

**Dr. Ulrich Gygi (CH)**  
 Chief Executive Officer  
 Swiss Post  
 Berne



Born in 1946. Ulrich Gygi graduated from the University of Berne with a degree in economics in 1971. He obtained a doctorate in 1980.

From 1972 until 1979, Ulrich Gygi worked as an Assistant at the Institute of Business Administration at the University of Berne with special focus on theoretical aspects of science, organisation and decision-making. In 1979, he entered the Federal Finance Administration of the Federal Department of Finance. From 1980 to 1985, Ulrich Gygi served as Section Head of Financial Planning, Budget and Accounting. Subsequently, he held the position of Department Head of the Administration Management Division of the Federal Office for Organisation. From 1986 until 1989, Ulrich Gygi acted as Vice-Director of the Federal Finance Administration as well as Head of the Main Department for Financial Planning, Budget, Accounting, Financial Per-equation and IT. Subsequently, he accepted the post of Director of the Federal Finance Administration, a position he held until 2000. Within this period, he took responsibility for major projects such as the partial privatisation of Swisscom and the reorganisation of the financial perequation system between the Confederation and the cantons.

In addition, Ulrich Gygi was Chairman of the Board of Directors of the Hotel Bellevue Palace AG, Delegate of the Federal Council to the Board of Directors of the Zuckerfabrik Aarberg and Frauenfeld AG as well as a Member of the Board of RUAG. Since 2000, Ulrich Gygi has held the position of Chief Executive Officer of Swiss Post.

Theses  
**A State-Run  
 Corporation – Between  
 Entrepreneurial Freedom  
 and the Obligations of  
 Public Service**

1. Managing a state-run corporation is more demanding than managing a private company.
  - Politics has a direct influence on the formation of strategy.

Theses  
**A State-Run  
Corporation – Between  
Entrepreneurial Freedom  
and the Obligations of  
Public Service**

- The corporate culture is determined by politics.
  - The requirements for corporate governance cannot be determined autonomously by the corporation.
  - There is political leeway when assigning responsibilities.
2. A state-run corporation cannot be managed in accordance with purely commercial criteria.
    - Trade unions are usually highly organised.
    - The state-run corporation has a political duty to perform, which has little or nothing to do with commerce.
    - The culture of a state-run corporation is more resistant to change.
  3. The efficiency or added value of a state-run corporation can be just as high as that of a private company.
    - The service mandate can be supplemented with competitive activities.
    - A state-run corporation needs to be just as tough as its competitors.
  4. A state-run corporation must set an example.
    - It enjoys the trust of the public only as long as it carries out its service mandate to a high standard.
    - It is subject to ongoing public controls and political debates.
    - It is closely monitored and checked by the media.