

Insight Into a Changing Tianjin

# BUSINESS MAGAZINE TIANJIN

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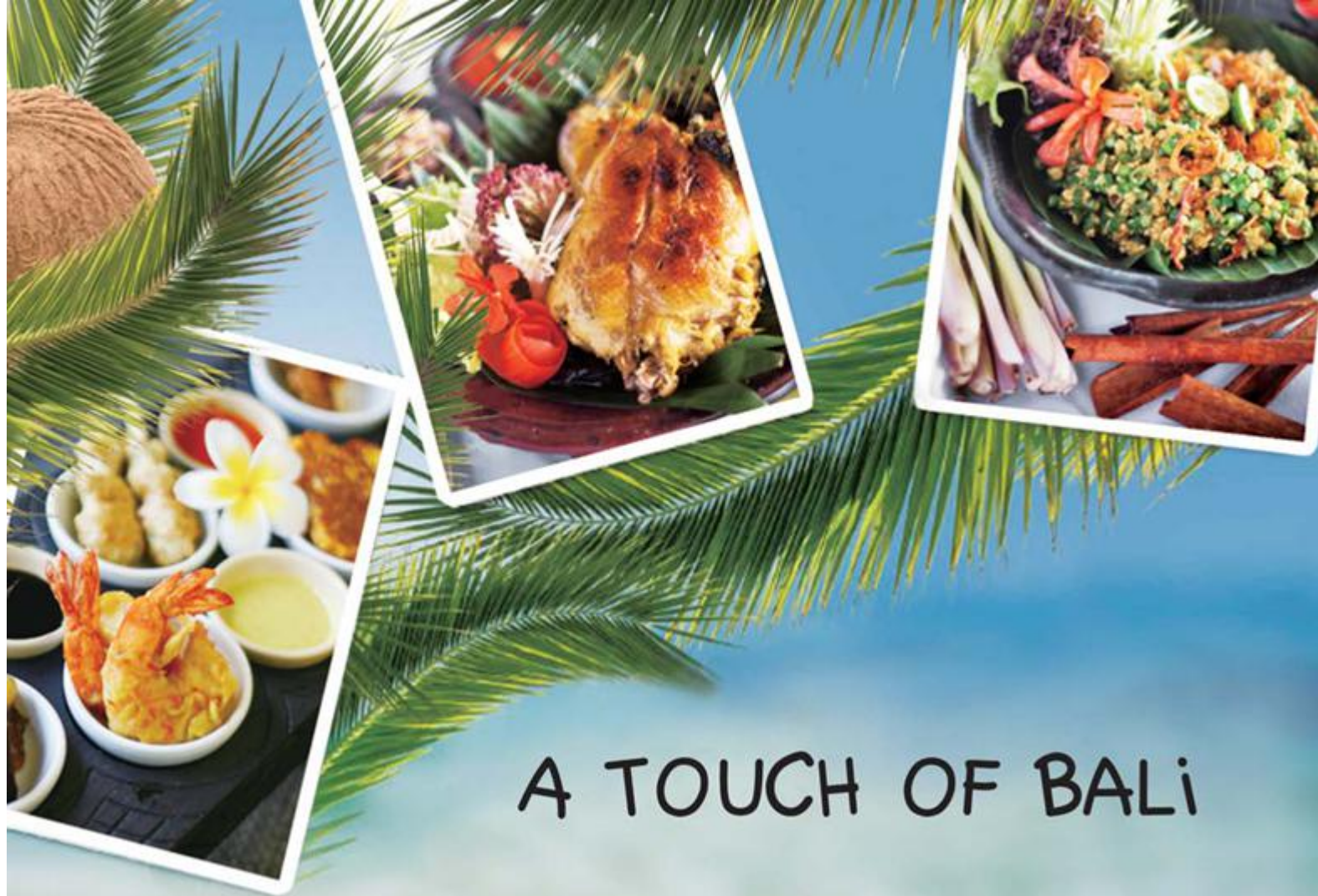
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is capitalizing on China's demand for new housing, cars, bikes and kitchen appliances, which all need colouring. [See P26](#)



## Trends and challenges of today's recruitment

"Cost-cutting" and "lean management" have been ringing in HR's ears since the recession hit the world economies. [See P42](#)



## Special report on 2010 Shanghai Expo

featuring 189 countries and over 100 international companies and organizations, all presenting their core interests and primary visions. [See P14](#)



## On Misunderstandings and Miscommunication

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# Business Tianjin

October 2010



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Dear Reader,

Tianjin hosted the annual summer meeting of the World Economic Forum last month. The three-day symposium promoted renewable energy and green technologies, and their successful uses by multinational organizations that have experienced sustainable growth over the past two years.

Starting with the September issue, *Business Tianjin* has been interviewing the leaders and decision-makers of these organizations, uncovering their paths to prominence during a depressed global economy. This month and next, turn to the Dialogues for their insight and ambitions. And for tips on overcoming language and cultural barriers – of vital importance to doing business in China – read through this month's Last Word column.

This issue also shares a wealth of legal information on technology transfer, franchising, human resources and China's newly passed tort law, all composed by experts in their relevant fields. We are proud of our longstanding relationships with the contributing authors and members of our local business community.

As always, we welcome your constructive input and inquiries. If you are interested in contributing to a future issue of *Business Tianjin*, or just have questions or comments on an article, please reach out to us at the contacts on this page.

Sincerely,

Jamie Michael Kern

Chief Editor – Business Tianjin

**TIANJIN NEWS**

**WEF: cleantech rules**



Startups in cleantech and greentech have taken a record number of spots in the latest list of Technology Pioneers announced by the World Economic Forum (WEF). Of the 31 new companies judged to be the most innovative around the world, 13 – the most ever – are in the cleantech sector. They include a UK firm that's developed new carbon-negative cement, a US-based company whose technology can help consumers and businesses monitor and manage their energy consumption, and a California startup that enables wireless communications for the smart grid, water distribution and other services. The WEF's Technology Pioneers 2011 was recognized during the Summer Davos gathering of business leaders in Tianjin, China.

- *Greenbang*, 2 September

**Eco City collaborates with Philips**



Sino-Singapore Tianjin Eco-City Investment & Development Co., Ltd. (SSTEC)'s collaboration with Philips (China) Investment Co., Ltd. was brought to greater heights with the signing of a Letter of Intent to test-bed Philips' latest lighting technologies, solutions and equipments in SSTEC's developments. This will be Philips' first test-bedding project in Asia. Philips will work with SSTEC on four lighting test-bedding projects in the Eco-City, in the Eco-City's Landmark Building and International School projects.

One of the objectives is to enhance office ambience and improve people's health and well-being.

- *Press Release*, 30 August

**HP data center planned for TEDA**

The Tianjin Economic-Technological Development Area (TEDA) and China Hewlett-Packard Co. have agreed to establish the Tianjin HP Data Center Design Engineering Co. in Binhai New District. TEDA, established in 1984 as a national level development zone, now is part of Binhai New District.

- *China Daily*, 30 August

**Tianjin-made helicopter to fly in October**



The first helicopter made at the Tianjin base of China National Aviation Corp (CNAC) is almost completed, and a test flight will be scheduled after 1 October. The light civilian helicopter can be widely used in flight training, rescue, disaster relief and tourism. The Tianjin base of CNAC, established last year, mainly focuses on light civilian helicopter production and will develop a complete industrial chain, including helicopter R&D, assembly and sales. The base plans to build more than 300 helicopters of various types by 2017.

- *China Daily*, 21 September

**Creative Industrial Park starts construction**

On 24 August, Shenfubao Tianjin Creative Industrial Park began construction in Zhangjiawo Town Model Industrial Park, Xiqing District, Tianjin Municipality. The 2-billion-CNY Shenfubao Tianjin Creative Industrial Park was invested in by the Shenzhen Shenfubao Around 400 enterprises will be stationed here, and the total annual output value is expected to reach 15 billion CNY.

- *China Daily*, 27 August

**Russia, China resolve Tianjin refinery oil supply issue**



Russia's oil companies will supply most of the oil needed for a joint refinery project between China National Petroleum Corp. (51%) and Russia's Rosneft (49%). China's Energy Minister Zhang Guobao said Russia will supply 70% of the refinery's oil, with the remaining 30% to be delivered from unidentified sources in Asia. Zhang's reference to "friendly talks" followed a recent meeting, when the two sides were still in disagreement over the supply of oil to the Chinese refinery project.

- *Oil & Gas Journal*, 3 September

**Regional plan for metropolitan circle**



The regional plan for the Beijing-Tianjin-Hebei metropolitan circle has been submitted to the State Council for approval, and is expected to come out before the end of this year. The plan to be released will give a clear position for the future development of Beijing, Tianjin and Hebei province. Beijing, the cultural capital, will give priority to the development of tertiary industry; Tianjin will be cast as an international port city, economic center in North

China and habitable city; and Hebei province will focus on building raw material and becoming a heavy chemical, modern agricultural, resort and manufacturing base.

- *Xinhua*, 9 September

### Wind-Fix opens production facility



To meet its customers' growing demands and for a logistical advantage, Wind-Fix Asia opened its second production facility

in Tianjin, close to wind turbine manufacturers. The facility in Tianjin will – like its sister factory in Shanghai – focus on the manufacturing of blade connection systems and other related machining parts. Opened in August, the factory will expand to 100 employees by the end of 2010, giving the company a total of 250 employees in China.

- *Wind Tech*, 16 September

### Wen reassures foreign firms



Premier Wen Jiabao pledged that foreign businesses will be treated fairly in one of the government's most direct moves yet to counter concerns about its policies among

international executives. Wen's comments, made before an audience of global business leaders at the summer meeting of the World Economic Forum in Tianjin, were unusual for acknowledging some policy missteps by China. The recent debate about China among foreign investors, he said, "is not all due to misunderstanding by foreign companies. It's also because our policies were not clear enough." Foreign companies in China have in recent months repeatedly complained of inconsistent enforcement of rules and regulations, a government procurement process biased toward local companies, and insufficient protection for intellectual property rights.

- *The Wall Street Journal*, 14 September

## FINANCE

### "Most attractive renewable energy investment location"

China has succeeded the US as the most attractive location in which to invest in renewable energy projects according to Ernst & Young's latest renewable energy

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- Basic knowledge of **Chinese language and culture** are a plus

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country attractiveness Indices. The firm said China entered its country attractiveness indices table in 2004 and, since then, has progressed to the top of the all renewables index. E&Y said China's steady rise to pole position has been underpinned by strong and consistent government support for renewable energy. This, together with substantial commitment from industry and the sheer scale of its natural resources, helped it to maintain its top position for renewable energy investment.

- *Channel News Asia, 8 September*

**Vodafone joins queue of firms to leave China**



The British mobile group holds a fifth of the free float of China Mobile, the world's biggest operator with 554 million customers. It is weighing options for an open sale of shares on the Hong Kong stock market or through a direct deal with a strategic player. Few company chiefs speak out against China for fear of hurting their prospects, but their numbers have been swelling recently. Peter Loescher from Siemens and Jürgen Hambrecht from BASF told premier Wen Jiabao last month that the playing field in China is increasingly tilted against foreigners.

- *Telegraph, 30 August*

**Manufacturing quickens**



Manufacturing in China grew at a faster pace in August after the weakest performance since early 2009 in July, signaling that the economy's slowdown is stabilizing. The purchasing managers'

index rose to 51.7 from 51.2, exceeding forecasts, a government-backed report showed. Seasonal factors might have had an effect because the index typically gains as factories restart following July maintenance, said Mizuho Securities Asia Ltd. A separate PMI released by HSBC Holdings Plc and Markit Economics gained to 51.9 from 49.4. Stocks in Asia advanced after the release offered reassurance that China's moderation in growth isn't deepening; any steeper slowdown in China would hurt a global recovery already hindered by elevated US unemployment.

- *Bloomberg, 1 September*

**China plans 8b CNY govt bond in HK**

China's Ministry of Finance plans to issue up to 8 billion CNY (1.18b USD) in government bonds in Hong Kong as early as September. The ministry was also considering listing the bond on the Hong Kong exchange, which would make it the first yuan-denominated bond to be listed in the city, the Apple Daily reported. Last year, the Finance Ministry issued 6 billion CNY in yuan-denominated bonds in Hong Kong to retail and institutional investors.

- *Reuters, 2 September*

**Auto sales grow 56% in Aug**

Auto sales in China, the world's biggest car market, rebounded in August as subsidies for energy-efficient vehicles and a stronger currency spurred demand. Sales rose 55.7% over a year earlier to 1.21 million vehicles, up from 1 million vehicles the month before, the China Automotive Technology and Research Center said Wednesday. The increase compared with 17% y-o-y growth in July and 19.4% in June. The upbeat news from China contrasted sharply with figures on US auto sales, which had their worst August since 1983.

- *The Associated Press, 2 September*

**Power cuts to trim steel output, lift prices**

Power restrictions by local governments in China, the biggest steelmaking nation, may lead to the suspension of 25 million metric tons of annual steel capacity, help-

ing boost prices. Disruption to steel production has started as local governments rush to meet year-end power efficiency targets, wrote Trina Chen, a Credit Suisse analyst. The suspended capacity includes a Baosteel Group Corp. blast furnace in Ningbo. Slowing demand has led about 40% of steelmakers in the country to idle plants or put them on maintenance. China's steel output dropped by 3.9% to 51.7 million tons in July from a month earlier, posting a five-month low.

- *Bloomberg, 3 September*

**Domestic trade to top 2t USD this year**

China's broad market and potential for development will see the nation's domestic market grow to 2 trillion USD this year. The scale of the domestic market would exceed China's total exports this year, said Chong Quan, Deputy International Trade Representative of China. China's retail sales reached 12.53 trillion CNY (1.84t USD) in 2009, according to the Ministry of Commerce. China's long-term and huge domestic market would definitely bring more opportunities for other countries' exports to China as its industrialization and urbanization accelerated, he said.

- *Xinhua, 7 September*

**E-commerce retail sales double in H1**

E-commerce retail sales in China more than doubled from a year earlier to 211.8 billion CNY (31b USD) in the first half this year, along with the rapid expansion of e-shopping amid the government drive to make the economy more consumer-dependent. Retail sales at e-shops more than tripled between 2007 and 2009, much faster than the averaged annualized 18% growth of retail sales in general during the same period, according to the annual report on China's Internet market released by Alibaba, the nation's largest Nasdaq-listed e-commerce company.

- *Xinhua, 13 September*

**Inflation driven by food costs**

China's inflation edged higher in August as the nation's worst flooding in a decade drove an increase in food costs and industrial growth continued to quicken. Consumer

prices rose 3.5% in August compared with a year earlier, the National Bureau of Statistics announced. It was the highest level in 22 months and a small increase over July's 3.3%. Much of the increase was fueled by a jump in food prices, which rose by 7.5% because summer storms and floods ruined crops and disrupted shipping. Overall, the country's CPI increased 2.8% year-on-year in the first eight months of 2010, said NBS spokesman Sheng Laiyun. The government had set a target of trying to keep inflation within 3% for the year.

- *The Associated Press, 13 September*

### EU raises China tariffs on wheels



The European Union raised punitive tariffs on imports of Chinese-made aluminum car wheels in a dispute that shows how China's shift into more sophisticated manufacturing is increasing tensions with some of its most important trading partners. A special EU trade committee voted 13-7 in favor of a measure that would extend antidumping duties in place since May and raise them to 22.3% from 20.6%. The move must now be ratified by EU governments.

- *The Wall Street Journal, 14 September*

## LAW & POLICY

### Property regulation won't greatly impact economy

China's tightening measures on the property market will not throw a major impact on the country's economic growth, said Ma Jiantang, director of China's Bureau of Statistics, at the World Economic Forum in Tianjin. The judgment was made based on the fact that the property sector accounted for only a small share of the country's economy, and it is still growing even after the government has adopted tightening policies over the market. China's real estate investment accounts for

20% of the country's total investment, and the sector takes up a small share of China's GDP, said Ma.

- *Xinhua, 15 September*

### Shenzhen drafts new labor laws after strikes

Southern China's Shenzhen City has drafted new labor rules to smooth industrial relations in the special economic zone (SEZ), after the manufacturing hub was stung by a series of worker strikes earlier in the year. The draft law is scheduled to be reviewed as early as September in a meeting of the standing committee of the Municipal People's Congress, which stipulates that the class salary negotiations shall be conducted at least once a year. Fu Bolun, one of the law's chief drafters, said the law will establish a mechanism for negotiation of periodic pay raises in order to minimize labor disputes.

- *Xinhua, 1 September*

### No smoking law comes into effect in Guangzhou

A local smoking-control law came into effect on 1 September in Guangzhou, the capital of southern Guangdong Province. Smoking in most public places, like offices, conference rooms, halls and elevators, is now strictly prohibited. Places of business larger than 150sqm or having more than 75 seats may designate an area for smokers. Those who break the law will be fined 50 CNY (about 7.35 USD) and businesses not meeting their obligations will be fined up to 30,000 CNY. Some doubt the law is enforceable.

- *The State Media, 2 September*

## LOGISTICS

### Air China and Cathay cargo consortium

Air China's plan to form an airfreight joint venture with Cathay Pacific has obtained the approval of China's National Development and Reform Commission. One step further still to go: confirmation from the Chinese Ministry of Commerce that it meets anti-trust requirements. But it can probably be taken as a given that a Shanghai-based joint venture – 51%

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owned by Air China and 49% by Cathay Pacific through direct equity and an offshore trust – will be up and running before the end of the year.

- *China Economic Review, 14 September*

**China Eastern profit jumps 79% on World Expo, stronger yuan**



China Eastern Airlines Corp., the nation's second-largest carrier by passenger numbers, saw first-half profit increase 79% as Shanghai's World Expo spurred travel and a stronger yuan cut the repatriated value of debts. Net income rose to 1.76 billion CNY (259m USD) from 0.98 billion CNY a year earlier, the Shanghai-based company said in a Hong Kong stock exchange statement, citing international accounting standards. Sales rose 94% to 33.1 billion CNY.

- *Bloomberg, 29 August*

**Schwarzenegger checks out China's high-speed rail**



Gov. Arnold Schwarzenegger is engaging in a little window-shopping of China's new high-speed train lines while peddling Californian exports and tourism in the world's second-largest economy. His own state budget 19-billion-USD in the red, Schwarzenegger says he is hoping for some "creative financing" from Asia to help lower costs and get California's proposed high-speed rail lines up and running. Industry experts say cash-rich China may be best placed to help with

funding, and less risk-averse than others whose banks are still recovering from the financial crisis. That could prove a key competitive advantage as it goes head-to-head against better established high-speed rival rails in Asia and Europe.

- *The Associated Press, 13 September*

**TELECOM & TRANSPORTATION**

**Apple takes iPad to China**



Apple Inc. began official sales of the iPad tablet computer in China, the company's latest move to expand its retail offerings in a market it had long neglected. Wi-Fi models of the iPad are available to customers through its two Apple stores in China and through authorized resellers. Until September, users in China had bought iPads brought into the country by traders on the country's flourishing gray market, in which prices are high.

- *The Wall Street Journal, 13 September*

**Chinese tech firms plan for more Android devices**

ZTE Corp. and Huawei Technologies Co., China's two biggest telecommunications hardware makers, said they will offer new mobile devices that use Google Inc.'s Android operating system, with ZTE saying it plans to release a tablet computer akin to Apple Inc.'s iPad. ZTE's Android-powered tablet will be available later this year in Europe, Latin America and the Asia-Pacific region, said He Shiyong, head of ZTE's mobile terminals business. The device, internally called the V9, will have a seven-inch touchscreen and a keyboard. Mr. He declined to say which carriers will offer the device or how much it will cost, but said ZTE aims to keep its price to less than a 50% premium over a typical smartphone to make it affordable for more consumers.

- *The Wall Street Journal, 3 September*

**GENERAL**

**Food and beverage tasting at Raffles Hotel**



The 3 September food and wine tasting held at Opera Café Restaurant previewed what to expect from this year's Food & Beverage celebration evening, a gathering of friends for a delicious meal and good wine. Conversations and laughs abounded. Following a brief welcome by host Kitty Wang, General Manager of Tianjin Chapter European Union Chamber of Commerce in China, guests were invited to the buffet featuring dishes from Italy, Germany, France, Ireland and more. As for wine, both white and red Spanish selections were offered.

- *Business Tianjin, 6 September*

**Hyatt Regency JJC launches shuttle service**

Hyatt Regency Jing Jin City Resort and Spa launched a shuttle bus service to transport local residents and visitors between the city centre and the resort. The scheduled round-trip shuttle bus runs on weekends and public holidays to answer the growing demand from travellers and hotel guests. The two bus stops in the city centre are located at the Tianjin Train Station and Jin Wan Plaza. Timetables are available on the bus as well as from the hotel concierge, and the 20-CNY tickets can be booked by calling +86 22-5921-1234. Resort guests enjoy complimentary shuttle bus service.

- *6 September*

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# October China Economy Report

By Daniel Kenneth

## China becomes #2, foreign relationships further deteriorate

China's trade surplus hit its second highest level this year in August 2010, further fuelling US demand for Beijing to ease currency controls, AP reported on 10 September. Chinese export growth weakened as global demand cooled while import growth rebounded in a new sign the slowdown in the world's second biggest economy might be less severe than expected.

Although the trade surplus fell from 28.7 billion USD in July to 20.03 billion USD in August as a result of the surging imports, China faces growing criticism from the US over what American politicians regards as "undervalued currency" giving Chinese exporters an unfair price advantage. American lawmakers will hold hearings in September and some are pushing for sanctions as they face growing pressure to create more jobs ahead of November elections, AP reported.

In the past few months, numerous news reports highlighted China's nominal GDP surpassing Japan's, implementing different exchange rates and technical statistical revisions. China's jump to the number-two spot, which is sure to take place by the end of this year, marks a shift in global economic and political power, according to Financial Times; the Chinese government, symbolised by its rise in the GDP rankings, will be confronted with greater scrutiny and an expectation Beijing will assume more responsibility on the world stage.



"China's foreign policy has long been to maintain a low profile, but it is now the number-one exporter, the number-two economy and will be the number-one energy consumer by next year. All of these milestones mean China has fewer places to hide," said Arthur Kroeber, managing director of Dragonomics research consultancy. "The country is not quite ready for its new role and would like to put it off for as long as it can."

In early September, The United Steelworkers Union (USW), America's biggest industrial labour union, urged the US administration to challenge China's unfair competition, calling for an investigation into Beijing's support for its renewable energy industry. usw vice president Tom Conway said: "America is losing its leadership of this sector in large part because of China's plans to control this industry no matter what ... They're breaking every rule in the book."

The complaint-containing 5,800-page brief filed with US trade officials claimed that China is unfairly subsidizing its entire clean-energy technology sector from compact fluorescent light bulbs to wind turbines. China has used "hundreds of billions of dollars in subsidies, performance requirements, preferential practices and other trade-illegal activities to advance its domination of the sector," the USW said in a statement.

Furthermore, Beijing has clashed with Tokyo as the debate over Beijing's recent purchases of Japanese government debt has intensified the long-standing conflict between East Asia's leading nations. "There is something unnatural about the fact that China can buy Japanese government bonds while Japan cannot [buy Chinese bonds]," said Yoshihiko Noda, the Japanese finance minister, on 9 September. Although some

analysts say China's record net purchase of Japanese bonds has negligible effect on the currency market, Tokyo has reacted quite sensitively, anxious about the strengthening yen and its impact on the export-oriented economy.

## Foreign companies struggle to realize their "Chinese dream"

Xi Jinping, a vice-president and the heir apparent to Hu Jintao, publicly assured that the country will remain an open and fair place for foreign businesses and his government is taking "vigorous steps" to ensure China "remains the most appealing destination for investment in the world". Foreign companies in many sectors complained lately about a wide range of discriminatory government practices and regulatory barriers to foreign investment, government procurement rules that favour domestic companies, and the country's lack of a transparent and independent legal system, described Financial Times.

On top of complaints from North America and Europe, Japan has also become more outspoken about the

problems of business in China. At a high-level economic meeting in Beijing in August, Katsuya Okada "very frankly" told Chinese leaders that Japanese companies still faced "all kinds of obstacles" in doing business in China, citing the difficulty they faced winning cases in local courts and rampant intellectual property abuse, Financial Times reported.

"China is a Leninist state and it believes in control of strategic sectors" like telecoms, said Duncan Clark, chairman of research firm BDA China. "Whatever the actual rules [on investments or joint ventures], it doesn't really matter, because the [Chinese Communist] Party controls the three" carriers, he said.

Vodafone, the world's biggest mobile operator by revenue, sold its stake in China Mobile on 7 September for 4.3 billion EUR (5.6b USD) before tax and transaction costs, the first of many expected minority shareholding divestments by the company.

Another foreign carrier, South Korea's SK Telecom Co., last year sold its entire 3.8% stake in China

Unicom back to the Chinese carrier. Vodafone's exit won't deter China Mobile's business prospects because of its solid business structure according to many analysts. China Mobile reported a net profit of 57.64 billion CNY (8.48b USD) in the first half of this year, and the company had combined bank deposits, cash and cash equivalents of 317.42 billion CNY at the end of June according to the Wall Street Journal. Chairman Wang Jianzhou in March said the company is looking at acquisition and investment targets in Asia and Africa as profit growth slows at home.

The European Chamber of Commerce published a report that the investment climate in China was on a "declining trend", after moves to open up the economy and lift curbs on foreign capital had reached stagnation. It said Beijing's "Indigenous Innovation Policy" uses procurement incentives to help Chinese firms at the expense of foreign firms in fields such as software and clean-tech.

An American Chamber of Commerce survey found that 38% of its members felt "unwelcome in the Chinese market", up from 23% in 2008. China is also becoming a more expensive place to operate, with a rising tax burden and rigid labour contracts that make it hard to fire workers.

## Will food crisis threaten the economy?

The price of edible farm produce in China's 36 large and medium-sized cities has risen for 11 weeks in a row, the Ministry of Commerce said on 7 September, indicating greater inflationary pressure in August. In the week ending 5 September, farm produce prices rose 0.2% in those cities from one week earlier, boosted by strong demand as the annual Mid-Autumn Festival and the National Day draw near, reported Xinhua




News Agency. Prices of eggs, pork, mutton and beef rose 1.4%, 0.5%, 0.5% and 0.2%, respectively, from one week earlier.

A report issued on 7 September by UBS Securities said the consumer price index (CPI), a main gauge of inflation, may reach 3.7 % in August, partly fuelled by a rise in prices of agricultural products. China's July CPI rose 3.3 % from one year earlier, the highest level in 21 months.

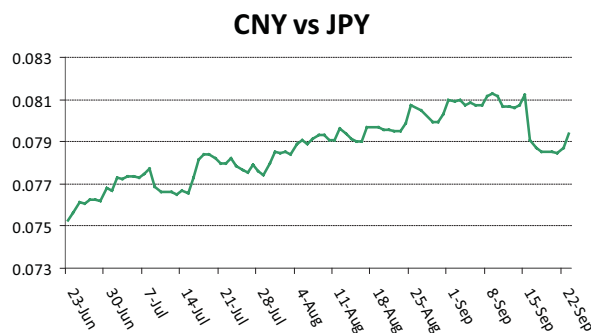
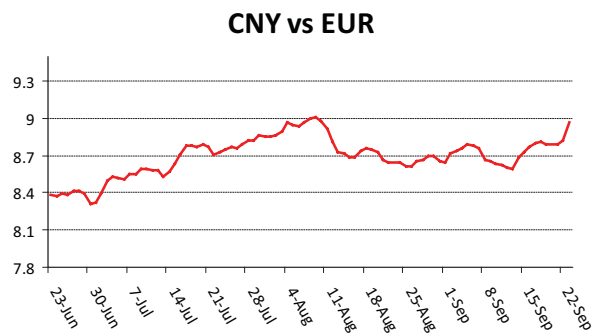
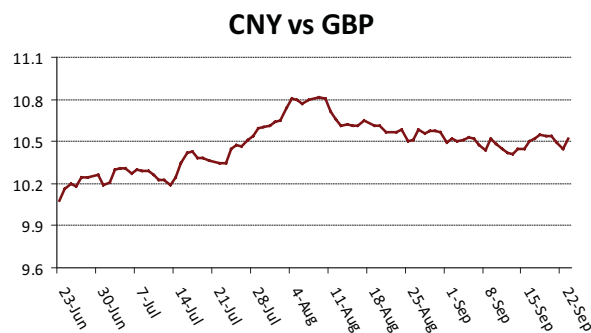
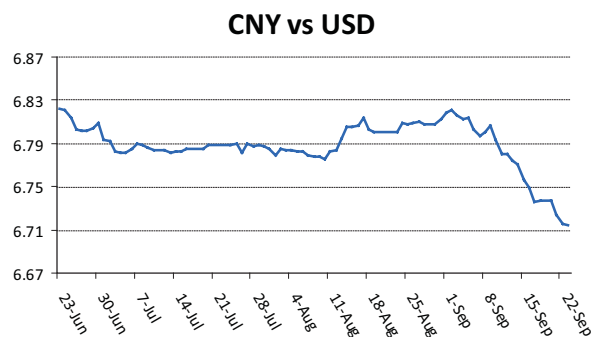
**In the next 4-6 months, food price increases will exacerbate China's inflation.**

As food price increase poses greater threat to its economic and social stability, China is taking more hard-line stance on market concentration; the nation may launch an antimonopoly probe into BHP Billiton's 39-billion-USD bid for Canada's Potash Corp, according to China Business News. Reuters reported on 3 September that Chinese officials have ordered state companies to meet investment bankers to explore ways to block the bid. The most likely outcome is that China will consider buying a blocking stake, rather than attempt a complete takeover of Potash Corp.

China will also closely review the merger of two Russian potash firms – Uralkali and Silvinit – given the major impact the two deals would have on China. China is the world's biggest importer of fertilizer, buying 7% of the output of Potash Corp that controls around one-fifth of world production of the key crop nutrient. Potash demand in the country has been growing by around 5-8% a year, faster than other fertilizers according to Financial Times on 1 September. China is extremely concerned that these mega-mergers may result in a further increase in average prices.

On the macro-level, the food prices are expected to rise until the end of 2010; on the supply side, natural disasters all over the world have greatly reduced food production; on the demand side, weakening of the USD has encouraged speculative investment, and mounting appetite for food from emerging nations has sparked global competition over the limited resource. In the next 4-6 months, food price increases will exacerbate China's inflation. Food price increases, which particularly hurt the low-income population, will undermine China's ability to manage social stability. Therefore, we can expect Beijing to take more aggressive measures to prevent chaos in the months to come. 

## Three-month CNY trends



Data source: Oanda.com interbank rate

## 5,000

Nearly 5,000 State-owned enterprises, including some centrally-administered ones, went bankrupt each year from 2002 to 2009, disclosed Li Rongrong, former director of the State-owned Assets Supervision and Administration Commission, at the World Economic Forum (WEF) in Tianjin last month.

## 400,000,000

Tianjin Port's total cargo throughput is expected to reach 400 million tons – and 10 million containers – this year, up from 380 million tons in 2009, said Yu Rumin, chairman of Tianjin Port (Group) Co Ltd.



## 3%

China could meet the full-year inflation target of 3% if macro-control policies are effective, a senior economic planner said at the WEF in Tianjin.

## 300,000

China's Geely and its newly acquired Volvo plan to build three assembly plants in the country to make Volvo cars, in a bid to realize the goal of selling 300,000 vehicles a year, the Wall Street Journal reported on 14 September.

## 1<sup>st</sup>

Xue Hanqin, a veteran diplomat and an expert of international law, was sworn in on 13 September as a judge of the Hague-based International Court of Justice (ICJ), becoming the first Chinese woman to get the job.



## 3

Three businesspeople – the Philippines' Gemma Bulos, Laos' Andy Schroeter and Afghanistan's Sakena Yacoobi – were awarded Asia "Social Entrepreneur of the Year Awards" at The WEF in Tianjin.

## 42

A mooncake weighing 42kg is claimed by its producer to be Yunnan's "mooncake king" and is now available at the provincial capital of Kunming for 4,680 CNY (715 USD), the local web portal Yunnan.cn reported on 15 September.



## 50

Suzlon Energy (Tianjin) Ltd, a subsidiary of Suzlon Energy Ltd, has secured a repeat order for supply of a 50-megawatt wind turbine from one of China's five largest power producers.



## 820,000

A police officer shows counterfeit Renminbi seized during a recent operation in Xi'an, Shaanxi province. The notes carried a value of 820,000 CNY (121,571 USD), the largest seizure in a decade in the province.



## 2020

Cheng Siwei, a renowned Chinese economist and a former senior legislator, said China is estimated to reduce the proportion of fossil fuel in total energy mix from the current 91% to 85% by 2020.

## 211,800,000,000

E-commerce retail sales in China more than doubled from a year earlier to 211.8 billion CNY (31b USD) in the first half of this year, along with the rapid expansion of e-shopping amid a government drive to make the economy more consumer-dependent.

# Special Report: 2010 Shanghai Expo

What have Shanghai, China and the World gained from this event?

By Daniel Kenneth

World Expos began in 1851 in London's Crystal Palace to proclaim the wealth and industrial prowess of developed European nations. One hundred and fifty years later, the theme has lived on and is now fittingly hosted by Shanghai, a city that aims to transform itself from China's commercial hub to a global financial centre.

"Expo 2010 Shanghai, featuring 189 countries and over 100 international companies and organizations, all presenting their core interests and primary visions, is a highly efficient way to watch the world and scan the horizon," said Dr. Robert Lawrence Kuhn, a financier and author of the book *How China's Leaders Think: The Inside Story of Reform and What This Means for the Future*.

## Search for a new way of life

The main theme of Shanghai Expo – Better City, Better Life – addresses the critical questions now faced by humankind: "How to make the city more habitable? How to reduce the harm that city life has on the environment?" says Shanghai Party Secretary Yu Zhengsheng. The global urban population grew from 2% to more than 50% in the last 200 years, creating overcrowding, pollution, unsustainable development and global warming.

The largest increases in pollution are coming from developing nations, particularly China and India. Yet developed nations cannot and should not impede developing nations' growth by pressuring them to reduce their environmental footprint before committing to substantial pollution reduction on their own; otherwise, it would result in "making the inequality of standard of living permanent and undermining global stability and peace," says Kuhn.

The Expo's "Urban Best Practices Area" suggests that innovative low-carbon technologies are the answer to this problem. Dr.Kuhn lists the following three pavilions that devise new ways to save energy.

## Hamburg



The pavilion can keep room temperature around 25°C throughout four seasons without air-conditioning and heating, and its uses only 10% of the energy of an ordinary building.

## London's ZED house



The world's first zero-carbon community of Beddington where every house has an open garden or balcony, showcasing the perfect combination of high-density

housing and comfortable life, and setting a new standard for energy-efficient buildings.

## Shanghai Eco-House



This pavilion demonstrates eco-building in Minhang District, Shanghai. As the first zero-energy building in China, it uses a huge solar thermal network to provide energy for the entire building. Green and energy-saving technologies to integrate solar energy in the building and make full use of rainwater and sewage, natural ventilation and shallow geothermal energy.

Dr. Kuhn explains that Shanghai Expo's aim is to inspire people to "rethink how we should live, and how we can live". The event comes at an interesting time when China is ranked by Ernst & Young as the most attractive location to invest in renewable energy projects. The US slipped to second place this year on the Renewable Energy Country Attractiveness Indices, which grade countries on a 100 point scale in national renewable energy markets, renewable energy infrastructure, and suitability for individual technology.

The US lost its top spot thanks mostly to China's 11.5 billion USD in asset-financing for clean technology in the second quarter of this year. That cash injection for China, combined with Washington's failure to enact a Renewable Energy Standard this summer, caused investors to lose faith in the US' ability to support green projects, according to Investors Report on 8 September.

## The World comes to Shanghai

Shanghai Expo hosted the most number of participating nations and international companies in World Expo history. Some of them paid 50-60 million USD for pavilions that will last only six months in hopes to strengthen their ties with Chinese audiences.

Bloomberg projects Shanghai's 44-billion-USD World Expo may secure bigger economic benefits than the

2008 Olympic Games in Beijing. The Expo lasted for 6 months, 10 times longer than the Games, and drew almost 10 times as many visitors. The number of visitors surpassed 50 million in early September and larger crowds are expected from mid-September to the end of October due to major Chinese holidays and cooler weather (Beijing Olympics drew in 6.52 million tourists in comparison). The economic benefit would be 79.5 billion CNY (11.6b USD), about 3.5 times Beijing's, according to Chen Xinkang, Marketing Professor at Shanghai University of Finance and Economics. By hosting this event, Shanghai has cemented its reputation as a premier destination and as the financial center of China, surpassing Hong Kong's economy in size in 2009. Many global corporations such as General Electric, BP, Coca-Cola and Johnson & Johnson were main sponsors of the event.

"The Expo offers an opportunity for the city to transit from a manufacturing economy to a higher-valued service economy," said Chen. Shanghai won hosting rights in 2002, allotting 28.6 billion CNY (4b USD) for construction and operating costs and 270 billion CNY (40b USD) for infrastructure, including two airport terminals and a three-year renovation of the historic riverside Bund.

"Shanghai was like a big construction site," said John Tan, head of Standard Chartered's global market division in China, whose office is on Shanghai's Lujiazui financial district. "The city and its residents took the short-term pain and now Shanghai is in much better shape than before." ■



## Those disappeared entrepreneurs

1 September 2010, *China Entrepreneur*

They used to be the remarkable crowd in China's 30-year reform process, but by now most of them have vanished into thin air. They are called "disappeared entrepreneurs"; they left the mainstream business stage early, due to a variety of irresistible external forces or their own fatal flaws.

Greed, careerism, ignorance, self-aggrandizement, collusion with government and institutional obstacles were the co-directors for massive failures of entrepreneurs for several generations. Qin Chi Wine Co. and Idall VCD were completely self-defeated by infatuation with commercial and price wars. Sun Hongbin, the president of Sun Chi Group, represents this demographic in the real estate industry. His failure was attributable an advanced business model that did not match the economy.

For these reasons, Liu Chuanzhi, the founder of Lenovo, and Wang Shi, the president of Vanke Co., deserve mention. They restrained the weaknesses of human nature with caution, and successfully kept away from traps of the system, growing their companies into models of successful Chinese enterprises.



## An analysis of the impact of Chinese agricultural products on inflation

15 September 2010, *Business Watch*

Russia's severe drought and China's worst floods in 10 years were the "perfect storm" for the world food market. The price pressure of staple food increased. Since mid-June, the Consumer Price Index (CPI) rose mainly due to increases in the price of pork and decreases in grain production caused by floods.

These factors, however, are only expected to lead to short-term inflation. Domestic supply should gradually return to normal towards the end of the year: the cultivated area of autumn grain crops increased, thus grain output is expected to grow. In addition, government intervention in the pork market has been enhanced to prevent drastic price fluctuations.

China significantly increased the import of corn this year. According to a report from US Department of Agriculture, China had already ordered 1.2 million tons of US corn by 22 July 2010, while the total 2009 import of US corn was only 50,000 tons. In this context, the global price of corn will rise from China's purchases.



## \$200,000 to get into Harvard

30 August 2010, *Forbes*

Leadership Academy Shanghai touts a program to help Chinese students get in and excel at prestigious American universities. For 200,000 USD, weekend and summer courses cover everything from tutoring to the application process and interview practice.



The two-year-old Academy, whose Chinese name translates to Glory of Family Heritage Education, hires recent graduates from China's best universities to teach its 17 currently enrolled students. Cofounder Zhou Liwei, a graduate of Peking University, said he "learned the value of a liberal arts education in the US while visiting American Universities." The Leadership Academy fosters critical thinking and allows students to rebuke instructor decisions and grades.

Specialized courses such as these are becoming increasingly available to China's "second-generation rich" – the children of wealthy investors and businesspeople. A government-sanctioned program in July taught tips on handling power succession and lessons on party loyalty to more than 100 of these heirs.

## The deal is simple. Australia gets Money, China gets Australia

6-12 September 2010, *Bloomberg BusinessWeek*

Major Chinese companies – Chinalco, CITIC, Sinosteel, Ansteel and China Metallurgical Group – work alongside Rio Tinto on the Pilbara, a region in northeastern Australia. Their main task is the excavation and exportation of iron ore. It's estimated that the Pilbara earth contains 24 billion tons of the metal.

In 2009, nearly a quarter of Australian exports went to China, including 22-billion-AUD worth of iron ore. Investment from China has helped Australia escape recession and maintain 5.1% unemployment. "Our economic relationship with China adds 3,400 AUD per annum to every Australian household," said Tim Harcourt, the chief economist for the government trade organization Austrade.

China has also committed to buying liquefied natural gas from Australia for 20 years, and has made several attempts to increase direct investments in major resource operations. Rio Tinto management turned down a China bid and the Australian government blocked an offer for Oz Minerals.

More than half of Australians polled now feel there is too much Chinese investment, and fear a repeat fallout after abandoned Japanese investments of the 80s. One indigenous Pilbara guild leader notes, "The question is whether we're going to have mines with towns, or towns with mines."







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# LOW-CARBON DEVELOPMENT

Ms. Changhua Wu, Director Greater China  
The Climate Group



**Through the years, what changes have you seen in terms of people's attitudes and efforts regarding climate issues?**

There is certainly a greater level of awareness among the public. In cities like Beijing and Shanghai particularly in the white collar

community and the younger generation, the low carbon lifestyle has become a fashion. Local programs initiated by different NGOs including us campaign for a low-carbon lifestyle. One of the keys is the close working relationship between government and businesses. Together, they come up with solutions for financing and that's why we are witnessing changes today.

**What are the challenges in translating your macro-level policies to concrete action on the ground?**

At a national level, China has realized that the traditional way of growth is no longer sustainable, so it's seeking an alternative development paradigm and going for what is energy and resource efficient, cleaner and low-carbon. The vision at the national level is there, but in order to achieve the future that we want, there are a lot of challenges, for instance in terms of capacity. Developing a low-carbon city requires a lot of knowledge and expertise, in effect a new way of managing the city. There are cases where city government officials do not have the right level of capacity knowledge base, which can potentially slow the process. The second challenge is that China is still going through a rapid industrialization.

How do we turn this process into a green industrialization? That's going to require a lot of new technology, but if you look at the technology level in many parts of the country, it's still limited.

**What pioneering work do you wish could be scaled up or multiplied further? What are the barriers in scaling up these endeavors?**

There are many things, for instance LED lighting. We all know LED lighting is the most energy efficient lighting technology. The government is moving forward with pilot demonstrations but there are barriers, like there is no performance standard for LED street lighting. There is no worked-out financing model in terms of public funds. How can public financing leverage the private funds in order to scale up? Another barrier is technology. The product may bear the name "LED" but technology levels vary tremendously. How can customers distinguish among all these products without a real standard? Another example is the electric vehicle, which is a priority area for China; the government is pushing it forward.

**What strategies are used to bring down these barriers you've mentioned?**

After identifying the kind of barrier, we select the major ones and figure out how to pool the resources and work with government and the business community to address them. For instance... the financing model, which is more of an energy management model. We selected three cities in China and Australia working with the government and businesses to test this model to determine how the city can use minimal public financing to leverage and maximize private financing to scale up LED street lighting.

**How does the financing of emerging low carbon technologies and Carbon Capture Storage (CCS) in China compare with the west?**

Europe has a stronger push from the government so you see that the EU budget has an allocation to support the demonstration CCS. In China there are demonstrations on the ground but the government hasn't made a very strong case in allocating public funds to support scaling up. I wouldn't say there is a big gap between China and the west; rather it's a difference in policy content. The western countries take the first steps to scale up. There are more complicated issues like financing because we're talking about capturing carbon and dealing with the public good. In countries like China, which is still developing, there is a big argument on why we have to spend on capturing when there are other competing priorities. From the technology development perspective, it's definitely happening here since it's listed as one of the priority technology areas.

**You advocate that economic growth does not have to come at the expense of the environment. How have you seen this principle at work in a rapidly developing nation like China?**

This is a tough issue in reality. I don't think that economic growth and sustainability have been handled well historically, if you look at the industrialization process of developed countries. In China, we keep saying we should not repeat the mistakes the Western countries made, but actually, we have been repeating them. There are no models out there for China to learn. There are best practices in Western countries that China could look into, but no country has ever had this specific burden with such a large population base to take care of.

I wouldn't say that this is handled well. What is encouraging is the mindset in China called "economic and industry restructuring", which is a shift in development paradigm. Behind that thinking is how to balance the growth and sustainability issue. It's a long journey but at least the general political will in the country is there, but we still need to make it happen.

**What other encouraging spots do you see?**

The way the country sees energy efficiency as a national priority, that's encouraging because this encompasses not only environment but economic and security issues. The second area is the development of alternative energy. China has to rely on coal which we don't like at all so we have to find alternatives. If we look at the policy support, funding and technology development of renewable energy, I feel very encouraged. I think it's the right direction to go. There are other areas like environmental protection, eco system recovery, dealing with pollution leaches where we see many encouraging signs.

**What and how do you wish to contribute to the Summer World Economic Forum? What are your expectations and what do you hope to take home from it?**

I will moderate different sessions including green industrialization, energy infrastructure investment, CCS, water and smart solutions. This is a high level get-together with the business community and government officials sharing and discussing how to achieve sustainability goals. I believe it's a good networking and learning process. I'm hoping in discussions like these, the good points and ideas could be well noted, summarized and shared with the key decision-makers in the country. ■

# INDUSTRIAL MANUFACTURING

Jukka Jäämaa, President and CEO  
Moventas Oy



*Moventas was established by merging European companies with long history and extensive expertise in manufacturing gears and power transmission solutions. While the first applications were designed for industrial use, the early 1980s created demand for adapting the power transmission know-how for wind turbine needs. Since then, wind gear business has grown to be the main focus area for the company. A significant share of the end use of industrial gear solutions is also related to renewable energy, like pulp & paper and sugar industries.*

**How has the recent growth in renewable energies impacted your organization?**

Wind power supply chain was affected quite badly by the financial crisis – that has been the more visible trend in our business during the past couple of years. The growth in renewable energy forms is, however, the base for our long-term planning. Energy demand will grow by almost 2% per year, the share of renewable energies will grow even faster. Of all renewable energy forms wind power is estimated to grow most. That creates the future growth potential for Moventas.

**How do you successfully brand your product line to various markets?**

Moventas actually renewed its brand this year. Power transmission industry has traditionally been quite manufacturing and engineering related and that has been a clear trend also in branding the companies. We wanted to differentiate ourselves by focusing on the end result – what is it that can be achieved with the help of our products? That is cleaner environment through high-quality better processes, better energy efficiency.

In our brand renewal we defined movement as one of the basic elements – Moventas products create



energy of movement in nature, growth, flow, warmth. One of our main targets is also to keep our gears running, in constant movement. That is ensured with our high technology capabilities as well as our extensive, global service network. We as a company want also to move forward and keep pace with the industry trends and latest innovations.

**How is technology critical to your organization?**

Technology is a broad concept and at Moventas it is related to our expertise and personnel as well as facilities, machinery and processes. To maintain our competitive edge in technology we have to focus on our people and enable

their learning, innovativeness and resourcing. Our facilities with the best technology and the most effective processes in the world are the platform to fulfill customer and market needs in the most competitive manner.

**What differences in service/quality standards have you observed worldwide and how do they influence your offerings at Moventas?**

As a global company we have to have global standards and we offer our global customers the same service all over the world. This is something that our customers value and expect from us – and that is also something that differentiates us from local, smaller competitors.

All Moventas locations work based on global ISO standards. We have a team that monitors the quality and reviews and develops the process all the time.

**What does your company hope to gain from participation in the World Economic Forum?**

Most importantly the participation in the World Economic Forum gives us the opportunity to better understand the global financial situation. This happens through networking, company visits and cooperation on different levels of society. The yearly events have been very beneficial and I personally look eagerly forward to this year's meeting as well. **E**

# COMPETITION AMONG TEXTILES

Salim Ismail, Chairman and CEO  
Groupe Socota



*We are operating in Madagascar a vertically integrated set up including a garment manufacturing plant and a dedicated fabric mill. Both are driven by a design studio and a marketing office located in Paris at the heart of our markets.*

*Specialist of casual wear, we target fashion market segments with a differentiation strategy based on three key drivers:*

- *An innovative design of garment styles and fabric patterns with a continuous product development carried out through an ongoing dialogue with our customers;*
- *A consistency of the quality of our products, short lead times and reliability of our delivery dates;*
- *A fast response and flexibility to market changes and to fashion trends.*

*As a member of the Global Growth Companies (GGC), my company is committed to contribute in its humble sphere of influence to improve the state of the world and to adhere to the spirit of Davos and its ethical values.*

### **How do you maintain and improve your market position?**

Our market position relies primarily on our creativity and competitiveness, the mindset and behaviours of our people being key in this process. Our challenge is to spread and keep alive a corporate culture oriented towards customer satisfaction, performance and ongoing progress. This is actually one of the top priorities of our management team.

But market position is also a matter of image. At a time when there is a growing societal expectation that corporations should take action to protect their natural environment, improve their business ethics and contribute actively to the broader public good, we have devoted significant resources to various sustainable development projects. These projects include employees' appropriate working conditions and health care for themselves and their families, systematic utilisation of raw materials and production processes with low carbon footprints, used water treatment and recycling, biomass-fired boilers and waste recovery systems.

We are trying to do well by doing good.

### **How has a customer-oriented policy helped your organization to achieve growth?**

The textile and apparel market is worldwide under the pressure of severe competition and as a result buyers are spoilt for choice. The good old days when customers were coming to us have gone. Today, we must look for them worldwide, understand their requirements and deliver not only a good product but the service they need as well.

We have highly motivated people who care for their customers. This has been certainly the main driver of our growth over the years, a

growth fuelled by word of mouth advertising and customer loyalty.

### **Is China's textile market attractive to Groupe Socota?**

China has already become the second-largest economy in the world. Its rising textile consumption is one of the key growth drivers for most of the big retail brands we are serving out of Madagascar.

We have, for example, started to ship some of our goods directly to China for one of them. So indeed China's market is attractive and important to us.

### **What challenges face China's textile industry?**

Textiles are a commodity product for which price competitiveness is an essential parameter. China's economy is developing very fast and as a result the Chinese people have increasing expectations in terms of wages, better working conditions, higher education and health care, etc. In this context, the garment industry will struggle to maintain its competitiveness. The first signs are already visible in South China.

I would expect that the leading Chinese textile companies will in the near future look for opportunities of relocation in lower-cost areas. I believe that Madagascar is one of them.

### **What do you foresee for the future of the textile industry?**

If we look at the history of the past 50 years, the textile and apparel industry has moved to regions of the world having at the same time a local source of raw material and a reservoir of abundant and competitive manpower.

Africa meets these requirements especially regarding the cotton industry. After a long period of recurrent political and social crisis, there are today positive signs coming from some countries of East and Austral Africa.

This process together with the improvement of the business environment could create in the midterm future the right conditions for a sustainable textile industry. The continent has everything to achieve such a development. This is why we are there. **E**



# PRIVATE EQUITY FUND MANAGEMENT

Mr. Amir Gal-Or, Managing Partner  
Ms. Marjie Hadad, Managing Director  
Infinity Group

*Mr. Gal-Or is the founder and managing partner of the Infinity Group, a CNY fund pioneer and the leader in cross-border CNY and USD private equity. Infinity Group manages 11 funds, 9 in China including a VC medical R&D fund in Tianjin. It serves as a bridge for Chinese companies that want to integrate technology and know-how to compete internationally, and non-Chinese companies with proven technology, seeking to capitalize on the Chinese market. Infinity has offices in Beijing and several other cities in China including Tianjin, New York, Hong Kong, and Tel Aviv.*





### **What is the product offering of Infinity Group?**

We identify, lead and build growth companies and secure good returns to our investors. We are well-known for having successfully infused new life into a series of floundering companies and managing them through mergers and acquisitions or initial public offerings.

The Infinity Group announced last month the creation of the first Intellectual Property Bank at the World Economic Forum 2010 Annual Meeting of Champions in Tianjin. The IP Bank partners with entrepreneurs and Chinese companies with a global strategy to license, develop and commercialize the IP and proven technology.

### **What prerequisites/criteria do you look for when seeking investment companies/candidates in China, US and Israel?**

The most important criteria we look for are the quality of the people, their track record, the sector we specialize in, the assessment of the value that we can add, our technical expertise and know-how, and the leverage we can have for the growth of the company with our resources and talents. We also look into financial considerations, business plan and the performance as well as soft skills such as chemistry, morale of the workforce and integrity.

We also assess the market conditions and what the market can offer with respect to the company we are considering for investment and growth. Right now, we are not looking into payroll information and employment – they usually apply to more stable and larger companies.

### **Why did you choose China for investment over other rapidly growing Asian countries like India?**

India and China are very differ-

ent in many ways. China is determined to become a superpower in the world, but not India. In some cases, India's system of government, business practices, and culture are less than friendly for businesses. For this alone, Indian investors have sought investment avenues in the UK, US and other countries. However, we observe some positive changes in business practices in the recent years in India. India has some comparative advantage in IT, real estate, energy and pharmaceutical sectors.

China has been very aggressive in its approach to attracting foreign business. In our investment business, government has been interested to invest in areas that are critical to its future. Our investment capital comes both from government and private sectors.

### **On which major sectors do you focus your investment, and why?**

Agriculture, water, clean energy, IT, and medical device are our main focus of investments. China is one of the largest importers of US food grains and wants to reduce its dependence on US imports. China has been very active in developing the medical field and there seems to be a greater promise for growth – there is a potential to be a dominant player. China is already a leader in developing clean and alternative energy. Recent high profile activities include investments in United Water Corporation (Shanghai) and Weigo (Shandong). We also look for IP companies and equity partners with strong leadership in IT areas.

### **How is risk assessment incorporated into your fund management process? Are there adequate funds available for risky investment?**

Our partners in China are mostly government through the Chi-

nese Development Bank. There are risks at two levels – investor level and company level, where investment is made. Our in-depth study of the companies with our proven track record is likely to have a high probability of making right decision. Of course, in any investment there are risks; some are high-risk and some are low-risk investment portfolios. We do have private investors invest in the projects recommended to them by us. In the last two years because of economic slowdown, our growth has been minimal and we have been focusing mainly on expansion of current enterprises.

### **Asian investment portfolios are volatile. How is Infinity able to keep a stable base of interested investors? Do you use your own equity in all of your investments or use exclusively others' capital?**

Infinity investment management does not act as middleman. It raises its capital and manages the investment. Realistically, it involves risk money. We manage the investments with our proven management know-how and technical expertise. Our partners trust us based on our track record and they are aware of the risks associated with each investment. If we make it, we all make money; if the investment goes bad, our investors lose part of their money. It is simply a business. Only risk-takers participate in this business and it is not for everybody. **E**



# Colour-full

**Construction, auto booms create huge opportunities  
for Tianjin-based paints specialist PPG**

By Mark Gao

Just as China's new houses need paint, its cars, bikes and kitchen appliances need colours too. That's good news for one of the world's leading producers of colour, PPG Industries, which has located its Chinese manufacturing operations in Tianjin. As the world's largest producer and user of paints and coatings, China is easily the biggest player in the business in the Asia Pacific region, where 14 million tonnes of output (from the entire region) in 2008 was worth 40 billion USD.

Though the bulk of China's paints and coatings business remains centred on Guangdong province, Tianjin is emerging as a hub for specialist coat-

ings. Tianjin's role as a hub for aircraft and wind turbine makers – there's also a carmaker, Xiali, in town – has also helped prime demand for high-end composites which serve to colour as well as protect such equipment. PPG's decision to open an 'aerospace support centre' in Tianjin is proof the city is becoming a cluster of coatings firms supplying local (Airbus) aviation manufacturers and wind turbine makers also clustered in the city.

PPG's biggest plant in Asia, PPG Coatings (Tianjin) Co., Ltd., recently completed the first phase of the expansion of its waterborne coatings facility, giving it a 4,000-tonne annual capacity in waterborne automotive

and industrial coatings. Annual output is expected to increase to about 10,000 tonnes when a second phase of the project is completed.

"The expansion is PPG's response to the increasing demand for eco-friendly waterborne products and technologies in the local market, especially for automotive coatings," explains Cynthia A. Niekamp, PPG vice president with responsibility for automotive coatings.

As China's stimulus-primed economy rebounds, increased local emphasis on environmental and quality specifications is playing into the hands of foreign brands like PPG Industries,

which has enjoyed double-digit sales growth every year since it opened its first production facility in Tianjin in 1994. The demand for better quality coatings arises from quality scares over Chinese products and ongoing pressure on smaller local firms from the newly created Department of Environmental Protection.

Foreign brands are also clearly in control of China's architectural paints market, judging by the brands on display on the paint floor at local stores of multinational DIY retailer B&Q. Dulux, Nippon and Valspar-owned Huarun compete for sales dominance with Pittsburg-based PPG.

Founded in 1883 in the steel-producing capital of America, PPG is a top-five player in the Asia Pacific market but still chases Nippon (top player) and second-placed Akzo

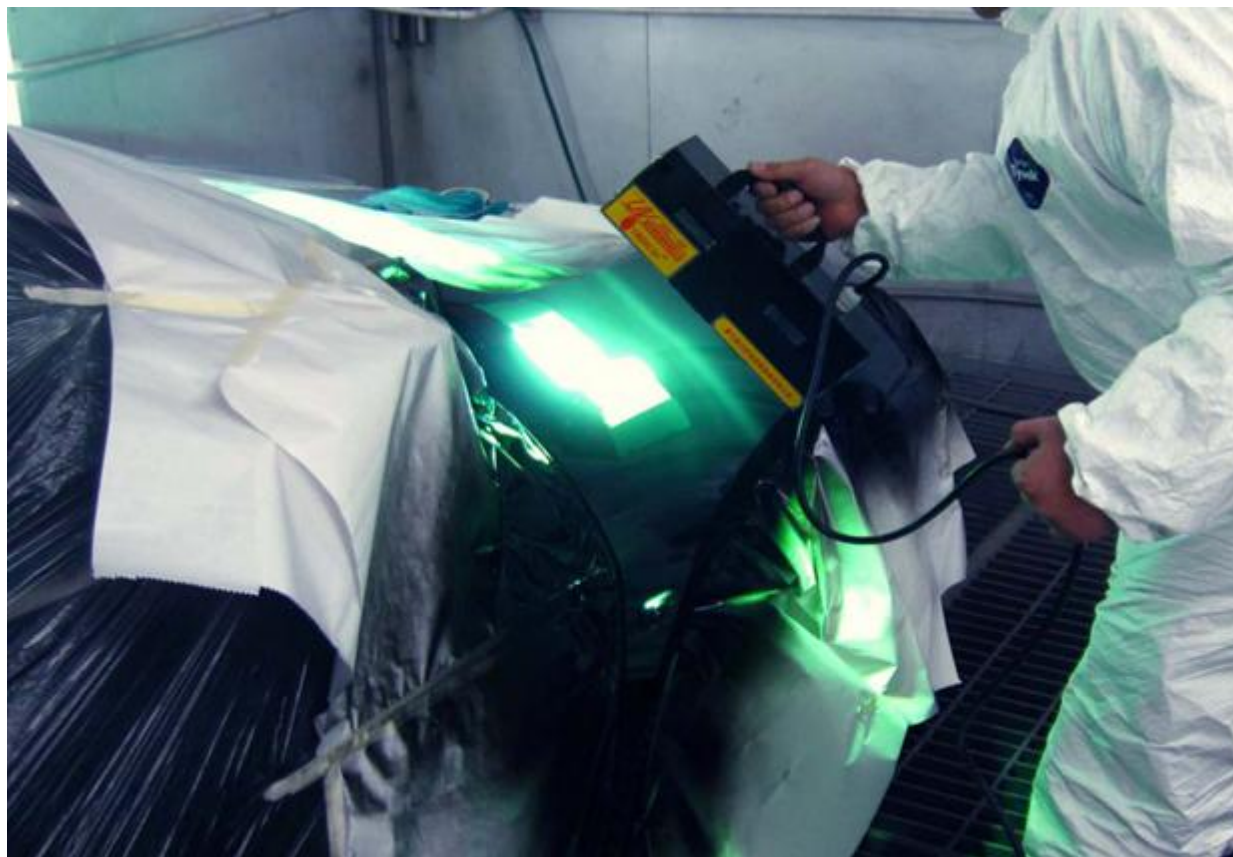
Nobel. Ranked third, Japan-based Kansai has a 4% share of the Asia Pacific market, just ahead of PPG, which has a 3.5% slice of the action. It's unlikely that the rankings will change significantly, given the highest-ranked local player, Guardon Carpoly, accounts for only 1%.

PPG, which reported global sales of 12.6 billion USD in 2009, is betting on growing its local sales off the back of better technology and products. "The whole industry [in China] is facing consolidation, changing needs from customers, and stricter environmental requirements," said Mike Horton, head of architectural coatings and automotive refinish coatings for the Asia Pacific region at PPG. The firm calculates Chinese exterior and interior paint sales have both been growing at around 10% over the last four years.

### Real estate, stimulus rebound

Urbanisation will drive demand for decorative coatings in particular. But there'll also be take for protective and powder coatings, given increased local spending power manifesting itself in purchases of white goods and cars. China's stimulus-funded construction blitz has similarly created demand for BASF's coatings business. Hans-Juergen Becker, head of industrial and automotive coatings at the German-based firm's operations in China, said government vouchers dispersed as part of Beijing's 4-trillion-CNY stimulus package to stimulate rural consumption has driven BASF sales of coatings for white goods.

Becker foresees growth holding steady through 2010. Akzo Nobel spokesman Tim van der Zanden meanwhile said the company's sales in China showed "encourag-



ing growth” ahead of other regional markets. Van der Zanden believes the company is on target for 2 billion USD sales in China by 2012, helped by 2008 price hikes for its products and a recent fall in input costs.

Other firms have similar confidence in the China market. Shanghai-based Jay Kaiser, China product manager for DuPont coatings products, said “there’s only been a slight dip in the rate of growth” in the company’s China sales. Local demand and specifications for coatings are both “moving fast on the heels of more developed markets,” said Kaiser, partly because of the specifications demanded by the manufacturing operations of Western firms increasingly focused on thriving local markets.

**PPG has enjoyed double-digit sales growth every year since it opened its first production facility in Tianjin in 1994.**

### Consolidation coming

China’s paint and coatings market remains fragmented. Ten suppliers control only 40% of the market for architectural coatings, said Horton. “This is very different from the US, developed European countries and Australia where the top three to five companies have up to 85% of the market.” He said China is now going through what the US market experienced 30 to 40 years ago: from highly fragmented to more consolidated, and from lower-end price wars to competition in innovation, quality and branding.

Horton has been noting local and multinational companies merging to cut costs “and establish greater basis



for growth and bargaining power.” Similarly, explained Becker, “BASF is always looking for suitable acquisitions which will complement our portfolio in China.” The firm has the cash for acquisition, “and China is definitely a focus.”

Akzo Nobel’s priority, said van der Zanden, is integrating the local operations of ICI Paints, whose Dulux brand is one of China’s top three selling interior paints. Like its international peers the firm has also invested much hope, and cash, in China. Its recently completed high-tech chemicals mixing base in Qingdao is proof ICI is honing its edge over local competition by investing in technology.

Local players’ strengths by comparison are in distribution and access to major local building projects. A new breed of synergized Chinese firms are producing as well as applying and selling architectural paints and coatings. A case in point, Beijing-based First Paint Manufacturing Co Ltd owns a decoration company which applies company paint and coatings to landmark sites like Beijing airport.

Company president Guo Xiangen (who also sits on the board of the China National Coatings Industry Association and the China Construction Decoration Material Association) says the gap between local and international players is narrowing, particularly in architectural coatings and coatings with insulation properties.

But First Paint, which this year purchased key local player Red Lion, depends heavily on foreign suppliers for inputs to its paint products: Germany’s Wacker and Bayer for its latex and resin respectively, and DuPont for titanium dioxide. The firm also buys colourants from Eckart and additives from Eastman and Rohm & Haas.

### Quality’s the edge

Spending on capacity and R&D helps explain why foreign brands control the bulk of the market. Marketing and technical ability allowed foreign firms to expand faster than many local companies in the early years.

While local firms play catch up, the market, says Horton, is getting more

demanding: the functional characteristics of exterior coatings are increasingly important. “Chinese want exterior coatings with super dirt-pick-up resistance, flexibility to bridge cracks, heat absorption and insulation.”

As well as more choice, Chinese consumers also want greener products, particularly in interior paints. Homeowners, he added, continue to be price sensitive, “but they’re also willing to pay for the value of high quality and environmentally responsible products.”

### Environment

Ever-stricter local environmental regulations will restrict the growth of local firms, the bulk of whom are

at the lower end of the market. The China Environment Labelling System though patchily enforced will likely be a prerequisite for future growth and credit from local banks, whose loans are increasingly dependent on companies showing sound environmental records.

This again could benefit foreign brands whose long-time exposure to stricter environmental standards means they have an edge on environmental standards, increasingly emphasized by Chinese regulators. Horton points to opportunities for firms like PPG, which has linked its R&D team in Shanghai to peers in Europe and the US to introduce cleaner water-borne coatings locally.

According to Viktoras R. Sekmakas, PPG vice president of industrial coatings and president of PPG’s Asia Pacific region, the firm is “committed to promoting ‘green’ products and technologies,” such as water-borne coatings and low or zero-volatile organic compound (VOC) coatings. The

firm, he says, is answering the call of China’s government to conserve energy and reduce greenhouse gas emissions.

DuPont’s Kaiser sees China moving in to train with US and Hong Kong regulation-driven demand for water-based coatings. “In this there’s opportunity for exporters, since none of the local brands have water-borne capacity.”

As China goes green PPG is hoping to push its exterior insulation coating and its Seigneurie line of coatings here. Akzo Nobel meanwhile is using the Dulux product range to meet emerging ‘Green Label’ standards across Asia, “ahead of competition,” explained van der Zanden.

### Exports

It remains to be seen if China’s free trade agreement with the Association of South East Asian Nations (ASEAN) will drive regional sales of Chinese



paints or encourage movement of manufacturing capacity from China to ASEAN members like Vietnam and Indonesia – centres for lower-end manufacturing that beat China on wage costs.

Other ASEAN members like Malaysia and Thailand compete in higher or more value-added manufacturing. As the region's manufacturing powerhouse China needs coatings for its white goods and other electronics exported to Asia's top manufacturing nations, Japan and Korea. Increasingly, it is also exporting coatings too, as firms like Nippon take advantage of lower costs of production in China to export to its home market, where the coatings

are applied in the automotive and machinery sectors.

Shipments out of China are not a runner for Akzo Nobel: production is for the domestic market, explained van der Zanden, as paint is not suitable for exporting. "You try to follow your customers and stay close to them, not in the least to keep distribution costs low."

DuPont's new China factory however has the ability to meet local needs, and to export industrial and refinishing auto coatings. Indeed it's not alone, since exports are also a focus of several local paint makers. Among the local market players, a spokeswoman for Guangzhou-

based China Paint & Coatings Co. said the firm is more worried about EU and US putting new tariffs on paint or coatings.

Chinese spending on paints indeed looks set to continue an upward curve, given that investment in fixed assets is currently growing at 25.5% per year. But much depends on how local consumers spend. While China has outstripped everyone other than India on output, its consumption of paint and coatings will decide the sector's future here. Horton believes the prospects are good for PPG Tianjin. "We believe China will continue to be one of the highest growth markets in the world." ■



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Begoña Suso

by Begoña Suso,  
Senior Associate Lawyer  
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## The legal framework of franchises in China

When talking about franchises in China, we have to bear in mind that they are a very recent phenomenon. Since the first rules introduced the concept in the Chinese legal system, barely 15 years have passed, and there is not even a genuine “franchise culture” in the country yet. Despite the advances made during the last years, China has still a long way to cover regarding the protection of intellectual and industrial property rights, which are key for the development of franchises.

Nevertheless, during this brief period three groups of rules have been published to regulate franchises in China. The current legal framework can be considered acceptable to these effects, although there are still some uncertainties left that we hope will be clarified in the upcoming years.

The first measures on franchises published in China date back to 1997 and were tentatively or provisionally approved by the Ministry of Commerce. They were very generic and imprecise rules, only applicable to domestic companies, so that the foreign franchisers were in an *alegal* situation and had to operate through contracts of trademark license, transfers of know-how, etc.

Three years after China joined the World Trade Organisation, and in accordance with the commitments thereby assumed, two







very important regulations for the development of franchises were published in China. The *Administration of Foreign Investment in Commercial Sectors* (FICE Law), of paramount importance, was promulgated by the Ministry of Commerce on 16 April 2004, enforceable since 1 June 2004. The promulgation of FICE Law implies the opening to foreign investment in the general trading sector by means of the (necessary) incorporation of commercial companies. This law was the first one to expressly recognize that a Foreign Invested Commercial Enterprise (FICE) could accomplish franchise activities in China, even without the participation of Chinese partners in its equity.

That very same year, on 30 December, the Ministry of Commerce promulgated the *Measures for Administration of Commercial Franchise* (Franchise Procedures), which were enforceable since 1 February 2005. The Franchise Procedures were highly criticized by foreign investors because they required the franchisers to previously have kept two stores for at least one full year. Taking into account that not until December 2004 were the Wholly Foreign Invested Enterprises permitted to have retail businesses in China, the “2 stores during 1 year” requirement became, *de facto*, another barrier to the entry of the international franchises in China.

Finally, the last group of rules was published in 2007, beginning with the *Regulations for Administration of Commercial Franchise Operations* (Regulations), promulgated by the State Council of the People’s Republic of China on 6 February 2007 and enforceable since 1 May 2007. The Regulations were completed in the same year as the Development Measures, approved on 30 April.

As a result of all these rules and regulations, the main content of the current legal framework of franchises in China can be summarized in the following:

### 1. Franchise concept

Article 3 of the Regulations defines the commercial franchise: “such business operations by which an enterprise owning a registered trademark, enterprise mark, patent, know-how or any other business resource (hereinafter referred to as “franchiser”) confers the said business resource to any other business operator (hereinafter referred to as “franchisee”) by means of contract, and the franchisee undertakes business operations under the uniform business model as stipulated by the contract, and pays franchising fees to the franchiser”.

### 2. Franchiser registration and annual statement

The Regulations establish the franchisers registration obligation within 15 days after having concluded a franchise contract in China for the first time. The registration shall be done online in the corresponding registry of the Ministry of Commerce.

Along with this first registration, franchisers shall, in the first quarter every year, report the information about the conclusion of franchise contracts in the previous year to the commercial administrative department.



### 3. Content of the franchise contract

The Regulations also state the minimum content that the Franchise contract shall include, and the requirement of concluding it in writing.

One of the most important aspects to bear in mind might be that, according to the Regulations, the franchise contract shall establish a withdrawal right in favor of the franchisee (known as “cool-off period”) during a certain period after the signing of the contract. The objective of this clause is to grant the franchisee additional time to think about the convenience of continuing with the contract. The norm does not specify a minimum duration for the period, so, in princi-

ple, the parties can freely agree upon it. In the Regulations drafts, it was established that this period could not be less than 7 days, but finally they chose not to include a certain period. In any case, this 7-day period can provide an orientation. Bearing in mind this withdrawal faculty, it is usually recommendable that the franchiser not begin fulfilling some of the assumed obligations in the contract (for instance, disclosure of material or confidential information) until the period to exercise this faculty established in the contract has expired.

Another important aspect is that the franchise contract must have a duration of at least 3 years, unless

the franchisee accepts a shorter period. The interpretation of this clause has aroused some doubts, because it does not specify when is it understood that a shorter period has been “accepted”, taking into account that, in principle, the fact of signing a contract implies the acceptance of its clauses. In practice, in contracts with a duration of less than 3 years, companies are trying to fulfill this requirement by emphasizing the duration clause and the franchisee’s will. Anyway, the risk will always exist that the franchisee will try to argue that the duration of the contract was imposed by the franchiser. In this sense,

it is important to pay especial attention to the communications between both parties, previous to the signing.

#### 4. Disclosure requirements

The franchiser must provide to the franchisee, at least 30 days before the signing of the franchise contract, a copy of the contract as well as all basic documents regarding the franchise. This information must be truthful, correct and complete, and must not hide any important data. Article 22 of the Regulations includes a complete list of the kind of information that has to be provided: activities, trademarks and other IP rights, summaries of audit reports, budget, technical support, training, etc. In addition, the Regulation adds that any relevant modification of the disclosed information must be communicated to the franchisee.

If the franchiser conceals material information or provides false information, the franchisee will be entitled to terminate the contract. For this reason, it is advisable to obtain document receipt from the franchisee, in order to be able to demonstrate that the information was duly provided in accordance with the Regulations.

#### 5. Two owned stores for a year

With the approval of the Regulations and the Development Measures, the requirement of owning two stores for at least one full year before franchising is still in force. This requirement was introduced by the Measures for Franchises of 2004. In 2007, the requirement was softened considerably by permitting that both stores be located outside of China, a change that achieved the purpose of the rule (i.e. demanding certain experience from the franchiser before franchising its business to third parties).

Nevertheless, the new drafting has not been considered fully satisfacto-

ry, since it requires that both stores be “owned and directly operated by the franchiser”. This requirement might not be considered fulfilled when the stores were owned by a company of the same group rather than the franchiser itself. It is expected that this requirement will be clarified in the future.

#### 6. Incorporation of a FICE


As already mentioned, the requirement of incorporating a FICE in order to be able to operate a franchise in China was introduced by the FICE Law and, up to now, it has not been expressly derogated. Yet the Regulations do not make any reference to this requirement, and the Development Measures specifically state that foreign franchisers who develop franchise activities in China have to comply with the Development Measures. Taking this into consideration, it looks like the new rules regarding franchises do not require the incorporation of a FICE to carry out franchise activities in China. Moreover, in practice, Chinese authorities are permitting foreign enterprises to register as franchisers, omitting the requirement established by the FICE Law.

As a result of the above, most of the impediments and restrictions that affected foreign investments in the franchise sector in China have been abolished. Nevertheless, it continues to be a highly regulated activity that requires considerable efforts for the franchisers, particularly in terms of disclosing information, both to the authorities and to the franchisees.

Taking into account these difficulties and the fact that the franchise concept included in the Regulations has elements in common with other contracts (such as the trademark and know-how license agreements, distribution contracts), companies carrying similar activities have sometimes

used other contracts to round-trip the application of the rules regarding franchises. It is worth noting that in China, as in other jurisdictions, contracts are what they state, regardless of the name they are given. As a result, it is especially important to determine, on a case-by-case basis, if the typical elements of franchises can be found, in order to apply the rules mentioned here.

Furthermore, taking into account recent court cases (e.g. Beijing Kute-didai Trading Company Limited vs. Chen Zijian), it is advisable to follow the obligations imposed to franchise contracts, even if not all of the typical elements of the franchise are a priori met. The referred case was about a contract denominated “distribution contract” that according to the court was de facto a franchise agreement. As a result, the court decided to allow the franchisee to terminate it early based on the fact that the pre-signing disclosure obligations required by the Regulations had not been fulfilled at that time.

As a conclusion, we would like to highlight the importance of considering the preceding rules, not just in order to run franchises in China, but also to accomplish activities “that could be considered as franchise activities”, so as to avoid not just possible administrative sanctions (as stated in the Regulations) but also possible uncertainties in the interpretations of the contracts with the Chinese counterparts. 

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Simon Bai  
Winners Law Firm

## IMPACT OF THE CHINA TORT LAW ON INTERNATIONAL INVESTORS

China Tort Liability Law (Tort Law) came into effect on 1 July 2010. It is more or less a consolidation and codification of existing legal rules, judicial interpretations previously scattered in a variety of laws, and regulations such as *General Principles of the Civil Law (GPCL)*, *Environment Protection Law (as well as Law on Air Pollution, Law on Water Pollution and Law on Environment Noise)*, *the Product Liability Law*, *Food Safety Law*, *Consumer Protection Law*.

The Supreme Court has been working on a judicial interpretation on the application of the Tort Law, which is expected to be issued shortly. As is typical of Chinese legislation, a piece of major law is always accompanied by judicial interpretations by the judiciary, usually the Supreme Court. While the law itself may remain in force for years to come, the judicial interpretations can always be easily supplemented, amended or even made void at any time in order to keep abreast of the social changes and evolving legal culture, thus maintaining the image of a stable legal system with its consistency and predictability. On a practicality aspect, the local courts also need to have judicial guidance from the Supreme Court to help them implement laws since most of the laws more often than not provide general principles rather than rules in great detail and thus are not readily applicable to specific circumstances.

What could be the impact of Tort Law on businesses both indigenous and foreign-invested? The following issues should be of concern to investors.

### Vicarious Liabilities

Article 34 of Tort Law, reproducing the principle of vicarious liability of employer as set forth in the provision of Article 43 of GPCL, provides that employer shall be liable for any harm or damage caused by its employees in the course of performance of the employee's duties. In addition, where the employee is dispatched by the employer to carry out service for a third party, such third party shall be liable for any harm caused by the employee in the course

of execution of work duties. The employer could be jointly liable if found to be at fault. The Interpretation of the Supreme Court regarding Several Issues on the Application of Law in Adjudicating Personal Injury Compensation Cases (issued in Dec 2003) further sheds lights by clarifying a defense for employer where the harm arises from the willful misconduct or gross

negligence of the employee, in which case the employer and the employee shall be jointly liable and the employer may afterwards seek to be indemnified by the employee. Furthermore, if an employee's activities are beyond the scope of authorization by the employer but appear to the third parties as employment activities or have a close relationship, the employer shall be held vicariously liable.

Internet service providers (ISPs) now faces vicarious liability because Tort Law provides that if an ISP is notified of an infringement by its users or subscribers and fails to take measures to mitigate damages in a timely manner, it shall be severally and jointly liable with the user for additional harm due to its fault.



Vicarious liability also applies to managers of public venues such as banks, hotels, shopping malls, railway or coach stations, entertainment facilities, or organizers of mass activities, who due to failure in security measures cause harm to others.

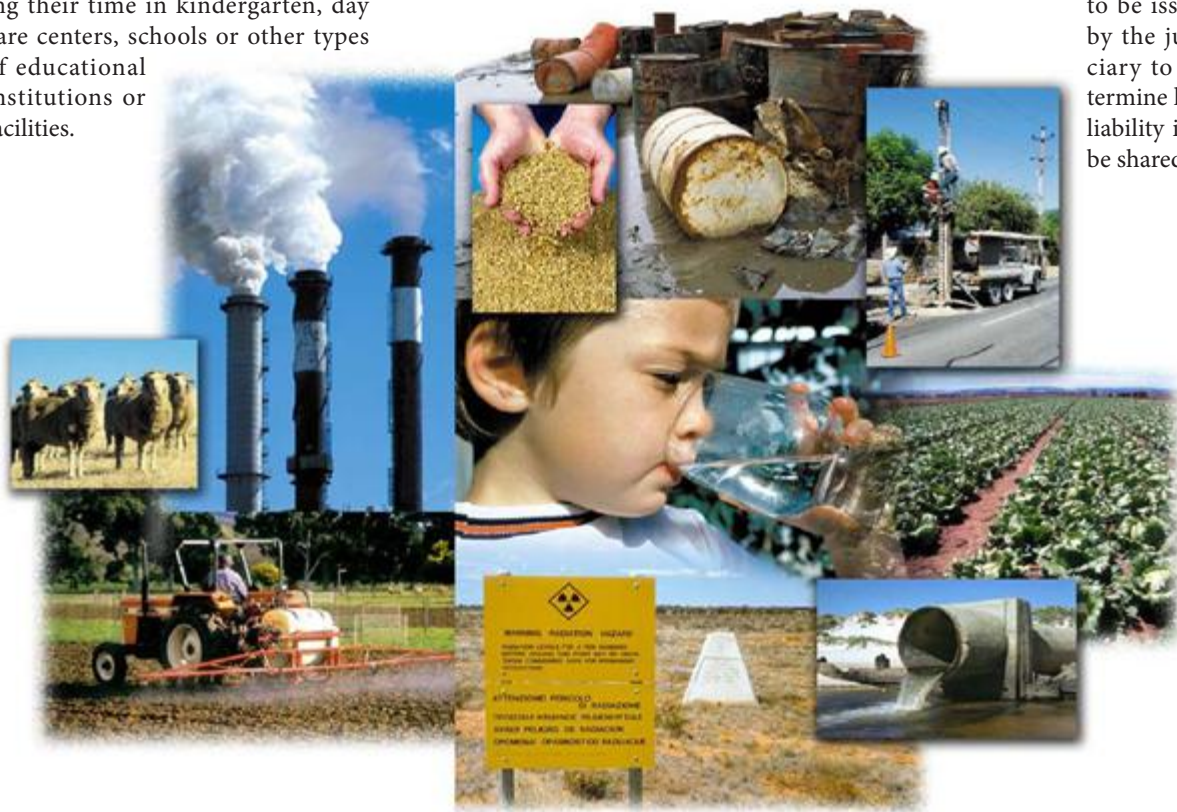
Educational institutions have to be alert to vicarious liability if minor students suffer personal injury during their time in kindergarten, day care centers, schools or other types of educational institutions or facilities.

for any damage caused to the environment by their action. This indicates that a legal principle of strict liability under Chinese law applies in environmental pollution, which means that establishing compliance with environmental laws is not, in itself, an effective defense to liability. This is further specified under Article 66, which shifts the burden of proof

for by law” will be needed in order to evaluate the methods for the determination of liability.

Article 67 states that where environmental damage is caused by two or more parties, the scope of each party’s liability shall be determined according to the type of pollutant, the volume of emissions, and other factors. Again, additional clarification needs

to be issued by the judiciary to determine how liability is to be shared.



**Environmental Liability**

Increasing awareness of the general public in relation to environmental obligations imposed on polluters will certainly expose companies to increased risk of liability and the likely expansion of environmental tort litigation in China. This is clearly the trend if we take a look at the Tort Law, particularly four major provisions with respect to environment-related liabilities.

Article 65 states the general principles (i.e. polluters) are strictly liable

to polluters by providing that where any dispute arises over environmental pollution, the polluter shall assume the burden of proving (1) that it should not be liable under certain circumstances as provided for by law, (2) that its liability should be mitigated under certain circumstances as provided for by law, or (3) that there is no causal relationship between its actions and the environmental damage caused. Further clarification as to what such “circumstances as provided

Article 68 provides that where more than one party is at fault for any harm caused by environmental pollution, an injured party may demand full compensation from any party. The party compensating the injured plaintiff then has the right to seek compensation from other responsible parties. This in effect a joint and several liability.

Companies that engage in operations that have potential environmental damages should now be fully aware

of the risk of substantially increasing cost of business activities if they fail to prepare for such exposure.

### Product Liability

Product liability has long been established under Product Liability Law of China, and it is restated in Tort Law that the manufacturer is strictly liable for personal and property damages caused by defective products. This also applies to sellers of products when the seller is unable to identify the source of such defective products. In accordance with Product Liability the manufacturer may use three kinds of defense against liability:

- (i) the products have not been put into circulation;
- (ii) the product defects did not exist at the time of circulation; or
- (iii) the defects cannot be found at the time of circulation due to scientific and technological limitations of the time.

Manufacturers as well as sellers of products may now be exposed to punitive damages if they knowingly manufacture or sell defective products which cause death or severe injury to consumers. Although Tort Law itself does not provide details of how to calculate such punitive damages, the Supreme Court is expected to address this in a later interpretation.

Another new development in terms of product liability is that Tort Law for the first time provides defective product recall as a remedial measure that manufacturers and sellers shall take in the event of defective products that are already put in the market. Chinese government authorities have previously issued administrative measures for the recall of toys, cars, food and drugs which were found to be defective by way of voluntary recall or recall in compliance with government orders. But Tort Law el-



evates product recall to a higher level of legal obligation for manufacturers.

**Establishing compliance with environmental laws is not, in itself, an effective defense to liability.**

### Impact on domestic and international businesses

There has been widespread concern that Tort Law is expected to lead to a dramatic increase in tort lawsuits, and will put an upward pressure on business cost in China. This might not really happen as soon as feared.

Unlike US-style tort lawsuits, punitive damages awarded at astronomical figures by China courts are unlikely to happen soon as a result of Tort Law. Punitive damages will continue to be restricted to excep-

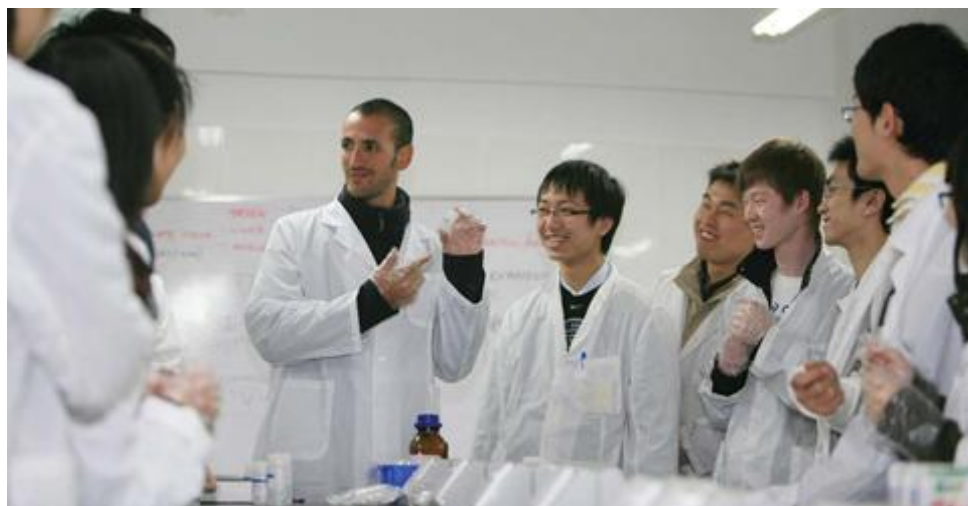
tional circumstances, since Chinese legal tradition has been to limit the amount of compensation and thus to discourage nuisance lawsuits. But in the long run, costs of doing business will definitely rise. Along with the Labor Contract Law which helps employees fight against abusive employers, the Tort Law will encourage a culture of individual rights. As the Chinese legal system becomes more consumer-friendly and environmentally friendly, embracing the notion of corporate social responsibility, international investors as well as local businesses have to review and redefine their business strategy to be prepared for future challenges. ■

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Simon Mair,  
Project Manager,  
China IPR SME  
Helpdesk

## Technology transfer to China: guide for EU SMEs



**M**any European companies are keen to enter the China market and develop long-term partnerships in China. In order to achieve this, they are often willing to transfer their latest technology to Chinese subsidiaries of European firms and joint-venture partners. Such technology transfers must be carefully planned, as they can unwillingly result in loss of competitiveness and market share in the mid- to long-term otherwise.

European companies should pay particular attention to the following common situations which can present a threat to your competitive advantages in innovation, creativity, brands and know-how:

### **Compulsory joint ventures in exchange for market access**

For certain sectors, such as car and locomotive manufacturing, you are required to enter into joint ventures with Chinese companies. Approval to form a joint venture or to operate may depend on the supply of specific technology, including future improvements of this technology. In some cases,

you are not allowed to choose your partner, which may result in your new partner being a competitor or concurrent joint venture partner of another competitor. In other cases, increasing a pre-existing investment may require setting up a local R&D centre or another form of know-how transfer.

### **Public contracts/procurement**

If you would like to take part in public tenders, you must ensure that part of your production is local. In some cases, the requirement for local production is up to 80%, and production by foreign subsidiaries in China is often not considered local. Instead, you will have to work with a Chinese general contractor, involving a full technology transfer during the process.

In addition, it is also often mentioned in the bidding process that the contract will be given to the company that promises the greatest transfer of know-how, leaving you with a difficult choice to make.

### **Design Institutes**

For projects specifically involving the manufacture of machinery and equipment, the Chinese government requires a thorough re-



view of industrial drawings and designs by a Chinese design institute. Your drawings and designs may later be used by other Chinese projects. In addition to the detailed technical documentation, you may also be asked to train Chinese staff members so that they can independently design machinery and equipment in the future.

**Certification and licenses for market access**

Many products must be certified by a Chinese certification institute or are subject to a license by a Chinese ministry before they are allowed on the market. Some certification procedures require inspections of production plants in your home country. The Chinese inspectors are sometimes from competitor companies and may ask technical questions that are not necessarily relevant to certification.

**What can I do to protect myself?**

1. Identify your company's strengths. By identifying your company's competitive advantages, you can use both registrable (e.g., patents, trademarks, copyright) and non-registrable rights (e.g., trade secrets, contractual barriers) and minimise the risk of IP exposure.

2. Analyse your competitors and the specific Chinese market that is relevant to your business. Do you know who your competitors are? What are their strengths and specific objectives? When analysing these competitors, the list should also include your potential and existing partners in China. Some state-owned enterprises may have to abide by local and state industry policy which requires them to focus more on gaining know-how and investing in R&D rather than short-term profits.

3. Devise your own IP protection measures when dealing with China. If you are in an industry where you must

share your know-how to operate in the China market, ensure that all your rights are protected before you enter the market. Define your limits and vigorously defend your position.

**What other practical steps can I take against unwanted loss of technology and know-how in China?**

The keys to protecting your IP in these types of compulsory know-how sharing situations are vigilant monitoring and proactive registration of your rights before entering negotiations. Conduct due diligence of a potential Chinese partner, paying close attention to the local industrial policies and laws, the goals of the potential partner and ownership of the potential partner company. Monitor for unusually frequent personnel changes.

Even if your key patents, trademarks and copyright are registered already, it is strongly recommended that you build in contractual barriers to prevent your partner from abusing your IP. For example, clearly define in writing with your chosen or designated partner the extent of technology transfer requested and make absolutely clear who may use the technology transferred to the joint venture. Be sure to include







**Where possible, grant licenses to the JV to use your technology instead of actually transferring the rights.**

non-disclosure and confidentiality agreements as a clause in the contract. In case of future creations made as part of the joint venture, you should also include a clause that defines the ownership of inventions and which party owns the invention in case the partnership comes to an end. Where possible, grant licenses to the joint venture to use the technology instead of actually transferring the rights.

You may also want to consider building in internal physical barriers to ensure that your core

technologies are protected. For example, you can implement a need-to-know basis for access to know-how, build in passwords and codes to physically restrict access, and ensure that some of your employees know part of the technology but not every part of it. Regularly scheduled internal training of staff members regarding IPR protection measures can also raise their awareness to the risks involved.

In case of the compulsory certification inspection, be aware that you may not have to answer every ques-

tion about the technical product details relating to your firm's confidential know-how. Find out if the question is relevant to comply with the standard and if necessary, negotiate with the certifying body. Also, it is possible to request for a European certifier who can inspect your premises on behalf of the Chinese authorities.

### Conclusion

Under certain circumstances, you may be required to share technology know-how with local partners in exchange for market access. Technology transfer should be approached with caution and it is strongly recommended that you implement as many protection measures as possible before entering the China market and beginning negotiations with your desired or designated Chinese partner. Be sure to conduct thorough due diligence of your competitors and potential partners to identify their specific objectives. An overview of the local industrial policies to understand the extent of your rights and the extent of your technology sharing is also recommended. Most importantly, take advantage of both registrable and non-registrable rights, as well as internal employee trainings and incentives, contractual barriers and physical barriers to best protect your know-how in China using a holistic IPR strategy. **E**

The China IPR SME Helpdesk is a European Commission-funded project that provides free, practical, business advice relating to China IPR to European SMEs. To learn about any aspect of intellectual property rights in China, visit our online portal [www.china-iprhelpdesk.eu](http://www.china-iprhelpdesk.eu). For free expert advice on China IPR for your business, e-mail your questions to: [enquiries@china-iprhelpdesk.eu](mailto:enquiries@china-iprhelpdesk.eu). You will receive a reply from one of the Helpdesk experts within seven working days.



# Trends and Challenges of Today's Recruitment

By Susan Salzbrenner

In the last few years, the job market has undergone some fundamental changes. “Cost-cutting” and “lean management” have been ringing in every Human Resource employee’s ear since the recession hit the world economies. Talent Recruitment has always been a double-edged sword, providing both a challenge and an opportunity. The recent economic need to review staffing numbers, to outsource or downsize, and to prioritize other business-critical departments has created a major challenge for Human Resource professionals.

## Increased demand for a business-focused HR practice

Streamlined and effective recruitment processes with higher recruiting and retention success rates can only be achieved if talent management is a strategic business priority. CEOs should treat talent management and recruitment as an instrumental part of their business plans and Executives should take an active part in the hiring process. Hiring the right employees for business-critical positions will pay off in more than just increased profit. HR Professionals therefore

need to reposition themselves as a partner to the business units or managing directors. In order to achieve a more cost-effective recruitment process, several trends and technologies have emerged to facilitate a relatively short time to fill a vacancy. Thus, more time can be spent on creating a high-potential talent pool for successions and business-critical positions.

## New trends in recruitment

New recruitment methods are necessary to maintain a pool of talented candidates for key positions because

competitors post their vacancies on the same job boards, thus having access to the same pool of talent. Alternative ways of sourcing candidates are therefore a big asset in today's hiring process.

#### *Raiding*

Some of the best candidates for the position will most likely not answer your job ad because they are not currently looking for a job. Improving your candidate pool by headhunting high-potentials of the competition will most likely provide you a candidate that is equipped with the right skills and knowledge of the industry. Rather than developing an internal candidate, bringing in some "fresh" talent might increase innovation and new thought directions.

#### *Utilizing video*

More companies (e.g. Microsoft, Google) have starting branding themselves with videos on sites like Youtube.com or Youku.com (China). An effective way to demonstrate the culture and passion of a company, videos surpass all other forms of internet traffic. Another way to use this medium is to video-conference

**The Chinese talent pool has not kept up with increased skill demand: only 4% hold a university degree.**

instead of meet face-to-face. Whereas telephone interviews are usually discarded because of limited interaction with the candidate, video-interviews cut travel expenses and pose a solution for global recruitment.

#### *Employee referral program*

Well-designed employee referral programs can create a high volume of quality candidates. Whether HR proactively approaches key employees or leverages non-employee referrals, a comprehensive, immediate and visible reward system is a must.

#### *Focus on succession planning*

Mapping company-critical positions and creating a strong pipeline ensure a smooth transition and as little loss in revenue during the transition time as possible.

#### *Long-term strategic employment branding*

Employment branding strategies activity increased in 2009. To build a strong global brand, intensive focus should be on media coverage, increased online visibility and establishing a brand with a conscience ("green company", published CSR activity). Using social media and networks with the aim of establishing an online community is one way of employment branding.

#### **Use of social media in talent recruitment**

With the boom of Web 2.0, getting a grip on social media may be one way out of the "red-marker" zone for HR Departments. Organizations have discovered social media for their purposes, using social platforms to recruit young talent as well as to promote their brand. Sharing information about the corporate culture to ensure a cultural fit with the future employee is just one way to benefit from Web 2.0. Posting job applications while interacting with applicants eliminates interview rounds and reduces costs by not having to rely on expensive external job boards.

Social media like Twitter feeds will engage 69% of your target audience (18-49 year olds make up more than two-thirds of Twitter users). Investigative tools can help you generate a list of candidates by searching their Twitter biographies for keywords.

Easily manageable and free, company fan pages on Facebook can act as an extension of their career portals, and engage and attract talent that shows a natural interest in the brand.

Presenting yourself professionally online is best done through LinkedIn and Xing. HR professionals can thus use these networks to source possible candidates (an estimated 75,000 recruiters use LinkedIn for head-hunting purposes), as well as educate themselves in the various groups and discussion forums.

Going forward, social media sites will be critical components in professional networking, career success and career development. The internet has opened up communication globally. Why not use its advantages to recruit employees internationally, find candidates with rare skill sets and expand your network?

### Challenges of recruitment and retention in China

As mentioned previously, selecting and retaining high-caliber talent is critical for business success. In China, the war for talent continues. The Chinese talent pool has not kept up with the increased demand for highly sophisticated skills, especially at the managerial or executive level – only 4% of the working population holds a university degree. Those few with the necessary set of skills well know their market value and expect high salary raises from new employers (up to 100%). The upper end of the executive ladder is therefore inhabited by expatriates who possess the right skills and work experience to “get the

job done”. The omnipresent talent gap requires a new HR approach to address the shortage of appropriate local talent.

When selecting local Chinese talent, special considerations should be given to the following:

1. avoid job-hoppers (many Chinese believe they should change their jobs/employers every two years)
2. always conduct education and reference checks
3. consider short, skill-based tests to check the mentioned work experience/education
4. identify the true motivation for changing position/location

**The quality of the relationship with the manager/supervisor is a key component of retention.**

Unfortunately, with turnover rates between 30-40% (even higher in production and low-skill jobs), the HR department does not have time to create a pool of talented Chinese with corporate cultural fit, but sees itself busy with reactionary recruitment and playing “catch-up”.

In a workforce study of 90,000 Chinese employees conducted in 2007, only 16% of those surveyed were fully engaged in their work; a third stated they were partly to fully disengaged – performing their job with the littlest effort possible.

In addition to the “traditional” retention methods of a stimulating work environment, excellent compensation and benefit packages, flexible career options and career development, the quality of the relationship with the manager/supervisor is a key component of retention. In China, *guanxi* is

associated with getting things done through personal relationships. So, more often, employees are not loyal to the company, but to the people that hired them and that have mentored and developed them. With that thought deeply engrained into their culture, talent management development programs in China have to keep trust and personal relationships in mind. Proactively fostering and developing a stable workforce should be the top focus of HR and Business Executives.

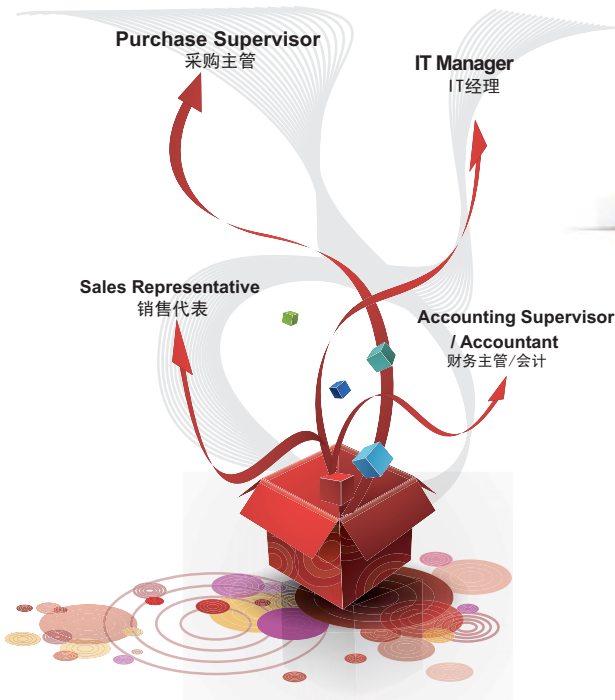
Motivating the more hierarchical-oriented Chinese to be loyal to one's company can be done through caring leadership, which is demonstrated by a lot of successful Chinese companies. Leaders should create transparency about the future of the company, set examples, and nurture a culture of caring that can range from weekly 1-on-1's and individual development opportunities, to organized staff excursions or free-time entertainment.

Another way to retain and foster local talents is to treat them as individuals (and not “the Chinese”) that are part of a global professional team. International assignments and global projects as part of their development will not only force them to adapt culturally and brush up their language skills, but also give them a much needed functional competency and responsibility they will have to live up to.

Clearly, over the next few years multinational companies in China will have to change their HR strategies to keep pace with rising market competition and with changing employee needs and skills. The emerging new methods in recruitment should increase chances to find the right employee at the right time for the right job. ■

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Purchase Supervisor  
采购主管

Code: PS101001

#### JOB DESCRIPTION:

- Strictly follow company purchase procedures
- Acquire quotations from market suppliers
- Negotiate with multiple suppliers
- Report to management to appropriate suppliers
- Get purchase approval from management
- Supervise the purchase orders, product delivery and payment procedure
- Establish purchasing database
- Work beneath the financial manager

#### WHO WE ARE LOOKING FOR:

- University graduated and preferably a science major
- Minimum 2 years of work experience in purchasing functions
- Good written and spoken communication skills
- Computer skills, experienced in basic MS Office applications
- Good at collecting information through internet and other usable sources
- Business-minded

IT Manager  
IT经理

Code: ITM101001

#### JOB DESCRIPTION:

- Lead IT support (hardware, software, network, database analysis, etc.) and development to achieve targets on quality of services
- Build a high performance team of programmers, engineers, web designers, etc.
- Setup and develop related IT policies and work procedures
- Ensure projects get completed on time, as per agreed business scope within budget and high quality

#### WHO WE ARE LOOKING FOR:

- Over 5 years of work experience in IT field
- Expert at Windows server and operating systems
- Expert at hardware and software maintenance, and telecommunication operation
- Knowledge of web development programs such as PHP, ASP
- Strong management skills in leading an IT team, managing projects coordinating IT requests from multiple departments
- Works well independently and in groups
- Good spoken and written English communication skills

Sales Representative  
销售代表

Code: SR101001

#### JOB DESCRIPTION:

- Present and sell company products and services to current and potential clients
- Prepare action plans and schedules to identify specific targets and to project the number of contacts to be made
- Establish and maintain current client and potential client relationships
- Manage account services through quality checks and other follow-up
- Prepare a variety of status reports, including activity, closings, follow-up, and adherence to goals
- Participate in marketing events such as seminars, trade shows and telemarketing events
- Coordinate shipping schedules and delivery of merchandise and services
- Provide on-the-job training to new sales employees

#### WHO WE ARE LOOKING FOR:

- Basic reading, writing, and arithmetic skills required
- Ability to persuade and influence others
- Strong interpersonal and communication skills
- Knowledge of advertising and sales promotion techniques
- Visibility requires maintaining a professional appearance and providing a positive company image to the public
- 3 or more years of sales experience

Accounting Supervisor  
/ Accountant  
财务主管/会计

Code: ASA101001

#### JOB DESCRIPTION:

- Manage accounting system
- Check all vouchers for accuracy, validity and completeness
- Check important items in balance sheet related to AR AP assets
- Provide financial analysis and report to management
- Responsible for tax declaration, monthly and yearly tax settlement
- Conduct inventory and fixed assets management
- Communicate with authorities such as AIC and tax bureau
- Well-organize financial files

#### WHO WE ARE LOOKING FOR:

- Bachelor's degree in accounting or finance
- Minimum three years of work experience in a related position
- Familiar with Yong You accounting system
- Good knowledge of MS Office
- Fluent spoken and written English
- Proactive, open-minded and a quick learner



# Royal Visit to Tianjin to mark Inauguration of Wellington College

**T**he Governors and Headmaster of Wellington College International Tianjin welcomed HRH Prince Andrew, the Duke of York, as guest of honour at the Inauguration of the College on 10 September 2010.

Ms Zhang Junfang, the vice-mayor of Tianjin, welcomed the Duke of York's visit and extended congratulations on the inauguration of the College on behalf of Tianjin Government. The Duke of York and Ms Zhang both spoke and unveiled a plaque to commemorate the occasion. Others present at the ceremony included Zhang Xiuqin, director of the Central Ministry of Education, Dr Anthony Seldon, Master of Wellington College in the UK, leading officers from the Institute of

Foreign Affairs, officials from the Tianjin Foreign Affairs Bureau and Education Commission, and prominent members of the Hongqiao District government.

The College's partner school, the prestigious Wellington College in the UK, is a royal foundation, dating from the reign of Queen Victoria in the 19<sup>th</sup> century, and has very close ties to the British royal family. Prince Andrew's visit signalled the extension of these royal ties to the new Wellington College in Tianjin.

Having good location in the heart of Tianjin, the new College aims to become the leading international school in China. The buildings deliberately evoke the classical style of Wellington College

in the UK, while inside they house state-of-the-art facilities, including a modern theatre, indoor swimming pool, a sumptuous library, up-to-date laboratories, computer suites and design technology workshops, in addition to the very best in educational resources and materials.

The Founding Headmaster, Mr David Cook, explained, "We want to create the ideal environment where staff, students and their parents can form a genuine and meaningful educational community. Nothing has been left out. In our vision for the students, their academic performance will always be central, but we recognise that the building of responsibility, respect for others and self-esteem, so vital for success at adulthood, comes equally from participation in the many other areas of school life, all of which we cater for at Wellington."

The partnership with Wellington College in the UK is pivotal in the establishment of the College in Tianjin. Steeped in 150 years of tradition and heritage, Wellington has always enjoyed an excellent name in British education. More recently, under the inspirational leadership of Dr Anthony Seldon, it has acquired an enviable reputation for innovation and experimentation, producing a stimulating and exciting educational environment for everybody in the school. At the heart of the school ethos is the idea of child-centred learning, or as Dr Seldon described it, "To flourish in the knowl-



edge economy of the 21<sup>st</sup> century, children need to have the confidence, strategies and skills to lead their own learning and not be solely reliant on teachers to impart knowledge.”

“Our schools in China will be modeled on our ethos of educating the whole child and the lessons in positive psychology and well-being are a core part of our philosophy,” said Dr Seldon. “Developments in the last 10 years show very clearly that schools can and should be teaching children far more how to prepare for lives which are healthy, happy and psychologically balanced. We owe it to children to give them the mental ammunition to cope better with life. There is no more important objective for any school than to teach its children how to live, to learn more about who they are, and how to relate to others and the world into which they will go to study and work.”

Mr Cook stressed another invaluable benefit for Wellington Tianjin from



the partnership with Wellington UK: “Our teaching staff are crucial. They are fully-qualified, highly motivated and drawn from all parts

of the English-speaking world. In short, a group of professionals who will ensure our students realise their full potential, whatever the subject or activity. The link with Wellington College in the UK has gone a long way towards ensuring that we attract such men and women to Tianjin. The renown of Wellington has gone before us.” In a further illustration of the strength of the link between the two schools, Dr Seldon and Mr Cook held a question-and-answer session with parents to conclude the historic visit of Prince Andrew.

The College in Tianjin is now open for registrations for the academic year 2011-2012, which commences on 22 August 2011. The intention is to open all year groups for children aged 3 years to 15 years. Further details of the admissions procedure can be found at the website. [E](#)



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# Astor Hotel Reopening Ceremony

**O**n 28 August, the first historically restored luxury hotel in Tianjin, Astor Hotel, reopened its doors. Astor has an outstanding 147-year history of receiving important guests, prime ministers and presidents.

The building first opened as a hotel in 1863, and has passed through a restoration beyond its former glories before being re-opened by the management of the Starwood Hotels and Resorts Group. The Astor is now part of Starwood's exclusive Luxury Collection, a union of 69 hotels and resorts in 26 countries, all remarkable for their history, architecture, art and enhancing the culture of their surroundings.

The opening ceremony started with a press conference about the importance of the hotel in the city's history, then


the about the process of renovating the building, followed by an explanation of the hotel's concept. Media from all over China were present.

The chairman of Tianjin Tourism Group spoke first, followed by Qian Jin, Senior Vice President of the China-Taiwan Starwood Hotels and Resorts. Afterwards, Nelli Yong, Vice President and Brand Manager for the Asia-Pacific Starwood Hotels, added a few words. Finally, Martin Verpoorten, General Manager of Astor Hotel, ended the press conference by ushering the invited guests into the beautiful Victorian Garden. The ceremony was concluded with the pop of champagne bottles.

A tour of the Hotel Museum impressed all with its historical value and beauty

of displayed relics. Once the tour was completed, guests were treated to a sumptuous buffet in one of the hotel's many restaurants.

The Astor preserved its classic architecture and many original antiques, except for in the Hai He River Wing, which now displays a more contemporary design and is highlighted by its oversized bathrooms.

The Astor has always been considered a landmark of Tianjin and is again restored to its former beauty. It will continue as an important landmark of Tianjin, evoking luxurious comforts of the past. 





# Somerset Serviced Residences Mid-Autumn Festival Celebration



As a tribute to one of China's well-loved holidays, Somerset Youyi Tianjin & Somerset Olympic Tower celebrated Mid-Autumn Festival with a delightful array of presentations, food, drinks, fun games, surprises and, of course, mooncakes.

Traditional Chinese music filled the air as guests, some wearing traditional Chinese dresses, helped themselves to delicious food and drinks at Somerset's forecourt where the whole celebration was held.

Ritual of Moon worship started the event as worshipers dressed in traditional Chinese costumes came in presenting pastries, burning joss sticks and expressing good wishes to the goddess of the moon. Somerset residents and their friends, expats and locals alike, witnessed a simple but meaningful presentation of what it's like to celebrate Mid-Autumn Festival in China.



Another highlight of the night was China's ancient form of entertainment and storytelling – Shadow Puppetry. An illuminated backdrop and moving images of warriors, princes and animals portrayed China's colorful and creative culture. Those who were curious about shadow puppetry play were given a chance to try. Excited guests, many of whom were young ones, lined up to try shadow puppetry with as much gusto as laughter.

As if moon worship and shadow puppetry weren't enough, Somerset also prepared games and raffle draws for all. Winners received souvenirs, a lovely addition to an already wonderful Mid-Autumn Festival celebration. 📺





# Shanghai Expo 2010

This year's Expo will be remembered as the world's largest ever seen in area and in presence, with a projected 70 million total visitors. It has highlighted sustainable environments in urban places, and its theme "better city, better life" for all nations. Perhaps the best aspect of the Expo is the exposure it gives to different cultures coming from every continent and representing the majority of nations and races. Each day a different country is featured by the Expo as its pavilion's national day.

Events of all sorts find space in the Expo, from Argentina's tango to an African fashion show or even a presentation of World Wrestling Entertainment (WWE). Apart from the national pavilions, the Expo site is also place for many organizations and corporate pavilions in the Puxi area, which has been somewhat overlooked. Outstanding visual effects, especially at night the Puxi area, dazzle visitors with lightshows. You can visit the space for organizations such as United Nations, SAICGM, Aviations and Oil pavilions.

**Italy:** A magnificent building made of marble and glass, the Italian pavilion is the second largest by area (6000sqm) only to China. The pavilion's theme is of a city that is designed to man's needs – efficient and livable. The first room of the pavilion, called Italy in motion, tells a part of Italy's automotive history and creativity. The most luxurious car in history, the 5-million-USD Isotta Fraschini, and Ferrari's debut hybrid car are on display. The second room, called the making of, shows Italy's creativity in the fashion world with designs by Prada, Dolce & Gabbana, Versace. A 'live' workshop in the middle of the room shows visitors how to make bags, shoes and accessories by Ferragamo.

The third room highlights Italian architecture through paintings and photos of Italy's cities. The next room, called I-tech, displays Italy's innovations and green technologies, many of them related to the Expo theme: better city, better life. Another room, a bite of Italy, exhibits a spaghetti ceiling display and two of Italy's specialties: food and wine. In the middle of the room stands an olive tree, representing the deep relation of Italy's gastronomy and history with nature. At last, the Joy of Living Piazza displays, among other curiosities, an entire wall of organized orchestra instruments ready to be played.


**Turkey:** The theme for this pavilion revolves around "The cradle of civilization", Istanbul, which has a distinguished history of major importance to civilization and the concept of a city. It shows visitors the history of Istanbul and how the city, experiencing now a massive immigration from rural areas, is developing to accommodate the newcomers, but still preserves its millenary history.

The pavilion is divided in three parts. In the first part visitors are taken to ancient times, where Turkey's historical firsts are exhibited, such as the world's first mirror and first manmade dam. In the second part a movie shows Istanbul's streets and important sites such as the Catal Hoyuk (the first settlement), the Fountain of Ahmed III, and The Bosphorus Bridge, which connects Europe and Asia. In the last area the pavilion embraces the future, with hopes for better lives, represented by the mythical Phoenix that died in flames but was reborn from its ashes.

Near the exit, Turkish hard ice-cream is offered by happy and talkative Turkish men who say they make it themselves and sell it as if they were back home.

**Angola:** The outer part of this pavilion is decorated in bright colors representing the rich ethnic characteristics of the country, with life-sized sculptures and totems to welcome and instigate visitors to discover Angola's traditions.

The pavilion highlights the rapid development of the country and the reconstruction of its communities, ruined by years of civil war. It shows Angolan's happiness and their hard work towards the future as a new country. It also focuses on natural resources such as diamonds; the country is one of the biggest producers of the precious stone. As you look through the pavilion you can see much of its history, ornaments and antiques, such as a ceremonial pipes and instruments.

Angola inspires music, rhythms and dance, which are all delivered in the pavilion: every Thursday night a different presentation of the country's music is played for the visitors. Rhythms like semba, kizomba and kuduro will make anyone dance. Music is a unique form to explain this country's culture and its people's lifestyle. 



Italy

Turkey

Angola



# Select DOMESTIC FLIGHTS

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## From Tianjin

DEST	DEP	ARR	Flight No	Days
Changchun	10:55	12:30	GS6571/HU6571	1.3.5.7
Changsha	08:05	10:15	CA1467	1234567
Chengdu	13:00	15:30	8L9976	123.567
Chifeng	14:20	15:15	MU2135	1234567
Chongqing	11:20	13:50	HU6238/PN6238	1234567
Dalian	11:35	12:20	GS7579/HU7579	1234567
Fuzhou	08:05	11:50	MF8138	1234567
Guangzhou	13:35	16:25	HU7201	1234567
Guilin	18:00	20:40	BK2819	.2.4.6.
Guiyang	08:10	12:15	GS7465/HU7465	1234567
Haikou	09:50	14:30	GS7561/HU7561	.2.4.67
Hangzhou	13:50	15:30	MF8377	1234567
Harbin	07:00	08:50	BK2821	1.3.5.7
Hefei	07:05	08:30	BK2847	.2.4.6.
Huhhot	14:00	15:10	GS7468/HU7468	1234567
Jinjiang	07:00	10:40	BK2857	1234567
Kunming	13:00	17:30	8L9976	1234567
Nanjing	14:55	16:30	FM9291	123.567
Nanning	13:50	18:35	MF8377	1234567
Nantong	13:40	15:10	ZH9730	1..4.6.
Ningbo	09:30	11:20	GS6603/HU6603	1234567
Qingdao	08:20	09:10	GS7575/HU7575	1234567
Sanya	17:15	20:50	MU9159/FM9159	1234567
Shanghai	08:05	10:05	GS7205/HU7205	1234567
Shenyang	11:05	12:20	3U8861	1234567
Shenzhen	16:30	19:25	ZH9936	1234567
Taiyuan	11:30	12:30	GS6601/HU6601	1234567
Urumqi	15:45	21:10	CZ6928	.23.5..
Wuhan	07:50	09:40	GS6695/HU6695	1234567
Xiamen	14:30	17:10	MF855	1234567
Xi'an	08:10	09:45	GS7465/HU7465	1234567
Yantai	08:20	09:20	GS7421/HU7421	1234567
Yinchuan	18:45	20:35	CZ6457	1.3..6.
Yuncheng	08:30	09:55	GS6677/HU6677	1234567
Zhang Jia Jie	18:30	20:40	BK2813	1..4.6.
Zhengzhou	12:55	14:20	GS6609/HU6609	1.3.5..
Zhuhai	16:00	18:45	BK2831	1234567

## To Tianjin

ORIGIN	DEP	ARR	Flights No	Days
Changchun	13:10	14:55	GS6572/HU6572	1.3.5.7
Changsha	21:10	23:10	BK2812	1.3.5..
Chengdu	09:35	11:55	8L9975	1234.67
Chifeng	16:05	17:15	MU2136	1234567
Chongqing	08:15	10:30	HU6237/PN6237	1234567
Dalian	20:20	21:10	GS7580/HU7580	1234567
Fuzhou	09:00	13:00	MF8137	1234567
Guangzhou	08:25	11:15	CZ3133	.23.567
Guilin	21:30	00:05(+1)	BK2820	.2.4.6.
Guiyang	13:10	17:10	GS7466/HU7466	1234567
Haikou	15:20	19:50	GS7562/HU7562	.2.4.67
Hangzhou	22:10	23:50	MF8378	1234567
Harbin	09:30	11:25	BK2822	1.3.5.7
Hefei	15:50	17:20	BK2848	.2.4.6.
Huhhot	09:05	10:10	GS7467/HU7467	1234567
Jinjiang	11:25	15:20	BK2858	1234567
Kunming	07:35	11:55	8L9975	123.567
Nanjing	21:55	23:20	FM9292	.234567
Nanning	19:25	23:50	MF8378	1234567
Nantong	11:20	12:55	ZH9729	1..4.6.
Ningbo	12:10	14:10	GS6604/HU6604	1234567
Qingdao	09:50	10:45	GS7576/HU7576	1234567
Sanya	21:50	01:15(+1)	FM9160	1234567
Shanghai	10:55	12:45	GS7206/HU7206	1234567
Shenyang	13:05	14:25	3U8862	1234567
Shenzhen	12:50	15:50	ZH9935	1234567
Taiyuan	15:45	16:45	GS6602/HU6602	1234567
Urumqi	09:50	15:00	CZ6927	.23.5..
Wuhan	20:05	21:45	GS6696/HU6696	1234567
Xiamen	13:45	16:15	MF856	1234567
Xi'an	15:40	17:10	GS7466/HU7466	1234567
Yantai	19:20	20:20	GS7422/HU7422	1234567
Yinchuan	21:25	23:05	CZ6458	1.34.6.
Yuncheng	14:40	16:00	GS6678/HU6678	1234567
Zhang Jia Jie	21:30	23:40	BK2814	1..4.6.
Zhengzhou	20:10	21:30	GS6610/HU6610	1.3.5..
Zhuhai	23:05	01:50(+1)	BK2832	1234567

### Airline Code

<b>3U</b> Sichuan Airlines	<b>FM</b> Shanghai Airlines	<b>MF</b> Xiamen Airlines	<b>VD</b> Kunpeng Airlines
<b>8L</b> Lucky Air	<b>GS</b> Grand China	<b>MU</b> China Eastern Airlines	<b>ZH</b> Shenzhen Airlines
<b>BK</b> Okay Airways	<b>HO</b> Juneyao Airlines	<b>NS</b> Northeast Airlines	
<b>CA</b> Air China	<b>HU</b> Hainan Airlines	<b>PN</b> West Air	
<b>CZ</b> China Southern Airlines	<b>JD</b> Deer Air	<b>SC</b> Shandong Airlines	



CUT OUT AND CARRY THESE TABLES

# Select INTERNATIONAL FLIGHTS

for more, contact [editor@businessjianjin.com](mailto:editor@businessjianjin.com)  
(1=Mon, 2=Tue, 3=Wed, 4=Thu, 5=Fri, 6=Sat, 7=Sun)

## From Beijing

DEST	DEP	ARR	Flight No	Days
<b>Addis Ababa</b>	21:30	06:45(+1)	ET605	1234567
<b>Amsterdam</b>	11:05	15:15	KL0898	1234567
<b>Bangkok</b>	17:05	21:15	TG615	1234567
<b>Brussels</b>	01:20	05:55	HU491	.2.4.6.7
<b>Delhi</b>	20:50	01:40(+1)	CA947	1.3..6.
<b>Dubai</b>	23:55	04:20(+1)	EK307	1234567
<b>Frankfurt</b>	10:30	14:30	LH721	1234567
<b>Hanoi</b>	15:45	18:20	VN901	.23.567
<b>Helsinki</b>	10:55	14:25	AY052	1234567
<b>Hong Kong</b>	10:00	13:35	CX347	1234567
<b>Istanbul</b>	23:55	05:30(+1)	TK0021	123.56.
<b>Kuala Lumpur</b>	16:25	22:30	CA971	.....7
<b>London</b>	11:15	15:10	BA0038	12.4.6.7
<b>Los Angeles</b>	21:00	18:00	CA983	1234567
<b>Madrid</b>	00:05	06:35	CA907	.234.6.7
<b>New York</b>	13:00	14:20	CA981	1234567
<b>Osaka</b>	13:50	17:45	JL886	1234567
<b>Paris</b>	12:50	17:30	AF125	1234567
<b>San Francisco</b>	16:00	12:40	CA985	1234567
<b>Seoul*</b>	11:50 13:50 21:15	14:55 16:50 00:10(+1)	KE852 KE856 KE854	1234567 1.3.5.7 1234567
<b>Singapore</b>	00:45	07:00	SQ801	1234567
<b>Sydney</b>	16:20	07:20(+1)	CA173	1.3.5..
<b>Tel Aviv</b>	22:00	02:55(+1)	LY096	.2.4..7
<b>Tokyo</b>	16:40	21:00	JL024	1234567
<b>Ulaanbaatar</b>	08:30	10:50	CA901	1234567
<b>Vancouver</b>	15:50	11:50	CA991	1234567

## To Beijing

ORIGIN	DEP	ARR	Flight No	Days
<b>Addis Ababa</b>	00:30	20:00	ET604	1234567
<b>Amsterdam</b>	17:35	08:55(+1)	KL0897	1234567
<b>Bangkok</b>	10:10	15:50	TG614	1234567
<b>Brussels</b>	13:50	05:40(+1)	HU492	.2.4.6.7
<b>Delhi</b>	03:15	12:25	CA948	.2.4..7
<b>Dubai</b>	04:10	15:10	EK306	1234567
<b>Frankfurt</b>	17:20	08:30(+1)	LH720	1234567
<b>Hanoi</b>	10:10	14:45	VN900	.23.567
<b>Helsinki</b>	18:05	06:55(+1)	AY051	1234567
<b>Hong Kong</b>	17:00	20:20	CX312	1234567
<b>Istanbul</b>	23:45	14:00(+1)	TK0020	12.45.7
<b>Kuala Lumpur</b>	23:30	05:50(+1)	CA972	.....7
<b>London</b>	16:30	09:30(+1)	BA0039	12..567
<b>Los Angeles</b>	01:40	05:20	CA984	1234567
<b>Madrid</b>	11:25	05:00(+1)	CA908	1...5..
<b>New York</b>	16:50	18:20(+1)	CA982	1234567
<b>Osaka</b>	09:50	12:20	JL885	1234567
<b>Paris</b>	19:00	10:50(+1)	AF126	1234567
<b>San Francisco</b>	14:50	17:55(+1)	CA986	1234567
<b>Seoul*</b>	09:30 11:35 19:00	10:35 12:40 20:05	KE851 KE855 KE853	1234567 1.3.5.7 1234567
<b>Singapore</b>	08:45	14:55	SQ802	1234567
<b>Sydney</b>	21:00	05:50(+1)	CA174	.2.456.
<b>Tel Aviv</b>	21:55	13:30(+1)	LY095	1.4..6.
<b>Tokyo</b>	21:55	13:35	JL023	1234567
<b>Ulaanbaatar</b>	11:50	14:00	CA902	1234567
<b>Vancouver</b>	13:50	16:15(+1)	CA992	1234567

## From Tianjin

DEST	DEP	ARR	Flight No	Days
<b>Hong Kong</b>	08:35	11:50	KA1103	1234567
<b>Seoul*</b>	12:15 18:55	15:05 21:40	KE806 KE864	1234567 1234.6.7
<b>Nagoya</b>	13:00	16:50	JL840	1234567
<b>Kuala Lumpur</b>	15:50	22:15	D7 2613	1.3.567

## To Tianjin

ORIGIN	DEP	ARR	Flight No	Days
<b>Hong Kong</b>	12:50	16:00	KA1104	1234567
<b>Seoul*</b>	09:30 17:05	10:20 17:55	KE805 KE863	1234567 1234.6.7
<b>Nagoya</b>	09:40	11:50	JL841	1234567
<b>Kuala Lumpur</b>	08:30	14:35	D7 2612	1.3.567

\* Flights from Beijing/Tianjin to Seoul, from Seoul to Beijing/Tianjin provided by Korean Air.  
Tianjin-Kuala Lumpur flights provided by AirAsia.  
Schedules are subject to government approval and may be changed without prior notice.

## Airline Code

<b>AC</b> Air Canada	<b>EK</b> Emirates	<b>LH</b> Lufthansa	<b>SQ</b> Singapore Airlines
<b>AF</b> Air France	<b>ET</b> Ethiopian Airlines	<b>LY</b> El Al Airlines	<b>SU</b> Aeroflot Airlines
<b>AY</b> Finnair	<b>EY</b> Etihad Airways	<b>MS</b> Egypt Airlines	<b>TG</b> Thai Airways International
<b>BA</b> British Airways	<b>HU</b> Hainan Airlines	<b>NH</b> All Nippon Airways	<b>UL</b> Sri Lanka Airlines
<b>CA</b> Air China	<b>JL</b> Japan Airlines	<b>NZ</b> Air New Zealand	<b>VN</b> Vietnam Airlines
<b>CX</b> Cathay Pacific	<b>KA</b> Dragon Air	<b>QF</b> Qantas Airways	
<b>CZ</b> China Southern Airlines	<b>KE</b> Korean Air	<b>QR</b> Qatar Airways	
<b>D7</b> Air Asia	<b>KL</b> KLM-Royal Dutch Airlines	<b>SK</b> Scandinavian Airlines	

TRAINS

BJ-TJ-TEDA (¥14)

Train	Departs	Arrives
4493	13:10	16:08

TEDA-TJ-BJ (¥14)

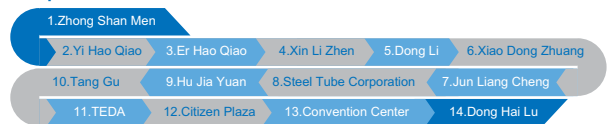
Train	Departs	Arrives
4494	08:05	11:21

LIGHT RAIL

TJ - BINHAI (¥6)

Train	Monday - Friday		Saturday - Sunday	
	Time	Freq (min)	Time	Freq (min)
<b>Zhong Shan Men</b> (TJ - Binhai) ¥6	06:00 - 06:45	15	06:00 - 07:00	15
	06:45 - 07:54	5 - 8	07:00 - 08:00	12
	07:54 - 11:00	10 - 12	08:00 - 10:55	8 - 10
	11:00 - 15:58	15	10:55 - 15:17	12 - 15
	First: 06:30	15:58 - 18:15	10 - 13	15:17 - 17:25
Last: 21:00	18:15 - 21:00	15	17:25 - 21:00	12 - 15
<b>Dong Hai Lu</b> (Binhai - TJ) ¥6	06:00 - 07:00	15	06:00 - 07:00	15
	07:00 - 08:17	8 - 10	07:00 - 10:50	10 - 12
	08:17 - 10:05	11 - 13	10:50 - 12:20	15
	10:05 - 15:05	15	12:20 - 14:32	12
	15:05 - 17:02	10 - 12	14:32 - 17:40	8 - 10
First: 06:30	17:02 - 17:58	5 - 8	17:40 - 18:30	12 - 13
Last: 21:00	17:58 - 18:30	10 - 12	18:30 - 21:00	15
	18:30 - 21:00	15	—	—

Stops:



TIANJIN-BEIJING AIRPORT Shuttle Bus

¥70 one way

Tianjin - Beijing Airport Terminals 2/3

04:00-18:00, runs every 45 minutes  
Tian Huan Distance Bus Passenger Station  
The junction of Hongqi Lu and Anshan Xi Dao  
Tel: +86 1686 8999

Beijing Airport Terminals 2/3 - Tianjin

07:00, 08:00, 09:00 then every 30 minutes until 23:00  
Exit on the 1st floor at Gate 11/Terminal 2 and Gate3/Terminal 3  
Tel: +86 10 6455 8718

TEDA-BEIJING AIRPORT SHUTTLE BUS

¥80 one way

TEDA - Beijing Airport Terminals 2/3

06:30-19:30, runs every hour  
1st Avenue, TEDA  
Tel: +86 22 6620 5188

Beijing Airport Terminals 2/3 - TEDA

10:00-22:00, runs every hour  
Exit on the 1st floor at Gate 11/Terminal 2 and Gate3/Terminal 3  
Tel: +86 10 6455 8718

No. 1 Metro Stops: METRO Tianjin

Metro line 1

Metro line 1 is from Liu Yuan station to Shuang Lin station. It crosses Beichen, Hongqiao, Nankai, Heping, and Jinnan districts  
¥2-5, depending on distance travelled  
06:00-22:00, runs every 10 minutes, 5 minutes during peak hours  
Tel: +86 22 6028 6777



BULLET (C) TRAIN

TJ ~ BJ (¥58 - ¥69)

Train	Tianjin	Beijing
C2002	06:25	06:55
C2202	06:40	07:15
C2004	06:55	07:25
C2006	07:10	07:40
C2008	07:25	07:55
C2010	07:45	08:15
C2012	07:55	08:25
C2014	08:20	08:50
C2016	08:35	09:05
C2018	08:45	09:15
C2272	08:55	09:25
C2020	09:20	09:50
C2022	09:30	10:00
C2024	09:55	10:25
C2026	10:05	10:35
C2204	10:15	10:50
C2028	10:30	11:00
C2030	10:40	11:10
C2032	10:50	11:20
C2034	11:10	11:40
C2036	11:35	12:05
C2038	12:00	12:30
C2040	12:30	13:00
C2042	13:20	13:50
C2206	13:30	14:05
C2044	13:50	14:20
C2046	14:00	14:30
C2048	14:25	14:55
C2050	14:50	15:20
C2052	15:05	15:35
C2054	15:20	15:50
C2056	15:35	16:05
C2058	15:55	16:25
C2060	16:20	16:50
C2208	16:30	17:05
C2062	16:45	17:15
C2064	17:05	17:35
C2066	17:15	17:45
C2068	17:45	18:15
C2210	18:15	18:50
C2070	18:30	19:00
C2072	18:40	19:10
C2074	19:00	19:30
C2076	19:10	19:40
C2078	19:20	19:50
C2080	19:45	20:15
C2082	20:35	21:05
C2212	21:00	21:35
C2084	21:15	21:45
C2086	21:25	21:55
C2088	21:35	22:05
C2090	21:55	22:25
C2282	22:05	22:35
C2092	22:15	22:45
C2094	22:45	23:15

BJ ~ TJ (¥58 - ¥69)

Train	Beijing	Tianjin
C2001	06:35	07:05
C2003	07:00	07:30
C2005	07:10	07:40
C2271	07:20	07:50
C2007	07:30	08:00
C2009	07:45	08:15
C2011	08:00	08:30
C2013	08:10	08:40
C2015	08:45	09:15
C2201	08:55	09:30
C2017	09:10	09:40
C2019	09:30	10:00
C2021	09:40	10:10
C2023	09:55	10:25
C2025	10:05	10:35
C2027	10:15	10:45
C2203	10:30	11:05
C2029	10:55	11:25
C2031	11:30	12:00
C2033	11:45	12:15
C2035	11:55	12:25
C2037	12:15	12:45
C2205	12:55	13:30
C2039	13:15	13:45
C2041	13:40	14:10
C2043	13:50	14:20
C2045	14:10	14:40
C2047	14:45	15:15
C2049	15:00	15:30
C2051	15:10	15:40
C2053	15:20	15:50
C2207	15:40	16:15
C2055	16:20	16:50
C2057	16:30	17:00
C2059	16:40	17:10
C2061	16:55	17:20
C2063	17:25	17:55
C2065	17:40	18:10
C2067	17:50	18:20
C2069	18:00	18:30
C2071	18:20	18:50
C2209	18:30	19:05
C2073	19:05	19:35
C2075	19:15	19:45
C2077	19:40	20:10
C2079	19:50	20:20
C2081	20:05	20:35
C2281	20:25	20:55
C2083	20:45	21:15
C2211	21:15	21:50
C2085	21:40	22:10
C2087	22:20	22:50
C2089	22:30	23:00
C2093	23:00	23:30

TG ~ BJ (¥70-¥118)

Train	Tanggu	Beijing
C2272	08:29	09:25
C2292	09:29	10:25
C2274	12:14	13:10
C2276	13:44	14:40
C2286	15:45	16:43
C2294	16:34	17:30
C2296	17:09	18:05
C2278	18:14	19:10
C2298	19:24	20:20
C2280	19:59	20:55
C2282	21:39	22:35

BJ ~ TG (¥70-¥118)

Train	Beijing	Tanggu
C2271	07:20	08:14
C2291	08:05	08:59
C2273	10:45	11:39
C2275	12:35	13:29
C2285	14:30	15:25
C2293	15:20	16:14
C2295	15:55	16:49
C2277	16:55	17:49
C2297	17:55	18:49
C2279	18:50	19:44
C2281	20:25	21:19

Wuqing ~ BJ

Train	Wuqing	Beijing
C2202	06:52	07:15
C2232	08:12	08:35
C2204	08:32	08:55
C2206	09:32	09:55
C2208	10:47	11:10
C2210	11:42	12:05
C2212	13:22	13:45
C2214	14:32	14:55
C2234	15:37	16:00
C2216	15:47	16:10
C2218	16:27	16:50
C2224	17:42	18:05
C2220	17:52	18:15
C2222	20:07	20:30

BJ ~ Wuqing

Train	Beijing	Wuqing
C2201	06:45	07:05
C2203	08:15	08:35
C2205	08:40	09:00
C2207	09:10	09:30
C2209	09:50	10:10
C2211	11:25	11:45
C2213	13:40	14:00
C2223	13:45	14:05
C2231	14:50	15:10
C2215	16:15	16:35
C2217	17:20	17:40
C2219	18:25	18:45
C2221	19:45	20:05
C2233	20:15	20:35

CUT OUT AND CARRY THESE TABLES



# SHUTTLE BUS LEASING

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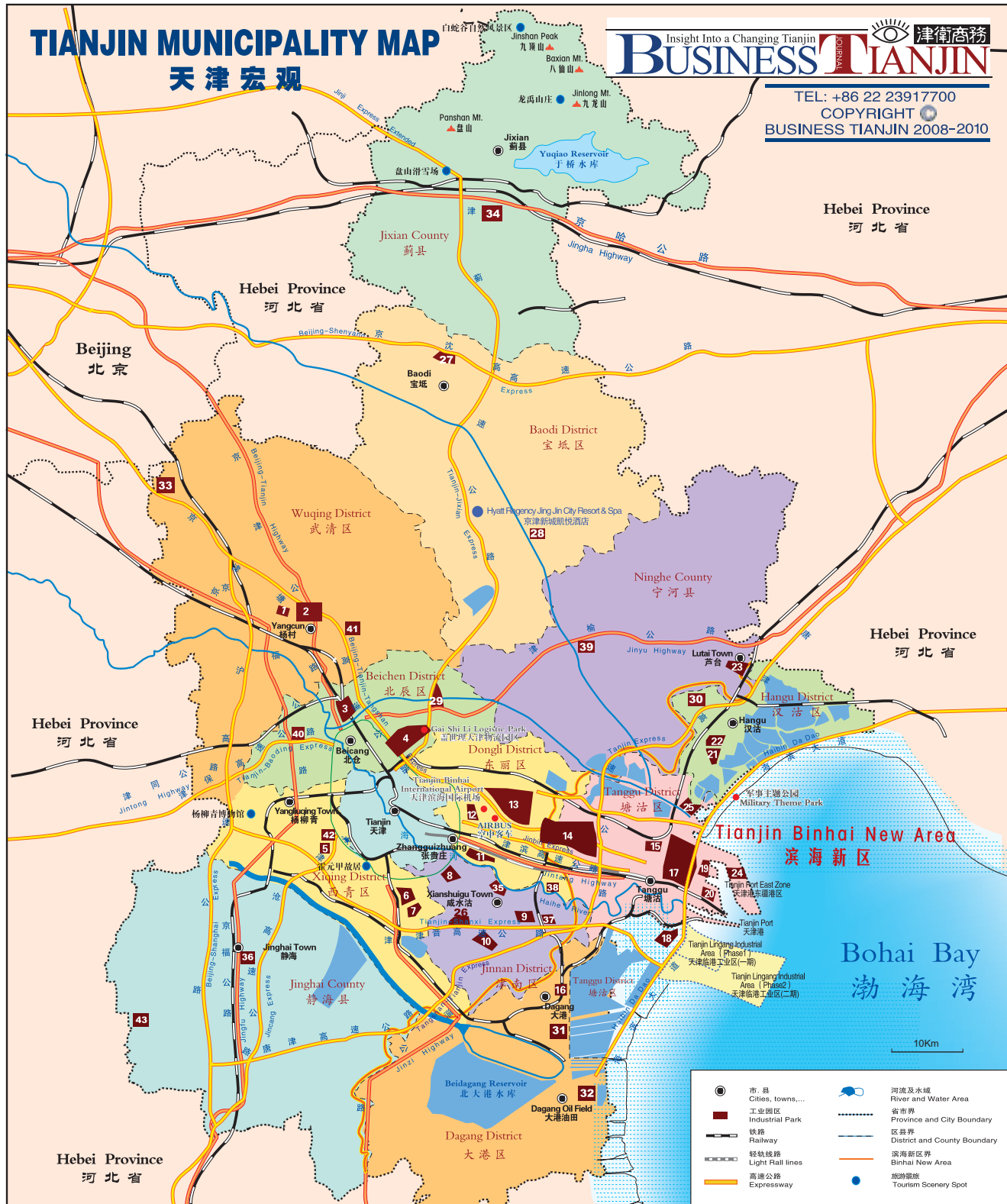
For further information,  
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# Tianjin Industrial Parks & Economic Development Areas

## TIANJIN MUNICIPALITY MAP 天津宏观

Insight Into a Changing Tianjin  
**BUSINESS TIANJIN**

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### List of Tianjin Industrial Parks & Economic Development Areas

- |   |   |  |  |
|---|---|--|--|
| 1 TEDA Yat-Sen Scientific-Industrial Park<br>TEDA逸仙科学工业园                                    | 10 TEDA (Jinnan) Microelectronic Industrial Park<br>TEDA微电子(津南)工业区  | 19 Tianjin Port Container Logistics Center<br>天津港集装箱物流中心 | 28 Tianjin Baodi Jiuyuan Industrial Park<br>天津宝坻九园工业园区               |
| 2 Wuqing Development Area<br>武清开发区  | 11 Dongli Economic Development Area<br>东丽经济开发区                      | 20 Tianjin Port Free Trade Zone<br>天津保税区                 | 29 Tianjin Beichen Economic Development Area<br>天津北辰经济开发区            |
| 3 Beichen Hi-Tech Industrial Park (North)<br>北辰科技园(北区)                                      | 12 Tianjin Airport International Logistics Zone<br>天津空港国际物流区        | 21 TEDA Chemical Industrial Park<br>TEDA化学工业区            | 30 Tianjin Jinnan Chadian Industrial Park<br>天津津南鑫达工业园区              |
| 4 Beichen Hi-Tech Industrial Park (South)<br>北辰科技园(南区)                                      | 13 Tianjin Airport Industrial Park<br>天津空港物流加工区                     | 22 Hangu Chemical Industrial Park<br>汉沽化学工业区             | 31 Tianjin Dagang Economic Development Area<br>天津大港经济开发区             |
| 5 Tianjin Hi-Tech Industrial Park<br>Huayuan Industrial Development Area<br>天津高新技术产业园区华苑产业区 | 14 TEDA West<br>天津经济技术开发区(西区)                                       | 23 Ninghe Economic Development Area<br>宁河经济开发区           | 32 Tianjin Dagang Petrochemical Industrial Area<br>天津大港石化产业园         |
| 6 Xiqing Development Area<br>西青开发区  | 15 Dagang Development Area<br>大港开发区                                 | 24 Dongjiang Duty-Free Port Area<br>天津东疆保税港区             | 33 Tianjin Wuqing Dawangou Economic Development Area<br>天津武清大王古经济开发区 |
| 7 TEDA (Xiqing) Microelectronic Industrial Park<br>TEDA微电子(西青)工业区                           | 16 Tanggu National Marine Hi-Tech Development Area<br>塘沽国家海洋新技术开发区  | 25 Sino-Singapore Eco-City<br>中新生态城                      | 34 Tianjin Ji County Economic Development Area<br>天津蓟县经济开发区          |
| 8 Jinnan Economic Development Area (West)<br>天津市津南经济开发区(西区)                                 | 17 Tianjin Economic-Technological Develop. Area (TEDA)<br>天津经济技术开发区 | 26 Tianjin Balitai Industrial Park<br>天津八里台工业园区          | 35 Tianjin Jinnan Xinda Industrial Park<br>天津津南鑫达工业园区                |
| 9 Jinnan Economic Development Area (East)<br>天津市津南经济开发区(东区)                                 | 18 Tianjin Port Bulk Cargo Logistics Center<br>天津港散货物流中心            | 27 Tianjin Baodi Economic Development Area<br>天津宝坻经济开发区  | 36 Tianjin Jinghai Economic Development Area<br>天津静海经济开发区            |
|   |   |  | 37 Tianjin Jinnan Economic Development Area<br>天津津南经济开发区             |
|   |   |  | 38 Tianjin Junliangcheng Industrial Park<br>天津军粮城工业园区                |
|   |   |  | 39 Tianjin Panzhuang Industrial Park<br>天津潘庄工业园区                     |
|   |   |  | 40 Tianjin Shuangkou Industrial Park<br>天津双口工业园区                     |
|   |   |  | 41 Tianjin Wuqing Fuyuan Economic Development Area<br>天津武清福源经济开发区    |
|   |   |  | 42 Tianjin Zhongbei Industrial Park<br>天津中北工业园区                      |
|   |   |  | 43 Tianjin Ziya Industrial Park<br>天津子牙工业园区                          |



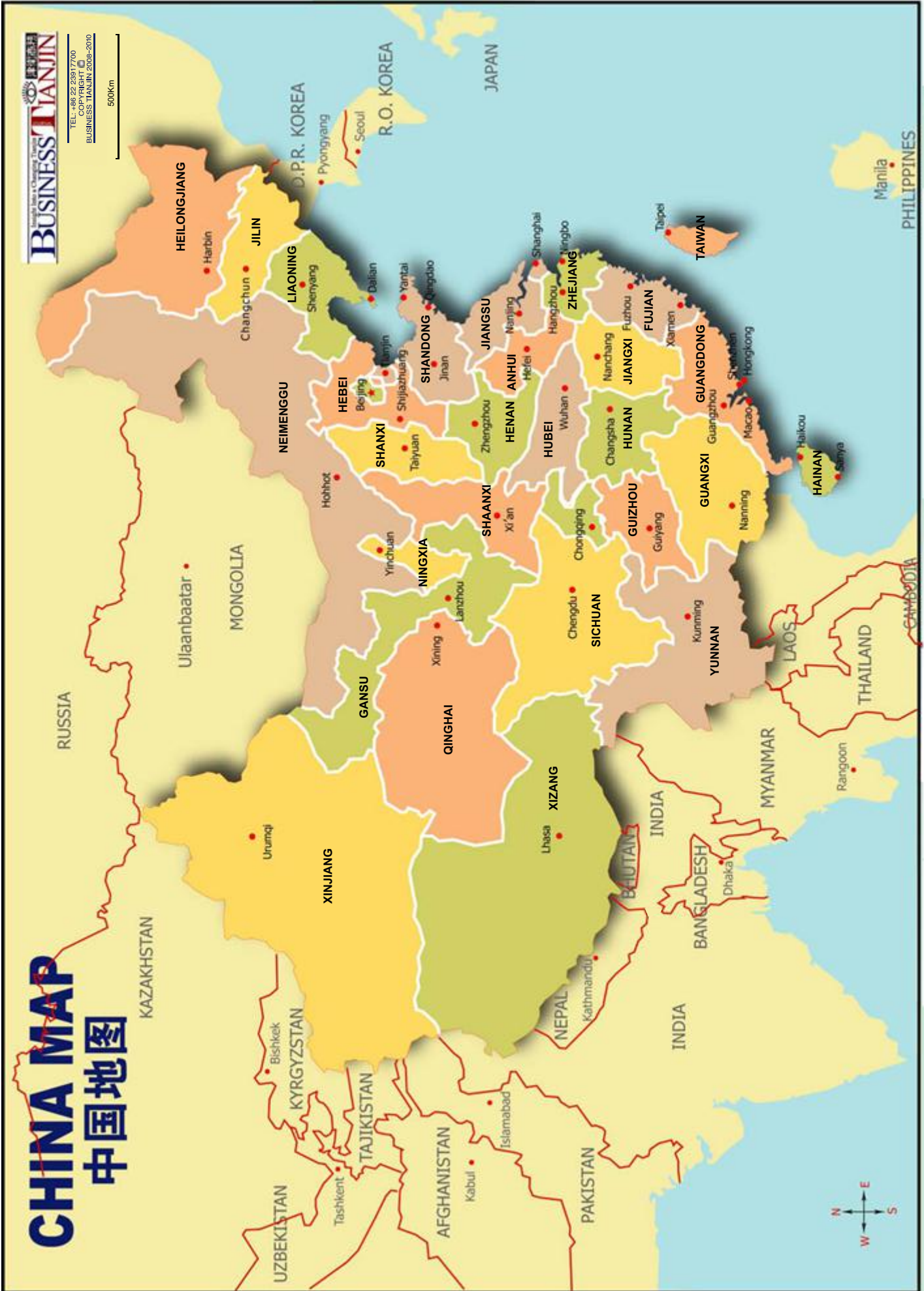
# CHINA MAP

## 中国地图

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500Km



# MEETING WITH BUSINESS PARTNERS

(PART II)

VOLUME 34

### Discussion on terms & conditions of joint venture

商谈(1) | 合资经营(2) | 的 | 条件(3)  
shāngtán | hézī jīngyíng | de | tiáojiàn

What are your terms and conditions on joint venture participation?

你们 | 对 | 合资经营 | 有 | 什么 | 条件?  
nǐmen | duì | hézī jīngyíng | yǒu | shénme | tiáojiàn?

Your party shall be responsible for assisting foreign personnel in obtaining necessary entry visas and providing conveniences for travel on business within China.

你方(4) | 应 | 帮助(5) | 外籍员工(6) | 获得(7) | 必要的(8) | 来华(9) | 入境 | 签证(10), | 为 | 他们 | 在中国  
nǐ fāng | yīng | bāngzhù | wàijí yuángōng | huòdé | bìyào de | lái huá | rùjìng | qiānzhèng, | wèi | tāmen | zài zhōngguó

境内的 | 公务旅行(11) | 提供方便(12)。  
jìngnèi de | gōngwù lǚxíng | tígōng fāngbiàn.

We will provide technicians, equipment and raw materials while you could be expected to provide the land and labor.

我们 | 将 | 提供 | 技术人员(13)、 | 设备(14) | 以及(15) | 原材料(16), | 希望(17) | 你方 | 提供产地(18) | 和 | 劳动力(19)。  
wǒmen | jiāng | tígōng | jìshù rényuán, | shèbèi | yǐjǐ | yuán cáiliào, | xīwàng | nǐfāng | tígōng chǎndì | hé | láodònglì.

Will you be the one responsible for marketing the electronic products?

你方 | 愿意 | 负责(20) | 推销(21) | 合资企业 | 生产的 | 电子产品(22)?  
nǐfāng | yuànyì | fùzé | tuīxiāo | hézī qǐyè | shēngchǎn de | diànzǐ chǎnpǐn?

How much are you prepared to invest in the joint venture?

你方 | 准备(23) | 投资(24) | 多少(25) | 呢?  
nǐfāng | zhǔnbèi | tóuzī | duōshǎo | ne?

(1) 商谈	shāngtán	discussion	(14) 设备	shèbèi	equipment
(2) 合资经营	hézī jīngyíng	joint venture	(15) 以及	yǐjǐ	and
(3) 条件	tiáojiàn	terms & conditions	(16) 原材料	yuán cáiliào	raw material
(4) 你方	nǐ fāng	your side/party	(17) 希望	xīwàng	expect to
(5) 帮助	bāngzhù	assist/help	(18) 产地	chǎndì	land
(6) 外籍员工	wàijí yuángōng	foreign personnel	(19) 劳动力	láodònglì	labor
(7) 获得	huòdé	obtain	(20) 负责	fùzé	be responsible for
(8) 必要的	bìyào de	necessary	(21) 推销	tuīxiāo	marketing
(9) 来华	lái huá	come to China	(22) 电子产品	diànzǐ chǎnpǐn	electronic products
(10) 入境签证	rùjìng qiānzhèng	entry visa	(23) 准备	zhǔnbèi	prepare
(11) 公务旅行	gōngwù lǚxíng	business travel	(24) 投资	tóuzī	invest
(12) 提供方便	tígōng fāngbiàn	provide conveniences	(25) 多少	duōshǎo	how much?
(13) 技术人员	jìshù rényuán	technician			

### Discussion on detailed contract clauses

商谈 | 合同(26) | 具体条款(27)  
shāngtán | hétóng | jùtǐ tiáokuǎn

What else do you think we need to consider for the contract?

你 | 认为(28) | 在 | 合同 | 中 | 我们 | 还 | 需要(29) | 考虑(30) | 什么 | 问题(31)?  
nǐ | rènwéi | zài | hétóng | zhōng | wǒmen | hái | xūyào | kǎolǚ | shénme | wèntí?

May I suggest a slight addition to your scope of responsibilities?

我能不能(32) | 对 | 你方 | 职责范围(33) | 做一些补充(34)?  
 wǒ néngbùnéng | duì | nǐfāng | zhízé fànwéi | zuò yīxiē bǔchōng?

Could you take the responsibility of formulating training and giving Chinese employees the intensive technical training they need to master the relevant techniques and know-how?

你方 | 能够 | 负责 | 拟定(35) | 培训方案(36) | 为 | 中国 | 员工(37) | 提供 | 技术 | 方面的 | 强化训练(38)  
 nǐfāng | nénggòu | fùzé | nǐding | péixùn fāng'àn | wéi | zhōngguó | yuángōng | tígōng | jìshù | fāngmiàn de | qiánghuà xùnlìan

让他们 | 掌握(39) | 相关的 | 技术(40) | 和 | 技能(41) | 吗?  
 ràng tāmen | zhǎngwò | xiāngguān de | jìshù | hé | jìnéng | ma?

It is very important to write the "default clause" clearly.

把 | "违约条款" (42) | 写(43) | 的 | 清楚些(44) | 是 | 非常重要的(45)。  
 bǎ | "wéiyuē tiáokuǎn" | xiě | de | qīngchǔ xiē | shì | fēicháng zhòngyào de.

(26) 合同	hétóng	contract	(36) 培训方案	péixùn fāng' àn	training plan
(27) 具体条款	jùtǐ tiáokuǎn	detailed clauses	(37) 员工	yuángōng	employee
(28) 认为	rènwéi	think	(38) 强化训练	qiánghuà xùnlìan	intensive training
(29) 需要	xūyào	need	(39) 掌握	zhǎngwò	master
(30) 考虑	kǎolǚ	consider	(40) 技术	jìshù	technique
(31) 什么问题	shénme wèntí	What problem/question?	(41) 技能	jìnéng	know-how
(32) 我能不能...	wǒ néngbùnéng...	may I ...?	(42) 违约条款	wéiyuē tiáokuǎn	default clause
(33) 职责范围	zhízé fànwéi	responsible scope	(43) 写	xiě	write
(34) 做一些补充	zuò yīxiē bǔchōng	suggest a slight addition to	(44) 清楚些	qīngchǔ xiē	clearer
(35) 拟定	nǐding	formulate	(45) 非常重要的	fēicháng zhòngyào de	very important



If you meet any problems in learning Chinese, please send us an email at [bizclass@businesstianjin.com](mailto:bizclass@businesstianjin.com)  
 We'll do our best to help you. See you next month.

# CALENDAR

OCTOBER 2010						
MON		TUE		WEN		
						
<b>4</b>		<b>5</b>		<b>6</b>		
<b>A Night At Moscow Suburb - Russian songs concert</b> ⤴ Tianjin Concert Hall ⌚ 19:30 ¥ 10/30/50/80/100/120/150 ☎ +86 22 2777 8571		<b>Bergen Woodwind Quintet Concert</b> ⤴ Tianjin Concert Hall ⌚ 19:30 ¥ 10/30/50/80/100/120/150 ☎ +86 22 2777 8571		<b>German Chamber Oktoberfest</b> ⤴ Drei Kronen Tianjin ⌚ 18:00 ¥ 150 for Tianjin chamber members 300 for non-members (including food and drinks)		
<b>11-15</b>		<b>12</b>		<b>13-17</b>		
<b>P&amp;T Expo Comm China</b> ⤴ China International Exhibition Center, Beijing				<b>China Tourism Industries Festival</b> ⤴ Meijiang Convention Centre and Jin Wan Plaza  <b>3rd China Paper Packing Industry (Tianjin) Corrugated Carton Color-Box Packaging Printing Expo</b> ⤴ Binhai International Convention & Exhibition Centre		
<b>18</b>		<b>19-21</b>		<b>20-22</b>		
		<b>International Exhibition on Electric Power Automation Equipment &amp; Technology</b> ⤴ China International Exhibition Center, Beijing		<b>The 5th China International Architectural Expo</b> ⤴ China National Convention Center, Beijing		
<b>25-28</b>		<b>26-29</b>				
<b>Icecream China</b> ⤴ Tianjin China International Exhibition Center		<b>China Pharm</b> ⤴ China National Convention Center, Beijing				
NOVEMBER 2010						
<b>NOVEMBER</b> 一 二 三 四 五 六 日 MON TUE WED THU FRI SAT SUN 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30						
		<b>2-5</b>		<b>8-10</b>		
		<b>China International Exhibition on Public Safety &amp; Security</b> ⤴ China National Convention Center, Beijing		<b>The 1st International Industrial Design Achievement Exhibition</b> ⤴ Binhai International Convention & Exhibition Centre		

**TIANJIN & BEIJING EVENTS**

THU	FRI	SAT	SUN
	<b>1-7</b> <b>DRIFT- Automobile and Music Festival</b> 📍 Tianjin Olympic Center Stadium ⌚ 07:00-21:00 ¥ 20	<b>2</b> <b>Tianjin Alleycat Messenger Style Bike Race</b> 📍 ChengXiangZhongLu ⌚ 13:00	<b>3-4</b> <b>Childplay-The Magic of Candy</b> 📍 Tianjin Binhu Theatre ¥ 80/120/180/280 ☎ +86 22 5839 5839
		<b>9</b>	<b>10</b>
<b>14</b> <b>Othello</b> 📍 Tianjin Binhu Theatre ⌚ 19:30 ¥ 60/80/100/150/200/300 ☎ +86 22 2335 2226  <b>U.S. Embassy Briefing &amp; Tianjin Members Dinner</b> 📍 Hotel Nikko Tianjin	<b>15-17</b> <b>BSC Great Wall Charity Sailing Challenge</b> 📍 Beijing Sailing Center ☎ +86 1500 118 9580  <b>2010 European Food &amp; Beverage Celebration</b> 📍 Raffles Tianjin ⌚ 18:30-01:00 ¥ 350 per person 3000 per table ☎ +86 22 2374 1122	<b>16</b> <b>Tianjin Chapter 2010 Fall Classic Golf Tournament</b> 📍 Tianjin Yangliuqing Golf Club  <b>China Education Expo</b> 📍 China World Trade Center, Beijing	<b>17</b>
<b>21</b>	<b>22-24</b> <b>The 68th China Auto Parts Fair</b> 📍 Binhai International Convention & Exhibition Centre	<b>23</b>	<b>24</b>
<b>28</b> <b>Australia Boys Choir Concert</b> 📍 Tianjin Concert Hall ⌚ 19:30 ¥ 10/30/50/80/100/120/150 ☎ +86 22 2332 0068	<b>29</b>	<b>30</b>	<b>31</b> <b>West-East Blending Trio Concert</b> 📍 Tianjin Concert Hall ⌚ 19:30 ¥ 30/50/80/100/120/150 ☎ Tel: +86 22 2777 8571

**TIANJIN & BEIJING EVENTS**

<b>17-19</b> <b>Water Expo China</b> 📍 China National Convention Center, Beijing		<b>18-20</b> <b>The 6th China Rail Transit Technology Exhibition</b> 📍 Beijing Exhibition Centre
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# EUROPEAN CHAMBER IN TIANJIN



This year for the first time ever, on the occasion of its 10<sup>th</sup> anniversary, the European Union Chamber of Commerce in China Tianjin Chapter has announced its Photo Contest to further promote Chapter member companies' work culture, environment, and development and employees efforts.

Officially begun on 15 September, the Photo Contest is for photography lovers who wish to submit photos that depict memorable events in the working atmosphere. Participants may receive prizes during an exhibition of the best pictures. The board of judges formed by professional photographers and artists will choose the best pieces, and there will also be a public vote. Prizes range from 3000 for the best picture to 1000 for the third best picture, as well as a team participation prize which will be printed in Business Tianjin Magazine.

Photo Submission can be made until 15 November through [www.eucccontest.com](http://www.eucccontest.com): first register your participation on the website and wait for the appointed supervisor from the company to accept registration. After receiving acceptance via email it will be possible to upload photos for supervisor's approval.

There are 2 different categories: Employees at work and Facilities in Tianjin (plants, offices, hotels, etc.). You may submit 2 photos per topic. Online voting is already available for those who wish to contribute, at [www.eucccontest.com](http://www.eucccontest.com).

The award ceremony, expected to be in early December, will be followed by a cocktail party finishing the contest. This innovative initiative from the European Chamber of Commerce opens the doors of Tianjin's most important companies for a night of fraternization between the expatriate and Chinese communities in the city. We thank sponsor companies Alcan, Goglio, Guangdong Haohe Construction, STTD, Airbus, Tianjin Saint Light, Vestas and media partner Business Tianjin Magazine.

Room15A17, Suite 17, Magnetic Plaza, BinShui Xi Dao, Nankai District, Tianjin 300381.  
 Tel: +86 22 2374 1122 Fax: +86 22 2374 1122  
 Email: [tianjin@eucc.com.cn](mailto:tianjin@eucc.com.cn) [www.europeanchamber.com.cn](http://www.europeanchamber.com.cn)



# EUCCC TIANJIN 2010 Photo Contest

The European Union Chamber of Commerce in China Tianjin Chapter is pleased to announce the first ever EUCCC Tianjin Photo Contest! The contest goal is to promote Chapter member companies' work culture, environment, development and employee efforts.

The EUCCC has invited talented, professional photographers and artists to serve as judges for this contest. A public vote will also be held for a special prize. In addition to individual prizes, there are also excellent corporate team awards.

Each photo should depict a memorable event. Participants will be eligible to win prizes for any works that are in accordance with the theme and accompanied by a description of up to 30 words. So tell your stories and show off your company!



## Organizer

European Union Chamber of Commerce in China Tianjin Chapter

## Participants and Media Support

Member Companies of EUCCC Tianjin Chapter  
Media Sponsor: Business Tianjin

## Dates

1. Photo Submission: Sep. 15th - Oct. 31st, 2010
2. On-line Vote: Oct. 31st - Nov. 15th, 2010
3. Jury Assessment: Nov. 2010
4. Winners and Awards Publication: 1st 10 days in Dec.

## Prizes

### Jury award – Based on jury vote – 3 prizes:

- First prize: 1 – 3,000 RMB in cash or gift value
- Second prize: 2 – 2,000 RMB in cash or gift value
- Third prize: 3 – 1,000 RMB in cash or gift value

### Public award – Based on company member employees votes

- One prize: – 2,000 RMB in cash or gift value

### Best Team Participation – The companies with the greatest number of participants and submissions

- One prize: – 1,000 RMB in cash or gift value

All winners are awarded certificates issued by the organizers.

All winning entries will be published on the EUCCC website, co-published media, and at the end of the presentation and exhibition on display at the General Assembly.

For more information, please visit: [www.eucccontest.com](http://www.eucccontest.com) or call 022-23741122 for assistance.



# European Food & Beverage

## Celebration Evening 2010

Friday, 15th October

Join us for an enchanting evening of typical & appetizing European Food & Beverage prepared by the European Chef with the assistance of our Tianjin friends and our wine & beer connoisseurs in the luxury newly opened Raffles Tianjin hotel.

This year's event will feature:

- Cocktail lounge with selected cocktail served
- Tasty foods, wines and beers from different European Countries
- Live band
- Entertainment and games
- Lucky draw prizes
- Picture taking

RMB350 per person, RMB3000 per table.

Date: Friday, 15th October, 2010, 6:30pm-1:00am.

Tickets available now!

Email: [tianjin@euccc.com.cn](mailto:tianjin@euccc.com.cn)

Contact Kitty / YinYuan

Tel: 86-22-23741122

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Venue Sponsor



EUROPEAN CHAMBER



中国欧盟商会







# AmCham-China Tianjin Chapter

## Recent Events

### Tour of Sino-Singapore Tianjin Eco-City



On August 19th, a tour was held to showcase the progress of the Sino-Singapore Tianjin Eco City, located in Binhai New Area. Mr. Lim Meng Hui, GM for Economic Promotion of SSTE, presented us with the vision of this colossal project.

Tianjin and Singaporean governments are embarking on an energy-efficient city with an estimated population of 350,000 residents when fully completed. Their plans include 100% drinkable tap water, 60% of the city's waste being recycled, 20% of the energy being renewable and 100% of the buildings being deemed "green buildings". This city will also be providing its residents with a Light Rail Transit system. We would like to thank Mr. Lim Meng Hui and all those involved in sharing their vision with us, for the future of the Tianjin Eco City.

### Tour of Raffles Tianjin and Tianjin Members Mix and Mingle

4:30 - 8:30 PM, Thursday, August 26 – Raffles Tianjin

The Tianjin Members Mix and Mingle was held on August 26th in collaboration with the Raffles Tianjin Hotel. The event included a tour of the luxury penthouse hotel, showcasing its 116 lavish rooms and 23



suites. The tour was brought to a close at the rooftop bar, Cityspace, where a reception followed. It was here that new members of AmCham had the opportunity to mingle

with our existing associates while enjoying live entertainment and the spectacular views from the 50th floor.

### Flexing Your Workforce

#### Using overall labor effectiveness to manage fluctuating demand

AmCham-China, Tianjin Chapter in conjunction with Kronos Software (Beijing) Co., Ltd. held an event on September 8th on how to best manage and maximize overall labor effective-



ness. Our guest speaker for the evening, David Mitchell, general manager of Kronos Software, provided members with an insight into fluctuating labor demands, evolving supply chains, and how to construct a strategy to effectively balance the needs of your workforce with the demands of your business. Following the presentation, our members enjoyed dinner at the Radisson Hotel, with our executive committee members, Michael T. Hart and Jon Reed, playing host to our member guest for an enjoyable evening.

## Upcoming Events

### US Embassy Briefing & Tianjin Members Dinner 6:30-8:30pm, Thursday, October 14th – Hotel Nikko Tianjin

Our annual US Embassy Briefing will feature delegates from the Tianjin Unit of the US Embassy in Beijing discussing Sino-US relations and development as well as their outlook and expectations for the coming year.

### 2010 Fall Classic Golf Tournament 10:00am-8:30pm, Saturday, October 16th – Tianjin Yangliuqing Golf Club, C/D course

For more information, including registration for events, please contact AmCham-China, Tianjin Chapter office at [amandahe@amchamchina.org](mailto:amandahe@amchamchina.org) or (8622) 23185072.

Room 2918, 29F The Exchange Tower 2, 189 Nanjing Lu, Heping District  
Tel: +86 22 2318 5075 Fax: +86 22 2318 5074  
Website: [www.amchamchina.org](http://www.amchamchina.org)



天津韩国商会

The Korea Chamber of Commerce & Industry in Tianjin, China

**Recent Events** (최근 현황)



중국진출기업 현지 근로자 서비스 교육



서청구 투자유치국 회의

**1. Roving consul day**

**Date:** 25 August 2010 (Wednesday), 11:30  
**Venue:** Affairs Office, Tianjin Korean Chamber of Commerce  
**Content:** Renewal of passport, consular commission, and visa related information  
**Attendees:** 68 people

**2. Service training for the local laborers in Korean companies in China**

**Date:** 27 August 2010 (Monday) 14:00-17:00  
**Venue:** 1F Banquet Hall, Feng Lin Hotel  
**Lecturer:** Shujuan Bai  
**Content:** Successful manner of career people, image-making, and courtesy of service spirit and behavior  
**Attendees:** 1400 people

**3. Xiqing district investment conference**

**Date:** 1 September 2010 (Wednesday) 17:30  
**Venue:** Affairs Bureau, Tianjin Korean Chamber of Commerce  
**Content:** Congratulations on the establishment of the Investment Promotion Bureau of Xiqing District, and discussion of developing plan for Korean companies in Xiqing District  
**Attendees:** Chairman Hwang Can Sik, Chief Vice-Chairman Kang Kek Seok

Routine Vice-chairman Sin Dong Hwan, GA Manager Hong Gye Sik, President of Wu Long Electronics Yangyu Li

Director of Xiqing Investment Promotion Bureau Ying Zhang, Department Director Gang Jin and Guangfu Gao, and others

**1. 일일 순회 영사제**

- 일 시 : 2010년8월25일(수) 11:30
- 장 소 : 천진한국인(상)회 사무실
- 내 용 : 여권재발급, 위임장, 비자관련 상담
- 신청자 : 68명

**2. 중국진출기업 현지 근로자 서비스 교육**

- 일 시 : 2010년8월27일(월) 14:00~17:00
- 장 소 : 풍림호텔 연회청
- 강 사 : 白淑娟 ○ 내 용 : 직장인의 성공매너, 이미지메이킹, 서비스 마인드와 행동 예절
- 참석자 : 140여명

**3. 서청구 투자유치국 회의**

- 일 시 : 2010년9월01일(수) 17:30
- 장 소 : 천진한국인(상)회 사무국
- 내 용 : 서청구 투자유치국 신규설립에 따른 인사 및 서청구에 위치한 한국기업 발전을 위한 방안 논의.
- 참석자 : 황찬식회장, 강극석 수석부회장,

신동환 상임부회장, 홍계식 총무, 복진구 오룡전자 이양우 동사장, 서청구 투자유치국 「」국장, 金「부장, 高福光부장 등

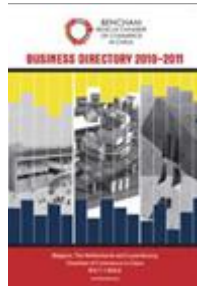
Address: 1F, Fenglin Hotel, No. 6 Binshui West Road, Nankai District, Tianjin  
 Tel: +86 22 2395 7991~3, +86 22 2395 7991 (24-hour Hotline) Fax: +86 22 2395 7990  
 Http: www.tjkorcham.net E-mail: hanshanghui@hanmail.net



The Benelux Chamber of Commerce in China strengthens the business, government and community ties between Belgium, The Netherlands, Luxembourg (Benelux) and China. By representing large, medium and small sized Benelux companies, with offices in Beijing and Shanghai, we provide a wide range of services to ensure our members' success in China.

**BUSINESS DIRECTORY 2010-2011**

We are very proud to offer you the second edition of the Benelux Chamber of Commerce Business Directory 2010-2011. The Business Directory is being sent to all our BenCham Members, both in China and abroad. Of course, we don't forget the Belgian, Netherlands, Luxemburg and Chinese officials who offer their continuous support.



While all our members will receive one of more free copies of the directory, non-members can buy the handy booklet for 600 CNY per copy. Student Members pay the reduced price of 200 CNY while members who have yet another copy pay only 300 CNY.

We hope the new directory will guide you through the tangles of the Chinese and Benelux business environments.

**SEMINAR ON SOCIAL CORPORATE RESPONSIBILITY (CSR) HELD AT THE DUTCH PAVILION**

On 2 September, the Seminar on CSR was held at "Happy Street" by the Benelux Chamber of Commerce in China and the Embassy of The Netherlands in China. Many executives of Dutch enterprises shared their opinions on CSR. CSR is important for the bilateral relationship between the Netherlands and China as both nations realize the necessity to strike a balance between people, the environment and companies' general.



**OUR LINKEDIN FAMILY**

All BenCham members are invited to become part of the BenCham LinkedIn group.

To go directly to our member group, please visit [www.linkedin.com/groupRegistration?gid=105429](http://www.linkedin.com/groupRegistration?gid=105429).

**UPCOMING EVENTS**

- 15 October 2010: **Strategic Communication - Leadership during challenging times**
- 19 October 2010: **CSR Health Reform**
- 21 October 2010: **Solving Social Issues with a Market Approach**
- 28 October 2010: **CSR Food safety**

**PAST EVENTS**

- 1 September 2010: **The New Implementation Rules for Enterprise Reorganization: Certainties or more questions?**
- 7 September 2010: **Coming to China: Job Prospects for Young Professionals**
- 9 September 2010: **BenCham Back to Business Party**
- 15 September 2010: **All-Chamber Networking Night**
- 17 September 2010: **European SMEs in Creative Industries: How to Protect Your Creative Work in China**

To keep updated on upcoming and past events, please visit our website [www.bencham.org](http://www.bencham.org).

**BENCHAM BEIJING OFFICE**

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Camera di Commercio Italiana in Cina  
中国意大利商会  
China-Italy Chamber of Commerce

The purpose of the China-Italy Chamber of Commerce (CICC) is to create and develop economic and trading relationships between China and Italy. The CICC facilitates the access of Italian enterprises to the Chinese market through a wide range of services and benefits on top of organizing events to deepen the knowledge of the Chinese market and its regulations. In addition, the CICC carries out networking activities that strengthen Italian-Chinese cooperation.

On 10 September, the **China-Italy Chamber of Commerce** in cooperation with the **Italian Cultural Office**, proudly organized a discussion with Jonathan Watts, Asia Environment Correspondent for The Guardian, about his new book **When a Billion Chinese Jump**.

The event kicked off like most events do: people standing around and talking while some one is working the projector, but when Jonathan Watts began to talk the mood changed. The event was no longer a book signing or a meet and greet with the author, but a storytelling such as those remembered from childhood.

Jonathan Watts had a story, not a critique or a debate on environmental issues in China, but simply a recount of just how things are. He told of his events and how things have changed in China from when he first came.

He told of the taxi drivers, who only a short time ago would have sworn the sky above Beijing was always grey do to fog, but how now the veil of ignorance has been wiped away, and they all know what is truly blocking out the sun each day.

He spoke of China's battle with nature. How the Chinese simply believed they could engineer nature to fit their needs, without taking into consideration the severe consequences of creating a dam or building massive hydro-ducts.

Mr. Watts was not one-sided in his account. After a little disdain for China he brought you right back to the big picture. China cannot be fully blamed for its own polluted environment and the world around it, because consumption is global and we all look to China to feed that want.

The West may have invented an unsustainable way of living, but China took it up with enthusiasm. The world has seen its fair share of industrial and economic revolution, and as Mr. Watts so elegantly put it, in the 19th century Great Britain taught the world to produce, in the 20th century the US taught the world to consume, and it is up to China in the 21<sup>st</sup> century to teach the world to sustain.

The book is an ecological travel guide through China, spanning from pristine mountain locations to grimy industrial wastelands. The book tells the story of China's economic development, but through an environmental viewpoint as seen through the eyes of some of the poorest and richest people in China. Attention is constantly given to human detail, assuming individual experiences and opinions from every place Mr. Watts visited, in order to clearly define the reality of a country that is too often viewed faceless.



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## TIANJIN

## Chinese

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Tel: +86 22 2457 8888  
中国站  
河东区新开路66号天津天诚丽笙  
世嘉酒店2层

**Ding Tai Fung**

No. 18, the junction of  
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Tel: +86 22 2813 8138  
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河西区真水道与紫金山路交口18号

**Fortune Restaurant**

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No. 55, Zhongxin Da Dao  
Airport Industrial Park  
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富淳中餐厅  
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天津滨海圣光皇冠假日酒店2层

**Fountain Lounge**

Hyatt Regency Jing Jin City  
Resort & Spa  
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Zhouliang Zhuang, Baodi District  
Tel: +86 22 5921 1234  
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**Go Believe**

Shipin Jie, Heping District  
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和平区食品街

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Tel: +86 22 8319 8888 ext. 3561  
桃李中餐厅  
和平区南京路189号  
天津日航酒店6层

**Zen5es**

4F, The Westin Tianjin  
No. 101, Nanjing Lu  
Heping District  
Tel: +86 22 2389 0088  
中国元素中餐厅  
和平区南京路101号  
天津君隆威斯汀酒店4层

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体育宾馆2楼

## Japanese

**Benkay Japanese Dining**

5F, Hotel Nikko Tianjin  
No. 189, Nanjing Lu, Heping District  
Tel: +86 22 8319 8888 ext. 3558  
弁慶日本料理餐厅  
和平区南京路189号  
天津日航酒店5层

**Chitose**

5F, Ningfa Group  
No. 21, Shuishang Dong Lu  
Nankai District  
Tel: +86 22 2392 0287  
千登世  
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Airport Industrial Park  
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www.chateau35.com

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天津新城凯悦酒店

**La Seine**

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Ziyou Dao, Hebei District  
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河北区自由道意大利风情街50号

**Paelleta Spain**

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Xiao Bai Lou (1902 Street)  
Hexi District  
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百意达海鲜饭  
河西区小白楼欧式风情街50-52号

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Sheraton Hotel Tianjin  
Zi Jin Shan Lu, Hexi District  
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盘山葡萄酒扒房  
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主楼2层

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Nanjing Lu  
Heping District  
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**Venezia Club**

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Ziyou Dao, Hebei District  
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**Wyndsong Restaurant**

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No. 55, Zhongxin Da Dao  
Airport Industrial Park  
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风之细语西餐厅  
空港物流加工区中心大道55号  
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南京路189号津汇广场18层

**HSBC, Tianjin Branch**  
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No. 1, Haihe Dong Lu  
Hebei District  
Tel: +86 22 5858 8888  
香港上海汇丰银行天津分行  
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36F, The Exchange  
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渣打银行  
和平区南京路189号津汇广场36层

**Woori Bank**  
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Binshui Xi Dao, Nankai District  
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中国欧盟商会天津分会  
南开区滨水西道奥城商业广场15A17座17室

**German Business Circle Tianjin**  
**Deutscher Unternehmerkreis Tianjin, DUT**  
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No. 3, Kaihua Dao, Huayuan Industrial Area, Nankai District  
Tel: +86 22 8371 7855  
天津德国人联谊会  
南开区华苑产业区开华道3号华科创业中心803室

**German Chamber of Commerce, Tianjin Office**  
No. 3, Yuliang Lu, Nankai District  
Tel: +86 22 2301 1709  
德国商会天津分会  
南开区育梁路3号

**The American Chamber of Commerce, Tianjin Chapter**  
Room 2918, 27-29F, bldg. B  
The Exchange  
No. 189, Nanjing Lu, Heping District  
Tel: +86 22 2318 5075  
美国商会天津分会  
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**Tianjin Japanese Association**  
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Tel: +86 22 2313 2522  
天津日本人会  
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Nankai District  
Tel: +86 22 2395 7991  
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南开区滨水西道6号枫林宾馆1层

**Tianjin Korean Society**  
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No. 6, Binshui Xi Dao  
Nankai District  
Tel: +86 22 2395 6600  
天津韩国人会  
南开区滨水西道6号枫林宾馆1层

### Education

#### International Schools

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国际学校天津分校  
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**Tianjin International School**  
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Tel: +86 22 8371 0900  
天津国际学校  
南开区华苑产业区梅苑路1号

**Tianjin Rego International School**  
No. 38, Huandao Xi Lu  
Meijiang Nan, Hexi District  
Tel: +86 22 8816 1180  
天津瑞金国际学校  
河西区梅江南环岛西路38号

**Wellington College International Tianjin**  
No. 1, Yide Dao, Hongqiao District  
天津惠灵顿国际学校  
红桥区义德道1号

#### Kindergartens

**Hopeland International Kindergarten & Day Care Center**  
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Weijin Nan Lu, Nankai District  
Tel: +86 22 2392 3803  
华兰国际幼稚园  
南开区卫津南路霞光道46号

#### Universities

**German Language Centre Tianjin Foreign Studies University**  
Bldg. 3, Tianjin Foreign Studies University  
No. 177, Machang Dao  
Hexi District  
Tel: +86 22 2326 5642  
天津外国语学院 歌德语言中心  
河西区马场道117号天津外国语学院3号楼

**Raffles Design Institute, Tianjin**  
Block H, no. 28, Jinjing Lu  
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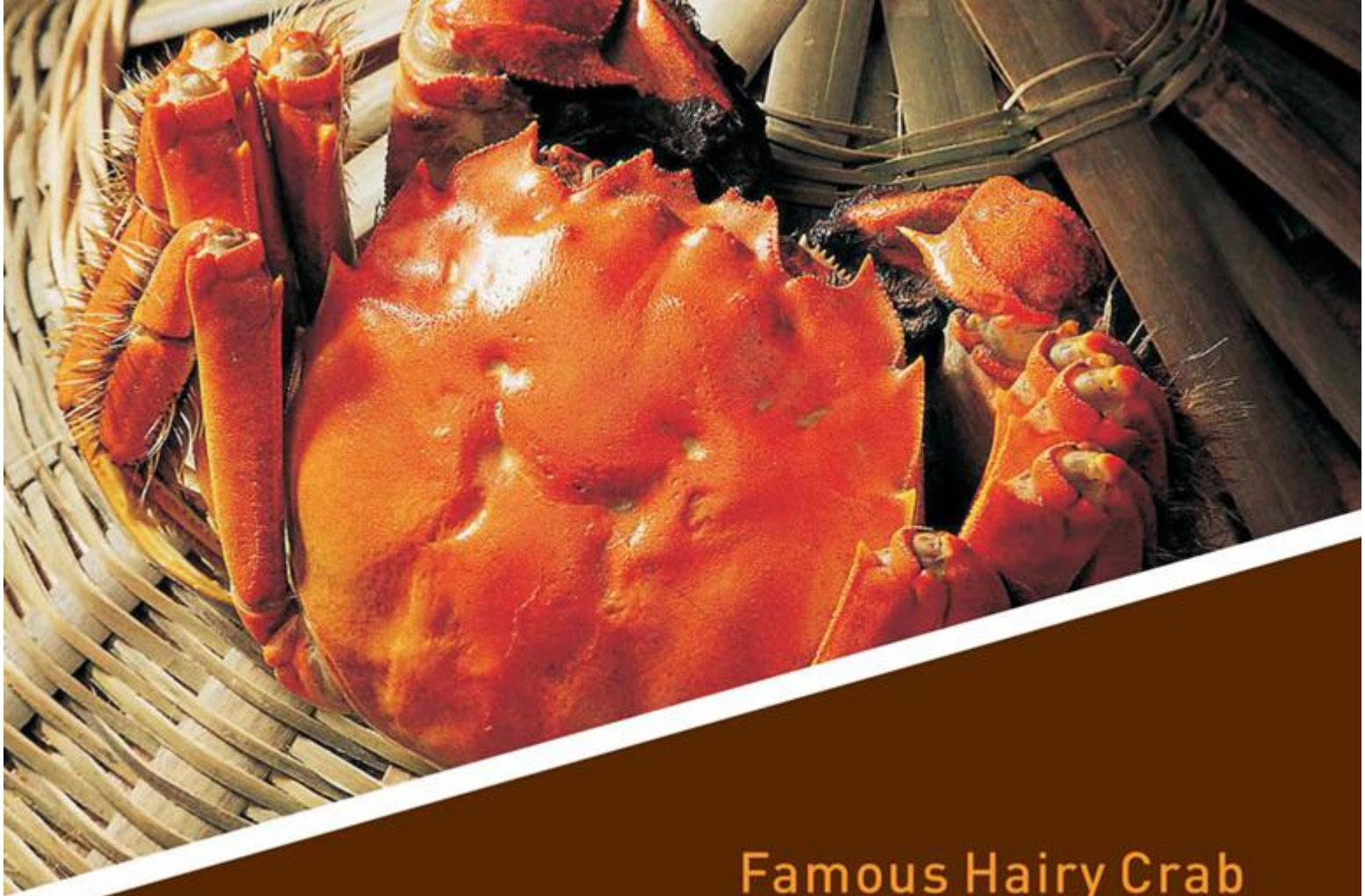
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**Geneva Hotel**

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**Jinbin International Hotel**

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To celebrate the arrival of autumn, Qba prepared something outrageously exquisite: marbled grilled tenderloin with shrimp and asparagus. Designed to accompany the first chilly winds of the year, the dish packs a robust flavour in an enticing presentation.

And if you think, "It is a restaurant in a 5-star hotel, it must be expensive", then you are wrong! Considering you dine on the best in meat and seafood, it is affordable for practically anyone. Regular promotions assure everybody can enjoy 5-star food at a reasonable price.

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## Forbes Best Business Mistakes: How Today's Top Business Leaders Turned Missteps into Success

by Bob Sellers

review by Joei Villarama

Businessmen, executives and financial wizards have parlayed some of their greatest mistakes into windfalls. Bob Sellers compiles these stories in an easily digestible book of anecdotes sandwiched between profiles of individual legends (e.g. Jack Welch), CEOs (e.g. Barbara Corcoran), the soon-to-be-famous (e.g. Craigslist's Jim Buckmaster) and already famous personalities (e.g. Suze Orman) in the money-making world.

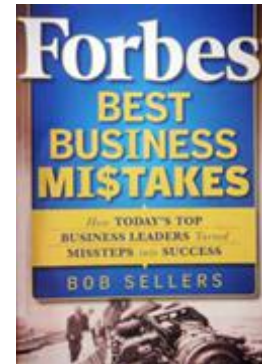
Getting fired, losing everything in the stock market, a nightmare interview – the hook is how mundane episodes like these get turned around to gain an upper hand in life. Wiped out at a Nassau blackjack table, PIMCO Founder Bill Gross refused losing. He beat the system by pouring over a card-counting book, won in Vegas, and then translated the lesson into managing risk applied to investments. Hosting a wet t-shirt contest with some under-aged participants ended Mark Cuban's bar-owning career, but launched him on the path to becoming a dot-com billionaire. In another thread, a botched marketing ploy accidentally led to an early ride on the internet bandwagon.

Interestingly, there are lessons in the book that contradict one another. For instance, David Novak's "Show me a good business, and I'll show you a good leader" versus Peter Lynch's "Go for a business that any idiot can run – because sooner or later, any idiot probably is going to run it". The truth falls into a rather wide range when it comes to aspects of leadership, but in the arena of failures learning is inevitable. Pharmaceutical mogul R.J. Kirk said that with success, "you can't tell which were the critical factors" that contributed to it. It can't be proven because you can't "go back in time and alter those inputs and try it the other way". With failure, on the other hand, it's "possible to derive some inferences and therefore learn".

Speaking of which, the publishers could learn from some mistakes in this book. There are redundancies and inconsistencies in the profile formats, not to mention copy-pastes from Wikipedia. Some narratives of mistakes are so brief that one wishes other noteworthy entrepreneurs were instead added to the roster.

As one "secret" from financial management expert Dave Ramsey goes, "Everything we've done has been built on mistakes. We figured out that the gleaming mountain of success looks more like a pile of garbage. All you're doing is standing on it instead of lying under it... The way we run an organization – the core values that are written down – are the things we did wrong and figured out how not to do anymore."

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## QUOTATIONS OF THE MONTH

**We must accept finite disappointment, but never lose infinite hope.** — Martin Luther King Jr.

**Time, which changes people, does not alter the image we have retained of them.** — Marcel Proust

**The only thing money gives you is the freedom of not worrying about money.** — Johnny Carson

**If you are far from the enemy, make him believe you are near.** — Sun Tzu

# On Misunderstandings and Miscommunication

By Mike Cormack



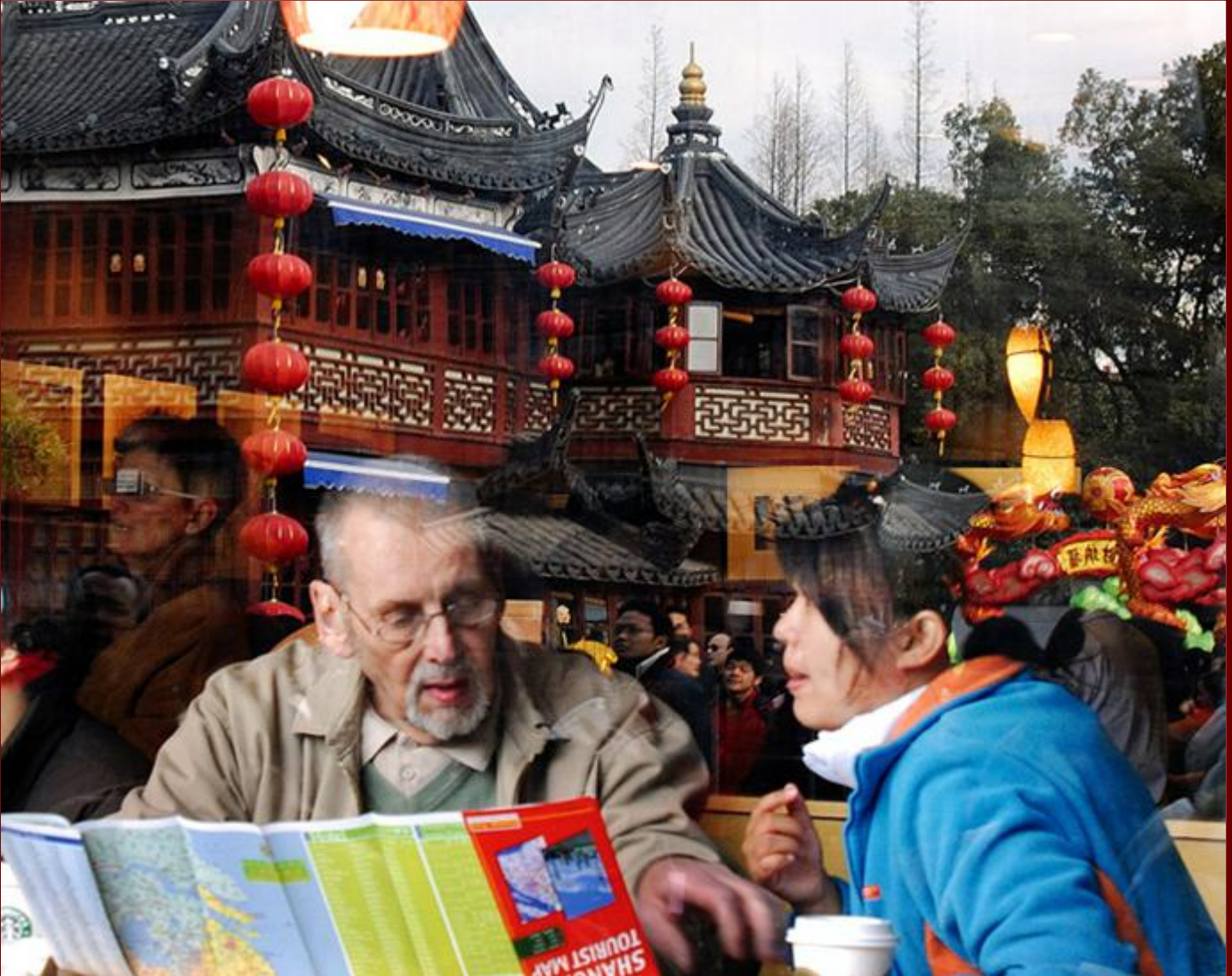
One of the recurrent frustrations for the expatriate in China is the misunderstandings that come from a lack of mutual language or, indeed, mutual culture. Realising that aspects of life that seemed self-evident and god-willed back home are in fact only local customs and conventions can be one of the most difficult aspects of life abroad. "Why do people do that?" we groan at some

minor difference. "Why?" The mere act of asking the question shows a failure to adapt, of course. After all, if things were done as back home, what would be the point in moving aboard?

The novelist and essayist E.M. Forster remains one of the best documenters of the puzzled Western individual coming to grips with the mysterious East. His last and perhaps best novel, *A Passage*

to India (1924), is a classic exploration of the collision between the legalistic, formal, rational Western mindset and the emotional, holistic, relationship-based Eastern ethos. This is symbolised by the Indian protagonist Aziz characterising the typical Englishman's house as having "everything ranged coldly on the shelves". This simple image of "everything in the right place" suggests the Western, Aristotelian notion of identity and meaning being consistent, orderly. Not only objects but concepts and approaches to life are held to be systematic and logical. While India and China are obviously two very different nations and civilisations, the point Forster makes remains true today; likely, Eastern cultures have more in common with each other than with Western counterparts. Confronting the apparent disorder of China (the traffic, the bureaucracy, the crowds) and seeking the underlying motivations and reasonings is the typical journey, the passage, upon which every expat embarks.

Yet misunderstandings crop up regularly. My first year in China in particular featured a series of absurd misapprehensions and confusions, and even today I'm likely to be occasionally dumbstruck by some cross-cultural chasm opening up before me. The first time I visited Shanghai, for example, I took the bus, and when it came time to return, I made my way to the correct subway station for the bus stop... but I could not find it! I was baffled and grew increasingly frustrated. I asked someone at a kiosk, who pointed vaguely. I walked on, found some bigger buses and asked for my destination. "Mei you" came the inevitable reply. I asked again another group of people further on, and one older woman started pawing at my arm. Frustrated and angry, I lost my cool, shouting, "What do you want? Eh? What do you want?!" Eventually someone led me across a bridge to the right bus stop, from where I managed to safely make my way home. Only then, during the long drive home, did I realise that the



woman was most likely trying to take me by the arm to lead me to the station.

Or, to take another example, when visiting Beijing for the first time in 2008, my wife and I feared we would be late for the train home. The roads were clogged with rush-hour traffic, and my wife asked the driver how long we would be, saying we had a train to catch. The driver said about 20 minutes, but if we wanted to pay a little more he could get us there faster. To my suspicious ears this sounded like a request for a bribe – the implication of not paying being that he would ensure we were late. My wife and I just shook our heads and hoped we would be fine – as we were. I went away with a conviction that Beijing taxi drivers

were corrupt, until I mentioned it to a Chinese friend. She laughed and told me that the driver had probably wanted to go a longer route, avoiding traffic. We would have had to pay a little more for distance but would have gotten to the station faster.

**The trouble with language and cultural barriers is that misunderstandings and miscomprehension lead to suspicion and anger.**

The trouble with language and cultural barriers is that misunderstandings and miscomprehension lead to suspicion and anger. We're always frightened of the unknown, not so much for what it might be, but because the gaps in our knowledge lets in the dark. But you often find intentions are actually friendly, and that the simplest piece of genuine communication could resolve so much frustration and hostility. So when you find yourself asking "Why?" in puzzled, frustrated tones of voice, relax and go with the flow of all things Chinese.

Indeed, my friends and I have a saying for moments of cultural confusion – "T.I.C.," or "This Is China". There's no reason, and every reason. It's just the Chinese way, and for ease of life, you'd better just accept it. ☐



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