

# general outline

- 5. Areas of Expertise
- 7. Areas of activity and services offered
- 9. Reference projects
- 19. Partners
- 21. Nelly Wenger
- 24. Contact

**Nelly Wenger Associates**

CONDUITE STRATÉGIQUE DE PROJETS COMPLEXES  
STRATEGIC MANAGEMENT OF COMPLEX PROJECTS

Nelly Wenger Associates is an independent bureau at the service of public and private movers and decision-makers.

Active at an international level, NWA specialises in the planning, management and realisation of major projects in complex political, economic and cultural contexts.

NWA provides advice and assistance throughout each stage of a project, from initial vision to realisation.

Our clients are decision-makers from the public and private sectors (private investors, company managers, representatives of national, regional and local bodies, associations, foundations, federations, public institutions, parapublic companies, etc.) confronted with issues where much is at stake and which involve a wide variety of operators and players, and require the right combination of different skills.

Our know-how is brought to bear in out-of-the-ordinary projects, an area in which we are known for our ability to understand and master the most complex situations.

We assist our clients, who are anxious to see ambitious projects brought to a successful conclusion, in making available the necessary capacities for coordination, arbitration and strategic management.

We ensure that strategic decisions (political, corporate and investment decisions) are fully coordinated and put into effect.

In certain circumstances, we also take the initiative and develop projects ourselves in keeping with NWA philosophy.



## AREAS OF EXPERTISE

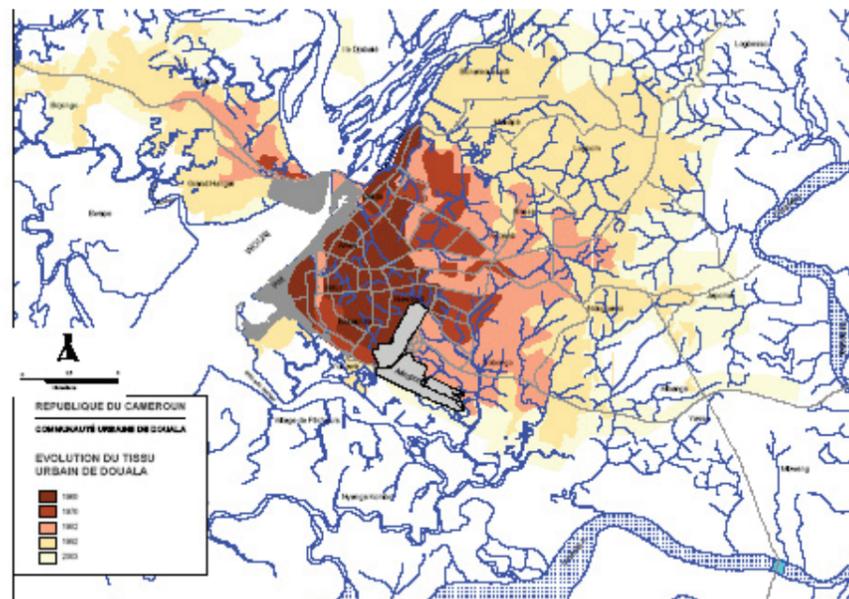
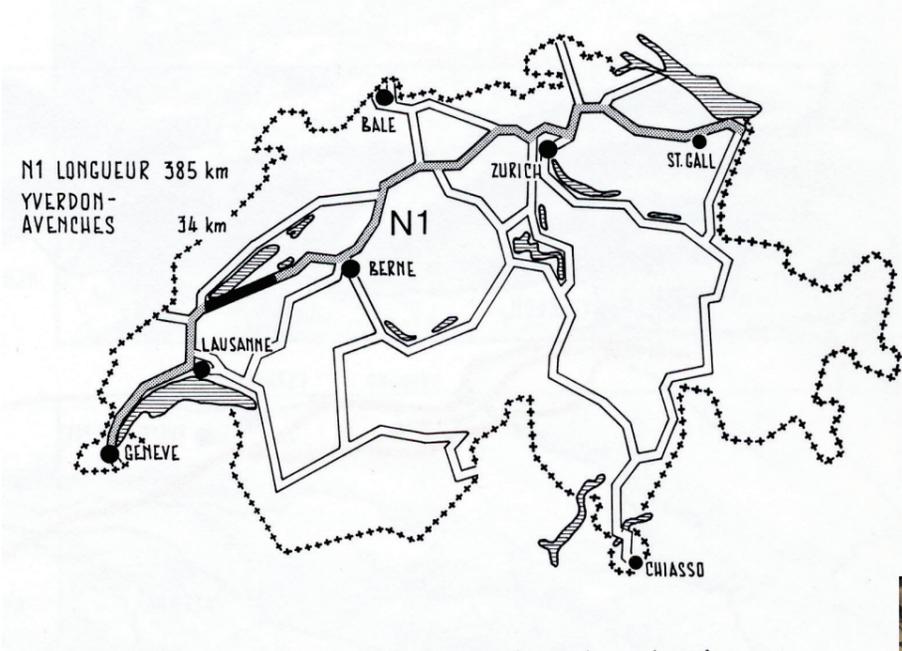
Nelly Wenger Associates combines first-class skills for the strategic management of complex projects.

### Three main areas of involvement:

- An idea, an investment or a problem to be resolved : NWA takes care of the planning, definition and overall strategic management of the project. If mandated to do so by the client, NWA will represent it and defend its interests.
- NWA also provides public authorities, investors and companies with strategic consultancy services, and monitors the good governance of the project.
- In certain circumstances, we will take the initiative and develop projects ourselves in keeping with NWA philosophy.

### Within this framework, Nelly Wenger Associates aims to:

- Define the configuration of the project : content, challenges, objectives and strategy
- Determine the circumstances of its realisation
- Identify the means
- Organise the management structures
- Mobilise and monitor the designers and operators
- Oversee all the tasks involved in the successful realisation of the project



**Nelly Wenger Associates**

CONDUITE STRATÉGIQUE DE PROJETS COMPLEXES  
STRATEGIC MANAGEMENT OF COMPLEX PROJECTS

# general outline

7



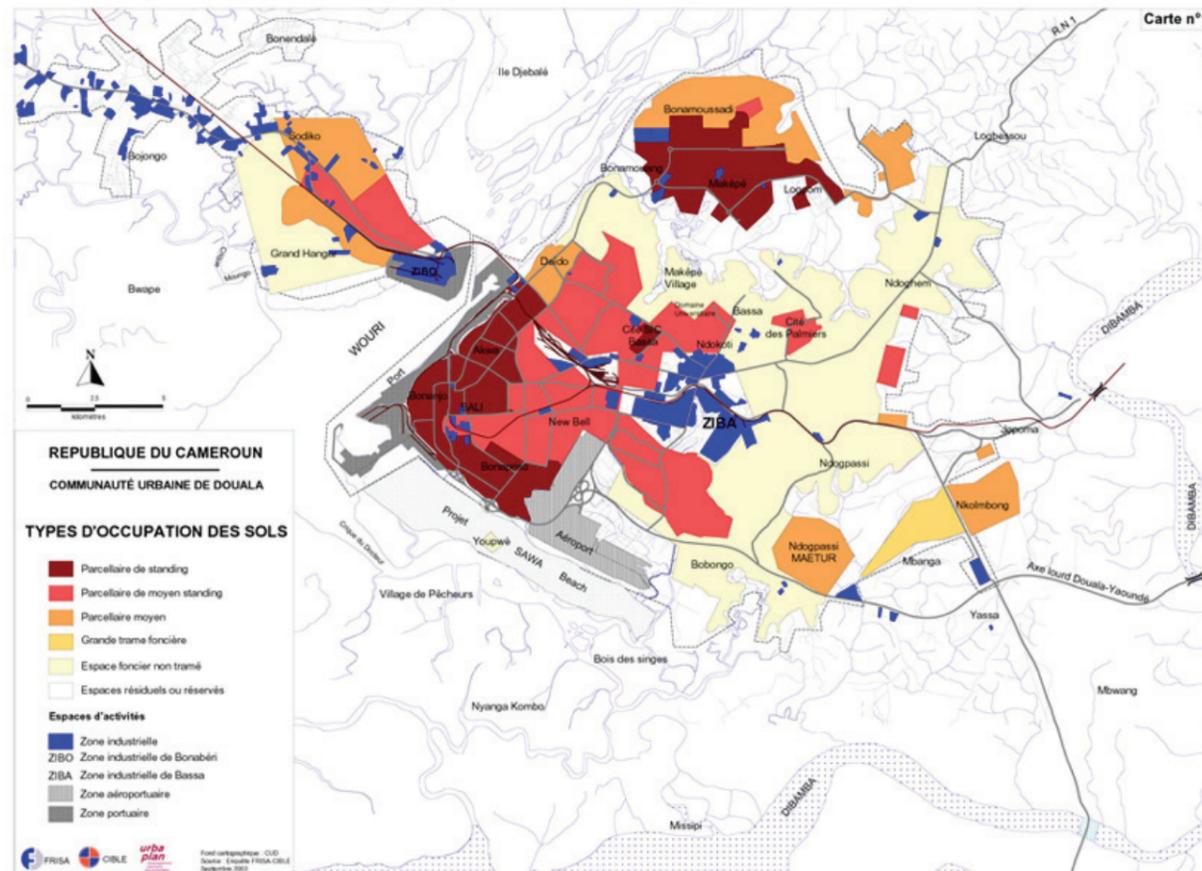
## AREAS OF ACTIVITY AND SERVICES OFFERED

NWA offers services in seven different areas:

- Urban project development in specific contexts
- Strategy and development relating to complex cultural projects
- Planning and development of cultural, scientific and economic events
- Definition and implementation of public policy
- Development of, and innovation in, public and parapublic services
- Exploitation of major technological innovations
- Development of urban and economic projects in Africa and the Middle East

In each of these areas, NWA is able to offer different services, defined and configured on a case-by-case basis. In major urban and cultural projects, for example, it ensures the following:

- Concept development based on an objective or an idea
- Development of a strategy for the resolution of a problem
- Transformation of objectives and intentions into projects
- Examination of project opportunities and economic feasibility
- Management of collaboration with designers and experts
- Negotiation with the authorities and the various parties concerned
- Setting up the financial and legal framework for the project
- Development and implementation of the project structure
- Management of multidisciplinary teams
- Project control and evaluation
- Project information, coordination and communication.



**Nelly Wenger Associates**

CONDUITE STRATÉGIQUE DE PROJETS COMPLEXES  
STRATEGIC MANAGEMENT OF COMPLEX PROJECTS



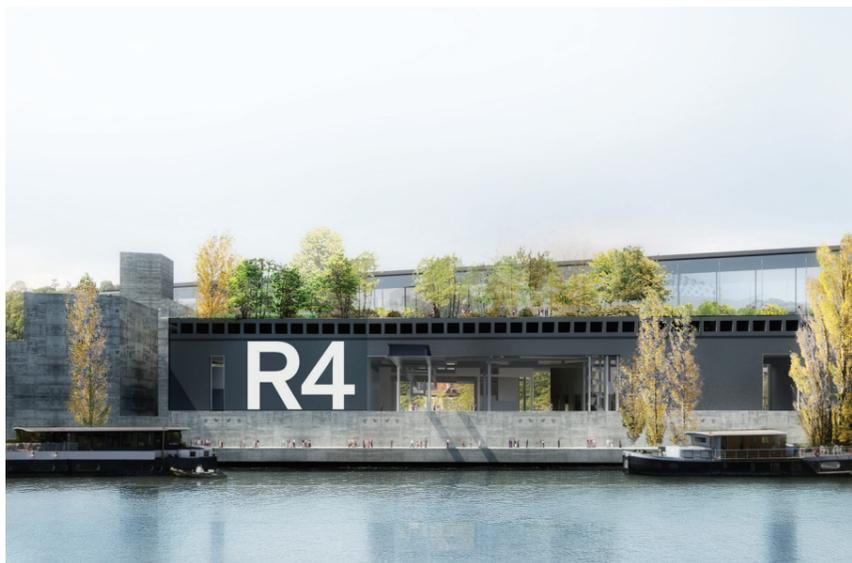
## REFERENCE PROJECTS

### R4

Functions: Project director and president of the property-owning trust company, SCI R4  
Location: Upstream extremity of Ile Seguin (an island in the Seine), Boulogne-Billancourt, Greater Paris, France  
Dates: July 2007–planned completion in 2015

The aim of R4 is to bring together, in an innovative way and on the same site, varied and complementary figures in the world of art and to provide them with a stimulating and creative environment. R4 is a pioneering venture for Ile Seguin and an unprecedented initiative in the art world: it aims to encourage encounters between artists, art dealers, collectors, art lovers, providers of logistics services and exhibition curators, and in so doing create a «vibrant art community». Its architecture is functional and versatile, comprising exhibition spaces and galleries, artists' and artisans' studios, salesrooms and warehouses, digital platforms and multi-purpose stages, and is designed to meet the many and varied needs of its users.

# île seguin R4



**Nelly Wenger Associates**

CONDUITE STRATÉGIQUE DE PROJETS COMPLEXES  
STRATEGIC MANAGEMENT OF COMPLEX PROJECTS



## REFERENCE PROJECTS

### Halle Inox

Function : Project director  
Location : Vevey, Switzerland  
Dates : Autumn 2010 – June 2011

The City of Vevey commissioned Nelly Wenger Associates to examine various options for the future use of Halle Inox, Vevey's last remaining industrial workshop, which was shut down in 1992.

NWA's mandate involved determining the future use of this very special building in a highly complex context in which potentially contradictory values and objectives had to be taken into account :

- An ideal opportunity, not far from the station, to create an urban attraction on a regional scale, with national and even international appeal.
- The symbolic and architectural value of Halle Inox also had to be considered.
- The economic and financial constraints also had to be considered.

Upon completion of the technical and financial opportunity and feasibility studies, three different project possibilities were proposed to the City of Vevey.



### Ingenious Switzerland

Function : Project director and president of the association  
Location : Switzerland  
Dates : April 2009 – March 2011

Against the background of the economic crisis of 2008, the public authorities commissioned NWA to identify sectors of activity with the potential to become export markets. Following a preliminary period of political and economic consultation, NWA established a concept aimed at the development and promotion of the export of services relating to architecture, engineering and design, three areas of Swiss expertise that have achieved international recognition.

## Nelly Wenger Associates

CONDUITE STRATÉGIQUE DE PROJETS COMPLEXES  
STRATEGIC MANAGEMENT OF COMPLEX PROJECTS

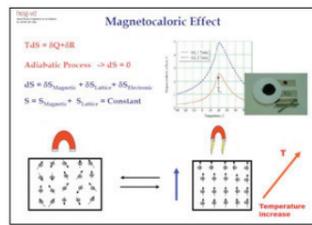


Figure 1 : Effet magnéto calorifique

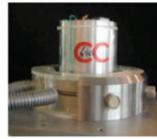
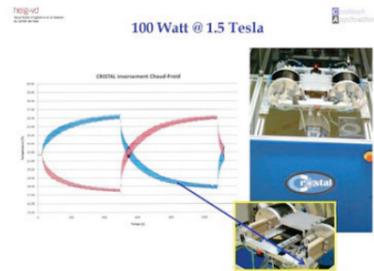


Figure 2 : Free CFC refrigeration rotatif system



Mesures des variations de températures



## REFERENCE PROJECTS

### Clean Cooling

Function : Project director  
 Location : Canton of Vaud, Switzerland  
 Dates : September 2009 – December 2010

The Department of Education, Youth and Culture of the canton of Vaud commissioned NWA to promote on an international level the results of research into magnetic refrigeration conducted by the Haute Ecole d'Ingénierie of the canton of Vaud. The objective was to analyse the state of research, consolidate the legal situation (patents) and set up a company in order to market this new technology.

### World Architecture Summit

Functions : Founder and president  
 Location : Zurich, Switzerland  
 Dates : 2007–

The World Architecture Summit is an institution that aims to encourage an awareness of architecture in all its aspects: aesthetic, functional, technical, political, economic, social and urban. It focuses on contemporary architectural creation and its interrelation with social issues, economic development, urban planning, art and design.

### Douala Cameroon

Function : Responsible for the economic phase of the studies  
 Location : Douala, Cameroon  
 Date : 2008

Despite a return to growth and notwithstanding the efforts made by Douala's urban community, particularly as far as the infrastructures are concerned, the city is experiencing difficulty in asserting itself as the economic capital of Cameroon and the sub-region of central Africa. Studies were therefore initiated by the government of Cameroon to set up a development strategy for the city of Douala and its metropolitan area. NWA was entrusted with the economic phase of these studies.

## Nelly Wenger Associates

CONDUITE STRATÉGIQUE DE PROJETS COMPLEXES  
 STRATEGIC MANAGEMENT OF COMPLEX PROJECTS

**WELT**  
**ARQUITECTURA**  
**SOMMET**  
WORLD ARCHITECTURE SUMMIT

**MUNDO**  
**ARCHITETTURA**  
 峰会  
WORLD ARCHITECTURE SUMMIT

**MONDE**  
**ARCHITETTURA**  
**CUMBRE**  
WORLD ARCHITECTURE SUMMIT

**القمة العالمي**  
**ARCHITETTURA**  
**SOMMET**  
WORLD ARCHITECTURE SUMMIT

**MUNDO**  
**ARCHITEKTUR**  
**SOMMET**  
WORLD ARCHITECTURE SUMMIT

WORLD ARCHITECTURE SUMMIT  
 FRANÇAIS GENERAL INFORMATION



## REFERENCE PROJECTS

### Swiss national exhibition, Expo.02

Function: President of the board of management  
Location: Three Lakes region, Switzerland  
Dates: 1999 – 2002

Expo.02 is Switzerland's sixth national exhibition, the first of which was held in Geneva in 1893 and the fifth in Lausanne in 1964. Ever since the 19th century, national exhibitions have served to reinforce the sense of national identity in a multi-cultural, multilingual country.

This unique event, with a budget of 1.6 billion Swiss francs, CHF 352 million of which was put up by private partners, was organised by the Swiss Confederation, the cantons of Berne, Fribourg, Jura, Neuchâtel and Vaud and the cities of Bienne, Morat, Neuchâtel and Yverdon-les-Bains.

More than 40 projects were presented by architects, curators and artists on four sites known as arte-plages, with a surface area covering over 475,000 m<sup>2</sup>. Expo.02 stayed open for six months and attracted 10.3 million visitors.

**Nelly Wenger Associates**

CONDUITE STRATÉGIQUE DE PROJETS COMPLEXES  
STRATEGIC MANAGEMENT OF COMPLEX PROJECTS



Source : canton of Vaud  
«Cantonal plan of the development centres»

## REFERENCE PROJECTS

### Economic development centres

Functions : Head of regional planning and president of the committee for development centres  
Location : Canton of Vaud, Switzerland  
Dates : 1991–1998

With the aim of promoting sustainable development, the cantonal plan for the creation of development centres sought to reconcile the desire to encourage economic growth with the need for careful regional planning.

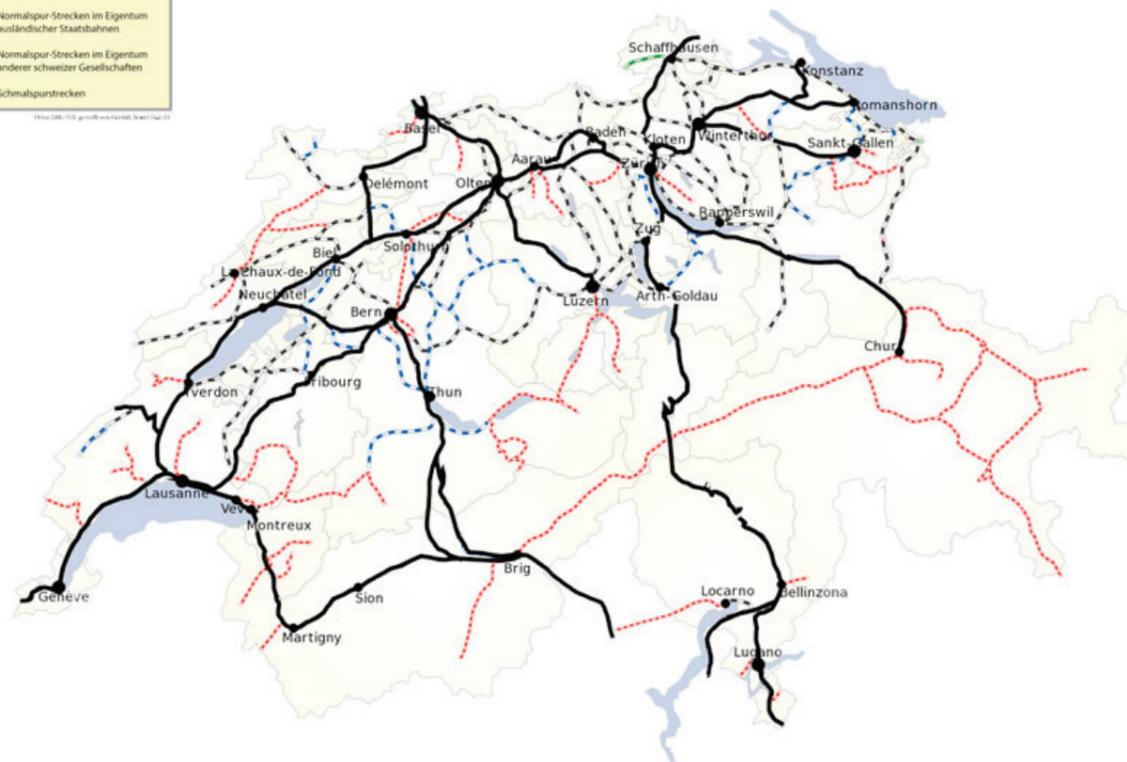
The objective of the cantonal economic strategy was to boost the high-tech sectors, creating a significant knock-on effect, and at the same time to preserve the diversified economic infrastructure on which the canton's vitality depends.

This initiative led to the creation of 19 development centres covering a total surface area of 365 hectares.

### RAIL 2000, N1, N5 and N16 motorways

Functions : Coordinator and director  
Location : Switzerland  
Dates : 1982–1991

For about ten years, Nelly Wenger coordinated and managed a number of major public infrastructure projects for the Swiss authorities. These included motorway networks, railway lines and large urban car parks in particular.



## Nelly Wenger Associates

CONDUITE STRATÉGIQUE DE PROJETS COMPLEXES  
STRATEGIC MANAGEMENT OF COMPLEX PROJECTS

## PARTNERS

NWA creates made-to-measure teams. Technical, scientific, financial, legal and cultural resources are made available for the planning, development and realisation of projects.

Nelly Wenger is surrounded by a team of personal partners who are unique in their multidisciplinaryity.

Nelly Wenger Associates is able to call upon an extensive network of experts, who can be mobilised at very short notice and who are used to teamwork. Made-to-measure teams are set up in response to specific project needs. The necessary and most appropriate structures and skills are therefore combined on a case-by-case basis.



## NELLY WENGER

Trained as a civil engineer, Nelly Wenger began her career at the Ecole Polytechnique Fédérale de Lausanne then in 1982 joined Urbaplan, a Lausanne-based bureau active in the fields of project management, economic development, transport, the environment and urban planning. There she managed major transport infrastructure projects (road and rail) and was placed in charge of economic and urban development strategies in Switzerland and Africa.

In parallel to her work for Urbaplan, she also held teaching posts at the Ecole Polytechnique Fédérale de Lausanne and the University of Geneva, where she set up and ran a postgraduate programme in urban management and construction.

She was subsequently appointed head of the regional planning department of the canton of Vaud, and carried out far-reaching reforms of the department. She initiated and developed a policy aimed at creating economic development centres (365 hectares), introducing financial and tax incentive measures and guaranteeing efficient economic development. She was then tasked by the government to chair the committee in charge of implementing this policy.

In 1999, Nelly Wenger joined the board of management of Switzerland's national exhibition Expo.02, a project comprising four sites of 40 hectares each, more than 40 themed exhibitions, 1,300 cultural events and a budget of 1.6 billion Swiss francs. She was responsible for making the event an unqualified success, with more than 10 million admissions during the six months that the exhibition was open in 2002.

In 2003, she was appointed CEO of Nestlé Switzerland (with a turnover of CHF 1.4 billion, 2,500 employees and eight production sites).

On 1 October 2007, she founded her own company, Nelly Wenger Associates, an independent strategic management bureau that operates internationally, within which she has successfully realised a number of major projects.

Nelly Wenger is currently director of the R4 project and is responsible for concept development and realisation. This «Sculpture and Visual Arts Portal» occupies a site of more than 25,000 m<sup>2</sup> on Ile Seguin, an island in the Seine (Greater Paris).

She is also a member of the Strategy Advisory Board of the Ecole Polytechnique Fédérale de Lausanne and of the Académie Suisse des Sciences Techniques.

### Biography

2011 : Director of the R4 project and president of the SCI R4, responsible for the concept development and realisation of a «Sculpture and Visual Arts Portal» on Ile Seguin

## Nelly Wenger Associates

CONDUITE STRATÉGIQUE DE PROJETS COMPLEXES  
STRATEGIC MANAGEMENT OF COMPLEX PROJECTS

NELLY WENGER	2011	Member of the board of Losinger Marazzi, a Swiss construction and public works subsidiary of the Bouygues Group
	2011	Member of the Strategy Advisory Board of the Ecole Polytechnique Fédérale de Lausanne (since 2005)
	2011	Member of the Académie Suisse des Sciences Techniques in Lausanne (since 2003)
	2010	President of Ingenious Switzerland, an association set up by the Swiss authorities to promote Swiss architecture, engineering and design abroad
	2007	Founder and president of the World Architecture Summit
	2007	Founder and president of Nelly Wenger Associates
	2003–2006	CEO of Nestlé Switzerland
	2000–2003	President of the management board of the Swiss national exhibition Expo.02
	1999–2000	Technical, security and logistics director of the Swiss national exhibition Expo.02
	1997–1999	Head of the postgraduate urban management and construction programme at the Institute of Architecture of the University of Geneva
	1994–1998	President of the committee for the economic development centres of the canton of Vaud
	1991–1998	Head of the regional planning department of the canton of Vaud (Switzerland)
	1982–1991	Partner and co-director of the management board of Urbaplan in Lausanne (project management, economic development, urban planning, transport and the environment)

## Nelly Wenger Associates

CONDUITE STRATÉGIQUE DE PROJETS COMPLEXES  
STRATEGIC MANAGEMENT OF COMPLEX PROJECTS

# contact

info@  
www.

nellywengerassociates.com  
nellywengerassociates.com

Photographic and illustration  
(planning document) credits

© Yves André, St-Aubin  
© Tonatiuh Ambrosetti  
© Ateliers Jean Nouvel, Paris  
© Françoise Caraco, Zurich  
© Mario del Curto, Lausanne  
© Prof. Dr. Osmani SARI  
Institute of Thermal Engineering  
Industrial Thermics & Systems  
© Marie Lusa, Zurich  
© Tobias Madörin  
© Alfred Neweczerzal  
© Photosglob AG  
© Rudi Rast, Rast Architekten,  
Berne  
© Christoph Schutz, Fribourg  
© Thut Mobil  
© Urbaplan, Lausanne  
© Ruedi Walti

## Nelly Wenger Associates

CONDUITE STRATÉGIQUE DE PROJETS COMPLEXES  
STRATEGIC MANAGEMENT OF COMPLEX PROJECTS