

le News

WEEKLY SWISS NEWS IN ENGLISH

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Arc lémanique 5 - 11 December 2013

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New president, new frontiers

BERNE The election of the foreign minister, Didier Burkhalter, as the Confederation's president for 2014 heralds new possibilities for Switzerland on the diplomatic front. It may also mean a far more important role for "International Geneva" as a global mediation centre.

Swept in with 183 votes – one of the best scores in recent years – Burkhalter will retain his portfolio as foreign minister.

The presidency itself will probably have "zero impact", as one analyst noted, on Switzerland's role abroad. However, Burkhalter will be able to meet with other heads of state based on his presidential status. The president has no special role other than acting as a first among equals in the seven-person Federal Council. Technically, it is the Federal Council that serves as head of state. Burkhalter, who has taken a firm

position on bilateral accords with the European Union replaces Ueli Maurer as president. He will now be in a position to have Switzerland play a more crucial, even if discreet, diplomatic role internationally when Switzerland assumes the chair of the 57-member Organization for Security and Cooperation in Europe, which deals with key security concerns ranging from human rights to counter-terrorism.

Ed Girardet

Zurich Swiss growth

Swiss manufacturing output grew for the eighth month in a row, a Credit Suisse and procure.ch survey showed. The Purchasing Managers' Index gained a better-than-expected 2.3 points to 56.5 in November.



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This Week in Switzerland

An international study carried out by financial comparison site money-land.ch revealed that **Swiss banks** lag behind in terms of their **social media buzz**. A point-based system was used to evaluate social network presence and interaction on Facebook, Twitter, YouTube, LinkedIn and Google+. Foreign banks achieved near 70% but Switzerland reached only 45%. Out of the Swiss banks, Credit Suisse scored the highest, followed by PostFinance, Swissquote and UBS. Director of the website, Benjamin Manz, told swissinfo.ch, "Banks have the possibility to communicate actively with consumers through the social media channels, to strengthen their brands, to create product service and finally to better understand the clients."

Five members of a **Zurich** police vice squad have been arrested and detained following a corruption scandal involving leaked confidential information to night club managers in return for sexual favours and drinks. Even though Switzerland ranked 7th in 2013's Corruption Perceptions Index, the incident has sparked a review of **police ethics training**. Secretary-general of the Swiss Police Federation, Max Hoffmann, claims not to have witnessed police corruption in 13 years in the role. However, in terms of training, police analyst Frédéric Maillard notes, "Unfortunately, ethics and human rights training often serve as a back-up."

Military forces will remain in **Tripoli**, Libya, to protect the **Swiss embassy until 2016**, as voted by the Swiss Senate on Monday. The decision will be confirmed by a final vote. **Military security** has been present since 2012, and the cost of the next two years will total nearly CHF 1.95 million.

After 11 years of festive displays, this year there will be **no live nativity in Lausanne** due to lack of funds. Project manager of City Management Damien Chenevard notes, "In three years we have lost CHF 150,000 in grants from the City and we will lose another CHF 30,000 next year."

Mountain Studios, the recording studio of Queen between 1979 and 1995, opened its permanent exhibition **Queen: The Studio Experience Montreux** on 3 December to coincide with World AIDS day (lead singer Freddie Mercury died of AIDS-related pneumonia in 1991). The control room is almost identical to when Queen recorded there – apart from a new Neve desk that will allow visitors to make personal remixes of Queen songs. The tribute to the legendary band features photos, costumes and instruments among other souvenirs and provides an overview of its history. Entry is free; all donations will go to the Mercury Phoenix Trust.

At the weekend, Swiss and French firefighters, doctors and police officers collaborated during a simulated train derailment in the Mont D'Or tunnel that connects Longevilles to Vallorbe, Vaud to assess and improve emergency responses. The exercise involved 800 people. In 2003, an agreement between Switzerland and France was signed to coordinate a "bi-operational" response to catastrophes on the border.



The University of Zurich recently published research concerning the effects of forehead Botox (Botulinum toxin type A) treatment. The nerve poison paralyzes facial muscles, giving the skin a smoother, wrinkle free appearance. Switzerland has one of the highest rates of Botox use per capita. Research by Arko Ghosh and his team at the Institute of Neuroinformatics found that the loss of movement in the forehead reduces brain stimulation, which can in turn affect other parts of the body, namely hands, which possibly alters the way users feel touch.

Swiss schools excel

Swiss and Lichtenstein pupils are ranked 9th worldwide and best in Europe in maths according to the latest Programme for International Student Assessment (PISA) by the OECD. Based on two-hour tests taken by 15-year-olds in maths, reading and science, PISA covers 500,000 teenagers in 65 countries. Once again, South Korean, Chinese, Vietnamese and other Asian students represent the runaway success story with 7 of the global top 10 ratings. Shanghai-China topped the list in all three categories, and Poland emerged as one of the best school performers in Europe.

The average maths score for the Swiss was 531 points, significantly above the 2012 OECD average of 494. Nevertheless, Switzerland slipped from a 2009 high of 534 points. Swiss reading capabilities proved better than three years ago, while science ratings placed Swiss pupils above average with 515 points, but two points less than in the previous year. Overall, the average Swiss PISA score has been improving

steadily since 2000.

As PISA analysts themselves maintain, their rankings do not mean one system is better than the other. In fact, their findings are hotly disputed by educationalists worldwide. As one PISA report writer noted on the BBC World Service, the assessment seeks to test competency, but does not necessarily reflect knowledge. "Our findings only take into consideration these three subjects. We believe that other competencies are just as vital. However, the data tend to be manipulated into a single headline by politicians and the media."

Asian systems tend to be highly competitive and stressful, with long hours. "This does not mean that they turn out better or happier students," said the head of one school. "We put enormous emphasis on engaging our students with all subjects. We want them to be learners, not repeaters."

Edward Girardet

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Regional

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WEEKLY SWISS NEWS IN ENGLISH

The right model for the right paper

Le Temps, Switzerland's quality French-language newspaper, is facing a crisis no different from other European and American print media. As Moyette Marrett notes in her piece on Le Temps, the Swiss daily remains profitable, but only by slashing jobs and reducing coverage. Its journalism has suffered. Its print circulation is down and, including paying online users, it can only claim 115,000 regular readers. It is also losing advertising revenue.

For this reason, *Le Temps*' principal owners, Ringier and Tamedia, have put it up for sale. The only way to save the paper, they argue, is by finding a majority shareholder able to make the decisions needed to ensure sustainability. So far, some 20 groups and individuals have expressed interest. But can someone else do a better job of finding a business plan that will make quality content, or "reporting" as journalists still like to call it, worthwhile? What can *Le Temps* offer that is different from the surfeit of other information sources? Is there really a need for *Le Temps* given the existence of other dailies, such as *Le Matin* and *La Tribune de Genève* or *24 Heures* in Lausanne, all of which are facing similar problems? Or the free *20 Minutes*, plus the various online sites that offer "news that you can use".

Swiss journalism has never been renowned for Watergate-style reporting. Nor has journalism in France, whose mainstream press are followed by informed Swiss. The most forthright French journal remains the satirical weekly, *Le Canard Enchaîné*, whose closest cross-border equivalent is *Vigousse*, an energetic little paper that seeks to take Swiss society to task. The reality is that while most "serious" Swiss media are well-informed, they are not about rocking the boat. Switzerland clearly needs a critical press. This is where good journalism can make a difference. But for *Le Temps* to succeed, its new owners will have a key challenge. They'll need to figure out an invigorating format capable of appealing to a younger generation, whose gauging of what is happening in the world is based on a broad platform of applications, whether mobile phone one-liners or Facebook sharing. For without these new readers, they may as well forget about running a newspaper.

As various North American examples have shown, the demise of city or regional newspapers has proved disastrous. Many towns no longer have any real press to keep local government on its toes. Blogs are not a replacement. Most rely on nitty-gritty reporting by journalists to provide the basis for their content. Even CNN, Al Jazeera and other broadcasters rely on papers for their legwork and story ideas.

This is what newspapers can do best. But reporting costs money. And unless they are non-profits, such as the *Christian Science Monitor*, newspapers will only work with a viable business model. They need to re-invent themselves. Given the enormous information overload on the internet, galvanizing readers no longer used to reading is precisely where newspapers can have a defining impact. They need to work with schools to help students discern what is credible and what is not. *Le News* will be creating a Young Journalist column in 2014 to stimulate an interest in reporting, and hence newspapers. We need to get kids reading news, regardless of the format, at an early age. Only in this way will papers like *Le Temps* have a future.

Edward Girardet

Go eco-piste

Skiing without contributing to snow loss.

Ski enthusiasts who want to be as "eco-responsible" as possible, while lamenting the increasing deterioration of snow conditions, are nevertheless reluctant to give up their favourite means of getting to the mountains – by car. It is a dilemma authorities have tried to address by encouraging what they call greater "eco-mobility" at Swiss ski resorts.

Sports enthusiasts travel over one billion kilometres by car every year.

The Association for Transport and Environment (ATE) published its second guide on the subject on 27 November, evaluating 25 resorts based on how well they manage "sustainable mobility". Zermatt and Scuol



Resorts like Les Diablerets offer a more eco-friendly ski alternative.

came in first followed by Davos and St. Moritz. In Suisse Romande, Verbier, which ranked fifth, topped the list. Others in the Valais were Leukerbad (6), Nendaz (8), Crans-Montana (9), Ovronnaz (9) and Champéry (11). Vaud included Villars (8), Leysin (10) and Les Diablerets (13). The report further noted that winter sports enthusiasts travel over one billion kilometres by car every year in Switzerland,

"which is not without consequences for the climate and the environment". It warned that "between now and the year 2050, one ski station out of five will not be able to guarantee enough snow". Despite the efforts to provide mobility alternatives, little will change in the country's overall carbon footprint until the cost of public transportation becomes cheaper than petrol, especially for families. *Pamela Taylor*

Racing at Rolle

On 2 December, Honeywell Rolle hosted the regional award ceremony of the annual Student Automotive Design Challenge. The six-week project brought together teams of students aged 11–14 from the International School of Lausanne (ISL) and Honeywell mentors. The aim was to design, test and build electric gear-driven toy cars. The winning team, Quality Motors, included pupils Frederik Masure (engineer), Lilian Koster (target market researcher) and Benjamin Jacobs (body designer) who created the Alpinist, modelled on a mountaineering vehicle.

Principal of the Secondary School at ISL John Ivett says that the collaborative project allows the students to "see how their skills are applied in the real world and follow through a whole design process." Terrence Hahn, president and CEO of Honeywell Transportation Systems, hopes that "This programme instils a

life-long interest in engineering and that these students will continue to be excited about science and maths as they choose their career paths." Masure, Koster and Jacobs noted that it was a fun opportunity to apply their school knowledge to something practical. Quality Motors' Alpinist will go on to compete with other regional teams from other European countries, as well as the US, Mexico, India and China.

Jennifer Rose



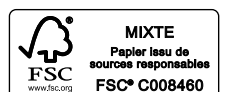
IMPRESSUM

le News
LOCAL SWISS NEWS IN ENGLISH

Le News: ISSN 2296-6641
Tirage imprimé: 25 000 exemplaires
Lectorat estimé: 50 000 lecteurs
Parution: tous les jeudis
Rédacteur en chef: Edward Girardet
Impression: Centre d'impression
Lausanne, Chemin de Mochettaz 8,
CH-1030 Bussigny

Directeur en charge de la publicité:
Daniel Ahlers
Régies publicitaires: SPN SA;
Publicitas SA; Bab-Consulting Global
Solutions Sàrl
Edité par: Le News Sàrl
Contact: <http://lenews.ch/contact>
Classifieds: <http://lenews.ch/classifieds>
Distribution: <http://lenews.ch/how-to-get>
Editeur: Jeremy McTeague
Directeurs: Jeremy McTeague,
Daniel Ahlers, Phillip Judd

Mise en page: SPN SA, Département
PréPresse
Design crée par: Edwin Allan
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Unjamming transport



Lausanne station's platforms (in red) will be extended to 420 metres.

Despite "Rail 2030", an ambitious project to improve services, passengers are finding it hard to vindicate the high cost of Swiss trains. Considered the eco-friendly alternative to road travel, railways have long been regarded by most European countries as a vital asset to inspire economic affluence.

The SBB/CFF, Switzerland's state railway company, however, stands out as a global leader in railway infrastructure, offering a quality service that few can flaw. Using the "en route comme chez soi" mantra, it relies on a combination of punctuality, safety, high frequency and reliability to spearhead its development. While American and British railway networks are marred by constant delays, poor service and political quagmires, Switzerland's investment has ensured a pragmatic public rail network emulating age-old aspirations of customer satisfaction.

The caveat to this success is financial – maintaining an optimal infrastructure comes at a cost. Ironically, the CFF's long-standing success has led

to widespread overuse at peak hours. It is becoming increasingly difficult to travel the network comfortably. Even more critically, Swiss rail tickets are simply too expensive, particularly for young people and families, despite the company's efforts to rationalize excessive cost. Passengers are often left with no alternative but to use the car. This makes little sense given Berne's environmental vision to alleviate road traffic and pollution. As consumer analysts maintain, state-subsidized rail systems should charge less than what it costs to travel by road.

Such criticism has spurred both the government and CFF to take action. Rail 2030, which was proposed in 2009, aims to enhance the network's problematic axial links and reduce regional congestion by providing more trains, more seats and bigger stations. With two projects to choose from, the cost could rise to as much as CHF 21 billion. "Léman 2030", an inter-cantonal initiative, seeks to improve routes between hubs such as Geneva and Lausanne by lengthening platforms, upgrading stations and introducing more double-decker carriages. For the moment, plans for an underground bullet Metro linking cities remain on

the drawing board, given public preference for greater capacity rather than speed.

Overbearing realities spur such ventures. Switzerland is a nation of train users, despite claims that its railways remain elitist. Not for the first time, other countries look to Switzerland for inspiration. If one can face the myriad of options, such as special youth fares, to reduce the costs of tickets, Swiss trains are relatively inexpensive. While costly for one-off travellers, it is still comparatively cheaper for seasoned rail users to buy monthly or annual abonnements, half-price cards or the tailored "Voie 7". For this reason, Rail 2030 is bound to convince many passengers to stay faithful to the network. CFF is clearly making a conscious effort to suit each and everybody's needs. Nonetheless, much depends on whether the passengers are willing to bear the brunt of such a huge investment through protracted high ticket prices. Given Swiss rail's existing quality, however, the solution appears to be a no-brainer considering less palatable options such as more highways.

Christopher Woodburn

In fevered pursuit: flu vaccinations

Avoiding the flu vaccination stands that clutter every supermarket, pharmacy and school around Europe is hard. Yet in Switzerland, there is less publicity about flu vaccinations. Dr Virginie Masserey Spicher of the Federal Office of Public Health (OFSP) said the vaccination is normally given at a hospital or by one's doctor. In the latter case, one needs to buy the vaccine from a pharmacy, with a doctor's prescription, and then go back to the doctor's surgery for it to be administered. Vaccines are primarily available for those "at risk", such as young children, the over 65, pregnant women and the chronically ill, who are reimbursed by their insurance company. Everyone else must pay.

Darcy Christen of Lausanne's University Hospital, CHUV, explained Swiss attitudes. "Some people think it is not a serious illness. Of our own staff, only a third bothered to get the vaccine." And this despite the OFSP campaigns, which have so far encouraged 2,000 medical staff to get vaccinated at the CHUV this year. Christen said some opponents went as far as to deface promotional posters with anti-vaccine remarks.

Masserey Spicher believes the Swiss have a variety of reasons for shunning flu vaccines, including the belief that they are ineffective or cause side effects. Some families will not even have their children receive the usual childhood vaccines. Despite this mentality, between 1.1 and 1.4 million doses are typically administered annually. Doctors maintain that flu vaccines cause almost no side effects and are safe for almost anyone over six months. With the annual flu epidemic normally starting as early as mid-December, at risk groups are encouraged to visit their doctor or nearest clinic.

For more information see www.sevaccinercontrelagrippe.ch (available in English: www.vaccinatea-againsttheflu.ch).

Jennifer Rose





Discover Switzerland with an English-speaking guide. Breathtaking landscape and local traditions, 29.–30. March 2014.

During a weekend, discover many sightseeing of Switzerland participating in an exclusive trip with an English-speaking guide. This 2-day trip will take you from the shores of Lake Geneva to Interlaken where a lunch will be served on a boat (staying at the dock).

The journey will continue to Lucerne where you will spend a memorable evening under the sign of folklore and Swiss gastronomy.

A complementary program (extra fee) will be offered approximately one week before the trip, depending on weather conditions.

Program of the trip

- Departure from Montreux at 9.44 am in the scenic coach of the GoldenPass Line
- Lunch in Interlaken
- Typical Swiss Dinner at the « Stadtkeller » restaurant in Lucerne
- Overnight stay with breakfast in a 5* hotel
- Optional excursion on Sunday morning
- Journey back from Lucerne at 4.00 pm

Services included

- Return train ticket in 1st Class to/from your home
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- English-speaking guide during the trip and in Lucerne
- Seat reservation
- Organisation fee

Price in CHF per person, 1st class

GA travelcard, 1st class	490.00
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- **At the SBB ticket office of the following train stations:** Aigle, EPFL, Genève Balexert, Genève Aéroport, Genève Cornavin, Gland, Lausanne, Morges, Montreux, Nyon, Palézieux, Pully, Renens VD, Vevey and Yverdon-les-bains
- **Email:** voyage-organise@cff.ch
- **A minimum of 20 participants is required for the trip to take place**

Business & Economy

Onwards and upwards

Zurich. Swiss manufacturing output grew for the eighth month in a row, a Credit Suisse and procure.ch survey showed. The Purchasing Managers' Index gained a better-than-expected 2.3 points to 56.5 in November.

British-Swiss Chamber of Commerce Awards

Geneva At a gala dinner held at the Four Seasons Hotel des Bergues, the British-Swiss Chamber of Commerce announced that Phonak AG, a maker of hearing systems, has won its Company of the Year Award. The Small Company of the Year Award went to Trans Data Management Ltd, providers of communication and security systems. The company was praised for its innovative business model. ABB Sécheron won the Innovation 2013 award for showcasing the world's first fully electric, articulated bus. Firmenich SA, creator of perfumes, won in the category of Corporate Social Responsibility.

Economic cheer

BERN Switzerland's economy grew more than expected in the third quarter, boosted by a welcome increase in exports.

Swiss gross domestic product rose 0.5% in the three months through September from the second quarter, when it expanded by the same amount, and climbed 1.9% year-on-year, the Secretariat for Economic Affairs in Bern said.

"The largest contribution came from exports of pharmaceutical and chemical products."

"Following an extended period of relative stagnation, exports of goods (excluding precious metals, jewelry and gems as well as works of art and antiques) showed a strong increase in the third quarter," it said. "The largest contribution came from exports of



The cement industry is just one where Switzerland excels.

pharmaceutical and chemical products."

The central bank set a ceiling on the franc of 1.20 per euro in September 2011. Since then, the Swiss economy has seen only a single quarter of contraction. Meanwhile, the euro zone grew by only 0.1% in the third-quarter.

The economy will continue to

expand, helped by the euro zone's emergence from recession and, domestic consumption, the country's leading indicator showed. The KOF barometer rose to a cheering 1.85 points in November from a revised 1.71 points in October, the highest since July 2011.

Moyette Marrett



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Le Temps a gift at Christmas

GENEVA The decision whether to sell *Le Temps*, the region's flagship French daily language newspaper, or to pursue other options will be taken by its owners Tamedia and Ringier before Christmas, an industry insider familiar with the situation said.

Twelve potential buyers asked for the dossier before the 30 November deadline and three to five serious offers are being considered by *Le Temps'* owners, which hold 92.4% of its capital, the person said. One option still on the table is for one of the stakeholders to buy the newspaper outright. *Le Temps*, which makes a profit and has a turnover of CHF 40 million, is valued at an estimated CHF 15 million.

"The new owner will have influence and a high social status," said Guy Mettan, director of the Swiss Press Club and former editor-in-chief of *La Tribune de Genève*. "But economically it will be very hard to get back its investment unless *Le Temps* is bought by a single publisher."

In all, more than 20 potential buyers expressed an interest, including Etienne Jornod, president of *Neue Zürcher Zeitung (NZZ)*, and Antoine Hubert, shareholder of Agefi S.A. Contenders such as the Blocher-



Le Temps is proving an attractive possibility for several potential buyers.

Tettamanti duo who recently acquired the *Basler Zeitung* have been ruled out. President of Tamedia, Pietro Supino, excluded all candidates with "political motivations".

"We were not surprised by the level of interest," said Patrick Matthey, head of communications at Tamedia Publications Romandes.

The Geneva-based daily has a complex ownership structure, in which the newspaper effectively answers to two bosses and is also a company with expenditure associated with management, marketing and HR, has kept costs high. Reducing *Le Temps'* 110 employees, 75 of whom are journalists

and editorial staff, could result in further savings.

"*Le Temps'* added value is in its Swiss news and foreign news coverage. But economically it is too dependent on the financial sector. It needs to develop its own point of view with op-eds and new analysis," Mettan said. "The paper should restore its cultural pages and be more combative to win back readers."

The circulation of *Le Temps*, which was created in 1998 when the *Journal de Genève* and *Gazette de Lausanne* merged with *Nouveau Quotidien*, has decreased from 49,302 copies in 2004 to 39,716 this year.

Moyette Marrett

Reshape how you work

How sprints, marathons and two-directional thinking can help prepare companies for the future.

Preparing organizations for the future is one of the most important challenges facing leaders today. But doing so requires leaders to balance increasing short-term pressures for immediate results with long-term pressures calling for fundamental, not incremental, change. Addressing this challenge requires introducing what we have defined as two-directional thinking, focusing not only on what can be done today to address current business issues but also thinking from the future back to consider what must be done starting today to prepare for this future.

Two-directional thinking is required for companies to move beyond launching an expanding array of reactive initiatives to defining and initiating proactive actions to enable an organization to anticipate and develop what it will take to succeed in the future. This article focuses on what it takes to develop two-directional thinking in practice.

As described in our book *Ready? The 3Rs of Preparing Your Organization for the Future*, two-directional thinking requires leaders to rethink their playing field to get a clear-eyed view of the world around them. It also requires leaders to redefine their ambition as a basis for building a long-term agenda. While no one can predict the future, developing an informed point of view on the future and what it will take to be successful there is a critical foundation for leaders today.

But thinking alone is not enough and leaders preparing for the future need to move from theory to practice and thinking to action. Here they need to embrace the third R, to reshape how they and their organizations work. Two-directional thinking is a core foundation for creating this agenda.

Build your agenda: balance sprints and marathons

Leaders need to use two-directional thinking throughout the reshaping process to identify sprints and marathons. Sprints accelerate immediate actions and priorities, while marathons shape and drive transformational change. Together, they form the foundation for continuous reshaping.



Sprints

Executives are busy, as are the organizations they lead. Some are even approaching the point of exhaustion as they attempt to fight the many challenges facing businesses today.

Unfortunately, many executives also spend a significant amount of time on activities they feel do not add value to their organization. According to our informal survey, executives estimate they spend a third or more of their time on these non-value adding activities.

When we ask them why they spend so much time on such tasks, they say they have no choice. Someone, often from headquarters, has instructed them to do it, and they do not feel able to refuse. But where time and resources are needed to prepare for the future, this waste is no longer tolerable.

One company we encountered found that their products were not only increasingly being commoditized, but more fundamentally they were losing relevance to the consumers to whom they were seeking to appeal. At the same time, given changes in distribution and where consumers shopped, their traditional channels were in decline.

The challenge facing the company's leadership involved re-evaluating what percentage of their time and resources were being spent to leverage their traditional sales and distribution power to protect commoditizing, and increasingly irrelevant, products through declining, outdated, sales and distribution channels.

The sprints for this company identified specific actions to begin to

rebuild consumer relevance today, as well as leading, not following, the reinvention of retail channels.

Sprints are about recognizing and addressing critical issues, not just the symptoms but their root causes, to accelerate fixing today's business. Sprints are about focusing, prioritizing and accelerating actions to strengthen today's business. They are also about freeing up time and resources to focus on what it takes to succeed in the future.

Sprints must be prioritized and addressed quickly, to ensure that the company has a strong foundation from which to drive future success. Organizations do not have the time or resources to waste holding onto the past. They need these to prepare for the future.

Marathons

The other aspect of two-directional thinking is the marathons. "What we're doing today was born out of a vision developed 10 years ago," Pat Davies, the former CEO of Sasol, told us as he prepared to retire. "We are just witnessing the realization of it now. And if we didn't have that vision 10 years ago, I'm quite sure we wouldn't have been as successful as we are today. Whoever takes my place is going to have to do this again if he or she wants to take the organization into the next phase."

Typical marathons address issues such as changing corporate culture or building a new organizational capability and mind-set. Organizations must start marathons today, acknowledging that it will take them considerable time to reach the finish line, and that they will need to put in sustained effort throughout if they are not to fall by the wayside.

Sunil Bharti Mittal, the founder, chairman and Group CEO of Bharti Enterprises Ltd, explained how telecommunication companies need to rethink their role in future – beyond building and managing the network "pipes" that have been the focus of the current generation of telecommunication leaders.

"Looking ahead, I do not think we will be a telecommunications company, we'll become a lifestyle company. Our industry is changing. People are making fewer calls, are having more internet sessions and are doing more transacting over the internet. These are changes we need to adapt to.

"Today the company has the mind-

set of a telecom company. But we need to build on our telecom infrastructure to become an internet company. Our mind-set has to become more of an internet company, which needs to move fast and which needs to think out of the box. Traditional thinking in telecom companies is very different."

Making this shift from building and managing pipes to creating value through the pipes will be a long-term marathon for the company, requiring transformational changes in the business model, and capabilities of the company, as well as the mind-set and culture around what it will take to succeed as an internet company.

Embarking on the journey

Sprints, marathons, two-directional thinking, and even the 3Rs themselves are tools, not answers. They are not formulae that will guarantee success. What they will do is help leaders to understand the challenges ahead and decide for themselves how best to meet them. From being victims of others' agendas or short-term pressures, they can help focus a leader on creating an agenda for meeting the dual challenges of delivering results today and preparing for the future.

By Professor Thomas Malnight, Tracey Keys and Kees van der Graaf



Professor Thomas Malnight

Insight

The incredible shrinking Swiss army

Switzerland's defence establishment wants to close down military training areas across the country.

Swiss voters may have decided overwhelmingly in September that they want to keep military conscription for their increasingly shrinking army, but the defence department is now proposing more cost-cutting such as closing down airfields, barracks and training areas.

Suisse Romande will pay the highest price for restructuring, with targeted closures including the air base in Sion, canton Valais, the barracks at Moudon in canton Fribourg, and smaller facilities in Vaud and Geneva. The announced closures should come as no surprise, as plans to restructure the army have been under discussion for several years. In September 2011, Parliament decided to put an annual cap on military spending of CHF5 bil-

lion by 2016. Stiff resistance is nevertheless expected in some cantons.

Defence minister Ueli Maurer told reporters that the focus for the closures was in "those areas where there is less demand," citing the example of unused underground facilities. The changes should be completed by 2020, but cantons may submit proposals regarding what changes they will accept.

The closures in Sion and Moudon are perhaps the most contentious. Sion's military airbase, frequently the target of noise complaints from residents, could become a totally civilian airport, linking ski areas to airports in Geneva, Zurich and Milan. In Moudon, there have been protests against the barracks there being transformed into a centre for refugees. A similar debate rages around closing the barracks in Broye, which straddles the cantons of Fribourg and Vaud, where the largest centre for asylum applicants in Switzerland is located. But Maurer said the defence ministry "has not given any



The Swiss defence budget is squarely in the sights of government cost-cutters.

indication whether the army facilities may in the future be used to house asylum seekers". In fact, he said, the future use of the military areas was not discussed in the plans at all.

For Swiss historian and commentator, Anselm Zurfluh the closures mean that the army cannot be as good

as it was before. "The easiest thing is to downsize the army, which costs a lot of money, and people don't see an immediate benefit. Then when the Swiss vote 'yes' for military conscription but then 'no' for ways to get money for the army, this is the result."

Pamela Taylor

Travel

More than just a bad Santa

For some festive cheer, a family day out, last-minute gift ideas and a glass of delicious glühwein to take the edge off the winter chill, Switzerland has a wealth of Christmas markets on offer. Below are some of my top picks.

Basel

Basel's two main Christmas markets are located in the heart of the historic Old Town, and on Münsterplatz, next to the cathedral. Some 100 light-bestowed pine trees line the longest illuminated Christmas street in Europe. Visit traditional specialist shops such as the Johann Wanner Christmas House, and wooden huts selling everything from linen, folk art, wooden toys and tree decorations to pottery and glass glitter balls. Enjoy local culinary delights such as waffles, Basel Lächerli biscuits and grilled sausages.

Berne

Houses in the Old Town, dating from the 15th to 17th centuries, provide a lovely backdrop to the city's Christmas markets. Münsterplatz is devoted mainly to arts and crafts, while traditional market fare can be found on Waisenhausplatz, just a 10-minute



Montreux's Christmas market for a charming day or evening shopfest.

walk away. Lunch or dinner at either the legendary 350-year-old Klötzlikeller or the Kornhauskeller restaurant in the heart of the old town is the perfect way to round off your trip.

Einsiedeln

Nestled in the mountains at the foot of Lake Zurich, Einsiedeln has a pretty Christmas market with traditional wooden stalls offering a range of gifts and delicacies. Visit one of the

world's largest Christmas cribs in the Diorama Bethlehem, and the gingerbread bakery museum at the Goldapfel Bakery.

Lucerne

The old town around Franziskaner Platz is transformed into a miniature village of timber house-like stalls. Listen to choirs and brass bands as you sip spicy punch or mulled wine. Don't forget to visit the Christkindlmarkt at

the train station and the DesignSchenken craft market for traditional ware and creative Swiss gifts.

Montreux

The market in Montreux features 150 decorated and illuminated chalets lining the quays of Lake Geneva. Children can visit Santa at his house, which is perched above Montreux in the Rochers de Naye. A special offer of CH10 for the return train journey from Montreux is valid on Thursdays until Christmas. The Mountain Christmas Village in Caux features a reindeer park, a giant nativity scene, an elf village and Santa's post office. Drop in at the renovated Lumberjack village for woodfire pizza and special tea.

Stein am Rhein

Small but picturesque, Stein am Rhein's well-preserved Old Town is the perfect setting for the town's fairytale-themed market. There are ice sculptures, a lifesize nativity scene and a huge Christmas tree, and you can follow the "fairytale trail" through the shop windows in the beautifully lit streets.

Moyette Marrett

Deep pool of spies



Graham Greene lived in the region for many years.

Graham Greene – The Swiss Chapter/A l'Ombre de la Suisse. By Pierre Smolik. Published by: Call me Edouard, Vevey, Switzerland.

VEVEY The Lake Geneva region has always been a magnet for some of the world's leading literary talents ranging from Goethe, Lord Byron and Mark Twain to Somerset Maugham, Ernest Hemingway, F. Scott Fitzgerald and Georges Simenon. Goethe frequented Madame de Staël's Salons at the Chateau de Coppet at the end of the 18th century, while Byron rented a summer house in Cologny. He wrote his famous poem, "The Prisoner of Chillon", based on a visit to the eponymous castle with fellow English poet, Shelley. Hemingway used to ski down from Les Avants to Territet in the days when there was snow and drank white wine in Aigle. Russian-born author Vladimir Nabokov lived and died in Montreux. This tradition continues with key writers residing in the region, or attending literary festivals such as the one at Morges funded by the new Maison de l'Écriture in Montricher. What is less well known is that British author Graham Greene, who died in 1991, spent his final years in Corseaux, a small village above Vevey. *Graham Greene – The Swiss Chapter*, an intriguing book available in English and French by Pierre Smolik, explores the Catholic writer's bizarre relationship with Switzerland, plus revealing aspects of his life and works. One is never quite sure whether Greene really liked Switzerland and the Swiss, or whether, like one of his *Dr Fischer* or *The Bomb Party* characters, he considered them utterly dull. After all, it was his screenplay for *The Third Man* that claimed that Switzerland's

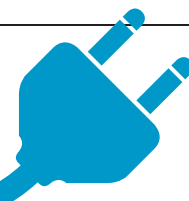
only achievement was the cuckoo clock – although these words were allegedly added by Orson Welles.

Based on hitherto unknown documents and photos, as well as Smolik's research, *The Swiss Chapter* looks into Greene's Swiss connections, including his past as a British Secret Service agent during World War II. As with so many exceptional 20th century British authors with links to the Arc lémanique, such as Somerset Maugham who spied for London in Geneva during World War I, or Lawrence Durrell, a World War II intelligence officer, Greene enhanced his writing with his espionage experience. The book lends credence to allegations that Greene was a Soviet double-agent. Greene's MI6 supervisor was Kim Philby, later unmasked as a KGB spy. Greene gave him a highly sympathetic introduction in Philby's memoirs, *My Silent War*. There is also a CIA letter that can "neither confirm nor deny" that Greene had been involved with US intelligence.

There is much insight that makes the book fascinating reading, such as Greene's involvement with the film *Dr Fischer*, starring Alan Bates and James Mason. Portions of it were filmed in the Vevey Town Hall with the registrar playing himself. Or Greene's writing methods. He preferred using a pen to a typewriter. As Smolik points out, Greene had an "obsessive fear of new gadgets and computers." But there is also pragmatism. "If one had to wait for what people call 'inspiration', one would never write a word," noted Greene. The book also reveals Greene's efforts to help Charlie Chaplin with his memoirs. Greene is buried a few graves down from Chaplin and Mason at Corseaux.

Ed Girardet

Plugged in



Wanna be a rock star?

Ferney-Voltaire If someone had told me five years ago that I'd be in a rock band, touring the Pays de Gex and Geneva with 30 concerts behind us, two albums recorded, and over 10,000 views on YouTube before I reached the age of 16, I would've laughed it off. And yet here I am, the bassist and singer of The Wazoos, a rock band based in the French border town of Prévessin, going from gig to gig, enjoying the music.

So how did we end up here? And, more importantly, how can YOU end up here? First, you need to be lucky enough to have friends who play an instrument. It can be hard to find a bassist, so if you want to join a band, consider taking this instrument up as you will always be in demand. Second, the practice takes place where the drums are: make sure that your drummer has a spacious basement that won't disturb the neighbours! Equipment is quite expensive as well: best to invest in relatively good amplifiers and instruments as soon as possible to get the sound you want. And you'll definitely be needing a good singer – it's no good having just four instruments. Ask around your friends, as friends work best

together.

Someone in the band should take responsibility for fixing up gigs, whether it's sending lots of e-mails or calling up town halls. So you're ready to rock and roll, but what do you play? It's not easy making your own songs at the beginning, and inspiration can be hard to find. A good tip is to start by doing covers of bands you like until you have enough experience to create your own music. Once you start writing your own material, you'll carve out your own identity. At this point, you might want to consider recording which is seriously expensive – I'm talking in the thousands – so start those weekend jobs now.

It took us a while to get to where we are now. Several years of playing together, a few hundred rehearsals, a large sum of money spent on equipment, and plenty of fun. But it's not only the pleasure. A lot of hard work is involved and disagreements are certainly not uncommon among bandmates. As long as you're prepared to compromise, put in the effort and practice, you never know: you could be the next Red Hot Chili Peppers! *Jonathan Woodburn. The Wazoos can be found on Facebook.*

Cool in sites

snowflakes.barkleyus.com

This is pretty cool if you need more snow. This site lets you make your own snowflake.

wonderhowto.com

How-to videos to make just about everything from just about anything.

Toys and Christmas

Where is Santa Claus?

Christmas begins early in Switzerland. Not just the commercial onslaught noticed in shops but the quieter celebration of Advent on the 4th Sunday before Christmas Eve, which this year fell on December 1. To mark the arrival of Christmas, Swiss children traditionally receive Advent calendars with 24 small flaps to open one each day until the 24th to reveal a Christmas scene. These days the 'gift' behind the window is often chocolate, to the distress of many parents.

December 6 is when the season really begins with visits from St. Nicholas or Samichlaus on December 6. This figure, which predates Santa Claus by several centuries, may arrive anytime between now and the 24th to distribute tangerines, nuts or other small gifts. In villages that preserve the old traditions, St. Nick is often accompanied by his henchman, Schmutzli or Père Fouettard in French, a dark nemesis who carries a broom of sticks to strike at naughty children.

Throughout the country, there are Christmas parades where revelers may enjoy concerts and carol singing, accompanied by a warm glass of mulled wine. Switzerland has a particularly rich and diverse tradition of carol singing. Many families who live

outside urban areas still enjoy hiking through the forest to find and cut the perfect Christmas tree, stopping by a mountain hut for fondue. For the Swiss, fondue is purely a winter specialty. Only tourists eat it in the summer.

So where is Santa Claus in all this you might well ask? This figure did not appear until the late 19th Century in North America and the jolly icon beloved by children today around the world was fabricated, first in children tales and later in the iconic image used by Coca Cola in a famous 1930s advert. In Switzerland, however, as in much of Europe, the figure that brings gifts either on Advent or on the evening of the 24th is St. Nicholas, Samichlaus, Père Noël or Babbo Natale. Moreover, he does not fly in a reindeer driven sleigh or slide down chimney pots. The Santa figure may also be represented by Le petit Jésus in Suisse romande or the Christkind in German regions, a beautiful, radiant, angel-like being with wings, dressed in white with a shining crown and a magic wand.

Children traditionally awake to find their presents already under a real tree – no plastic, unnatural looking ones here. Although electric lights have become widely used, especially in urban areas, putting real candles on the



tree is still practiced throughout the country. It is also the cause of many fires this time of year. Trees often stay up until 2 January and the candles are lit again on New Year's Eve for good luck. Only in the Italian-speaking canton of Ticino are trees not an integral part of Christmas.

The 24th is more important than the 25th in Switzerland and depending on the region, gifts are exchanged on Christmas Eve, 1 January or 6 January, Epiphany, when the three Magi were said to have visited the Christ child. A Christmas feast usually takes place in the early evening of the 24th after which, the family may sing carols, dance around the tree and exchange gifts. Many families recite chapters from the Bible related to the birth of Jesus and later go to church for a midnight service or mass, afterwards sharing hot chocolate and special Christmas treats.

Among practicing Christians in Switzerland, about half are Catholic and half are Protestant. Locals say you can tell the religion of a village by the size of the church and school. If the church dominates, the village is Catholic. If the school dominates, it is Protestant. Protestant districts also keep their Christmas decor understated. After all, it is the land of Calvin, that austere of reformer. The city of Geneva however, is making greater efforts to decorate the city centre, with 14 kilometres of illuminated snowflakes in trees this year and garlands on bridges crossing the lake.

Winter in Switzerland is the time for traditional winter carnival celebrations all across the country with huge bonfires and villagers fantastically dressed as horned animals with carved masks and enough noisemaking to wake the dead. In the 19th century, the Swiss bourgeoisie began creating the elaborate costumed and colourful carnival processions seen today in many Swiss towns during the many Carnival celebrations from now until February.

Pamela Taylor

1929
Genecand
Genève

Honorez
vos hôtes.

Genecand traiteur sa

55 avenue de la Praille | 1227 Carouge | t. 022 329 31 96 | f. 022 320 31 64 | www.genecand.ch

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Toys and Christmas

Top toys for top tots

LUTRY If you're tired of the sound of electronic games, tablets and toys that require countless batteries, here is a roundup of some of the best shops in the region selling traditional toys for little ones at Christmas.

L'Arche Aux Jouets in Lutry has beautiful wooden toys and games, including personalised trains spelling out your child's name, music boxes and mobiles.

At the Bazar Suisse souvenir and toyshop in Montreux, you can find Thomas the Tank Engine and remote-controlled boats and cars. In Lausanne, try Jouets Davidson and ViviShop for educational, science and wooden toys, board games, CDs, books and stuffed animals. Jouets Davidson also has an online shop for ordering presents. For all things related to space observation, science and astronomy drop by Galileo,



Wooden toys are a constant success with children. Courtesy of Naef Spiele AG

which isn't actually a toy store. It sells optical equipment, CDs, DVDs, calendars and posters. For wooden baseball and softball bats, try Maxi Toys in Etoy.

In Geneva, checkout Franz Carl Weber for model airplanes, trains, dolls, cars and big brand names over three floors accessible by stairs or ele-

vator. For children from birth to age 12, Le Carrousel Jouets is known for its wooden toys, puppets, puzzles and books. Intersport in neighbouring France www.intersport.fr has a great selection of bikes and other sports equipment.

Moyette Marrett



Employment



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Av. Eugène-Lance 24 – CP 1810 – 1211 Genève 26 – rh@iil.ch



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63, RTE DE CHENE 1208 GENEVE - TEL 022 735 64 20
WWW.ROADRUNNER-RESTAURANT.CH

Le News Poll

Has Christmas become too commercial?

- A. Yes - we need to buy less
- B. No - we need to buy more
- C. We spend the right amount

Let us know at: www.lenews.ch/polls
Results published next week.

Classifieds

LE MISCELLANEOUS

Swedish gourmet food

Saveurs du Nord. You'll find our CHRISTMAS OFFER on www.saveursdunord.ch. Our famous hot smoked salmon, elk salami, crispy bread etc. Welcome to our Open House in Bassins on Dec 14 from 2 pm! 079 712 52 42 Välkommen! Bienvenue! Welcome!

LE PROPERTY FOR SALE



New eco-friendly housing

5 mins from GVA Airport! High-class, durable, Minergie certified housing, located in the agricultural zone. Enjoy a peaceful living environment, close to all amenities. 3.5 rooms, 3 washrooms, Garden, Terrace 100m2, Basement 16m2, Available now! BW Gestion. 022 755 44 06

LE RENTAL PROPERTY OFFERED

Lawyer's Office for rent

Office Space for Rent to Share with Law Firm near Place des Nations and International Conference Center in Geneva. Excellent transport links. 3 to 4 bright, quiet offices to sublet (80 m2 in total). Conference room, reception, kitchen facilities, parking. Contact Ms. Rostan +41 22 332 20 00

LE BEAUTY & WELLNESS

Holistic health practitioners

Try us, you will feel INCREDIBLE. Pain, illness, or just in need of rebalancing? We provide acupuncture, naturopathy and shiatsu in the heart of tranquil Lutry (Rue Friport 2), just a stone's throw from Lausanne. For more information: www.espaceclutry.ch

LES PROFESSIONAL SERVICES

Jewelry and watchmaking

L'Age d'Or, in the heart of Vevey - Modern as well as timeless jewelry and watches. Quality customer service in English and in French, and an in-house service centre for jewelry, watch and clock repairs and alterations. Horlogerie-Bijouterie L'Age d'Or-Vevey. 021 921 18 13 agedor.ch

L'EDUCATION

English tutoring.

Experienced English native tutor for children and adults. Preparation for exams, conversational practice or structured lesson plan possible. Rates negotiable. Email jacrose6562@gmail.com.

LE MISCELLANEOUS

Dakine Pro II - snowboard/ski backpack.

Vertical Snowboard Cross Carry. Diagonal Ski Carry. Insulated Hydro Sleeve. Pocket Snowtool. Features a padded seat. Like new! 69.-chf. 076 412 68 67

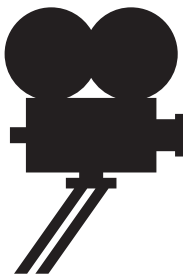
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Le miscellaneous

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FILM REVIEWS

★★★

The Fifth Estate

Release : 4/12

It's not easy to make a film about such an elusive, driven, complex man as Julian Assange, the Australian whiz who started Wikileaks and exposed many of the world's secrets – to the consternation and panic of multinationals and powerful countries like the US. But director Bill Condon (of the superb *Gods and Monsters*) has tried here to demystify the amazing odyssey of Assange, who is revered by many as a hero, reviled by others as a dangerous cyber terrorist, and has been hiding in the Ecuadorian embassy in London for the past year. Assange is superbly portrayed by Benedict Cumberbatch, of *Sherlock Holmes* and *Star Trek Into Darkness* fame. Although the film has had mediocre reviews and has not done



well at the box office, Condon has succeeded in bringing out the multiple sides of the man, as recounted by his German friend and early partner in Wikileaks, Daniel Berg (played by the excellent Daniel Brühl). But that is also controversial, since Assange claims Berg's version is all a lie. This dense and exciting film lays out most of the facts, allowing us our own opinions on this topical issue.

★★★★

Casse-tête chinois (Chinese Puzzle)

(vo French)

Release: 4/12

French director Cédric Klapisch of the delightful *L'Auberge espagnole* is back again, with some of the old gang, but about 20 years later and in New York. In that first film, they were an international group of college students on the European Erasmus programme, having a ball sharing an apartment in Barcelona. Now they've grown up – sort of – and much has changed. The main character Xavier, a writer – possibly the director's alter

ego – is played by Romain Duris. He is the narrator and has ended up in NY because his kids are there, after his painful separation from his Irish wife, whom he met in Barcelona back then. This exuberant, bitter/sweet comedy brings together quite a few characters in the melting pot of humanity that is NY. Actually, Klapisch manages to create a more authentic NY than even Woody Allen – it's maybe the foreign objectivity that makes it so pure Big Apple. There's everything in this hodgepodge – divorce, hurt kids, Jewish lawyers, lesbians, risky situations and fun sex that can turn to love... It's complicated, but it all fits, like a Chinese puzzle!

Neptune



Regional Events

PIANO PLAYER WITH 50 FINGERS: Pascal Amoyel

Thursday, 5 December
20h30-22h

Not only a musical solo concert, but a comedy, a tragedy, and a show. Please click on link and watch small video. In French, but transcends all languages.
Price €25.-/adult, numbered seating. Reservations required.

Location

Esplanade du Lac
181, av. de la Plage
01220 Divonne les Bains, France
+33 450 99 00 75
+33 450 99 17 70
www.esplanadedulac.fr



FETE DES LUMIERES

6-9 December

Not too far away, the Fête des Lumières in Lyon, France, has become one of those December events that must not be missed! Make sure to book your hotel early as they fill up quickly. Not only is the city beautiful bathed in lights but be sure to check their website for the outdoor light shows.

Location

Lyon, France
www.fetedeslumieres.lyon.fr/EN_2013



GEXPATS QUIZ NIGHT

Friday, 6 December
From 19h30

If you enjoy a challenge, then you will be delighted to know that another Gexpats quiz night full of impossible questions, trivia, and other nonsensical questions will be directed to your or your team! Let them know if you are interested in participating as soon as possible. Entrance fee is €6/person and this covers nibbles and prizes.

Location

Hotel Bellevue
Gex, France
gexpats@gmail.com



ESCALADE RACE

Saturday, 7 December
From 10h for the race
18h30 for Marmite Race

Each year one of the most popular sporting events in Geneva takes place in the old town. At the end of the day is the Marmite Race. All who take part run the 3-4 km together, in a crazy costume of their choice. The participants try to outdo each other in originality. All the races take place in the narrow streets of the old town and finish in the Bastion Park. Lots of laughs! Bring your camera and wear plenty of warm clothing.

Location

Geneva: Place Neuve,
Promenade des Bastions, and
throughout the old town.
www.escalade.ch/web/2013/



MUDAC

Saturday, 7 December
11h-18h

If you are interested in design, applied arts or contemporary art, then make sure to visit MUDAC (Musée de design et d'arts appliqués contemporains). Not only are the permanent collections worth the visit but right now there are two exhibits going on: No Name Design and Mastering Design. The first Saturday of the month entrance is free, but if you don't go this week, they are open daily except Monday.

Location

Place de la Cathédrale 6
1005 Lausanne
021 315 25 30
www.mudac.ch



MEDIEVAL MARKET

Saturday, 7 December
10h-17h

For its 7th edition, the Medieval Market at the Château de Chillon will take on a fairy-tale appearance. The fortress will house within its walls a magical universe that will be a dreamscape for children and adults alike! Experience a return to days of yore, an unforgettable opportunity to go back in time and explore the history, the customs and the daily life of the Middle Ages illustrated by people in period costumes.
Price Fr. 15.-/adult, Fr. 6.-/child (family rates available).

Location

Av. de Chillon 21
1820 Veytaux/Montreux
www.chillon.ch/en/Manifestations



MARCHE DE NOEL DE CORSIER

Saturday, 7 December
Sunday, 8 December
10h-18h

Not only will you find the perfect gift here among the local craftsmen, festive foods, and the perfect decoration to make your home glow in the season's spirit, but you will even be able to buy your Christmas tree at the same time! Free parking. Refreshments and snacks will be available in this indoor location.

Location

Salle Communale
Rte de Corsier
1246 Corsier
www.corsier.ch



LUTRY MARCHE DE NOEL

Sunday, 8 December
10h-18h

More than 100 stands boasting every possible Christmas decoration and gift ideas. With entertainment such as Gospel music and Christmas creches, you will find that it was worth braving the weather to get there. Not only will the restaurants and shops be open, but the ice skating rink is open from 10h-18h that day — entrance is free and you can rent skates for a fee.

Location

Lutry, VD
www.sdlutry.ch/marche-noel



NYON MARCHE DE NOEL

Sunday, 8 December

Christmas market in the Quartier de Rive. More than 40 stalls selling crafts, food and drink, as well as numerous local products for sale. Christmas entertainment, including Father Christmas himself! Local shops and restaurants will be open during this outdoor market. Make sure to dress warmly and bring change or cash.

Location

1260 Nyon
022 361 28 34 www.quartierde-rive.ch



HOMAGE TO GERSHWIN: INTERPRETATIONS IV

Sunday, 8 December, 16h

The Autumn Sunday afternoon Interpretations educational jazz series at LAC Vevey is a Homage to George Gershwin. His compositions have been adapted in films and became jazz standards recorded in many variations. Make sure to enjoy this take on it by Wolfgang Hanning and Jerome Jeanrenaud, on saxophone and piano respectively. Special guest drummer from New Orleans via Paris, Jeff Boudreaux, performing jazz standards.

Location

LAC - Local d'Art Contemporain
8, ruelle des Anciens Fossés
1800 Vevey
www.mattmagli.com
www.lacvevey.ch



These events have
been recommended by
Know-it-all passport!
More events on
www.knowitall.ch

Local Community Groups & Associations

CLUBS AND GROUP

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 to sign up and get the latest.

Geneva Mumpreneurs

Meet-up for mothers in Geneva to discuss business ventures and advice as well as network and meet friends in the area. Go to www.meetup.com/Mumpreneurs-in-the-Geneva-area/ for more info.

Expatparent

Advice on all things concerning becoming a parent. Information on preparation, pregnancy, birth, education, returning to work and parenting techniques with activities and events. Call Michelle Walz on 0225663793 or email to info@expatparent.com or visit www.expatparent.ch.

Vevey Little Arrows

Little Arrows is a group for pre-school children that gives young children and their carers an opportunity to enjoy creative time together. The group meets every Wednesday and Thursday (mornings and afternoons) in All Saints' Church Hall during school term. 10 CHF per session per child. Call 021 921 41 76 for more information or visit <http://www.allsaints.ch/children/arrows.asp>.

Montreux Centre de danse/Dance Center

This group offers dance classes in French for classical dance, modern jazz and stretching for children and adults. Well-established group. Call 021 963 02 39 or email info@centre-de-danse.ch for more information.

Lausanne English Speaking & Anglo-Swiss Club of Lausanne (ES&ASC)

A social club for all English speakers irrespective of nationality or mother tongue. A great way to practice English, meet new people, socialise

and make new friends. Regular meetings include cinema, theatre, concerts, museum visits, outings, billiards and talks. Visit www.esclausanne.ch for details or contact Ilze Condemi on +41 79 745 35 92.

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.

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.

Lausanne/Vaud Plusport Sport Handicap Suisse

Organisation facilitating handicap sports throughout Switzerland in collaboration with Procap Sport, the Swiss Paralympic Committee and the Special Olympics Switzerland. Also offers camps for 1 or 2 weeks. Based at 2 Avenue de Collonges, 1004 Lausanne. Call 021 316 55 32 or visit www.vd.ch/themes/vie-privee/sport/sport-associatif/sport-handicap/ for more information.

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@cineclubnyon.ch.

Montreux Centre de Yoga & Naturopathie

Offers a flexible schedule of classes for all abilities, practice breathing and relaxation exercises, as well as specific postures that allow stretching and toning of the muscular system. Based at Av. du Casino 48, Montreux, with other classes available in Clarens, Prilly, Denges and Vevey. Phone 021 963 18 70 for more information.

HELP AND SUPPORT

Vaud and Helpline English Speaking Cancer Association

The ESCA offers emotional support and practical help to cancer patients and their loved ones in Geneva, Vaud and neighbouring French areas. For more information go to www.cancersupport.chor call +41 (0) 22 791 6305. Emergency helpline: +41 (0)795315511. Visit our drop-in center 10h-14h Tuesday and Thursdays, The Ecumenical Centre, 150 rte. de Ferney, Geneva.

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.

Vaud Diabetes Association

As a member of the Swiss Association of Diabetes, this group provides information that helps improve the quality of life of people with diabetes with special diabetes focused consultations and information sessions. Based at Avenue de Provence 12, Lausanne call 021 657 19 20 or e-mail info@diabetes-vaud.ch for more information.

Morges Women's Support Group

Solidarité Femmes provides help and support for women and their children suffering from domestic violence. It is opening a help centre in Morges in March and plans to offer consultation in English. Telephone 247 +41 (0)227971010.

Vaud Vogay

Association Vaudoise de Personnes Concernées par l'Homosexualité

aims to objectively inform and support anyone concerned with homosexuality in the Vaudoise area with support groups and activities. French speaking, but welcomes all. Well-established. Email ecoute@vogay.ch or visit www.vogay.ch for more information.

Prangins Fondation le Cube de Verre

Support and activity group that provides advice and resources for parents of autistic children. In French. At: 1 Avenue de la Gare, 1197 Prangins or call +41 (0)22 367 26 24.

Geneva and Lausanne Overeaters Anonymous

Support group for those suffering or supporting persons with bulimia, anorexia and eating disorders. English-speaking meetings are held regularly in Geneva and Lausanne usually on Monday 18:45-19:45 and Saturday 08:30-09:30 at Emmanuel Church, 3 Rue de Monthoux, Geneva. Visit www.oa.org for more information.

Geneva Narcotics Anonymous

(Narcotiques Anonymes) has introduced an English-speaking meeting as well as 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.

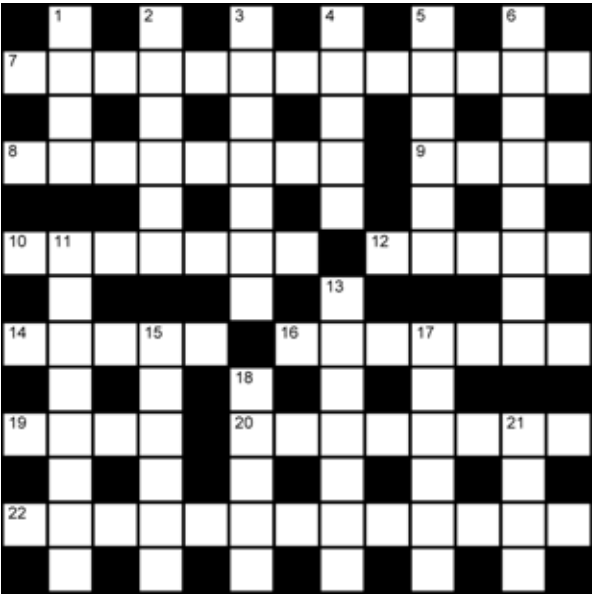
Vaud abC Centre for anorexia and bulimia

Provides specialty care and support for adolescents and adults with anorexia nervosa and/or bulimia and those with anxiety or obsession concerning food consumption. An interdisciplinary team tackles psychological, physical, nutritional and social aspects of these complex conditions to provide personal care. Call 0848 282 282 or visit www.chuv.ch/abc for details.

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.

Puzzles



QUICK CROSSWORD

- Across
- Down
- 7

Overly complicated mechanism (5,8)
- 8

Soft ball in a circuitous way (8)
- 9

Adieu for granny (2-2)
- 10

Piece of cloth (7)
- 12

Little travelled (5)
- 14

Disgrace from detestable behaviour (5)
- 16

Social insect (7)
- 19

Wading in ancient Egypt (4)
- 20

Vista (8)
- 22

Maximum tension level (8,5)

1

Nothing to it (4)

2

Cultural (6)

3

Free from tears (3-4)

4

Weighty (5)

5

Snarled up (6)

6

Counterpoint in light or opinion (8)

11

She spotted beetle (8)

13

Great stage except for everyone else (7)

15

Open up to scrutiny, air or water (6)

17

Much consulted for reflective advice (6)

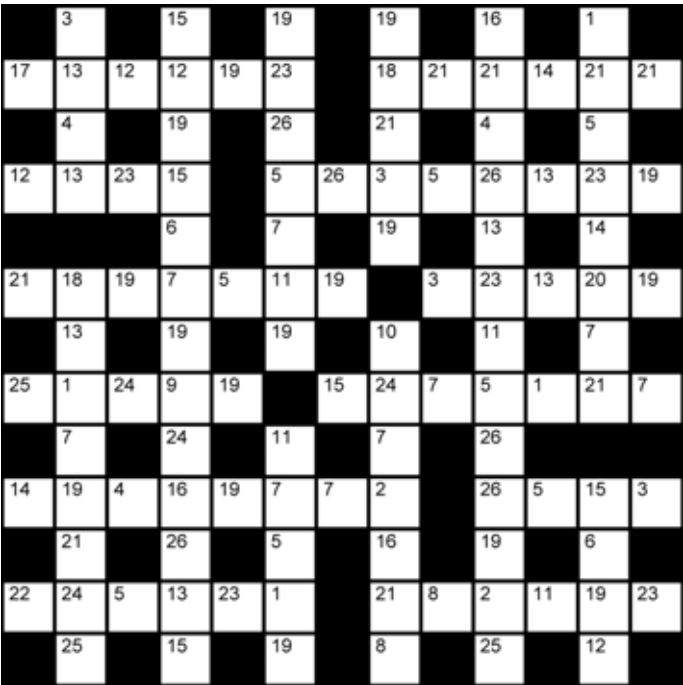
18

Ruin through kindly laziness (5)

21

Excavate or it is for me (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.

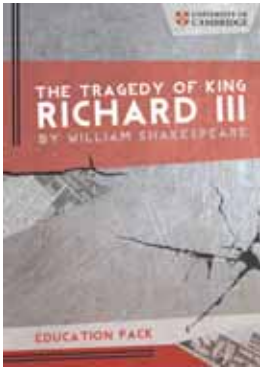
1	2	3	4	5	6	7	8	9	10	11	12	13
								P				
14	15	16	17	18	19	20	21	22	23	24	25	26
	C								N			

What's On

Richard III

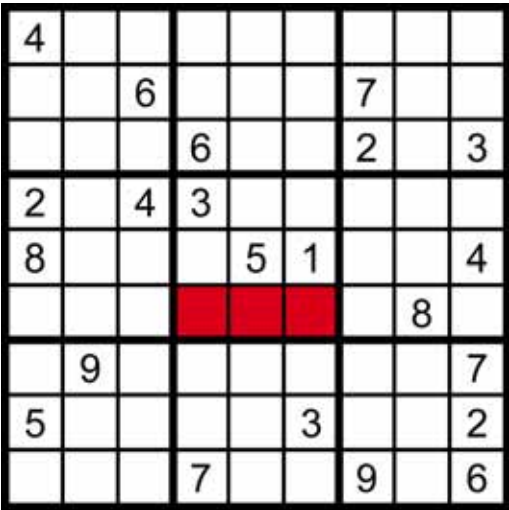
GENEVA The Cambridge University European Tour Group (ETG) is making its sixth visit to Geneva with four performances of William Shakespeare's *Richard III* on 12 and 13 December. To be held at the International School of Geneva's La Grande Boissière campus, the performances are geared toward contemporary student and local audiences and designed to bring Shakespeare to life in an accessible and thought-provoking manner. The theatre group also offers artistic and technical workshops with educational support packs. The cast takes part in lessons to discuss the play, while hosts and friends provide banquet lunches and places to stay.

The group is a self-sufficient, entirely student-run theatre company, which tours half a dozen European countries by coach with a Shakespeare play for two and a half weeks every December. The company, which includes some 25 actors and techni-



cians, has been touring for over 50 years. The team travels with professional lighting and sound equipment, costumes and an experimental set, enabling it to stage shows almost anywhere. Every year, the group visits some 12 locations ranging from professional theatres to schools and universities. Apart from Switzerland, the group has performed in France, Germany, Austria, Belgium, Holland, Italy and Hungary.

The ETG has developed a reputation for producing exciting, innovative, experimental and professional interpretations of classic texts, attracting the most ambitious actors and creative forces from within the university. For students wanting to learn about production and the practical aspects of staging a play, there will be a workshop session (CHF 10 each) with the company on Thursday afternoon 12 December in Carter Hall. Performance tickets: CHF 15. Contact: communications@ecolint.ch



SUDOKU

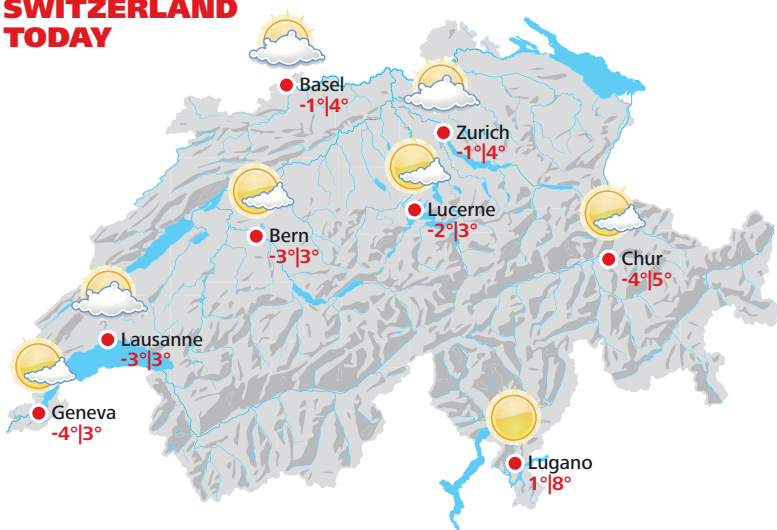
Easy

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

Win!
Sudoku: Send us the three numbers in the shaded squares for a chance to win CHF 10.00. The first correct answer drawn will win. Email: prizes@lenews.ch
Code word: Send us the three letters in the shaded squares for a chance to win CHF 10.00. The first correct answer drawn will win. Email: prizes@lenews.ch

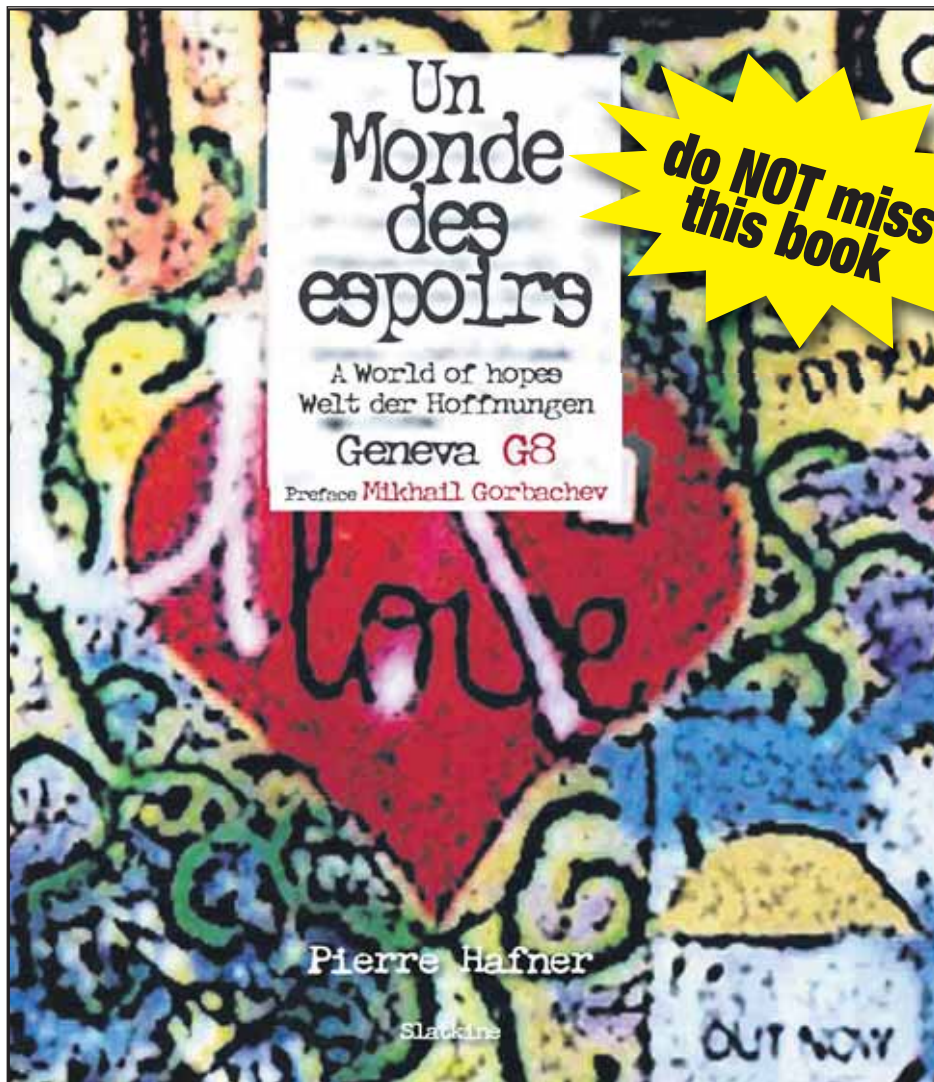
Weather

SWITZERLAND TODAY



ARC LÉMANIQUE FOR THE WEEKEND

THURSDAY	FRIDAY	SATURDAY	SUNDAY
-4° - 3° 95-96%	0 - 5° 89-98%	-2° - 3° 86-96%	-3° - 3° 76-95%



«Un Monde des Espoirs»

All households of Geneva and its outskirts should have this book in their home: "*Un Monde des Espoirs*", named in english: "a World of hopes". It tells about a unique and historic moment that happened in the Republic and Canton of Geneva: the serious troubles that took place during the G8 of 2003. The book has the foreword of President Mikhail Gorbachev, who was present at this very moment. The book contains the photographs when Geneva was like a city under siege. In the book one shall find numerous texts from many personalities: some local, others international on the subject: "*Where is the World heading to*" ??? The author suggests a solution to resolve the present economic crises. You can find the book in libraries or on order at the editor: **www.slatkine.com**. As well as on **amazon.fr** in the section of "les beaux livres".

The price is only CHF69.- or 49 €.

The book has 450 pages with 270 photo-pages. The texts are printed in French, English and German.