



# entrepreneur

Your advisor in  
wealth management

## The Right Chemistry

At Borer Chemie AG, the torch has successfully passed from father to son — **Page 4**

## Company Exchange for SMEs

Opportunity Net connects buyers and sellers of businesses — **Page 10**

## The Entrepreneur Desk

Two client advisors cover the full range of banking business — **Page 16**



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# Editorial



Borer Chemie AG is a dynamic, family-owned business. As depicted in the following pages, the company's transition to a new generation of leadership went smoothly thanks to early planning. You will find key points to consider about business succession on the back cover. The Borer family is representative of many of our clients, whom Credit Suisse has advised both professionally and personally for decades. With the Entrepreneur Desk model, in which two team members offer comprehensive advice on all banking and financial matters, we put the focus on the entrepreneur. In the interview with Andreas Schafer and Daniel Wirz on page 16, read how a team can manage your assets more consistently.

As a bank for entrepreneurs, we listen to you and work with you, providing essential information for discussing opportunities and risks in a targeted way. With the recent decision to set up the Swiss Universal Bank, Credit Suisse emphasizes its role in the home market and its roots in corporate client business. This is where we want to invest and grow. It was in Switzerland that a commitment to entrepreneurship first took hold, and it is where the bank has a history of experience that extends back nearly 160 years. With a more efficient and comprehensive integrated bank platform, we ensure that all of your needs will be met. Our strength is being able to provide you with advice from a single source, with the necessary specialists on call.

**Andreas Gerber, Head of SME Business Switzerland**

# Contents

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|   |           |
|---|-----------|
| <b>GOOD CHEMISTRY</b>   | <b>4</b>  |
| Thanks to their innovative cleaning and disinfectant solutions, Borer Chemie AG is celebrating 50 years of success.           |           |
| <hr/>   |           |
| <b>DIGITAL BRAND MANAGEMENT</b>   | <b>8</b>  |
| Award-winning advertiser Frank Bodin asks you five questions about your communications strategy.                              |           |
| <hr/>   |           |
| <b>COMPANY EXCHANGE FOR SMES</b>  | <b>10</b> |
| Credit Suisse brings together potential buyers and sellers with Opportunity Net, one of the largest databases in Switzerland. |           |
| <hr/>   |           |
| <b>FOXTOWN AND COLLINA D'ORO</b>  | <b>12</b> |
| Entrepreneur Silvio Tarchini rose to prominence as the founder of FoxTown. A portrait.  |           |
| <hr/>   |           |
| <b>IN BRIEF</b>   | <b>15</b> |
| A look at the youth survey results, the new online service for corporate clients, and the new ISO 20022 standard.             |           |
| <hr/>   |           |
| <b>ENTREPRENEUR DESK MITTELLAND</b>   | <b>16</b> |
| A conversation with the advisory team from Bern, Daniel Wirz and Andreas Schafer.   |           |
| <hr/>   |           |
| <b>FOCUSING ON SMALL BUSINESSES</b>   | <b>18</b> |
| Business Easy, Credit Suisse's new internet platform, supports small businesses.  |           |
| <hr/>   |           |
| <b>PARTNERS AT A GLANCE</b>   | <b>19</b> |
| Meet your network: our community and business partnerships.   |           |
| <hr/>   |           |
| <b>WORTH KNOWING ABOUT SUCCESSION</b>   | <b>20</b> |
| Important information at a glance.  |           |

# Good Chemistry

Making a clean sweep – this is the perfect metaphor to describe Borer Chemie AG. This family firm in Zuchwil offers innovative cleaning and disinfection solutions, and managed an almost seamless handover to the second generation. — Maria Ryser



Father Anton (left) and son Markus Borer have a lively discussion about the company.



"I feel the need to prove myself." With Markus Borer, the second generation has been at the helm since 2010.

"If it's right for the family, it's right for the company, my father used to say. I never understood what he meant by that before, but now I know," Markus Borer says in his calm and collected manner. The middle of three sons took over management in 2010 and is a majority shareholder in the company that was founded by his father, Anton Borer, in 1965. No one could have foreseen, back then, that the one-man operation would become a prosperous business with 80 employees, sales partners on every continent, and a subsidiary in China. As is often the case in founding a company, happenstance also played a major role for the Borer family.

### It All Started in a Hair Salon

What seemed like a simple dinner with a business partner 50 years ago ended with Anton Borer flying to Brussels the next day and returning two days later with a license for a revolutionary cleaning formula. He founded the company PMC (Products for Medicine and Chemistry) in a former hair salon in Solothurn. Since he still owned an electronics company at that time, he hired a qualified managing director to run PMC and get the company established. After that managing director passed away unexpectedly, Anton Borer decided to take over man-

agement himself in 1978. "As someone who did not specialize in chemistry, I had to learn the material as quickly as possible," the ambitious entrepreneur remembers, and adds with a laugh, "I stole my son Carlo's chemistry books, who was in secondary school at the time, and picked up the necessary technical knowledge through independent study." He was successful. The deconex® product line, which is currently being further developed in the in-house laboratory, is a testament to the ingenuity of the company founder. Successful tinkering is one reason why Borer Chemie AG is active today in three completely different sectors. At first the company primarily served the chemical industry, providing products for cleaning laboratory glass, but after receiving requests from the watch industry based in western Switzerland, the company quickly expanded its focus to include the industrial sector. At the same time, increased activity in hospitals led to the formation of the Medical division. After the turn of the century, the pharmaceutical sector was also added as part of the Life Sciences division.

### The Apple Falls When It's Ripe

Company founders usually start from scratch. They are



Markus Borer: "Employees who are analytical and occasionally critical help us grow."

often creative, self-taught individuals who drive the company forward with a lot of enthusiasm and charisma. It is therefore difficult for them to let go of their "baby" at some point. Anton Borer officially retired in 2005 at the age of 70. Since then, he has kept one foot in the company as Chairman of the Board of Directors. "The succession management of a family business cannot be underestimated. It is not an easy process for either party," says Markus Borer, speaking from personal experience. When his father offered him the position of managing director in 2005, he turned it down after careful consideration. "I was 38 years old at the time and I didn't feel ready to take on that responsibility. Furthermore, I loved the industrial sector and wanted to remain head of that division." Looking back, it was the right decision for Markus Borer: "It would have really burned me out to take over the company at that time." Interim management by an external managing director also gave him the opportunity to observe and experience a different management style. His father never put pressure on him, for which Markus Borer is still thankful. But he still had to learn how to deal with the pressure to perform and, in particular, with his own high standards, because he felt the need to prove himself. He

admits outright that there were moments in the past when he would have liked to switch roles with his father and create something of his own. "Having the freedom to decide was a major factor in the successful handover. However, it was also important for me to learn the business from the bottom up and for my entire family, including my two brothers and especially my wife, to support me," he says.

### Strong Partnership

Credit Suisse is also an important partner. It has been Borer Chemie AG's company bank for 35 years and has always supported the company with valuable incentives. For example, Markus Borer learned about the complex process of succession management at a seminar at Bocken. "You should expect it to take 15 years on average. That stuck with me," he remembers. The company's trust in the bank has always remained strong, even in tough times such as the global financial crisis of 2009. Markus Borer especially appreciates the outstanding service provided by the client advisor: "They are grounded people, just like me. They understand their area and don't impose." This also includes honest consultation on a level playing field. "We wanted to finance the succession man-

agement process with our own funds. Credit Suisse has supported our aspirations for autonomy from the start.” What about current challenges such as the increasing pressure of regulation or the value of the Swiss franc? “Legal limitations result in a lot of administrative work, additional positions, and restrictions on the freedom of action,” notes Markus Borer. These new requirements pose challenges, but also offer a chance to grow. The value of the Swiss franc, naturally, has a major impact on a company with an 80 percent export share. The company copes with this by offering innovative products and process solutions that are tailored to the needs of the client and by implementing strategic measures such as developing its direct business model in Switzerland. However, loyal employees who stand by the company and the boss in tough times are essential.

### A Good Sense of Humor

The second generation has been at the helm of Borer Chemie AG for five years now. With virtues such as appreciation, respect, loyalty, reliability, and transparency,

Markus Borer is leading his father’s lifework into the future, while always remaining open to critical questions from employees, his brothers, and his father. This remarkable family always brings along a good sense of humor. When the company founder stated a bit sullenly at the end of the interview, “Nothing at this company belongs to me anymore, not even the chair I am sitting on,” his son calmly responds, “But now you can afford it.” Both burst into laughter. One thing is clear: The Borers have good chemistry – in every sense.



**Credit Suisse also provides consultation about succession. Read more on page 20.**

**Read the full interview between Anton Borer, Markus Borer, and their client advisor, Thomas Bütikofer, here:**

[credit-suisse.com/entrepreneur](http://credit-suisse.com/entrepreneur)

### Borer Chemie AG

Borer Chemie AG has been offering high-quality and innovative cleaning and disinfection solutions for 50 years. It provides products for the medical, industrial, and life sciences industries. Headquartered in Zuchwil, the company has 80 employees in Switzerland and has been operating its subsidiary in China since 2008. As the second generation, Dr. Markus Borer has been the managing director of the family business since 2010.

[borer.ch](http://borer.ch)

**borer**  
advanced cleaning solutions

# Corporate Branding in the Digital Age

In a world where people can decide online what they do and do not want to see, quality criteria for marketing communication are more important than ever. The following is a list of questions developed by Frank Bodin for this magazine. If you can answer “yes” to all of them, you are probably on the right track.

1

## Does the slogan make sense?

Communication without long-term strategic planning makes as much sense as building on sand. Strategy is nothing more than creative action. There are three different areas to think about: 1. target group, 2. competition, 3. brand. At the center of this is the overarching brand idea. Interchangeable brand positioning such as “We are innovative and customer-oriented” does not serve its intended purpose. In contrast, a slogan such as Nike’s “Just do it” has meaning. Also be aware that a good brand strategy should never be longer than one page.

2

## Is the idea surprising and fresh?

People’s interest in brands is limited. The desire to communicate with brands instead of with friends and acquaintances is limited. The need to receive messages from businesses is limited. To prevent brand messaging – in any medium – from becoming an annoyance and getting filtered out digitally, fresh ideas are more in demand than ever. Big data can help with this, by the way. But don’t confuse big data with the big idea. Swiss insurer Die Mobiliar’s campaign for reporting damages is a fresh idea with endless variations that will continue to take people by surprise for years to come.

### 3 Is the implementation unique?

The digitalization of our society has increased the value of creativity. Much of what is found on the web is produced quickly and cheaply. This tendency is logical at the moment, but for the future of corporations and brands, it can be fatal. A good idea that is poorly executed will never achieve its aims.

### 4 Does the campaign make a difference?

Good is often not good enough nowadays. A truly good campaign moves people, touches them, and changes the perception of the brand. Making a distinction between water and water is a pretty difficult task, yet Evian succeeded in doing just that with its “Forever Young” strategy and rapping Evian babies, for example. The clip got over 100 million clicks around the world.

### 5 Is the strategy unified across marketing channels?

The new media world has become complex. One challenge is to find the right mix of traditional and digital media and the other is to cleverly link the different channels. The “Dumb Ways to Die” awareness campaign by Metro Trains in Melbourne is a shining example. Successful cross-media campaigns raise new, underlying questions.



The Havas agency has developed some tools for analyzing your marketing communications. You can find them here:

.....  
[credit-suisse.com/entrepreneur](http://credit-suisse.com/entrepreneur)



**Frank Bodin** is Chairman and CEO of the communications agency Havas Worldwide Zurich/Geneva. After studying music at the Zurich Conservatory and law at the University of Zurich, Bodin made his way to advertising in 1992. The 2009 Advertiser of the Year is Chairman of the Art Directors Club Switzerland and a member of the board of Swiss Advertising and of bsw Leading Swiss Agencies. [havasworldwide.ch](http://havasworldwide.ch)

# Company Exchange for SMEs

**Referral platforms exist not only for private relationships, but also for companies. With Opportunity Net, Credit Suisse manages one of the largest databases of its kind in Switzerland.** – Mariska Beirne

For more than three decades, Mr. Müller navigated his business through all kinds of weather. Up until his 60th birthday, he kept putting off the question of who would succeed him at the company's helm. "I had secretly hoped that one of my two daughters might express an interest," he says. It was his bank advisor who eventually presented the facts clearly and opened his eyes: His daughters weren't going to take over the company. "I realized that I had to act now – after all, I had 32 employees who mattered a great deal to me, just like the future of my life's work." His goal was to find a buyer, but also to retain a portion of the shares and to stay on with the company for a while as an advisor. He didn't want to shout his intent to sell from the rooftops, as he feared this could damage the business. But how to find the right buyer?

## Facts, Data, and Intuition

Müller's client advisor directed him to Paul Monn, who is responsible for the Opportunity Net platform at Credit Suisse. "Opportunity Net is a referral platform for companies," says Paul Monn. It brings together potential buyers and sellers of companies, and also links investors with growing companies and financing needs. With Mr. Müller, Paul Monn developed a portrait of the company and completed an anonymized profile, intended for the Credit Suisse advisors of potential buyers. Only Credit Suisse

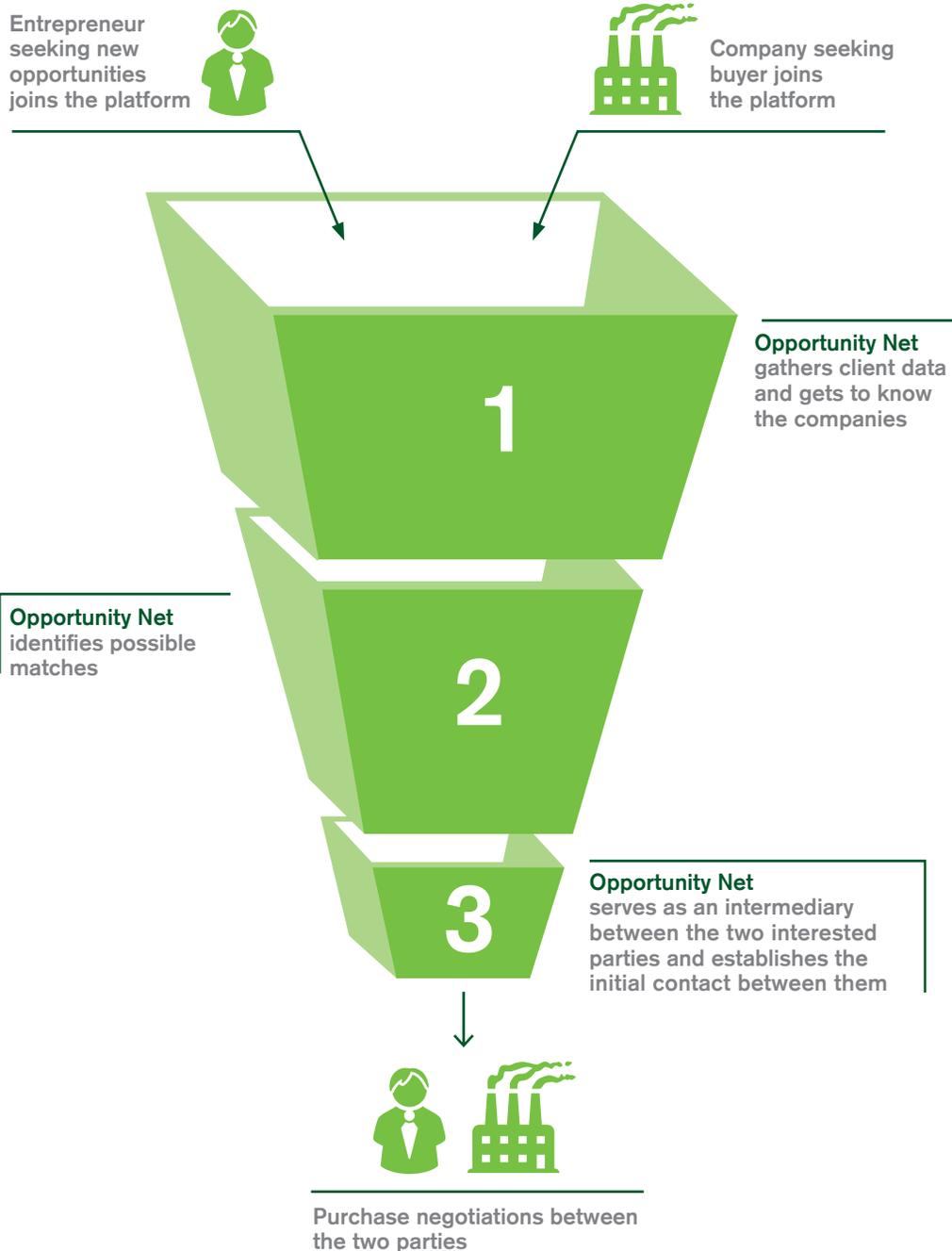
employees can access the anonymized data, which includes economic sector, turnover, number of employees, profits, and if necessary, the asking price and the region. "My job is, initially, about collecting data and really getting to know the company. Then comes the part where intuition plays an important role. There have been times when I've suggested something entirely different from what the client was originally looking for – and still managed to hit the nail on the head," Paul Monn explains.

## Securing Jobs

Opportunity Net was created as a service for Credit Suisse clients in 2007. It facilitates up to 20 matches a year, with a financing or investment volume of over 100 million Swiss francs, and the numbers are growing. According to Paul Monn, one of the greatest challenges is finding a suitable external successor to lead a smaller company. Failing to find this often means the loss of Swiss jobs. That is exactly what might have happened in the case of Mr. Müller, had he not found the perfect buyer through Opportunity Net. "Just one suitable candidate came my way through Opportunity Net," Müller confirmed. "But he was a perfect fit." And things turned out as he had hoped: The former owner retained part of his shares, and he assumed a limited advisory role in his former company. Now he is looking for a new investment opportunity – through Opportunity Net, of course.

**Opportunity Net from Credit Suisse**  
**Do you have any questions?**  
**Please contact your client advisor,**  
**or Paul Monn directly at:**  
**[paul.mon@credit-suisse.com](mailto:paul.mon@credit-suisse.com)**

# Credit Suisse Opportunity Net – here's how it works.





# FoxTown and Collina d'Oro

**Silvio Tarchini, owner of the Tarchini Group, is best known as the founder of factory outlet center FoxTown in Lugano-Mendrisio. A profile of the active entrepreneur.** — Mariska Beirne

Silvio Tarchini looks out of a high arched window at his luxury resort Collina d'Oro, his gaze sweeping across the densely forested hill, Lake Lugano sparkling in the distance. "That is where I came into the world. As a child I thought I would become a lawyer one day like my father, but I soon realized that the academic mindset didn't really suit me. I have to be able to pull out all the stops and make

something," he says, presenting the elegantly decorated room with an energetic sweep of the hand.

## **Apprentice Years in Wood and Plastics**

Outside of Ticino, the businessman is best known as the founder of the FoxTown factory outlet center. But FoxTown is only a single piece of the puzzle, albeit an important one,

in the life of Silvio Tarchini. He was only 21 years old when he took over his grandfather's timber construction company shortly after he passed away. "But I soon felt the need to acquire more experience outside of the business," he says. So he worked in various timber operations in England and Germany and then in Milan at a plastics company. "In 1967 I came back to Ticino. I was 23 years old

Silvio Tarchini (left) greatly appreciates the critical assessment he gets from his client advisor Giacomo von Wyl.



and I recognized a gap in the Swiss market in the area of PVC packaging films,” Tarchini remembers. He had inherited some money when his grandfather passed away. He used the money to buy a plastics processing company and founded a new business called Plastar. That same year, Tarchini became a client of Credit Suisse. “Even in those days I felt like I was in good hands as an entrepreneur at Credit Suisse, because I expected my bank advisor to engage with me and challenge me.” In 1975, at the age of 31, Tarchini already owned a 5,000-square-meter factory. And yet it had all somehow become a little too easy: Silvio Tarchini was yearning to discover new horizons.

### Core Business Established

He sold his business and traveled the world with his wife in search of new in-

spiration. Buenos Aires held a special fascination for him, because he recognized that the city was lacking in office space. By chance, the opportunity arose to buy two old houses. He and his wife pulled up stakes in Lugano and moved to Argentina with their three daughters. He had a large office building constructed, with the plan to turn around and sell it three years later. Tarchini explains: “I worked day and night and fortunately didn’t go into debt. Instead I used my own capital and everything went well. But inflation was around 170 percent and that was too big a risk for me to continue doing business there. So we moved back to Lugano.” With his experience in manufacturing and real estate, he determined that his homeland Lugano was not an attractive region for industrial enterprises, because there were no suitable warehousing or manufacturing facilities. The first thing he did was construct an industrial building in Mezzovico, and he soon had a respectable real estate portfolio at his command.

### Speed as a Trademark

In September 1994, Silvio Tarchini was reading an Italian newspaper and came across an article about factory outlets. The idea took hold of him instantly. He began to familiarize himself with the topic and discovered that some presentations were to take place in London. He bought tickets and flew there. In London he spoke with numerous experts and learned that the Annual Factory Outlet Meeting would be held in Atlanta a month later. “I traveled to the U.S. for a week with one of my employees. We came back as a group of three. Also on board with us was an expert in factory outlets, who stayed with us for a week and conducted market and feasibility studies,” Tarchini remembers. The results were promising. The next

important question was: What would be the primary store in the outlet, the engine, so to speak? It turned out to be Nike. Nike was headquartered in Amsterdam, so Tarchini packed his bags once again. After taking a look at the Ticino location, his contact at Nike told him, “If it’s you in charge, we are on board.” It had taken three months to get to this point: “At the end of the year, my mind was made up: I would open a factory outlet center.” Giacomo von Wyl, Silvio Tarchini’s client advisor of four years at Credit Suisse, notes: “This systematic process for FoxTown is typical of him: When he has a new idea, first he considers everything very thoroughly to minimize risk and brings in experts whenever possible. My task is to go over everything again with our internal specialists and call his attention to any additional opportunities and risks.” Silvio Tarchini greatly appreciates this approach. He emphasizes that he needs the bank to help him keep discussions at the level of equal partners. Luckily, they are just as fast as he is, which is essential: “As an entrepreneur, you have to act fast on your ideas, I’m convinced of this – and it is my nature.”

### Proud of New Jobs

There were still a few hurdles to clear before the factory outlet center FoxTown opened its doors 15 months after Tarchini’s initial idea took shape. The planned location was in an industrial area, but the Mendrisio municipality was persuaded by the argument that the businesses in FoxTown would operate like factory outlets. Another problem was doing business on Sundays, because factory outlets around the world are open every day of the week. “I presented my request to the authorities in Bellinzona and we found a solution: In Ticino, the legal situation is such that businesses that attract tourists are allowed to open in



Silvio Tarchini actually wanted to become a lawyer. Today the owner of luxury resort Collina d'Oro looks back on his extremely successful business career.

the region on Sundays. It was just a matter of definition," explains Tarchini. At the same time, he was working with the labor unions on a collective bargaining agreement. Tarchini convinced authorities that his plan would create 200 new jobs in the midst of an economic crisis in Ticino. Today, 20 years after its opening, nine businesses have become 160 and 1,300 people work at FoxTown. "The first time I brought up the idea of FoxTown at Credit Suisse, my client advisor asked me a lot of questions. Giacomo von Wyl can sometimes be quite stubborn, but for me, that is what distinguishes a bank for entrepreneurs – recognizing that someone there is really engaged with your ideas," says Tarchini. Von Wyl adds, "Mr. Tarchini is always extremely well prepared. We provide input specific to banking, but our input also often comes from our experience with other entrepreneurs."

There are plenty of opportunities for such exchanges, because Tarchini never seems to run out of ideas. For instance, he just opened a data center, as well as a commercial building with small, furnished offices for start-ups. A residential building with senior apartments is under construction, and his

latest idea, which will probably already be under way by the time this magazine is published, is a parking garage for classic cars. When asked whether he has any dreams yet to be fulfilled, Silvio Tarchini thinks for a moment and answers dryly, "No. I am continuously making my dreams a reality."

### Tarchini Group

The real estate corporation was founded in 1977 and today rents out industrial, warehousing and commercial spaces totaling about 208,000 square meters. Factory outlet center FoxTown is the company's flagship. Tarchini's three daughters are also active in the business; the youngest, Giorgia Tarchini Gygax, is General Manager.

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

## What makes young people tick?

When I grow up ...  
 ... What field do you want to work in?

- 1 **Media**
- 2 **Tourism**
- 3 **Education**
- 4 **Telecommunications**
- 5 **Health**
- 6 **Banking**
- 7 **Luxury goods**
- 8 **Show business**
- 9 **Food industry**
- 10 **Business**
- 11 **Fashion**
- 12 **Pharmaceuticals**
- 13 **Watchmaking**
- 14 **Insurance**
- 15 **Building sector**

These and other exciting results from the youth survey can be found in the 2015 Credit Suisse Youth Barometer. Credit Suisse is committed to the next generation. The Youth Barometer gives the bank the opportunity to enter into a dialogue with young people and to better understand their specific needs and concerns.



Detailed analyses of the study can be found at:  
 .....  
[credit-suisse.com/youthbarometer](http://credit-suisse.com/youthbarometer)

## Easily Manage Direct Net User Rights Online

Until recently, some clients were unable to see an overview when managing the online banking user rights for their company. This problem is now behind us thanks to Credit Suisse's easy online service Direct Net Self Administration. The tool enables corporate clients to manage user rights themselves, whether they are creating new users or copying, deleting, reactivating, blocking, or unblocking the rights of existing online banking users. The service will also help resolve login problems quickly, because new passwords or proof of identity can now be ordered online.



Visit our website for more information:  
 .....  
[credit-suisse.com/directnet/selfadministration](http://credit-suisse.com/directnet/selfadministration)

## ISO 2022: Preparation Is Key!

Europe is migrating national payment transaction processes to SEPA (Single Euro Payments Area), and therefore to the new ISO 2022 standard. Switzerland, too, will standardize national payment transactions accordingly by 2020. This will require careful planning on the part of small and medium-sized enterprises. So start now: Convert the old account number formats in your master data to the current IBAN – even for Swiss payments.



We have prepared a brief and clear guide to help you prepare for the harmonization of payment transactions and, most importantly, profit from it:  
 .....  
[credit-suisse.com/zvmigration](http://credit-suisse.com/zvmigration)

# Entrepreneur Desk: Two Advisors for All Banking Business

The Mittelland Entrepreneur Desk is another Credit Suisse success story. Two supposedly different banking teams came together with an idea and a plan to focus on entrepreneurs. — Mariska Beirne

**What is the Mittelland Entrepreneur Desk and why are there two of you in charge?**

**Andreas Schafer (AS):** As the name suggests, we work with entrepreneurs, but from two different perspectives. I lead the corporate clients team and we take care of all matters related to company banking.

**Daniel Wirz (DW):** I come from the private clients area and my team deals with entrepreneurs' personal finances.

**AS:** In the past, private client business and corporate client business worked together, but not regularly. With the Entrepreneur Desk, we have created a larger interface, allowing us to assist our clients together as a team.

**What exactly is it that makes this collaboration so valuable for the entrepreneur?**

**DW:** An entrepreneur typically has to coordinate three types of assets: business, personal, and pension. In most cases, a large share of personal and pension assets are integrated into the business and funds are often transferred back and forth within the three types of assets as needed. So it doesn't make much sense to keep those finances strictly separate. In fact, entrepreneurs are actually run-

ning the risk, for example, of encountering tax disadvantages if one side acts without consulting the other.

**AS:** With this model, Credit Suisse has adapted to the reality of entrepreneurs, whose personal and professional affairs also overlap on several levels. The Entrepreneur Desk represents a holistic approach to serving clients. Each client has two advisors who, together, cover the entire range of banking operations.

**Do you always meet with your client together?**

**AS:** Sometimes we visit clients together. Our clients are usually excited about having two contacts who understand them and their business models and who are both available to discuss their concerns and challenges.

**Why hasn't this been done before?**

**AS:** Historically, corporate client banking and private client banking were culturally different. Bankers who worked with corporate clients were somewhat apprehensive about the private client bankers. This cautiousness was probably largely based on preconceptions because at the time they didn't know enough about each other.

**What preconceptions were there?**

**DW:** Corporate client advisors had this image that those of us in private client banking thought only about the short term, which is not productive, especially when dealing with corporate clients.

**It seems something has changed since then.**

**AS:** Yes, thanks not least to Daniel Wirz and his team, we are no longer apprehensive. They are very grounded and our clients trust them. This is a basic requirement for collaboration because, as corporate client advisors, it has taken us several years in some cases to build this trust with our clients.

**Is Credit Suisse the only bank offering an Entrepreneur Desk type of service?**

**AS:** I think that what we are doing is unique. Because of our strong private client business and broad corporate client business, Credit Suisse offers ideal conditions for this service. In addition, we have in-house specialists for anything that may come up during a business cycle. Our team is like a general contractor who connects with appropriate experts as needed, whether

it is a tax specialist, credit expert, or someone who specializes in succession planning.

**DW:** We really are the bank for entrepreneurs. Not only do we have an internal network that is very valuable for our clients, but we also have an external network. As a bank, we have so many interesting clients who could help each other out; we just need to get them together. To do this, we have

launched our entrepreneur community, which is a platform for entrepreneurs to network and share knowledge.

**AS:** We help them make valuable targeted connections. We organize events where our clients can get to know us and each other better.

**What kind of events?**

**AS:** It varies. It could be a visit to a company that includes a presentation

by the entrepreneur, a special event with a specific theme, or a social event. Last spring we took a group of clients to cut asparagus and then an expert taught us how to cook it. The participants were thrilled because none of them had ever cut asparagus before. The atmosphere at these events is informal; we don't want boring hobnob events. This way, discussions evolve naturally.

**“Each client has two advisors who, together, cover the entire range of banking operations.”**

**Andreas Schafer**

**DW:** Recently, one of our clients was considering buying another company. Another client had just sold in a similar field. The two men struck up a conversation at one of our events and now one is helping the other with potential acquisitions.

**AS:** When we are successful at connecting people like that, we know we have achieved our goal.



Daniel Wirz (left) and Andreas Schafer assist clients as a team.



**Focusing on the entrepreneur – across Switzerland**

As the bank for entrepreneurs, we have the expertise to resolve any of your financial questions and offer coordinated customer service for corporate and private assets anywhere in Switzerland.

Contact your advisor or call us at: 044 333 13 13.

# Focusing on Small Business

**If you want to turn an idea for a business into a reality, you must first have a smart plan. Credit Suisse's new internet platform, Business Easy, is the place to start.** — Mariska Beirne

As a “small business,” you provide precision laser engraving in metal, develop innovative software, or produce highly specialized ceramic components, and often you are doing this with less than a dozen employees. And yet you, the smallest of the small and medium-sized enterprises, are actually quite large. You make up a good 90 percent of all Swiss companies. When a new business starts off, it is usually also the beginning of a banking relationship that may last a lifetime. Andreas Gerber, Head of SME Business Switzerland at Credit Suisse, explains, “Entrepreneurs and small businesses want clear and simple banking products. We created Business Easy to best serve these specific clients. This service can be adapted to the changes and new developments in a company on an ongoing basis.”

## Two Platforms for Founders of Companies

Business Easy is our internet platform for smaller businesses and startups. Since managing finances in the early stage is only one aspect of many that young entrepreneurs have to deal with, this site also provides information about questions such as what must be included in a business plan and what legal forms you will need. Users also have free access to industry studies,

market analyses, and the SME indicator of the renowned Research unit at Credit Suisse. The entire Business Easy plan is available on the platform. The basic Business Easy package

**“Entrepreneurs and small businesses want clear and simple banking products. We created Business Easy to best serve these clients.”** Andreas Gerber

comprises the most important bank services that a smaller company requires: company account, flat-rate payment transactions, Maestro cards and credit cards, as well as Online & Mobile Banking. The supplementary Business Easy options are based on the changing needs of the client. A software developer may need the foreign exchange option for international business, or a producer of ceramic components may add the factoring option to the basic plan to ensure that vendor invoices are settled on time, even if payments from clients have not arrived yet. Each entrepreneur has a personal client advisor, regardless of the size of the company or sales volume. Furthermore, regional advisors are available at any time to discuss complex issues. Another interesting informational internet platform for company founders is startups.ch.

This site provides an abundance of information and free seminars to help prospective entrepreneurs in any field. In collaboration with partners such as Credit Suisse, it also offers a less

expensive way to start your business online, with those partners covering part or even all of the startup costs. Andreas Gerber adds, “We also want to be a strategic partner for small enterprises and to assist them at every stage. Our partnership with startups.ch is another building block that optimally enhances our services.”



**Find the Business Easy platform here:**

.....  
[credit-suisse.com/businessesasy](http://credit-suisse.com/businessesasy)

# Our Network for Your Success



## SVC

The Swiss Venture Club (SVC) is an independent, non-profit association, by entrepreneurs, for entrepreneurs, that aims to support SMEs and create and maintain jobs in Switzerland. The SVC provides a valuable network as well as services and events specially tailored to SMEs. [www.swiss-venture-club.ch](http://www.swiss-venture-club.ch)

< SVC – Ltd. for Risk Capital for SMEs >

## SVC LTD.

SVC – Ltd. for Risk Capital for SMEs provides Swiss SMEs and start-ups with up to 100 million francs of venture capital. Innovative companies at different stages of their development are supplied with venture capital in the form of additional equity capital or as profit-sharing loans. [www.svc-risikokapital.ch](http://www.svc-risikokapital.ch)



## Switzerland Global Enterprise

Switzerland Global Enterprise (S-GE) promotes exports, imports, and investments with a global network of experts on behalf of the federal government in order to strengthen Switzerland as a business location. S-GE provides companies with contacts and advice, helping them to develop new potential for their international business. [www.s-ge.com](http://www.s-ge.com)



## STARTUPS.CH AG

STARTUPS.CH is the leading specialist for establishing new companies online in Switzerland. STARTUPS.CH developed an internet platform for clients to learn how to found their own company, and how to accomplish this online in just a few steps. [www.startups.ch](http://www.startups.ch)

Center for Family Business



## Center for Family Business, University of St. Gallen

The CFB-HSG is an international center focusing on research, teaching, and executive education in the context of family firms and entrepreneur families. A goal of its research is generating new scholarly insights about family firms. [www.cfb.unisg.ch](http://www.cfb.unisg.ch)



## swiss export

The swiss export association promotes networking and the practical transfer of up-to-date knowledge among its member firms. Our work focuses on improving competitiveness and overall conditions for internationally active companies. [www.swiss-export.com](http://www.swiss-export.com)



## SwissCham

SwissCham, the umbrella organization of the international chambers of commerce in Switzerland, contributes significantly to the promotion of international relations within the private sector. Through its extensive network of international chambers of commerce, the organization supports Swiss exports and activities abroad. [www.swisscham.ch](http://www.swisscham.ch)

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## COVER

**Anton and Markus Borer**  
Borer Chemie AG

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## Succession

### Securing your life's work: a structured approach

Succession management is generally a process that extends over a number of years. For this reason, it should be approached as a structured process with defined phases – just like any other long-term, strategic company project. Our many years of experience have shown that a five-phase model is ideal. It sets the clear framework that is needed while providing maximum flexibility, thereby helping to identify the best solution for the company's situation.

The general rule is: Thorough succession planning takes time. Companies should not have to forgo possible courses of action due to tight deadlines, and they should make sure that they don't lose critical expertise because the succession process was not initialized in good time. Expect the entire process to last at least five years.

### The five phases of the succession process are:

| Phase    | 1 Initialization  | 2 Evaluation  | 3 Preparation  | 4 Handover   | 5 Completion  |
|----------|---|---|--|--|---|
| Contents | Define requirements, specify parties involved, roles and procedures   | Preserve freedom of action by including family and non-family alternatives  | Review corporate and financing structure; prepare successor  | Step-by-step transfer of operational expertise and client relationships  | Successor assumes management and ownership, both formally and symbolically  |
| Actions  | <ul style="list-style-type: none"> <li>• Clarify the phases of succession planning and the time required</li> <li>• Draw upon the experience of other succession solutions</li> </ul> | <ul style="list-style-type: none"> <li>• Identify the benefits and drawbacks of the succession options</li> <li>• Identify the tax consequences</li> <li>• Search for potential purchasers</li> </ul> | <ul style="list-style-type: none"> <li>• Structuring of private and corporate assets</li> <li>• Advice on corporate transactions</li> <li>• Search for potential purchasers</li> </ul> | <ul style="list-style-type: none"> <li>• Negotiate with investors</li> <li>• Private financial planning</li> <li>• Support the successor with liquidity planning and drafting the business plan</li> </ul> | <ul style="list-style-type: none"> <li>• Execute/implement asset transactions</li> <li>• Succession financing</li> <li>• Manage disposable portions of assets (asset allocation)</li> </ul> |

We will be glad to advise you in person – whether on business or private financial matters. In particular, making provision for private affairs (marital property/inheritance/adult protection law) is an important prerequisite for the success of long-term business continuity. Find out more on the reverse side.



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