

CONFIDENTIAL

IMPROVING SWISS COMPETITIVENESS

Investment Summit 2017

May 16, 2017

This report is solely for the use of Investment Summit 2017. No part of it may be circulated, quoted, or reproduced for distribution outside the client organization without prior written approval from 2S Consulting. This material was used by 2S Consulting during an oral presentation. It is not a complete record of the discussion.

AGENDA

Introduction	<p>1 Who we are</p>	2 mins
Swiss Competitiveness	<p>2 Understanding country's competitiveness</p> <p>3 Key drivers for Swiss competitiveness</p>	8 mins
Our Perspectives	<p>4 Our experience</p> <p>5 Key recommendations</p>	15 mins

AGENDA

Introduction

- 1 Who we are 2 mins
- 2 Understanding country's competitiveness 8 mins
- 3 Key drivers for Swiss competitiveness
- 4 Our experience 15 mins
- 5 Key recommendations

2S

a niche consulting specialist that makes data a strategic organizational asset.

We

are BI and data experts comprising a global team that has created a 100% success track record since 2003.

bring global experience in BI, analytics and big data implementations.

bring the business and industry know-how to deliver high-impact complex data initiatives

are 120+ consultants present across India, US, Finland and Switzerland

AGENDA

1 Who we are 2 mins

2 Understanding country's competitiveness 8 mins

3 Key drivers for Swiss competitiveness

4 Our experience 15 mins

5 Key recommendations

Swiss
Competitiveness

ELEMENTS OF SWISS COMPETITIVENESS

Switzerland has consistently been ranked as the most competitive economy by various observers

Stable fiscal and financial environment

Innovation leadership

Competitive industry clusters

World-class academic and research institutions

Increasing number of Asian HQs in EU

Strong Swiss Franc

Substantial contribution of MNCs to Swiss GDP

Highest per capital investment in R&D

Highly skilled and multi-lingual talent pool

Attractive tax framework

High Quality of life

Infrastructure and market access

4 pillars of Swiss competitiveness

Innovation

Quality

Talent

Technology

THEME 1 – INNOVATION

It will be imperative address the Invention to Innovation gap, and focus on value realization

Snapshot:

Consistent innovation leadership

Highest per capita investment in R&D

Highest international scientific co-publications, scientific publications among top 10% most cited, patents per capita

Key strengths:

Strong IP protection

Strong collaboration between business and academia

World-class universities

Forces of change:

Innovation moving from company R&D to open and mass innovation

Customer orientation

Entrepreneurship

Culture of openness and risk-taking

Future direction:

Aligned portfolio management

Increase Venture Capital investment

Incentive models

Promote entrepreneurship

Innovation clusters (e.g. Health-tech)

THEME 2 – TALENT AND PRODUCTIVITY

World-class talent availability will continue to fuel Swiss competitiveness

Snapshot:

Vibrant Talent Pool (# 1 in IMD World Talent Ranking 2016)

High quality of education (Total Public expenditure on education at 5.97% of GDP)

One of the highest GDP per household

Key strengths:

High GDP per hour worked

High capacity to attract and retain talent

Systemic career planning, Systemic job rotation, Success planning, High potential programs

Forces of change:

Newer skillsets for a digital economy

Talent shortage world-wide for specialized skills

Immigration policies

Tele-commuting

Future direction:

Need for investment in development of home-grown talent

High quality of life as a factor to attract and retain talent

Improve export of knowledge intense services

AGENDA

1 Who we are 2 mins

2 Understanding country's competitiveness 8 mins

3 Key drivers for Swiss competitiveness

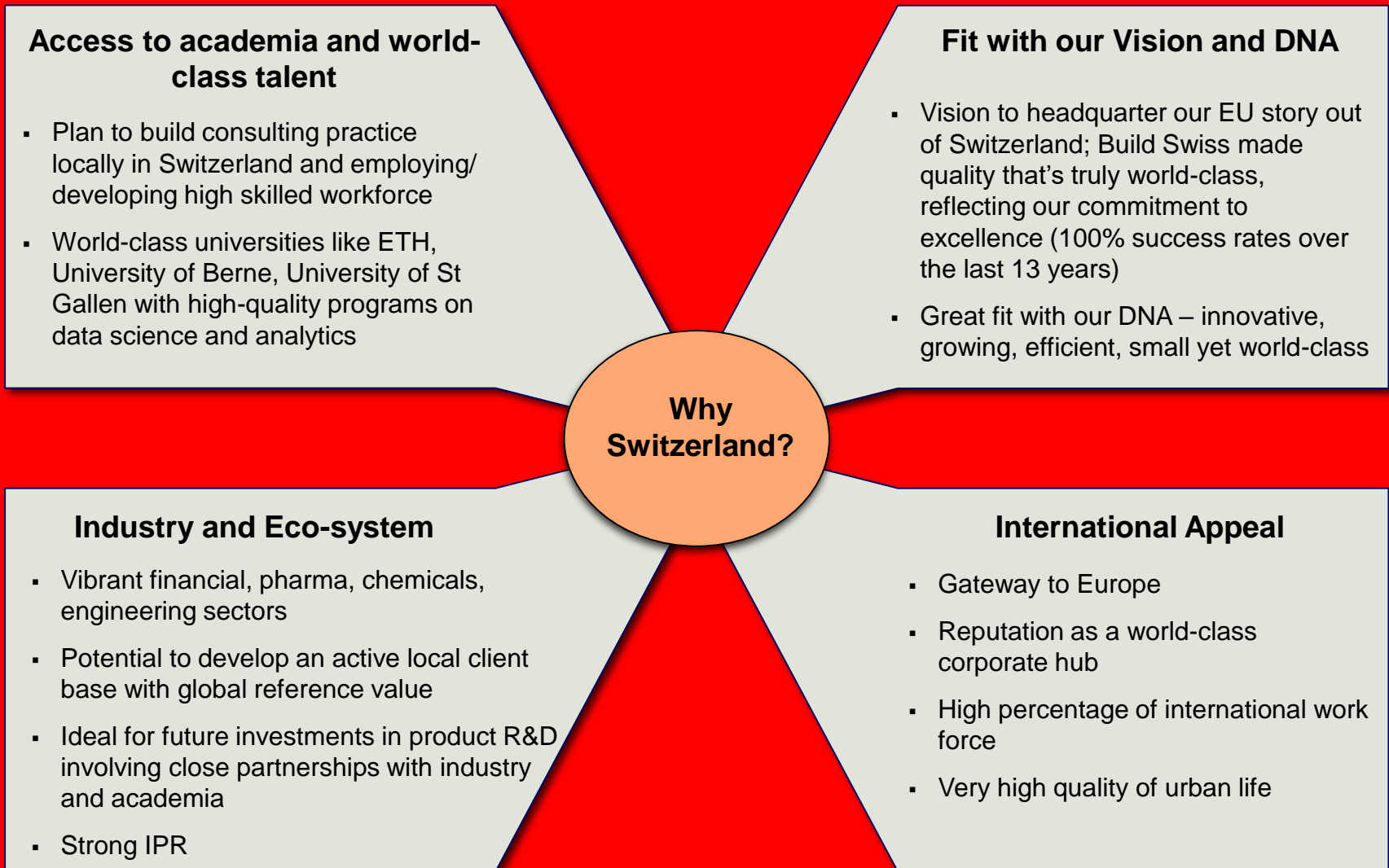
Our Perspectives

4 Our experience 15 mins

5 Key recommendations

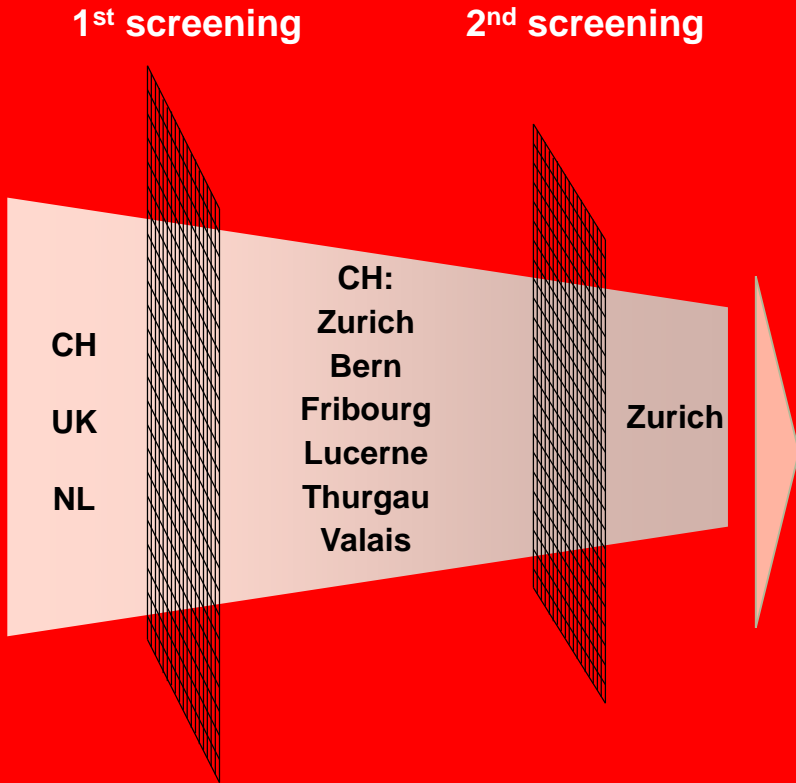
WHY SWITZERLAND

Availability of world-class talent and Quality ethos contributed strongly to our decision to choose Switzerland



DECISION CRITERIA FOR CANTON SELECTION

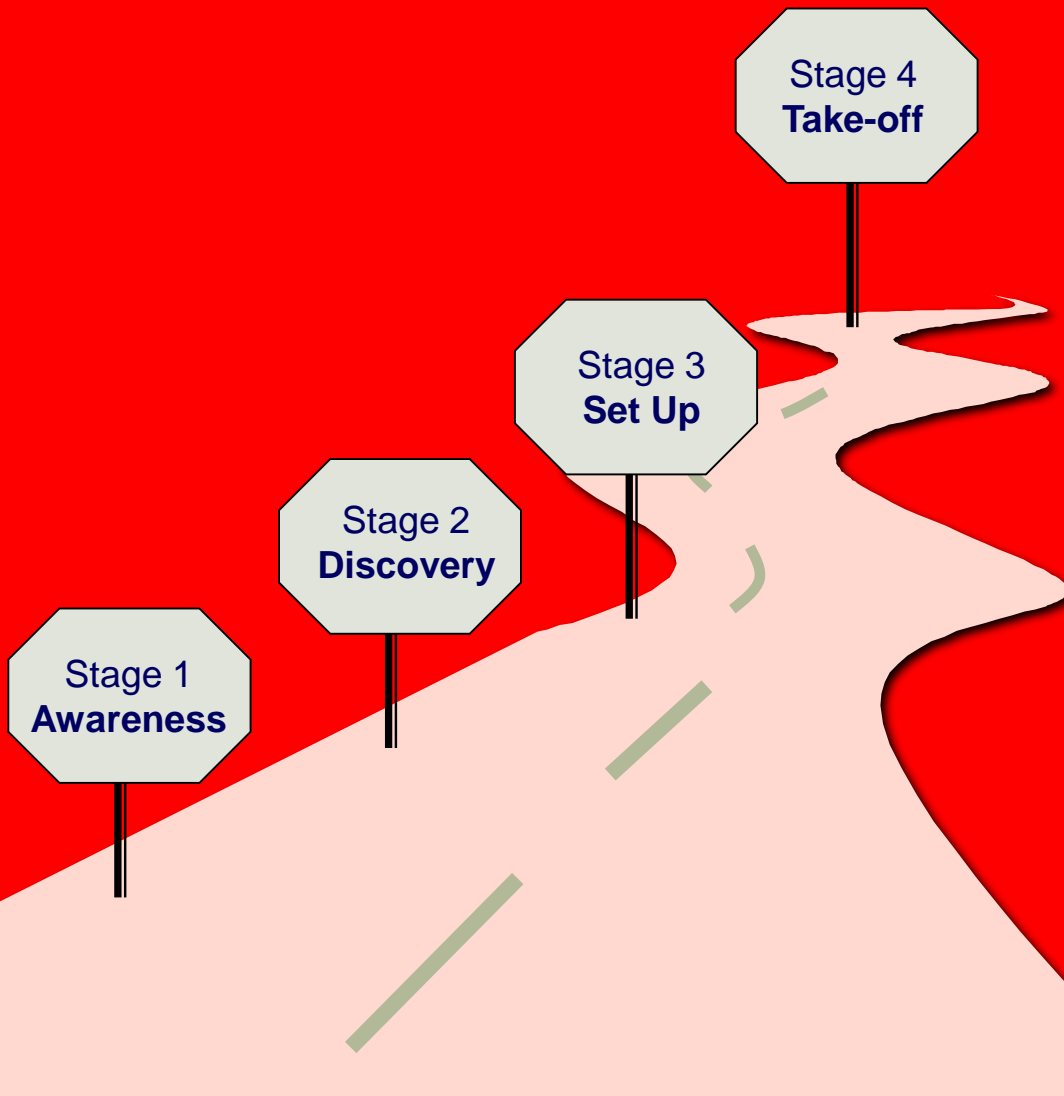
We wanted a location that gave access to our target markets, talent and industry resources, as well as opportunities to collaborate within the local eco-system



CANTONAL EVALUATION

	Access to target market	Resource Access	Collaboration Potential	Fit with 2S Strategy
Zurich				
Bern				
Fribourg				
Lucerne				
Thurgau				
Valais				

OUR ROAD TO SWITZERLAND



Awareness

- Consideration of UK, Netherlands, Germany and Switzerland
- Overview by Economic and Commercial Section, Embassy of Switzerland

Discovery

- Initiation by Swiss Business Hub India
- First contact with GZA, GGBA, SGBA; subsequent visits to cantons of Zurich, Berne, Fribourg, Valais and Lucerne

Set Up

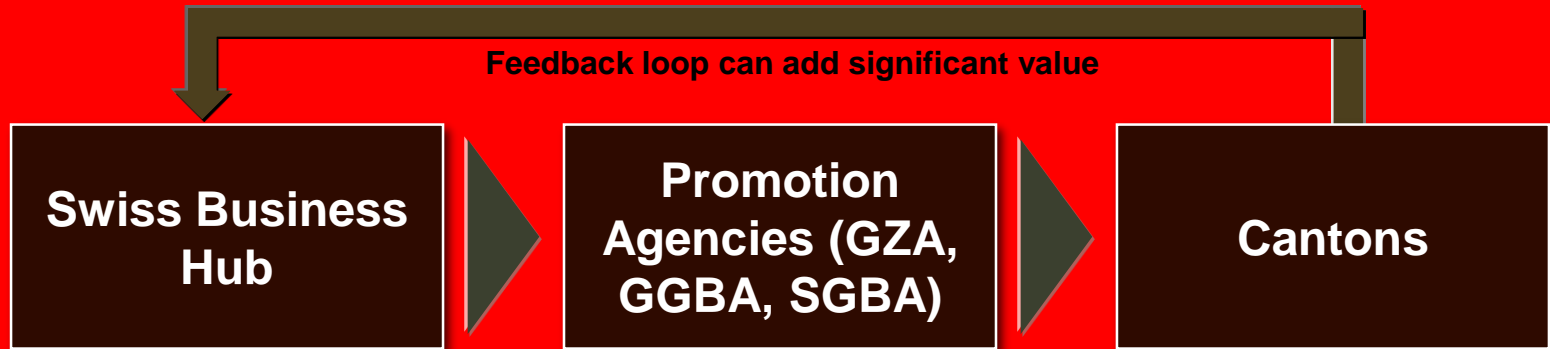
- Greater Zurich Area's assistance to connect with law firm and tax experts
- AWA Zürich's support with work permits

Take-off

- Relocation of top management to Switzerland
- Market and business development

HAND-OVERS INVOLVED IN THE PROCESS

Characteristically Swiss – timely and precise; an integrated approach across cantons will improve efficiencies



Quick dissemination of information from SBH India to all promotion agencies

Timely notification of offers

Multiple points-of-contact

Quick connect to canton of interest

Timely sharing of information and follow-ups

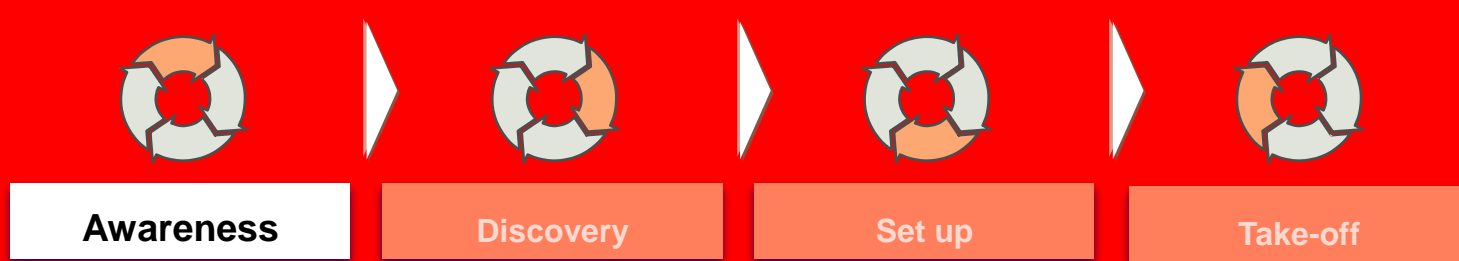
Variation of process among various areas

Lower visibility of certain cantons, whereas active participation by others

IMPROVEMENT OPPORTUNITIES

KEY MESSAGES (1/4)

Stages of Entry

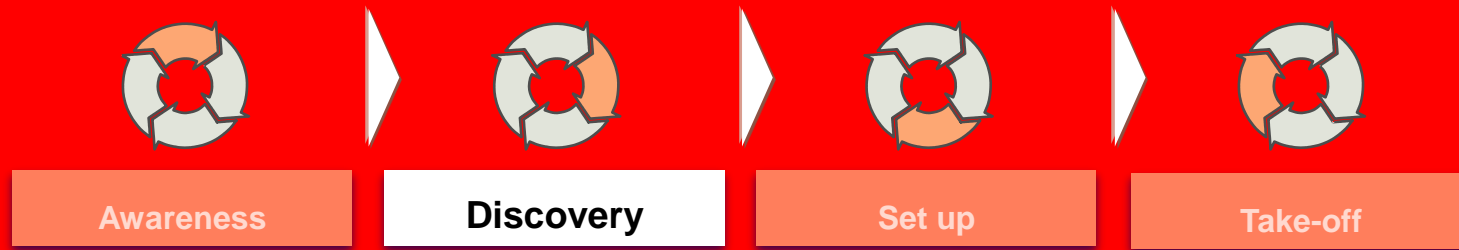


LEVERS FOR IMPROVEMENT

- 1 Identify key sectors and markets and develop focused targeting strategy for attracting in-bound investments
- 2 Highlight and leverage “success stories”
- 3 Highlight Swiss strengths through active roadshows/online-presence

KEY MESSAGES (2/4)

Stages of Entry

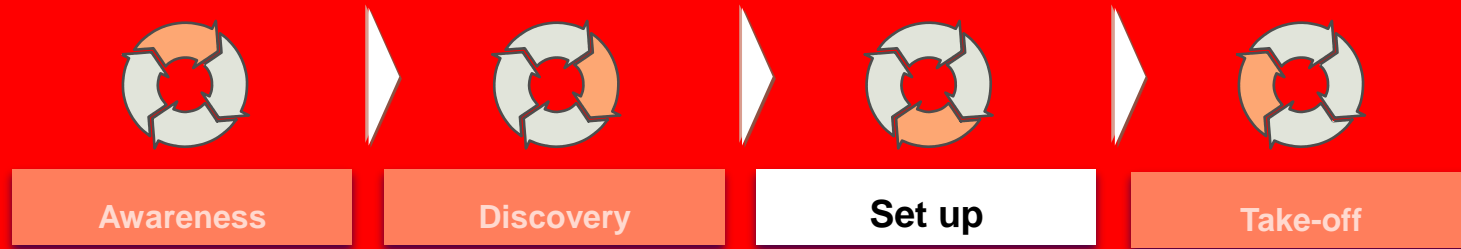


LEVERS FOR IMPROVEMENT

- 1** Collaborate with industry associations in target markets for organizing delegate visits
- 2** Ensure active and synchronized participation from all players in the ecosystem – academia, industry associations, service providers, local businesses and office for economy and labor
- 3** Continue the active role of cantonal economic development agencies for custom-made orientation programs

KEY MESSAGES (3/4)

Stages of Entry

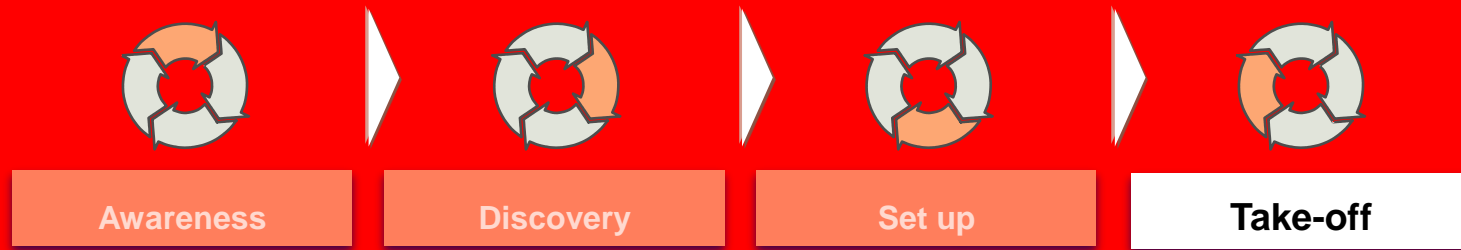


LEVERS FOR IMPROVEMENT

- 1 Enable “one-stop shop” uniformly across all cantons
- 2 Assume active role in follow-ups and coordination across the entry phase
- 3 Explore match making through JVs, M&As for easier access

KEY MESSAGES (4/4)

Stages of Entry



LEVERS FOR IMPROVEMENT

- 1 Ensure active hand-holding of new entrants
- 2 Establish single point-of-contact for information on commercial, financial and business development networks and resources
- 3 Facilitate collaboration between new entrants and local players

BRITISH PATENT NO. 14,204 (1884):

A formula for making gold from wheat.

Cut straw into fine square nips, put them in cold water, keep at steady 59 degrees F. for ten hours, strain the liquid into a china dish, leave to stand for 24 hours at a temperature of 60 degrees F. The surface skim is pure gold.

THANK YOU

VIELEN DANK

MERCI

GRAZIE



Q&A