

Monday, August 11, 2008
Gala Dinner „Roche Continents“
Kavalierhaus Salzburg Klessheim

Dear “Roche Continents” participants

Dear friends and colleagues from Salzburg and from Roche

It is truly a great pleasure for me to welcome you here in Salzburg, the place where I grew up and spent my youth. Isn't it a marvelous place...?

I know you've had a very intense 4 days so far and there is still another day to go. In a way it makes me envious that you have the opportunity to engage in such dynamic discussions on creativity. Most people only give these matters some thought much later in their lives and careers – if ever.

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You may ask yourself why Roche invited you to such an event? Of course innovation lies at the core of finding solutions for today's healthcare challenges, which as a Healthcare company is our business. And of course we want to encourage you to be creative and innovative as many of you will later carry on trying to find solutions for unmet health care needs.

However, there is also another reason and that is Roche's commitment to contemporary music and art. Before I can tell you that story let me point out that Roche, even though it is a company that represents a market capitalization of 166 billion Swiss Francs, is still in the hands of only one family.

“Culture” always played an important role for the Roche family.

Emanuel, the son of Fritz and Adèle Hoffmann-La Roche who founded our company, married Maja, a trained sculptress.

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They were extremely committed to modern art. Tragically, Emanuel died at the young age of 36. As a continuation of their commitment to contemporary art, his widow established the Emanuel Hoffmann Foundation, which had three main objectives: collecting, conserving and mediating avant-garde art. Later, with the construction of the *Museum für Gegenwartskunst* in Basel, the world's first museum of contemporary art, the collection was made accessible to the public.

It was two years after she lost her husband that Maja Hoffmann married Paul Sacher, a conductor, whose strong affinity for music complemented her cultural engagement. It is said that on their honeymoon she told him: “Me the art, you the music and the business”^{*}.

^{*} „Ich die Kunst, du die Musik und das Geschäft.“

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By the age of 20, Paul Sacher had already founded the Basel Chamber Orchestra (Basler Kammerorchester), an orchestra that played works written before the classical music period as well as contemporary works. In the year before he married Maja, he also founded the Schola Cantorum Basiliensis, a research and teaching institution for ancient music.

Through this marriage Paul Sacher had nearly unlimited resources for his passion, “contemporary music”. Two years ago, the BBC dedicated a programme to “Paul Sacher, the Man Who Made 20th Century Music”. Throughout his life he used his wealth to commission over 300 pieces from composers and conducted many premieres of groundbreaking works by Béla Bartók, Arthur Honegger, Frank Martin, Paul Hindemith, Hans Werner Henze, Richard Strauss, Elliott Carter, Harrison Birtwistle and Pierre Boulez.

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In his native Basel and well beyond, he transformed musical life; so that it became a melting pot for leading musicians and composers. The Sacher Foundation which encompasses a vast collection of manuscripts from leading composers helps to keep his legacy alive.

Since Paul Sacher's death 9 years ago, Roche's and the owner family's cultural engagement lives on. Five years ago one of the granddaughters founded another museum, the *Schaulager*. On their Website you can read: "Art Works. If art is not seen, it is dead. If art is not conserved, it decays." In that same year, Roche started "Roche Commissions", which regularly awards commissions for new musical works by outstanding contemporary composers, whereby the commissioned work is premiered by the Cleveland Orchestra at the Lucerne Festival, and the following season, the same orchestra premieres the work at the world-renowned Carnegie Hall in the United States.

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Thus you see, from the cultural aspect, “Roche Continents” dovetails seamlessly with the cultural engagement of Roche which has endured since the founding of the company.

Creativity and innovation – is there a difference between the two?

Many people probably associate innovation more with business - making money out of a good idea - but I think the two basic principles go hand in hand.

We all know that creativity as such is more than just “money making”. Innovation, in one way or the other, lies at the very heart of all progress. Creativity, in the broader sense, can be perceived everywhere, from history to the present, in our daily life, we can see it in areas spanning from culture, art and religion to science.

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The big question is: can one learn it? Can we learn to be creative or innovative? Isn't it strange that we know how important innovation and creativity are, yet only a few of us are able to master these abilities? I agree there are things that are easier to learn, for example riding a bike, playing soccer or speaking English. It already becomes more difficult if we have to learn to play the violin or as Europeans, speak Chinese or Japanese, and so on.

Some of you may hold the view that there are things we cannot learn, and we just have to be lucky that we have a certain gift, for example to become a brilliant scientist in the league of Nobel Laureates, a stunning investor like Warren Buffet, an exceptional painter like Picasso, or a writer like Goethe or Shakespeare. In other words, that "there is something that has to be there from the beginning."

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Or should we believe that all of us - in theory - have the same starting point, the possibility to get there with learning, experience and diligence? I personally believe that this is much closer to reality. Thus a better question would be: how can we inspire or nurture our own talents and skills and unlock our creativity?

Some people may tell you that you just have to “Think out of the Box” – true. But in order to follow this advice first you have to know in which box you are in, which is not an easy task!

Do you know which box you are in?

One has to become aware of one’s own limitations, one’s own “box”, in order to get beyond being captured in this “cage”. So creating this self-awareness, or at least a first step in this direction, is what this workshop aims to achieve.

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As a disclaimer: Don't expect that after this week you will go home transformed into the next Leonardo da Vinci, Mozart or Einstein. Don't rely on the "big creative breakthrough" in your own work just because of this week... You have to start with little things in order to make a difference - get out of bed one morning on the other side, so to speak.

Roche believes strongly in innovation as the basis for success, especially in an industry like ours, where good ideas – intellectual properties – are patented, and thus have to be followed by other new innovative, groundbreaking ideas once the patent protection comes to an end. On the other hand, Roche has this long tradition of sponsoring arts, in particular contemporary composers. It was these two realms together that gave birth to the idea of "Roche Continents", to explore the common ground of creativity and innovation in Arts & Science.

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Let me thank you for your willingness to participate in this challenging workshop here in Salzburg.

I hope you have learned something about creativity and innovation, I hope you have learned something that will be of use in your own career, and last but not least, I hope you had some fun, too!

Thank you very much; enjoy the evening.