

**Anita
Allemann**

Illustration

**Portfolio
Handdrawn**

1

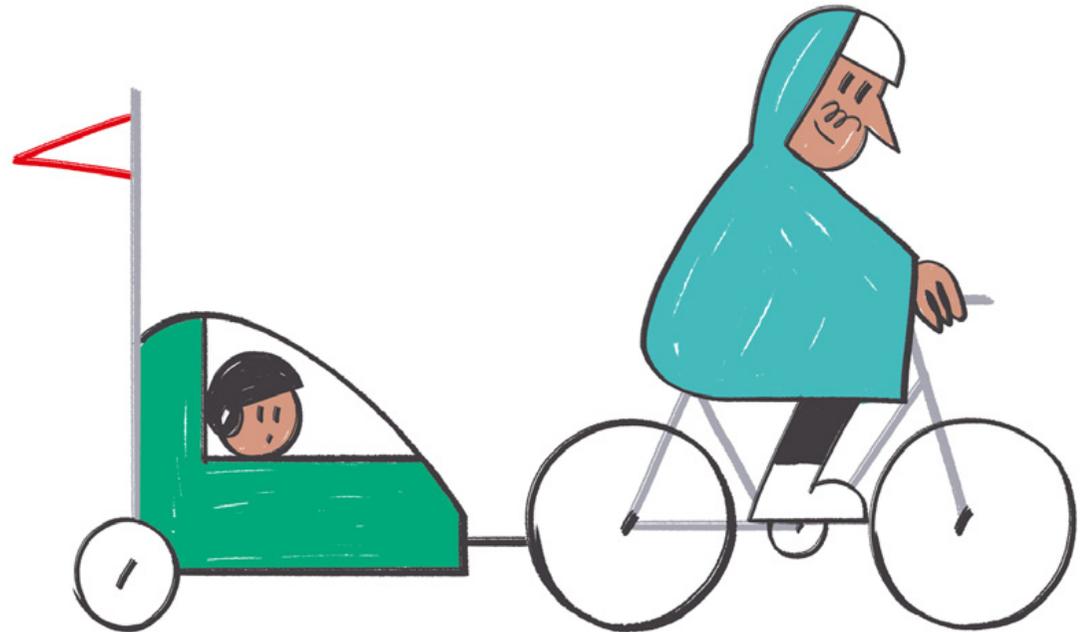
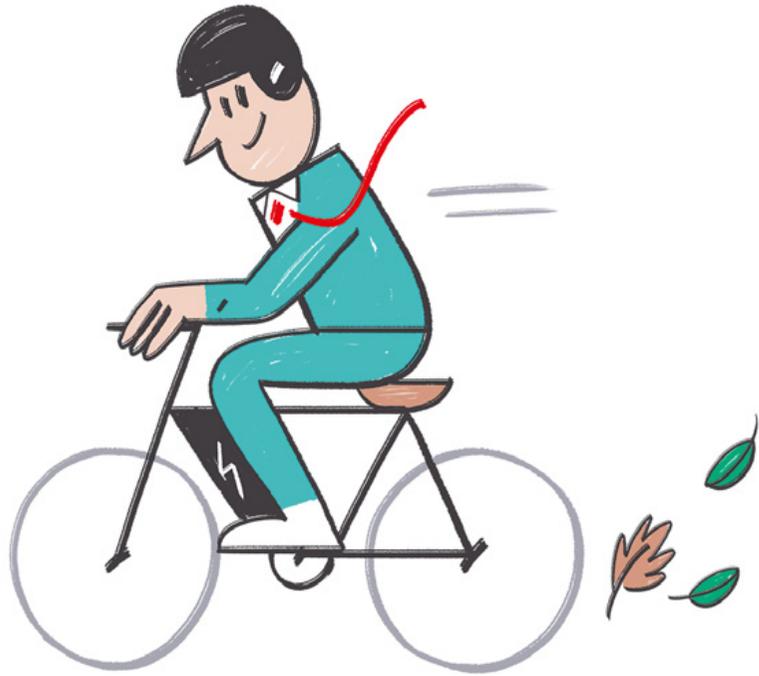
City of Biel

Various illustrations for the “Sustainable Mobility” campaign of the City of Biel.
(2023 – 2024)

Graphic design: Ohmy Studio



Poster campaign “Coexistence”



ENSEMBLE UNTERWEGS



J'adapte
ma vitesse

 **Stadt Biel
Ville de Bienne**

www.biel-bienne.ch/coexistence



ENSEMBLE UNTERWEGS



Je tiens compte
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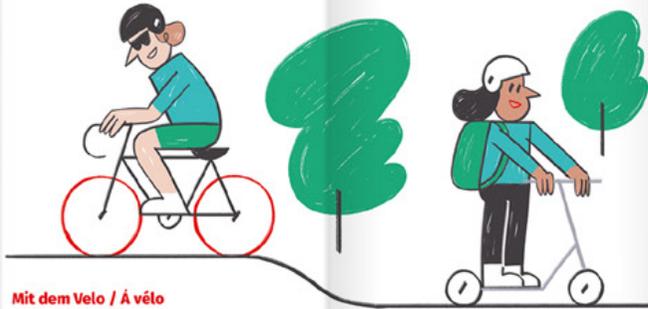
Sicher unterwegs Se déplacer en sécurité

Grundregel

Seien Sie immer aufmerksam unterwegs und suchen Sie den Blickkontakt mit anderen Verkehrsteilnehmenden. Verhalten Sie sich vorsichtig, besonders gegenüber Kindern, älteren Personen und Menschen mit Beeinträchtigungen.

Règle de base

Faites toujours attention et cherchez le contact visuel avec les autres usagers et usagers de la route. Adoptez un comportement prudent en particulier à l'égard des enfants, des personnes âgées ou des personnes en situation de handicap.



Mit dem Velo / À vélo

Sicher im Kreisverkehr
Fahren Sie im Kreisverkehr mitten auf der Strasse. Machen Sie ein klares Handzeichen.

En sécurité dans les giratoires
Dans les giratoires, roulez au milieu de la chaussée. Faites un signe clair de la main.

Mit dem E-Trottinett / Avec la trottinette électrique

Unterwegs mit einem E-Trottinett müssen Sie die gleichen Verkehrsregeln einhalten wie Velos und deshalb Velowege und Velostreifen benutzen.

Les trottinettes électriques doivent respecter les mêmes règles de circulation que les vélos et donc emprunter les pistes et bandes cyclables.

Verkehrsberuhigte Strassen

Die Stadt Biel will in allen Wohnquartieren Tempo-30-Zonen schaffen und wo möglich Begegnungszonen realisieren. Somit erhöht sie die Lebensqualität in den Quartieren, sie verringert den Lärm, erhöht die Sicherheit, fördert Begegnungen und verbessert die Luftqualität.



Fussgängerinnen und Fussgänger können gehen oder stehen bleiben, ohne auf der Hut zu sein.



Fussgängerinnen und Fussgänger haben jederzeit Vorrang.



Autos und Zweiräder haben Vorrang. Sie müssen jedoch den Fussgängerinnen und Fussgängern das Überqueren der Strasse erleichtern.



- Abblenden bei Kreuzungen**
1. Werfen Sie einen Blick zurück.
 2. Zeigen Sie Ihre Absicht mit einem klaren Handzeichen an.
 3. Spüren Sie ein, mit beiden Händen am Lenker.
 4. Gewöhnen Sie dem Gegenverkehr Vorrang.
 5. Schneiden Sie keine Kurven.
- Turner aux croisements**
1. Jetez un coup d'œil en arrière.
 2. Indiquez votre intention par un signe clair de la main.
 3. Mettez-vous en pré-sélection, les mains sur le guidon.
 4. Laissez la priorité au trafic en sens inverse.
 5. Ne coupez pas les virages.

Mit dem E-Bike 45 km/h À vélo électrique 45 km/h

Mit dem E-Bike sind Sie schnell unterwegs. Fahren Sie deshalb vorsichtig.

Avec un vélo électrique, vous vous déplacez rapidement. Conduisez donc prudemment.

Obbligatorische Ausrüstung
Helm, Rückspiegel, Bremslicht
Beachten Sie, dass Sie mit dem E-Bike mit eingeschaltetem Motor die gleichen Verkehrsregeln wie Motorfahrräder einhalten müssen.

Équipement obligatoire
Casque, rétroviseur, éclairage
Notez que les vélos électriques dont le moteur est allumé doivent respecter les mêmes règles de circulation que les cyclomoteurs.

Rues apaisées

La Ville de Bienne souhaite créer des zones 30 km/h pour l'ensemble des quartiers d'habitation et développer plus de zones de rencontre. Elle améliore ainsi la qualité de vie dans les quartiers, diminue le bruit, rend les rues plus sûres, favorise les rencontres et améliore la qualité de l'air.



Les piétonnes et piétons peuvent marcher et séjourner en toute liberté sans devoir être sur leur garde.



Les piétonnes et les piétons ont la priorité en tout temps.



Les voitures et les deux-roues ont la priorité. Ils doivent pourtant faciliter la traversée de la rue aux piétonnes et aux piétons.



Am Fussgängerstreifen / Au passage piéton

Halten Sie sich an folgende Regeln

- Betreten Sie den Fussgängerstreifen nie überraschend
- Signalisieren Sie Ihre Absicht mit klarer Körperhaltung
- Warren Sie im Zweifelsfall, besser.

Respectez les règles suivantes

- Ne vous engagez jamais sur le passage piéton de manière inattendue
- Signalez votre intention en vous positionnant clairement
- Il vaut mieux attendre en cas de doute.

Tipps und Tricks finden Sie auf der Website der Stadt Biel.
Conseils et astuces consultables sur le site de la Ville de Bienne.



Gezeiten in Biel Temps de parcours à pied à Bienne

Gehgeschwindigkeit: 4 km/h → 1 km in 15 Minuten
Vitesse de marche: 4 km/h → 1 km en 15 minutes



Fahrzeiten mit dem Velo in Biel Temps de parcours à vélo à Bienne

Trittgeschwindigkeit: 15 km/h → 1 km in 4 Minuten
Vitesse de pédalage: 15 km/h → 1 km en 4 minutes



Fahrzeiten mit dem öffentlichen Verkehr in Biel Temps de parcours en transports publics à Bienne

0 500m 1km



Distanzen mit dem Velo, zu Fuss und mit dem ÖV

Aufgrund des relativ flachen Geländes und der kompakten Innenstadt nahe der Wohnquartiere sind Sie in Biel einfach zu Fuss oder mit dem Velo unterwegs. Die wichtigen Ziele erreichen Sie in weniger als 15 Minuten.

Distances à vélo, à pied et en transports publics

En raison du terrain relativement plat et du centre-ville compact proche des quartiers d'habitation, vous vous déplacez facilement à Bienne à pied ou à vélo. Vous pouvez atteindre toutes les destinations importantes en moins de 15 minutes.

Respektvolles Miteinander im Verkehr

Heute sind Sie zu Fuss unterwegs, morgen vielleicht mit dem Velo oder Auto und an einem anderen Tag mit dem Bus. Die Perspektiven wechseln schnell. Dies geht aber oft im Stress vergessen.

Ein paar Vorschläge für ein faires Miteinander im Verkehr

- Halten Sie die Augen und Ohren offen und achten Sie auf das, was rund um Sie herum vorgeht.
- Suchen Sie den Blickkontakt mit den anderen Verkehrsteilnehmenden.
- Stegen Sie in Fussgängerzonen vom Velo und Trottinett.
- Wenn Sie im Auto im Stau sitzen, lassen Sie rechts den Velofahrer genügend Platz frei, damit sie leicht durchfahren können.
- Lächeln!

Coexistence respectueuse sur la route

Aujourd'hui, vous vous déplacez à pied, demain peut-être à vélo ou en voiture et un autre jour en bus. Les perspectives changent si vite. Mais on l'oublie trop souvent dans le stress.

Quelques conseils pour une bonne cohabitation sur la route

- Soyez à l'écoute et restez attentif/attentive à ce qui se passe autour de vous.
- Cherchez le contact visuel avec les autres usagers et usagers de la route.
- Descendez du vélo et de la trottinette dans les zones piétonnes.
- Laissez de la place aux vélos lors d'embouteillages: s'il reste une voie libre à droite, les vélos peuvent simplement passer
- Souriez!



Kontakt / Contact

Stadtplanung / Urbanisme
Zentralstrasse 49 / Rue Centrale 49
2501 Biel/Bienne
032 226 16 21
stadtplanung@biel-bienne.ch
urbanisme@biel-bienne.ch
www.biel-bienne.ch

Infrastruktur / Infrastructures
Zentralstrasse 49 / Rue Centrale 49
2501 Biel/Bienne
032 226 16 51
verkehr@biel-bienne.ch
circulation@biel-bienne.ch

Juni 2023

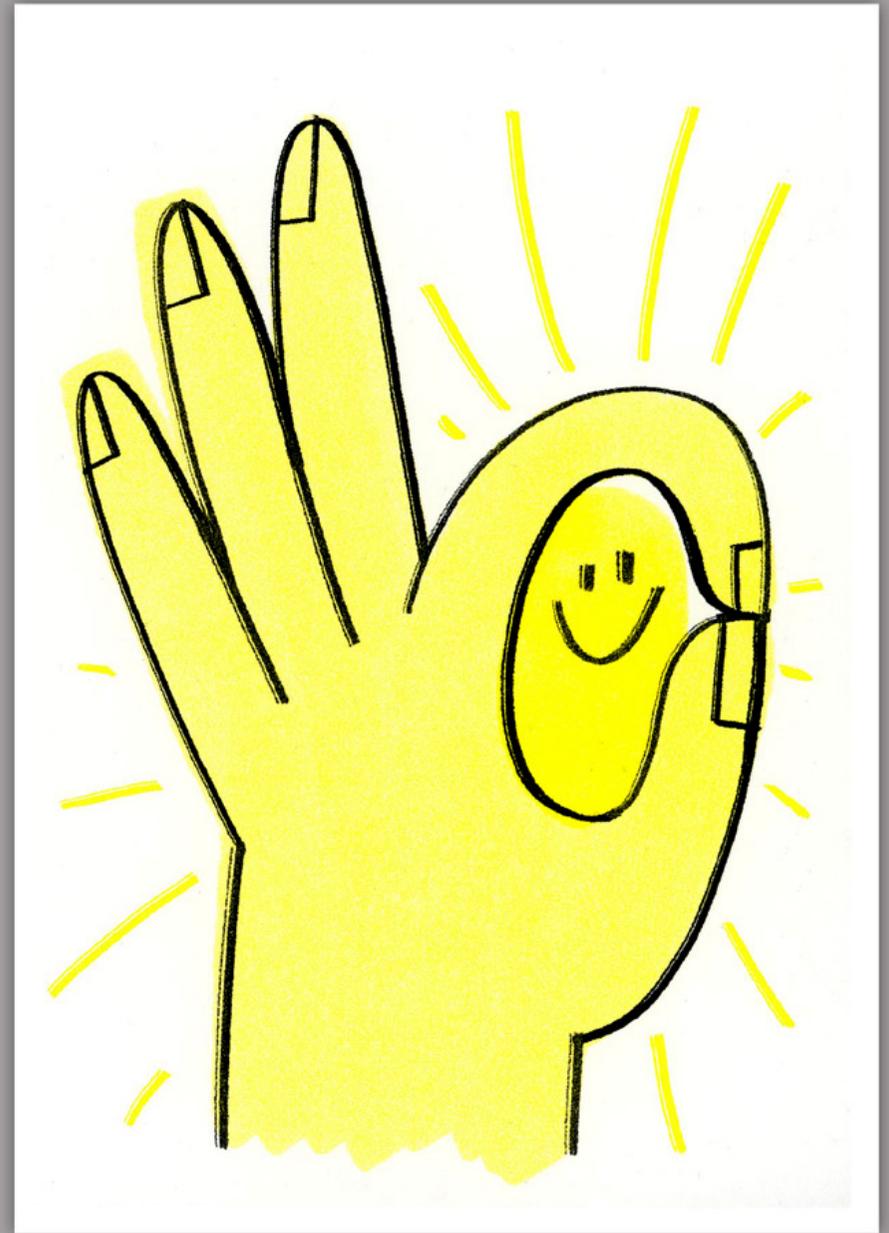
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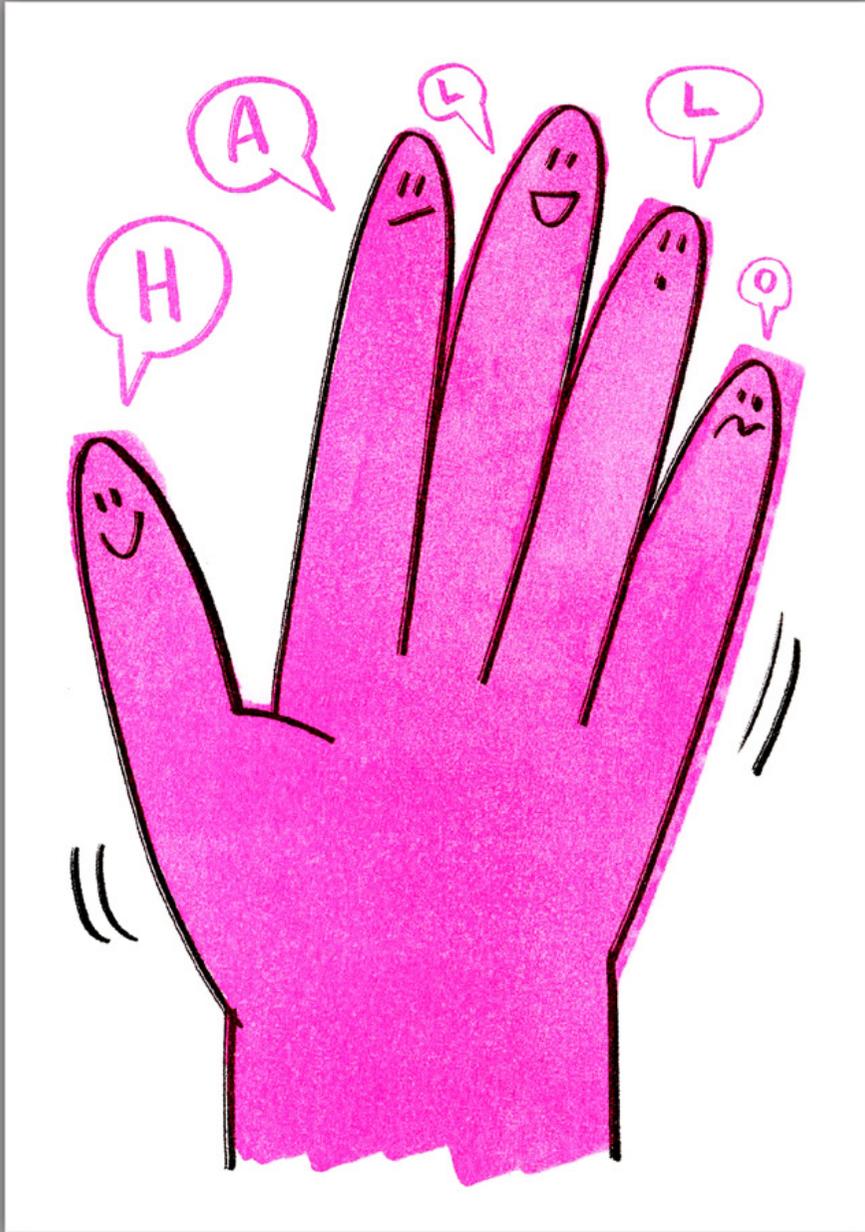
Personal Work

Illustrations for various cards.
(2020 – 2021)

Available in my shop:
www.anitaallemann.com



“Top Sun”, post card, format A6, risograph



"Hello", post card, format A6, risograph



"Thumbs Up", post card, format A6, risograph

3



Monocle

Economics — illustrated for the magazine
“The Entrepreneurs”. (2020)

Editorial design: Monocle
Art director: Maria Hamer

THINKING BIG

Now is the time to rethink your life and livelihood. Here we offer insights to guide you on your way from the value of running the show – which can't always be counted in cash – to the appeal of apprenticeships and how the pandemic will affect the way we work. ILLUSTRATOR Anita Alleman

1. — **What is an entrepreneur worth?** *By David Sax* — Is there value in creating jobs, generating revenue (and taxes) or building new products and markets? Yes and more: it's about human fulfilment too. And that's why we need entrepreneurs now more than ever. —

As the coronavirus pandemic upends businesses around the world, many have been forced to examine the worth of entrepreneurship. The companies affected by the outbreak span industries and geographies, and range from global firms employing hundreds to freelancers working

New Orleans – I can tell you with certainty that the primary value of entrepreneurship is not money.

The vast majority of entrepreneurs are driven to go out on their own for non-financial reasons. Some have a burning idea that they simply cannot get out of their heads. This was the case for Florian Kaps, an Austrian biologist who decided, against all logic and financial sense, to save Polaroid's last instant-film factory when the entire film-photography business was dying. Kaps then opened a combined studio, shop, performance space and café in Vienna called Supersense that became a sort of global headquarters of the analogue resurgence.



for themselves. But regardless of scale, many saw work dry up seemingly overnight.

Governments and other organisations have responded with loans, grants and financial assistance, arguing that much of the economic health of our society rests in the ability of small businesses and entrepreneurs to continue providing jobs, paying taxes and growing GDP. There is no shortage of data about the importance of entrepreneurship to every kind of economy. In fact, it has become somewhat of an obsession in recent decades, as entrepreneurship became a buzzword tied to sexy start-ups, technological innovation and the promise of transformative riches.

But as someone who has spent his career writing about entrepreneurs of every type – wizened Jewish deli operators in north London, Dutch apple farmers in rural Ontario, inventors working on laptops in Brooklyn cafés, informal popcorn vendors on Rio beaches and African-American hairstylists in

Others, such as the innumerable Syrian refugees who have opened restaurants around the world in recent years, became entrepreneurs because it offered them not just the promise of an income but also a way to regain control after years of displacement. “We are done working for other people,” Husam al-Soufi told me, on the back patio of Soufi’s, his family’s restaurant in Toronto. When I asked him whether he would consider taking a job if the business failed, he said, “A job? Never.” The war had taken away his home and his previous career. Entrepreneurship had restored his freedom and renewed his sense of agency despite the uncertainty that came with it. That empowerment was worth more than any salary.

There are entrepreneurs who are driven by their values: by working for themselves they are able to shape their business around their beliefs. Take, for instance, Patagonia, whose founder, Yvon Chouinard put people and planet ahead of

profits from day one, dictating everything from the company’s childcare facilities to its choice of materials. Or think of restaurants that donate a portion of their food to soup kitchens, or the hairdresser in a low-income area who never asks twice if someone has trouble paying, saying, “Don’t worry, you’ll pay me back when you can,” because they know how much a haircut means to that individual’s self-worth.

Yes, all of these entrepreneurs wish to succeed financially. They want to profit from their work and grow their businesses. And, of course, that work contributes to our economies in many ways. But if we focus only on the monetary contributions, we miss the larger point of the soul of entrepreneurship.

The entrepreneur is not some variable in a spreadsheet that economists can fiddle with to find the right incentive or subsidy that triggers stock-market growth. Entrepreneurs are imperfect humans whose hopes and dreams, pluck and hustle

2. — **Did the Victorians invent the idea of Amazon?** *By Adam Hart-Davis* — You don’t have to go far back in time to find evidence of the allure of browsing and buying goods from home. Perhaps it’s time to rethink the online versus “traditional” retail debate. —

Amazon is looming over our lives now as never before. Housebound folk, bored and frustrated, not only get groceries delivered to their doorsteps but also try to fill the empty hours by shopping online. Business was already booming prior to the pandemic, of course: in New York, trucks were delivering 1.5 million packages every day in 2019. Yet global demand has now increased so much that Amazon has had to hire an additional 100,000 warehouse and delivery workers.

In Manhattan there are no designated parking spaces for the trucks and so they have also been collecting half a million parking tickets a year. I don’t

“Shopping was simple for the rich. They sent their cooks or housekeepers to do it”

are what motivate them to start something new and then to work at it year after year. They form the core of the communities we live in: the restaurants, cafés and shops that form the texture of our streets, the bakeries where we buy our bread and the hardware shop that will not only sell us sandpaper but teach us how to strip and refinish a coffee table.

That is what we are fighting for now, as they work to keep businesses alive in the face of unimaginable challenges. And that is what we need to keep in our hearts as the next generation of entrepreneurs emerges, filled with ideas and hope, ready to accept the risks to gain all that entrepreneurship can offer. — (M)

ABOUT THE WRITER: David Sax is a writer, journalist and public speaker based in Toronto. His new book, *The Soul of an Entrepreneur: Work and Life Beyond the Start-up Myth* is published by Public Affairs/Hachette. He has always worked for himself.

customers, they could telephone their orders and have the groceries delivered to their homes (by 1900 hundreds of thousands of homes had a phone).

Home deliveries had started even before the invention of the telephone in 1876 and they were not confined to groceries. In 1868 a weekly newspaper appeared: *Bazaar, Exchange and Mart, and Journal of the Household*. Following the advertisements inside, anyone could buy a huge variety of desirable things, ranging from talking cockatoos and forage for cattle to eiderdowns and charcoal for decayed teeth. There were also queries, letters and articles on everything from the latest fashions to wood-carving patterns and even travelling in Sicily.

Other magazines too were packed with advertisements for mail-order goods. In Settle in Yorkshire in the 1880s, Ellwood Brockbank ran The Warehouse (which was exactly that: a warehouse not a shop) and coined the expression "Fireside Shopping" for anyone who wanted to buy by post. *The Lady* magazine was delighted at the possibility of having "goods straight from the manufactory – no middleman's prices intervening, the goods too being of the latest style and value".

Charles Riley, of Moor Street in Birmingham, promised to supply bedroom furnishings direct from the works, carriage paid. Imperial Pottery of Burslem in Staffordshire offered a complete dinner service for six people at the amazing price of 21 shillings (about €1 in today's money). Department store Swan & Edgar of London's Regent Street, meanwhile, would supply spring and summer fashions: "Shop through the post. Every want supplied."

People have always wanted to accumulate stuff, whether it be food for the larder or trinkets to show off their status. What's more, people have always wanted that stuff now – or preferably even sooner – and Amazon responds to that demand. So while those rich Victorians might not have actually created the monster that is online shopping, they do seem to have ushered it in. Today we are merely seeing the inevitable result of human greed and acquisitiveness writ more widely.

One hundred and fifty years ago "Fireside shopping" was mainly for the wealthy but now the dreaded coronavirus has made all of us fireside shoppers. All you need is an internet connection and a credit card – and patience while you wait to see whether what you asked for is delivered. — (M)

ABOUT THE WRITER: Adam Hart-Davis is a British scientist, historian, author and broadcaster who presented the BBC TV series *What the Victorians Did for Us*. His latest book, *Fibonacci's Rabbits*, is about breakthroughs that revolutionised mathematics.

3. — Does the Mittelstand need to change?

By Markus Albers — Germany's quiet ranks of highly specialised, often family-owned companies are uniquely well placed to weather economic flux. But recent global shifts mean that they might have to accept investment and input from abroad. —

A few years ago an engineer from the German industrial-robotics company Kuka told me about his experiences with the company's new owner, Midea, a Chinese conglomerate that mostly makes home appliances. He had gone to China to witness the construction of its first robot-producing factory and was stunned by what he saw. "It took them just a few months to build; for us, it would have been years," he said. According to German standards, the factory building was far from perfect – but it worked. The same would apply to designing robots, he said: he expected that his new Chinese colleagues would come up



with prototypes in a fraction of the time that it would have taken him and his team in the past. Far from being dispirited by having been bought by a microwave company, he was thrilled by the prospect of combining German engineering with Chinese scale and speed.

This opinion contrasted sharply with the mainstream thinking in German media, politics and business circles. There, the sale of Kuka was seen as another sign of the erosion of what was once the pride and backbone of the German economy: its mighty Mittelstand. These are small-to-medium-sized companies (SMEs) that are often family-owned and have strict ideas about quality control, training and retention of employees. Many of them are what Germans call "hidden champions", meaning firms that belong to the top three in their global sector in terms of market share, have less than €5bn in annual revenue and are little known to the general public.

The coronavirus pandemic has affected the Mittelstand just like any part of the global economy. But there is a good chance that SMEs will weather the storm. This is mainly because, as well as offering cheap credit, the German government implemented a tool that helped Germany get through the financial crisis: *Kurzarbeit*, or short-time working. This means that employers can reduce working hours – and pay – by up to 50 per cent while the government compensates employees for a major part of the difference. The result: companies don't have to let experienced staff go and they can jumpstart business again when things look better.

But there are other concerns for SMEs. Some experts fear that the economic downturn will weaken otherwise healthy companies and might produce lots of vulnerable candidates for takeover bids – even more than there were previously. Indeed, before the pandemic, significant amounts

and building ecosystems of new services around them. Bigger international players want to acquire SMEs' product expertise and talent pools, and then amplify these with their own global networks and hefty marketing budgets. Angela Merkel, Germany's chancellor, is worried: she says that Mittelstand companies run the risk of becoming nothing more than "workbenches".

So are the golden years of the Mittelstand over? Will these companies be gobbled up by international investors?

I believe there's hope in the Kuka story. In fact, adding Chinese, or other high-technology, execution power to Teutonic ingenuity may sometimes be necessary to compete on a global scale. As the founder of a Mittelstand company myself, I believe that the German course to future success lies in combining traditional values with modern thinking. Firms such as my own should keep designing and crafting first-rate products but we need to

of money were being offered to bring these companies under Chinese leadership. Since 2015, China has invested four times as much in Germany than vice versa. China wants to be the market leader in many "future-facing" industries and the quickest way to achieve this is to buy the best companies and technologies.

Another apparent threat to the Mittelstand comes from private-equity firms. They already control a surprisingly large part of Germany's economy – with stakes in more than 5,000 companies totalling almost one million employees – and are setting their sights on SMEs (or "hunting the Mittelstand", as German business newspaper *Handelsblatt* put it).

Why are proud Teutonic brands seen as such attractive takeover candidates? One reason is that SME efforts to reinvent themselves for a digital age often fail. They are good at making high-quality products but not great at marketing them digitally

apply our expertise in "making things" to a digital age. Successful German start-ups – such as Infarm (automated farming), Door2Door (rural ridesharing), FlixBus (long-distance travel), Horizn (smart luggage) and N26 (banking) – already do this. The country's economic future depends on translating its production prowess to new, sometimes less tangible, products. Yes, you can manufacture a great digital user journey too.

If we merge Mittelstand's focus on precision and building one thing exceptionally well with the data-driven, fast-growth mindset of technology start-ups, we will come up with a new generation of champions – "hidden" or not. — (M)

ABOUT THE WRITER: Markus Albers is co-founder and managing partner at Berlin-based consultancy Rethink, which employs a team of 50. He is also a longtime contributor to MONOCLE.

4. — What is the macroeconomic effect of the pandemic? *By Christopher Cermak* —

How will the post-pandemic economy be different? We're not placing bets but here's a considered set of predictions about the big shifts to expect for businesses, consumers and governments. —

The events of 2008 were different. There was heaps of blame to go around and far-reaching conclusions to be drawn. Entirely new financial regulatory architectures and multilateral institutions, such as the G20 summit, were set up as governments vowed to never let such a man-made crisis happen again.

This time there's no easy target to blame for the epidemic (though many will try) and no obvious consequential actions to be taken (aside, perhaps, from stocking up on medical supplies). There's a version of this where life carries on as normal. In theory, at least, a sudden shock to the global economy – even a complete standstill that

in certain industries – travel chief among them – is likely as cash-strapped companies try to pool resources. But there are some less obvious consequences for surviving businesses. For one, Donovan predicts a build-up in inventories – a reversal of what happened after the global financial crisis of 2008, when many companies believed that a key lesson was the need for flexibility. The epidemic has seen many factories grind to a halt and supply chains struggling to cope under the strain of demand for items. The lesson that some companies take from this could well be the opposite of flexibility: it's not a bad idea to stock up on goods to ensure that there's enough inventory in your warehouses, especially in case of a second or third phase of the outbreak down the road.

Supply chains are also likely to be affected more broadly; expect them to shorten. Yes, we live in a globalised economy and we're unlikely to see that fundamentally changing. But it is still to be

flexibility more often. Donovan cites the London Olympics in 2012, when many in the city got a taste for remote working.

What do these shifts mean for companies? Retailers that do best in the post-epidemic economy will offer a more comprehensive blend of online and in-store options, known as omni-channel shopping. Carsten Brzeski, chief economist at German-Dutch bank ING, predicts a lasting decline in demand for commercial property – due both to home working and less in-store shopping – and says that investment in broadband infrastructure might increase to make remote working easier.

Then there's the role of government which, in a word, has grown. Not only might many companies find themselves with the government as a shareholder or major creditor but society's expectations of what a government can and should do for its country's citizens have changed too. In the US and elsewhere, statutory sick pay and broader social

5. — Direct-to-consumer businesses: what went wrong *By Hamish Anderson* —

The advantages of selling straight to your customers are clear but they're not enough to deliver exponential profits in all conditions. Now is the time to get real about online retail. —

The past decade saw a boom in direct-to-consumer (DTC) brands: companies that manufacture and sell their own products, mostly online, through their own channels instead of via wholesale. But even before coronavirus upended the economy, there were signs that such businesses might be stumbling.

Ty Haney was removed as CEO of her athleisure company Outdoor Voices; the share price of Casper mattresses dropped precipitously after it went public; and digital-first menswear company Bonobos laid off employees as its parent company, Walmart, said it expected to lose \$1bn (£913m) in its e-commerce this year. The pandemic means that



“You’re led to believe that anything under \$100m (£91m) of revenue is failure”

lasts for months – shouldn't have a lasting impact. Why would we change our regular habits once we can be out on the streets again, dining with friends and business partners, flying to far-flung lands to check out that great spa hotel or trade show, visiting our favourite high-street or boutique shops? What, exactly, needs to change about any of that?

In reality, though, such thinking is probably idealistic. “What we are expecting is that several longer-term trends that we were already predicting will accelerate,” says Paul Donovan, chief economist at Swiss bank UBS. And while it's hard to predict exactly what will happen, there are some early signs of shifts that could be here to stay – for businesses, consumers and governments.

Let's start with the obvious: unfortunately there will be fewer businesses. Despite trillions being spent by governments around the world to help alleviate pressure, many companies, small businesses in particular, are unlikely to survive. Consolidation

expected that some companies will work to simplify their supply chains where possible – perhaps build some things domestically or at least closer to home. It's one way to avoid disruptions in the future and a shift that is worth thinking about if you're a supplier (don't cold-shoulder your international clients but do consider knocking on your neighbour's door for some extra business).

As for consumers, there's one key factor to remember: habits, once altered, don't necessarily return to their previous patterns. That goes for two things in particular: online shopping and home working. If you've registered for online shopping for the first time during this epidemic, you're likely to return to it even once physical shops reopen. Donovan points to the Sars outbreak in Asia in 2003, which boosted the early days of online shopping on the continent. Similarly, if you've developed a taste for home working then you're likely to prod your employer to allow you that

safety nets could gain momentum, while salary cheques handed out by governments during the epidemic could open the door to more conversations about universal basic income.

In Europe, the burden on some national governments, such as Italy's, forced eurozone countries to consider once-unthinkable forms of common financial aid. Despite insistence that these were one-time emergency measures, it's hard to imagine that they won't change how eurozone members work together in future. Of course, this is speculation – there are a lot of “coulds” in all of this, as Brzeski says – but it's clear that the global economy will never look quite the same again. — (M)

ABOUT THE WRITER: Christopher Cermak is MONOCLE's affairs editor. He cut his journalistic teeth as a young newsreel reporter suddenly thrust into covering 2008's global financial crisis out of Washington and New York.

4

Monocle

Silicon Alps—illustrated for the magazine *Monocle*. (2020)

Editorial design: *Monocle*
Art director: Maria Hamer



B
START-UPS/SWITZERLAND
Silicon Alps

Switzerland had a reputation for dreaming up ingenious tech ideas but being terrible at exploiting them. Now a clever network is selling Swiss breakthroughs to investors.

By Christopher Cormak
Illustration Anita Allemann

Michael Stucky has three minutes to convince a group of San Francisco-based investors that his company's product – a back brace that can be worn by industrial workers doing heavy lifting – is a winner. After the presentation he's hit with questions from his three judges, who are deeply vested in the world of health tech. Is the product appropriately priced? How can its health benefits be monitored?

Auxivo, Stucky's firm, is one of six early-stage Swiss start-ups presenting their products to US-based investors on this late October demo day, showcasing ideas from women's health solutions to implants that monitor neurological disorders. The event – held online this year due to the pandemic – is organised by the San Francisco chapter of Swissnex, a 20-year-old global network of governmental outposts and "science counselors" that promote Switzerland's scientific research, higher education and start-ups. The rather unique model – imagine a diplomatic outpost but focused on promoting research – has since been copied by other countries, including Germany, Denmark and Norway.

"We were always very strong in Switzerland in science, innovation, deep technology," says Gioia Deucher, who heads Swissnex in San Francisco and created the start-up incubator programme just a decade ago. "We're probably better than many US start-ups in that sense. But where we've lagged behind is, how do we take these technologies to market? Taking these science and technology-based start-ups out of the labs at a very early stage and exposing them to the ecosystem [in Silicon Valley] felt like such a no-brainer, to help them understand what's needed out there in the market."

In other words, Switzerland has long had the brains – with university researchers in labs making breakthroughs in "deep technology" sectors such as health, biotechnology and energy – yet

Five steps for building a start-up in Switzerland:

STEP 1: Research, research, research: Join a PHD programme at one of Switzerland's universities and invent something in the health, robotics or energy sectors.



STEP 2: Upgrade your PHD: Apply to join a "pioneer" entrepreneurship programme to gain access to funding, a business coach and a scientific advisor.



business-minded entrepreneurs have typically looked elsewhere for investment. Part of the reason is that there wasn't really a culture of taking risks. Switzerland had already built up a reputation as a centre for corporate multinationals; it didn't need start-ups.

"When I started in entrepreneurship 30 years ago, launching a start-up was not an option for a graduate from university, because corporate careers were just too attractive," says Beat Schillig, who joined an organisation for young entrepreneurs back in 1989 and founded the country's first major start-up incubator, Venturelab, in 2004. "Everybody was laughing at me at that time. My peers from the University of St Gallen all went after jobs at UBS or Nestlé or Roche, Goldman Sachs or McKinsey."

That mindset has changed dramatically in the past 20 years. The World Intellectual Property Organisation (WIPO) placed Switzerland seventh in its ranking of the world's most innovative nations in 2008. Three years later, Switzerland claimed the top spot and it has kept the title for the 10 years since. Schillig puts this down to two fundamental shifts: the decline of traditional corporates and the rise of a Swiss start-up culture. The first is more about global trends: the financial crisis helped make corporate banking jobs less of a sell to the average student. The second shift was spearheaded by groups like Venturelab, Swissnex and a steady stream of changes in Swiss universities such as ETH Zürich, which incorporated business-minded innovation arms into their programmes.

Auxivo is a case in point, having taken advantage of the new Swiss infrastructure every step of the way. Stucky, the company chairman, is the business brains of the product but the technical know-how comes from Volker Bartenbach, who developed the patented back brace while doing a PHD at ETH Zürich. Like many



STEP 3: Join an incubator: Apply to a privately run start-up incubator, such as Venture Kick, for more funding and coaching to knock your idea into shape.

STEP 4: Test the private market: It's time to see whether your idea has legs: launch a seed round to raise money from private investors.



STEP 5: Take the show on the road: Swissnex can help you reach out to investors in Europe, followed by Silicon Valley, China and beyond.



researchers at Switzerland's highly technical universities, Bartenbach didn't really think of himself as an entrepreneur when he started. "It was not a goal from the beginning," he says, seeing his place more as a scientist fascinated by robotics and the medical field. But when he developed the back brace, its industrial applications quickly became clear. So he applied for a grant under ETH's "pioneer fellowship" – a one-year programme that gave him continued access to research labs to develop the product, initial funding and business classes – to see whether he could build a company around it. He was assigned a business coach – Stucky – and a scientific advisor, professor Roger Gassert. Auxivo was incorporated in 2019.

From there, Auxivo received support from Venture Kick, an offshoot of Schillig's Venturelab, which financed him for another nine months, as well as a one-year grant from Innosuisse and the Swiss National Science Foundation, government agencies that finance promising research. Only after all that did they turn to private investors, closing their seed round in 2020. Now they're turning to the country offices of Swissnex to make connections to foreign investors and build a customer base abroad. All the while, Bartenbach has had access to expensive equipment in ETH's research labs to keep developing his technology. Would all of this have been possible 10 years ago? "Not the way it is today," he says. Bartenbach could have "bootstrapped" the product with his own money and maybe developed the industry contacts himself. "But these programmes make it much easier. The personal sacrifice you have

"We don't have any natural resources except brains, so we have to invest in brains"

is much lower."

Deucher in San Francisco says that venture capitalists in the US are increasingly starting to take notice. "There are more and more investors here in the Bay Area that [are showing interest] specifically in start-ups in Europe," she says. "They have really interesting technology. If we pair them with the right Silicon Valley expertise, those are really the winning combinations."

In the eyes of the Swiss government, all of this is done out of necessity. Members of Swissnex emphasise that Swiss companies need to be "born global". There isn't enough of a market at home. "Switzerland is a very small country," says Felix Moesner, head of the Swissnex outpost in Shanghai. "We don't have any natural resources except brains, so we have to invest in brains."

Moesner's outpost in Asia tends to be one of the final stops. Swiss companies will look to make their mark in Europe first, then perhaps apply for Deucher's incubator programme in San Francisco before pivoting east. Part of that is cultural. "We in Europe tend to feel closer to the US than Asia," says Moesner. That makes the job of Swissnex in China all the more crucial. Deucher in San Francisco emphasises the need for start-ups to be independent – her job isn't so much to "sell Switzerland," she says, as it is to promote a good product. Meanwhile, Moesner in Shanghai says that the job isn't just to help Swiss companies acclimatise to China; it's to help the Chinese acclimatise to the Swiss. "We help to break the ice," he says. And it doesn't hurt to have a stamp of approval from an entity linked to the Swiss government. "Not only in China but in Asia, it's helpful when you have a diplomatic platform. It gives a different standing," says Moesner, adding that the potential – given the size of China – remains tremendous. "The Chinese are very curious," he adds. "The companies are in need of constant progress, because there's constant competition as well. But you also have this vastness; you have the scale, which is literally breathtaking. There is deep interest in Swiss start-ups to see what they can do." — (M)

Swiss special 2020 — 21

Swiss special 2020 — 21

5

Helsana

Illustrated for Helsana Aktuell, the consumer magazine of the Swiss health insurance Helsana. (2022)

Editorial design: Raffinerie

Wie Astrid Gabriel hebt auch Gabi Sieger die Bedeutung von echten Freundschaften hervor. «Diese Beziehungen sind das Allerwichtigste, sie soll man pflegen und leben.» Gabi Sieger leitet Kurse in Erster Hilfe für psychische Gesundheit. Sie ermutigt Menschen, bei Freunden und Bekannten hinzuschauen und zu fragen: «Wie geht es dir?» «Was tut dir momentan nicht gut?» Braucht die Person allfalls praktische Hilfe, um sich etwas Luft zu verschaffen? Hat sie jemanden im Umfeld, mit dem sie vertrauensvoll reden kann?

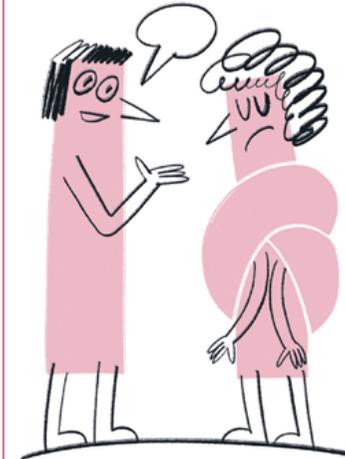
Probleme rechtzeitig erkennen und helfen

Im Kurs von Pro Mente Santa und des Schweizerischen Roten Kreuzes vermittelt Gabi Sieger, was Angehörige, Freunde oder Arbeitskollegen tun können, wenn jemand psychische Hilfe benötigt. Teilnehmerinnen und Teilnehmer lernen, rechtzeitig Probleme zu erkennen, auf Menschen zuzugehen und Hilfe anzubieten. «Man soll die betroffenen Menschen ansprechen», so die Kursleiterin. Jeder Vierte in der Schweiz habe psychische Probleme, und doch werde kaum darüber gesprochen – und wenn, dann bloss sehr schamhaft. Gabi Sieger sagt: «Es ist ein Tabu. Betroffene getrauen sich nicht, zu sagen: «Mir geht es nicht gut». Sie holen sich meist auch viel zu spät professionelle Hilfe.»

Hören wir also etwas genauer hin, fragen nach – und umarmen einander mehr. Danach sehnen sich viele Menschen. Auch das zeigt die Studie.

Tipps

Wie frage ich nur?



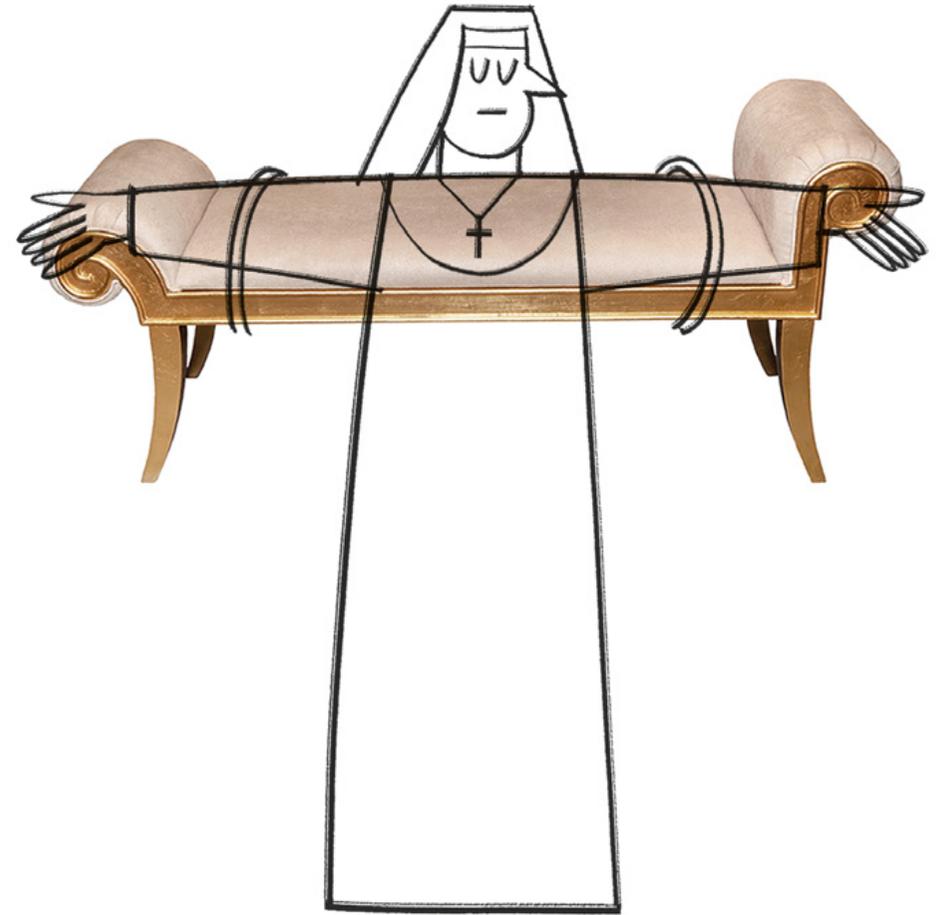
- 1 Zeigen Sie echtes Interesse**
Sprechen Sie Ihren Freund oder Ihre Bekannte an, am besten aus der Ich-Perspektive. Beispiel: «Ich habe das Gefühl, es geht dir heute nicht so gut.» Bieten Sie an, für die Person da zu sein, wenn sie reden möchte. Fragen Sie nach, wenn Sie wissen, dass die Person länger braucht.
- 2 Drängen Sie sich nicht auf**
Auch Arbeitskolleginnen und -kollegen dürfen Sie ansprechen. Bieten Sie Unterstützung an, aber drängen Sie sich nicht auf. Vermitteln Sie, dass Sie es wertschätzend und ernst meinen.
- 3 Wenden Sie sich an Fachleute**
Bei Schlafproblemen, Streit wegen Kleinigkeiten oder Antriebslosigkeit sollen sich Betroffene an eine Fachperson wenden. Fast alle Unternehmen bieten zudem kostenlose Anlaufstellen an, bei denen man sich anonym melden kann.

6

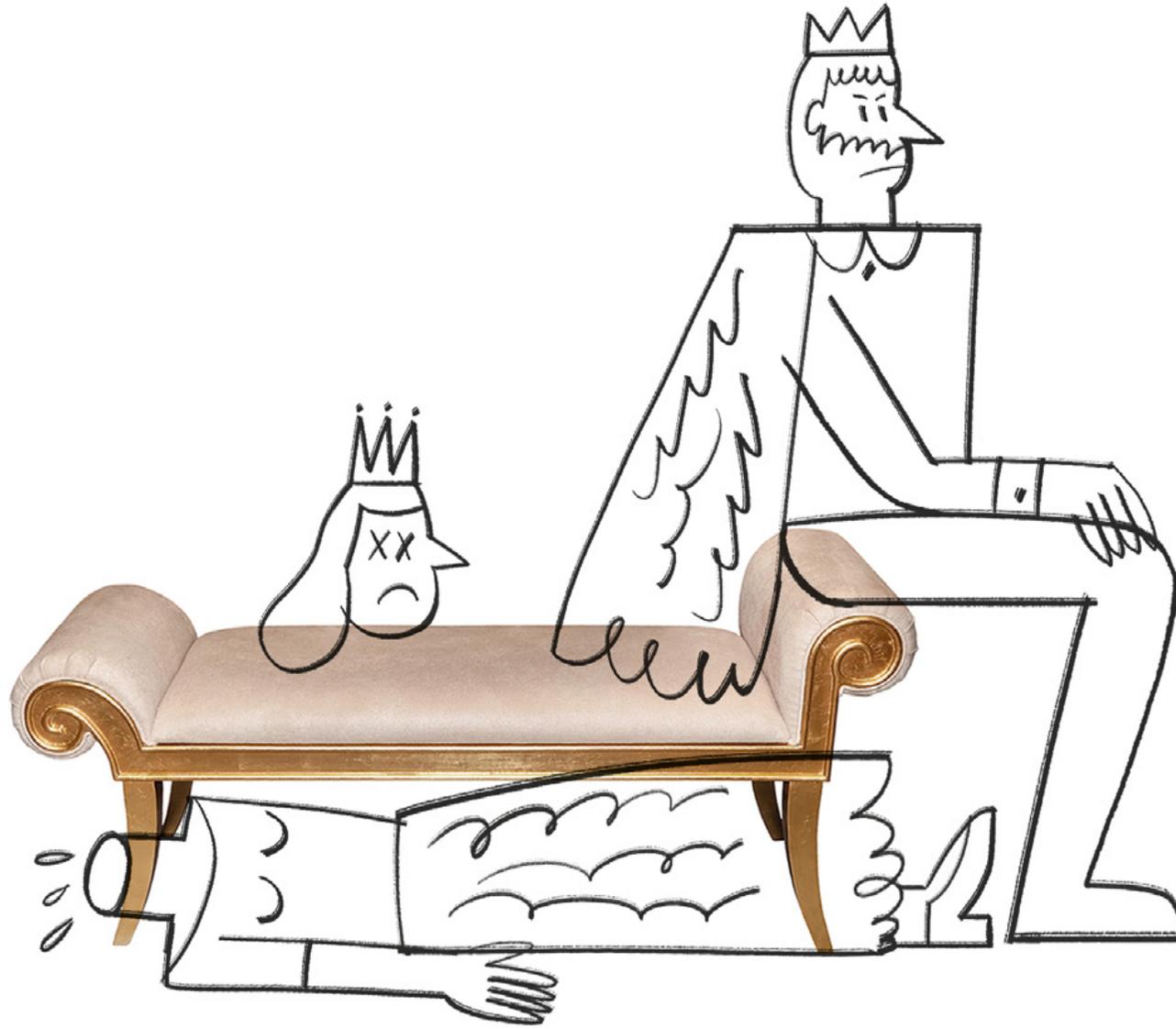
Opernhaus Zürich

Several illustrations for the magazine “MAG”, the magazine of Opernhaus Zurich. In the column “on the couch”, the psychoanalyst Wolfgang Schmidbauer analyses opera characters. (2020 – 2023)

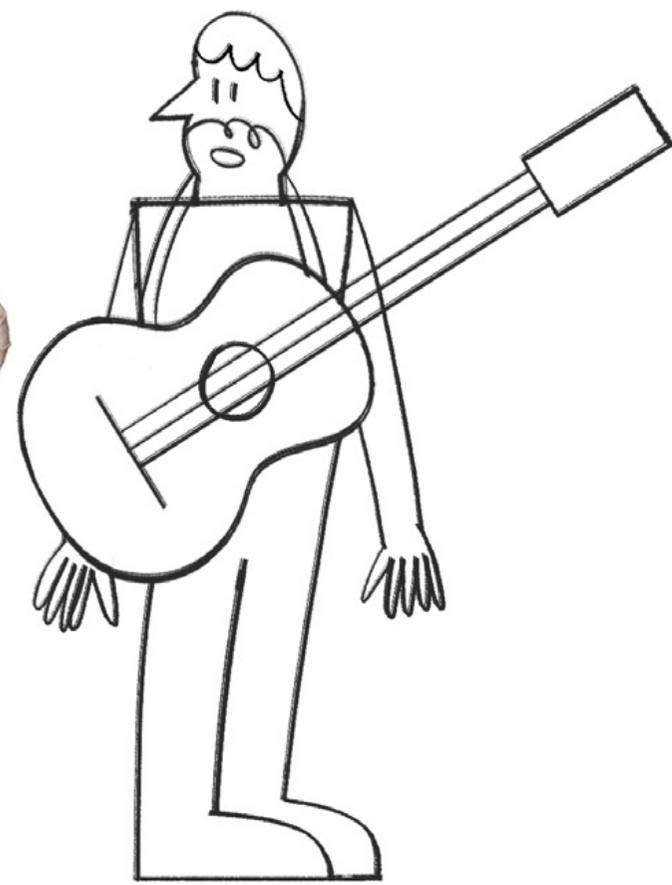
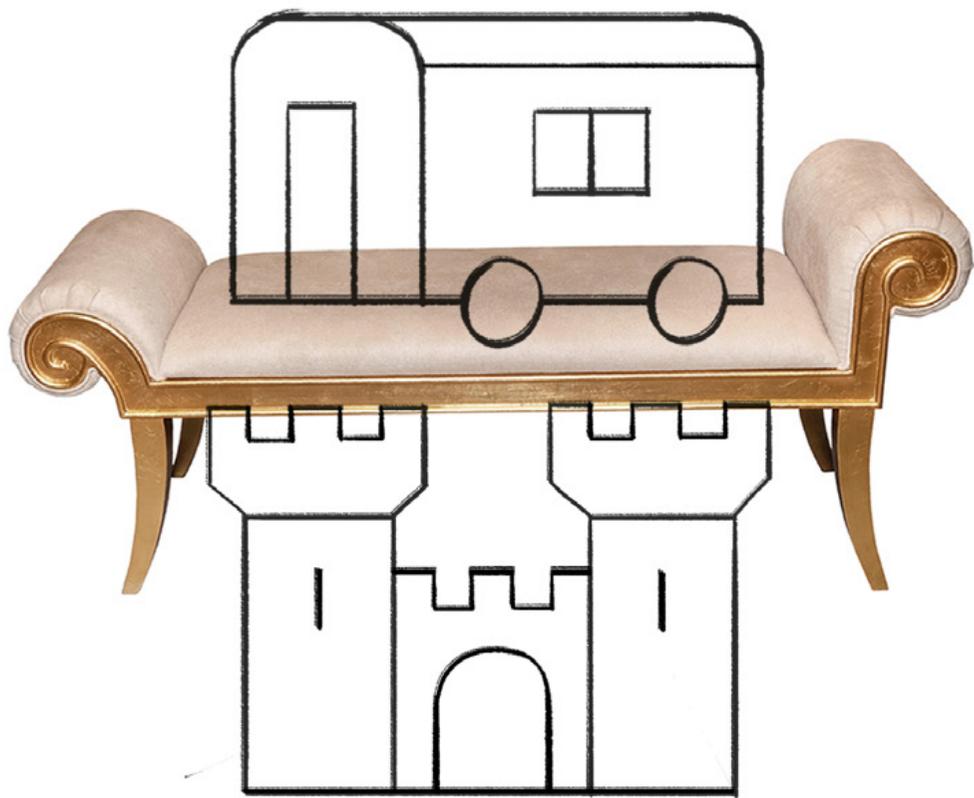
Editorial design: Opernhaus Zürich



Martyrdom (Dialogues des Carmélites)



Power and intrigue (Heinrich VIII)



Where do i belong? (Il Trovatore)

Falstaff

Die Anziehungskraft des Mr. Hyde
Von Wolfgang Schmidbauer



Im Jahr 1428 liess der Bischof von London die Gebeine des Oxford-Theologen John Wycliff (1330-1394) ausgraben, verbrennen und die Asche in die Themse schütten. 13 Jahre vorher waren auf dem Konzil von Konstanz bereits die theologischen Werke des Reformators verbrannt worden, der viel von Luthers Gedanken vorwegnahm und anders als dieser die politischen Folgen seiner Lehren nicht mehr selbst erlebte: Aufstände von Anhängern, die gegen ihre Bischöfe rebellierten. Die Bischöfe schlugen zurück und machten aus dem frommen Denker einen Verbrecher.

Einer der Saufkumpane des Prinzen in Shakespeares Königsdrama *Heinrich IV* trug in der ersten Fassung den Namen Oldcastle und ist als historische Figur belegt. Er war einer der Anführer des Aufstands der Wycliff-Anhänger und weigerte sich, seinem Glauben abzuschwören. Schliesslich wurde er hingerichtet. In den Pamphleten der Kirche gegen die Ketzerhiess es später, er sei ein Raubritter gewesen, ein Fettwanst und Grossmaul. Shakespeare fand die Figur des Oldcastle in anonymen Quellen. Als er sein Drama

verfasste, hatte sich das britische Königshaus von der katholischen Kirche getrennt. Oldcastle war jetzt ein Märtyrer und Freiheitskämpfer. Angeblich war es keine geringere als Königin Elisabeth, die Shakespeare dazu bewegte, dem dicken Ritter ein eigenes Lustspiel zu widmen: den grossspurigen, gewissenlosen Schwerenöter, der in *Die lustigen Weiber von Windsor* von den Frauen gefoppt wird, die er ausnützen will.

Hinter dem Gemütlichen lauert bekanntlich das Ungemütliche. Dieses Thema hat von Shakespeare bis Stevenson und Tolkien die englische Literatur umgetrieben. Im Menschen steckt das Tier, und je mehr er sich über seine Tugenden belügt, desto mehr Macht wird es entfalten. Im Grunde gibt es nur zwei Möglichkeiten, das vorbildhaft Erhabene und das abscheulich Animalische zu versöhnen: die Kunst und den Humor. Shakespeare muss das nicht einmal gewusst haben, aber er hat Falstaff auf die Bühne gestellt und Komponisten wie Salieri und vor allem Verdi inspiriert.

Dieser Held ist wahrhaftig keiner. Da er dem Ideal des Ritters so gar nicht ent-

spricht, ist es leicht, neben ihm tugendhaft zu erscheinen.

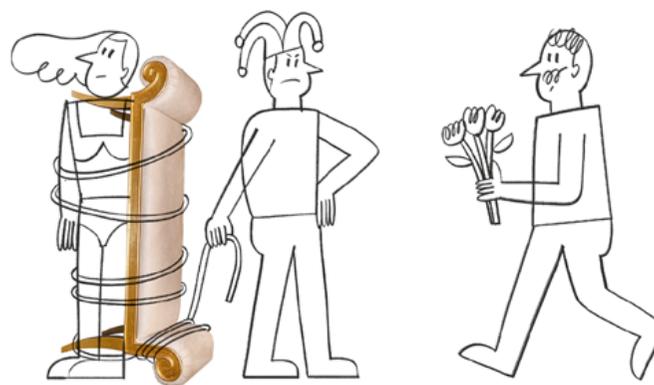
In der Geschichte von Dr. Jekyll und Mr. Hyde hat Robert L. Stevenson die Verwandlung des frommen Ritters Oldcastle in den unfrommen Falstaff neu erzählt. Der Menschenfreund, Arzt und Naturforscher Dr. Jekyll will der Natur des Bösen auf die Spur kommen, um es definitiv zu besiegen. Er braut einen Trank, der die unterdrückte Wut des Tugendboldes in eine eigene Persönlichkeit formt, eben den Mr. Hyde. Während es anfangs noch gelingt, den Bösewicht rechtzeitig in den angesehenen Bürger zurückzuverwandeln, wird der Zaubertrank jedoch immer schwächer und Mr. Hyde stärker.

Gäbe es nicht Wein, gutes Essen und die Fähigkeit, sich selbst zu überschätzen, Falstaff wäre nicht komisch, sondern gefährlich wie Mr. Hyde. Aber da er nun einmal so ist, wie ihn Shakespeare geschaffen hat, ein fetter Mann, der nachts gut schläft, dürfen auch wir über ihn lachen, wie das Gefolge des Bacchus über den fetten, trunkenen Silen.

Illustration: Anja Altemann

Rigoletto

aus Giuseppe Verdis gleichnamiger Oper
Von Wolfgang Schmidbauer



Lassen wir die Maske weg, dann dominiert Rigoletto ein archaisches Motiv: Der Urvater will alle Frauen für sich behalten, er will sie keinem anderen Mann geben, sie in seinem Harem haben und jeden töten, der ihm sein Privileg streitig macht. Die Grandiosität dieser sexuellen Übermacht ist in der Oper auf zwei Männer verteilt – den schönen, ehrlosen Herzog und seinen buckligen Narren.

Sigmund Freud hat in *Totem und Tabu* den Patriarchen der Urzeit beschrieben, der seinen Söhnen keine der von ihm gezeugten Töchter gönnt, bis sie sich zusammmentun, ihn erschlagen und fressen. Nach seinem Tod werden sie von einem bisher unbekanntem Gefühl überwältigt: Sie fühlen sich schuldig. Der tote Vater wird mächtiger als der lebende, er wird von nun an in Tiergestalt als Halbgott verehrt. Das erste Gesetz der menschlichen Kultur lautet: Das entsprechende Tier darf von den Mitgliedern der Totem-Gemeinschaft nicht verspeist werden.

Freuds Mythos über die Entstehung des Totemismus hat den Poeten und Schriftstellern besser gefallen als den Ethnologen. Diese tadelten, dass der Vater der Psychoanalyse die Strukturen des Pa-

triarchats in die primär egalitären, auf Kooperation von Männern und Frauen hin orientierten Kulturen der Altsteinzeit übertrug. Besitz und Macht spielen in der Welt der Jäger und Sammler keine wichtige Rolle. Niemand hat mehr, als er tragen kann; die Natur gehört allen. Ein Jäger der Altsteinzeit, der den erbeuteten Elefanten zu seinem Besitz erklärt und nicht mit seinen Freunden teilt, ist nicht mächtig, sondern dumm.

Wenn überhaupt irgendwohin, dann gehört der Gedanke vom Bündnis der Söhne, die dem Patriarchen seine Macht rauben, in die Epoche der bürgerlichen Revolution. Ihr hat die klassische Oper die schönsten Themen zu verdanken: Der Adel ist korrupt, aber interessant. Das Volk leidet. Es gibt Chancen für kluge Köpfe. Denken wir an den *Barbier von Sevilla*, an *Figaros Hochzeit*, an *Don Giovanni*. Was wäre, wenn Leporello eine schöne Tochter hätte?

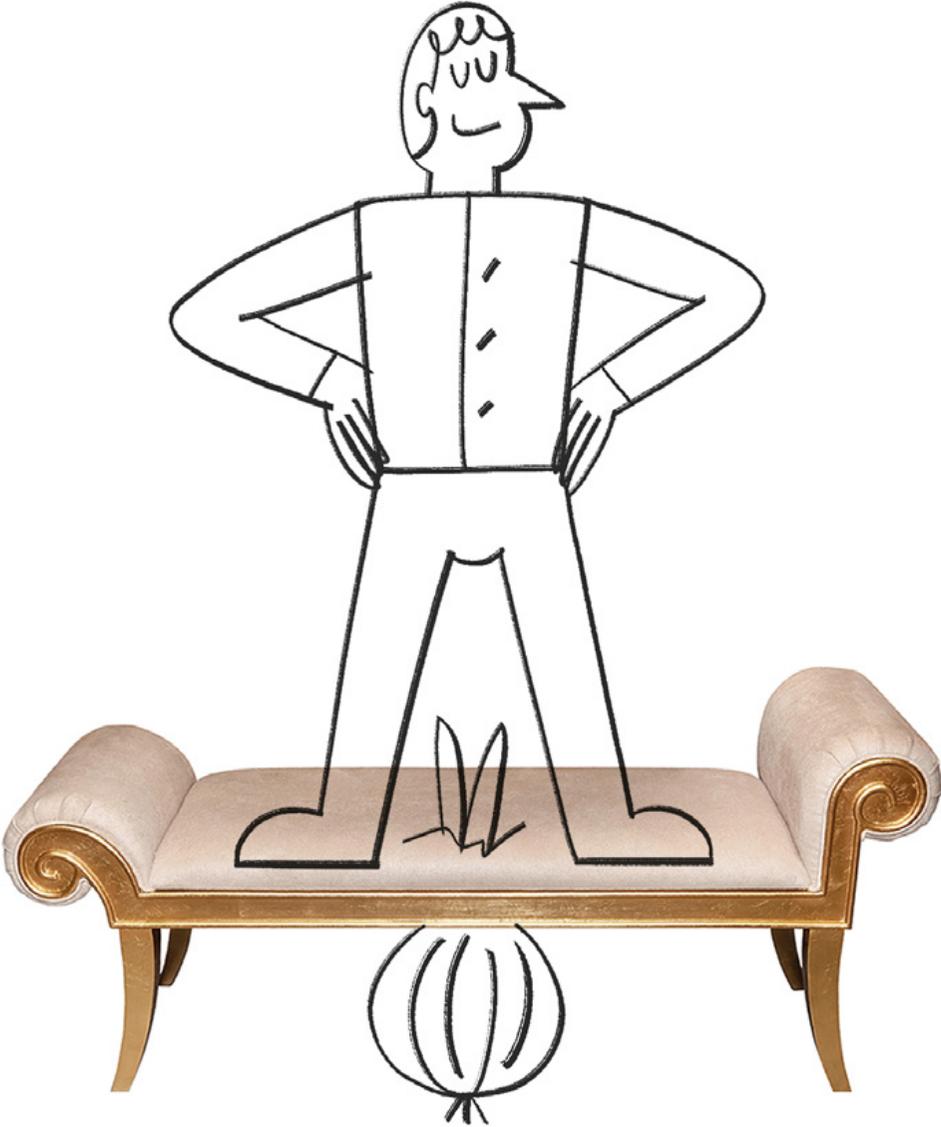
Rigoletto kann es sich erlauben, in beissendem Spott die Korruption der hohen Herrn anzuprangern. Seine Tochter aber möchte er in Anstand und Sitte erziehen, fernab von seiner Rolle am Hof. In sie projiziert er seine ganze Sehnsucht

nach dem Guten. Sie soll ein reiner Mensch sein und bleiben, anders als er, der sich täglich erniedrigt, um seinen zügellosen Herrn zu amüsieren. Rigoletto ahnt nicht, dass seine Überzeugung, besser zu wissen, was gut für seine Tochter ist, diese dem Jäger in in die Arme getrieben hat: Der gewissenlose Herzog hat die Schöne längst bezaubert.

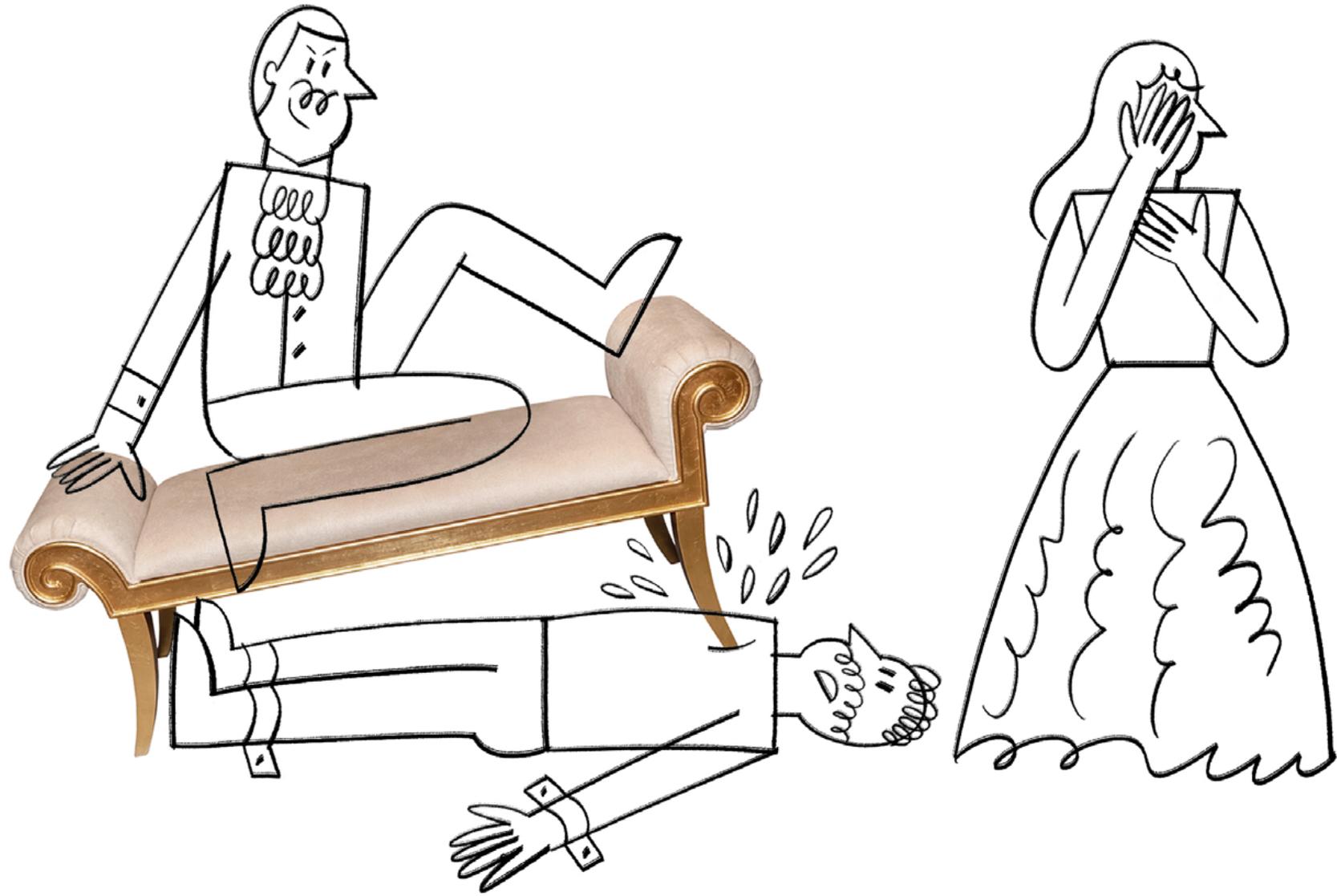
Zur Tragödie gehört die Übertreibung; ihre reinigende Macht verdankt sie dem Erleben der Zuschauer, dass sie mehr Einsicht in der Bewältigung des Unausweichlichen entwickelt haben als die Darsteller auf der Bühne. Dass ein Vater mit gelassenem Humor die Männer willkommen heisst, die ihm seine zur weiblichen Blüte gereifte Tochter abspenstig machen, ist bis heute nicht selbstverständlich. Moderne Töchter lösen das Problem auf ihre Weise: der Vater wird nicht gefragt, so muss er auch nicht gegen die Versuchung kämpfen, sich einzumischen.

Wolfgang Schmidbauer ist Psychoanalytiker und schreibt in jeder MAG-Ausgabe über Figuren des Opernrepertoires

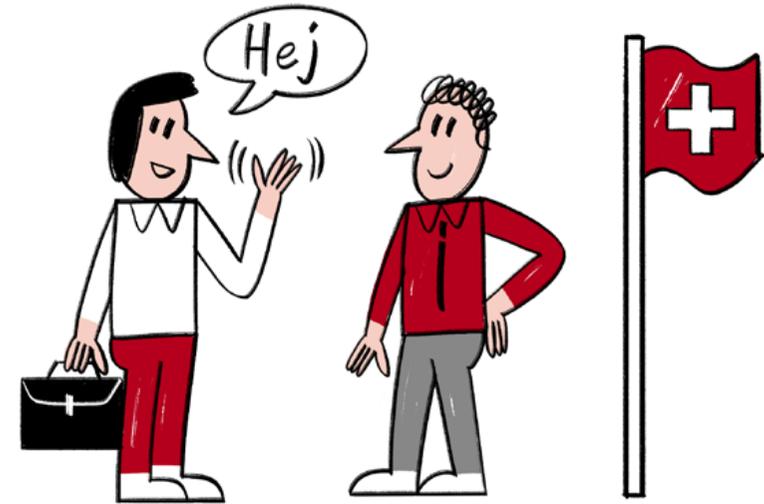
Illustration: Anja Altemann



Hunger for greatness (Peer Gynt)



7



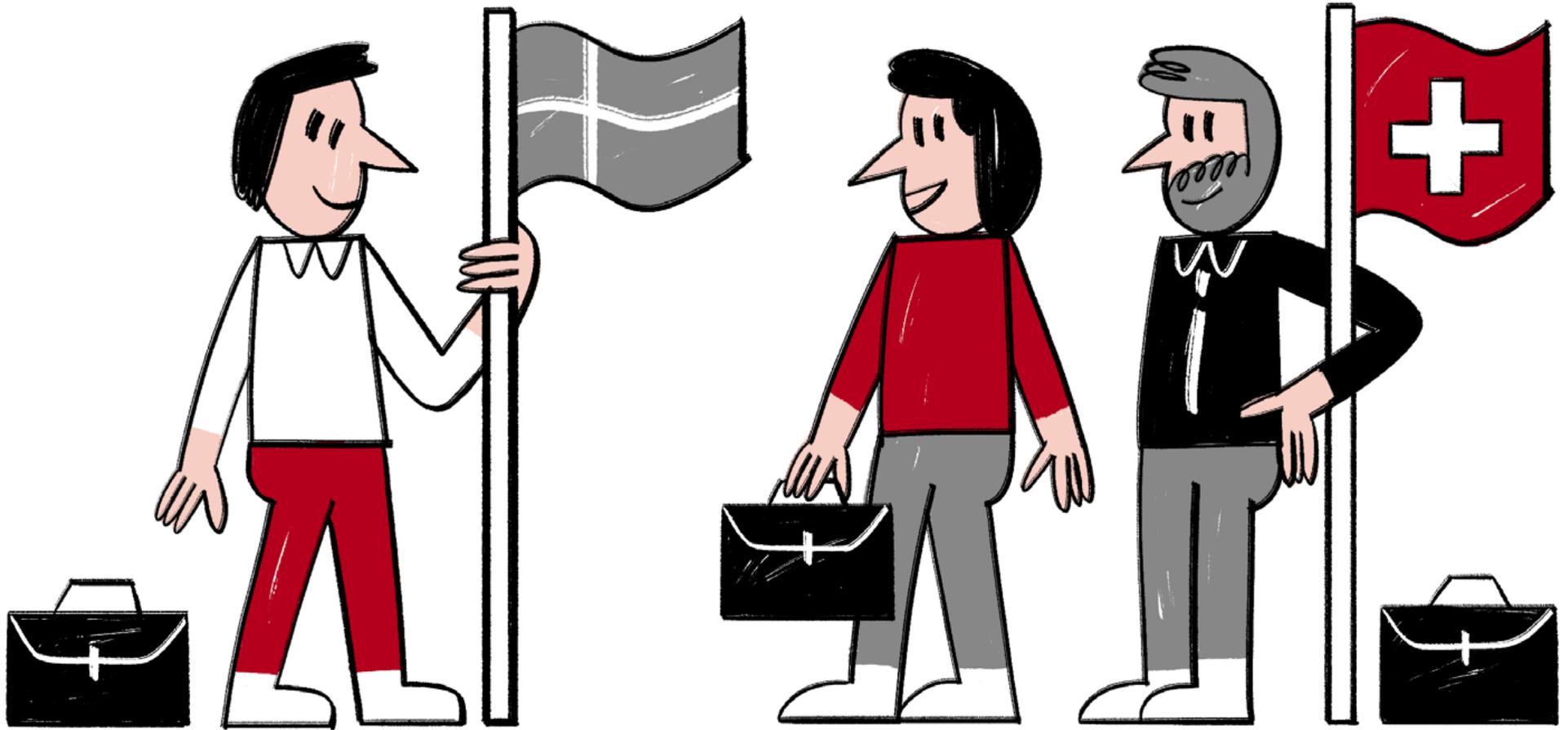
Canton Schwyz

Several illustrations about discovering the Swiss life sciences market.
www.lifesciences.sz.ch (2023)

Webdesign: Clavadetscher



Building trust / Greater Zurich Area



3



ADVANTAGE

Heart of Europe

It is definitely more than just Switzerland as you can reach out to other neighbouring markets like Germany, Austria, Italy and France. We have strong business ties to these markets, four official languages spoken (German, French, Italian, Romansh) and English is widely spoken in business.

8

Personal Work

Illustration for a poster. (2019)

Available in my shop:
www.anitaallemann.com



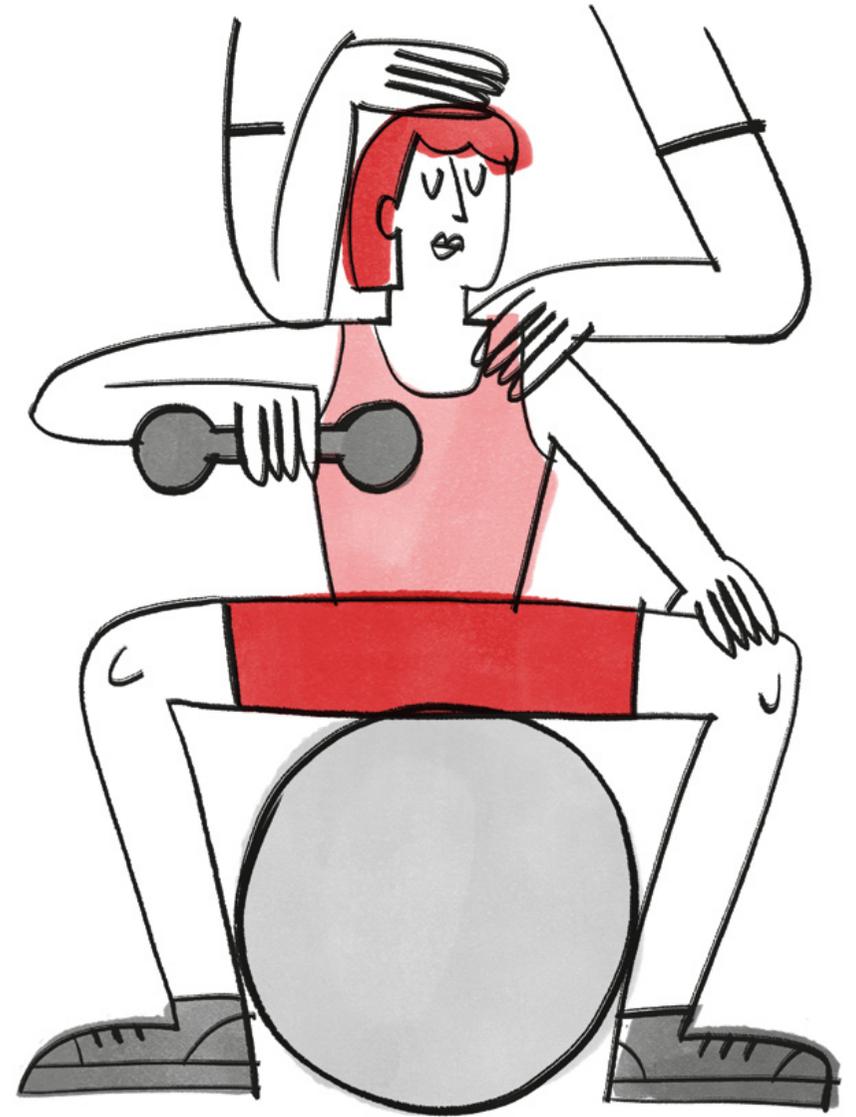
"Full Moon", poster A2, screen print

9

BodyLab

Illustrated for BodyLab – osteopathy and physiotherapy, rehabilitation and training. (2022)

In collaboration with: Florian Streit





10

Monocle

Company Profile of Allianz — illustrated for the magazine Monocle. (2020)

Editorial design: Monocle
Art director: Sam Brogan



Global reach, magic number, bottom up, green thinking, sustainable investments

THE NEWSROOM

ALLIANZ × MONOCLE

+ AIMING HIGHER

It's a good habit to exceed expectations. Last year Allianz achieved a 35 per cent reduction in greenhouse gases per employee since 2010 (the target was 30 per cent). It's also decreased the amount of paper used by 53 per cent since 2014 (compared to a target of just 40 per cent).



NO. 7 SAFETY IN NUMBERS

Remote-working and looking after staff helped Allianz react to protecting its customers future and its own.

Creating a sense of purpose is key to keeping staff motivated and Allianz ensures that its 147,000 global employees are in a position to safeguard its customers' futures and offer more than mere cover. "To be able to secure the future of our customers, we need to ensure that our employees feel good and safe themselves – and have the right tools to deliver on that purpose," says Serge Raffard, group strategy, marketing, distribution officer at Allianz. One key upfront investment was in IT, which

allowed the number of Allianz employees working from home to rise from less than 20 per cent to more than 90 per cent as workplaces closed.

I'm still here to help!



13

NUMBER OF ALLIANZ FOUNDATIONS DEDICATED TO PHILANTHROPIC ACTIVITIES

660,000

PEOPLE WHO BENEFITED WORLDWIDE

115,000

HOURS VOLUNTEERED THROUGH ALLIANZ INITIATIVES IN 2019



+ GREATER GOOD

The World Economic Forum's 2019 annual Global Risk Report drew attention to how social inequality excludes many people from participating economically, politically and socially. Through the work of its foundations and philanthropic activities Allianz tries to shore up some of these inequalities and encourage more participation and inclusion, especially among young people.

NO. 8 SPANISH SOLUTIONS

Remembering those in need is key to Allianz's regional focus from research into illnesses to creating masks for deaf people.

The pandemic is a pressing concern but Allianz is also helping to deal with the

unseen and unintended fallout. As well as donating to the Red Cross and towards research to find a coronavirus vaccine, Allianz Spain is supporting the Fundación Pasqual Maragall, a Barcelona-based non-profit dedicated to scientific research around Alzheimer's. Other initiatives include voluntary work and home visits to the elderly undertaken by Allianz Spain staff and the development of a protective mask that allows deaf people to communicate – a crucial piece of invention.



GLOBAL INSIGHT

As well as the local view on issues we also turned to Allianz's chief economist Ludovic Subran for a top-line take on everything from debt to global risk and the plight of the platform economy.

NO. 1 TRADING BLOWS

The tides of global trade are turning.

Reshoring manufacturing and cutting supply chains is risky. "We talk a lot about stress tests for banks but we don't talk about stress tests for logistics supply chains," says Subran. "If I have a unique

supplier for goods and something happens, then I cannot provide them." Options are no bad thing when it comes to trade.



Although many businesses have gone online to reach customers during the pandemic, Subran, says that it would be a mistake to abandon the human touch and ditch face-to-face in favour of digital interaction. "I've always thought that technology is an enabler," he says. "For us in insurance, for example, the human platform of our brokers and agents is completely complementary with any digital platforms – we are trying to develop the hybrid," he adds, acknowledging that social distancing has some people spooked for now but that won't last forever. "The good news is that it's not only about saving costs or selling more – it's really the digital dividend of tapping into people. But I don't have any impression that this means you should shut up shop. Some of the traditional channels have proven very resilient to this crisis." Physical retail, it seems, is still an easy sell.

NO. 2 PERSONAL TOUCH

Human contact as well as digital innovation are key to the future of businesses around the world.

THE NEWSROOM

ALLIANZ × MONOCLE

NO.

3

CHANGE OF DESTINATION

The travel industry is moving slowly and many people's feeling about travel is changing.

Global transport has slowed but will pick up again, says Subran, who foresees the biggest disruption as being a subtle change in mindset among certain travellers.

"We see the troubles for airline carriers. We also see that the shipping industry is certainly going to be affected for quite some time," he says, before suggesting that lockdown and advances in technology might significantly affect the demand for flights when boarding recommences. "Do you want to fly to New York for 48 hours for a board meeting? Can you actually do it via one of the virtual meeting apps? I think there's going to be a realisation by consumers that, on the transport side, we can be a bit more frugal than we have been in the past," he says. "If you add to this the greening that some people want [it could] help shape a green recovery".



"There could be a green recovery"



NO.

4

INDUSTRIAL ACTION

The platform economy hasn't fared well.

Any business going bust is bad news but the pandemic has tipped entire industries into the red. The service sector is in trouble according but Subran is optimistic that it could bounce back as confidence returns. "There have been massive changes in expenditures; sheltering at home has meant fewer people needing to take ride shares or rent vacation properties," he says. "But I believe that this is temporary."



MAGIC NUMBER

In 2019 Allianz was named the number one insurer in the Dow Jones Sustainability Index – this is the third year running.



NO.

5

RISKY BIZ

Firms must act swiftly to survive.

With a global recession underway, Subran thinks that "agility" needs to be a watchword – rather than a mere buzzword – for businesses that want to survive. "It's a real game-changer; companies are trying not to waste this crisis and to adapt," he says. "We know that facing uncertain hazards will be

the new normal for so many businesses," adds Subran, who tempers the advice to be agile with the suggestion for entrepreneurs and firms that caution is key to weathering the storm. "Risk awareness and maybe risk aversion are going to be part of business life 2.0. It's going to be very Darwinian when it comes to businesses: the most agile will survive. Those that were already fragile before the crisis may not actually make it after." Not quite business as usual then.



BOTTOM UP

As a leader and key voice in the emerging consumers sector, Allianz reached more than 10 million people living on low incomes in Asia, Africa and Latin America with affordable micro-insurance and micro-savings solutions. Making a difference in emerging economies is key to a healthy economy.



NO.

6

BACK TO BLACK

The way we understand debt will be affected by the fallout from the pandemic, expect some countries to saddle themselves with plenty. But, says Subran, in the short-term at least there's no reason to fret.

What will this crisis cost us?

For the public sector, the relief measures have been very costly: to the tune of trillions or between five and 10 per cent of GDP. Some will double. This will increase debt-to-GDP levels across the world by at least 10 per cent – maybe 15 to 20 depending on the country.

How different is this from before?

In Europe we have the Maastricht Criteria, which was [that debt could be no higher than] 60 per cent of GDP. I think that most of the

countries now will accept that 100 or even 115 is going to be the new 60.

What can be done to mitigate the risks?

The good news in all of this is that governments are actually borrowing at very low real interest rates. So in a sense, you don't need to massively reduce expenditures or to massively increase corporate taxes just after this crisis.

What do we need to watch out for?

We need to be careful not to zombify the economies. For example, we need to be careful that some governments might actually use the very low cost of debt to finance some sectors and therefore to create even more debt by keeping some of these companies alive for the wrong reasons.

Opernhaus Zürich

Illustrated for the Zurich Opera House, magazine "MAG". (2019)



CV:

Freelance illustration,
Berlin / Bern
(since April 2016)

Art direction in the agency
Raffinerie AG in Zurich
(2014 – March 2016)

Graphic design and
illustration in the agency
Raffinerie AG in Zurich
(2009 – 2013)

Internship and freelance
in the agency
Raffinerie AG in Zurich
(2008 / 2009)

Internship at Studio
Gerhard Blättler in Bern
(2007, 4 months)

School for graphic design
Bern and Biel
(2004 – 2007)

Pre-course school for
design Bern and Biel
(2003 / 2004)

Primary school teacher,
Jegenstorf School in Bern
(2000 – 2003)

Teacher training
Bern Lerbermatt
(1995 – 2000)

1979 born in Bern

Clients (selection):

B.Braun
Beltz Verlag
Combination Studio
Christen Visuelle Kommunikation
Federal Office For Public Health
Heimann und Schwantes
Klett Verlag
Limmat Verlag
Maison Georges
Migros
Museum für Urgeschichte(n)
Monocle
Noord
NZZ Campus
Opernhaus Zürich
Pro Helvetia
Raffinerie
Schauspielhaus Zürich
Schulverlag plus
SEAB
SIX
Stillhart Konzept
Swiss
Theaterhaus Gessnerallee
UBS
WWF
ZKB

Awards:

World Illustration Awards
2024, Shortlisted Artist
Category: Editorial
Magazine «MAG»,
Opernhaus Zürich

with Raffinerie:

Art Directors Club
Switzerland
2015, Shortlist
Book “Die Börse”
NZZ Libero

Art Directors Club
Germany
2014, Bronze
Book “Die Börse”
NZZ Libero

European Design Award
2013, Bronze
Corporate Design SEAB
(Environmental business in
Bozen, Italy)
Category: Company
Implementation

Features:

Monocle, 2021 (No. 139)
Page Magazine, 2019 (No. 9.19)
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Contact:

Anita Allemann

c/o Studio Neuf
Gneisenaustrasse 42
10961 Berlin
Germany
+49 157 729 802 49

Kalchackerstrasse 37
3047 Bremgarten b. Bern
Switzerland
+41 79 272 80 39

info@anitaallemann.com
www.anitaallemann.com

Follow me on Instagram:
anita_allemann

