



FIGURE 3-14 Map of Facilities (Hong Kong and Guangdong).

This facility was Alpine's first direct investment in manufacturing capacity in China.

Shiu Chuen had lived in Lo Village all of his life—the Tse family had resided there for generations. Raymond's parents, former landowners in the village, had moved to Hong Kong before Raymond was born, returning to the village for several years when Raymond was a young boy during the Japanese occupation of Hong Kong in World War II. In 1991, Raymond Tse had visited Lo Village for the first time in over 40 years. The villagers were delighted to see him. In addition to their personal joy at seeing Raymond, they hoped to convince him to bring some of his wealth and managerial talent to Lo Village. After discussions with people in the community, Raymond decided to build the factory, so far investing over US\$1 million in the facility.

Working with Alpine's Hong Kong management, Shiu Chuen had hired 200 workers for the factory's first full year of operation. The workers had come from the local community as well as distant towns in neighboring provinces; most had now arrived and were in training in the plant. Shiu Chuen hoped he

had planned appropriately for the orders Alpine's customers would assign to the plant this year; planning had been difficult since demand, worker skill levels, and productivity levels were all hard to predict.

SPORT OBERMEYER, LTD.

Sport Obermeyer's origins traced to 1947, when Klaus Obermeyer emigrated from Germany to the United States and started teaching at the Aspen Ski School. On frigid, snowy days Klaus found many of his students cold and miserable due to the impractical clothing they wore—garments both less protective and less stylish than those skiers wore in his native Germany.

During summer months, Klaus began to travel to Germany to find durable, high-performance ski clothing and equipment for his students. An engineer by training, Klaus also designed and introduced a variety of skiwear and ski equipment products; he was credited with making the first goose-down vest out of an old down comforter, for example, in the 1950s. In the early 1980s, he popularized the "ski brake,"