?

Executives International, a business networking association based in the Arc lémanique invited Daniel Pinto, CEO of Stanhope Capital, to talk about the causes and effects of the economic demise of the West. Pinto spoke from the heart about the ills and weaknesses of the western financial and economic model and explored how we can begin to repair the damage. He urges that it is not due to a lack of natural resources or cheap labour. Instead, he believes that we replaced our entrepreneurial captains of industry, who invested their life's passion and capital into their ventures, with short term CEOs, otherwise known as "investor relations officers", incentivized to work for only 1-3 years. In this short time he claims it is



Daniel Pinto with Bill Morrison, president of Executives International.

impossible for CEOs to deeply understand the companies and businesses that they are in and that the current system has "broken the emotional bond between ownership and management". In summary, the West has become all about the short term, whereas its Asian and South American counterparts have "put entrepreneurs at the centre of their models and they have become king." For family dynasties in

India and the state-free enterprise hybrid system in China, it is all about the long-term. Their thinking is to leave the West to obsess over the next quarter's results. The picture Pinto paints may be bleak, but it stands as a warning and a motivation to change not only management and processes, but the way we think about business as a whole. Pinto is the author of "Le Choc des Capitalisms". Jennifer Rose

## Speed traps: Your money or your life?

**GENEVA** How effective are radar cameras compared to electronic speed alerts for promoting safe driving? The police argue that both are needed. They also deny that photo-generated fines are geared to raising money. "Our objective is to improve safety through prevention, dissuasion and sanctions," said Geneva police spokesman Silvain Guillaume-Gentil.

Recent studies in Australia, UK and California, however, have shown that while speed fines hurt, electronic reminders and public awareness are more conducive to better safety. While not condemning the cameras, the Touring Club Suisse maintains that "best results" are achieved through complimentary measures. With cameras, drivers often do not know that they are speeding. In contrast, radar alerts post speeds immediately, sometimes with a smiley face if within the limit. Motorists tend to slow down, glad to be reminded. The same goes for imaginative campaigns. Some years back, the Pays de

Gex placed 'silhouettes' marking the spots of accident victims. The initiative proved so emotional that it had to be stopped.

Switzerland and France are refining their punitive recording techniques, such as mobile cameras. While camera revenue figures were not available, one Geneva commune representative maintained that radar alert boxes are far cheaper and, he felt, effective. Perhaps more alerts rather than hidden cameras. Le News



## IMPRESSUM

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# Wildlife and environmental crime



Snow leopards are a highly endangered species.

**GENEVA** The United Nations Environment Programme (UNEP), INTERPOL and various conservation agencies have joined forces to explore the impact of environmental crime on security and development.

Their plan includes more innovative ways – such as forensics and cross-border collaboration – of cracking down, CSI-style, on the illicit trade of wildlife and timber, and of combating illegal fishing and the smuggling of ozone-depleting substances.

As UNEP, which hosts the Convention on International Trade in Endangered Species (CITES) in Geneva, maintains, wildlife crime alone is estimated at \$15-20 billion annually. It is the world's fourth largest form of trafficking after narcotics, human beings and weapons. Such smuggling is also believed to finance terrorism and organized crime.

The same routes used for moving wildlife, such as endangered desert falcons, snow leopards and parrots, are also used for weapons, drugs and peo-

ple. "The theft of natural resources by the few at the expense of the many is rapidly emerging as a new challenge to poverty eradication, sustainable development and the transition toward an inclusive green economy," maintains UNEP executive director, Achim Steiner.

*Up to 50 million tons of e-waste are generated annually; only 10% is recycled.*

Other forms of environmental crime include the illegal disposal of electrical and electronic waste (e-waste), the planet's fastest growing refuse stream. Up to 50 million tons of e-waste are generated annually; only 10% is recycled. Significant amounts are shipped for dumping across the globe, sometimes in contravention of the Basel Convention that controls hazardous wastes disposal. Another criminal activity is illegal fishing, such as that off the coasts of Somalia and Namibia, which produces tens of millions of tons of fish annually, estimated at 15% of the world's total.

With sharp rises in elephant and rhino poaching, the Environmental Compliance and Enforcement Committee, which met last week in Nairobi, is also seeking to draw attention to ignored aspects of the trade. Together with Lyon-based INTERPOL, it is pushing for greater legal compliance both nationally and internationally. It recognizes the need for more effective strategies to counter environmental crime, such as lumber trafficking along the Afghan-Pakistan border, which is part of a \$10 billion a year trade.

In South Africa, conservationists and law-enforcement officers from Africa, China, Vietnam and Thailand held the first international rhinoceros DNA training workshop to utilize forensics for combating poaching. Faced by the killing of 800 rhinos this year alone, it focused on the identification of rhino horn, DNA sampling and wildlife crime scene investigation. "We are supporting countries to deploy the technologies and techniques they need to fight back against escalating wildlife crime," says CITES head John Scanlon.

Edward Girardet

## Gulf visitors are gone but the Chinese are coming

Swiss tour operators are looking forward optimistically to a successful winter season after a three-year slump in overnight bookings. A report by SECO (State Secretariat for Economic Affairs) has predicted a 2.9% increase in tourists this winter season, continuing into 2014 with a 1.2% long-term growth.

The report finds that along with a continuing increase in visitors from China, a greater number of traditional visitors from the United Kingdom, France and Germany are expected to return this winter, in addition to new visitors from Russia, Brazil and India. The report cautions, however, that the situation might not pick up until 2016 in alpine regions that depend on tourism.

The signs of growth in the tourism industry are encouraging after the declines due to the strong Swiss franc and the growth of budget airlines flying to exotic destinations.

The Swiss Tourist Office has budgeted CHF 16.9 million for the 2013/14 winter season. It has built new hotels in the major resorts and a mountain railway connection to Zermatt and between Verbier and Nendaz. Other hotels are making smaller changes such as adapting their menus to the dietary preferences of Chinese, who are not fond of cheese and dairy products, or for Muslim visitors who cannot eat Swiss pork sausages.

Pamela Taylor





# Swiss history for everyone

For the month of November, Swiss around the country can watch the same TV program about their common history

The four-part TV documentary is known as *Les Suisses*, *Die Schweizer*, *Gli Svizzeri* or *Ils Svizzers*, depending on where you are. It is a truly rare national TV programme.

The TV series by the public Swiss Broadcasting Corporation (SSR) is being shown throughout November to "contribute to the cohesion of our country," in the words of Roger de Weck, SSR director general. The series combines historical re-enactments, real actors and computer-enhanced battle scenes. It was filmed entirely in Switzerland because, according to director Dominique Othenin-Girard, "We didn't want to film it in Romania."

Those who saw the first episode on 6 November enjoyed the dulcet tones of veteran film actor Jean-Luc Bideau. He narrated the story of the legendary 14th-century hero Werner Stauffacher, who led a peasant revolt against the tyrannical rule of the Hapsburgs. The



most famous of Swiss legends, that of William Tell, was also retold (see box).

Subsequent programmes present

the most famous heroes and episodes in Swiss history: the Battle of Morat (1476) against the Duke of Burgundy

and Switzerland's patron saint, Nicolas de Flue, known as Brother Klaus, who prevented war among the cantons (1481). On November 20 and 27, the focus is the Sonderbund civil war of 1847 and Alfred Escher, who launched the vast railway system (mid-1800s) that became critical for the new Confederation.

As bloody and violent as those times were, the mini-series is appropriate for all ages. Both Swiss and expats should learn a lot about the truths and myths of Switzerland's seven centuries of colourful history.

# 3: Wednesday 20 Nov. RTS1

# 4: Wednesday 27 Nov. RTS1

Pamela Taylor

## William Tell, myth or history

According to legend, William Tell was known as a strong man and a crack shot with a crossbow back in 1307, when the Habsburgs dominated canton Uri. The Austrian bailiff of the time had raised a pole in the central square of Altdorf, hung his hat on top of it, and demanded that the townsfolk bow before it.

On a visit to Altdorf with his young son, Tell publicly refused to bow and was arrested. The bailiff, intrigued by Tell's famed marksmanship yet resentful of his defiance, told him he could redeem his life by shooting an apple off his son's head. In a single attempt, Tell split the apple with a bolt from his crossbow. Asked by the bailiff why he had

two arrows in his quiver, Tell responded that the second arrow was to shoot the bailiff in the event he hurt his child. Tell was promptly arrested but later escaped. Although historians have yet to document a person named William Tell or the assassination of a bailiff in central Switzerland centuries later, the renowned Swiss figure takes a prominent role in a ballad about the beginnings of the Helvetic Confederation. Even up to our own day, the legend of William Tell continues to provide inspiration for literature, music and film, as well as appearing – some say – on the five franc coin. Source: Swiss History <http://www.geschichte-schweiz.ch/>

## this week in...

308	In an attempt to keep peace within the Roman Empire, Constantine I is declared Caesar of Britain and Gaul at The Congress of Carnuntum.	1970	France mourns the death of General de Gaulle, one of the greatest figures in the history of France, who died at his home of a heart attack.
1444	The Battle of Varna is fought in the Black Sea. Sultan Murad II beats crusaders.	1972	British aristocrat Lord Lucan disappears following the murder of his children's nanny and an attack on his estranged wife.
1745	Bonnie Prince Charlie's army of Scots enters England. It reaches Derby before being forced into retreat and defeat.	1975	The southern African state of Angola gains its independence from colonial power Portugal. A 25-year bloody civil war starts in earnest.
1793	France ends the forced worship of God	1982	The Polish Government frees the leader of the outlawed Solidarity movement, Lech Walesa, after 11 months of internment.
1954	New York's immigration control centre, Ellis Island, shuts down after 62 years. Around 15m people passed through its gates.	1995	Nigeria hangs the writer and human rights activist, Ken Saro-Wiwa, despite worldwide pleas for clemency.
1965	Led by Ian Smith, Rhodesia makes a unilateral declaration of independence, illegally severing its links with the British Crown.	2004	Yasser Arafat dies in hospital in Paris, aged 75, bringing to an end more than 40 years of rule over the Palestinian people.



## Business & Economy

# Richemont to invest in luxury brands rather than divest



Richemont has been too patient with underperforming businesses.

**GENEVA** Richemont's profits rise to €1.19 billion in the six months up to September.

Cie Financière Richemont, the owner of Cartier jewellery and Chloé accessories, has said it has decided against selling some of its underperforming businesses, including Montblanc writing instruments and Lancel bags.

The Geneva-based luxury goods maker said it had reviewed its 20-brand portfolio and would continue to invest in these goods.

*Richemont said it had installed new management at many of its operations*

This includes Montblanc and the menswear division at Alfred Dunhill.

Montblanc posted a 55 per cent drop in operating profit during the fiscal first half, while results at Alfred Dunhill and Chloé also declined.

Richemont, which has €3.3 billion in cash, has the capital to invest in its portfolio, chief financial officer Gary Saage said. The company's decision to invest more in the brands signals a turnaround. In May, Richemont said it had been too patient with underperforming businesses and needed to cull bad investments more quickly.

Profit rise to €1.19 billion in the six months up to September from €1.08 billion a year earlier, the company said. Group sales increased by four per cent to €5.32 billion.

Moyette Marrett

### Swisscom names Schaepi to succeed Schloter

Zurich Swisscom AG named Urs Schaepi as chief executive following the apparent suicide of his predecessor, Carsten Schloter. Schaepi has been interim CEO since Schloter died in July.

### UBS pays US\$3.76 billion to SNB in buyback of toxic assets fund

Zurich UBS has agreed to pay \$3.76 billion to buy back the fund for toxic assets set up by the central bank five years ago as part of a bailout package. The Stability Fund was established to rescue UBS and strengthen the Swiss financial system. UBS spun off \$38.7 billion of risky assets into the fund, while the government provided CHF 6 billion of equity and the Swiss National Bank made a loan to support the assets as they were being run down. The government subsequently sold its investment in UBS for a profit of CHF 1.2 billion.

## SNB needs time to assess impact of ECB rate cut

**ZURICH** Swiss National Bank (SNB) President Thomas Jordan said the SNB will need time to assess the impact of the European Central Bank's interest-rate cut.

"This is, of course, a complex situation for us as European monetary policy will remain expansive for the foreseeable future," Jordan said in Zurich last week. However, "European monetary policy can contribute to the improvement of Europe's economy, which should also benefit Switzerland. We'll have to wait to see how this develops."

The ECB cut its rate by a quarter point to 0.25 percent. ECB President Mario Draghi warned the euro area could face a "prolonged period" of low inflation. The SNB, whose benchmark rate has been at zero since 2011, has said it could take more steps to counter an unwanted tightening of monetary conditions and keep the franc weaker than its 1.20 per euro ceiling.

"Interest rates remain low, and they will also remain low in Switzerland," Jordan said. "This means that we continue to have an environment that could create bubbles across



The cost of a mortgage remains low

the Swiss property market."

Switzerland's residential real-estate market is strengthening, with the SNB's loose monetary policy keeping the cost of taking out a mortgage low. Risks grew more severe in the third quarter; a sign authorities may consider further measures to prevent it from overheating.

The UBS Swiss Real Estate Bubble Index rose to 1.20 points in the third quarter from a revised 1.15 points in

the second. A reading above 2 would indicate a bubble. "Only significantly higher mortgage interest rates are likely to put an end to this high-risk trend," the bank said in a statement.

*The regions considered especially risky were unchanged in the third quarter and include Geneva, Lausanne, Zurich and Zug.*

"A trend reversal is nevertheless becoming apparent in the risk regions around Lake Geneva. The region is the only major urban center to see stagnating or declining prices for residential property in practically all segments," Matthias Holzhey and Claudio Saputelli at UBS said. "Due to the valuations in the Lake Geneva region, which are high relative to other risk regions, the potential for correction is still high."

Moyette Marrett

## Business Comment

# Delivering high growth profitably in dynamic markets

Delivering high growth profitably and on a sustained basis is difficult in any market.

Profit and growth pull in opposite directions as do short-term results and sustained performance. Doing so in a dynamic market is especially challenging. The market forces reconfigure in unpredictable ways making it difficult for corporate leaders to carefully assess the scope and size of an emerging opportunity and the risks associated with investing in it. They do not have the luxury of relevant data or the time needed to analyse all of the available options carefully. Opportunity is fleeting and those in second place face an uphill battle.

Consider, for example, emerging markets. Every major multinational corporation (MNC) has big plans and good reasons for participating in these markets as they are estimated to be worth US\$30 trillion by 2025, equalling the projected size of currently developed markets. But in order to profitably harness that immense growth opportunity, the MNC has to deal with institutional voids in host countries and the policy fickleness of their governments. There are added pressures to perform well on the social and environmental dimensions. The even bigger challenge comes from very capable and ambitious local players, who not only seek to dominate their own backyard but also to leverage their domestic successes to become contenders on the world stage. Both MNCs and their challengers have their work cut out for them in trying to deliver high growth profitably in these dynamic markets.



Professor Bala Chakravarty is Professor of Strategy and International Management at IMD

Winning in dynamic markets requires firms to take a long view, and be proactive in their response to market opportunities and in building new competencies. If one were to quantify all of the risks involved, the required rate of return on any investment would quickly rise to the "No Go" zone. Yet great successes have been achieved by placing informed and patient bets.

Consider the case of MAGGI Noodles in India. At the time of its launch in 1983, MAGGI was not a power brand in the Indian market and noodles were fairly alien to the Indian consumer. But by 2010 Nestlé, the brand owner, had grown MAGGI to become one of the top food brands in India and built instant noodles from nothing to a US\$300 million category

that was highly profitable and growing at 22% a year. Successive zone heads for the Asia Pacific region kept MAGGI Noodles on course despite its poor profitability for around 15 years. The category could easily have been killed at any time during that period but top management stayed the course.

It is not the leadership at headquarters alone that matters. In the case of MAGGI Noodles, successive market heads for India also gave it their sustained support. Despite its poor profitability they persisted with the brand because it was building a loyal following and growing faster than other Nestlé brands in India. Over this period MAGGI Noodles developed a very strong competitive advantage in all elements of the value chain – from procurement, manufacturing, logistics through to distribution. Through a steady investment in brand building, MAGGI was developed into one of the top food brands in the Indian market. Even though the category has recently seen competitive interest from several strong MNCs, the competitive advantage that Nestlé enjoys through proactive investments is unlikely to be breached easily.

Emerging markets also need frequent experimentation, rapid scale up and quick exits. Instead of analysing a market opportunity, corporate leaders have to learn to experiment. Samsung has achieved great success precisely by being such an experimenter. Whether it is India or Brazil the company is

experimenting continuously with new products and new features. The company tests its intuition about customer preferences by launching appealing products and features – whether it is in offering a special football button to simulate the sound and feel of a packed stadium to the crazed football fan or a dance button to transport the dance fanatic to the look and feel of an elegant dance floor. Experimentation has to be frequent. Decision speeds have to be lightning so that no opportunity is stranded and no failure persists.

In order to support such experimentation, an MNC needs an agile organizational structure. Leaders at all levels have to be entrepreneurial. Consider the case of the Chinese multinational, Haier, and its impressive history of transforming the traditionally staid and commodity manufacturing business of home appliances into a vibrant and entrepreneurial enterprise. The world's largest white goods manufacturer, Haier has reinvented its corporate culture at least three times over the past three decades. Nearly every strategic move that Haier has made has been to unleash the entrepreneurial talent of its workforce. More recently, Haier aims to organize its 80,000 employees into 2,000 self-managed entrepreneurial units, called ZZJYTs or autonomous business units. The company aims at zero-distance between itself and its customers. But for Haier to respond with agility to its customers, employees had to feel empowered to act fast and self-confidently. Each autonomous business unit is a self-organizing autonomous work team that can decide what products to make and in what quantities. It can just as easily withdraw products that are not successful in the market place.

Companies like Nestlé, Samsung and Haier offer examples of what can be done in dynamic markets. They have grown profitably through a long-term vision, patient investing, careful experimentation and an agile organization.





# Swiss water wars

**GENEVA** Switzerland has enough water to go around – for now – but better coordination among cantons is needed.

Few people in Switzerland are concerned about water shortages as long as it continues to flow, deliciously cool from the faucet and restrictions on watering gardens are temporary and manageable. Even warnings about melting glaciers have only raised alarm in a tourism industry facing insufficient snowfalls.

But a study conducted under the National Research Program warned last week that the real problem is water management, not melting glaciers. This must be taken more seriously with municipalities cooperating more to ensure shortages don't become a problem in the future. The need for cooperation is the main thrust of the NPR study findings.

An examination of 11 municipalities in the Crans-Montana-Sierre region of the Canton Valais, for example, showed that inhabitants there will have enough water until 2050. After that the Plaine Morte glacier, a favourite hiking route in summer and for cross-country skiing in winter, is expected to diminish until it has completely disappeared by 2080. Despite this, the scientists say climate change is unlikely to have as much impact on the water situation as political decisions at the cantonal and communal levels.

The Sierre region may begin having serious water shortages in late summer and autumn if authorities do not act now to reduce water management inequalities among various communes, the study warns. One immediate recommendation is to reduce the inequalities that exist in order to ensure an adequate water supply for all. Traditional rights to mountain water sources, channeled down in 'bises' often date back centuries and have in the past caused mini 'water wars' among villages.

Today municipalities suffer disadvantages such as 'dry out' from inadequate snow or rainfall which results in shortages. In some parts of Switzerland, including the Valais, the abandonment of alpine farming has led to environmental degradation, which in turn affects water runoff, particularly in the Rhone Valley.

According to the study, water man-



Bisses in the Valais have distributed water since Roman times.

agement in Switzerland is the most fragmented in Europe with 2,485 communes having separate responsibilities. There are countless agencies for maintaining waterways and endless entities between towns and smaller communes causing duplication and higher costs than necessary.

The cantons of Vaud and Geneva have management systems similar to that of Holland which has one of the more efficient policies in Europe. Water issues are managed jointly by national authorities and industrial services.

The NPR report examined how political and institutional decisions in Switzerland can be encouraged to develop regulatory systems that would benefit all municipalities and enable everyone to have adequate water regardless of place of residence. By this summer, all Swiss municipalities will have a file that looks at ways to collaborate on such matters as drinking water, waste water, floods, hydropower and agriculture.

The solutions seem simple and straight forward but the experts know that getting cooperation at the political level is difficult in the best of circumstances. Communes are attached to their self-sufficiency and may prefer to pay more rather than join forces with a neighbouring town.

The bottom line is that dealing with climate change and preventing further erosion of Switzerland's precious glaciers is probably a losing battle. There is however, much that can be done at the human and political level if the political will is there. Otherwise, the scien-

tists warn, future water problems will arise, not from global warming but from what decisions are or are not

taken to control the exploitation of existing resources.

*Pamela Taylor*

## Le News

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21, Rue de Romont, FRIBOURG  
49, avenue du Casino, MONTREUX  
2, Rue du Seyon, NEUCHÂTEL  
Centre La Combe, NYON  
14, Av. du Midi, SION  
15, Rue des Deux-Marchés, VEVEY  
12, Pl. Pestalozzi, YVERDON-LES-BAINS





**World Citizens. World Families. World Academy.**

## GEMS World Academy ETOY

### Is your child gifted and talented?

GEMS World Academy-Etoy opened its doors in September 2013. We are now delighted to announce the introduction of our scholarship programme, offered across all disciplines including the arts, music, academic subjects and sports.

Our scholarships are designed to encourage and reward exceptionally talented children and are awarded in recognition of their potential for outstanding achievement. Selected students will enjoy financial support covering between 25% and 100% of their annual fees (reviewed annually).

GEMS World Academy-Etoy prepares young people to become successful global citizens, ready to go anywhere, do anything, and realise their potential. Through innovative teaching, technology rich learning environments, dedicated parent engagement programmes, and a unique focus on individual development, GEMS students acquire the skills and versatility required to become successful professionals in a global society.

GEMS Education has over 53 years of experience providing quality education to more than 142,000 students from 151 countries.

**GEMS World Academy-Etoy is enrolling now from Pre-Kindergarten to Grade 9 (ages 3 to 15).**

**To find out more about our scholarship programme email at [infosc\\_gwe@gemsedu.com](mailto:infosc_gwe@gemsedu.com) or call on: +41 (0)21 964 18 18.**

**[www.gemsworldacademy-eto.com](http://www.gemsworldacademy-eto.com)**



## Travel

# More than just a walk in the park...

If you are new to Montreux or an unseasoned hiker, you may not have heard of a secret walk, hidden above the old town.

Wild and untamed, the Gorges du Chauderon winds its way up from Les Planches to the village of Gliion.

*On entering the gorge, you soon find yourself in breathtaking scenery reminiscent of Lord of the Rings, quite the contrast to the quaint old town of Montreux.*

Waterfalls cascade over cliffs, trees cling to rock faces and, depending on the season, the river of La Baye de Montreux roars, carving its way from the foot of the Rochers de Naye toward Lac Léman.

Motorway traffic sounds will soon recede and you're in a secluded world. Follow the contours of the ravine on a slender path through this unexpected canyon. The rock face is ever-changing, layers of time and millennia of geo-activity clearly visible.

The walk to Gliion takes 45 to 90 minutes, depending on your pace. The incline is achievable with a reasonable level of fitness. Follow the yellow hiking signs for Gliion.

From Gliion, you can either hike back down to Montreux by road or funicular from Gliion to Territet, a pleasant walk along the lake to Montreux. There is also a train from Gliion to Montreux although it is less frequent.

One of the a few options for rest stops in Gliion is Le Jaman Restaurant with its shaded terrace and varied menu. The more formal Hotel Victoria offers fine dining in a Belle Époque surrounding. The Buffet de la Gare, located above the station serves traditional Ukrainian and Russian cuisine.



The Gorges du Chauderon.

To access the gorge from Montreux station, follow the yellow hiking signs for Les Gorges du Chauderon. Alternatively, one can take a local train

to Les Planches.

For detailed information see the Vaud section of [www.everytrail.com](http://www.everytrail.com).

*Katrine Carstens*

## The eternal city

Rome is almost 3,000 years old and is rightly world-famous for its art, architecture, music and culinary delights. Classical ruins and early Christian palaces stand next to – or lie beneath – Renaissance palazzos and Baroque fountains. There are also great neighbourhood trattorias and quirky shops to be found in the Italian capital.

There is lots on to suit all tastes. On Sunday and Monday evenings until the end of the year, enjoy performances at the Opera at Ponte Sant' Angelo Church. See an exhibition (until 2 February) dedicated to Paul Cezanne's artistic genius at the National Monument to Victor Emmanuel II. If you're a football fan, check out matches at Stadio Olimpico. For rugby enthusiasts, the Cariparma Test Matches take place this month and there is a home game against Argentina on 23 November. Nick Cave & the Bad Seeds rock the Auditorium Parco della Musica on 27 November.

The best way to see the city is on foot. The steep Gianicolo hill offers a stunning view of Rome. On the art trail visit the Capitoline Museums, the oldest public gallery in the world. Don't miss the Borghese Gallery and the Palazzo Barberi Galleria Nazionale d'Arte Antica. Rome wouldn't be Rome



The Pantheon. Built by Hadrian AD 119-128, as a temple to the classical deities.

without The Colosseum. Take in the Roman remains of the city from the Forum, the Domus Aurea and ancient Rome's best-preserved building, the Pantheon. Built by Hadrian it remains a church today. Wander through St Peter's Basilica, and admire Michelangelo's stunning frescoes in the Sistine Chapel. To escape the crowds, enjoy the serene gardens of the Villa Borghese, Rome's most central public park. Children can feed turtles at the pond and ride ponies.

For those of us who enjoy a spot of

shopping, the Arsenale is the best spot for Bohemian chic. Drop by independent boutique Tartarughe and discover vintage buys at Le Gallinelle and the Via Sannio.

For somewhere to stay I can recommend J.K. Place Roma, a new stylish boutique hotel near the Via Condotti and the Spanish Steps. Grace Kelly honeymooned at the swish turn-of-the-century palace Hotel Hassler. Learn everything there is to know about Barolos and Chiantis at the hotel's nearby wine school, founded by the

Hassler's owner and general manager, Roberto E. Wirth.

To eat, sample delicious Italian cuisine at the new Eataly Roma, which houses several restaurants, a coffee bar and a supermarket. It's where the locals come to eat and shop. At French-inspired Bistrot 64, try the sea bass rollatini topped with shrimp. Ristorante Al Presidente has pasta with fresh sardines and pecorino cheese. Il Gelato di San Crispino has some of the best ice cream in the city with changing seasonal flavours. For fabulous authentic Italian coffee, visit the famous Sant' Eustachio.

Rome has great nightlife. Enjoy an evening reading in the Roman Forum or a live performance of Shakespeare in the Globe Theatre. Top off the night in your choice of Rome's many bars and clubs such as Beba do Sambo, Anima or the Classico Village.

Rome has two airports, the major hub, Fiumicino, and Ciampino. Easyjet operates flights to Fiumicino. If you are transiting through Rome, you can still whip into town for lunch on the fast rail shuttles, or take a 1.20 euro public bus to nearby Ostia by the sea, a 15 minute ride.

*Moyette Marrett*



## Lifestyle

# Rue Centrale, the heart of Lausanne

**Interview with Laura Spinney, author.**

Six years after relocating to Lausanne, British science writer and fiction author Laura Spinney completed *Rue Centrale*, a collection of 68 personal profiles of Lausanne citizens that paints a portrait of a modern European city. After a few years of feeling like an outsider, Spinney ventured out to reveal the true spirit of her new city through the lives of its inhabitants.

Inspired by Studs Terkel's *Division Street: America*, Spinney interviewed 120 people about their childhood, family and jobs. From students and scribes to aviary keepers and tobacco sellers, some of Lausanne's more intriguing characters animate the pages. The cover features Mohana Rapin, a 19-year-old ballerina originally adopted from Nepal by a Swiss couple. Spinney explained that she wanted an image to contrast with the title, as ultimately the book is a human portrait of a city.

At our meeting, Spinney highlighted the UN prediction that in 2008 over half the world's population would be urban, living in medium-sized cities, and in that way, she said, Lausanne is a typical European city. This overlap of identity is sometimes reflected in the mentalities of its citizens. For example, Marta Cerezo Guiu, a taxi driver who emigrated from Catalonia at age 11, feels Lausanne and European, but not Swiss. A plethora of cultural identities are described, a testament that Lausanne is indeed a vibrant and diverse place.

Spinney admits that the people who agreed to speak to her were self-selecting as they tended to be more

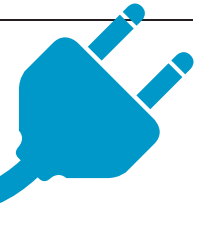
open, and that people who were not Swiss-born perhaps felt more comfortable after hearing her French spoken in a foreign accent. The only section of the population she did not tap into was the old Lausanne families. However, the selection of interviews that ended up in the book is probably more representative of the city, but she urges that it is by no means a scientific treatise.

As she was interviewing people, Spinney observed how differently they could perceive their environments. For example, Europeans felt that Schengen had opened the floodgates to the rest of the world, while non-EU citizens noted that the external borders were much less permeable. Many people featured had faced and overcome a variety of adversities in their lives, such as tango expert Florence Lepori, who used dance to move on after a burnout. Some stories provide a rare insight into everyday professions that are sometimes overlooked, such as CFF train driver Olivier Pauchard, who describes the ups and downs of navigating the Alps by train. Through these stories, readers cannot help but be inspired to be more compassionate and understanding of their fellow citizens and feel closer to the city.

In conclusion, *Rue Centrale* provides a successful snapshot of Lausanne and is an inspiring achievement, capturing the lives and mood of the people at the time of writing. Even now, a handful of the interviewees have moved or passed on, a poignant reminder of the dynamic nature of our modern European city.

*Jennifer Rose*

# Plugged in



## Geneva or Lausanne

If you're a young reveller in Geneva, you'll face a weekly dilemma: stay in the city, or venture to Lausanne to enjoy the jauntier vibes offered by the lake's smaller, but no less fashionable alternative.

While Geneva boasts some great pubs and clubs, Lausanne has revamped its image by developing a more risqué approach to partying and it has increased the number of clubs drastically to over 40. Lausanne is now the location of choice for a plethora of tastes, from heavy-metal enthusiasts to chic-clients and cash-limited students looking for a "good night out." This lends Lausanne an accessible and modern aura, perhaps lacking in Geneva.

Not that Geneva is entirely homogeneous. Just compare *L'usine*, which is more cosmopolitan and laid back, with *Gold-Platinum* – more exclusive and definitely more expensive. Another option is to head into France for cheaper clubs, such as *Macumba*. But the variety is slighter as is the scattering of clubs per square kilometer. Given that many clubs have closed, more and more Geneva-based party-goers are emigrating for the night to the city's hillier, and cheaper, cousin

up the lake. This exodus is not without its inconveniences. Lausanne is cracking down on the growing debaucheries emanating from excessive clubbing, primarily because too many outsiders are coming in making it difficult to police. This comes at a time when Geneva's *Grand Conseil de la Nuit* is seeking more proactive solutions to tackle the inconveniences engendered by noisy nightly activities. This includes letting clubs remain open until 07h00, thus joining the morning's 'go-to-work' crowd, a concept likely to be well received by roisterers.

At the same time, both Geneva and Lausanne are spoilt for choice. Their aesthetic appeals are only enhanced by night – as by an array of bacchanalian selections – which include local liquors such as those produced by the famed *Brasseurs* in Geneva. Budgets are obviously a factor, giving Lausanne a slight price advantage. But students must also factor in the cost of getting to Lausanne, be it by train, bus or car.

So why not enjoy both alternatively and savour the true perks offered by these two towns in turn?

*Christopher Woodburn*

## Cool in sites

[printfriendly.com](http://printfriendly.com)

Fantastic free way to print just the text you want from annoyingly complex websites. You can remove ads, pictures and text easily at will. Save time and money!

[stolencamerafinder.com](http://stolencamerafinder.com)

Lost or stolen camera? Find it! Upload any photo you've taken with it to this website. It searches for a unique serial number embedded in the photo to find other photos online taken with the same camera.



*Rue Centrale* a biographical portrait of Lausanne.

## Local Community Groups & Associations

### CLUBS AND GROUPS

**Geneva Shung Do Kwan Budo**  
Shung Do Kwan Budo is a Geneva-based Japanese martial arts. Multi-lingual teachers and practitioners. 11 disciplines are offered : Aikido, Iaido, Jodo, Judo, Ju-Jitsu, Karate, Kendo, Kenjutsu, Kyudo, Shodo and Yoseikan Budo. Classes are available for children, adolescents and adults of all ages. Based at 66 Rue Liotard, Geneva. Visit [www.sdkbudo.ch](http://www.sdkbudo.ch) or call 022-344-63-42 for more information.

**Geneva Tech Meetup**  
"Wish you were in Silicon Valley but find yourself in the Lac Leman Valley?" If you are interested in IT professionally, as an entrepreneur or as an enthusiast, network through the Geneva Tech Meetup group. Focus on the latest IT developments and get start-up advice. Well-established group, go to [www.meetup.com/Geneva-Tech-Meetup](http://www.meetup.com/Geneva-Tech-Meetup) for the latest.

**Geneva Content Strategy**  
Connect with local web designers, content creators, UX specialists and more in the Lac Leman region to discuss content strategy, develop and exchange ideas as well as meet others the area. Go to [www.meetup.com/Content-Strategy-Geneva/](http://www.meetup.com/Content-Strategy-Geneva/) to find out more.

**Geneva Serve the City**  
Organization run by volunteers to serve the poor and marginalized. Partnering with homeless shelters, refugee centres and orphanages, Serve the City is looking for new volunteers. Visit [www.servethecity-geneva.ch](http://www.servethecity-geneva.ch) to get involved.

**Geneva Wines and Tapas**  
Regular casual drinks event for English-speaking residents. Expanded to themed parties, ski trips and workshops. Well-established group. Join the Wine and Tapas Facebook page for updates or go to [www.winesandtapas.com](http://www.winesandtapas.com) to sign up and get the latest.

**Nyon Women's Rugby Club**  
Hosts a great Rugby Club for women in the Nyon area, with professional and friendly training on

Mondays and Wednesdays from 19.00 to 21:00 at the Colovray Stadium. Visit <http://www.nyon-rugby.ch> for more information or send an email via their website.

**Crissier Tennis Academy**  
Offers tennis and badminton lessons as well as other sports with English-speaking instructors. At 12 Ch. de la Gottrause, 1023 Crissier. Call 021 634 66 13 for more information.

**Lausanne Le Petit théâtre**  
Amateur dramatics in French hosting five productions per year. New members welcome. Or if you prefer being in the audience, season tickets are available! Based at Place de la Cathédrale 12, 1005, Lausanne. Telephone +41 (0)210875112 or email [info@lepetittheatre.ch](mailto:info@lepetittheatre.ch).

**Geneva Cinema Club**  
For anyone interested in film, the Geneva cinema club gets together for varied film screenings, events and festivals. Come along to meet other film enthusiasts and discuss and socialize after! Meetings usually on Thursdays join [www.meetup.com/Geneva-Cinema-Club/](http://www.meetup.com/Geneva-Cinema-Club/) for the schedule or to suggest an event.

**Geneva Let's go out!**  
If you are new in town this is the perfect way to go out and meet people. Professionals meet up after work to relax and socialize and maybe hit the town later on in the evening. Check out [www.meetup.com/PartyLife/](http://www.meetup.com/PartyLife/) for the schedule or to suggest an event.

**Nyon CinéClub**  
Offers a selection of great international films on Mondays at 20:00. This non-profit club is open to suggestions for possible screenings in its two theatres. At 5 Rue Neuve, 1260 Nyon or find us at [informations@cinclubnyon.ch](mailto:informations@cinclubnyon.ch).

**Lausanne Scots Kirk Business Network**  
This new group helps professionals keep up to date with current business practices and to expand their networks. Meetings are held in on the third Thursday of each month. Telephone +41213233343.

### HELP AND SUPPORT

**Geneva Alzheimer Association**  
Runs a dementia support group that provides information on practical and emotional issues faced by English-speaking people with the condition or caring for those who do. Meetings on the first Tuesday of each month from 18:30 to 20:30 in the offices of Alzheimer Geneva: Chemin des Fins 27, 1218 Grans-Saconnex (Bus no 3, stop Maison des Parelements) No charge for participation.

**Geneva Alcoholics Anonymous**  
English meetings now held in the Geneva region as well as meetings in other European languages. Also, AA Geneva has recently launched an English-speaking helpline for general information. Call +41223289286 or visit [www.aage-neva.com](http://www.aage-neva.com).

**Geneva Narcotics Anonymous**  
(Narcotiques Anonymes) has introduced an English-speaking meeting as well as one in French. Meetings take place regularly at Maison de L'Ancre, 34 Rue de Lausanne, Geneva. Call 24/7 to 0840121212.

**Geneva HIV/AIDS: Groupe SIDA**  
This group is one of the best-known providers of support and advice to those whose lives are affected by HIV/AIDS. In French. Starting in Lausanne in January at Fondation Roverriaz 21b, Lausanne. Until then, meetings are held at 17 Rue Pierre-Fatio, 1204 Geneva. Call +41 (0)227001500 for details.

**Helpline Cancer Support**  
The English speaking Cancer Association is a group offering emotional support, practical help and information to cancer patients, their families and carers in the Geneva and Vaud area. They also hold information and discussion evenings. Visit [www.ESCA.ch](http://www.ESCA.ch) or call +41 (0)795315511.

**Geneva Family Planning and Sexual Health**  
The Geneva University Hospitals has a family planning center that offers consultations and advice free of charge (in French). English by appointment. 47 Bd de la Cluse, 1205 Geneva Tel +41 (0)223725500.

**Helpline Mental Health: La main tendue**  
The Swiss equivalent of the Samaritans, providing help and support to those in need. Listeners are available 24/7 in English and now in Spanish and Portuguese. Call 143.

**Helpline Parents' and Children's Support Groups: SOS Enfants**  
Available 24/7 for children and adolescents in need. Call 147 or +41 (0)22312 1112.

**Geneva ASK- All Special Kids**  
ASK is a new Geneva-based network for families with special needs children. It provides information relating to special needs issues through monthly support meeting and thematic workshops. The group focuses on helping English-speaking children. [www.ask.ch](http://www.ask.ch)

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#### New Groups and Associations

Any group that wishes to raise its profile is welcome to submit an entry for free to Le News on a first come first served basis. Only entries from charities and not for profit organisations will be accepted. Entries must be no more than 50 words long and they must not fundraise, sell or promote events. Priority will be given to new organisations.



## Classified

### LE PROPERTY FOR SALE



**House for sale in Morges**  
<http://www.lakegenevahomeforsale.com> This beautiful home for sale is located right in the center of the charming town of Morges in a calm residential area.



**Chouilly, Satigny** - Newly renovated village house. 215 m<sup>2</sup>. 4 bedrooms 2 bathrooms Sitting room/dining room, mezzanine. Large entrée with WC. Fully equipped kitchen. Solar/oil/wood heating. 100 m<sup>2</sup> garden with private entrance. Shops, services, schools and transport in nearby Satigny. CHF 5,500/month.



**Expat Renovations SARL** - Very experienced, professional English speaking renovator company. Team includes plumbers, electricians, builders, carpenters, plasterers, painters and tilers. Kitchen and bathroom installations to major renovation projects with complete project management service. [www.expat-renovations.com](http://www.expat-renovations.com)

### LES PROFESSIONALS SERVICES



**Do you need a nanny / sitter?** - Rockmybaby® is an innovative Nanny & Babysitting Agency with an award winning online booking system which is available 24/7 and an extensive database of experienced babysitters and nannies.

### LE RENTAL PROPERTY OFFERED

**Office for rent central GE** - 20 m<sup>2</sup>, furnished, wi-fi. Next to bank quartier. CHF 1290 incl charges. Call Garry 022 321 52 63.

**PULLY, 4-rooms flat with view** - 127 m<sup>2</sup>, fully-equipped kitchen, 2 bathrooms, 1 WC, large terrace, garage. Dressing or embedded cupboard in 2 rooms + bathrooms. Residential area, green surroundings, tennis. View on Léman lake. Contact: Corinne Fawer. Phone: 076 325 39 30

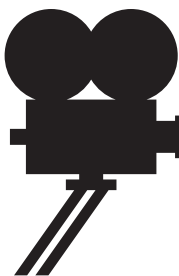
### LE HOME SERVICES OFFERED

**Renovation and repairs.** - Quality and reliable Polish team (carpentry, plumbing, electricity, construction etc) for house renovation. Based Pays de Gex but work Swiss/French sides Lake Geneva region. References available. Contact: [gexrenovate@gmail.com](mailto:gexrenovate@gmail.com) or French mobile: 33-673226819

### LES PROFESSIONALS SERVICES

**Geneva Networking event** for En & Fr speaking business owners & freelancers. Learn how to network effectively, meet new people. Thurs 14 Nov at 18.30. Rue du Grand-Pré 66, Ilot Azur, Tea-room O-Bom-Gosto. [irina@irina-sa.com](mailto:irina@irina-sa.com) SMS 076.337.52.15

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## FILM REVIEWS

★★★

### Ender's Game (La stratégie Ender)

Lausanne/Pathé Flon: 15:45, 18:15, 20:45 (F).  
 Geneva/Pathé Rialto: 13:15 (VO)

Take a time in the future when adolescents are sought out and rigorously trained to become brilliant military strategists, in a world where evil forces may attack at any moment. This would be Ender's world, one where wits and speed of mind and judgement are all that count. Where there are no parents but just commanders who put the youngsters through constant war games, and where achievement is the highest criteria in an austere environment. Based on the best-selling novel by Orson Scott Card, this film stars Harrison Ford as the military commander,



and a mesmerising Asa Butterfield (a 16-year-old Brit) as Ender Wiggin. Butterfield played Hugo, in Martin Scorsese's 2011 film of the same name. This movie is not only a gripping adventure tale, but also one about a youngster's coming-of-age and the duplicity of power politics. It's directed by Gavin Hood of South Africa, who comes from such socially-conscious films as his Oscar-winning Tsotsi and Rendition.

Neptune

★★★

### Inside Llewellyn Davis

Geneva/Pathé Rialto: 15:30, 18:15, 20:45 (VO)  
 Lausanne/Pathé Galeries: 13:50, 16:10, 18:30, 20:50 (VO)

A Coen brothers movie is always an event. Their filmography is rich and exemplary starting in 1984 with Blood Simple and followed by Fargo; The Big Lebowski; and O Brother, Where Art Thou? This one opened at the 2013 Cannes film festival – where

they are regulars – and made off with the Grand Prix. It's the early '60s in Greenwich Village and a young singer/songwriter is trying to make it in the local coffee houses. But it's a hard, discouraging winter, especially when lost cats and jilted girlfriends are involved. Oscar Isaac plays the lead with an understated but marked presence and has a fine voice, while Justin Timberlake, Carey Mulligan, John Goodman and F. Murray Abraham shine as character studies in this moody comedy.

Neptune



## Regional Events

### CGN BOAT TRIP: INAUGURATION OF "LE VEVEY"

16-17 November

After 18 months in dry dock, the steamship paddle boat "Vevey" will once again take its place in the Belle Epoque fleet of the CGN to navigate on the blue waters of Lake Geneva. Its return will be fittingly celebrated on Saturday the 16th of November in Vevey and on Sunday the 17th November in Geneva.

Price: Fr. 10.-/adult, Fr. 5.-/age 6-16. Tickets will be available on the corresponding day on the landing dock.

Location  
Lake Geneva  
[www.cgn.ch](http://www.cgn.ch)



### THE LITTLE FOXES

12-16 November

The Geneva English Drama Society (GEDS) is proud to present another play about the cunning, greed and sibling rivalry set in Alabama in the early 1900s. The Hubbards are a greedy and ambitious cotton-farming family who are forging a deal with a wealthy Northerner in order to build a cotton mill that will hugely increase their profits. Its story of big business versus social responsibility has many parallels in today's world. Tickets: Fr. 30.-/person. To buy tickets for numbered seats please check website.

Location  
Théâtre de Terre-Sainte  
Rte de Jura  
1296 Coppet  
[www.theatreinenglish.ch](http://www.theatreinenglish.ch)  
<http://geds.ch/prod/little-foxes/foxes.htm>



### SEMAINE MONDIALE DE L'ENTREPRENEURIAT 2013

18-22 November

5 days of conferences, workshops and presentations, likely to be of interest to those considering setting up their own enterprise, establishing links with start ups and knowing what's on the entrepreneurial agenda as well as in the field of technology transfer. More than 20 events, 30 facilitators, round tables and conferences to give you the tools you need to make your ideas become reality. These events are free-of-charge but you must book your place.

Location  
Various locations around Geneva.  
[www.liberezvosidees.ch](http://www.liberezvosidees.ch)



### 15TH FILMAR LATIN AMERICAN FILM FESTIVAL

15 November through 1 December

Latin American Film Festival. With 127 titles, 23 guests and 15 Latin American countries represented FILMAR offers an exciting program for all tastes with a variety of thematic sections, reflecting the artistic, cultural and social realities of Latin America.

Location  
Geneva, Lausanne, Bienne, Neuchâtel, Courroux, Sion, Ferney-Voltaire, St-Julien-en-Genevois, Annemasse, Gex and Divonne-les-Bains.  
[www.filmar.ch](http://www.filmar.ch)



### CHRISTMAS FUNDRAISING BAZAAR

23 November

Come and support this cause around helping Ethiopian schoolchildren. Dance lessons, musical and dance performances, beading classes and other activities for children, as well as a disco from 20h30. Food served throughout the day, catered by Awash Ethiopian Restaurant. Your support helps ECA continue to build classrooms, buy desks, books, and other school supplies, install solar energy, plant organic vegetable gardens, promote nutrition, and so so much more.

Location  
Paroisse Protestante du Montbrillant  
14, rue Baulacre  
1202 Genève  
For dinner, kindly book with:  
[joelizabethbutler@gmail.com](mailto:joelizabethbutler@gmail.com)



### PAMPER, DESTRESS, GLOW: A RELAXING HOLIDAY FAIR

November 14  
14h-21h with prize drawings at 15h and 20h

Come and meet some friendly local business women based in the Pays de Gex, win fabulous prizes, buy lovely eco-ethical and handmade gifts, relax and enjoy refreshments, get information on a variety of subjects, have a free mini-massage, and even get a holiday photo of you and your kids at a special price in their winter-themed photo booth. Plenty of free parking.

Location  
Esplanade du Lac  
Divonne-les-Bains  
France  
[info@allegoryhouse.com](mailto:info@allegoryhouse.com)



### LES SOIREEES DU DOCTEUR SALADE

Fridays: November 22 & December 6

Enjoy a unique evening with friends or family! Come and discover or rediscover the exhibition INDESTRUCTIBLE ENERGIE in small groups accompanied by their own Dr. Salade and his assistant Malik. Afterwards, a light dinner will be served.

Suitable for all age groups but recommended from age 9. Limited places! Book early. Price with admission, tour, and dinner: Fr. 25.-/adult, Fr. 15.-/child, family package Fr. 75.-.

Location  
Espace des Inventions  
Vallée de la Jeunesse 1  
1007 Lausanne  
021 315 68 80  
[info@espace-des-inventions.ch](mailto:info@espace-des-inventions.ch)



### SOUND OF MUSIC SING-ALONG

16 November: 17h-20h30

The Grande Salle will be alive... with the Sound of Music! If you want a night of family fun that includes peals of laughter, pine cones and crisp apple strudel, this is it! The movie will be projected and you can sing along whether you can keep a tune or not! Come dressed as your favorite character and you might win a prize! Hearty snack food, with a definite Austrian flavor, will be provided. All proceeds will help pay for the newly-installed heating system in the church. Price: Fr. 20.-/adult; Fr. 10.-/under age 10; Fr. 50.-/family.

Location  
Emmanuel Church, Grande Salle  
3, rue de Monthoux  
1201 Genève  
[www.emmanuelchurch.ch](http://www.emmanuelchurch.ch)



### AUTUMN CONCERT

17 November

If you missed the last one that took place in Sainte Croix, then make sure to get to this one in Carouge on your calendar. Not only will the string instruments put you in the seasonal festive spirit but the serene church setting is the perfect place for the Carouge Choir to celebrate their 140th anniversary! Tickets on sale at the mairie de Carouge. Price: Fr. 15.-/adult, Fr. 8.-/for seniors and children.

Location  
1227 Carouge  
[www.carouge.ch](http://www.carouge.ch)



### OBJECTS IN THE MIRROR ARE CLOSER THAN THEY APPEAR

20 November

Come to hear, in English, Udo Thönnissen, architect and teacher from ETH Zurich talk about construction techniques and methods. Within the framework of research-related teaching he deals with research into, and the advancement, of historical construction techniques. In a number of minor constructions on the campus the students utilized these principles, whilst simultaneously examining the relation of traditional construction techniques and the computer as a design and production tool. Free of charge and open to the public.

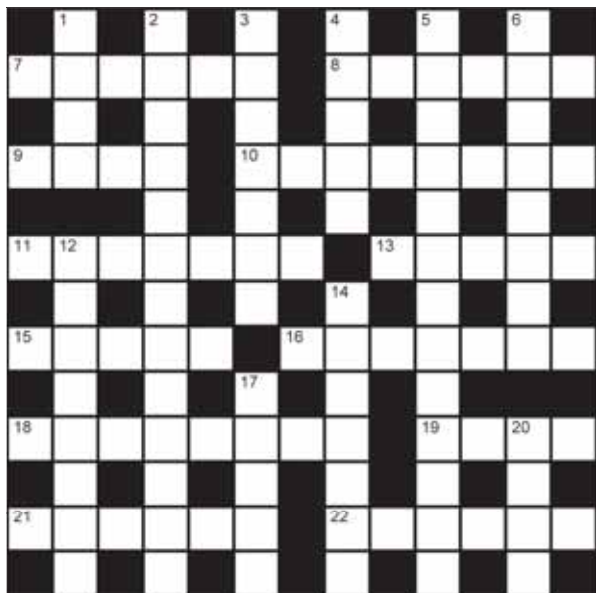
Location  
Espace Archizoom, EPFL - enac  
Bâtiment SG - Ecublens, 1015  
Lausanne <http://memento.epfl.ch>





# Puzzles

## QUICK CROSSWORD



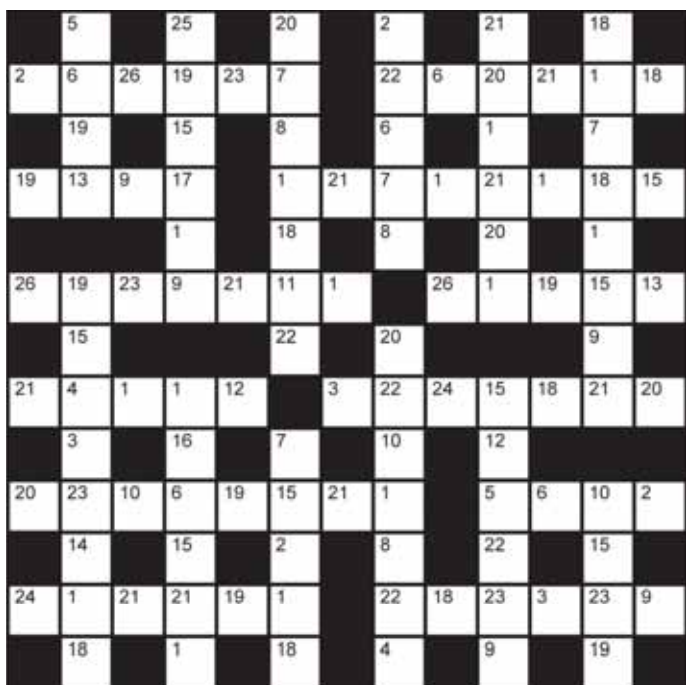
Across

- 7 Lashings (6)
- 8 Supply with oxygen (6)
- 9 Remark intended to have a telling effect (4)
- 10 Declare (8)
- 11 An enclosure in which to play (7)
- 13 La te loche (5)
- 15 Beneath and below (5)
- 16 High level of respect gained by impressive achievement (7)
- 18 Western hemisphere (3,5)
- 19 Walked heavily (4)
- 21 Savage (6)
- 22 A new conservative (6)

Down

- 1 A one-piece cloak worn by men (4)
- 2 Exclusive, informal, network (3,3,7)
- 3 One who does not stay incarcerated (7)
- 4 Model of excellence (5)
- 5 For and against some proposition (13)
- 6 Disciplinarian (8)
- 12 Underwear (8)
- 14 Scholar and pupil (7)
- 17 Sampled or even adjudicated (5)
- 20 Double-reed woodwind (4)

Last Week's solution



## CODEWORDS

Each letter has been replaced by the same number throughout the puzzle. Simply decide which letter is represented by which number and complete the puzzle. To start off we're given you the first three letters.

1	2	3	4	5	6	7	8	9	10	11	12	13
						C		N				
14	15	16	17	18	19	20	21	22	23	24	25	26

## What's On

### Village Players: Warhorses of Letters

On 14, 15, 16 November, at 20:00 Centre Pluriculturel d'Ouchy, Beau Rivage 2, Lausanne.

Arranged and directed by Pamela Jenkins and Chris Hemmens, Warhorses of Letters, is the latest production by the Village Players, a Lausanne-based theatre group that punches well above its weight.

These moving letters were exchanged between two of history's greatest warhorses: the dignified Marengo, devoted bearer of Napoleon; and the dashing Copenhagen, a slightly flighty racehorse who became the Duke of Wellington's warhorse.

This surprising correspondence has melted the hearts of many. Now the maverick academics who painstakingly tracked down the faded letters have edited them, adding a wealth of hoofnotes full of fascinating factual facts to deepen your understanding of

both Napoleonic history and the sadly neglected horsethropology.

Enjoy a drink or dinner before the show at Le BTZ just opposite, featuring specialities from southwestern France.

On 14, 15, 16 November, at 20:00 Centre Pluriculturel d'Ouchy, Beau Rivage 2, Lausanne. [www.villageplayers.ch](http://www.villageplayers.ch).

The Village Players are a friendly and informal group who have been entertaining themselves and others in the Lausanne area with amateur theatre, music, song and dance for the last 30 years. In addition to the wonderful public productions the group puts on each year, members have the opportunity to enjoy a variety of monthly events including play readings, poetry recitals, musical evenings and social events.

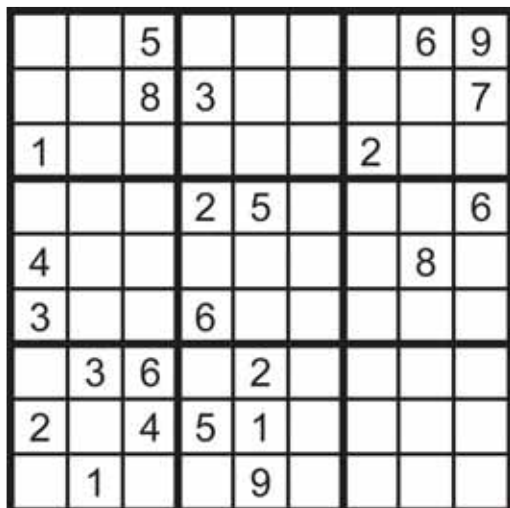
If you would like to join the Village Players, your best option is to go to one of their events or productions and ask to speak to one of their committee members.

Visit [www.villageplayers.ch/](http://www.villageplayers.ch/) for more information.

## SUDOKU

Easy

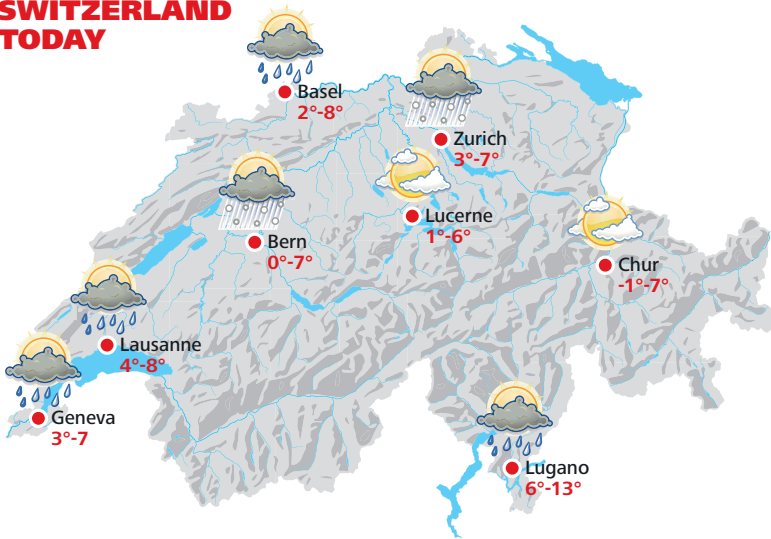
Enter numbers into the blank spaces so that each row, column and 3x3 box contains the numbers 1 to 9.





# Weather

## SWITZERLAND TODAY



## ARC LÉMANIQUE FOR THE WEEKEND

THURSDAY	FRIDAY	SATURDAY	SUNDAY
4° - 8° 96-99%	2° - 6° 84-96%	3° - 7° 88-98%	3° - 6° 88-99%



**SPONSOR PRINCIPAL ZÜRICH**

**DON'T MISS OUR MONTREUX COMEDY STAND UP STAGE!**

**ENGLISH SHOWS**

**Montreux Comedy STAND UP**

**STAND UP AFRICA**

**MONTREUX COMEDY CONTEST FINAL**

FRIDAY 6<sup>TH</sup> AND SATURDAY 7<sup>TH</sup> OF DECEMBER | 8:00 PM | SUNDAY 8<sup>TH</sup> OF DECEMBER | 6:30 PM  
MONTREUX COMEDY STAND-UP @ **amc**

Buy tickets: [www.montreuxcomedy.ch](http://www.montreuxcomedy.ch) - With **le News** [www.lenews.ch](http://www.lenews.ch)

**deux** **Le Matin Dimanche** **EW** **gaz naturel** **RAIFFEISEN**

Win tickets for the Montreux Comedy Festival's English nights on Friday 6th, Saturday 7th and Sunday 8th of December.

On Friday and Saturday, **STAND UP AFRICA** offers an all-star line-up of African comedy giants: Loyiso Gola, Kagiso Lediga, Stuart Taylor, David Kibuuka & Joseph Opio. It's a premium comedy show bringing together the best comedians on the continent.

On Sunday enjoy Ari Shaffir's wit and wisdom and afterwards watch five finalists from the English-speaking stand-up scene compete to win the Montreux Comedy Contest Final.

We're giving away 5 pairs of tickets for each night!

To enter, either send in an email to [competition@lenews.ch](mailto:competition@lenews.ch), or like us on Facebook, and comment on a post – everyone who posts will go into a draw for a pair of tickets.

And if you don't win, don't worry! Le News readers benefit from a 20% reduction! Just enter the promo code: **MCF13NEWS20** when buying your tickets online.