

Vontobel

2017/18

# Impact

Identity



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# About Vontobel

**At Vontobel, we actively shape the future. We create and pursue opportunities with determination. We master what we do – and we only do what we master. This is how we get our clients ahead.**

As a globally operating financial expert with Swiss roots, we specialize in wealth management, active asset management and investment solutions. We empower our colleagues to take ownership of their work and bring opportunities to life. Because we are convinced that successful investing starts with assuming personal responsibility. We relentlessly question the achieved, striving to exceed the goals and expectations of our clients.

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The registered shares of the Vontobel Holding AG are listed on the SIX Swiss Exchange. The Vontobel families' close ties to the company guarantee our entrepreneurial independence. We consider the resulting freedom an obligation to assume social responsibility as well.

**Vontobel Wealth Management** is committed to actively managing client assets with foresight across generations. We take a holistic approach, accurately monitor the markets, anticipate trends and opportunities, and develop individual solutions. This is how we protect the entrusted assets and create optimal conditions to increase them over the long term while taking controlled risks.

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**Vontobel Asset Management** is an active asset manager with global reach and a multiboutique approach. Each of our boutiques draws on specialized investment talent, a strong performance culture and robust risk management. We deliver leading-edge solutions for both institutional and private clients.

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**Vontobel Investment Banking** creates specialized investment solutions for private and institutional clients. We follow a customer-centered digital business model, manage risks carefully, and build compelling service packages to get our clients ahead.

# Facing change strengthens our identity

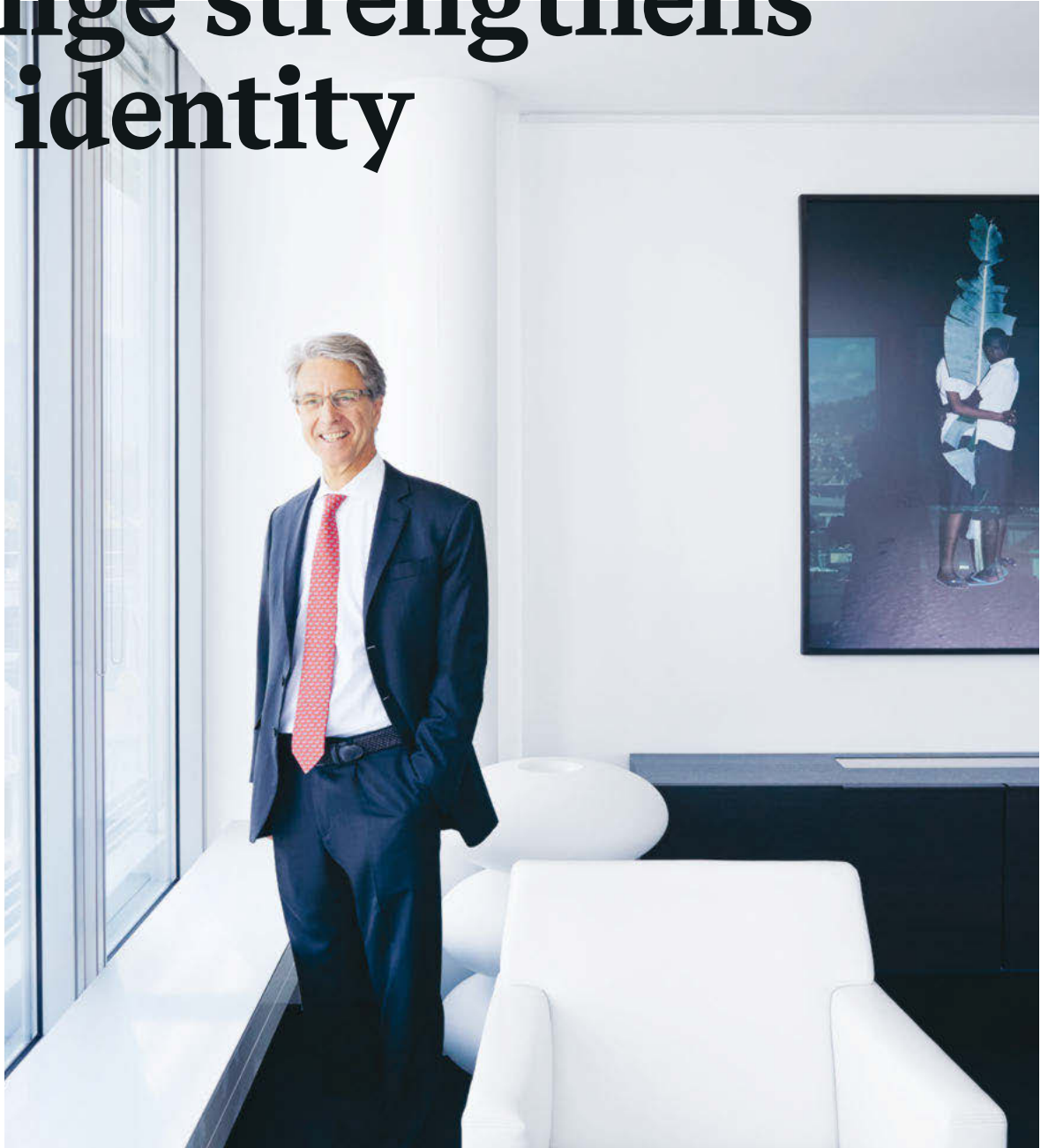


Photo: © Noë Flum. In the background: "Ivy" (2010) by © Viviane Sassen, Vontobel Art Collection

**Herbert J. Scheidt** has been Chairman of the Board of Directors of Vontobel since 2011. He served as the company's Chief Executive Officer from 2002 to 2011. Prior to this, he held various international management positions at Deutsche Bank over a period of two decades.

— Digitization and globalization are profoundly changing our human behavior and the way we live our lives, day in and day out. That means that for companies like Vontobel, openness to change has become a critical prerequisite for future success. In a world where so much is changing so quickly, one constant remains certain: our identity and our values, which serve as a faithful compass in our daily work, underpinning why, and how, we do things. We at Vontobel have used the past few months intensively to peer into ourselves and define the core of our identity and the values we embody. Undergoing this process, our intention was not to reinvent Vontobel, but to better understand who we are and what we stand for. We intensively involved our employees in this process, so that our common ideas of our self-conception could grow even more solid. Our employees are committed and want to lead Vontobel successfully into the future – in the interests of our clients.

— Looking inwards, we recognized that Vontobel has already developed many strengths in the past that we want to take advantage of and expand. For example, we have long demonstrated a tradition of entrepreneurial thinking, which we

want to continue cultivating and promoting. As we interpret this, we have a strong conviction in the capabilities and expertise of our employees. We thus grant them scope for action, but from each individual we also demand personal responsibility for these actions. At the same time, we do not chase after every short-term trend, but instead take a long-term perspective, carefully weighing what we will do, and how we will do it, before we take our decisions. But once we have made a decision, we remain steadfast. We also speak our minds clearly, even when it is uncomfortable and goes against the reigning consensus. We will always do this in the interest of our clients, and with the aim of finding the best solution for them.

— In other words, Vontobel remains Vontobel. We stand for the success of our clients, for quality in everything we do, for financial stability and entrepreneurial success. Our self-conception, our belief in the possibilities of the future, and our aspirations for innovative solutions point the way to continued future success and reinforce our identity.

— The variety of editorial contributions to the present “Impact 2017/18” shows you how exciting and inspiring it can be to come to examine the concept of identity. They come from authors with very different backgrounds, and

some of them illuminate the theme of identity from quite unfamiliar perspectives, inviting readers to dive in for that very reason alone.

I wish you a fascinating and insightful read.



**Herbert J. Scheidt,**  
Chairman of the Board of Directors

4

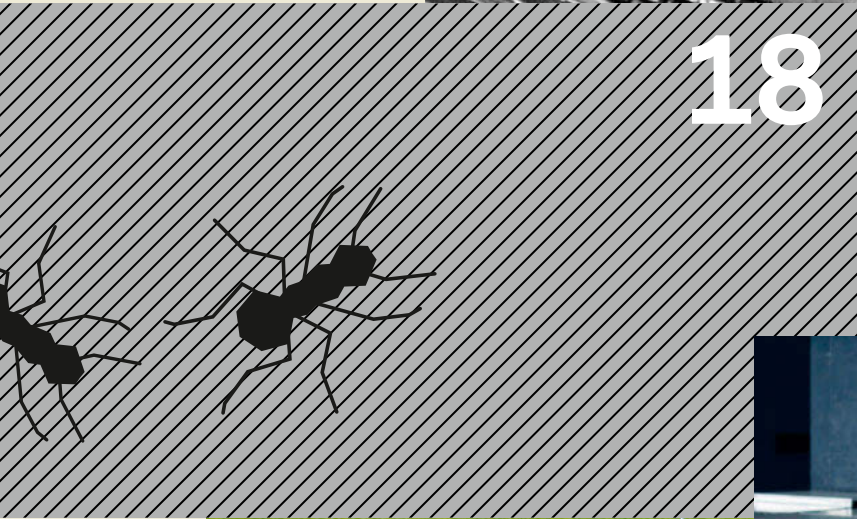


9

12



18



24



20

# Content

9

## **Globalization is wobbling**

Dr. Ian Bremmer

12

## **“Fashionable: that’s not my style”**

Christa de Carouge

18/28

## **Facts and figures**

on the theme of identity

20

## **Travel brings composers home**

Michael Haefliger

24

## **“What I demand from others, I must exemplify myself”**

Ottmar Hitzfeld

6

## **“Enjoyment is a very strong currency”**

Dr. Zeno Staub

15

## **Will digital identity take over?**

Andrew Keen

22

## **Europe’s identity crisis can be contained**

Christophe Bernard

30

## **Identity – at the heart of management**

Dr. Alexander Haldemann

33

## **“Some people only shine when you give them a little help”**

Dr. Colette C. Camenisch

36

## **Three questions for...**

38

## **Vontobel in figures**

40

## **Social responsibility**

# “Enjoyment is a very strong currency”

Since autumn 2017, Vontobel has been presenting itself to the world with a sharpened corporate identity. CEO Zeno Staub explains what identity means to him personally and why a clear company profile is indispensable.

— Mr. Staub, what does identity mean to you?

It means knowing who you are. Authenticity. Only those who are clear about their own identity can radiate this identity to others. Identity also goes hand in hand with attitude and opinion. If you have no opinion, no one can agree with you or offer something in reply.

— What has shaped your identity?

My own family and my parents had, and still have, the greatest influence on my identity – in other words, my immediate environment. And then, of course, a multitude of people I met at school, at university, in my professional as well as personal circle. These include long-lasting friendships, but also one-off encounters that shaped me and influenced my identity. When I think back, how long the contact lasted was less important than the content of that contact. Sometimes a single sentence struck me in a way that still has an impact on the way I act today.

— Can you give us an example?

In school, I had a geometry teacher who didn't leave such a big impression on me as a person, but he said one important sentence that has stayed with me, "If you don't know what a right triangle is, then it's not very likely that you will recognize one when you run into one." This one sentence is the answer to the question whether it is worth learning theoretical models in order to better understand the world, or whether empiricism, experience, and trial and error are sufficient. My geometry teacher convinced me of the value of theory. Still today, this sentence expresses very well how I approach things.

**“Worldwide, we find ourselves in a phase where there is a need for orientation and identity.”**

— Why are you placing so much focus right now on the topic of identity at Vontobel?

Because worldwide, we very obviously find ourselves in a phase where there is a need for orientation and identity, after having observed a decades-long trend towards the fragmentation of society and, in part, even towards hedonism. We now know from the past that individualization puts strain on the individual, and it is exhausting itself. So you look for a guiding principle you can lean on, or a beam of light you can navigate by – something you can come to grips with. At the present time, we are experiencing the reaction to this arduous individualization that has taken place over the last few decades.





**Dr. Zeno Staub** has been the CEO of Vontobel since 2011. Prior to that, he served as CFO of Vontobel and was later appointed Head of Investment Banking and then Asset Management. Zeno Staub studied economics at the University of St. Gallen, where he also received a doctorate.

# “When a company’s purpose and objectives are clear, the people working there are more successful.”

## — What are the signs that allow you to recognize this?

In a Europe that is actually denationalized, we are currently experiencing Brexit, which was an expression of the desire for national identity on the part of the majority of Britain’s active voters. In the US, a large part of the population voted for “America First.” Members of the Trump administration put it in a nutshell when they say that there is no such thing as the common good in a world community. For them, the world stage is ultimately a platform on which nations jostle for advantage and influence.

## — And here in Switzerland?

The history of Switzerland proves that not only linguistically or religiously homogenous communities can provide identity and, with it, orientation. Switzerland is a community which is homogenous in terms of neither language nor religion, yet it has found cohesion; we call it a “Willensnation” – a nation created by the will to be one. It is based on common values, for example on not allowing the intervention of others into our affairs. Within this “corset” of values, we have built up an identity and ultimately a functioning communal life.

## — Are values enough to achieve this, or does it take more than that?

Communal life is characterized by the fact that it must physically take place somewhere. It needs spaces and platforms where people can come together and share this communal life. But in a society characterized by fragmentation, it is precisely these kinds of spaces that exist less and less. You can see this in the way associations and parties are developing, with their members getting older and older. And in terms of a communal life that supports the creation of an identity, the Internet is not really an alternative platform, either.

## — So what is the alternative?

I am a sincerely convinced proponent of the Swiss militia system, which brings citizens of the country together, whether it’s to take part in voluntary engagements or to become involved in politics or in the military arena. These vessels promote the possibility to experience communal life and integrate into it; ultimately, they promote the development of an open, liberal society.

## — What can the economy contribute to this system?

In today’s internationally globalized, competition-based economy, being successful in business requires that employees de facto spend most of their active time for the company, in the company and with the company. If we place such demands on our

employees, then they also have a right to demand from us that we not simply organize their work in a Taylorist, soulless way – as a mere means to earn a living. On the contrary, we have to put all our efforts into giving this work meaning, context, and provide it with elements that can establish identity. What is the purpose of the company? What do we stand for? What would the general public, and especially our clientele, have to do without if Vontobel didn’t exist? The answers to these questions are not easy; we learned this at Vontobel in the process of sharpening our brand. But no company can dodge the need to discuss these issues and elaborate consistent answers.

## — How do you measure the success of such a discussion?

People in our so-called multi-option society seek a work environment where they can contribute something, where they can bring something of themselves to the work, but where they also get something more in return than a salary payment at the end of the month. When a company’s purpose and objectives are clear, the people working there are more successful, find greater fulfillment, are hopefully also a little more satisfied and simply feel greater enjoyment – also in the success they share in common with their colleagues. Enjoyment is a very strong currency.

## — And what do clients and investors have to gain from this?

People who are happy in their work are also prepared to take on responsibility. Responsibility for every client conversation and for the quality of our services and products. Clients know what they can demand and expect from us. This is our handshake – no disclaimer required.



A video with Prof. Harald Welzer, sociologist and Director of the Futurzwei Foundation.

# Globalization is wobbling

**Globalization lacks “real global leadership.” Ian Bremmer, professor at New York University, explains what we are drifting toward.**

— Nearly nine months after taking office, the shockwaves of Donald Trump’s election continue to reverberate. Globalization, once synonymous with Americanization, Western democracy and liberalism, is now failing; considered as inevitable just a few short years ago, now we’re just hoping it survives 2017.

## **Where we’ve been**

At its most basic level, the backlash against globalization has to do with inequality – inequality of representation, inequality of wealth, and inequality of opportunity. So to begin, the West needs to fundamentally rebuild the social contracts between their governments and their people. Practically speaking, this means more infrastructure and education spending in traditionally underrepresented areas; it means sustainable benefits for the underemployed, and a more general flexibility around the treatment of labor. Leaders will need to be clearer about the core values they espouse, and why the constituency they are asking to vote for them share those values.





**“Leaders will need to be clearer about the core values they espouse, and why the constituency they are asking to vote for them share those values.”**



**Dr. Ian Bremmer**, born in 1969, is an American political scientist. He specializes in foreign policy, the transformation of states and global political risks. He is the founder and president of the Eurasia Group, an internationally active consulting company, and is a best-selling author, in great demand as a commentator. He writes regular columns for “Time” magazine and teaches as a Global Research Professor at New York University.

Aerial view of Honmoku-futo at the port of Yokohama, Japan. In 2016, 12,653,611 cars were exported from here and 2,780,628 containers were processed.

# “America looks likely to recede further from its leadership role.”

— As had been made all too clear in 2016, “establishment” politicians have failed spectacularly at conveying that message, opting instead for uninspiring variations of “you don’t want to see what happens when other people take power.” While that may have been enough to see Emmanuel Macron triumph over Marine Le Pen, there’s no guarantee it can be replicated consistently beyond France. Indeed, the triumph of pro-globalization politics seems the exception rather than the rule these days.

— The anti-establishment trend began with those individuals that lost out from globalization – the working and middle classes of the U.S. and Europe. These are the people who are considered part of the “global middle class” compared to the impoverished people of Asia, Africa and Latin America, but don’t feel middle class when they look around their surroundings. Combine that with too much control and capture by special interests at the highest levels of government, and this dramatically eroded social consensus starts to make sense.

## Where we’re going

The most immediately discernible effect? Nationalism in Europe is coming back, and in less stable societies it’s taking over governance – look at Greece, look at Poland, look at Hungary. And while populism for the time being remains only a strong minority voice in core Europe, it’s a voice that’s only going to grow louder. That’s because these populist voices have plenty of ammunition – the reality is that the EU got too big, too quickly. The economics, politics and societies of peripheral Europe integrate increasingly poorly with the core, especially given geopolitical tensions with Russia, Turkey and the Middle East. We’re heading for a two-track Europe, with core Europe more fit for purpose to the original conception of the European Union. At the same time, borders are returning to Europe, at least for the periphery. The EU is not falling apart entirely, but it is fragmenting. Bad news if you’re a Europhile, but not the worst news in the world if you are a fan of globalization – the EU as presently constituted clashes more with globalization than it helps.

— This is not to say social base-level consensus is faltering everywhere around the world. Just look at Japan and China, most of Asia really. These are societies that have nowhere near the same social problems as their Western counterparts – of course, they are also some of the biggest beneficiaries of globalization to date. For the time being, the anti-globalization push is a decidedly Western phenomenon. But there is no reason to think it’s going to

stop there; anti-establishment politics will eventually shift towards emerging markets as the technology from developed markets erode emerging market labor forces. It’s the next phase of globalization, and it’s coming very soon.

— But for now, we are living in a G-Zero world absent real global leadership, and that doesn’t work with globalization. And given the current U.S. administration, America looks likely to recede further from its leadership role. In an ideal world, we would rebuild social contracts to help the march of globalization continue. That may not be politically feasible at the moment given where we are, which means building walls – both real and virtual – will be a rallying cry for those pushing back against globalization. And keeping immigrants out and otherwise separating underprivileged populations from those that are more productive will help in the short term. But it will devastate the world over the long run – something worth keeping in mind.

# “Fashionable: that’s not my style”





**Christa de Carouge**, born in Basel in 1936, is a graphic designer and couturier. She grew up in Zurich, where she worked in various graphic studios before turning to fashion design in the 1960s. In 1978, she opened her own studio in the Geneva suburb of Carouge, and in 1983 she opened a shop in the Mühle Tiefenbrunnen in Zurich, which closed at the end of 2013. The clothing in her collection is meant to be worn in layers, one item on top of another. For the most part, they are created in black, which led Christa de Carouge to be given the respectful moniker “La dame en noir.”

— **Ms. de Carouge, in your opinion, what makes a person beautiful?**

First, he must be beautiful from the inside out. After that, beauty comes from the way one looks and the way one behaves.

— **Clothes don't matter?**

No, clothes are merely accessories.

— **Do you form an image of a person when you only know him as a voice over the telephone?**

Yes, of course. I pay attention to the sound of his voice, the vocabulary he uses. It's a question of style.

— **What exactly is style?**

Either you like it or you don't like it. By the way, style has nothing to do with fashion. I was never interested in creating fashion.

— **Can you express your identity through a style?**

Yes, absolutely. A style of clothing is like something you inhabit. You feel comfortable with a style, no matter whether you are standing or sitting or lying down. That's always what I expected my clothing to live up to. I inhabit a dress. (Pointing to a book) That is why this book is called “Habit – Habitat.”

— **You can see parallels to architecture.**

As a matter of fact, in my work I often dealt with architecture. Take Le Corbusier as an example. With his little wooden house, the Cabanon, he showed how little it takes to actually have everything. And if you put the Cabanon on a beautiful piece of land, say on the French Riviera, then it's perfect.

— **Are there other artists that you admire?**

There is one whom I absolutely adore: Pierre Soulages. He is the master of doom and gloom (thumbs through a book and shows works by the French painter). “Noir en couleur” – isn't that wonderful?

— **What is it that connects you with Pierre Soulages?**

His consistency and stubbornness when it comes to his work as a creator. He even makes his own brushes. He could be my brother.

— **What artists mentored and influenced you?**

There were many. In my younger years, it was the Parisian existentialist milieu, with Sartre, Simone de Beauvoir and all those people who were always dressed in black. At the school of applied arts I attended, it was Johannes Itten, who was the school's director at the time. He also taught at the Bauhaus in Weimar. Gottfried Honegger and Max Bill were my mentors.

**“A style of clothing is like something you inhabit. You feel comfortable with a style, no matter whether you are standing or sitting or lying down.”**

— **What did you learn from these mentors? How did they support you?**

They accompanied me. But sometimes I just observed them. From Max Bill, I learned to be concrete – whether I was working on a graphic design, clothing or staging a show. He would often say to me, “Stay true to yourself.” That's a principle I have always followed. Of course there were also stumbling blocks along the way, and the road wasn't always nice and straight. But I have gone my own way. That's why today, at the age of 81, I'm a very satisfied person.

— **Which fabrics do you use? Where are they made?**

I mostly use polyester fabrics. They come from Japan and are processed in Italy or Spain. The fabric is pleated using hot steam. To do this, you use a special device – picture a waffle iron.

— **In 1978, you changed your surname from “Furrer” to “de Carouge.” How important was this change for your professional success?**

It was very important. I wanted to open a shop in Carouge under my name. In French, you pronounced my name, “Furrer,” just like “Führer.” Of course, that wouldn't do at all. So I contacted the maire of Carouge and asked him if I could change my name to “Christa de Carouge.” He was quite enthusiastic, agreed spontaneously, and ensured that this new name would be entered in my passport as a nom de plume.

— **Do you consider yourself to be a brand?**

Yes, I have become a brand.

— **A strong brand is very valuable. Would you ever sell your name?**

Never! But we are repeating the business principle with my successor. She is of Turkish descent and is named Deniz. Out of this we have created “de Niz.”

— **Have you sold your business to Ms. Deniz?**

No, I only gave her the patterns and handed over to her the relationships with the fabric suppliers. For now I’m accompanying her, like a mother, while she builds up her business. She was my best seamstress for over 20 years. Based on one of my sketches, she could create the pattern spontaneously and show how the work had to be carried out. But I’m keeping my name. Selling it would have been like betraying my identity. Besides, I still have a lot of plans for the name.

— **For example?**

From November 2017 to February 2018, there will be an exhibition at the Kunsthaus in Zug. It is simply called “Christa de Carouge.”

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## Christa de Carouge

### The exhibition in the Kunsthaus Zug

At the exhibition from November 18, 2017, to February 2018, the rooms of the Kunsthaus Zug will appear all in black: Christa de Carouge is the featured artist. Opening the curtain upon a whole new stage, set for a grand experiment, she will work with the entire Kunsthaus as her medium, intermixing her fabrics with the physical architecture of the museum. The motto of the exhibition will be “Please touch,” as her textile installations invite visitors to touch and caress the cloth, draw it over themselves, let it hang over them.

— **Tell us more about this exhibition!**

It will certainly not be a fashionable exhibition. I want to do installations. One room will be laid out entirely with clothes on the floor. Visitors will be allowed to walk over them – with their shoes off, of course. The clothes will be like a carpet that they can experience and “inhabit.”

— **Are your creations made for everyone?**

Yes... but actually no, not for these clothes horses in their high heels who are always racing around after the latest trends. That is simply not my world.

— **What do you think about creative chefs?**

Perhaps they’re artists. But I don’t frequent them, because I don’t think much of nouvelle cuisine. Here, too, what’s fashionable is not my style.

— **So what is your culinary style?**

A good rösti, a fine “gschnätzlets,” boiled beef, la cuisine mijotée, honest market fare.

— **Where can you find that in Zurich?**

At my place (laughs).

— **Do you take reservations?**

In actual fact, I used to have a second big table here when I would have my many guests over for dinner. But I’m 81 now, and I don’t like cooking for more than eight people any more.

— **In 2004, you gave up your sales outlets in Vienna, Berlin, Düsseldorf and Stuttgart and concentrated on Zurich. Why did you do this?**

It became too much for me. I identified personally with all the shops, visited them on a regular basis, organized events, played an active role. But I wasn’t able to delegate and felt that things simply couldn’t go on like that. So I decided to limit myself to the Mühle, which is closely connected to my family.

— **Are there places that influenced you artistically that you return to regularly today?**

Only Paris. Otherwise, I stay in Switzerland. I like taking trips into the countryside by train or postal bus, and just being allowed to be.

— **How strongly have other cultures influenced your identity?**

Very strongly. Take the Japanese kimono. I visited a Zen monk in Kyoto and immersed myself into his culture. That is where I learned how important the texture of the fabric is for the kimono. Unfortunately, no one could tell me where the fabric was available for purchase. I searched for it for five years and then one day I was at a fabric fair in Paris and saw the booth of a Japanese company that was offering exactly these fabrics.

— **And that’s when you designed the Kimono de Carouge?**

No, I was so happy and fascinated to have found this fabric that I just let it sit there for two years, with me looking at it over and over. Having said that, it was never my intention to copy a kimono. The only thing I appropriated in my kimono designs are the sleeves and the closure on the collar (stands up and demonstrates the function). By the way, this long – and ultimately successful – search for the kimono fabric taught me that one must never give up in life. Never! Keep looking, keep on going!



# Will digital identity take over?

**The Internet has evolved into a system that penetrates deep into people's private lives, significantly influencing or even determining their identities. Andrew Keen, a critical observer of the digital revolution, calls for innovation, more regulation and better education.**

— Back in July 1993, at the dawn of the digital age, the “New Yorker” magazine ran a cartoon featuring two dogs and a computer. The first dog is perched on a chair in front of a desktop computer, and the second dog is next to him. “On the Internet,” one tells the other, “nobody knows you’re a dog.”

— Back then, we were all like that dog in our relations with the Internet. The cartoon assumes that our identity is determined in the physical world. The dog knows he’s a dog – whatever his computer screen tells him. And the cartoon assumes that while we can look at the Internet, it can’t look back at us. That’s why the dog is so confident that nobody on the Internet knows his real identity. The cartoon treats the digital realm as if it’s a unidirectional medium like television or tradition print. We watch the Internet, it doesn’t watch us; we read the Internet, it doesn’t read us.

— That cartoon now seems archaic. In 1993, there were just 14 million Internet users and 130 websites. Today, there are more than 3.5 billion Internet users worldwide accessing 1.21 billion websites. We live in the age of big data. Every day, we produce 2.5 quintillion bytes of data – including social media posts, pictures, online transactions and cell phone and GPS signals. This data is the central economic, cultural and existential reality of our times.



**Andrew Keen**, born in Hampstead (London) in 1960, is one of the best-known commentators and critics of the digital revolution as well as the author of several books on the subject. His next book, “How to Fix the Future,” is expected to be published in early 2018. Andrew Keen earned a Bachelor’s degree in history from the University of London, then graduated with a Master’s in Political Science from the University of California, Berkeley. He stayed on in Berkeley, where he lives today with his family.

### Trail of digital breadcrumbs

Today, our sense of self is intimately tangled up in the avalanche of personal data on the Internet. It's becoming increasingly difficult to disentangle the digital from the physical elements of our identity. This trail – what tech people call the “breadcrumbs” – of personal data associated with our digital identities is, in fact, becoming as real and as meaningful as our physical records.

— Our digital footprint is becoming ever larger, as the Internet increasingly dominates our lives. Every minute of every day, Facebook Messenger users share 216,302 photos, Instagram users “like” 2,430,555 posts and Twitter users send 6,678 emoji-filled tweets. All these personal posts, photos, our tweets are creating an increasingly intimate record of our lives – both for ourselves and for those who, for one reason or another, want to know us.

— In 2010, for example, an Austrian student researching a thesis asked Facebook to send him all the data it had attached to his account. They sent him a 1,200-page pdf containing records of all the IP addresses he had used to log in, all the records of every message he'd exchanged including all his “pokes,” even items he'd thought he'd deleted. Facebook, therefore, knew this student better than he knew himself.

— Our digital identities are increasingly merging with, and sometimes even replacing, our physical identities. When companies hire new staff, they scour social media to determine the suitability of candidates. When university admission departments determine which students to accept, they check Facebook to make sure that the students haven't posted incriminating photos. When men or women date other men or women online, they “Google” each other first to try to verify that their date is who they claim to be.

— Digital and physical identities are also merging in the political sphere. The small Baltic republic of Estonia is pioneering a form of e-citizenship in which all its records are digitized and Estonians exclusively deal with the government digitally. Governments in Brazil, Finland, India and Singapore are also digitizing citizenship so that all our records – from our tax payments to our property deeds to our criminal history – will be digitized.

### The Internet never forgets

There are three main problems with this digitization of identity. The first is the loss of innocence associated with childhood. In contrast with adults, children are much less able to determine what they want remembered about themselves. So they often post embarrassing personal content which, in later life, they will regret. The problem is that the Internet hasn't learned how to forget. In the physical world, our youthful indiscretions aren't usually recorded forever. The challenge for technologists and entrepreneurs, as everything becomes digitized,

## “Our digital footprint is becoming ever larger, as the Internet increasingly dominates our lives.”

is to create digital data that will disappear over time. And the challenge for teachers and parents is to educate their kids about the dangers of revealing everything about themselves online.

### Big data – big money

The second problem concerns the business models of big-data Silicon Valley companies. Because their products are free, their business model is almost exclusively based on selling advertising around their search engines or social networks. This means that the billions of Facebook and Google users are transformed into their product. The more these companies know about us, the more valuable – like that Austrian Facebook user – we become to their advertisers. The digital economy is therefore by definition a surveillance economy.

### Risk of a digital dictatorship

The third problem is political. Yes, we can trust democratic governments like Estonia to protect our digital records, especially since the Estonian government has built transparency into its e-citizenship system so that citizens are alerted when a government agency accesses their records. But in nondemocratic countries, like China, the digitization of records is creating the architecture of an Orwellian kind of digital dictatorship where citizens will be valued according to their political orthodoxy.

— Like it or not, digital identity is taking over. We can't, of course, go back to those halcyon days on the Internet in 1993, when our privacy was guaranteed and our identity was determined by the physical world. In today's big data world, nothing remains hidden. If we want to rebuild privacy in the networked age, we need more responsible regulation, education and innovation to mitigate the dark side of the digital revolution.



Photos: © Jens Panduro

**“The problem is that the Internet hasn’t learned how to forget.”**



# Helvetia & Co.

A woman's name is enough – and everyone knows what is meant. Famous female allegorical forms that are considered figures of national identity include Helvetia for the Swiss Confederation, Germania for the German Reich, Austria for her namesake country, Marianne for France, and Britannia for the United Kingdom. Representing the U.S. is Lady Liberty – but sometimes also Uncle Sam.

Photo: © Swissmint



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**€ 650,000**

National identity can be bought. For EUR 650,000, Malta offers private individuals a passport of the island state. The somewhat euphemistic “Citizenship by Investment Program” has been running since 2014. Additional conditions: buying a property with a minimum value of EUR 350,000, or renting an apartment for at least EUR 16,000 per year. Cheaper passports are available in the Caribbean. For example, to become a citizen of the Dominican Republic, you only have to reckon with USD 35,000.

Photo: © iStockphoto.com/thekekster

**0.67** seconds

—  
**In this amount of time, Google finds 554,000,000 results in English for the search term “identity.”**

## — Adopt a boss

No suitable line of succession in the family? Your sons aren't interested in taking on the responsibility? And what if there isn't any up-and-coming talent in the company? In Japan, many entrepreneurs take a pragmatic view of such succession challenges in their companies by adopting a grown man who will then take over the company as the boss's “son.” At Suzuki, the company has been run by four such adopted bosses already. In Japan, this practice goes by the name “mukoyoshi” and is a solution that many firms have turned to – even listed companies like Canon, Matsui Securities and Kikkoman.





## Ta Moko

May this man marry? What is his family tree? What social class does he belong to? Scratched into his skin, the Ta Moko reveals everything. This highly aesthetic form of tattoo art practiced by the Maoris of New Zealand has admirers and imitators around the world today.

Photo: ©iStockphoto.com/powerofforever

# 100%

—

In identical twins, the genetic makeup of their cells is a 100% match. The twins are born from a single fertilized egg, which then divides into two halves. They look so much alike that people mistake them for each other. But is their behavior also identical? Studies of twins do not provide clear answers.



—

## War song

When Claude Joseph Rouget de Lisle composed a song on the night of April 26, 1792, to celebrate France's declaration of war against Austria, proclaimed that day in Strasbourg, he named it "Chant de guerre pour l'armée du Rhin" – the war song for the Army of the Rhine. But as soldiers from Marseilles marched into Paris on July 14, 1795, singing this song, it became known as "La Marseillaise," and has been the French national anthem ever since.

Photo: ©KEYSTONE/akg-images

# Engineer seeks partner

The scam is simple: On the Internet, "A," using a false identity, claims to have found true love in "B." Men playing this game often pretend to be engineers, architects or sociologists; women say they are nurses, doctors or teachers. Their virtual love blossoms systematically via online chats and telephone calls. One day, "A" has an emergency – is robbed, house broken into, sudden illness, etc. – and asks "B" for an urgent cash transfer. As soon as the money has arrived, "A" disappears. This fraudulent business model is called "romance scamming."

**Michael Haefliger**, born in Berlin in 1961, has been the director of the LUCERNE FESTIVAL since 1999 and is responsible for its three annual festivals (Easter, Summer and Piano). His solo career as a concert violinist led him to the festivals in Lucerne, Interlaken and Spoleto in the early 1980s. In 1986, he was one of the co-founders of the "Young Artists in Concert" festival in Davos, which he chaired until 1998 as artistic director. Michael Haefliger is a member of the Board of Directors of the Avenir Suisse Foundation, the Davos Festival Foundation, the UBS Cultural Foundation and the Pierre Boulez Foundation.



# Travel brings composers home

From Mozart to Mahler, the history of music is an interplay between what is familiar and what is foreign. If you want to find your identity, you must overcome boundaries.

— In May 1918, Sergey Prokofiev, disgusted with the violence and the economic decline following the October Revolution, left his Russian homeland. Taking the Trans-Siberian railway, he traversed the giant empire to Vladivostok, then crossed Japan before sailing across the Pacific via Honolulu to arrive in the “Golden West”: San Francisco. But neither the U.S. nor France, where he lived from the 1920s onwards, delivered on their promise. Prokofiev felt isolated, misunderstood, spent. And he knew it: “I must go back. I have to see real winters again, and the spring that breaks out from one moment to another. I have to listen to the Russian language in my ear, I have to talk to the people who are of my own flesh and blood, so that they can give me something that is missing here: their songs, my songs.” So in 1936, Prokofiev finally settled back in Moscow, in Stalin’s Soviet Union. He did not find his peace there either, however, as he was pilloried by the system as a westernized, decadent, formalist composer. He had traveled around the entire world and yet he had to say to himself, like Franz Schubert’s Wanderer, “There, where you are not – there is happiness.”

— The story of Sergey Prokofiev, extreme though it may be, anticipates the fate of many of today’s migrants who are fleeing their country to escape war, persecution, hunger and misery. Driven by the hope of a better life, they land in a world unfamiliar to them and are expected to integrate – but all too often this only works by abandoning their own cultural heritage. The path Prokofiev’s life took is a good example of the situation many artists and musicians face. It is the search for new impulses that lures them far from home and sets them wandering like nomads, “I assure you that people who do not travel... are but poor creatures,” wrote Wolfgang Amadeus Mozart in a letter to his father. “A man of moderate talent will never rise above mediocrity, whether he travels or not, but a man of superior talents... deteriorates if he always remains in the same place.” Paradoxically, however, it was often foreign lands that allowed many artists to discover their own identity in the first place. Indeed, would Frédéric Chopin have composed so many mazurkas and polonaises, if he had not been living in Paris as an exile, allaying his homesickness this way? Would Igor Stravinsky have really returned to the Orthodox faith, if returning to his homeland had not been denied him?

i

### Vontobel is the theme sponsor for the LUCERNE FESTIVAL in Summer

The LUCERNE FESTIVAL in Summer is one of the most prestigious festivals of classical music. Artists from all over the world give audiences the opportunity to experience their music, as can only be achieved through individual talent paired with the common pursuit of perfection. The festival provides the ideal background for the theme sponsorship of Vontobel.

Identity, this year’s festival theme, is especially well aligned with Vontobel’s commitment. Without the search for identity that such composers as Prokofiev, Mozart, Chopin or Bartók pursued, not least on their travels abroad, many musical masterpieces would never have been created.

Through our theme sponsorship, Vontobel is making a contribution to cultural promotion, which we supplement further by undertaking various initiatives in the field of education.

— The whole history of music lives from the interplay between that which is familiar and that which is strange or foreign. Johann Sebastian Bach integrated Spanish sarabands, Scottish jigs and French gavottes into his suites; Maurice Ravel turned to jazz; Ludwig van Beethoven to the music of the French Revolution. Claude Debussy was inspired by the Javanese gamelan and Béla Bartók merged the traditional peasant music of the Balkan countries with the great classical forms such as the fugue or sonata, while in his symphonies, Gustav Mahler coaxed gala performances out of cowbells or the sounds of nature herself. It is precisely this blending that made their art so unmistakable and forward-looking (even if they were vehemently attacked for it by a few purists): Classical music is not a pure culture; it benefits from exchange and by crossing borders. As such, it sets the best example for our society, for the peaceful and fruitful coexistence of different nations, cultures and religions. If you want to explore your own identity, you have to become familiar with the identity of others. And that only works together.

# Europe's identity crisis can be contained

**Despite Britain's decision to leave the European Union, the electorate in other countries has resisted populist advances. What do these developments in the EU mean for Switzerland and the global economy?**



**Christophe Bernard** is Vontobel's Chief Strategist. As Chairman of the Investment Committee, he is responsible for the investment strategy. Christophe Bernard has more than 20 years of investment experience.

— The European Union has taken on numerous shapes since the Treaty of Rome was signed in March 1957. From a cozy club of a few wealthy western European nations, it has expanded to include many different cultures and temperaments. Last year's Brexit vote undid part of this European progress, serving as an example for anti-EU parties elsewhere. So will "things fall apart; the centre cannot hold," to quote a famous line from a poem by W. B. Yeats, written in the wake of World War I?

— Not quite. Although Britain's exit is a heavy blow, the development in other countries suggests that the European idea isn't dead. Voters in the Netherlands and in France, for instance, have for now thwarted the ambitions of their far-right politicians in this year's parliamentary and presidential elections. In France, European enthusiast Emmanuel Macron is now residing in the Élysée Palace, offering an example of political success won on a European ticket.

## **What the European Union needs to address**

This isn't to say that the European Union is out of choppy waters. With the crisis in Greece just barely contained, the next hurdle could be Italy, where general elections are bound to take place before May 2018. Like France, Italy is suffering from a stagnant economy and endemic unemployment. Like France, it has so far failed to decisively reform its economy and has seen the emergence of a large anti-establishment party – the Movimento 5 Stelle.

— There is little doubt that the progress on the European front hinges on whether the Union will be able to address the worries of the people. This particularly includes the perceived democratic deficit of EU institutions as well as the protection of its external borders. Whether or not the "28 minus one" states will manage to make the EU attractive to their electorates again remains to be seen. An ambitious plan to establish a proper frontier police force would be a good start. A further step could be the creation of a two-speed EU with closer integration within the



**“With the European Union now hopefully having put the worst behind it, chances are the markets are in for a bit of welcome boredom.”**

“core” euro zone (including a completed fiscal and banking union) and a group of countries only sharing the common market. This would require a treaty change, which would be a lengthy process. If these challenges are addressed successfully, Europe may someday become more appealing to euro-skeptics not just in the UK or Switzerland.

#### **Twist and turns in the U.S.**

Speaking of identity crises: The election of Donald Trump as 45<sup>th</sup> U.S. president has left onlookers wondering about the future course of the world’s most powerful nation. It remains unclear to what extent the former real-estate developer will be able to push through at least part of his agenda aimed at cranking up the U.S. economy and freeing it from the perceived shackles of “unnecessary” regulation. Equally unclear are his ideas about America’s place in the world. Shortly after taking office, Donald Trump abandoned his isolationist views for a clearly interventionist stance in conflict zones. What this means for future relations with Russia or China is anyone’s guess.

#### **Economic and market forecasts with a steady hand**

What does this mean for us? Forecasting economic developments and market moves will become ever more challenging. For instance, the UK economy has remained resilient and didn’t tank immediately after the Brexit referendum in mid-2016 – a result which surprised most market watchers. Likewise, U.S. equities enjoyed an unexpected rally after Donald Trump won the election. However, the so-called Trump trade – higher government bond yields, a stronger U.S. dollar, U.S. small caps outperforming their large-cap counterparts – was partly or even fully reversed within 100 days of his presidency.

— Needless to say that all such events influence developments in Switzerland as well as our view of the world. Like any forecaster, we try to see through short-term market moves and hold on to opinions of our own even if it sometimes means defying the consensus. We prefer a steady hand to activism, trying to anticipate which asset classes will be in or out of favor and acting accordingly. This means that we must be prepared to sometimes go against the flow.

#### **Some welcome boredom ahead?**

To conclude: The recent past was full of surprises. It goes to show how important it is to have a discerning eye and to be ready to differ from consensus views. This is what makes our job hectic at times, but also extremely interesting. With the European Union now hopefully having put the worst behind it, chances are the markets are in for a bit of welcome boredom.

**17,372**

**The EU is the second largest economy in the world, with a GDP of 17,372 billion U.S. dollars.**

# “What I demand from others, I must exemplify myself”

**Ottmar Hitzfeld**, born in Lörrach in 1949, is known internationally as the coach of Bayern Munich (1998–2004 and 2007–2008) and Borussia Dortmund (1991–1997). In terms of average points scored per game, he is the most successful coach in the German Bundesliga, together with Pep Guardiola. From 2008 up to the World Cup in Brazil in 2014, Ottmar Hitzfeld was the coach of the Swiss national team.



— **Mr. Hitzfeld, how would you describe your identity to someone who doesn't know you at all?**

I'm a German by birth, but I feel a great affinity to the Swiss mentality and character. I'm an ambitious and disciplined person, especially when it comes to football. I was already like that during my childhood.

— **Were you an overachiever in school?**

No, not at all. I always avoided the spotlight, and never volunteered answers unless I was asked.

— **How strongly is someone's personal identity affected by the environment in which he experienced his childhood?**

I believe the influence of your parents is very strong and puts a real imprint on a person. That said, though, identity is certainly not static. For better or worse, it's constantly changing.

— **How compatible is individuality with team sports?**

The coach needs to have a feeling for how much individuality – or better put, how many eccentric characters – the team can stand. As a rule, two or three such players are manageable. But it's the task of the coach to figure out the boundaries and to ensure that eccentric players make the effort to fit into the team and identify with the club.

— **How did you manage this during the many years when you were the coach at Bayern Munich?**

The most important thing: You can never consider the winning mentality of the team as given. It's a permanent process. I had to appeal to the team spirit every week and have one-on-one talks with players to teach them how to behave as team members.

— **What does the coach do when the owners of the club sign so many eccentric players that it becomes impossible to integrate them?**

In every club, I always had the right to express my opinion. And if a player still didn't fit the team, then I put him on the bench. The club can't dictate to me which players I should put in the game.

— **During your time as a coach in the Bundesliga, what were the criteria used to sign players?**

Apart from their talent as football players, aspects of their character were always relevant – and I studied them very closely before we would sign any new player. How does he behave on the field? How does he behave with his teammates, with his opponents, with the referee? Is he someone who is constantly complaining, always blaming everyone else for mistakes?

— **If the coach feels that he can't get along with a certain player, he can recommend to the club's management that he be sold...**

Yes, and that happened all the time. If one-on-one conversations and sanctions – even including public sanctions – aren't effective, then the best solution is to part company.

— **Public sanctions?**

For example, in an interview the coach can start to give a player "the count" and remind him of his duty to play the game as part of a team. If that doesn't work, you and the player have to go your separate ways.

— **When a separation like that became necessary, were you able to fully let go?**

No, I'm sensitive to such questions and have never wanted to make the solutions easy. At the end of the day, you have to ask yourself, "What is the most important thing for the team and its success?" And the most important task of the coach is, and remains, winning. That's what he's paid for.

**“A club's fans should identify with the players, and the players with the fans.”**

— **What are the factors that help a team establish its identity?**

What's decisive is the role model function, the integrity. Everything I demand of others, I have to exemplify myself: credibility, reliability, honesty.

— **Honesty is so easy to say. In practice, it may not come easy, though. For example, if you have to tell a player that you're taking him out of the game...**

Yes, these are hard choices. That's the way it is with team sports. In spite of that, I have to be honest and personify the team spirit. It was possible to mitigate this toughness somewhat by falling back on the rotation principle, which I had introduced at Bayern Munich, the first coach to do so in the Bundesliga. This allowed three to four additional players a chance to get in the game. At the same time, it heated up the competition, which was now between 14 or 15 players.

— **How do you deal with differences due to a player's cultural background? For a Latin American, for example, being a quarter of an hour late is defined as being super punctual.**

This is a learning process for the players, who have to adhere to the rules that are valid here.

— **Does it help to declare individual players as role models for the team?**

Yes, by doing this, I can make a player stronger, both within the team as well as in the eyes of the media and the public.

— **Do you take advantage of the media to achieve your own objectives?**

Yes. It's a give and take. Both sides benefit. Many coaches think of the media as the enemy. I don't find that to be so. After all, it's the media that make players and coaches into stars, which means they earn more.

— **How did you feel about your relationship with the media?**

It demands a lot of discipline. You have to consider every word carefully. When I was with Bayern, we had a press conference practically every day.

## “The coach needs to have a feeling for how many eccentric characters the team can stand.”

The media were allowed to come to almost any training session. Today, training sessions open to the public are the absolute exception. Pep Guardiola (coach of Manchester City – ed.), even shuts the fans out of the training ground completely.

— **Do you regret this development?**

I think it's a pity, because the fans are the lifeblood of every club. A club's fans should identify with the players, and the players with the fans.

— **When you think of a team's identity, are there certain characteristics that typify the different national teams?**

Yes. The virtues of the German team are its winning mentality, discipline and readiness to run. Germany already won the World Cup in 1954 because of its passion and fighting spirit, not because they played a brilliant game. In Latin America, they generally play harder. Southern Europeans prefer the combination game, and they like playful elements. Eastern European teams are mostly somewhat lacking in self-confidence.

— **What do you think of fans who systematically whistle at the opposing team, like what happened at the 2014 World Cup in Brazil?**

That was an attempt to wear down the enemy's resistance. But in fact, whistling is rather counterproductive, because it puts more pressure on your own team – and it certainly doesn't help them play any better. At the same time, you're riling up your opponents.

— **What team do you think sets the best example when it comes to expressing their identity?**

The Italians, when they sing their national anthem before the game with such heart. There is no country that does this in such an exemplary way. The rhythm of the anthem certainly helps.

**“Many coaches think of the media as the enemy. I don’t find that to be so.”**

— **What language do you use when you’re talking with foreign players?**

The official language is German. But when I brought Franck Ribéry and Luca Toni to Bayern in 2007, we provided interpreters, and this allowed us to communicate on a more personal level and in greater detail. It was clearly understood, however, that these players would start taking German lessons immediately after coming on board.

— **What do you think of politicians who come to football games to preen in front of the electorate and the world?**

I don’t want to judge that. There are politicians who come to the stadium as fans of a team, and others who want to take advantage of the popularity of football.

— **Hans Ulrich Gumbrecht, a literature professor at Stanford University, complained in an article in the “Neue Zürcher Zeitung” that the Bundesliga lacked world-class glamour with players like Messi, Ronaldo, Suárez or Neymar, which is why its media contracts are less opulent than in, say, England or Spain. What do you think of this criticism?**

In German football, we can’t afford stars like Messi, Ronaldo, and so on. Even at the richest German club, Bayern Munich, they would destroy the salary structure. In Germany, they follow the philosophy that five or six players should have similarly high incomes, and there should be no outliers who earn x times as much as any of the other players.

— **But you’d have to admit, having one of these world-class stars would do German football some good?**

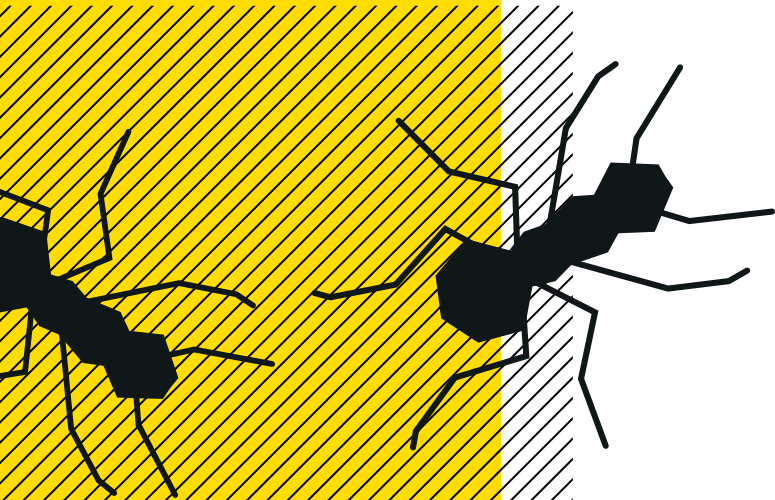
Sure, it would be nice to have a Messi at Bayern Munich, but it would cause too many difficulties.

— **How does a professional athlete find his new identity when his time as an active sportsman is over? What are the problems that crop up in this process?**

When it comes to football, the possibilities are limited. That’s why it’s important that a player prepares for this in advance. During your football career, it’s no longer possible today to complete an education and get a degree, like Oliver Kahn did. Nevertheless, a player needs to deal with this phase in a timely way, for example, by maintaining contacts with the sponsors. But in any case, for the average player, this transition is considerable: Your popularity disappears immediately, your standard of living declines, and you search for a new purpose in life – that’s a big challenge for many players.

— **What is your second favorite sport?**

It used to be tennis, but since I turned 50 it’s golf. I learned to golf with Beckenbauer and Hoeness when I was at Bayern, and quickly noticed that when you’re out golfing, it’s possible to switch off very well and get away from your problems.



# Little brain, big discipline

Pets interact with human beings, developing a certain individuality over time. This is very different compared to ants. Ants need to perform precisely defined tasks – which is best done without thinking. More brain would only interfere with the work.



## Not carved in stone

Strong images used as brands successfully embody their company like hardly anything else: The scallop shell is Shell, the apple is Apple, the star is Mercedes. The Mercedes logo was introduced more than 100 years ago and exemplifies how logos can evolve over time without losing their power.

Photo: © Daimler AG



1902



1909



1916



1926



1933



1997

Mercedes-Benz

## Neither animal nor plant

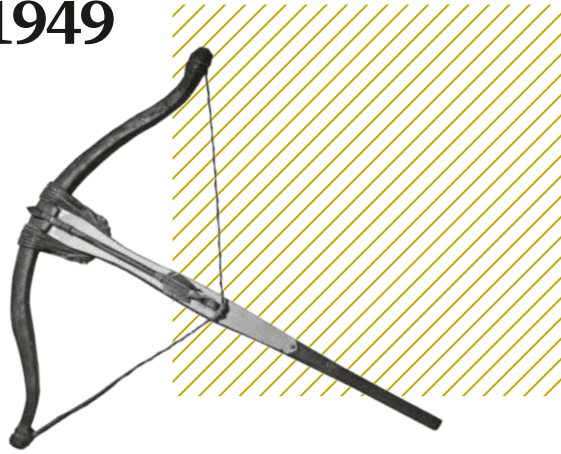
An animal is mobile and feeds on living matter. Plants, on the other hand, are site-bound and metabolize inorganic substances with the help of light. Slime molds, however, do not fit within either of these classification kingdoms. As single-cell amoebazoa, they move like lower animals on dead wood. But then, like plants, they form fruiting bodies, in which spores form with the aid of sunlight. From the spores, animal-like amoeba come forth again.

Photo: © iStockphoto.com/TommyIX

# 1291, 1315, 1848, 1949

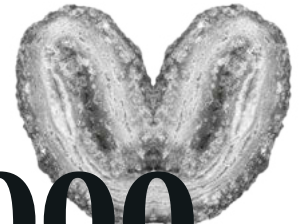
The identity of the Swiss Confederation has been stamped by the original oath on the Rütli Meadow in 1291, the victory of the original Swiss over the Habsburgs in the Battle of Morgarten (1315), and the passing of the Swiss Federal Constitution in 1848. Between 1914 and 1949, the Federal Council ruled with comprehensive powers. On September 11, 1949, the People's Initiative "Return to Direct Democracy" was approved, reintroducing this vital right and anchoring it in the constitution.

Photo: © depositphotos/EnsUPER



# 46 generations

The Ryokan Hoshi guest house in Japan's Ishikawa Prefecture is the oldest family-run business in the world. It has been owned by the Hoshi family for 1,300 years – currently the 46<sup>th</sup> generation.



# 1,000 sheets

Mille-feuille – literally "a thousand sheets" or "leaves" – is a French puff pastry from which so-called "palmiers" are made. These have many names: in Germany, for example, they are called "Schweinsohren" (pigs' ears), while in Switzerland they are called instead "Prussiens" – i.e., Prussians. However, the history of these pastries being obscure, it is no longer possible to say for sure if the Prussians, who claimed Neuchâtel until the middle of the 19<sup>th</sup> century, were really to blame.

Photo: © Carola Schubbel/Fotolia



# Nine Eleven

Two simple numbers can establish an identity – as demonstrated by "nine eleven." On the one hand, this pair of numbers stands for the terrorist attacks on the World Trade Center in New York on the eleventh day of the ninth month of 2001 – a shock that plunged the U.S. into an identity crisis. On the other hand, 911 is also a model of Porsche: an evolutionary series achieving a clear identity across generations. The 911 was designed in the 1960s by Ferdinand Alexander Porsche, whose guiding principle was, "A formally coherent product does not need ornamentation."

Photo: © depositphotos/shtaket

# Protection for witnesses

New name, new IDs, new professional and personal life, new identity – these are the benefits provided in America to people in the Witness Security Program (WITSEC). Since its inception in 1971, more than 8,500 witnesses, together with some 10,000 family members, have taken advantage of this witness protection program. Most of the witnesses are themselves criminals who gave evidence against drug dealers, terrorists, or organized crime groups.



# Identity – at the heart of management

Successful brands convince us by taking a strong stand. To do this, they need a clear identity.



**Dr. Alexander Haldemann** studied economics at the University of St. Gallen (HSG) and received his doctorate from the University of Zurich. He is an expert on strategic brand and communications issues. An important focus of his work is in the field of New Technologies and Digital Transformation. Since 2001, Haldemann has been the CEO of MetaDesign, one of the world's leading branding and design agencies with around 300 employees, and offices in Asia, Europe and North America.

# “Corporate management must always begin with the question of identity.”

— Change – even profound change – has always been with us. In the past, however, change was more predictable and thus it could also be managed better. You had the annual plan, the strategic three-year and five-year plans. Companies were able to continuously plan their product development and the resources that would be required. They knew their competitors. They were in a predictable environment with more or less high barriers to entry.

**“Everyone has a plan ’till they get punched in the mouth.”**  
(Mike Tyson)

Today’s reality looks different: Both the pace and the degree of change present challenges – and there are no time-outs. Digitization is only one of many closely linked drivers:

- societal changes, with the keyword being “Generation Y”
- consumers who strive for experiences instead of material possessions
- the rise of new economic centers, and the emergence of a multipolar world order
- robotics, artificial intelligence and big data – and the new opportunities in economic value creation associated with these trends

— The consequences are well-known: Emerging virtually out of nowhere, new companies appear and challenge the established competitors. Airbnb in the hotel industry, Tesla in the automotive sector, Amazon in retail – the list of success stories shaking established industries to their very foundations could practically go on forever. The classical instruments of corporate management, tested and proven by generations of managers, are failing: Adjusting the product, sales, marketing or pricing policies seems to have diminishing effect. Permanent change presents itself as the only constant.

— What do companies do in this situation? With all their might, they brace themselves against the developments that are threatening them. Finally, they intensify their advertising activities, in order to hang on to their fickle customers. The result: interchangeable products and a target audience that is becoming increasingly deaf and blind to the promises made by advertising.

**“The best marketing doesn’t feel like marketing.”**  
(Tom Fishburn)

Consumers today no longer buy only the best product. They are better informed and make their purchasing decisions more critically. They ask themselves *why* they are doing something. They want to do good and express their values through their purchases. And they want to connect with other people and companies that share these values. What counts for them is substance; that’s the ideal value added. Companies are increasingly being asked to take responsibility for solving problems and positively affecting society as a whole.

— At the same time, buyers, understanding the power they have, are turning away from anything that looks like superficial marketing. As a consequence, the power structure is shifting from the company to the consumer.

### **Identity creates a bond between people and companies**

This is where identity comes in. Identity is not a short-term means of increasing sales or optimizing advertising effectiveness. Identity answers the central question of “Why?” Identity defines what difference the company makes at its core, what differentiates it from its competitors, and what inspires its customers – as well as employees – over the long run.

— How can Airbnb’s success be explained? Because the company sets itself apart by a strong identity. And because Airbnb is pursuing a higher objective than simply providing private accommodation opportunities as well as possible. The declared *raison d’être* of Airbnb is to provide unique travel experiences – from person to person – in a world in which everyone feels they belong. With some three million rooms listed worldwide, Airbnb’s platform is already bigger than the total offer of Hilton, Marriott and InterContinental combined.

— Especially in times of profound change and great uncertainty, identity is the reliable anchor point for the way the company shapes its future. Understood this way, identity consists of three fundamental elements:

– **Vision – where do we want to go?**

Visions are achievable goals – “dreams with a deadline.” Close enough that they can be realized, and big enough to generate enthusiasm.

– **Values – what are our beliefs?**

The principles of belief that govern the company’s behavior. Employees identify with the company’s values and let them guide their actions.

– **Competences – what do we know how to do best?**

The strengths that characterize the company. Abilities and experiences that enable it to succeed in the market.

— Throughout a company, its identity – comprising its vision, values and competences – steers the way it thinks and acts into a single direction. It is the self-image and binding standard for every contact with its customers. The sum of these individual interactions with customers creates the brand experience – the external image perceived from the outside. The aim of brand management is

to bring the self-image and external image as close together as possible. In the words of Wolf Lotter, “The brand is the spirit of the commonality of the company and its customers.”

### **The employee: the first customer of the brand**

Especially in times of change, corporate management must always begin with the question of identity. What is the overarching goal that spurs us on? What values do we stand for? What are the benefits we provide our customers – today and tomorrow?

— In order for the identity to be carried and lived by all the employees, a thorough analysis of the identity should be undertaken – a process that should include as many employees as possible. What is decisive is the shared understanding of what constitutes identity, and the will to live this identity in everyday life. Each employee is a powerful brand ambassador in this process – independent of the tasks his job entails or his level in the hierarchy. Together, the employees lead the brand and shape its image in the eyes of the public. Thus, before the company’s identity can be successfully transmitted to the outside world, it must first find acceptance and respect inside the company. Or as Richard Branson says, “Take care of your employees and they’ll take care of your business.”

“Some people  
only shine  
when you  
give them a  
little help”

Photo: © claudialarsen.ch



**Dr. Colette Carmen Camenisch** studied at the University of Zurich, graduating in medicine and specializing in general surgery. From 2008 to 2010, she worked at the renowned Akademikliniken in Stockholm, followed by work as a senior physician for plastic, reconstructive and esthetic surgery at the Cantonal Hospital of Thurgau, and from 2012 to spring 2017 as a specialist for plastic surgery at the Klinik Pyramide in Zurich. Since April 2017, Dr. Camenisch has been the director of the Clinic Beethovenstrasse in Zurich.

— **Dr. Camenisch, what does beauty mean to you?**

What I find beautiful isn't important. Beauty is in the eye of the beholder. This is very true. I embrace my patients the way they are. Then I try to create something optimal for this person. That is my beauty ideal.

— **How does your work affect a person's identity?**

I don't differentiate between what's inside a person and what's outside. If someone is happy and motivated, I find him or her attractive. A charming, self-confident man who radiates

male attributes is attractive to women, even if he doesn't correspond to the usual notions of what's handsome. Attractiveness and sovereignty make you beautiful.

— **So beauty comes from within?**

It's an interplay between inside and outside, I'm convinced of that. A study was conducted once of psychiatric patients in which one half of the subjects had their so-called frown lines treated while the other half did not. Afterwards, it was found that the patients whose wrinkles had been treated required less antide-

pressants. This is proof that when you look better, you feel better. Conversely, however, if someone has a very conspicuous blemish on her face, I can't compensate for it by giving her inner beauty. Beauty is not a one-way ticket.

**— Nevertheless, do your patients find that part of their identity is going under the knife?**

No. I can make a contribution toward how someone feels, but I can't influence who someone is. Sometimes people only shine when you give them a little help. What I do, is change anatomical problems so that a person has better access to his identity. If this succeeds, then I've done my work well.

**— Can you give us an example from your practice?**

Recently, I reduced a woman's breast, because it was very conspicuous and burdensome for her. When I took off the bandages, she cried for joy. It was a very emotional moment. I really sensed that this woman was able to look in the mirror and identify with her body and accept it for the first time in years.

**— How long does this satisfaction last?**

That depends on the type of procedure. The patient I just mentioned will probably not undergo any further interventions. Other patients come to me every six months for frown line injections. Many of my patients come back again, especially after a positive experience. It's like coloring your hair: When the gray becomes visible again, you dye your hair once more.

**“My patients speak in images and desires. I then transform these into a technical/artisanal task that I have to solve.”**

**— At what point do your patients accept themselves the way they are?**

For some of them, the effort does become too much at some point. In addition, how you look on the outside takes second priority as soon as you begin to suffer from an illness. If a patient is in pain or has contracted a life-threatening illness, beauty and attractiveness no longer play such an important role.

**— Do you also treat people who you do not believe need any treatment?**

It's very difficult to deny treatment to someone who is almost blemish-free. But I have done that before. A patient recently came to see me because I would not treat her friend. This gave her confidence in me. I work according to my own ethical standards and my own limits. However, these have certainly offended some people.

**— But if an expert on beauty tells you that you don't need any treatment, you should be happy, shouldn't you?**

You would think so. But at that moment, these patients see me as someone who is not taking them seriously. Often they don't perceive themselves as beautiful; they have a distorted picture of themselves. Then I come along and tell them they're perfect – when that happens, they don't feel understood.

**— In spite of the strongly growing demand for cosmetic surgery, it still seems to be a taboo subject.**

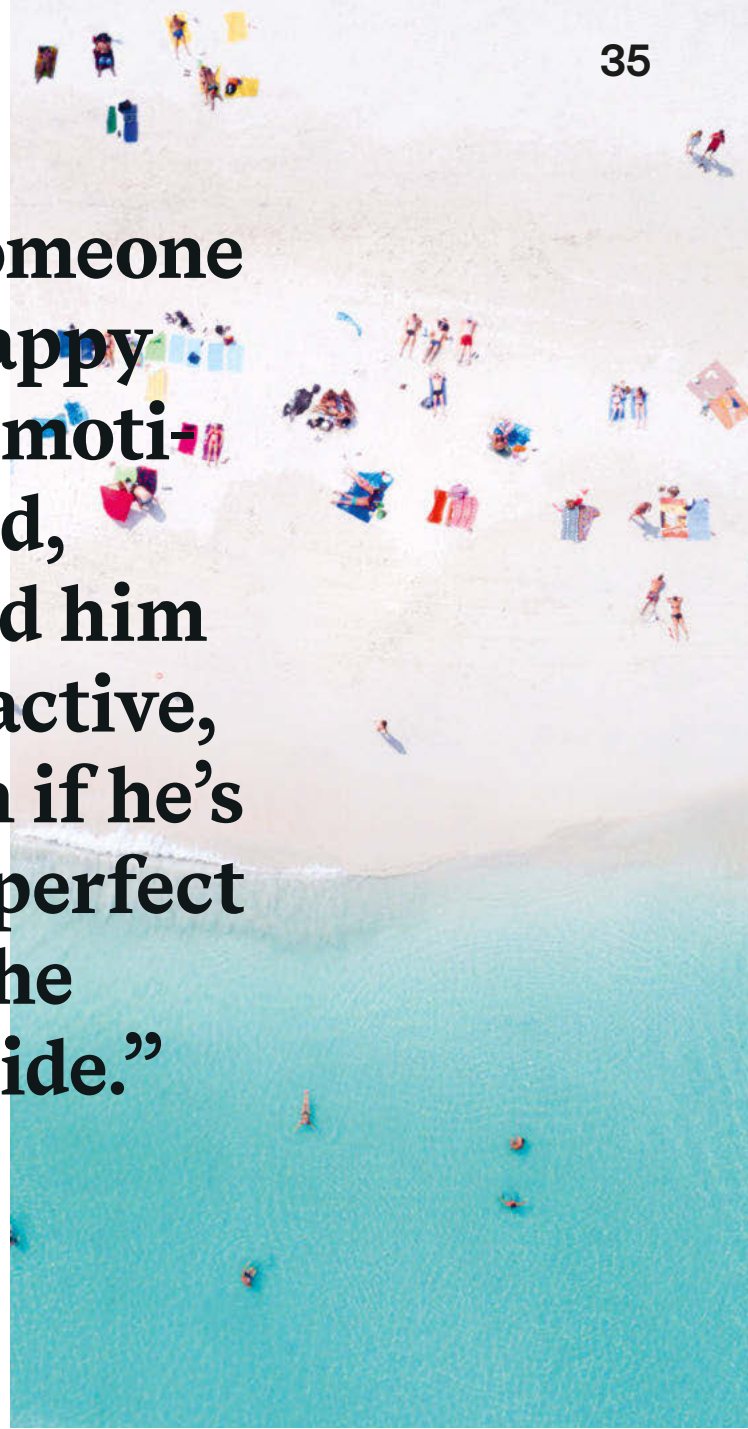
Well, I'm certainly not someone who is contributing to that perception (laughs)! Even if my directness has meant that I've fallen on my face a few times. But it's thanks to feminists that I was allowed to study medicine and serve as the director of my own clinic. I contribute to women's well-being – even if I operate on places that people don't like to talk about.

**— The holistic care of your patients is very important to you. When changes are made to the body, is it also important to hold patient's hands in the psychological sense?**

Yes, that is very important. I would say that 30% of my job consists of providing psychological support to my patients. I'm not just a surgeon. Acting as a leader to the patient, and interpreting her history and expectations – these are enormously difficult challenges. If I misunderstand her or misinterpret her wishes, then we both have a problem.

**— What do you mean by that concretely?**

My patients speak in terms of images and desires. I then transform these into a technical/artisanal task that I have to solve. But there are also patients with a distorted self-image. When they look at themselves in the mirror, they read something into their image that is not comprehensible from an objective point of view. In such cases, my task is to recognize this conspicuous behavior and to see that the patients get appropriate professional help.



**“If someone is happy and motivated, I find him attractive, even if he’s not perfect on the outside.”**

Photo: © gettyimages/4FR

— **Do men also come to you?**

Yes, thank God (laughs)! But still far too few! Only 10% of my patients are men, but this number is on the rise. I think men, too, are allowed to make a little effort in terms of their appearance. Having a fat wallet and being successful isn’t sufficient.

— **Where will your industry be in 20 years?**

In the future, we will be working much more with the body’s own materials, for example with stem cells and autologous fat. Perhaps in the future, it will be possible to perform surgery that will leave scars that are less visible than today. And I firmly believe in a holistic approach. You can only achieve satisfactory results by bringing various disciplines together.

— **Often, being attractive is equated with being youthful. Why is that so important?**

This makes perfect sense from a biological point of view. If you are young, you are fertile. In order for us to reproduce, the phase of life in which we are the most fertile is regarded as attractive by the opposite sex. This is anchored in our genes.

— **Will you be able to stop the aging process in the future?**

In 2009, the team that discovered the enzyme telomerase received the Nobel Prize for Medicine. They found that this “immortality enzyme” is present in certain kinds of cells and can repair them as they age. Perhaps with this knowledge, we will someday be able to influence the aging process.

— **Something else that belongs to human identity is the fact that our lives come to an end. How do your patients deal with this?**

Dying per se is not the problem. My patients want to stay healthy as they age and they want to grow old with a certain dignity. You don’t have to live forever. But the time that you do have, you want to experience in a healthy and active way. I’ve never yet encountered a patient with the desire for eternal life.

# Continuing to grow with a strong identity

Vontobel unites core competences from the three business areas Wealth Management, Asset Management and Investment Banking. We asked the heads of these three units to discuss the importance of identity in their business.



**Georg Schubiger** has been Head of Private Banking since 2012 and is a member of Vontobel's Executive Board. Prior to this, he held management positions at Danske Bank in Copenhagen and Sampo Group in Helsinki during a period of ten years. He studied Finance and Accounting (lic. oec.) at the University of St. Gallen and obtained an MA in Political Science from the College of Europe in Bruges, Belgium.

— **Mr. Schubiger, what role does a client's identity play when it comes to providing him with support and advice?**

Identity is very important in our holistic support of the client. It is only when we know him well that we can elaborate solutions tailored to his overall situation and financial goals. For legal reasons, it is also necessary that we ensure the identification of each individual client from a purely administrative point of view.

— **Will Wealth Management lose its personality as a result of digitization?**

On the contrary. The personal Relationship Manager is, and will remain, the most important link between the client and us in the bank. Thanks to digitization, additional digital channels are now available. Depending on his domicile our client can access his accounts and take advantage of our services as well as interact with his Relationship Manager via a chat function. Digitization is thus providing him with many

conveniences and helping him maintain control over his portfolio.

— **If Vontobel Wealth Management were a luxury product, what brand best matches the bank?**

I would choose a brand from the watch industry, Patek Philippe. In fact there are many parallels between this brand and Vontobel. In addition to attributes such as quality, precision, uniqueness and exclusivity, the Patek Philippe brand stands above all for the respect and cultivation of family values over a span of generations, for independence, elegant simplicity and high service quality. Like Vontobel, Patek Philippe is one of the successful niche players in its market – a market that is becoming more and more competitive.

— **Mr. Schwarzer, Asset Management has grown over the last two years, also through acquisitions. How do you ensure that all the employees identify with Vontobel?**

The success of an acquisition is measured above all by how well you integrate the different corporate cultures. You have to bring them together onto a common basis. To do this, you need a clear value system that all the stakeholders can share, and one which reinforces the identification and motivation of the employees. I think that at Vontobel, we've developed a value system that fully meets these goals.

— **Currently, what are the strongest core competences of Asset Management? Where do you see its future potential?**

We consider ourselves to be well positioned in equities in both the developed markets as well as emerging-market countries. At our offices in Zurich, London and New York, we have also built up a special expertise

— **Mr. Studer, what contributes more to the formation of identity: looking to the future or reflecting on the past?**

I think you need both. In order to be well prepared for the future, you can't edit out your past experiences. Our history in Investment Banking is characterized by the continuous development of new products and innovative services. Innovation is a permanent aspect of our identity.

— **Currently, your business unit is particularly inventive...**

We have always been innovative, for example with the issuance of our first warrant, back in 1994. We were also pioneers when we launched deritrade® in 2008. This electronic online platform enables qualified financial service providers to create individually customized solutions independently and in real time. Today, deritrade® is the cornerstone of our Vontobel platform strategy. Having said all that about our past, the impression you have that we're espe-

cially active at the moment is also correct, above all when it comes to digitizing our business model. This year, for example, we launched the "Vontobel Investment Scout" app. With this app, private investors can now configure a suitable investment product for themselves on their smartphones and then have it issued.

— **What could you do to further enhance this solutions competence in Asset Management?**

We need to think even more from the client's point of view than from our own internal perspective, and come to the client with ideas even more quickly. At the same time, we have to make all the communication channels available to him through which he would like to receive information. We're currently developing a client app along these lines. We're also concerned about explaining our products and solutions better, more clearly and more transparently, so the client can really understand what he is getting and what risks and opportunities he can realistically expect.

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— **What does it take to keep blazing new trails?**

On the one hand, courage. And on the other hand, curiosity. You have to look beyond your own horizon. We do this in the truest sense of the word with our internalization strategy, which is making great progress. In my business area, having an entrepreneurial spirit goes without saying: It's something I appreciate very much. That's why I urge my team to get actively involved and pursue their own ideas.



**Axel Schwarzer** is Head of Asset Management and a member of Vontobel's Executive Board. Before joining Vontobel in 2011, he held various management positions at Deutsche Bank in Frankfurt and New York. Axel Schwarzer studied law in Mainz and Frankfurt.



**Roger Studer** has been Head of Investment Banking since 2008 and is a member of Vontobel's Executive Board. He has held various management positions at the bank for almost 25 years. Roger Studer also gained management experience at DG Bank, ABN Amro and Swiss Life. He holds a Rochester-Bern MBA.

# Vontobel in figures

as of June 30, 2017

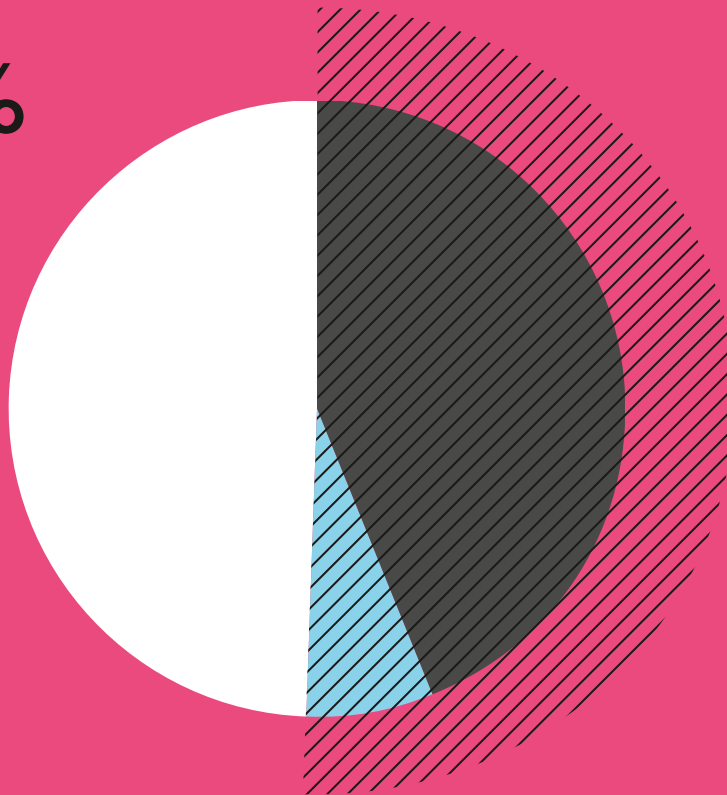
# 207.7

Total client assets  
(in CHF bn.)

## Shareholder structure <sup>1</sup>

# 49.3%

Free float <sup>2</sup>



# 43.9%

Shares in the core  
pooling agreement <sup>3</sup>

# 50.7%

Pooled shares total

# 6.8%

Further shares of family members  
in the extended pooling agreement <sup>3</sup>

<sup>1</sup> Based on nominal share capital of CHF 56.875 mn.

<sup>2</sup> Incl. shares owned by Vontobel Holding, management shares and family shares not committed to the pool.

<sup>3</sup> Shareholders Pooling Agreement between major shareholders in the Vontobel families. The earliest possible date for termination of the core pool is the end of 2026, while the extended pool was concluded for an indefinite period of time.

<sup>4</sup> Source: Bloomberg



1.52

Shareholders' equity  
(in CHF bn.)

—

19.3%

CET1 capital ratio

—

12.9%

Return on equity

—

20.7%

Total shareholder  
return  
(first half year)<sup>4</sup>

## Award-winning businesses

Vontobel Asset Management has been selected by Citywire Asia as “Best Group” in the categories “Emerging Markets Debt – Hard Currency” and “Chinese Equity.”



In the current Extel Survey 2017, the Vontobel Brokerage team ranked as the leading institution for Swiss equities for the seventh year in a row.



At the 2017 Swiss Derivative Awards, Vontobel won three Awards: “Best Product on Alternative Underlyings,” for the fourth year in a row “Best Market Maker Leveraged Products” and for the seventh time in a row the first prize for “Top Service.”



“Investment Week” recognized the English fixed-income boutique TwentyFour, which belongs to Vontobel Asset Management, as “Specialist Fixed Income Group of the Year.”



# Discovering identity in the National Museum Zurich



Photo: © Swiss National Museum

Extension to the National Museum Zurich

**“The History Laboratory offers young people the chance to experience history interactively.”**

Andreas Spillmann

— In the context of a public-private partnership, Vontobel is supporting the History Laboratory, which has been an integral part of the rich offering of the National Museum Zurich since the summer of 2017. Aimed at young people of different ages, the History Laboratory invites visitors to come to grips with the past in a revealing, research-based way. A particular feature is the attention paid to visitors’ own history.

— Where do I come from? Where does my family come from? In what kind of society do I live? How do people live together in Switzerland? How has Switzerland become the country in which I live today? People growing up ask themselves questions such as these. In search of their own identity, they question their surroundings and look for answers to their own history, the history of their origins and the origin of the country in which they are growing up.

**“Examining history promotes the understanding of the present.”**

Zeno Staub

— “The History Laboratory impressively demonstrates the potential of a collaboration between a museum and a private company. It offers young people the opportunity to experience history interactively and thus to explore their own past as well,” says Andreas Spillmann, Director of the Swiss National Museum, the umbrella organization to which the National Museum Zurich belongs.

— As an extracurricular educational center, the museum’s History Laboratory offers school classes the opportunity to try out historical learning that is based on discovery and research, while geared to the present day. “Examining history promotes the understanding of the present and creates the basis for a tolerant, benevolent attitude toward our fellow human beings. As a globally active company, we are vitally aware of the importance of such values,” explains Zeno Staub, CEO of Vontobel. The young participants keep the results of their research at the History Laboratory in an album that they design individually or in groups.

At Vontobel, we actively shape the future.  
We master what we do – and we only do what we master.

From Zurich, Frankfurt am Main and London  
over New York and Dubai to Hong Kong – throughout  
22 offices, we service our clients.

Find an overview of all our offices on  
[vontobel.com](http://vontobel.com)

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