



Knowledge is power.
Information is liberating.
Education is the
premise of progress,
in every society,
in every family.

Kofi Annan

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B360 education partnerships in a nutshell

B360 education partnerships applies a highly successful formula. We facilitate know-how transfer between European professionals and African students. We send European experts south to teach at institutes of higher education in Southern Africa on a volunteer basis. At the same time, we send African students north to complete internships in European companies. The result is a win-win situation for all parties involved.

To reach its goals, *B360 education partnerships* collaborates directly with institutes of higher education in Southern Africa, in areas that can make a significant contribution to mid- and long-term economic and social development. Targeting these needs, we recruit volunteer lecturers from the European public and private sectors, to create and deliver relevant content for teaching assignments lasting from 10 days to

several weeks. A key part of the 360° approach is the *B360* internship program for Southern African students in European companies. We organize internships in Switzerland, lasting three months, for top students from our partner universities. These offer a stimulating learning opportunity for both the interns and their host colleagues.

To date we have sent 153 experts on volunteer assignments to four partner universities; 12'750 students benefitted from class room training in Southern Africa and at the same time, 35 internships took place in Switzerland. Overall our experts, supporters and the *B360* team have spent 43'730 volunteering hours since the start in 2009.

B360 education partnerships (B360) set records in both programs, «Sending North» and «Sending South», in 2016. We successfully arranged 12 internships in Switzerland and 28 expert assignments in Southern Africa. The significant growth stretched our finances and operations, but also highlighted the fact that our approach of seeking a good balance between continuity and continuous change works well.

Since 2010 we have been sending volunteer experts to the engineering, health-, human- and management-sciences faculties at our partner universities, thereby supporting capacity building in a sustainable way. Every year students get insight into how theory is applied in the working world and have the opportunity to work with international professionals. The mix between experienced and new *B360* experts tends to be close to 50 percent and ensures continuity as well as new viewpoints and ideas.

All around the world things are changing rapidly. This is also true at our partner universities. We review on an ongoing basis where and how we can best contribute and have an impact with our limited resources. For this reason, we ran several pilot projects this year in the areas of Blended Learning as well as Vocational Education Training. In addition, we developed a model for a career starter week for senior students, which we will pilot in early 2017.

Looking ahead

The planning for 2017 is well underway. We assumed that 12 internships in 2016 would be a one-time success. As things are looking now, we are likely to top the number in 2017. In February, one student will start as an intern at Mediaschneider, and nine students will join Credit Suisse. Haco, Ferrum, SQTS and Zweifel-Pomy Chips have confirmed that they also wish to continue their cooperation with us.

In the «Sending South» program, we had a significant, unbudgeted growth in 2016. To be able to sustain this number of assignments or even grow it, we need additional financial resources. The planning of the first semester with our partner organizations in Southern Africa is almost complete, and the second semester is already well-advanced. 2017 promises to be another interesting year with a good mix of «new and old».

Sabina A. Balmer, President and Director *B360*



B360 Intern Alumni members Nico Matengu, Ilona Shikongo, Hileni Elago, Ndapwa Kwedhi, Daniella Mouton, Ralph Uuyuni and Tomas Shikongo with experts Ludwig Kuster and Dr Stephan Verhasselt and Sabina Balmer.

This year 28 expert assignments took place in Namibia, South Africa and Zambia. Active and retired managers, university lecturers and professors, SME owners, government officials and employees of Credit Suisse (CS), Mediaschneider and Roche went to Southern Africa as B360 volunteers to share their knowledge and experience.

Based on feedback received from students, B360 experts and local lecturers, our goal to create win-win situations for everyone involved was again met in 2016. Below overview shows the areas in which our experts were active last year.

Assignment overview

<i>Partner Universities</i>	<i>Departments</i>	<i>B360 Experts</i>
Namibia University of Science and Technology (NUST)	Blended Learning	Dr Armin Hollenstein (2 assignments)
	Civil Engineering	Ludwig Kuster
	Finance, Accounting, Economics	Omar Gadsby (CS) Carlos Gonzalez (CS) Dr Peter Schmuki
	Food Safety, Occupational Health and Safety	Dr Hans Rudolf Keller Thomas Lüthi Andreas Kilchör Dr Claude Ramseier Dr Rudolf Schmitt Dr Markus Schuppler
	Human Resources	Dr Eva Bilhuber
	Marketing & Logistics	Marianne Egli Stewart McGuire (CS) Jürg Schär Dr Stephan Verhasselt (Roche)
	Mechanical Engineering	Christian Merz
	Vocational Training	Andrea Zeiger Patrick Zeiger
University of Zambia (UNZA)	Mass Communication	Barbara Graf Horka Philipp Semmler Michael Weber
Tertiary School in Business Administration (TSiBA), Cape Town, South Africa	Blended Learning	Dr Armin Hollenstein (2 assignments)
	Entrepreneurship	Urs Bolt (CS)
	Applied Coaching and Mentoring	Susann Bongers
	Entrepreneurial Finance	Paul Monn



Barbara Graf Horka with Mass Comm class



Dr Hans Rudolf Keller in class



Dr Eva Bilhuber and Carlos Gonzalez



Andreas Kilchör on excursion with class



Paul Monn with students



Patrick Zeiger visiting a training center



Hans Jürg Schär with Logistics class



Claude Ramseier teaching EMC course



Omar Gadsby with Finance class



Gelasius Kashweka and Christian Merz

Dr Armin Hollenstein, TSiBA, Blended Learning

«Based on Khan Academy’s documentations and in collaboration with the responsible expert for Mathematics, Tyson Wadeley, my colleague Ernst Elsener and I built two web-based courses for the Mathematics’



Dr Armin Hollenstein tutoring students classes NUM-101 and NUM-102. The aim of our work is to encourage students to develop self-initiative, strengthen mathematical understanding, and to promote practicing routines and a systematic approach to working through content.»

Dr Stephan Verhasselt, NUST, Logistics

«Staying with B360 for two weeks at the Namibia University of Science and Technology (NUST) in Windhoek has been one of the best things I have done this year. To help Namibia a little bit on its path towards a better future has been a really rewarding experience for me. Not only the smiles I received from



Dr Stephan Verhasselt in Logistics class

students in class were rewarding; also the experiences gained from working with local university staff and experts helped me to broaden my horizon during this exciting stay in Namibia.»

Susann Bongers, TSiBA, Coaching and Mentoring

«The preparation and studying of the literature was intensive. I already knew a lot, but some things were new for me. I had many questions: «What is the learning culture like in post graduate programs in South Africa?», «How much know-how do the students already have?», «How can I contribute with my experience and know-how?», «How will the contact with the students be?»



Susann Bongers with Pearl Pugin and Reidwaan Jawoodeen

All these questions created a bit of anxiety and pushed me to be prepared as well as possible, keeping in mind that I needed to stay open-minded to what students would bring to the classroom.»

Urs Bolt, TSiBA, Entrepreneurship

«To support entrepreneurs, one should have some understanding of what entrepreneurship is about. And so it was fitting that TSiBA’s Post-Graduate Diploma in Small Enterprise Consulting program for 2016-17 kicked off in March with



Urs Bolt in class

the scrutiny of entrepreneurship and its main agents. My focus in the weeklong Entrepreneurship course was on experiential learning and drawing participants into the process of knowledge creation. At times, this meant debates would reach very high temperatures as participants threw their viewpoints into the melting pot.»

Dr Rudolf Schmitt, NUST, Environmental Health and Safety

«Students greatly enjoyed the lab practicals. They were very keen to do the microbiological analysis of food and water as well as a hygiene control in the kitchen of the hotel school. This practical training is



Dr Rudolf Schmitt with class

very important for the future EHS Practitioners because they have to learn how to identify hygienic issues and how to take samples correctly.»

**Dr Eva Bilhuber, NUST,
Human Resources and Research
Consultancy**

«Students were given a true problem case at NUST as assignment of the whole course: How to introduce foreign guest lecturers effectively but also efficiently to the student life at NUST. We asked them to design and deliver a short 3-5 minutes self-learning program about important aspects of the student life at NUST from their viewpoint.



Dr Eva Bilhuber with Cynthia Kauami

I was very impressed how seriously students took this assignment. We ended up with 12 groups that submitted their work results in time. I was deeply impressed with their openness towards running this project assignment. I think it was a great way to bring students to practice.»

**Dr Markus Schuppler, NUST,
Bio Medicine**

«My mission was to cover the Food and Water Microbiology part of the Medical Microbiology III course. During the first week, the days were divided into two lessons in the morning and two lessons during the afternoon. The second week was loaded with excursions to diagnostic laboratories and fisheries, a public lecture, assessment of students learning, and a concluding discussion.



Dr Markus Schuppler in the laboratory

As this was the first assignment of an expert in the Biomedical Sciences Program, it was important for me to ascertain that my contribution provided an added value to the education of the students. It therefore was great to see that the students were already able to implement their theoretical knowledge into practice during the excursions.»

**Andrea und Patrick Zeiger, NUST,
Vocational Education Training**

«After visiting vocational education training centers, sitting in classes and holding many discussions with local lecturers, we had a good overview of the Namibian education



Andrea Zeiger at vocational education training

system. We then were invited to take part in workshop sessions of the NUST VET lecturers. The team impressed us with their motivated and self-critical approach and how open they were to review and discuss our suggestions for the revision of the three-year training

course for vocational education instructors. In the lively workshop the advantages of the Swiss vocational education training system were discussed and possible translations into the Namibian reality reviewed.»

**Dr Peter Schmuki, NUST,
Economics**

«This was already my third trip to Windhoek to work as a volunteer lecturer at the Department of Accounting, Economics & Finance. After the usual warm-up phase during which the students had to get used to a new face in front of the class, we started to have lively discussions, both on the topics of the lectures themselves, as well as about many other subjects that the students brought



Dr Peter Schmuki with class

up. With a good number of them, I also met one-on-one outside the classroom to discuss individual questions/issues they were interested in. It was great to see how the students applied themselves to the material we discussed. The quality of the case study they had to complete during the second week in many instances was on a very high level.»

**Stewart McGuire, NUST,
Logistics**

«I am lucky enough to still be in touch with my strategy professor from the business school I attended – Brian Silverman. He has been instrumental in helping me figure out what the heck I’ll be doing in front of students for two weeks. One of his first suggestions was to use The Beer Game (which is NOT a drinking game). It’s a simulation developed



Stewart McGuire with Logistics students

by MIT over 50 years ago that lets students experience the challenges of managing a supply chain. It was good fun, and we talked about the ‘bullwhip effect’ for the remainder of the class. I was a bit nervous at first as the simulation requires a networked computer with the latest Java applet and a large-screen projector – but everything worked great! The students really got into it, and there were more than a few laughs as inventories began to spiral out of control.»

**Marianne Egli, NUST,
Marketing**

«One of the positive aspects of my repeated assignments is that the local lecturers now know me well and we have been able to build up a great deal of mutual trust. In this



Marianne Egli with Marketing class

way, subjects can be tailored to the curriculum much more efficiently and supplemented in a meaningful manner through international and local examples. Good teamwork between the Namibian lecturers and the B360 experts clearly generates added value for the class too, since it allows matters to be presented from different perspectives, and new ideas to be developed.»

**Philipp Semmler and
Michael Weber, UNZA,
Mass Communication**

«UNZA is facing challenging times. It is election year in Zambia. UNZA is closed because of student riots. The issue is that the money the students should receive for food is not being paid. This is a big problem because many students survive on this subsidy of 50 francs per month. The interruption of the payment created many problems and resulted in a two-day student protest against the government. The government’s reaction to these protests seems absurd from a Swiss perspective. The university was closed for an undetermined period of time and the students were exmatriculated. The students were forced to leave the university campus within 6 hours. This was dramatic as many students live



Michael Weber and Philipp Semmler with Mass Comm students

on the campus and come from far away. The closure of the university combined with the cessation of the benefit payment caused serious problems for the students. Overnight, food and a place to sleep were no longer guaranteed.

Nevertheless, the department of Mass Communication at UNZA managed to motivate 27 third-year students for our project, and our lectures were able to start as planned, despite the difficult circumstances.

The fact that all students participated on a voluntary basis proved to be ideal. We encountered highly motivated and interested young people – personalities with visions for their country and their future.

In our project, we focused on four main topics. Firstly, we updated the online newspaper lusakastar.com, which we had established four years ago. Secondly, we trained the students on the new publishing system. Thirdly, we held lectures on the history of the internet, writing for the web and for social media. Finally, we also held different workshops with the aim to teach the future journalists about professional project management as well as analysis and publishing skills for digital projects.»

We were taken by surprise when we realized that the number of internships would more than double in 2016. The two departments at Credit Suisse with which we have been working since 2011 reached out to colleagues and managed to secure five additional internships at Credit Suisse. In addition, we were very happy that Zweifel Pomy-Chips AG joined as a new partner company and that HACO, SQTS and Ferrum again offered internships in 2016. One South African, nine Namibian and three Zambian students were selected for the unique opportunity to be B360 interns in Switzerland in 2016.

<i>Company</i>	<i>Intern</i>	<i>University</i>	<i>Field of study</i>
Credit Suisse	Bupe Chitumbo	UNZA	Economics
Credit Suisse	Isaac Dyantyi	TSiBA	Business Administration
Credit Suisse	Eben Ezer Shimwino	NUST	Finance & Accounting
Credit Suisse	Johannes Indongo	NUST	Human Resources
Credit Suisse	Nambahu Jatileni	NUST	Economics
Credit Suisse	Nampaka Nkumbula	UNZA	Economics
Credit Suisse	Ralph Uuyuni	NUST	Finance & Accounting
Ferrum	Justina Ambuga	NUST	Mechanical Engineering
HACO	Ndaindila Haindongo	NUST	Environmental Health and Safety
Mediaschneider	Kasole Sakavuyi	UNZA	Mass Communication
Swiss Quality Testing Services SQTS	Liopa Haidula	NUST	Bio Medicine
Zweifel Pomy-Chips	Paulus Shinana	NUST	Environmental Health and Safety



Exciting moment: mentors from Credit Suisse and Mediaschneider meet their interns on the first day at work in February 2016.



Nambahu, Johannes, Irene Kupper



Paulus with host family Blumenthal



Kasole with Interactive Department team of Mediaschneider



Justina with Madeleine and Amina Abdulkadir



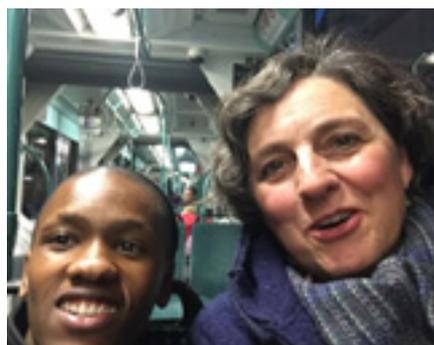
Thomas Lüthi meets interns on departure



Liopa with host family Reutegger



Ndaindila with hosts Maria and Hans Rudolf Keller Fuchs



Gcobani and Christine Wepfer



Jeannine Villiger and Remo Lütolf with Kasole



Johannes with Eben and Kasole

Johannes Indongo, HR Talent Development, Credit Suisse

«I came to Credit Suisse with the aim and hope that I would develop my teamwork skills. I have continuously been encouraged to contribute to discussions and make suggestions in meetings, which boosted my self-esteem and made me feel like a valued member of the team. The best thing about my internship was that I was not isolated as an intern but did the same work as a trainer. This was a chance of networking and understanding other people’s culture and helped me to decide my future career direction.»



Ndaindila with HACO Team

Ndaindila Haidongo, HACO

«I have not only developed myself as an individual, I have also enhanced my teamwork and practical skills. I believe my internship at HACO gave me the opportunity to be accepted at the best university in the Netherlands, Wageningen University & Research (Master of Science in Food Safety). The skills, knowledge and most importantly the notion of pre-

cision and accuracy that I have acquired shall contribute to Namibia’s Food Industry upon the completion of my Master’s degree.»

Justina Ambuga, Ferrum

«The internship at Ferrum was very interesting and productive, and I have learned a lot about Mechanical Engineering duties. The tasks that I was assigned were fascinating, and



Justina with mentors at Ferrum

I was given the opportunity to analyze and solve technical problems. In general I felt really comfortable at my workplace. My colleagues were friendly, helpful and open-minded.»

Paulus Shinana, Zweifel Pomy-Chips

«My internship at Zweifel Pomy-Chips gained me experience on how to adapt to a new working environment and to work with people from other countries with different cultures. It helped me to apply the theory that I have learned in school especially in the area of food safety, which expanded my practical skills. I have gained a good teamwork



Paulus with Zweifel Pomy-Chips team

spirit as well as administration, communication, interpersonal and time management skills, to mention just a few, that helped me to prepare for the industry in the future.»

Kasole Sakavuyi, Mediaschneider

«When I first arrived, I had very basic knowledge about advertising. I was trained in the various work methods and within a short time, I was able to fulfil the requirements of my contract as a media planner whilst performing other tasks too. I can now confidently work in an advertising agency after having gained this amazing experience. I am thankful for how the team integrated me and let me become one of them.»



Kasole at work

Liopa Haidula, SQTS

«These 3 months have been an eye-opener to me in so many ways. From the very first day, my work colleagues have been caring and willing to explain to me things I did not understand. I worked in the Microbiology, Chemistry and Molecular Biology departments of the laboratory at SQTS in Courtepin.»



Liopa with SQTS management team



Gcobani and Ralph

Gcobani Dyantyi, Business Management Core Investments & Index Solutions, Credit Suisse

«I have been challenged by my team members on how effective I can be on delivering my work, and I have enjoyed the challenge. The people I was working with were so supportive and all willing to share their knowledge. All I acquired from my team, I used to make my daily business activities more pleasant and interesting.»



Ralph with Silvia Staub and Chris Sievers

Ralph Uuyuni about Family Sievers, Horgen

«Chris, Silvia and Damian, the family I stayed with, did not make me feel like a visitor as I was able to move around the house independently. I was going to places like Arosa which to me was the best place for skiing in Switzerland. I moved around with the family and sometimes I stayed alone at home just as I would in Namibia. When coming home from work we talked about our day and laughed our way to sleep.»

Nambahu Jatileni about Family Liebich, Zurich

«My host family really integrated me well. We had lunch with their friends and visited other family members and friends. Through interaction with other people, I learnt social etiquette from different parts of Switzerland, as well as useful phrases of different languages.»



Franziska Liebich with Nambahu

Bupe Chitumbo about Family Gantenbein, Adliswil

«My host family, the Gantenbeins, made sure I got the most out of my stay in Switzerland. For example, we had constructive discussions after dinner, or they took me to Lucerne for the carnival and to Liechtenstein where I visited a number of historical buildings. My guest family was very sporty. That is something I did not initially cherish, but with time, biking became an enjoyable activity for me. Mingling with the Gantenbeins's children, Silvan and Annina, enabled me to gain insight into a typical Swiss lifestyle.»



Dieter and Dr Corinne Gantenbein welcome Bupe

Eben Ezer Shimwino about Family Moll Erdösi, Feldmeilen

«At home, I had a wonderful and memorable experience staying with my host parents. They assisted me



Lotti Moll and Peter Erdösi with Eben

in all aspects, regardless of where I was. It was amazing to stay with people who only said positive things about me, who consistently told me that I could achieve great things and in anything «one can always try».»

Nampaka Nkumbula about Family Rossides Zogg, Zurich

«My stay with my host family was simply awesome. Elena and Phillip were supportive of me in everything



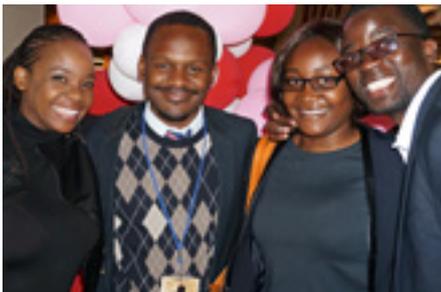
Phillippe and Elena with Nampaka

I endeavored to do and did their best to make me feel as comfortable and as much at home as possible. They also gave me the freedom to be independent and very comfortable at home. When I felt challenged at work, they were always there to offer advice and a listening ear.»

The B360 alumni group is growing steadily. Since 2011, 35 students from Southern Africa have completed internships in Switzerland. All our former interns are either finalizing their studies, working in their home countries or studying for a further degree. The B360 alumni have become an important pillar in the B360 network. They provide helpful advice for departing interns and most importantly, they are a growing network of young professionals who can contribute towards capacity building in Southern Africa.

Mukuka Mulenga, first Zambian B360 intern

«9th September 2013 marked the beginning of a truly enriching chapter of my life. I was to be the first Zambian B360 intern at Credit Suisse in Switzerland! The Zambian B360 alumni chapter has since then been growing fast and will soon boast of



B360 intern alumni Zambia: Nampaka Nkumbula, Mukuka Mulenga, Kasole Sakavuyi and Bupe Chitumbo

seven members in 2017. It is my hope that this group will continue to foster the values of B360 and contribute towards the growth and objectives of the organization.

In reflecting on the B360 experience, I can attest that it has accorded us (the alumni) with professional etiquette, organizational skills, soft and hard skills in Microsoft software applications, insight into the business world and most importantly, prompt time keeping. Socially, we have gained new families, friends and professional acquaintances. The internship accorded us an opportunity to see the world and expose our thinking to how best we could add value to our countries, places of work and indeed our

communities. It still today helps us to always create a win-win situation in all engagements, and be better team players that always try to think outside the box, in order to come up with simple and practical solutions to complex problems. It has exposed us to a network of great professionals and mentors whose influence still lingers on. This has only been made possible through the unwavering commitment and continued support of all donors, sponsors and co-operating partners. Being part of B360 has been a rewarding enrichment that has helped us realize the importance of mentorship and the value of being part of a global community.»

B360 alumni meeting in Namibia

On March 12, 2016, we had our third alumni meeting in Namibia. The program consisted of presentations and a roundtable discussion followed by a dinner. We were lucky to have very experienced Namibian professionals speak to the group. Brownny Mutrifa, Albertina Ngurare, Marthinuz Fabianus and Ivin Lombard shared their experience and insight into different aspects of work-life in Namibia. Topics addressed were: «What are employers looking for when hiring employees?»; «Women in the corporate work»; «Job hopping, long-term



employment or starting an own business?»; «Is there room for good citizenship in today's working world».

B360 Intern Alumni Meeting at NUST with Vice Chancellor Tjivikua and guest speakers

B360 alumni overview 2011-2016

<i>Intern</i>	<i>Company</i>	<i>Field of study</i>	<i>Current occupation</i>
Ambuga Justina	Ferrum	Mechanical Engineering	Graduation in 2018
Andreas Ruth	KPMG	HR	Laurelton-Reign Diamonds
de Koe Nancy	Credit Suisse	Finance & Accounting	Office of the Auditor General
Chitumbo Bupe	Credit Suisse	Economics	Innovation for Poverty Action
Dyantyi Gcobani	Credit Suisse	Business Administration	Graduation in 2017
Edward Martin	Credit Suisse	HR	Oshikuku Town Council
Elago Hileni	Credit Suisse	Economics	Bank Windhoek
Haidula Liopa	SQTS	Bio Medicine	Graduation in 2017
Haindongo Ndaineila	HACO	Food Safety	Graduation in 2017
Haludilu Selma	Credit Suisse	Finance & Accounting	Momentum Asset Management
Hanhindi Martha	SQTS	Food Safety	Graduation in 2015
Indongo Johannes	Credit Suisse	HR	Junior Trainer, Training and Development, Ondangwa Town Council
Jagger Charmain	Credit Suisse	Economics	Volunteer in Christian organization
Jatileni Nambahu	Credit Suisse	Economics	Trainee Bank of Windhoek
Kaapangelwa Ndapewa	Credit Suisse	Finance & Accounting	Postgraduate studies, Rhode University, South Africa
Kaindume Jason	Credit Suisse	Economics	Investec Asset Management Namibia
Kaimbi William	Coop	Food Safety of Russia	Medical studies at People's Friendship University
Kwedhi Ndapwa	Credit Suisse	Economics	Pointbreak Investment and Wealth Management
Keendjele Justina	Chocolat Frey	Food Safety	National Oil Facilities Project (Ministry of Mines and Energy)
Lifasi Michael	SQTS	Food Safety	Ministry of Health & Social Services
Matengu Nicco	SQTS	Food Safety	Ministry of Health & Social Services
Mouton Daniella	SQTS	Bio Medicine	Graduation in 2017
Mulenga Mukuka	Credit Suisse	Economics	Zambia Revenue Authority, Lusaka
Mushongo Christalin	HACO	Food Safety	Graduation in 2016
Nangolo Rosalia	HACO	Food Safety	Graduation in 2016
Nkumbula Nampaka	Credit Suisse	Economics	Indaba Agricultural Policy Research Institute
Sakavyuyi Kasole	Mediaschneider	Communication	Graduation in 2017
Shatumbu Saara	SQTS	Bio Medicine	Masters degree at Imperial College, UK, in 2016
Shikongo Ilona	Credit Suisse	Economics	First Capital Namibia
Shikongo Tomas	Ferrum	Mechanical Engineering	Graduation in 2017
Shimwino Eben Ezer	Credit Suisse	Finance & Accounting	Graduation in 2017
Shinana Paulus	Zweifel Pomy Chips	Food Safety	Graduation in 2017
Shipanga Leena	Credit Suisse	Finance & Accounting	EY Ernst&Young, Windhoek
Uusiku Elise	Deloitte	Economics	Ministry of Trade and Industry, Katima Mulilo
Uuyuni Ralph	Credit Suisse	Finance & Accounting	Graduation in 2017

Where there is no location mentioned, the alumni are working in Namibia

B360 Impact

Number of	2016	2009-2016
Students taught	2'300	12'750
Lectures held (incl. coaching)	1'210	8'640
Internships in Switzerland	12	35
B360 experts in Namibia	20	117
B360 experts in Zambia	3	24
B360 experts in South Africa	5	12
Co-teaching and coaching partners	250	1'525

Volunteering – the foundation of B360

Number of	2016	2009-2016
Volunteer hours of experts	3'930	25'930
Other volunteer hours	2'500	17'800
Approximate market value of expert volunteer hours in CHF	801'000	5'189'000
Approximate market value of other volunteer hours in CHF	499'000	3'511'000

Finances and Operational Efficiency

During 2016, B360 was able to raise CHF 228'000 (2015: CHF 240'000). The challenging fundraising environment and a large one-off donation in 2015 are the reasons for the lower 2016 result in comparison to 2015. The donations received combined with efficient processes and many extra miles of the B360 team, however, still enabled the association to implement more assignments in 2016 and plan for a similar number in 2017.

The B360 experts continue to teach as volunteers and therefore do not receive a salary or consultant fee. The volunteer expert contribution during 2016 represented a value of approximately CHF 801'000 (2015: CHF 638'000) if the experts had been paid at market prices. The amount is higher than last year due to a larger number of assignments.

In 2016 PR, translations, proofreading and graphic design work were again done on a pro bono basis and the office space continues to be sponsored to a large extent by a third-party supporter.

B360 follows the cost structure and allocation method of ZEWO (Swiss monitoring agency for charitable fundraising) and the financial accounting is done in line with Swiss GAAP FER 21 standards for charitable, social and non-profit organizations. Given the unique operating model of B360, which is based on volunteer

expert work, the value of these contributions needs to be taken into account for the purpose of calculating the cost ratios. ZEWO recommends that at least 65 % of costs are project-related and a maximum of 25 % of costs are used for marketing and advertising. On average, the cost structure of ZEWO certified organizations are: 75 % for project cost, 10 % for fundraising and 13 % for administrative cost. Based on the approximate market value of the experts' time, B360's project cost ratio is over 90 % (2015: 90 %), the marketing and information as well as the administrative ratios together are less than 10 % (2015: 10 %) of total cost, reflecting the high efficiency of the B360 operating model.



UNZA student studying

Balance Sheet as of December 31

Appendix

31.12. 2016 / CHF

31.12.2015 / CHF

ASSETS			
Current Assets			
Cash in hand and at bank		280'453	236'436
Prepaid expenses and accrued revenues	4	11'994	14'549
Total Current Assets		292'447	250'985
Total Assets		292'447	250'985
LIABILITIES, FUNDS AND CAPITAL			
Liabilities			
Deferred income	5	0	0
Total Liabilities		0	0
Funds Assets			
Earmarked projects	6	0	0
Total Fund Assets		0	0
Organization Capital			
Organization capital per 01.01.		250'985	194'725
Net results for the year		41'462	56'260
Total Organization Capital		292'447	250'985
Total Liabilities, Funds and Capital		292'447	250'985

Financial Outlook 2017

B360 plans and operates on a long-term basis. Expert assignments and internships are generally decided six to twelve months in advance and therefore the financial resources to make these commitments need to be available. Even though the assets at year-end might look promising, the money is already committed in 2017. Donations are urgently needed to cover all 2017 costs and to enable long-term planning on a rolling basis.

The 2016 Statement of Operations shows total expenditure flat to last year in spite of the increased number of assignments and internships. This result was possible, mainly thanks to the extra efforts and efficiency of the B360 team and the pro bono support received. Due to expected staff changes, the costs for 2017 are budgeted higher than the actual costs in 2016. Therefore successful fundraising in 2017 is essential.

Statement of Operations from 01.01.-31.12.		<i>Appendix</i>	2016 / CHF	2015 / CHF
CONTRIBUTIONS AND DONATIONS				
Donor contributions (non-earmarked donations)			220'525	238'733
Earmarked donations			8'000	3'600
Total Contributions and Donations			228'525	242'333
EXPENDITURE				
Project expenditure		7	95'202	91'080
Project related expenditure		8	17'789	23'364
Administrative expenditure		9	22'695	29'786
Fundraising and information expenditure		10	51'242	43'629
Total Expenditure			186'928	187'859
Sub-Total 1			41'597	54'474
NET FINANCIAL INCOME / EXPENDITURE				
Financial result			-135	36
Total Net Financial Income / Expenditure			-135	36
Sub-Total 2 (before net surplus/deficit from funds)			41'462	54'510
Net Surplus/Deficit from Funds				
Allocation of earmarked funds education			8'000	3'600
Usage of earmarked funds education			-8'000	-5'350
Total Net Surplus/Deficit from Funds			0	-1'750
NET RESULT FOR THE YEAR				
			41'462	56'260
Allocation of the net result for the year: to Organization Capital			41'462	56'260
STATEMENT OF CHANGES IN CAPITAL (in CHF)				
Organization Capital				
Opening balance as of 01.01.			250'985	194'725
Net result for the year			41'462	56'260
Closing balance as of 31.12.			292'447	250'985
Funds Capital				
Opening balance 01.01.			0	1'750
Allocation to earmarked funds education			8'000	3'600
Use of earmarked funds education			-8'000	-5'350
Closing balance per 31.12.			0	0

APPENDIX

General Accounting Principles

1. Principles and Organization

1. Legal Form and Foundation «B360 education partnerships» (B360) is an association according to Art. 60-79 ZGB (Civil Code) and was founded 2011. The association is tax exempt in the Canton of Zug.

2. Domicile The association is domiciled in Zug.

3. Purpose B360's purpose is to contribute towards the global goal to build capacity in higher education in emerging and developing countries, and to create awareness in the public in Switzerland and other countries of the existing challenges.

The association facilitates know-how exchange between companies, institutions, individuals in Switzerland and institutions and the private sector in developing and emerging countries. In addition, the association can take measures to support the improvement of education levels in developing and emerging countries as well as to help individuals to build a solid basis for their livelihood and be successful in the working world.

2. Basic Principles of Financial Accounting

The accounts of B360 are rendered on the basis of the Core-FER and SWISS GAAP FER 21 accounting recommendations and provide a true and fair view of the financial position and the results of operations. As a social, non-profit organization, B360 adheres to Core-FER and Swiss GAAP FER 21. B360 is a small non-profit organization according to Swiss GAAP FER 21.

The financial statement was established based on the principle of going concern and materiality.

Expenses and income are accounted on an accrual basis appropriate to the period.

3. Accounting and Valuation Principles

General information

In principle, acquisition or manufacturing costs are applied in the financial statements. The accounting records are maintained in Swiss francs. The most significant accounting principles are described below:

Cash and cash equivalents and marketable securities

This position includes cash in hand and at banks. The valuation is done at market value on the balance sheet day.

Transitory items

This position comprises prepayments and accrued revenues on the one hand, accrued liabilities and deferred income on the other. The valuation is based on the nominal value less necessary adjustments.

Earmarked funds

Contributions (donations) earmarked for certain projects are allocated to the relative funds. Their usage is also project related. Any surplus or deficit from a completed project will be settled by the relief fund. Surplus from not yet completed projects will be allocated at year-end to the earmarked fund position.

Organization capital

This position comprises the capital usable within the statutory purpose.

Contributions and general purpose donations

The contributions and donations consist of Friends donations and voluntary contributions and donations. Friends donations are annual contributions of CHF 500 for individual persons and CHF 800 for couples and families. It is to be noted that this is not a membership. For voluntary contributions and donations the CHF amount can be freely chosen.

4. Prepaid Expenses and Accrued Revenues 2016 / CHF 2015 / CHF

Pension fund contribution	3'869	8'807
Accident and sickness allowance insurance	1'443	1'953
Flights	3'704	2'090
Visa	0	479
Rent	500	500
InterNIC domain name B360	49	0
Balance pension contribution 2016 for 2017	2'429	0
Transfer mistake bank	0	142
Paypal donation	0	578
Total Prepaid Expenses and Accrued Revenues	11'994	14'549

5. Deferred Income

Contributions	0	0
Total Deferred Income	0	0

6. Earmarked Funds Education

Opening balance as of 01.01.	0	1'750
The Usitawinetwork Club Zurich	3'000	3'600
Micro Secondment contribution Roche	5'000	0
Expenses expert assignment and internships	-8'000	-5'350
Total Earmarked Funds Education	0	0

7. Project Expenditure

Personnel related expenditure	51'936	54'857
Travel expenditure experts	35'722	26'855
Travel expenditure interns/lecturers	7'544	9'368
Total Project Expenditure	95'202	91'080

8. Project Related Expenditure

Personnel related expenditure	17'331	18'249
Travel expenditure	10	102
Other expenditure	448	5'013
Total Project Related Expenditure	17'789	23'364

9. Administrative Expenditure

Personnel related expenditure	9'488	13'595
Expenditure for IT	438	2'223
Expenditure for telephone and stamps	2'490	2'999
Accounting and other services expenditure	436	349
Other expenditure	9'843	10'620
Total Administrative Expenditure	22'695	29'786

	2016 / CHF	2015 / CHF
10. Fundraising and Information Expenditure		
Personnel related expenditure	28'726	29'397
Expenditure for fundraising event	13'491	7'088
Expenditure for fundraising and information material	851	376
Expenditure for annual report production	1'405	1'319
Other expenditure	6'769	5'449
Total Fundraising and Information Expenditure	51'242	43'629
11. Personnel Related Expenditures		
Salaries	91'721	98'100
Auxiliary staff costs (AHV/IV/EO/ALV)	7'429	8'559
Pension fund contribution	6'377	8'055
Accident and sickness allowance insurance	1'953	1'384
Total Personnel Related Expenditure	107'480	116'098
12. Compensation to the Members of the Governing Bodies		
President and director	50'706	50'847
Employees of B360 office	45'721	52'100
Board and advisory board members (travel assignment costs only)	3'863	2'080
Total Compensation to the Members of the Governing Bodies	100'290	105'027

The board of directors and the advisory board work pro bono and without expenses. Expenses are only paid in case of international travel for B360 and only cover travel costs.

13. Pro Bono Services

The experts perform their lecturing services on a pro bono basis. The flight to Southern Africa is paid by B360 if no other means of funding can be found and the partner universities provide accommodation for the experts. In addition B360 receives pro bono services in Switzerland, for example in the areas of graphic design, translations, photography.

PERFORMANCE REPORT

The association B360 facilitates know-how transfer between European experts and African students. European experts teach at universities in Africa on a voluntary basis, and African students complete internships in European corporations. The bottom line is a win-win situation. In 2016, 28 expert assignments were arranged in Southern Africa and 12 Internships in Switzerland. In 2017, 14 internships and approximately 26 expert assignments are planned.

It is very important that the benefits and added value of the work of B360 is evaluated. For this reason, all the experts are asked to document their activities and contacts prior to, during and after their assignments. Not only quantitative information is gathered, but also qualitative evaluations are important for the overall assessment of B360.

Qualitative information is obtained in various ways. Most B360 experts test their students at the end of the assignment, or the project work is evaluated together with the local lecturers. The results are part of the semester grades. In addition, feedback is systematically collected to ensure that the expert assignments achieve the objectives and bring the desired benefit to all stakeholders.

B360 Impact

Numbers	2016	2009-16
Students taught	2'300	12'750
Lectures held (incl. coaching)	1'210	8'640
Internships in Switzerland	12	35
B360 experts in Namibia	20	117
B360 experts in Zambia	3	24
B360 experts in South Africa	5	12
Co-teaching and coaching partner	240	1'515
Total volunteer hours of experts	3'960	25'960
Pro bono/other volunteer hours	2'500	17'800

A risk analysis is performed annually and the major risks are discussed regularly at board meetings. The Board is of the opinion that the risks are adequately managed.

Board of Directors:

Mrs Sabina Balmer, Member of the Board of Directors since 2009
 Mrs Marianne Egli, Member of the Board of Directors since 2010
 Mr Rudolf Schmitt, Member of the Board of Directors since 2013
 Mr Peter Schmuki, Member of the Board of Directors since 2009
 Mr Albert Zwicker, Member of the Board of Directors since 2013

Office:

Mrs Sabina Balmer, Director
 Mrs Sandra Weidmann, Deputy Director
 Mr Olivier Fischer, Website Management

The statutes date from May 13, 2014. The original statutes dated June 23, 2009 were revised and supplemented on November 29, 2011 and May 13, 2014.

Buchhaltungs- und Revisions- AG, Zug have been the auditors since 2009.

**REPORT OF THE STATUTORY AUDITORS
ON THE LIMITED STATUTORY EXAMINATION**

to the association meeting
of **B360 education partnerships**, Zug

As statutory auditors, we have examined the financial statements (balance sheet, statement of operations, statement of changes in capital and notes) of **B360 education partnerships** for the year ended December 31, 2016. In accordance with Swiss GAAP FER 21 the content of the performance report does not need to be audited by the auditors.

The board of association is responsible for the preparation of the financial statements in accordance with Swiss GAAP FER, the legal requirements and the statutes. Our responsibility is to perform a Limited Statutory Examination on these financial statements. We confirm that we meet the licensing and independence requirements as stipulated by Swiss law.

We conducted our examination in accordance with the Swiss Standard on the Limited Statutory Examination. This standard requires that we plan and perform a Limited Statutory Examination to identify material misstatements in the financial statements. A Limited Statutory Examination consists primarily of inquiries of company personnel and analytical procedures as well as detailed tests of company documents as considered necessary in the circumstances. However, the testing of operational processes and the internal control system, as well as inquiries and further testing procedures to detect fraud or other legal violations, are not within the scope of this examination.

Based on our Limited Statutory Examination, nothing has come to our attention that causes us to believe that the financial statements do not give a true and fair view of the financial position and the result of operations in accordance with Swiss GAAP FER and do not comply with Swiss law and the statutes.

Zug, January 10, 2017 /4

brag
Buchhaltungs und Revisions AG



Michael Annen
Licensed audit expert
Auditor in charge



Cornelia Avenell-Aschwanden
Licensed audit expert

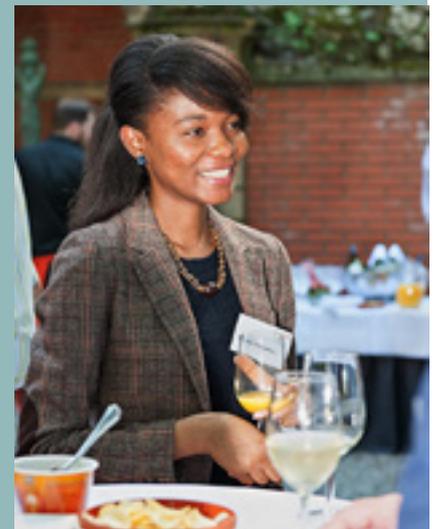
Enclosures:

- Financial statements (balance sheet, statement of operations, statement of changes in capital and notes)

Stefan Scherrer (right) and Daniel Gasser, our internship sponsors at Credit Suisse, received the Credit Suisse Corporate Citizenship award for their support of the B360 internship program, handed over by Tim Blackwell (left).



The 7th Rietberg event again took place in splendid weather with the largest number of guests ever. A special highlight was that Saara Shatumbu, a B360 alumni member, was able to attend and hold a speech.



Tabea La Roche and Allegra Gerber had the idea and took the initiative to bake and sell cakes to support us. They are B360's youngest fundraisers.



We are among the 10 non-profit organizations selected for the Credit Suisse Micro-Donation program.



B360 was invited to participate at the event «Zug für Afrika» as one of 11 non-profit organizations. Marianne Egli, B360 expert and member of the B360 board, helped to fundraise by selling crafts from Namibia and Zambia.

Board Members:



Sabina A. Balmer



Marianne Egli



Dr Rudolf Schmitt



Dr Peter H. Schmuki



Albert Zwicker

Sabina A. Balmer, President and Director of *B360 education partnerships*
 Marianne Egli, Communications Specialist and Senior Advisor
 Dr Rudolf Schmitt, Professor of Food Microbiology and Food Safety at the University of Sion (retired since October 2015)
 Dr Peter H. Schmuki, Attorney-at-Law, retired Investment Banker
 Albert Zwicker, retired Corporate and Investment Banker

Advisory Board Members:



Dr Madeleine Dreyfus



Ernst Elsener



Daniel Gasser



Reto Kuprecht



Christian Merz



Esther Sapi



Hans-Jürg Schär

As of April 2016, Amanda Blair, Janine Rother and Lotti Schneider left the B360 Advisory Board. We thank them for their time and very valuable contributions. At the same time three new members joined. We are very happy that since April 2016, Ernst Elsener, Daniel Gasser and Esther Sapi are part of the B360 Advisory Board.

B360 Team:



Sabina A. Balmer, President and Director
Olivier Fischer, Website Management
Sandra Weidmann, Deputy Director

Accounting: Ivo Kaufmann
 Auditor: Michael Annen, Buchhaltungs- und Revisions-AG, Zug
 Films: Fee Liechti
 Graphic Design: Dieter Egli
 Photos: Barbara Graf-Horka
 Public Relations: Marianne Egli
 Translations and proofreading: Norma and Peter Fischer, Dagmar Kaufmann, Albert Zwicker
 Website: Olivier Fischer

Contact:
 Sabina A. Balmer, Baarerstrasse 78, 6300 Zug,
 sabina.balmer@b360.ch, Tel: +41 41 710 99 16
 www.b360-education-partnerships.org

The following individuals and firms have generously supported us with donations and/or services-in-kind:

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Rosmarie Aschwanden, Zug, CH; Jean-Pierre Awad, Sliema, MT; Rainer Bachmann, Lucerne, CH; Rosmarie and Hansjörg Balmer, Langenthal, CH; Sabina and Christoph Balmer, Zug, CH; Rita Becker, Bad Ragaz, CH; Claudine Bumbacher and Dr Daniel Benninger, Bern, CH; Ruth und Hans Benz, Egg, Zurich, CH; Sabine Bernhard, Zurich, CH; Peter Böni, Riehen, CH; Elfi Bohrer, Galerie für Gegenwartskunst, Bonstetten, CH; Nancy DeLisi, Naples FL, USA; Martina and Jürg Dräyer, Vaglio, CH; Dr Madelaine Dreyfus and Peter Emch, Zurich, CH; Marianne and Dieter Egli, Zurich, CH; Peter Fairley, New York, USA; Michel Favre, Zurich, CH; Patrick M. Flaherty, London, GB; Denise and Helmut File, Zug, CH; Norma and Peter Fischer, Meilen, CH; Barbara and Dr Michael Fischer, Kindhausen, CH; Jürg Fischer, Collonge-Bellerive, CH; Traudel U. Götz, Zurich, CH; Claudia Gravino, Biberist, CH; Prisca Hafner, Horgen, CH; Remo Halter, Sarnen, CH; Rose Marie Hartmann, Egg, CH; Sue and Alfred Heinrich, Meggen, CH; Ursula Herzog, Zug, CH; Joseph Hildbrand, Zurich, CH; Annette Isenschmid, Herrliberg, CH; Ursula Kamer-Weber, Küsnacht, CH; Dagmar and Ivo Kaufmann, Zug, CH; Ernst Kessler, Zurich, CH; Andreas Kröpfl, Bern, CH; Irene and Karl Kupper, Wetzikon, CH; Andrea and Reto Kuprecht, Zurich, CH; Bernhard Lehmann, Uster, CH; Rosmarie and Hannes Leuthold, Andelfingen, CH; John Mathew, London, UK; Helga Meier, Zug, CH; Christl and Kenneth Meszkat, Southampton, USA; Anton Muff, Emmenbrücke, CH; C. and A. J.F. Pereira, Cham, CH; Dr Gabriella Pichert, Zurich, CH; Agnes Reicke and Hannes Glaus, Walchwil, CH;Carolynn Rockafellow and Frank Lopez-Balboa, New York, USA; Sharon Sands, Weedon, UK; Hans-Jürg Schär, Biel, CH; Esther and Dr Rudolf Schmitt, Arbaz, CH; Amanda and Dr Peter Schmuki, St. Julians, MT; Erika and Eugen Schneider, Jona, CH; Dr Lene and Dr Roland Schwärzler, Ebmatingen, CH; Marie-Therese and Dr Daniel Sicher, Gräfelting, DE; Dr Christoph and Silvia Sievers-Staub, Horgen, CH; Angela Sonanini, Thalwil, CH;

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There are further donors and foundations that support us but do not wish to be listed by name.

Volunteers, Experts and Hostfamilies

Madeleine Abdulkadir, Hunzenschwil, CH; Christoph Balmer, Zug, CH; Dr Reto Battaglia, Wetzikon, CH; Rita Becker, Bad Ragaz, CH; Charles Bennett, Suffolk, UK; Dr Eva Bilhuber, Nesslau, CH; Amanda Blair, Bern, CH; Karin and Marco Blumenthal Bearth, Wettingen, CH; Urs Bolt, Zurich, CH; Susann Bongers, Lucerne, CH; Barbara and Dr Lino Camponovo, Humlikon, CH; Greg Collett, London, UK; Stephen Davy, London, UK; Roland Dill, Zurich, CH; Rudy Ditz, Zurich, CH; Marianne Egli, Zurich, CH; Stefan Ehrat, Kilchberg, CH; Ernst Elsener, Cham, CH; Lotti and Peter Erdösi-Moll, Meilen, CH; Reto Fehr, Uster, CH; Sandro Feuillet, Zurich, CH; Norma and Peter Fischer, Meilen, CH; Dr Michael Fischer, Kindhausen, CH; Patrick Flaherty, London, UK; Omar Gadsby, Zurich, CH; Dr Corinne and Dieter Gantenbein, Adliswil, CH; Daniel Gasser, Zurich, CH; Beat Gerber, Zurich, CH; Carlos Gonzales, Dübendorf, CH; Barbara Graf Horoka, Cinuos-chel, CH; Claudia Gravino, Biberist, CH; Jörg Grütter, Bern, CH; Werner Hadorn, Biel CH; Prisca Hafner, Horgen, CH; Dr Armin Hollenstein, Biel, CH; Annette Isenschmid, Herrliberg, CH; Dagmar and Ivo Kaufmann, Zug, CH; Stipe Kelava, Zurich, CH; Dr Hans Rudolf and Maria Fuchs Keller, Bolligen, CH; Andreas Kilchör, Bichwil, CH; Urs Kohler, Bertschikon, CH; Catharina Kreysel, Herrliberg, CH; Karl and Irene Kupper, Wetzikon, CH; Ludwig Kuster, Frauenfeld, CH; Andrea and Reto Kuprecht, Zurich, CH; Franziska Liebich, Zurich, CH; Fee Liechti, Dübendorf, CH; Oliver Loretan, Galgenen, CH; Thomas Lüthi, Bern, CH; Stewart McGuire, London, UK; Christian Merz, Magglingen, CH; Paul Monn, Gwinden, CH; Christine and Dr Stephan Müller Wepfer, Wetzikon, CH; Dr Claude Ramseier, Neuchâtel, CH; Hans Reutegger, Courtepin, CH; Thomas Rohner, Hünenberg See, CH; Elena Rossides and Philipp Zogg, Zurich, CH; Sven Ruoss, Zurich, CH; Esther Sapi, Zurich, CH; Michael Schanne, Winterthur, CH; Hans-Jürg Schär, Biel, CH; Heinz Scheurer, Aeugst a. A., CH; Dr Rudolf Schmitt, Arbaz, CH; Dr Peter Schmuki, St. Julians, MT; Lotti Schneider, Zurich, CH; Dr Markus Schuppler, Zurich, CH; Philipp Semmler, Zurich, CH; Dr Christoph and Silvia Sievers-Staub, Horgen, CH; Michael Steiner, Zurich, CH; Ueli Tanner, Bäch, CH; Dr Stephan Verhasselt, Basel, CH; Jeannine Villiger and Remo Lütolf, Zurich, CH; Michael Weber, Zurich, CH; Dr Robert Wyss, Schönenbuch, CH; Andrea Zeiger, Lucerne, CH; Patrick Zeiger, Lucerne, CH; Albert and Yolande Zwicker, Jona, CH



Embroidery of Penduka women tell stories from rural Namibia



«At the beginning, Paulus had to get used to being in the working world and delivering tasks on time. However, he was very keen to learn and after a short while one really felt and noticed how he developed and became part of the Zweifel laboratory team. He actively started to look for work and new projects. Paulus was very competent. He understood the analytical methods and the handling of our devices very quickly and also learned a lot about our procedures. Another enriching side effect of his internship with us was the cultural exchange. As Zweifel Pomy-Chips has many employees who were raised abroad, we often ended up in very interesting discussions about the various ways of life in different countries.»

Martina Ferlin, Zweifel Pomy-Chips AG, Spreitenbach, about Paulus Shinana

Support us!

Donations: Help us to finance an expert assignment or an internship and contribute towards capacity building in higher education in Southern Africa! Here is how you can help:

- With a single donation
- Become a Friend of *B360 education partnerships*

Donation account: *B360 education partnerships*,
Bank: Credit Suisse, CH-8070 Zurich
IBAN: CH08 0483 5127 4423 3100 1
Credit Suisse Post account: 80-500-4

Donations can be made online on:
www.b360-education-partnerships.org

Impressum

Contributing to this annual report: Sabina Balmer, Marianne Egli, Norma and Peter Fischer, Dagmar Kaufmann, Sandra Weidmann, Albert Zwicker, B360 experts, B360 interns and alumni, Fotos: Sabina Balmer, Barbara Graf Horka, B360 experts, Sandra Weidmann, Visual Design: Dieter Egli. Print: Kyburz AG. All quotations have been reproduced as received.