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Insight Into a Changing Tianjin BUSINESS MAGAZINE TIANJIN



TIANJIN'S CABLE GUY

18 Ivan Salamin, General Manager
Alcan Cable

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Business Tianjin / November 2010



Tianjin's cable guy

Ivan Salamin serves as GM of Alcan (Tianjin) Alloy Products, Alcan Cable's manufacturing and sales operations in China. As a downstream fabricating business unit of Rio Tinto, Alcan Cable converts aluminum metal into electrical conductors that can be used in the transmission and distribution of electrical power. [See P18](#)



Everything Eco-city

The Sino-Singapore Tianjin Eco-City Investment and Development Co., Ltd. (SSTEC) envisions a vibrant and thriving community of over 350,000 residents who call the 30-square-kilometer city (just 20 minutes north of the Tianjin Economic Development Area, TEDA) their home. [See P28](#)



China regulatory framework of foreign investment in financial leasing

China's financial leasing industry has been developing rapidly over the past years. This article takes a look at the industry's existing regulatory framework. [See P34](#)



IPR protection in China for the creative industries

China's rapidly expanding consumer market creates both opportunities and challenges for European businesses in creative industries. Ideas and designs are the lifeblood of creative businesses, and infringement can be particularly costly and damaging. Creative ideas and designs that are not adequately protected often fall victim to infringement by potential Chinese clients or Chinese competitors. [See P42](#)

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www.businesstianjin.com

MANAGING DIRECTOR

J. Hernan
gm@businesstianjin.com

CHIEF EDITOR

Jamie Michael Kern
chiefeditor@businesstianjin.com

SENIOR EDITOR

Wang Na
senioreditor@businesstianjin.com

EDITOR

Regina Gonçalves
editor@businesstianjin.com

CONTRIBUTORS

Simon Bai, Mike Cormack, Daniel Kenneth
Mark Gao, Laine Maturana, Simon Mair
Joi Villarama, Susan Salzbrenner
Tingting Li, Jessica Cao, Maya de Filippo

PROOFREADER

Keith Crane

GRAPHIC DESIGN

Li Kechao, Li Weizhi
design@businesstianjin.com

SALES & ADVERTISING

Zhang Danni, Julia Cao
sales@businesstianjin.com

EVENTS & PROMOTIONS

Doris Fu
marketing@businesstianjin.com

PHOTOGRAPHERS

Wang Yifang, Yu Guo, Lukas Birk

DISTRIBUTION

Tang Xiaoyan, Huang Bin
distribution@businesstianjin.com

ADVERTISING

InterMediaChina

PUBLISHING DATE

November 2010

Business Tianjin is FREE

ONLY for Members

TEL: +86 22 2576 0956

国际统一刊号: ISSN 2076-3735

The Tortoise or the Hare

Much like the rabbit in Aesop's fable, China is racing ahead at full speed. Its economy has paced itself at an average 10% GDP growth for nearly 30 years, during which foreign investment, real estate and infrastructure have surpassed all expectations for sustaining their acceleration. All charts curve up. The hare seems poised to win.

Yet in many fields, China – like the methodical, determined turtle – slowly marches along. After a two-year pause, the CNY exchange rate again creeps upward; the nation's fingers spread further over other lands in search of long-term secured natural resources; and worldwide the government pursues economic ties, staving off political ones with its steadily growing cash reserves. The tortoise is set to endure.

Hare skeptics say it may be running low on energy. China's one-child population will age and increasingly enter retirement over the next few decades, leaving an overreaching nation understaffed.

Tortoise skeptics cite the hurdles it has yet to jump. Nations around the world grow louder and more aggressive in their protests: they resist China's increasing presence in everything from petroleum to movie production.

Although a finish line awaits somewhere beyond the horizon, the outcome is already known. By covering both paths China has assured its own victory.

This leaves organizations working in China with just one business decision: whose back to ride.

Jamie Michael Kern

Chief Editor – Business Tianjin

TIANJIN NEWS

Dynasty Wines inaugural flight



On 27 September, Dynasty Wines flight, a partnership between Hainan Airlines and Tianjin-based Dynasty Group, was unveiled at Haikou Meilan International Airport. The association between the two organizations is an important breakthrough for cooperation between industries, noted Zhi Shengbai, president of Dynasty Group. The flight marks Dynasty Group's 30th anniversary.
- 27 September

Eco-city forms energy vehicle alliance



Sino-Singapore Tianjin Eco-City Investment and Development Co., Ltd. (SSTEC) and eleven leading international and local corporations have signed a Memorandum of Understanding to form an Eco-City New Energy Vehicle Alliance to drive early adoption of Electric Vehicles in China. This alliance is aimed at developing a comprehensive suite of solutions to drive the early adoption of electric vehicles in the Tianjin Eco-City, which can subsequently be replicated and adopted by other cities in northern China.
- Press Release, 28 September

FAW auto sales up 18.1%

Tianjin FAW Xiali Automobile posted an 18.1% year-on-year increase in auto sales to 21,281 units in September, according

to a company filing. Auto sales volume in the first three quarters of 2010 rose 8.42% y-o-y to 172,043 units. Auto production volume in September rose 18% y-o-y to 21,836 units while production in the first three quarters of 2010 rose 15.58% y-o-y to 175,806 units.

- Capital Vue, 12 October

East Asian Games in Tianjin



On 29 September, the 27th East Asian Games Association council meeting was held at the Grand Ballroom of Tianjin Saixiang Hotel. Tianjin will host the 6th East Asian games in 2013. This meeting was attended by Director of the State General Administration of Sport Liu Peng, Tianjin Mayor Huang Xingguo, and Hong Kong ICO President Fok Timothy Tsun Ting (left), greeted by hotel GM Zhao Chunying (right).

- Press Release, 30 September

China digs in on rich-poor climate pact divide



China said on it will not bow to pressure to rethink a key climate change treaty, and was preparing to cope with a "gap" in the pact after 2012 if rich nations fail to add new greenhouse gas goals in time. Envoys from 177 governments held week-long

talks in Tianjin on the shape of a successor pact to the Kyoto Protocol, the U.N.'s main weapon in the fight against climate change. Kyoto's first phase, which binds about 40 rich nations to meet emissions targets, expires in 2012 and there's no clarity on what happens after that, worrying investors in clean-energy projects who want long-term certainty on climate policies and financing.

- Reuters, 7 October

Starwood's 1st hotel in Binhai New Area



On 25 October, Starwood Hotels & Resorts Worldwide Inc. announced its 1st Sheraton hotel opened in the heart of the modern service district of Binhai New Area, China's third economic growth pole in the 21st century following Shenzhen and Pudong. Senior government officials and top clients celebrated the opening with senior executives of Starwood Hotels & Resorts Worldwide and Tianjin Century Group, the holding company of Sheraton Tianjin Binhai Hotel.

- Press Release, 25 October

2010 European F&B celebration



The European Union Chamber of Commerce in China Tianjin Chapter's 5th Annual Food and Beverage Celebration held on 15 October was a night to remember. The annual event is by far the EUCCC's most anticipated celebration, with over 320 guests this year.

Business leaders from Ipsen, Airbus, Siemens, Alcan and Goglio, who are also board members of EUCCC Tianjin chapter, ate and drank the night away alongside guests from leading European companies in Tianjin and nearby areas. The upscale Raffles Hotel in downtown Tianjin hosted this year's event in its Grand Ballroom. Dishes from France, Italy and Germany and other European countries were served with Torres wine from Spain and various German beers. An oversized cake celebrated the 10th Anniversary of the EUCCC.
- 19 October

Great Wall Motor plant

Great Wall Motor broke ground on a Tianjin plant, its planned second-largest passenger vehicle production base in China after the Baoding base, the Beijing Times reported. The new plant will mainly produce mid- and high-end sedans as well as SUVs with a planned capacity of 800,000 units per year. Construction on the first phase of the plant will be com-

pleted in March 2011, with a capacity of 250,000 units.

- Gasgoo.com, 18 October

Bank of Tianjin builds enterprise data warehouse with Teradata

The Bank of Tianjin has selected Teradata Active Enterprise Data Warehouse as the foundation for its enterprise-wide real-time business intelligence system. Teradata Corporation will help the bank provide real-time analytics to support operational and strategic decision-making. The Bank of Tianjin needed better, faster answers to its business questions, which the legacy reporting systems couldn't support.

- PR Newswire, 21 October

their hunger for the metal. Chinese gold demand is expected to show at least single-digit percent growth this year at a time when high prices are curbing buying in other major physical markets like India, the World Gold Council's Far East managing director Albert Cheng said. This is likely to mean the shortfall between Chinese supply and demand, which stood at 144 tonnes last year according to figures produced by the WGC, increases even further.

- Reuters, 29 September

EU, China cannot agree on currency measures



FINANCE

China set to take centre stage in gold market

The easing of restrictions on China's gold imports should boost its influence on global bullion trade as Chinese investors turn to the open market to satisfy

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The European Union and China failed to overcome a key currency exchange disagreement during a one-day summit in Brussels. The talks cap three days of meetings between European and Asian leaders. European Council President Jose Manuel Barroso outlined Europe's argument. "On the European side we stated our position considering that China's structural reforms should be complemented by an orderly and broad appreciation of the Chinese currency exchange rate. Letting the adjustment fall only on the Euro could be damaging for the euro area recovery," he said. But Chinese Premier Wen Jiabao warned the European Union not to pressure China on rapid currency reforms, saying they would have disastrous consequences domestically and internationally.
 - VOA, 6 October

China aims to boost bank loans to Africa

China, criticised in the West for overlooking human rights abuses in its business dealings with poverty-stricken Africa, will

encourage commercial banks to lend more to the continent. Beijing pledged 10 billion USD in "preferential" loans to Africa in 2009, but Zhong Manying, an official at the Ministry of Commerce, said that was not enough. "In view of Africa's demand for funds, the 10 billion dollars is too limited," Zhong told a news briefing. A recent World Bank study showed that Africa needs 93 billion USD in annual infrastructure spending, with at least 45 billion USD relying on external financing.
 - Reuters, 9 October

Reserve ratio hike is mild and defensive



China's surprise increase of reserve requirements for its biggest banks is a response to rising capital inflows rather than a prelude to a shift in monetary policy. It also serves as a warning to domestic banks to keep a firm grip on credit as more ample liquidity tempts them to shake off government-imposed restrictions and expand their loan books. But in a sign of China's wariness about the global outlook, the move is limited in both scope and time. It only applies to the "big four" – the country's four leading state banks – and two other major lenders, and it is a temporary measure, due to expire after two months.
 - Reuters, 12 October

Monthly trade surplus narrows

China's trade surplus narrowed in September but the moderation is unlikely to relieve pressure on Beijing from trade partners demanding greater currency reform to address global imbalances. The trade surplus hit 16.9 billion USD for the month of September, below August's 20 billion USD, but still uncomfortably high



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for deficit countries like the US who accuse China of intentionally undervaluing its currency to support domestic industry. "The fall in China's trade surplus is unlikely to do much to reduce international pressure on China to move faster on the currency, and today's data suggest that Beijing has plenty of scope to allow appreciation in the months ahead," said Royal Bank of Canada economist Brian Jackson.

- *The Financial Times, 13 October*

China Industrial Securities shares shine on debut

China's Industrial Securities (601377.SS) surprised by rising as much as 51% on its first day of trade in Shanghai, raising 394.1 million USD in its IPO. The strong debut contrasts with a disappointing listing by Ningbo Port (601018.SS) the previous month. Shares of China's third-largest port operator fell 4% on the Shanghai Stock Exchange – the worst performance of the mainland's top 10 IPOs this year. Industrial Securities, a mid-sized stock-broking firm based in Fujian Province and controlled by the local government, started at 14.66 CNY a share, compared with its IPO price of 10 CNY.

- *Reuters, 14 October*

China hits back over US green energy probe

A US probe alleges that China funnels huge subsidies to its green technology sector in a bid to dominate the fast-growing market, opening a new front in a wide-ranging tussle over trade between the two giant economies. In the strongest response from Beijing since US authorities announced their investigation, Zhang Guobao, head of the National Energy Bureau, accused Washington of ploughing billions into its green sector.

- *AFP, 18 October*

LAW & POLICY

Trial 2-child policy

China will loosen its famously strict family planning policy on a trial basis in five provinces next year to allow more couples to have a second child. The change – allowing couples to have two children if one of the spouses is an only child – will

be enacted in Heilongjiang, Jilin, Liaoning, Jiangsu and Zhejiang, provinces with low birth rates, said He Yafu, an independent demographer quoting sources among policymakers. Meant to counter the trends of a graying population and a shrinking workforce, the plan will eventually expand to all of China's provinces, he said.

- *Shanghai Daily, 13 October*

Stocks up despite property curbs



China's stocks climbed to a new peak in four months after the week-long National Day holiday, with limited effects from the government's firm stance to curb property speculation amid soaring housing prices. The new rules, including raising down-payments and expanding property tax trials nationwide, represent the government's resolve to cool the overheated property market. Specific policies about property taxes, however, haven't been released, which decreased the risk involved in investing in real estate shares. "Some market participants might have already estimated the strength of the tightening measures, so there were limited effects on the stock market," said Yong Zhiqiang, senior analyst at Haitong Securities Co.

- *China Daily, 11 September*

LOGISTICS

New Tianjin yacht port

China plans to build a top-class yacht port in Tianjin by the year-end, which will allow the country's super-rich to dock their luxury vessels at a port near the capital Beijing. The port will cover an area of 900,000sqm in Tianjin's booming



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Binhai district and will have 750 berths to accommodate 300-foot-long (about 91.5m) luxury yachts, said Yang Shihao, a deputy head of Binhai district. Five-star hotels, commercial streets, along with yacht manufacturing and repair bases, will also be set up in the port area. Yang said the project would cost 9 billion CNY (1.35b USD).

- Xinhua, 14 October

High-speed train sets new speed record



The China-made CRH380A train hit a maximum speed of 416.6kph – a world speed record for wheeled trains – on its trial run between Shanghai and Hangzhou, capital city Zhejiang Province. The train is designed to run at a speed of 350kph on the 202km railway between the two cities.

- Xinhua, 29 September

TELECOM & TRANSPORTATION

iPhone demand outstrips supply in China

China Unicom Ltd. said its supply of Apple Inc.'s iPhone 4 handsets is insufficient to meet user demand, but that it will increase its supply as quickly as possible. Sales of the model started at a much faster pace than older versions last year. Unicom had received more than 200,000 iPhone 4 preorders by the day sales started, and more than 40,000 buyers received the phone and a bundled mobile-service plan that day, Unicom said. By comparison, Unicom last year sold 100,000 iPhone handsets in roughly six weeks after officially introducing the devices in China.

- The Wall Street Journal, 27 September

Tianjin Airlines' first international route

Tianjin Airlines began its first international route with services to Tianjin–Hohhot–Ulan Bator on 19 October. The Hainan Airlines subsidiary was originally launched in June 2007 under the name of Grand China Express Airlines. The Tianjin-based carrier gained approval from CAAC to shift its operating focus from domestic regional routes to trunk and international routes in June 2010. According to a carrier spokesperson, the route was chosen because "Tianjin is a sister city of Ulan Bator."

- Air Transport World, 28 September

Alibaba, Microsoft team up on Chinese search site



Electronic-commerce portal Alibaba Group has joined with Microsoft Corp. to create a new web-search site – a move that could challenge Baidu Inc.'s dominance of China's search market. Alibaba Group, of which Yahoo Inc. owns a roughly 40% stake, launched a beta version of a website called Etao on Saturday, aimed at driving traffic to Alibaba's retail website, Taobao.com. Search results on Etao are displayed in several groups. Taobao listings, including images and product prices, appear first. Those are followed by links to related online forums. Next come informational websites and Web search results provided by Microsoft's Bing search engine.

- The Wall Street Journal, 13 October

GENERAL

Household wealth to double by 2015

China's household wealth is set to more than double to 35 trillion USD by 2015 if the country maintains its historic growth rates, according to a report by Credit Su-

isse. China is now the third-largest wealth creator in the world, amassing a total household wealth of 16.5 trillion USD, lagging only behind the United States and Japan. Household wealth in China, is 35% bigger than household wealth in France, and almost five times that of Asian economic powerhouse India.

- China Daily, 11 October

Tourism booms during Golden Week

China's tourist destinations experienced booming business during the week-long National Day holiday. The 119 tourist attractions monitored by the country's travel authorities posted a 15.91% rise in combined tourist arrivals, to more than 22.36 million, between 1 and 7 October, known as the Golden Week, the National Tourism Administration reported. Business income from these sites totaled some 1.13 billion CNY (168.8m USD), up 26.71% from one year ago.

- Xinhua, 8 October

China dominates richest self-made women list

More than half of the 20 richest self-made women in the world are Chinese, with their average fortune beating that of US talk show host Oprah Winfrey and author JK Rowling. The three richest women on the planet are Chinese, led by paper-recycling queen Zhang Yin, who has a personal fortune of 5.6 billion USD, according to the Shanghai-based Hurun Report, which compiles data on wealthy individuals. Of the 20 richest self-made female billionaires, 11 are Chinese with an average wealth of 2.6 billion USD. Winfrey ranked 9th on the list with 2.3 billion USD; JK Rowling, author of the Harry Potter books, was at the bottom of the list, with one billion USD.

- AFP, 12 October

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November Chinese Economy News

By Daniel Kenneth

Unresolved Global Currency Crisis could become Global Trade War

An “international currency war” has broken out, according to Guido Mantega, Brazil’s finance minister, as governments around the world compete to lower their exchange rates to enhance trade competitiveness.

“China must fix the global currency crisis,” world-renowned hedge fund manager George Soros wrote in the Financial Times on 7 October. While different economic policies and different economic and political systems interact and clash in the currency markets, Soros calls the current currency system “lopsided”. China has essentially pegged the CNY to the USD while most other currencies move according to market demand and supply. China operates a two-tier system in which the capital account is strictly controlled while most other currencies operate current and capital accounts more freely. Capital accounts, which keep track of foreigners buying and selling Chinese currency, stocks and bonds, are highly restricted in China due to its tight market regulation.

This policy has benefited China immensely for the past 30 years. When the US Congress recently spoke out over CNY manipulation, China let its currency rise by a couple of percentage points. Yet because other major currencies such as EUR and JPY have risen at the same time, Chinese trade has not suffered much. Countries such as Japan, Korea and Brazil have intervened in the currency markets and if they start imitating China by imposing restrictions on



capital transfers, China would lose some of its currency advantages; more importantly, the global currency market and economy would deteriorate, Soros explained.

The ratio of Chinese domestic consumption to its GDP has been falling since 2000, from an already low 46% to 35.6% according to Michael Pettis, Finance Professor at Peking University. Allowing CNY to appreciate would alleviate some of the domestic consumption problem. Though a sharp rise would be disastrous for China, as Premier Wen warned when speaking in Brussels in early October, Soros says “10 percent a year should be tolerable.”

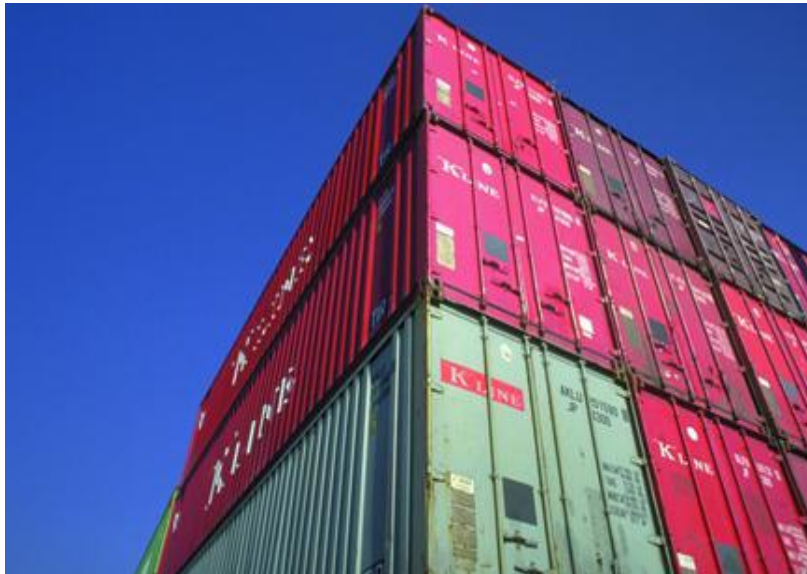
However, “too much focus on the currency is dangerous,” Pettis warned.

Although it is clear that the US and other countries grow impatient with China’s slow adjustment, the US carries as much responsibility to coordinate with China to make the adjustment. The US needs to revive its domestic consumption and restore employment, Premier Wen told President Obama in late September. Due to growing unemployment at home, the US wants to boost its own share of exports. There is a chance that the nation may overreact, threatening trade barriers such as tariffs to force CNY appreciation.

In such a case, Beijing will most likely follow in the footsteps of Japan after the 1985 Plaza Accords and what itself did after CNY began appreciating in 2005 – it will lower real interest rates and force a surge in investment by rapidly expanding credit, Pettis commented. This would counteract the unemployment rise caused by CNY appreciation; low financing costs will alleviate some of the competitiveness lost in tradable goods.

This would have terrible side-effects for China. Lower interest rates and more credit would fuel a real estate boom, boost both capital-intensive manufacturing and infrastructure overcapacity – all without rebalanced consumption, according to Pettis. It would also increase pressure on the likes of Japan and South Korea, which rely on capital-intensive industries. A real global balance will only come when China achieves a permanent increase in the household share of GDP.

China has emerged as a global leader. If it fails to live up to the



responsibilities of leadership, the global currency system and the global economy at large are at risk of meltdown. Either way, the Chinese trade surplus is bound to shrink, but it would be much better for China if that happened as a result of rising living standards rather than a global economic decline, Soros commented. The major economies must agree to resolve their trade imbalances over several years despite periods of global economic contraction and rising unemployment.

Sadly, it is much more likely that trade relations will continue to deteriorate, and the longer surplus countries drag their heels, the more attitudes will harden. In that case, China's overinvestment problem is certain to become even worse, Pettis commented.

China's rare earth minerals strategy spurs fear among industrial nations

In early October, the US Senate held hearings on a bill to resume domestic production of "rare earth" minerals, to break China's near-monopoly on these little known but crucial raw materials. Rare earth metals are 17 elements from the periodic table such as europium, neodymium and holmium; they are

key elements for high-technology production such as superconductors, magnets, lasers and many recent "green" technologies, including wind turbines and electric car batteries. A lot of advanced US military hardware, including tank navigation and naval radar systems, also depend on rare earth-based components.

Although there are few places in the world where rare earth elements are found in high enough concentration to make extracting them commercially feasible, China

today produces more than 96% of the world's supply. China began mining rare earth in the 1980s, and by the mid-90s was well-surpassing the US in production. China has several competitive advantages over the US, according to Patrick Chovanec, Finance Professor at Tsinghua University: First, it has some of the best concentrations of rare earth metals in the world, including the huge Bayan Obo mine (accounting for 45% of global supply) in Inner Mongolia. Second, cheaper labour costs. Third, laxer environmental rules. Rare earth minerals are often mixed with radioactive elements, and processing creates low-level radioactive waste. The Mountain Pass mine in California, bought in 1977 by oil company Unocal, encountered numerous regulatory problems concerning waste disposal and was losing market share to cheaper Chinese competitors at the time. It closed in 2002, leaving the market entirely to the Chinese.

Other countries and high-technology companies have recently grown concerned about their dependence on a single national supplier for the crucial minerals. They have shown clear signs of cutting dependence on China after it tightened export quotas on rare earth



elements; Japan's trade minister has called for a "rare earth strategy" to be included in a stimulus spending bill, and the ruling Democratic Party of Japan recommended that Japan should take advantage of the strong yen to buy up more suppliers, according to the Financial Times on 6 October.

No country's manufacturers have more at stake than Japan's in the race to secure supplies of rare earth elements. Tighter supply already affects the nation. Showa Denko, a big chemical company, raised prices of its Shorox cerium-based glass-polishing agent fourfold in mid-September according to the Financial Times. Cerium polishers are needed to make flat-screen TV panels, computer hard-disk components and other sophisticated IT products.

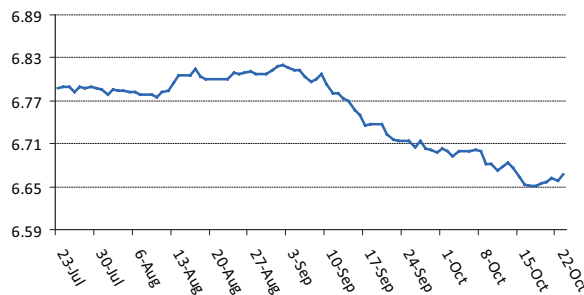
If China fails to live up to the responsibilities of leadership, the global currency and the global economy at large are at risk of meltdown.

Multinationals have been very busy: Toyota Tsusho, the trading affiliate of Toyota Motor, is examining deposits in India, Vietnam and Canada. Sumitomo and Toshiba are both setting up projects in Kazakhstan. Most of these projects are still in the early stages, but commercial sales could begin in two to three years, according to trading company officials. A major disused mine in California, meanwhile, is likely to come back online in the next year or two, provided its owners can raise the 500 million USD needed to add new environmental safeguards.

At the same time, manufacturers are trying to do more with less. According to the Financial Times, Hitachi has built a magnetic motor using ferric oxide, which it says can generate nearly as much power as motors that use rare earth metals. Japanese carmakers are learning to spread rhodium more thinly inside catalytic converters – the apparatus that removes toxic particles from automotive exhausts. Junji Nomura, senior managing director in charge of research and development at Panasonic, says China may be making a strategic error by restricting rare-earth exports, since shortages and price rises will lure new suppliers into the market and spur efforts to reduce consumption. "Rare earths will be a big problem for two to three years, but in four to five years the problem will be gone," he says. ■

Three-month CNY trends

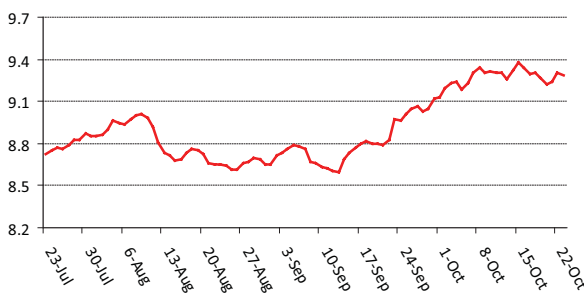
CNY vs USD



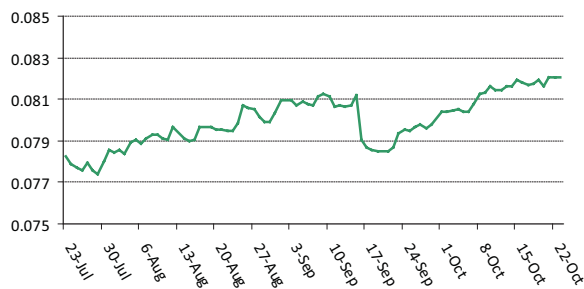
CNY vs GBP



CNY vs EUR



CNY vs JPY



Data source: Oanda.com interbank rate

400,000

Hyundai Motor said it had signed a deal with Chinese government officials to build a third plant in China with production capacity of 400,000 units per year.

130,000

Toyota's recall woes cannot get any worse in 2010. News has emerged of Toyota planning to recall a further 130,000 cars in China that were built by the Tianjin FAW-Toyota joint venture.



210,000

The Chinese government said it will release 210,000 tons of sugar from stockpiles to help ease surging prices. It is China's seventh move this year to stabilize the sugar market as domestic prices jumped more than 70% to a record high in October.



4

Telecoms equipment maker Alcatel Lucent said some telecoms carriers in China and India could put out bids for building of 4G trial networks as early as year-end, as they rush to upgrade existing networks or get into the wireless business.

1,355

China shut down 1,355 small coal mines with a total production capacity of 125.19 million tonnes by the end of September as part of efforts to restructure its mining industry, the National Energy Administration said.

2,000

China's largest polar marine museum opened on 30 September in Tianjin, displaying more than 2,000 polar marine species from countries like Russia, Canada and Australia.



200,000

China donated 200,000 USD to two UN trust funds to support the world body's efforts on international affairs.

2,728,107

The Hong Kong Tourism Board announced that a total of 2,728,107 visitor arrivals to Hong Kong were recorded in September, up 21.2% from a year earlier.



9.6

China's economy grew 9.6% in the third quarter, the smallest gain in a year, as inflation rose in September to the highest in 23 months.

10

Tianjin TEDA was rated AAA and ranked one of the top 10 industrial parks in the country, the highest grade by China Knowledge Financial.

3

China has become Volvo's 3rd largest market, with more of its car models to go on sale in the world's largest auto market this year, Chief Executive Office (CEO) of Volvo Cars China said in Tianjin.

430

United Parcel Service Inc. expects to handle 430 million packages globally between Thanksgiving and Christmas and has added flights in China to meet surging export demand, Chief Executive Officer Scott Davis said.

28

China's Ministry of Finance announced it would sell 28 billion CNY (4.2 billion USD) of book-entry discount treasury bonds from 25 October.

Five private Chinese enterprises to watch

Daniel Kenneth

The growth in number of Chinese enterprises in the global market has been exponential over the past five years; the number in Fortune Global 500 magazine has more than doubled from 20 in 2006 to 46 in 2010. Although state-owned-enterprises (SOEs) have been the centre of attention, the economic prospects for medium-sized private enterprises (MPEs) are very optimistic. These companies are well-positioned in automotives, heavy machinery, electronics, green and biotech industries, competing with existing market leaders.



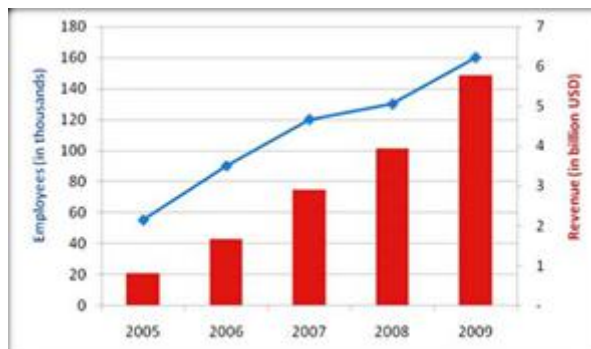
The rise of MPEs is mainly due to entrepreneurship, technology and quality rapid growth through a series of well-timed mergers and acquisitions. Under strong leadership of founding members, these companies are increasingly developing open and joint R&D strategies instead of closed models. In addition, based on ample funding often supported by the government, they have engaged in aggressive M&A tactics to acquire target companies' core technology, brand power and distribution networks. Among many innovative up-and-coming companies, the following are the five that have shown enormous potential in their respective industries.

BYD: manufacturer of automobiles and rechargeable batteries. Bloomberg BusinessWeek's 2010 annual Tech 100 ranking of top performing companies placed BYD at #1, outperforming tech outfit manufacturer Apple (#2). Under Chairman Wang Chuanfu's leadership, BYD initially used a "catch-up" strategy by imitating foreign technology and products, later combining it with vigorous R&D. Hailed for its innovations, BYD has grown to become a major manufacturer of rechargeable batteries (most notably mobile phone batteries), LED lights, automobile batteries, automobiles and electronic cars.

has also been at the forefront of new projects such as development of electric cars. In order to respond to the quickly changing automobile industry, BYD has cut its new model development period down to 24 months (the same as the Japanese automobile industry and shorter than the 33 months of the Korean automobile industry). Over the past five years, it has increased R&D investment 90% per year and introduced the F3DM and F6DM, environmentally friendly cars. F3DM is the world's first plug-in hybrid car and sells in the market for 20,000 USD, which is 50% lower than that of main competitors such as GM and Toyota. BYD will continue to expand its market share in 2011 with "e6", which can run for 330km on one fully-charged battery.

In September 2008, MidAmerican Energy Holdings, a subsidiary of Warren Buffett's Berkshire Hathaway Inc., invested about 230 million USD for a 10% share of BYD, according to Reuters. BYD is currently the #2 maker of lithium-ion batteries and #1 in the mobile battery market worldwide. Chairman Wang has placed great emphasis on technology and knowledge. He

BYD Revenue and Employee Growth



Yingli Solar: solar energy company and one of the largest vertically integrated manufacturers of photovoltaic solar modules. Yingli is the first Chinese company to sponsor the FIFA World Cup (in 2010). The company has 10 sales offices worldwide, and plans to open a new manufacturing facility in either Phoenix or Austin, according to Phoenix Business Journal. CEO Liansheng Miao, who was in the People's Liberation Army from age 13 to 28, is known to have a militaristic and aggressive corporate culture that has been fundamental to Yingli Solar's rapid growth.



In 2009, Yingli Solar's revenue was 1.6 billion USD, with an operating profit of 90 million USD and 6,000 employees, numbers which grew on average by 120.6%, 71.5% and 57.5% respectively every year since 2005. Last year Yingli was the fifth-largest solar battery cell manufacturer in the world and the fourth in module production. In January 2009, Yingli Solar acquired Cyber Power for 77.6 million USD, converting itself into a fully functional solar module and battery producer. Solar energy market growth is expected to enter maturity by the end of 2012, so Yingli Solar's growth projection will rest on how quickly it can gain market share before then.

Mindray Medical: China's largest medical equipment manufacturer. Beginning in 1991, Mindray's management understood the difficulty in marketing high-end foreign medical devices that were suited for Western environments. For instance, Chinese hospitals in the early 1990s were unequipped with air conditioners or air filters; therefore, western medical devices that were sensitive to humidity and dust had unusually high failure rates. Within the first two years of business, Mindray developed low-cost medical devices and introduced the first patient monitoring system in China. Through a series of foreign



M&As, Mindray Medical has become a global medical equipment manufacturer. In September 2006, Mindray listed on the NYSE, and in 2008 it purchased the Patient Monitoring division of Datascope Corporation for 209 million USD to expand its presence outside of China.

Mindray medical has three business divisions. Its Patient Monitoring & Life Support division – third largest worldwide behind GE Healthcare and Philips Healthcare – develops and manufactures multi-parameter patient monitors, biotelemetry systems, anaesthesia delivery systems, defibrillators, hospital beds and mounting systems for customers worldwide. The In-Vitro Diagnostic division provides data and analysis on blood, urine and other bodily fluid samples for clinical diagnosis and treatment. And The Medical Imaging Systems division develops and manufactures portable and mobile ultrasound systems and a variety of transducers.

In 2009, Mindray's revenue was 634 million USD, with an operating profit 141 million USD and 6000 employees, numbers which grew on average by 110%, 70% and 27% respectively every year since 2005. Mindray, as it aims to provide the best quality and technology for the price paid, is extremely well-aligned with the Chinese government's plan to develop healthcare system in rural China. Mindray invests approximately 10% of its revenue in R&D, where almost 25% of its employees work.

Huawei: China's largest network and telecommunications equipment manufacturer. In Q2 2010, Huawei held the third-largest market share (20.6%) in global mobile infrastructure equipment after Ericsson (33%) and Nokia Siemens Networks (20.8%). In 2009, Huawei's revenue was 21.9 billion USD, with an operating profit of 3.1 billion USD, numbers which grew on average by 38.4% and 38.1%

respectively every year since 2005. After 2007, more than 70% of Huawei's revenue was acquired outside of mainland China, making Huawei one of the most recognizable Chinese global brands. In 2010, Fast Company ranked Huawei the fifth most innovative company in the world (Cisco #17 and IBM #18).



Huawei's main strength is its low-cost R&D. Huawei's annual R&D division costs 45,000 USD per person, which is 20% of its main competitors such as Ericsson and Nokia. Its R&D division comprises 46% of the entire company of 45,000 employees. Huawei invests more than 10% in R&D every year, and in 2009 R&D investment grew 27% from the previous year to 133 million CNY (2b USD). Huawei has R&D centres in 14 cities including Stockholm, Dallas, Silicon Valley, Bangalore, Offaly, Moscow and Indonesia.

Huawei is well-known for a competitive work culture and attractive incentive system. Unlike the typical Chinese closed organizational structure, Huawei has opened up and established JVs with core clients such as Vodafone, parts-supply clients such as Intel, and even competitors such as Siemens and 3Com. Although Huawei has not been the dominant player in 3G mobile communications, it has invested heavily in the next generation 4G technology and so far owns 181 mobile technology patents (34%) registered worldwide.

Rongsheng Heavy Industries: the second largest Chinese manufacturer of ships, marine vessels and carriers among 50 Chinese shipbuilders (43 of them are SOEs).



Since it started business in 2005, Rongsheng has become the fifth-largest shipbuilder in the world. In 2007, it attracted 250 million USD of investment from global investment banks such as Goldman Sachs. Reuters reported Rongsheng has bid 1.5 billion USD in Q4 2010 to go public after it failed to raise more than 2 billion USD from a planned 2008 IPO in Hong Kong, mainly as a result of the global financial crisis. Even in the toughest times of 2009, Rongsheng won deals to build 99 Suez Maximum oil tank carriers (130,000-150,000 ton, which can pass through the Suez Canal) becoming #1 in this market segment. In 2009, Rongsheng's revenue was 10.2 billion USD, growing 65% from the year earlier on an operating profit of 1.16 billion USD.

Rongsheng's strength lies in its ability to shorten construction time. In 2005, it completed its first ship build order four months earlier than the deadline. Within just two years, Rongsheng won 85 ship orders. Recently, Rongsheng has been expanding its presence into the highly profitable LNG shipment market; in March 2010, it won orders from Mitsui O.S.K. Lines to build 4 LNG ships. ☐



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Tianjin's Cable Guy

Ivan Salamin, General Manager, Alcan Cable



Ivan Salamin has been with Alcan for more than 15 years. His career began with Aluminum Switzerland. Several mergers later, he now serves as General Manager of Alcan (Tianjin) Alloy Products, Alcan Cable's manufacturing and sales operations in China. During his service at Alcan, he has traveled to several countries and served in various departments. He currently works in Tianjin and is accompanied by his wife and two children.

What has your experience been like in China thus far?

Outstanding. With my family, we are all enjoying living in China. During these years, we've had the chance to meet exceptional people; many of them became very close friends.

On the professional side, the development of our team in China is the highest satisfaction. We have been able to bring together highly qualified people in Tianjin as well as in more than 40 major cities around the country through our commercial team.

How does Alcan Cable add value to the Rio Tinto Group portfolio?

The manufacture of aluminum cable consumes a significant volume of aluminum alloy metal which is produced by Rio Tinto's aluminum smelting facilities. As a downstream fabricating business unit of Rio Tinto, Alcan Cable converts aluminum metal into electrical conductors that can be used in the transmission and distribution of electrical power.

Aluminum power cable can only be made from high-purity metal due to the high electrical conductivity required and therefore we provide an attractive demand to the Alcan smelter system. Alcan Cable's aluminum alloy products provide our customers with innovative, cost effective solutions for building construction applications over traditional copper cables.



Why is there a need for energy cables and renewable energy cables?

The Chinese government recently announced they will invest 5 trillion CNY in the next ten years in renewable energy sources including wind, solar and hydro. The significant growth in China's building infrastructure is causing increased demand for electrical power, which is transmitted by energy cables.

There is an increasing emphasis on the generation of "clean" power using renewable energy sources such as wind power. Windmill farms are generally located in isolated areas, requiring power transmission lines to be constructed to deliver the energy produced to larger segments of the population where the power is consumed. Tianjin plays an important role in those areas in particular with wind and hydro technologies.

Could you describe the supply chain for aluminum alloy cables?

Aluminum power cable begins with bauxite, an ore that requires refining to make "alumina". The alumina is a feedstock into an aluminum

smelter and is combined with other chemical additions and large quantities of electricity. Pure aluminum is produced in a chemical reduction cell called a "pot line". It takes four tons of bauxite to make two tons of alumina. Two tons of alumina make one ton of aluminum; a raw materials supply chain of 4:2:1. Thus, millions of metric tons of raw materials must constantly be available to keep the smelters producing aluminum which could be further transformed directly or cast into ingots. China has very high capabilities and capacity in the aluminum field.

Molten aluminum or ingots are taken from the smelter and converted into electrical redraw rod. The electrical rod is a round shape approximately 9.5mm in diameter and is wound into coils that act as starter stock for all further cable production. We then need electrical insulating and jacketing compounds to make a finished power cable.

The supply chain for aluminum power cable takes a very large and capital-intensive infrastructure and several raw material inputs which must be

managed to very high quality standards and over large distances – the raw materials can come from remote and diverse regions of the world.

How are products in your sector usually distributed?

Alcan Cable is closely working with its distributors, which are the extension of our sales and marketing team, in the market. We have today more than 70 distributors in China. Our commercial team consists of 80 people in more than 40 major cities. We have 4 commercial offices (Tianjin, Beijing, Shanghai, and Chengdu) with 2 more offices planned to open in the future. We have two finished goods warehouses located in Tianjin and Chengdu and one additional warehouse planned in the southeast.

How are energy cables disposed of once they lose their use?

Because aluminum is recyclable, aluminum alloy cables can be chopped and processed into a high grade of recovered metal at the end of the cable's life. The recovered metals can then be sold to various end-use markets.



What is manufacturing responsibility and why is it necessary?

Alcan Cable's definition of manufacturing responsibility includes four key areas:

- energy conservation
- hazardous materials (carcinogenic, mutagenic and reproductive chemicals) reduction
- waste reduction and disposal
- water conservation
- environment, health and safety

Through strict adherence to all environmental standards, we continue to work to minimize any negative environmental impact from both our products and our processes.

What are the goals of Alcan Cable in Tianjin?

(1) Environment Health and Safety (EHS).

On August 1st 2010, we reached 3 years without an accident in China (only first aid cases). We want to maintain our record of zero accidents and strive to exceed 2 million [safe] working hours in our China operations.

(2) The start-up of the rod mill operation in the coming weeks. The rod mill will produce aluminum alloy rods that are feeder stock for the manufacture of STABILOY® aluminum alloy cables at our Tianjin facility. The ability to produce rod at our Tianjin facility will allow us to better serve our customers in China.

(3) Continue to develop our sales and distribution networks throughout China.

(4) Build the strong company/brand image in China and educate the market on how our aluminum alloy cable is a safe, economical and environmentally-friendly solution. STABILOY® aluminum alloy cables provide significant cost savings (material purchase costs and installation savings) over traditional copper cables in commer-

cial construction applications. STABILOY® aluminum alloy cables are RoHS compliant which means they are free of heavy metals and installing our STABILOY® cable products preserves China's copper resources.

(5) Continue to hire, train and develop our outstanding team in China.

What future projects can we expect from Alcan Cable?

Our intent is to continue to develop our activities in the Chinese market. Whatever we do, we will maintain a high focus to serve our Customers and to work in close collaboration with our distributors all over China.

In cooperation with the Swiss Embassy and SwissCham, Alcan Cable donated cable for the construction of a kindergarten in Sichuan so more children can go to school in a modern, state-of-the-art learning environment. Alcan Cable is also considering other charitable organizations and activities to support community needs in the future.

What is your role in the European Chamber of Commerce?

I had the opportunity and the great pleasure to be elected as a Board Member of the European Chamber of Commerce Tianjin, China Chapter. Our chamber is very active in Tianjin and it supports European companies in establishing and developing their activities. The chamber also provides training, experience sharing, a platform for networking and workshops in many functional areas.

Anything else you wish to share with our readers?

Over the last 3 years, Alcan Cable has had the opportunity to be part of the fabulous development of the Tianjin area. We are convinced in the coming years that the Tianjin area will continue to experience growth and prosperity. We wish our best wishes and great success to Business Tianjin Magazine. **B**

GLOBAL LOGISTICS

Amadou Diallo, CEO
South Asia Pacific DHL Global Forwarding



We handle freight, customs brokerage and mainly facilitate trade in geographies across the globe. We are active in 499 places in China where we have roughly 13,000 employees working in our organization. We move a lot of shipments, for instance 510,000 TEUs between China and the rest of the world in 2009, and deal with around 120,000 customers here. We also plan to move forward with an investment plan in Tianjin. That's why we are eager to attend the World Economic Forum to also better understand the area.

The organization has a clear strategy which is around enabling growth in any market and opening global market platforms to small and medium enterprises. We do this globally in Asia and we do the same in Latin America, Africa and Europe.

The challenges are multiple but we look at the opportunities.

As CEO, what are your key roles and leadership responsibilities?

My job is centered around three core targets. We want to have an organization that is the best employer because we want to attract talent. My job is to make sure that all our employees are engaged and involved in the way we do business across the globe in a consistent manner. My job is also to organize our business in such a way that is efficient and therefore generates good results. I also have to organize our processes and our customer engagements in such a way that we are an attractive investment for our stakeholders. We call it "The Investment of Choice".

In fact, we have three bottom lines with which we measure our company: being the employer of choice, provider of choice and investment of choice. So we don't just measure ourselves in terms of having a good P&L (profit and loss). We want to measure ourselves by having good feedback from our customers in terms of their interaction with us, good feedback from employees in terms of how we engage them and the same feedback from investors in terms of the return they are getting from our company. These are the three bottom lines that we are working with. My work as regional CEO is making sure these three bottom lines are met in my geographical area.

What are the challenges you face in China?

The challenges are multiple but we look at the opportunities. As a global player and organization, we work in many different regions, operating in over 220 countries and territories. The challenge that is unique in China is that it's a fast growing market. So we have to constantly change and adapt our organization in order to provide the same level of service to international, multinational and Chinese customers. We have to change very fast to be able to provide solutions to these fast-growing companies in China.

As a global logistics organization, how do you think China's currency revaluation will affect business?

This is something we see as a rational and logical step. We are not afraid of this. We don't think it would endanger any trading capabilities because we are already trading in the US and the US dollar is much higher rated

than the Chinese Renminbi and we still do business there. The same goes for Europe, so I think it's an opportunity for China rather than a threat.

What would you like to contribute to this summer session of the World Economic Forum? What do you hope to gain from participating?

What I'll be bringing to the table is our international experience. Also, I'd like to make it very clear that there are many opportunities for Chinese enterprises to venture out to many markets in Africa, Asia and Latin America. What I'd also like bring to the table is the fact that DHL, which has 450,000 employees, is eager to help China grow.

From the Forum, I expect to gain a better understanding of the strategic direction people are going towards, especially the authorities and enterprises that are working locally in China. As a company, we want to learn from their personal experiences by interacting with a lot of different individuals from these organizations. I want to also get a good idea of how Tianjin looks and feels because I would like to understand the city, too. During this time, I expect to dialogue with as many people as possible. **E**

Online Lending

Calvin Chin
Co-founder & CEO of Qifang



Chin has taught in middle school and universities in the US and China, worked on Wall Street in the debt capital markets, and served in leadership roles in technology start-ups in Silicon Valley, New York and China for more than 14 years. He holds an MBA from TRIUM (NYU, LSE, HEC Paris) and a BA from Yale University.

Qifang is an open platform and online community with the singular purpose of giving everyone a way to pay for their education. It is a people-to-people lending site based in Shanghai. Leveraging the latest in web and community technologies, Qifang efficiently brokers data and relationships through a transparent platform built on trust to connect and assist everyone involved in education finance.

Qifang focuses on helping poor students solve the problems of higher education expenses and full repayment, and then gradually guides them to reach more education financial services and make their own financial plans correctly to develop their careers healthily. After further maturity, Qifang hopes to help every individual and group with their education-related needs.

What challenges/difficulties did you you meet when starting Qifang?

I believe if there is no challenge, there is no opportunity. The biggest challenge for Qifang is always how do we develop trust, how do we make the pass form transparent.

How is Qifang able to maintain integrity?

Borrowers must scan in their national ID cards to verify who they are, and list their school, major, grades, hometown, parents' ID cards and income. We are creating partnerships with the schools directly, so that the information students supply can be



verified and so that loan payments can be made directly to educational institutions.

What measures are in place if your borrower can't pay back the loan?

This is the biggest question for repayment and risk in general. In order to help student repayment, Qifang also helps them look for jobs. This involves cooperation with companies. We let the students use the loan to finish their study and at the same time our partner companies can offer students training opportunities. When they get good salaries, students can repay the money.

Why is online financing becoming popular in China?

The Internet is becoming much more trusted. We have e-commerce which is more understood. We have services like zhifubao, where people become more comfortable sending money online.

As CEO, what do you personally handle?

I care most about our users and products, how people engage with the pass form, their feedback. A lot of other responsibili-

ties such as protecting our vision, big goals for Qifang, how to communicate with media, partners, investors, and how to find good people.

What does the WEF Technology Pioneer award mean to your organization?

We are very proud to be the first Technology Pioneer from China issued by World Economic Forum. This award is a validation of our work so far. While the world is familiar with the economic dynamism of Chinese companies, less well-known is the innovation and creativity here. We humbly hope to serve as a representative of the types of global leadership made possible by the aligned missions of the private sector and government, individuals and institutions, throughout China.

How have you seen Qifang change the educational industry in China?

Oh, we can't say that Qifang can change the education in China. Qifang can show this model, that professional people can build a company to help Chinese society. Qifang wants also to show that companies can be involved in education. In China we have a large problem that many graduates from college have a very difficult time finding work; at the same time one of the great challenges for most companies is finding good people. It is very big contradiction.

Part of this issue is that what young people learn in university is not exactly what business needs or business wants. By including the company in this dialogue, we believe that we can show the way the industry and private companies can improve students at a young age in college through engagement.

Some media say you are China's Yunus. What do you think of this title?

I think it is too much. If Qifang makes great achievements and can impact many people in 30 or 40 years, then my name can be used in comparison with Muhammad Yunus. Anyway, it is a great inspiration to myself, my team and many social entrepreneurs.

How will Qifang look after 5 years? And what is your ultimate goal?

Our mission is to give everyone a way to pay for their education. You don't need to be rich to develop your potential. I hope we will get closer to our mission, and I wish that more individuals and companies join Qifang to realize our dream together. **■**

PR IN THE 21ST CENTURY

Christopher Deri, Executive Vice President, Edelman



Edelman is entering its 59th year. At this point we are the largest independent public relations company in the world. The company has about 3300 employees worldwide and 55 fully owned offices. We are, I believe, the largest PR company currently in China, with a few hundred posts and offices in many major cities.

We focus on corporate public relations for very large financial companies, public affairs as well as consumer marketing – which is a strong part of our character – and healthcare

marketing. The second part, and the most important, is the expertise areas: my own area is Corporate Social Responsibility and Sustainability. In that area we work with companies as well as NGOs and non-profit organizations.

Another important speciality of importance is digital: understanding what's happening digitally and, through the media perspective, communicating and sharing information and hosting conversations among consumers and other stakeholders.

What are the biggest changes the media and communications network has seen this past decade?

The advent of social media. In the past, very large institutions like big companies and government and even the big media companies had the majority of control and influence about what was being communicated, how it was being communicated even who was hearing the communication. In the 90s the internet made access to information much more available to everybody, and then in the last 10 years, social media has allowed everybody to become a journalist, an editor, a reporter. It is completely revolutionary how people create information, get information and share information.

How has Edelman managed to remain an independent company and out of marketing conglomerates?

It's really been for the most part a singular decision of the Edelman family for many years; it was the strategy that made the most sense for the company, for its employees, for our clients and for the family itself as the owner. It has many opportunities to develop the company, and even consider other ways to access new capital, but I think that the management of the company and the Edelman family has felt that private ownership has allowed it to make the right decisions that sometimes are not going to pay off in the short term but may take a little bit longer to pay off; it has allowed us to attract and retain some of the best talents in the market, and most important it has allowed us to be

the most valuable partner in the long term to our clients.

What are Edelman's plans for the Asia-Pacific region?

Edelman recognizes that from a macroeconomic perspective the greatest economic activity in the world is happening in emerging economies, and of course the most important emerging economies like China, India and Indonesia are in Asia. We want to participate in that growth and increase our business activities in general here to grow as a company; however, there is something else that needs to happen – to become an increasingly singular global company and not just a western-headquartered company with offices in the Asia-Pacific. Our company needs to look, think and feel global. What that means, most importantly, it needs to develop and retain talent from the markets where we operate.

The majority of our clients are western-headquartered companies and we will of course continue to work with them on a global basis in terms of their presence and their engagement in these markets. We also need to increasingly work with domestic companies or multinational companies that are headquartered in these markets.

We started a global fellows program this year where we take at least half a dozen of our best performers from around the network in the mid-level, with 5 to 8 years of experience, and we move them to another market for 6 to 12 months. For example, a young man from New York is now moving to India for 6 to 12 months to operate in that market, serve its clients, pursue new business, interact with the media and other stakeholders. He is going to bring all of his knowledge and best practices from working in the New York office which is our headquarters to one of our newer offices in India.

We can't use the same playbook that we used 10 years ago or that is just used in the European and US continents; we have to continue to evolve.

What are the main concerns of Edelman in relation to today's media?

We do recognize that some traditional structures and hierarchy within the media business are changing dramatically. In the mainstream media their business model is basically being completely transformed and there is an incredible amount of disruption. Right now there is a change of who is the most influential source media, but ultimately people will still want to get trusted information that they can use, that they can share, that can influence their decision about purchasing, about their health, about the environment and about what they can do to be a productive member of society.

As a global leader in communications, how does Edelman use its position to support causes worldwide?

Each of our local offices is heavily involved with the communities where they operate. What that means is that while we may be supporting a single cause in a global perspective, our offices will be engaged with communities and particular issues that are important to where they are.

We have recently put in practice a more deliberate strategy for global citizenship. John Edelman, who is [CEO] Richard's brother and has been in the company for many years, has been put in charge of Edelman's global citizenship. His job is to focus on understanding what the company is doing from a social responsibility and sustainability perspective – our environmental practices, our social and labour practices, and impact – and making a decision about how this can be priority at a global level but also to support the existing local citizenship

and social responsibility taking place in every one of our offices.

As Executive Vice President in a top communications and public relations company, what are your leadership responsibilities?

My responsibilities fall in three areas. Number one I work on clients. Every single person in Edelman including our CEO works on clients' business, so I spend about a third of my time working on existing clients and growing existing clients or acquiring clients. I spend another third of my time on overseeing the global practice, on the development of our intellectual capital and our specific alliances with influential stake holders and corporate responsibility and sustainability. And then I spend the last third of my time contributing to the management functions, whether it is within the company whether it has to do with strategy or talent management or internal change and communications.

Edelman has won Asia PR Professional of the Year, Runner-Up Asian Network of the Year, Holmes Report: Asia Pacific Consultancy of the Year, and many PR agency of the year/decade awards. To what would you attribute such success?

I think that our senior management would say that, and I have to agree with them, it has to do with our people, it has to do with the passion, the intellectual curiosity, the commitment to quality and the strong trusting relationship each and everyone of us individually has with colleagues and with clients, and with the various stakeholders that they work, with whether it is media, NGO's, government officials, people walking to work every day. We want to deliver powerful, relevant and innovative approaches to help our clients achieve their business objectives. ■



WELLINGTON COLLEGE
INTERNATIONAL
TIANJIN



- Opening in August 2011 for students aged 3 to 13. Registrations now open.
- Partner of the highly prestigious Wellington College in the UK, with the same heritage, ethos and quality of teaching staff.
- Committed to excellence in learning, based on the Eight Aptitudes educational model, which seeks to develop the all-round talents of each of our students.
- Purpose-built, state-of-the-art campus with its distinctive Wellington style and outstanding facilities and resources, located centrally in Tianjin.
- Separate Nursery building, designed to produce a safe, friendly and welcoming environment, in which young children can happily work and play.
- The very best in teaching staff from native English-speaking countries, all fully qualified and experienced in leading international curriculums.
- A supportive and caring pastoral system, providing all students with effective help and guidance throughout their time at the College.
- A full and varied extra-curricular activities programme, designed both to develop new interests and to discover new ones.



Wellington College International Tianjin will admit students at all year groups from ages 3 to 13 in August 2011. Early registration is recommended, as places are limited. For more information on the College and the admissions procedure, please visit the school website at www.wellingtoncollegeintl.cn. All enquiries to info@wellingtoncollegeintl.cn.

A Proud Tradition, Educating for the Future



David Cook
Headmaster

Welcome to Wellington College International Tianjin, the partner school of the highly prestigious Wellington College in the UK!

As the Founding Headmaster of Wellington College in Tianjin, I am delighted to inform you that the College is now taking registrations for the first intake of students, aged 3 to 13, in August 2011.

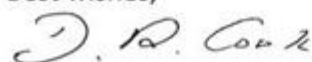
Why come to Wellington? My objective for the College is simple, to become the leading international school in China. In achieving this goal, I recognise that, while a student's academic performance is central, the building of responsibility, respect for others and self-esteem, so vital for success at adulthood, comes equally from participation in the many other areas of school life. Our wonderful state-of-the-art campus, in the heart of Tianjin, provides the very best in facilities, while our teaching staff, now being recruited, will be fully-qualified, highly motivated and drawn from all parts of the English-speaking world. In short we at Wellington will provide quality in both teaching and learning.

Why Tianjin? In recent years China has become one of the leading centres of international education, with many fine schools predominantly in Beijing, Shanghai and Hong Kong. Rapidly developing as China's northern financial centre, Tianjin is in our opinion the ideal location for a school destined to become the very best in China. Just as we are proud of Tianjin, so we know the city will become proud of Wellington College, as the school itself becomes a magnet for future investment and employment in 'our' city.

Why the partnership with Wellington College in the UK? The 150-year-old College has always had an excellent name in British education but, under the inspirational leadership of Dr Anthony Seldon, it has acquired an enviable reputation for excellence and innovation, producing a stimulating and exciting educational environment for everybody in the school. Central to the College ethos is the idea of child-centred learning, or as Dr Seldon puts it: "To flourish in the knowledge economy of the 21st 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." This will be our approach to all forms of learning at Wellington in Tianjin, but we are also looking to our partner school for much more, such as curriculum, uniforms and teachers.

The coming of Wellington College to Tianjin is an extremely exciting educational opportunity for the College in the UK, the city and, above all, our future students and parents. Together we can and will create the best international school in China. I look forward to meeting all of you, and to showing you the school campus. For more information on Wellington and the admissions procedure, please visit the school website at www.wellingtoncollegeintl.cn. For registrations and any further enquiries please email info@wellingtoncollegeintl.cn.

Best wishes,



David Cook



Everything Eco-City

By Joei Villarama

Decades of salt farming has rendered this a wasteland. Its waters, polluted by chemical manufacturing upriver; its soil, unfit for planting trees. Precisely because of this degradation, the Tianjin site was chosen for the Sino-Singapore Eco-City. The idea is if this eco-nightmare can be transformed into an eco-paradise, then the same can be done anywhere in the world.

The development is banking on Singapore's track record and know-how in dealing with challenging, desperate urban and ecological situations. Think of the once grimy Singapore River with overcrowded squatter areas now a modern hub of cleanliness. In Tianjin Eco-City's case, imagine its water demand met by desalination and rain capture, public transit providing 90% of all transportation, waste comprehensively managed and recycled, and green buildings outfitted with renewable systems.

Skeptics have been wary of eco-cities, having witnessed several failed attempts in China. But Tianjin Eco-

City's strength is it's a for-profit joint venture with interests split between a Singaporean and Chinese consortium. The Sino-Singapore Tianjin Eco-City Investment and Development Co., Ltd. (SSTEC) foresees a vibrant and thriving community of over 350,000 residents who call the 30-square-kilometer city (just 20 minutes north of the Tianjin Economic Development Area, TEDA) their home.

On 28 September, eco-pioneers, innovators, investors, entrepreneurs, architects, urban planners, academics, bureaucrats, journalists and experts from all over the world convened in TEDA for the International Eco-City Forum and Expo. Cui Guangzhi, Vice Chairman of the Tianjin Eco-City Administrative Committee, expects that "by 2020, the Eco-City will create 80,000 to 100,000 jobs, generating a total of 40 to 50 billion RMB of GDP." Commenting on the progress of the two-year-old landmark bilateral project, Singapore National Development Minister Mah Bow Tan told reporters, "I won't say it's totally smooth but it's surprisingly smooth."

Signing sessions

Over 200 enterprises fill Tianjin Eco-City's growing list of partners whose total investment exceeds 21 billion CNY. The last week in September 2010 saw 9 firms valued at 1.5 billion CNY added to the list, increasing the total industrial investment this year to 2.5 billion CNY. Companies include Hitachi, Philips and ST Engineering. Four global eco-technology partners and two major Asian real estate developers signed a memorandum of understanding (MOU) to create the Eco-CBD.

SSTEC CEO Goh Chye Boon has reiterated that Eco-City won't end up like the "ghost town" developments that have fallen flat on their face. The key to success is to provide affordable homes. Consonant to the philosophy, SSTEC entered into a joint venture with the Tianjin House Construction Development Group (ZZJT) to achieve Eco-City's target of 20% public housing.

On top of these signings, an MOU for a New Energy Vehicle Alliance was



signed with eleven international and local companies, pushing forward the early adoption of electric vehicles in China. The alliance focuses on implementing the use of electric and hybrid-electric vehicles including charging solutions.

Grand Eco-Expo

Nearly anything green, eco or sustainable you could think of was present and accounted for under the roof of the Binhai International Convention and Exhibition Center. The International Eco-City Expo ran from 28 September to 3 October. Over 1300 booths were divided into five main sections: water use and processing, intelligent urban management, ecological



communities and architecture, circular economy demonstration and new energy development and use. If you couldn't get into the pavilions at the World Expo in Shanghai, then this was the next-best alternative to witness high-tech displays outdoing one another to attract visitors.

Waste treatment equipment, cleaner production equipment, energy saving building materials, ecological toilets, energy-saving insulation, wind power, solar power, biomass, new energy vehicles, hybrid fuel cars, reverse osmosis, electro dialysis, ultra filtration, rainwater collection, sewage purification, water resource measurement, sensor networks and many more were displayed by exhibitors.

Parallel workshops

The forum predictably opened with requisite fanfare and speeches from high-level national and local officials and important guests. One audience member was impressed that ecological issues are "not just something for warm fuzzy environmentalists but a significant issue for the financial community."

In the afternoon, the same attendee had five workshops to choose from; others flitted from one room to



another. “Eco-City and the Green Economy” discussed how vital it is to have an intelligent fusion of the two traditionally disparate areas. “Theory and Practice of Eco-City Innovation” shared updates in theory and actual practices around the world. “Dreams and Challenges: Technological Integration in Eco City Development” featured large companies promoting green innovation. Workshop Four tackled Corporate Social Responsibility and how to make a win-win situation for both business and the environment.

Workshop Five, “Beyond Technical Implementation – The Culture and Philosophy of Eco-City” threw around a lot of creative concepts for the audience to chew on, including a video clip of a Chinese rock singer. Aside from the hardware that goes into the eco-city, one must remember to feed the spirit, nurture a rich cultural life and allow humanities and the arts to flourish. Lewis Stackpole, a Beijing-based architect who attended this workshop, said, “These conversations are challenging because they just tend to go around and around. The issues lie in corporate and political interests who don’t want to change the status quo. The group here is very willing to challenge the status quo in ways that don’t necessarily feel productive but they make you think. It gets you and me away from our keyboards and we have to think, use our imagination, debate and argue with these guys.”

Financing cleantech

In 2002, the word “cleantech” was coined and introduced by Cleantech Group, a company that spent the last eight years building a solid worldwide network of investors, entrepreneurs, corporations and government agencies through research, consultancy and events known for getting the right people face to face. Green busi-



ness media Triple Pundit hailed an event organized by them as “the biggest gathering of clean tech investors and entrepreneurs in the world . . . It’s pretty clear when you walk in the door that everyone is there to fund and be funded. If you can make it in the door, you know you’re in the right place.”

So when Cleantech walked through the portals of TEDA this September, expectations were high that this would be more than the run-of-the-mill assembly of talking heads. Cleantech co-founder Nicholas Parker started the ball rolling on the

breakfast forum for financing cleantech: “We are business people and our job is to make money being environmentalists.” Today more money in venture capital goes into cleantech than software or biotech. Over the last two years, nearly 600 billion USD in stimulus funds were poured into the global green economy, two thirds of which was invested in Asia.

The invited panelists – Nicolas Chaudron of AGF Private Equity, Wei Cai of Vantage Point Venture Capital, Richard MacKellar of Chrysalix Energy Venture Capital, Michael Paik



of Samho Green Investment and Jos Peeters of Capricorn Venture Partners – have billions of dollars in venture capital under their wings focused solely on cleantech. Parker asked each to draw up a wish list of the top two or three things that will attract them to set up in the Tianjin Eco-City and to name the conditions so capital and financing can be unlocked and innovation brought to scale.

Intellectual property rights, high government efficiency, clear policies, advantageous tax laws, assistance in foreign exchange, access to the local market and anti-corruption measures were mentioned by the panelists.

lower the threshold for these companies then the revenues can help early stage development. There must be an integrated approach to support companies with great potential.

From the audience, Asia Business Council Executive Director Mark Clifford raised a thought provoking question which didn't get enough discussion floor time. "We talk about the financial system here as if it's a fairly open financial system, but in fact it's extremely closed. The technical term is repressed financial system. We have very heavy capital controls here. You might be patient for five or ten years but eventually you would want to

you believe him because of the many deals he's brokering and sealing, the alliances he's building and solidifying and the portfolio of short, medium and long-term projects that his company is skillfully balancing. Ever the consummate and passionate leader, he simply exhorts everyone to have confidence in the venture, the vision and the people making it happen which could include you and me. **E**

Definition of Cleantech

Clean technology, or *Cleantech*, should not be confused with the terms *environmental technology* or *greentech* popularized in the 1970s and 1980s. Cleantech is new technology and related business models that offer competitive returns for investors and customers while providing solutions to global challenges.

While greentech, or *envirotech*, has represented "end-of-pipe" technology of the past (for instance, smokestack scrubbers) with limited opportunity for attractive returns, cleantech addresses the roots of ecological problems with new science, emphasizing natural approaches such as biomimicry and biology. Greentech has traditionally only represented small, regulatory-driven markets. It is driven by productivity-based purchasing, and therefore enjoys broader market economics, with greater financial upside and sustainability.

Cleantech represents a diverse range of products, services, and processes, all intended to:

- **Provide superior performance at lower costs**, while
- **Greatly reducing or eliminating negative ecological impact**, and
- **Improving the productive and responsible use of natural resources.**



Nicolas Chaudron explained that stable regulations are vital, "because China is moving very fast so you need regulations that move with the country. At the same time, if you're an investor and you have a ten-year investment horizon, you need to make sure that when you divest, the regulations are still the same."

Richard MacKellar observes that worldwide, not only in China, there's a gap in first-project funding. The prototype may be fantastic but the bank wants to see the first installation, which requires a huge amount of investment. If the Eco-City can

have your money and there's even little sign that China is going to have an open financial system. How much of an impediment is that to your business?" To get an answer, we'll either have to wait for the next forum or watch how the Tianjin Eco-City itself responds to its fiscal hurdles.

A whole lot of confidence

SSTEC CEO Goh Chye Boon flies a lot, attends meetings and conferences, and speaks with a baritone Singaporean accent and charming authority. He is the face selling the brand of Eco-City who says at every conference he loses his voice, and



Jason Gao
General Manager
DTZ Tianjin

Tianjin Q3 2010 Property Report

Residential transactions low

Economic overview

Tianjin's economy continued to grow rapidly in the first half of 2010. Tianjin's GDP reached 410.65 billion CNY (60.4b USD), an increase of 18% year-on-year. Investment in fixed assets in the first half of 2010 increased 34.7% y-o-y to 293.90 billion CNY (43.22b USD). Notably, real estate investment increased by 20.6% y-o-y to 41.30 billion CNY (6.07b USD). Per capita disposable income has grown steadily to reach 11,318 CNY (1,664 USD), an increase of 11.7% y-o-y, in the first half of 2010.



Offices

In Q3, office rents stayed stable at 101.59 CNY (14.94 USD) per sqm per month, a slight decrease of 1.82% q-o-q. Tianjin IFC has formally entered the Tianjin market and was put into use in Q3, bringing more than 50,000sqm of new supply. The new supply caused the city-wide office availability ratio to rise from 14.7% in the previous quarter to 16.3%.

Although the citywide availability ratio will shoot up in the near term, the quality of the city's office space will be remarkably higher. We expect the net absorption volume in 2011 will be higher than that of 2010, leading to a diminishing availability ratio by 2011. As new driving forces of Tianjin's office market, TEDA MSD, Xiangluowan and Yujiapu CBD in Binhai New Area will be given more attention by occupiers.

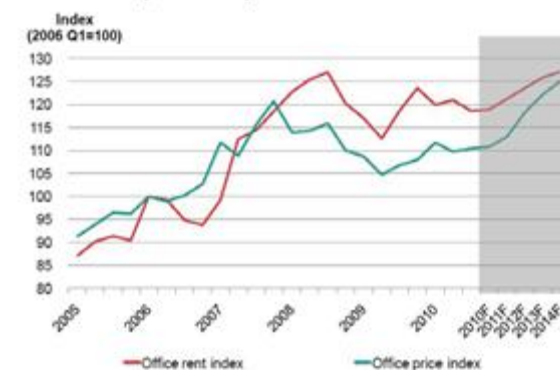
With stable market demand, the grade A office price index increased from 109.8 last quarter to 110.4 in Q3. Going forward, both rents and prices are expected to rise over the forecast horizon, with a narrowing gap between the two indices.

Recent transactions: IBK leased 800sqm in Tianjin Center; Xueda Education leased 700sqm in Global Center; China State Construction International leased 770sqm in The Exchange; and Tiankai Investment leased 1,215sqm in TEDA Building.

Meanwhile, the Bank of Communications purchased Tianjin IFC for a lump sum of 800 million CNY (117m USD), with floors 1-17, including the commercial podium, for its own use. The total net absorption stood at 36,074sqm in Q3 2010, a big increase compared with the previous quarter. Better economic performance was the reason for the increase in office absorption. Tianjin Center, Global Center and the Exchange were the main contributors to take-up.

In the next 12 months, we will see a number of high-end projects, such as World Financial Center and Hutchison Whampoa Plaza, coming on stream.

DTZ office index (2005 - 2014F)



Source: DTZ Research

Retail

The retail occupier market has been sustained by robust consumer confidence. In the first half of 2010, total consumer goods sales in Tianjin increased by 19% y-o-y to reach 139.4 billion CNY (20.5b USD).

The retail market remained stable compared with the previous quarter. The average rental of some high quality projects, such as the Exchange, Isetan and Robbinz Department Store, remained high, in the range of 300-600 CNY (44-88 USD) per sqm per month.

Quanyechang shopping centre in Xi'nanjiao opened on 18 August, with a total business area of 17,000sqm. It is positioned as a high-to-mid-end community fashion

shopping centre. The business area of the department store is 12,000sqm and its main businesses are jewellery, cosmetics and boutiques.

International fashion brand H&M opened its first store in Robbinz Department Store on 25 August. Fast fashion chain brands such as Zara, Mango, Uniqlo and H&M now all have stores in Tianjin. The H&M Tianjin store consists of two floors with an area of about 1,872sqm and merchandise for sale includes adults' and children's clothing, cosmetics and accessories.

Meanwhile, Sasa International Holding Co., Ltd. opened its first shop on 1 August. It is located on 1902 European-Style Street in Xiaobailou, the busiest part of the Central Business District. Sasa has positioned itself to provide a variety of cosmetics and personalised service for customers.

Tianjin's Metro system has grown, with Lines 5 and 6 being constructed this year. Following the completion of Lines 2 and 3 and the extension of Line 9 in the first half of 2011, the retail market along these Metro lines is expected to further develop.


Residential

In the first two months of Q3 2010, a total of 427,663sqm of new residential space came onto the market, including 383,384sqm from Binhai New Area. Hedong district also contributed 34,065sqm of new supply.

Affected by the tightening of government policies, residential transaction volume slumped in Q3 2010. The total residential transacted area declined to 0.35 million sqm in the first two months of Q3 2010. Among the six urban districts, Hexi (49,167sqm) recorded the highest transaction volume, followed by Hedong (42,556sqm) and Nankai (25,357sqm).

Despite the decline in sales, average prices increased slightly; the citywide average price rose from 12,226 CNY (1,798 USD) per sqm in Q2 to 12,673 CNY (1,864 USD) per sqm in Q3, a y-o-y increase of 47.06%. Among the six inner city districts, the residential price in Hexi district saw the highest rate of increase, with the average price increasing by 63.07% y-o-y to 17,678 CNY (2,600 USD) per sqm.

In the first two months of Q3, land transactions in Tianjin stayed stable. Plots for subsidised housing saw a stable supply and several plots were successfully conveyed. The anticipated increase of new land supply may cool rapidly increasing prices. In the long run, the real estate market will remain stable and develop healthily.

Recent transactions: OCT purchased a total of 14 plots (2.2 million sqm) around Dongli Lake for residential use for 3.7 billion CNY (540m USD), an average floor price of 1,675 CNY (246 USD) per sqm; and China Resource Land Limited purchased a 510,000sqm plot in Dongli district for 3,804 CNY (559 USD) per sqm, or 1.94 billion CNY (285m USD) in total. 

Primary residential price by district from July to August, 2010



Source: DTZ Research



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Simon Bai
Winners Law Firm

CHINA REGULATORY FRAMEWORK OF FOREIGN INVESTMENT IN FINANCIAL LEASING

China's financial leasing industry has been developing rapidly over the past years. This article takes a look at the existing regulation framework of the industry.

In China, there is no unified legislation specifically relating to finance leasing. Financial leasing companies (FLCs) are now governed by two major regulations, one administered by the China Banking Regulatory Commission (CBRC) and the other by the Ministry of Commerce (MOFCOM).

The CBRC regime, for non-banking financial institutions

On 2 February 2007, CBRC issued the *Measures for the Administration of Finance Leasing Companies*, effective as of 1 March 2007 (the CBRC Measures). The CBRC Measures specifically permit both domestic and foreign commercial banks to invest in the financial leasing industry.

Financial leasing companies mentioned under CBRC Measures refer to non-banking financial institutions approved by CBRC to conduct mainly finance leasing operations. Names of financial leasing companies shall bear such characters as Financial Leasing.

Under the CBRC Measures, an FLC established under the CBRC regime has the status of 'financial institution' and is therefore regarded as a financial institution FLC.

Requirements for establishing an FLC under CBRC Measures

Investors of FLCs under CBRC Measures can be divided into two categories: principal investor and ordinary investor.

Domestic and foreign commercial banks, leasing companies and equipment manufacturers can act either as the principal investor of an FLC by holding at least 50% of the registered



capital of the FLC, or as an ordinary investor by holding less than 50%. The minimum registered capital of a financial institution FLC must be 100 million CNY or the equivalent in any freely convertible currency, and the registered capital must be paid up in cash.

Principal investor shall meet any of the following conditions:

I. Commercial banks incorporated inside or outside China, having independent legal person status, and:

1. capital adequacy ratio conforming to the requirements of the financial regulatory bodies at the place of registration and not less than 8%;
2. end of year assets during the latest year not less than 80 billion CNY or in equivalent value of freely convertible currencies,
3. having made profits for the past 2 years,
4. in good standing within the latest 2 years,
5. having sound corporate governance structure, internal control system and complete risk management system.

II. Leasing companies incorporated inside or outside China shall also meet the following:

1. end of year assets during the latest year not less than 10 billion CNY

- or in equivalent value of freely convertible currencies,
2. having been profitable for the past 2 years,
3. in good standing in the latest 2 years.

III Large enterprises incorporated inside China whose principal business is manufacturing of equipment that is suitable for financial leasing shall in addition satisfy the following conditions:

1. earnings during the latest year not less than 5 billion CNY or in equivalent value of freely convertible currencies,
2. having made a profits for the past 2 years,
3. end of year net assets ratio during the latest year not lower than 30%,
4. sales revenue from principal operations accounting for 80% or more of all its sales revenue,

5. having sound credit record,
6. in good standing in the latest 2 years.

Business Scope

Subject to the approval of the CBRC, an FLC may conduct all or part of the business activities in the local and foreign currency operations, such as:

1. financing leasing operations
2. absorbing fixed-term deposit of over a year (inclusive) from shareholders
3. accepting leasing deposits from the lessee
4. assigning lease rental receivables to commercial banks
5. issuing financial bonds as approved
6. inter-bank lending
7. borrowing from financial institutions
8. borrowing foreign exchange from overseas



9. disposing of residual value of leased articles
10. business counseling

Under the CBRC Measures, FLCs are under stringent monitoring standards set by CBRC, such as requirement of capital adequacy ratio, whereby net capital of a financial leasing company shall not be lower than 8% of the risk-weighted assets; The balance of financing to a single lessee provided by an FLC shall not exceed 30% of the net capital of the FLC; The balance of financing to a single associated party shall not exceed 30% of the net capital; The financing balance between the financial leasing company and all associated parties shall not exceed 50% of the net assets of the FLC.

The MOFCOM regime, for foreign-invested non-financial institution FLCs

In 2005, MOFCOM promulgated *Measures for Administration of Foreign Investment in the Leasing Industry*, effective as of 5 March 2005 (the MOFCOM Measures), which allow foreign investors to invest in FLCs to conduct general leasing business and finance leasing business in China, which can be in the form of limited liability companies or companies limited by shares.

A distinction is made under the Measures. Foreign-invested enterprises engaging in general leasing business are called "Foreign-Invested Leasing Companies", whereas foreign-invested enterprises engaging in finance leasing business are called "Foreign-Invested Finance Leasing Companies".

In contrast to FLCs established under the CBRC regime, companies under the MOFCOM regime do not obtain 'financial institution' status. They are treated as non-financial institution FLCs.

Minimum Capital Requirement

Under the MOFCOM Measures,



the total asset value of the foreign investor who wishes to set up a Foreign-Invested Leasing Company or a Foreign-Invested Finance Leasing Company in China cannot be less than 5 million USD. In the meantime, the registered capital of a Foreign-Invested Leasing Company should comply with the requirements of the *Company Law* (i.e. not be less than 100,000 USD), whereas the registered capital of a Foreign-Invested Finance Leasing Company should not be less than 10 million USD.

Business Scope

Foreign-Invested Leasing Companies are allowed to engage in the following businesses:

1. leasing business
2. purchase of leased assets inside and outside China
3. residual value disposal and maintenance of leased assets

Foreign-Invested Finance Leasing Companies are allowed to engage in the following businesses:

1. finance leasing business
2. leasing business
3. purchase of leased assets inside and outside China
4. residual value disposal and maintenance of leased assets

5. provision of advisory and guarantee services in respect of leasing transactions

The business scope for FLCs under CBRC Measures offers a much wider range of business activities than the MOFCOM Measures, which is believed to be due to China's WTO commitment to gradually phase out many of the restrictions previously existing to protect local industries.

Outstanding Issues

The current regulatory framework still lacks clarity and calls for a consistent codification of various rules. For instance, it remains unclear how the VAT system is applied to the finance leasing industry, such as whether FLCs are allowed to claim the credit of input VAT incurred on the purchase of fixed assets against their output VAT. Various issues in relation to tax treatment of finance leasing need to be further clarified to create a more transparent and fair regulatory environment. ■

WINNERS has been recognized consecutively as "Tianjin Firm of the Year" by two international legal journals: *Asia Legal Business* from 2008-2010, and by *China Law & Practice* from 2009-2010.

Midea Electric Appliances' white expansion

Talents Magazine, 8 October 2010

H1 2010 revenue for Midea Electric Appliances reached 39 billion CNY with 1.8 million CNY in net profits, placing the white goods manufacturer at #1 in the domestic market, above Gree Electric Appliances and Haier Group. How did Midea accomplish this? Three reasons were given: concentration on white goods, cautious internationalization and decentralized management.

"Our main business is very clear, focusing on white goods. We just insist in product diversification based on white goods specialization," said Hongbo Fang, Midea CEO and chairman of the board.

In recent years, Midea Group has developed internationally, but not on a large scale. At present, the globalization strategy of the company is still cautious and reliable. They primarily design, develop and manufacture products for sale to original equipment manufacturers (OEMs) in developed countries, and build their own brands in emerging markets.

Midea abolished its centralized managerial system in 1997. Hongbo Fang highlights the importance of decentralized management many times. It is said that a 70-page Decentralization Handbook records the core of the organization's control system.



Adjustment of National Income Distribution

New Fortune, 18 October 2010

Recently, national income reform has been of concern to the Chinese public. From the view of the author, it is a key for economic development and structural adjustment. The government should unveil energetic reform measures.

The author thinks there are two essential problems in national income distribution. The first is public administration: the growing income disparity is a consequence of corruption and abuse of power. Second, the variety of human capital levels: China still has lots of cheap labor, primarily from rural areas, and a critical shortage of top talents, leading to the huge gap in earnings.

Two measures are suggested to address the problems: severely punishing corruption and regularizing the exercise of public authority, and a tax reduction and concession of part of profits to low-income population.



Hooray for Hǎoláiwù!

Bloomberg Businessweek
18-24 October 2010

China's latest investment foray has been into the silver screen. State-run China Film Group contributed 5 million USD to production of the recent Karate Kid remake, which later grossed over 350 million USD worldwide. Another company, Hong Kong-based Orange Sky Golden Harvest Entertainment, purchased a 3.3% stake in Legendary Pictures.

Chinese investors are also supporting the domestic film industry. Around 5,000 screens will be added nationwide over the next three to four years, bringing the tally to 13,000 (the US has about 39,000). China is also the largest non-US market for Imax big screen theaters.

The largest obstacle for films in China has been a government-imposed quota of "20 foreign films a year that can be shown in the country". But films with Chinese investment may be able to forego the control. And movies filmed in China are favored by the government. The release of The Founding of a Republic, financed by China Film Group, received a boon in the government-ordered removal of rival films from many theaters.



India's surprising economic miracle

Economist, 2-8 October 2010

Some economists say China's growth could be surpassed by India's by 2013. This year India should grow by 8.5%, and may grow faster than any other country over the next 25 years.

These statements may sound overly optimistic for a nation hampered by weak government, uncontrollable traffic and substandard sanitation. Especially after witnessing China's rapid, sustained economic growth under the iron fist of its one-party leadership.

But it is precisely the absence of that government control that promises a bright future for India. Lack of coercive population controls (like the one-child policy) has resulted in one of the world's best dependency ratios – the proportion of children and seniors to working-age adults. While over the next 20 years China's population will struggle with retirement, India's youth will take the reins.

This youthful population has had to strive for footholds in an exceedingly competitive environment. India's "legions of thriving small businesses", with little access to government subsidies, have made names for themselves through innovation and adaptation. China, meanwhile, has supported industries through steady investment in a handful of state-owned enterprises.

Finally, "ideas flow easily around India, since it lacks China's culture of secrecy and censorship". This will play a key role as businesses trend toward a knowledge-intensive economy.





Tingting Li



Jessica Cao

Tingting Li and
Jessica Cao,
Senior Associate Lawyer
in Garrigues Shanghai

Foreign Exchange Administration in Outbound Guarantee

An outbound guarantee will allow an overseas entity to use the credit of a Chinese entity to guarantee its repayment or other contractual obligations abroad. Since an outbound guarantee involves the contingent flow of foreign exchange, it has been under the administration of foreign exchange since 1996.

An outbound guarantee is provided by an organization in China to an overseas beneficiary. It takes the form of a third-party warranty, mortgage or pledge, under which the domestic guarantor undertakes that if the guaranteed fails to perform its obligations in accordance with the contract, the guarantor will perform such obligations or the overseas beneficiary is entitled to the payment on a priority basis from the proceeds derived from the sale of the mortgaged or pledged property.

The *Measures on the Administration of the Outbound Guarantee Provided by Domestic Organization* issued by the People's Bank of China on 25 September 1996 and effective as of 1 October 1996 and its implementation rules issued by the State Administration of Foreign Exchange (SAFE) on 11 December 1997 and effective as of 1 January 1998 first set forth the regulatory framework for outbound



guarantee, which has been supplemented by a series of circulars issued by the SAFE (collectively referred to as the Old Regime).

With the gradual enlargement of outbound investment by Chinese enterprises, the demands for domestic credit support has also increased. To further encourage domestic enterprises to “go global” and to facilitate their overseas investment, the SAFE on 30 July 2010 issued the *Circular on the Administration of Outbound Guarantee Provided by Domestic Organization* (New Circular) and invalidated some of its previous circulars with immediate effect. This greatly consolidated and simplified the foreign exchange administration regime for outbound guarantee. This article will give an overview on the regime and introduce the key changes and implications brought by the New Circular.

1. Administration regime for outbound guarantee under the Old Regime

According to the Old Regime, the provision of outbound guarantee by domestic organizations was mainly subject to prior approval by the SAFE on a case-by-case basis, with the following exceptions where no case-by-case approval is necessary:

- 1) when the provider of an outbound guarantee places a mortgage or pledge on its own assets for its own debts;
- 2) when a wholly foreign-owned enterprise (WFOE) provides an outbound guarantee in accordance with the law;
- 3) when a bank within China provides a non-financial outbound guarantees falling in the required ratio of its asset-liability;

In addition to the administration

through case-by-case prior approval, SAFE also adopted the quota administration method for the provision of outbound guarantee, but it was only applicable when the bank within China provided financial outbound guarantee for the wholly-owned subsidiaries of domestic organizations which have been registered outside of China and the overseas enterprises in which Chinese parties have direct equity participation.

The SAFE set specific requirements for the guarantor and the guaranteed of an outbound guarantee. The guaranteed was limited to enterprises within China, overseas enterprises wholly-owned by domestic organizations, and overseas enterprises in which Chinese parties have direct equity participation. There were also financial parameters for the guarantor and the guaranteed of an outbound guarantee. The ratio between the net assets and total assets of a domestic-funded guarantor was required to be at least 15% for a trading enterprise and 30% for a non-trading enterprise. The guaranteed was required not to be an enterprise at loss; and the ratio between the net assets and total assets of an overseas guaranteed was required to be at least 10% for a trading enterprise and 15% for a non-trading enterprise. Besides, a domestic funded

enterprise within China was only allowed to provide outbound guarantee for enterprises directly owned or invested by it.

After the provision of the outbound guarantee, the guarantor is required to register such outbound guarantee with the SAFE. The purchase of foreign exchange and the remittance outwards for performance of obligations by the guarantor shall also be approved by the SAFE on a case-by-case basis. Without the registration of an outbound guarantee with the SAFE, such approval for performance of an outbound guarantee would not be granted.

2. Key changes to the administration regime by the New Circular

The New Circular has clarified the Old Regime’s different administration methods for provision of outbound guarantee by different types of guarantors, expanded the scope of the guaranteed, and loosened the qualification requirements. The key changes and implications brought by the New Circular will be discussed from the perspective of the guarantor and the guaranteed as follows:

2.1 Guarantor

Under the New Circular, the guarantors are categorized into three types:

- Banks within China,

中国工商银行 电汇凭证 (回单)				No. 20039321			
委托日期2007年9月15日							
收款人	全称	张 扬		收款人	全称	上海科宇太平洋网络科技咨询有限公司	
	账号	XXXXXXXXXXXXXXXXXXXX			账号	31600703000270686	
汇出地点	市	汇出行	工行武侯区分行	汇入地点	市	市	上海银行
汇出地点	四川省成都市	汇出行	工行武侯区分行	汇入地点	上海市	市	上海银行
金额	人民币	壹仟捌佰元整		千	百	拾	万
金额	[大写]					¥	1800.00
汇款用途 19寸液晶电视				汇出行盖章			
单位主管 会计 复核 记帐				年 月 日			



- Non-banking financial institutions within China, and
- Enterprises within China.

The SAFE is adopting either the case-by-case approval or quota management in its administration of the outbound guarantees, subject to its different types of guarantors and its financial or non-financial nature.

2.1.1 Banks within China

The New Circular has substantially simplified the administrative pro-

cedures for banks within China to provide outbound guarantee.

It has expanded the application of the quota administration method to all the financial outbound guarantees given by banks within China for both overseas and domestic organizations, and does not require the guaranteed to have a shareholding relationship with domestic entities.

Concerning the provision of the non-financial outbound guarantee, it is only required to be in compliance

with relevant risk management rules of the industry regulator.

The New Circular has removed the requirement for banks to obtain case-by-case prior approval from the SAFE for their performance of the outbound guarantees. Banks may now handle payment to a foreign beneficiary without prior approval from the SAFE.

Since the administrative procedures for banks within China to provide outbound guarantee have been greatly simplified by the SAFE, it is much more convenient for enterprises to apply and obtain outbound guarantees from such banks to facilitate their trade and investment.

2.1.2 Non-banking financial institutions and enterprises within China

The provision of outbound guarantee by non-banking financial institutions and enterprises within China is administered the same under the New Circular. Both of them are generally subject to case-by-case approval from the SAFE. However, the New Circular has allowed certain non-banking financial institutions and enterprises to be regulated under the quota administration system.

A non-banking financial institution or enterprise that provides a relatively large number of outbound guarantees may apply to the SAFE for an annual quota for provision of both financial outbound guarantee and non-financial outbound guarantee. Within the approved annual quota, such a non-banking financial institution or enterprise can provide outbound guarantee without case-by-case approval from the SAFE. Under certain circumstances, however, such a guarantor shall still apply to the SAFE for prior approval, for example, if the secured subject matter is a debt repayment obligation under a financing contract, and the financing pur-

pose of the guaranteed is to use the proceeds to acquire an equity interest in an offshore enterprise.

The New Circular has also loosened the qualification requirements for enterprises as guarantors. It has unified the ratio requirement of net assets to total assets for all guarantors, which shall be at least 15% for all enterprises within China.

2.2 The Guaranteed

2.2.1 Scope of the Guaranteed

The New Circular has expanded the scope of the guaranteed as per different types of guarantors.

Nowadays banks within China can provide financial outbound guarantee for both overseas and domestic organizations; and for the provision of non-financial guarantee, the New Circular requires that at least one of the guaranteed and the beneficiary be a legal person duly incorporated and registered within China, or an overseas organization which is established by a domestic institution or in which a domestic organization directly or indirectly holds share.

A Chinese enterprise can provide outbound guarantee for a Chinese or overseas enterprise established or held, directly or indirectly, by it. A non-banking financial institution can provide outbound guarantee for its directly or indirectly held institution overseas.

2.2.2 Qualification Requirements for the Guaranteed

The financial requirements for the guaranteed have been lowered and unified by the New Circular.

Ratio of net assets to total assets

According to the New Circular, if the guarantor is an enterprise or a non-banking financial institution, the net

assets of the guaranteed shall be of a positive value. When the guarantor is a bank in China, there is no such requirement on ratio of net assets to total assets for the guaranteed, provided that relevant risk management rules of the industry regulator are complied with.

Profitability

The previous profitability requirement has been loosened. If the guarantor is a non-banking financial institution or an enterprise in China, the guaranteed shall be profitable in at least one of the past three years, or in at least one of the past five years if the guaranteed engages in long-term projects such as resource development. If the guaranteed is established for less than three years (for an ordinary enterprise) or five years (for a resource development enterprise), the above profit requirement shall not be applied. When the guarantor is a bank in China, there is no such profitability requirement for the guaranteed.

3. Special implications for Foreign Invested Enterprises

It is worth noting that under the current administration regime for outbound guarantee, foreign invested enterprises (FIEs) are regulated the same as domestic-funded enterprises, and they no longer enjoy any favorable treatments allowed in the Old Regime.

3.1 Scope of the guaranteed narrowed

Under the Old Regime, FIEs, as the guarantor, were not required to have a direct relationship with the guaranteed. The New Circular, however, has unified the standards for both domestic-funded enterprises and FIEs, and the guaranteed must now be Chinese or overseas enterprises established or held, directly or indirectly, by the FIE. In other words, FIEs are not allowed to provide outbound guarantees for

enterprises in which they have no equity participation.


3.2 Qualification requirements imposed

Prior to the issuance of the New Circular, the requirement on the ratio of net assets to total assets for the guarantor was only applied to domestic-funded enterprises. Since the New Circular unified such criteria to at least 15% for all enterprises, it implies that FIEs must also meet such requirement when providing outbound guarantee.

3.3 WFOEs subject to quota administration or case-by-case approval

As one previous exception, WFOEs could provide outbound guarantee without the prior approval from the SAFE under the Old Regime.

Under the New Circular, however, the provision of outbound guarantee by WFOEs is either under the quota administration or case-by-case approval from the SAFE with reference to the same principles governing the administration of other enterprises.

In summary, since the New Circular has adjusted the previous foreign exchange administration regime for outbound guarantee, the changes and impacts shall be taken into account by both enterprises in China and overseas in their arrangement of cross-boarder transactions. 



Garrigues has over 13 years of experience in advising companies in their investments in China. The team of experienced Western and Chinese professionals at Garrigues Shanghai provides legal advice to foreign companies on a wide range of issues such as incorporation of companies and negotiation of joint ventures, commercial contracting, M&A, tax, real estate, employment, intellectual property, arbitration and infrastructures, as well as to Chinese companies with investments abroad.



Simon Mair,
Project Manager,
China IPR SME
Helpdesk

IPR Protection in China for the Creative Industries

China's rapidly expanding consumer market creates both opportunities and challenges for European businesses in creative industries. Ideas and designs are the lifeblood of creative businesses, and infringement can be particularly costly and damaging. Creative ideas and designs that are not adequately protected often fall victim to infringement by potential Chinese clients or Chinese competitors.

There are three key IP issues often faced by creative businesses in various sub-sectors of the creative industry in China, which includes architectural design, product design, graphic design, web-design, brand design, photography, cinematography and writing. They are copyright, industrial designs and trade secrets.

Copyright

As in Europe, copyright in China arises automatically upon the creation of a copyrightable work. Copyrightable works include architectural or engineering drawings, works of fine art, applied art, literary works, music or sound recordings, dramatic or cinematic works, compilations, software, etc. It is important to

remember that copyright protects only the expression of an idea, not the idea itself.

China also allows you to voluntarily register your copyright. Copyright registration is presumptive evidence of ownership if you wish to enforce your copyright and greatly reduce the preparation of evidence. Copyright registration in China is inexpensive, easy and generally recommended.

If your copyright is not registered or you do not plan on registering it, it is important to keep evidence of creation and ownership so that you can prove your ownership of the copyright. Always indicating the author's name, date of creation, and using the © symbol on the work (including on all drafts) are simple steps you can take. Having a copy of your work notarised by a Chinese notary is also an easy and relatively inexpensive way to establish admissible evidence of creation and authorship. "Poor man's copyright", which refers to the practice of sealing and mailing a copy of the work to yourself to establish evidence of the date of creation, authorship and the work itself is not as reliable as a notarisation because its authenticity can be challenged in court.



When creating works for others or commissioning others to create works for you, make sure that your contract clearly states who owns the copyright to the works. Unlike in many other countries, in China, the commissioned party owns the copyright to the works unless the contract states otherwise.

A potential client who is not willing to recognise your desire to protect your IP is also the client who is most likely to steal your IP or not pay you for your work.

Unlike in many other countries, in China, the scope of protection of the copyright in a two-dimensional drawing does not extend to three-dimensional applications. For example, copyright in a two-dimensional architectural design does not extend to the actual building based on the design. To fill in this gap in protection, your contract should clearly state that the copyright of any three-dimensional applications based on your two-dimensional designs belong to you.

In addition to using copyright as a form of protection, it is also equally important to make sure you do not infringe upon another's copyright, such as when using someone else's work. For example, this can happen when you use someone else's photograph on the Internet without permission in your project proposal. It is important to obtain the permission of the copyright owner when using someone else's work.





Industrial designs

Industrial designs protect the aesthetic features (shape, pattern, colour) of industrial products. Industrial designs are protected as design patents in China and must be registered. Designs registered in a foreign country do not enjoy protection in China. To qualify for protection, a design cannot be an existing design and must be sufficiently distinguishable from other designs. Currently, it takes approximately 9 months to 1 year to obtain a design patent in China. A design patent gives you the exclusive right to use or allow others to use your design in China for 10 years.

You cannot register an existing design, including your own existing design, which means you have 6 months from the date you first publicly use or publish a design to apply for a design patent or file an international patent application. Therefore, it is strongly recommended that you

consider whether or not you wish to seek design patent protection for your design before you publicly use or publish it.

In some cases, if an industrial design exhibits a high-degree of creativity and its aesthetic elements can exist separately from the functional features of the design, it can also be protected as a copyrightable work. For example, a design for a lamp with a statue base enjoys copyright protection as to the statue base. It is important to know whether or not your design can be protected as a work of applied art so that you can take proper measures to protect it. Most industrial designs do not enjoy copyright protection as works of applied art and can only be protected as industrial designs.

Trade secrets

In China, a trade secret is any non-public information of commercial value that is treated as confidential.

Trade secrets include undisclosed designs, sketches, concepts, models, project proposals, customer lists, supplier lists, price lists, contractual terms, business operational methods, contact lists, internal emails, business strategy or initiatives, negotiations, etc. Measures to ensure confidentiality include the use of confidentiality agreements tied to disclosure, non-disclosure agreements with employees, use of passwords, marking of documents as confidential, etc. Trade secret protection is lost as soon as the information becomes public.

Prevention is the key to protecting trade secrets. Although legal action is available, it is often difficult and not always feasible to prevent the dissemination of sensitive information once it has been disclosed. It is a good practice to periodically catalogue what potentially valuable trade secrets you may have so that proper precautions can be taken.

You have 6 months from the date you first publicly use or publish a design to apply for a design patent or file an international patent application.

Most cases involving the theft of trade secrets involve former employees or potential clients. It is important that you require all employees to sign an employment agreement with non-disclosure provisions and, if necessary, non-compete provisions. It is also important that you limit access to certain valuable information to only certain employees with a need to know, and to conduct exit interviews.

It is also a good practice to insist that third parties, including potential clients or suppliers, sign a confidentiality agreement before you start negotiations or transfer documents. Sometimes, however, potential clients may refuse to sign a confidentiality agreement because they may consider such a request as “hostile”. In these instances insist, but if they continue to refuse, it is important that you only disclose very preliminary work product such as simple rough sketches or previous designs which you do not consider to be operational or of high value.

Preventative measures for the protection of IP

Although there are effective legal and administrative remedies for IP infringement in China, cost-effective protection of creative ideas and designs in China generally requires a combination of knowledge, prevention and business savvy. Preventative strategies for the protection of IP generally include:

1. Registration of IP
2. Contractual protection
3. Preventative operating measures

Your IP is most protected when properly registered. Industrial designs, invention patents, utility models and trademarks must all be registered for them to be protected in China. Although copyrights do not need to be registered, registration is useful in the event you need to enforce your copyrights. It is important to have a plan in place to determine which IP you will register, and to take proper measures for IP you will not register.

In addition to or in lieu of registered IP rights, you can protect your IP contractually by ensuring that your contract clearly stipulates the ownership of the IP and contains proper confidentiality provisions. However, contractual protection only is available once negotiations have matured to a point where a contract can be negotiated. In lieu of a full contract, insist on having a confidentiality agreement before negotiations start or documents are transferred.

Finally, being business savvy and employing preventative operating measures can go a long way in ensuring that your IP is protected. It is important to draw a line prior to negotiations on how far you are willing to skirt on IP protections so that you know when to walk away from a potential business opportunity. Protecting your IP may require you to forgo certain opportunities. This may be extremely difficult, particularly for small creative businesses, but a potential client who is not willing to recognise your desire to protect your IP is also the client who is most likely to steal your IP or not pay you for your work.

Often in the early preliminary stages or at the bid soliciting stage, potential clients will insist that you submit full

conceptual designs and three-dimensional renderings. In such circumstances, it is understandably difficult to insist on confidentiality measures. It is at this point where registering your IP and thoroughly documenting the transfer of documents is critical. Although circumstances will vary in each instance, you may also wish to try to meet your potential clients face-to-face to get a feeling of their professionalism and to develop a personal relationship, show them only preliminary sketches of ideas, ask for payment upfront or in increments based on performance targets, seek references from colleagues or acquaintances, or ask them to visit you at your business premises to be shown your full conceptual designs or three-dimensional renderings.

Conclusion

Though seemingly daunting, with a few simple preventative steps and appropriate registration of rights, your creative work can be adequately protected in China. If you have further questions about formulating a tailored IP protection strategy for your business or your creative work, please direct them to enquiries@china-iprhelpdesk.eu. Your enquiry will be treated with the strictest confidence and will be answered within seven working days by one of our China IP experts. ☐



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 at www.china-iprhelpdesk.eu. For free expert advice on China IPR for your business, e-mail your questions to: enquiries@china-iprhelpdesk.eu. You will receive a reply from one of the Helpdesk experts within seven working days. The China IPR SME Helpdesk is jointly implemented by DEVELOPMENT Solutions and the European Union Chamber of Commerce in China (EUCCC).

Human Capital Management

Should employees be considered in risk management strategies?

By Maya de Filippo

Slogans such as “Our people are our best assets” are largely publicised, yet the reality is that companies look to protect resources such as brand, products and other assets before human resources. In spite of considerable investment and development of risk strategies surrounding conventional corporate assets, the same methodology and motivation remains far less advanced in regards to human capital. As such, the medical and security risks faced by employees can be overlooked by companies when cost control and development is the priority.

Duty of Care and its place in today's business environment

Global businesses have a legal and moral duty of care for their employees wherever they are based. Organisations should take efforts to avoid the risk of reasonable, foreseeable dangers to their staff. Many organisations, however, operate across borders without fully understanding the obligations that surround duty of care.

The natural progress of economic development in China means that workers have a growing desire for better working conditions and wages. These, coupled with the fact that China is now experiencing a shortfall of workers across industries and a struggle to employ and retain good staff, means there is an increasing need to become an “employer of choice”.

Understanding human capital value

Before any organisation explores risk management strategies for its human capital, it is critical to first determine the risk value. It is not only a case of valuing the contributions of employ-



The impact of a lawsuit to the balance sheet and reputation of a company may far exceed the investment in resources needed to protect people.

ees, but also involves differentiating the value in which they contribute to the company. No two individuals contribute in the same manner, much less in two diverse business functions. This step is indispensable, because once value is understood companies can begin building a pre-emptive risk strategy.

Moving from an event response approach to a risk management model

In the vast majority of cases, risks can either be eliminated or their impact on business can be reduced. Unfortunately, most companies are still reactive and therefore the level of financial

loss and how well a situation is managed depend on how prepared the management team is – and on luck. A successful people risk management strategy is a long term approach that helps build business resilience. If one cannot eliminate all risks, one can at least be better equipped a medical or security crisis.

An illustration of this is the recent political crisis in Thailand that escalated over several months with civil unrest and local fatalities. Even if businesses couldn't control the crisis itself, they were challenged to develop



processes to effectively counter the possible threats to their operations. Mick Frewen, Director of Security for International SOS in APAC commented, “during the crisis and despite the warnings, it was concerning to find out that many organisations didn’t understand the threats to their employees and therefore had no process in place to support their employees on the ground.”

Developing a successful risk management strategy: methodology

The first step is to map potential medical, security and safety risks inherent to the environment. The unfamiliarity with a country or a specific area makes it more difficult to respond appropriately and increases the exposure to risk and potential

harm. “An assessment should be conducted not just of an organisation’s facility, but also of its surroundings,” advises Dr. Anthony Renshaw, Medical Director, North Asia at International SOS. “This would include evaluating the medical facilities in the location a company is sending staff to. The key is to think ahead and review health risks as early as possible to guarantee compliance and possibly make modifications to the facility planning. Too often we are contacted after a potentially avoidable death has occurred onsite, or once legal actions have been undertaken by employees.”


Once potential threats have been identified, the second step is to evaluate each and their

likely impact on employees and business. Risk management strategies are based on a matrix in which threats are categorised in terms of impact and probability. “Once an organisa-

tion acknowledges its appetite for risk and the threats it faces, strategies can be implemented to help operating in high-risk environments by mitigating the medical and security risks to an acceptable level,” explains Frewen. A similar principle exists in occupational health, whereby health risks are categorised along with recommended measures.

While at headquarter level companies have robust health policies, local implementation faces many challenges. Different business cultures and complex legislation are just some of the factors companies should be aware of. Another challenge is that the development and implementation may fall under the remit of several departments, sometimes located in different jurisdictions. By outsourcing these issues, businesses can benefit from independent expertise that takes a bird’s eye view of the issues.

Many companies are now waking up to the fact that Chinese legislation is increasingly placing a higher monetary value on companies ensuring duty of care. The impact of a lawsuit to the balance sheet and reputation of a company may far exceed the investment in resources needed to protect people.

Benjamin Franklin once said, “An ounce of prevention is worth a pound of cure.” An adage many organisations would be wise to learn from. 

International SOS is the world’s leading international healthcare, medical assistance, and security services company. Operating in over 70 countries, International SOS provides integrated medical, clinical, and security solutions to organizations with international operations. Services include planning and preventative programs, in-country expertise, and emergency response. A global team of 7,000 employees led by 970 full-time physicians and 200 security specialists provides health and security support to enable its members to operate wherever they work or travel. Members include 69% of the Fortune Global 500 companies.

For more information, visit www.internationalsos.com

Performance, Performance, Performance

Talent management and development

By Susan Salzbrenner

Opportunity to grow through training and development is one of the single most important factors of employee motivation. With cost-cutting thoughts in mind, however, most managers hesitate to send their staff to training. Nowadays, a few select employees are cherry-picked to attend a course they need to develop certain skills. Talent development management is more than ever dependent on previous performance reviews. In higher-ranking positions, most multinational companies also provide salary and compensation packages that are heavily impacted by the annual performance review.

Thus, an excellent performance evaluation system improves the organization through well-planned interventions and training for the right employee. As a stand-alone process, performance appraisals are universally disliked and avoided. So, what differentiates a successful and effective performance management system from the traditional review?

An effective performance management system sets new employees up to succeed, which in turn will help the company succeed. Expectations should be understood through clear goal setting and outcome requirements, with enough room and flex-

ibility left for individual creativity, innovation, and personal strengths. A stimulated individual in a nurturing environment will naturally be interested in a successful organization. Yet, the performance management process needs to provide enough control so the staff understand where the company is heading.

A clear relationship among individual performance, development opportunities and remuneration will ensure that performance evaluations are approached with the necessary attitude.

A performance evaluation process ensures:





1. The employee's goals and required outcomes are clear to both him and his supervisor, and assessment criteria have been determined.
2. Goals combine personal development and organizational improvement.
3. The organization commits through the written development plan to assist the employee to grow.
4. Both parties actively establish legal, ethical and job requirements.
5. Documentation of success and failure is guaranteed and will be followed-up upon.

Once it has been established through a performance review that an employee is a high-performing individual, HR needs to provide training, education and development options to build a superior, high-performance workforce with high interest in the success of the company.

How to implement a Talent Management Program

When starting a Talent Management Program, the HR department should first define core competencies of all employees in the organization. Secondly, the employees should be assessed and evaluated to identify talent

and gaps. In the third and most time-consuming step, the talent should be developed through coaching, on-the-job learning, training and education programs.

While implementing this general scheme in your organization, there are a couple of items to consider:

DO	DON'T
Link Talent Management to corporate strategy	Execute Talent Management in isolation
Identify talent early and at all levels	Rely on performance measures only
Create the environment for talent to thrive	Do it as a quick fix
Reward good leaders	Tolerate poor performance

Which training is the right training?

Training opportunities can emerge in different ways. Training and development options can arise through changes in job content and responsibilities, through internal or external training.

To give a talented employee the possibility to grow, the manager can expand the current job to include more responsibility, provide more authority for the employee to make decisions, assign reporting staff members to lead or supervise, or allocate a team-leading role within the same job content. If on-the-job training cannot be used in the specific position, internal or external beside-the-job training is the development option of choice. The biggest advantage of using internal training is that both terminologies and examples reflect the company culture and environment, so that there can be a secondary learning effect.

Besides well-known internally offered training sessions, new trends

have shown there are a variety of training possibilities within a company. Sponsored book clubs can be used to discuss business books or industry relevant new developments, and incorporate them into the company's current business concept. A brown bag lunch format is highly recommendable for short, informal sessions. Instead of "taking away the lunch bag", you take away new information while having eaten lunch with colleagues. Updates on new products, public speaking advice and how to invest for pension savings are all topics that can be covered in a 30-45 minute lunch break. One-day conferences can also be hosted entirely by staff. You would be surprised to find out what untapped knowledge some of your co-workers have. Why not organize a conference that is entirely held by company employees? It will definitely motivate the speakers to

present to co-workers, and they will gain respect for their unique knowledge and skills.

External training is a must if the high potential is to develop a new skill set, innovate and be creative. Out-of-house training broadens staff experience and gives them impulses for new ideas. Whether it is an external seminar, an online training course, tuition assistance for additional education or membership for professional associations, the HR professional needs to ensure transferability to the position or job content. However, one of the secrets of successful training management programs is to let employees pursue training that is only indirectly related to the job. Recognize that the encouragement to learn will keep your employee motivated, engaged and satisfied; key factors of retention.

Talent Development in China

Talent Development and Training is one successful way to fill the current talent gap in China. HR leaders and executives are slowly becoming more strategic in their talent management systems, and an increase in talent development programs as opposed to one-off training programs can be noticed.

Skills vital in today's China: asking questions, receiving and giving feedback, being creative/innovative, and self-correcting.

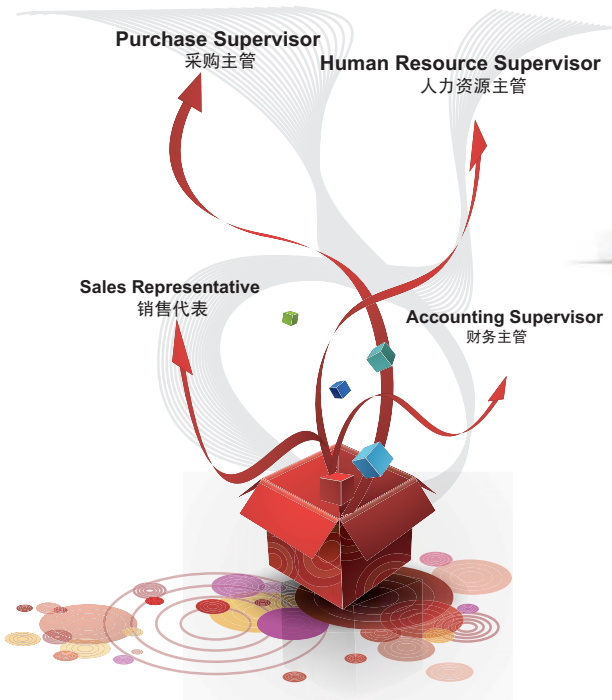
Rapidly changing job conditions and more complex, cross-cultural organizations demand a lot from employees in China. A constant need for development and investment in talent is necessary to achieve excellent performance and build a strong leadership pipeline. Skills vital in the People's Republic of China these days include learning to ask questions, receiving and giving feedback, being creative and innovative, and becoming self-correcting.

In June, the CPC and the State Council issued the first-ever nationwide talent cultivation plan, called *The Medium and Long-term Talent Development Plan (2010-2020)*. Hoping to transform a labor-intensive country to an innovative state, China wants to develop six major categories of talent (e.g. scientists, high-tech researchers). One of the focus areas includes attracting foreign talent through competitive packages. Other initiatives like awards for returning overseas Chinese, dispersal of graduates into rural areas, and elite "innovation talent bases" will follow. But long-term success cannot be guaranteed by increasing the number of talents. As the saying goes, "it's not about quantity, but about quality!" ■



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IT Manager
IT经理

Code: IM101101

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 at high quality

WHO WE ARE LOOKING FOR:

- Over 10 years of working experience in IT field
- Expert at Windows server and operating systems
- Expert at hardware/software maintenance and telecommunications operation
- Knowledgeable about web development programs such PHP, ASP, etc.
- Strong management skills in leading an IT team, managing projects and coordinating IT requests from multiple departments
- Can work well independently and in teams
- Strong verbal and written communication skills

Human Resource Supervisor
人力资源主管

Code: HRS101101

JOB DESCRIPTION:

- Establish and implement HR policies and projects
- Manage and implement recruitment process
- Manage internal and external communication and coordination
- Develop a learning and development strategy which supports the needs of the business and enhances the performance of individuals
- Organize and manage training activities, develop and improve the content of training courses, manage and file training results, ensure the effect of training courses on employees' actual working abilities
- Develop relationship with agency and arbitration bureau
- Coordinate with other departments

WHO WE ARE LOOKING FOR:

- Comprehensive knowledge on HR policies and practices
- Strong mentoring and counseling skills
- At least three years of experience in a similar position
- Patient, good at communicating with all ranks
- Degree in human resources, business administration or any related discipline
- Works well under high pressure
- Good spoken and written Mandarin and English

Sales Representative
销售代表

Code: SR101101

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
财务主管

Code: ASA101101

JOB DESCRIPTION:

- manage accounting system
- Verify the accuracy, truth and completeness of vouchers
- Check important items on balance sheet related to AR AP assets
- Provide financial analysis and report to management
- Responsible for tax declaration, monthly and yearly tax settlement
- Responsible for inventory and fixed assets management
- Necessary communication with authorities such as AIC and tax bureau
- Keep financial files well-organized

WHO WE ARE LOOKING FOR:

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

Lean, Mean, Fighting Potato Head

By Joei Villarama

Dr. Marcus Chao can be credited for bringing English publications about Lean to the Chinese audience, organising workshops and inviting experts to share knowledge and experiences. As CEO and President of Lean China Enterprise Inc., he unceasingly promotes the application of Lean in the manufacturing industry. He is a firm believer in this process that eliminates wastes, prioritises quality and ultimately drives profit.

From 14 to 15 September, together with Taktica Lean Consulting, Dr. Chao spearheaded the Lean Manufacturing Symposium in Tianjin. The current relevance of Lean in China was succinctly captured by Taktica China director Dario Spinola. "In many industry sectors in China, low labour costs are no longer a competitive advantage, therefore such companies need to find out

other means to survive and be profitable. Lean is the way."

The first speaker, author Dr. Michael Balle, imparted a number of transformational stories of managers that prove "You can't do Lean to others. You can only do Lean to yourselves." Fixing one's way of thinking may be an excruciatingly painful process for some but it's the necessary key to stretching oneself and the organisation.

Together with his father, Freddy Balle, Michael has written two books, *Gold Mine* and *Lean Manager*, which have been translated into several languages including Chinese. Michael believes Lean cannot be possible without a teacher or "sensei". Michael was fortunate to have his very own sensei at home but he also had three other mentors who guided him through the Lean world.

He challenges leaders to ask, "Am I using a few brains and lots of hands, or are all the brains working for me?" Most employees drag themselves to work each morning and store all their belongings, including their brains, in the locker. How do you get people to utilise their brain power? People "will only give you their brain if they trust you," explained Michael. "People need models from whom to learn and they need room to make mistakes."

The second symposium speaker, Philip Weihl, recounted the Lean journey at Kennametal, a leading global supplier of tooling, engineered components and advanced materials. An avid advocate and practitioner of Lean, the company relied on its own top leaders rather than outside experts and consultants to initiate the process and deliver the message. Today, there are 850 Lean Green Belts





Dr. Marcus Chao



Michael Balle



Phil Wehl

worldwide enabling change, while Black Belts continue to mentor them.

Busy corporate people usually think there is never enough time for “extra-neous” things like Lean, but as Philip believes, “your competitors will make you regret it for a very long time.” Following the serious adoption of Lean, Kennametal’s accelerating bottom line benefits speaks for itself: rising from 30 to 50 to 85 to 100 million USD per year. It has achieved lead time reductions of 60-70-80%, scrap reductions of 40-50-60% and productivity improvements of 20-30-40%. Indeed, “constant elimination of waste” is not just a phrase in the PowerPoint presentation; it is lived daily.

The word “best” is never used in the company because it negates the existence of something better, and for Lean practitioners there will always be a “better” way. Lean is often weighed against Six Sigma, but Philip says if “continuous learning” is the operative phrase used then the comparison trap can be avoided.

Novo Nordisk’s Senior Manager Ellen Sun spoke of how it was sometimes difficult to push further improvements once a team becomes complacent and thinks that “they’ve got it made”. Observing the decline in motivation, she took her team members to visit Toyota and Otis

factories to be able to see the gap for themselves. They were astounded that other companies were applying Lean more rigorously, so they went back to their home turf humbled, having internalised the need to continuously strive.

“There will be a small number of people who do not want change. Those are the people you want to work for your competitors.”

In seminars, the period after lunch is the hardest to keep awake, so the Tianjin symposium played a game executed by Starbucks China. Putting together a Mr. Potato Head toy, the operator faced a room full of managers who each commented on how he was doing so that his clocked assembly time could be reduced. The end of the game saw a significant reduction in minutes, although the conclusion of the activity drew a thought-provoking remark from Michael Balle: “Who gets the reward? Who feels happy?” While the “operator” under pressure nervously

put Mr. Potato Head’s arms, feet and face parts in place, “managers” sat watching, waiting for a wrong move that could be subtracted from the procedure.

Lean is often articulated as a tool for increasing manufacturing prowess. In the open forum portion, one of the questions raised was Lean’s application in Human Resources. HR people mistakenly think their department is too busy to adopt Lean, but the Lean principle applied in this area is simple yet powerful enough. “Everyone has the right to succeed in the company and their career.” This tenet impacts employment policies. For instance, if there is an opportunity to bring somebody up inside the company, that is more desirable than hiring someone from outside. HR can also potentially take increasing responsibility for forming the Lean Team and training others in the philosophy.

Lean practitioners perpetually hunger for change and improvement to rev up the advantages, happy always to be on the cutting edge. As Philip succinctly puts it, “There will be a small number of people who do not want change. Those are the people you want to work for your competitors.” ■

2010 European F&B Celebration Evening



The European Union Chamber of Commerce in China Tianjin Chapter's 5th Annual Food and Beverage Celebration held on the 15th of October was a night to remember. The annual event is by far the EUCCC's most anticipated celebration, with over 320 guests in attendance this year. Business leaders from Ipsen, Airbus, Siemens, Alcan and Goglio, who are also board members of EUCCC Tianjin chapter, dined alongside guests from leading European companies in Tianjin and nearby areas.

The upscale Raffles Hotel in downtown Tianjin hosted this year's event in its Grand Ballroom. The ambience was relaxed and elegant; traditional food from France, Italy, Germany and other European countries was served with Torres wine from Spain and various fresh German beers. An oversized cake, presented to the tune of Beethoven's "Ode to Joy", celebrated the 10th Anniversary of the EUCCC.

The festivities also included a Best Dressed Competition and a lucky draw, which awarded prizes such as a TUI Yangtze River cruise, Dikara Spa treatment, Westin fitness center membership and a variety of complimentary 5-star hotel packages. A special congratulations goes out to Morten Stenkilde, who won a one-night stay for two in the Presidential Suite at the Radisson Plaza Hotel, including breakfast buffets featuring a seven course menu and free-flowing wine. The total package is valued at 15,388 CNY.

Guests ate, drank and danced the night away to the sounds of live music played by St. Lucia's Dee and her saxophonist Jab, with music sets mixed by DJ Moha. Many thanks go out to our corporate sponsors, Airbus, Goglio, Ipsen, Jones Lang LaSalle, Siemens, Vestas, Business Tianjin, DK 1308 and the Raffles Hotel, who made this night possible. Many thanks also go out to all of our special guests in attendance that made this night nothing short of magical.

Photo Captions

- ① Local chair Dr. Eric Bouteiller and his wife
- ② Zanussi People
- ③ Airbus People
- ④ Tim from Deloitte and his friends
- ⑤ Mrs. Vanessa Bingham and her husband, principal of Rego School, winner of Yangtze Star Cruise travel
- ⑥ Gentlemen, Airbus big family
- ⑦ Local board cut the cake to celebrate 10th anniversary of EUCCC (from left to right: Ivan Salamin, Alcan; Gabriele Castaldi, Goglio; Eric Bouteiller, Ipsen; Gilles Desesquelles, Airbus; Herman Kleinold, Siemens)
- ⑧ Ladies, Airbus big family
- ⑨ Winners of best-dressed women competition (from Airbus and Gurit)
- ⑩ Winners of best-dressed men competition (Airbus GM and his staff)
- ⑪ Mr. Morten Stenkilde from NovoNordisk, winner of 1st lucky draw prize value at CNY15388
- ⑫ Mr. Marcel Gaborel (GM of Veolia) and his wife
- ⑬ Mrs. Klenoid and her friend
- ⑭ Gilles Desesquelles (GM of Airbus) and his wife
- ⑮ Mr. Dorino Moret (GM of Zanussi) and his wife





Ladies team from Gruit



6



7



8



9

10



LUMEX people



Family picture – Gruit



11



12



13



Ellen & Maggie from Nikko Hotel



14



15



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 or call 022-23741122 for assistance.





AmCham-China Tianjin Chapter

Embassy Briefing



On October 14th a U.S. Embassy Briefing was held for our members over a three-course dinner at the Nikko Hotel. Delegates from the Tianjin unit of the US Embassy in Beijing provided a briefing on the current economic, political and commercial bilateral state of affairs. Our speakers for the evening included Laura Stone, Chief of the Domestic Economics and Finance Unit at the U.S. Embassy in Beijing, responsible for

economic trends and developments, along with Political Specialist Eugene Yi and Embassy Consular Thomas Niblock. Preceding dinner, Thomas Niblock provided consular services for American citizens with passport inquiries. The evening was both informative and entertaining with stimulating discussions over a delightful dinner.

2010 Fall Classic Golf Tournament

On October 16th the Tianjin Chapter 2010 Fall Classic Golf Tournament was held at the Yanliuqing Golf Club. Members from several chapters and cities participated throughout the day, which included several prizes and awards during the tournament, including a putting competition. After the tournament, an awards banquet was held. Tim Beagle had dominated the competition by winning best putter, most accurate drive and first place in the tournament along with Patrick O'Shea. Paul Lapointe was our nearest to pin winner while Wendy Tye had our longest drive for the day. Second place went to Lindsay Duan and Steven Huang while third place went to John Peng and Paul Lapointe. In addition, numerous raffle prizes were given out throughout the evening. We would like thank our major sponsors for this event, Grainger China, Continental Airlines and Tianjin Custom Wood Processing Co. Ltd.



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



Recent Events (최근 현황)



제5차 운영위원회 개최



북한 신의주 수재민 돕기 운동 전개

1. The 5th Operation committee meeting

Date: 10 September 2010 (Friday) 16:00
Venue: VIP room, 2nd Floor, Feng Lin Hotel
Content:

1. Issues related to establishment and operation of the hospital of Korean Chamber
2. Outsourcing for making newspaper, magazine and webpage of Korean Chamber
3. Issues related to the charge of Tianjin business message sending
5. Issues related to the opening of the Charity Fair
6. Discussion about whether to organize an International Goodwill Golf Game
7. Issues related to holding an Athletic Meeting
8. Issues related to establishment of a guild hall for Korean Chamber

Attendees: Chairman Hwang Can Sik and 18 others

2. Tianjin Korean Chamber Charity Fair

Date: 17-18 October 2010
Venue: 1F Banquet Hall, Feng Lin Hotel
Content: Charity Fair for the underprivileged
Attendees: 55 enterprises

3. Donation activities for flood victims in Sinuiju, North Korea

Since 13 September 2010, Tianjin Korean Chamber has organized donation activities to collect clothing and other articles of daily use for flood victims in Sinuiju, North Korea. By 27 September, the Korean Chamber, organizations, member enterprises and especially the Korean International School had donated over 3500 articles of clothing and daily use to affected schools.

Donations were sent to the flood victims in Sinuiju, North Korea via Dandong Korean Chamber of Commerce on 28 September.

1. 제5차 운영위원회 개최

- 일 시 : 2010년9월10일(금) 16:00
- 장 소 : 풍림호텔 2층 귀빈청
- 내 용 :
 - 1.한인병원 설립 및 운영에 관한건
 - 2.한인회보 및 홈페이지 외주 제작의 건
 - 3.천진 BIZ정보 안내 유료화의 건
 - 4.바자회 개최의 건
 - 5.국제친선골프대회 개최여부 토의 건
 - 6.체육대회 개최의 건
 - 7.한인회관 건립 건
 - 8.한강성심병원 합작 건
- 참석자 : 황찬식 회장 등 18명 참석

2. 천진한국인(상)회 불우이웃돕기 자선 바자회

- 일 시 : 2010년9월17~18(목,금)
- 장 소 : 풍림호텔 연회청
- 내 용 : 불우이웃돕기 자선 바자회
- 참석자 : 참석업체 총 55개

3. 북한 신의주 수재민 돕기 운동 전개

수해로 실의에 빠진 북한 신의주 수재민 돕기의 일환으로 의류 모으기 운동을 2010년9월13일부터 천진한국인(상)회 주최로 진행하여 9월27일까지 본회에 교민, 단체, 회원사 등과 특히 한국국제학교와 수재학교에서 적극적으로 동참하여 의류 3,500여점을 수집 하였다.

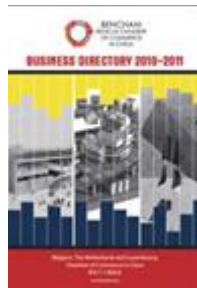
모아진 의류는 단동 한국인회에 보내져 북한 신의주 수재민에게 전해지는데 천진한국인(상)회에서는 이 의류를 9월28일 단동 한국인회에 화물로 보내어 신의주주민에게 전달 하게 하였다.



BenCham – the Benelux Chamber of Commerce in China – strengthens the business, government and community ties between Belgium, The Netherlands, Luxembourg and China. With offices in Beijing, Shanghai and one newly established in the Pearl River Delta, 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 crave 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.

NEW WEBSITE FOR BENCHAM

At BenCham, we are always working hard to improve our services to our members. Therefore, we are developing a new website and database system. The new website will be very user-friendly and will contain new sections only accessible to our members. The Business Directory will also be available online. The new website is expected to be finished before the end of 2010.

BENCHAM BEIJING SURVEY RESULTS

At BenCham, we are always working hard to improve our services to our members. Therefore, we are developing a new website and database system. The new website will be very user-friendly and will contain new sections only accessible to our members. The Business Directory will also be available online. The new website is expected to be finished before the end of 2010.

UPCOMING EVENTS

- 2 November 2011: **Is your workforce fully engaged?**
- 5 November 2011: **Setting up your company in China.**

PAST 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**

To keep updated on upcoming and past events, please visit our website www.bencham.org.

BENCHAM BEIJING OFFICE

Rm. 5006 Xinhe Dasha	北京市朝阳区顺源街
Sanyuanli No.14	三源里小区14号
Shunyuan Street	信和大厦5006室,
Chaoyang District	邮政编码: 100027
Beijing, 100027	Tel: + 86 (0)10 6465 0320
Tel: + 86 (0)10 6465 0320	/ 0985
/ 0985	Fax: +86 (0)10 6465 2080
Fax: +86 (0)10 6465 2080	beijing@bencham.org
beijing@bencham.org	www.bencham.org
www.bencham.org	

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.

MISSION

To strengthen the business, government and community ties between the Benelux countries and China by providing a dynamic networking platform to our members.

YEARLY SPONSORS



CALENDAR

NOVEMBER 2010																																																							
MON		TUE		WED																																																			
1-30		2		3-5																																																			
L.A.B.O.X Art Exhibition ⤴ 5th Avenue Min Yuan Xi Li Culture & Invention District (29-39 Changde Road)		Coffee mornings ⤴ Sheraton Hotel Tianjin		China Overseas Investment Fair ⤴ China World Trade Center, Beijing																																																			
8-10		9-10																																																					
The 1th International Industrial Design Achievement Exhibition ⤴ Binhai International Convention & Exhibition Centre China (Beijing) International Metallurgy Industry Expo ⤴ China International Exhibition Center, Beijing		Photovoltaic System & Grid Integration Forum ⤴ Beijing JW Marriott Hotel																																																					
		16-18		17-19																																																			
		The 12th annual China Mining Congress & Expo ⤴ Tianjin Meijiang International Convention & Exhibition Center		Water Expo China ⤴ China National Convention Center, Beijing																																																			
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		TICC Christmas Ball ⤴ Sheraton Hotel Tianjin																																																					

TIANJIN & BEIJING EVENTS

THU	FRI	SAT	SUN
<p>4-6</p> <p>Annual General Meeting 📍 Beijing Marriott Hotel City Wall ⌚ 17:30 - 21:00 ¥ Members: Free Employees of member companies and guests: RMB 150</p> <p>Fenestration China Expo 📍 China National Convention Center, Beijing</p>	<p>5</p> <p>Concert of Verdi and Puccini's Opera 📍 Tianjin Concert Hall - Tianjin ⌚ 19:30 ☎ +86 22 2332 0068</p> <p>Club8 China Tour 📍 Riff Live House (Tianjin) - Tianjin</p>	<p>6</p> <p>2010 Wang Jie's Tianjin Concert 📍 Tianjin Sports Center ⌚ 19:30 ¥ 280/380/580/780/980/1280/1680</p> 	
<p>11</p> <p>GM: BRIEFING: Real estate market in China and in Tianjin</p> <p>"Shi Jie Guan" Wu Tiao Ren Tour Performance in Tianjin 📍 Riff Live House (Tianjin)</p>	<p>12</p> <p>2010 Travelling in Europe symphony concert 📍 Tianjin Concert Hall ⌚ 19:30 ¥ 50/100/180/280/380/500CNY ☎ +86 22 2332 0068</p>		<p>14</p> <p>New Album Release Performance By Buyi Band 📍 13 Club ☎ +86 136 1208 7080</p>
<p>18-20</p> <p>TICC Monthly Lunch 📍 Chateau 35 Win Bar & Bistro</p> <p>The 6th China Rail Transit Technology Exhibition 📍 Beijing Exhibition Centre</p>		<p>20</p> <p>Skylark- Pan flutists Du Cong and Sachs Prince Du Yingjiao Concert 📍 Tianjin Concert Hall ⌚ 19:30 ¥ 60/120/180/280/380/580 ☎ +86 22 2332 0068</p>	<p>21</p>
<p>25</p> <p>Halloween Carnival- Amherst Saxophone Quartet Concert 📍 Tianjin Concert Hall ⌚ 19:30 ¥ 60/120/180/280/380/580CNY ☎ +86 22 2332 0068</p>	<p>26</p>	<p>27</p> <p>Beijing Bus trip - German Embassy Christmas Bazaar</p>	<p>28</p> <p>Wonderful Wind Music Concert</p>
			

TIANJIN & BEIJING EVENTS

<p>10-12</p> <p>The Luxury Properties Showcase 📍 Beijing Ritz-Carlton</p> 	<p>10-12</p> <p>China International Real Estate & Arch-tech Fair 📍 China International Exhibition Center ,Beijing</p> 
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ONLINE BUSINESS

网上(1) 业务

VOLUME 35

I opened an online store last month.

我 | 上个月(2) | 开(3) | 了 | 家 | 网上商店(4)。
wǒ | shànggèyuè | kāi | le | jiā | wǎngshàng shāngdiàn.

It's my first experience of doing business online.

这是我 | 第一次(5) | 在 | 网上 | 做生意(6)。
zhèshì wǒ | dìyíci | zài | wǎngshàng | zuò shēngyì.

I would like to share my experience of opening an online store.

我想(7) | 分享(8) | 在 | 网上 | 开店 | 的 | 经验(9)。
wǒxiǎng | fēnxiǎng | zài | wǎngshàng | kāidiàn | de | jīngyàn.

First of all (you) have to open an account on Taobao.com (淘宝) and open a personal savings account at any commercial bank in China.

首先(9) | 要在 | 淘宝 | 上 | 开个 | 账户(11), | 再到 | 任何(12) | 一家 | 商业银行(13) | 去 | 开 | 一个
shǒuxiān | yào zài | táobao | shàng | kāi ge | zhàngù(11), | zài dào | rèn hé(12) | yí jiā | shāngyè yínháng(13) | qù | kāi | yí ge

个人 | 储蓄(14) | 账户。
gè rén | chǔxù | zhàngù.

You also have to apply for the digital certificate of your account.

你 | 还要 | 申请(15) | 这个 | 账户 | 的 | 数字 | 认证(16)。
nǐ | hái yào | shēnqǐng | zhè ge | zhàngù | de | shùzì | rènzhèng.

It took me only 10 minutes to apply for the digital certificate. You have to prepare all the related documents, like ID card and its copy.

我 | 只用了(17) | 10分钟(18) | 申请 | 数字 | 证书。 | 但是 | 你必须 | 准备(19) | 好 | 相关材料(20),
nwǒ | zhǐ yòng le | shí fēnzhōng | shēnqǐng | shùzì | zhèngshū。 | dàn shì | nǐ bì xū | zhǔnbèi | hǎo | xiāngguān cáiliào,

像 | 身份证(21) | 和 | 复印件(22)。
xiàng | shēnfènzhèng | hé | fùyìnjiàn.

(1) 网上	wǎngshàng	online
(2) 上个月	shànggèyuè	last month
(3) 开	kāi	open
(4) 商店	shāngdiàn	store
(5) 第一次	dìyíci	first time/occurrence
(6) 做生意	zuò shēngyì	doing business
(7) 我想	wǒxiǎng	I'd like to
(8) 分享	fēnxiǎng	share
(9) 经验	jīngyàn	experience
(10) 首先	shǒuxiān	first of all
(11) 账户	zhàngù	an account
(12) 任何	rèn hé	any
(13) 商业银行	shāngyè yínháng	commercial bank
(14) 个人储蓄	gè rén chǔxù	personal savings
(15) 申请	shēnqǐng	apply for
(16) 数字认证	shùzì rènzhèng	digital certificate
(17) 只用了	zhǐ yòng le	it takes ... only
(18) 分钟	fēnzhōng	minute
(19) 准备	zhǔnbèi	prepare
(20) 相关材料	xiāngguān cáiliào	related documents
(21) 身份证	shēnfènzhèng	ID card
(22) 复印件	fùyìnjiàn	copy



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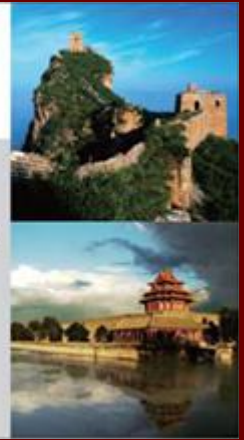
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From Tianjin

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.
Huhot	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.
Huhot	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

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



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From Beijing

DEST	DEP	ARR	Flight No	Days
Addis Ababa	21:30	06:45(+1)	ET605	1234567
Amsterdam	11:05	15:15	KL0898	1234567
Bangkok	17:05	21:15	TG615	1234567
Brussels	01:20	05:55	HU491	.2.4.6.7
Delhi	20:50	01:40(+1)	CA947	1.3..6.
Dubai	23:55	04:20(+1)	EK307	1234567
Frankfurt	10:30	14:30	LH721	1234567
Hanoi	15:45	18:20	VN901	.23.56.7
Helsinki	10:55	14:25	AY052	1234567
Hong Kong	10:00	13:35	CX347	1234567
Istanbul	23:55	05:30(+1)	TK0021	123.56.
Kuala Lumpur	16:25	22:30	CA9717
London	11:15	15:10	BA0038	12.4.6.7
Los Angeles	21:00	18:00	CA983	1234567
Madrid	00:05	06:35	CA907	.234.6.7
New York	13:00	14:20	CA981	1234567
Osaka	13:50	17:45	JL886	1234567
Paris	12:50	17:30	AF125	1234567
San Francisco	16:00	12:40	CA985	1234567
Seoul*	14:00	17:00	KE856	1.3.5.7
	21:10	00:15(+1)	KE854	1234567
Singapore	00:45	07:00	SQ801	1234567
Sydney	16:20	07:20(+1)	CA173	1.3.5..
Tel Aviv	22:00	02:55(+1)	LY096	.2.4..7
Tokyo	16:40	21:00	JL024	1234567
Ulaanbaatar	08:30	10:50	CA901	1234567
Vancouver	15:50	11:50	CA991	1234567

To Beijing

ORIGIN	DEP	ARR	Flight No	Days
Addis Ababa	00:30	20:00	ET604	1234567
Amsterdam	17:35	08:55(+1)	KL0897	1234567
Bangkok	10:10	15:50	TG614	1234567
Brussels	13:50	05:40(+1)	HU492	.2.4.6.7
Delhi	03:15	12:25	CA948	.2.4..7
Dubai	04:10	15:10	EK306	1234567
Frankfurt	17:20	08:30(+1)	LH720	1234567
Hanoi	10:10	14:45	VN900	.23.56.7
Helsinki	18:05	06:55(+1)	AY051	1234567
Hong Kong	17:00	20:20	CX312	1234567
Istanbul	23:45	14:00(+1)	TK0020	12.45.7
Kuala Lumpur	23:30	05:50(+1)	CA9727
London	16:30	09:30(+1)	BA0039	12..56.7
Los Angeles	01:40	05:20	CA984	1234567
Madrid	11:25	05:00(+1)	CA908	1...5..
New York	16:50	18:20(+1)	CA982	1234567
Osaka	09:50	12:20	JL885	1234567
Paris	19:00	10:50(+1)	AF126	1234567
San Francisco	14:50	17:55(+1)	CA986	1234567
Seoul*	09:15	10:25	KE851	1234567
	11:40	12:50	KE855	1.3.5.7
	19:00	20:10	KE853	1234567
Singapore	08:45	14:55	SQ802	1234567
Sydney	21:00	05:50(+1)	CA174	.2.456.
Tel Aviv	21:55	13:30(+1)	LY095	1.4..6.
Tokyo	21:55	13:35	JL023	1234567
Ulaanbaatar	11:50	14:00	CA902	1234567
Vancouver	13:50	16:15(+1)	CA992	1234567

From Tianjin

DEST	DEP	ARR	Flight No	Days
Hong Kong	08:35	11:50	KA1103	1234567
Seoul*	13:10	15:55	KE806	1234567
Nagoya	13:00	16:50	JL840	1234567
Kuala Lumpur	15:50	22:15	D7 2613	1.3.56.7

To Tianjin

ORIGIN	DEP	ARR	Flight No	Days
Hong Kong	12:50	16:00	KA1104	1234567
Seoul*	10:35	11:30	KE805	1234567
Nagoya	09:40	11:50	JL841	1234567
Kuala Lumpur	08:30	14:35	D7 2612	1.3.56.7

* Flights from Beijing/Tianjin to Seoul, from Seoul to Beijing/Tianjin provided by Korean Air.
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Airline Code

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



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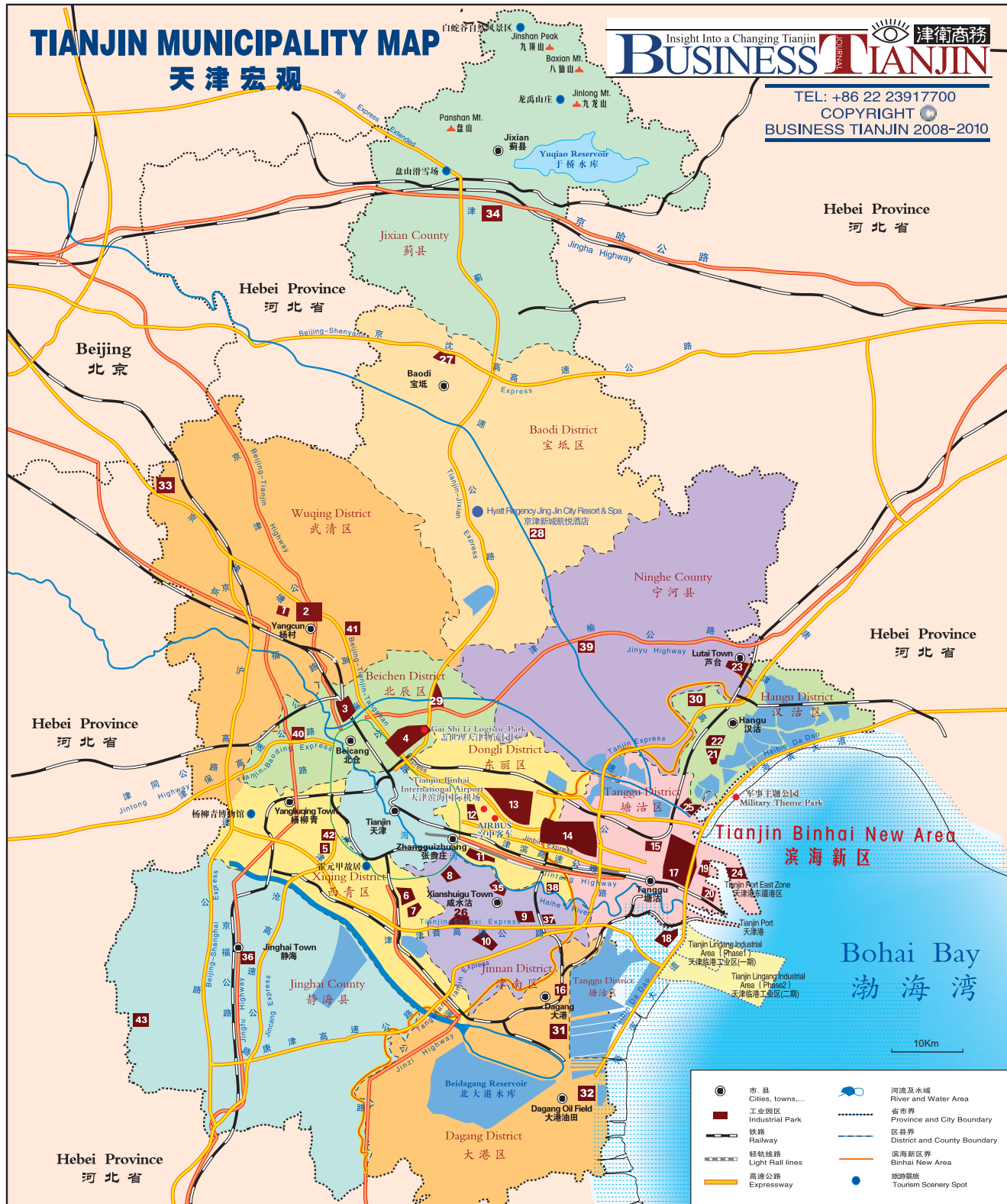
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Tianjin Industrial Parks & Economic Development Areas

TIANJIN MUNICIPALITY MAP 天津宏观

Insight Into a Changing Tianjin
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List of Tianjin Industrial Parks & Economic Development Areas

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

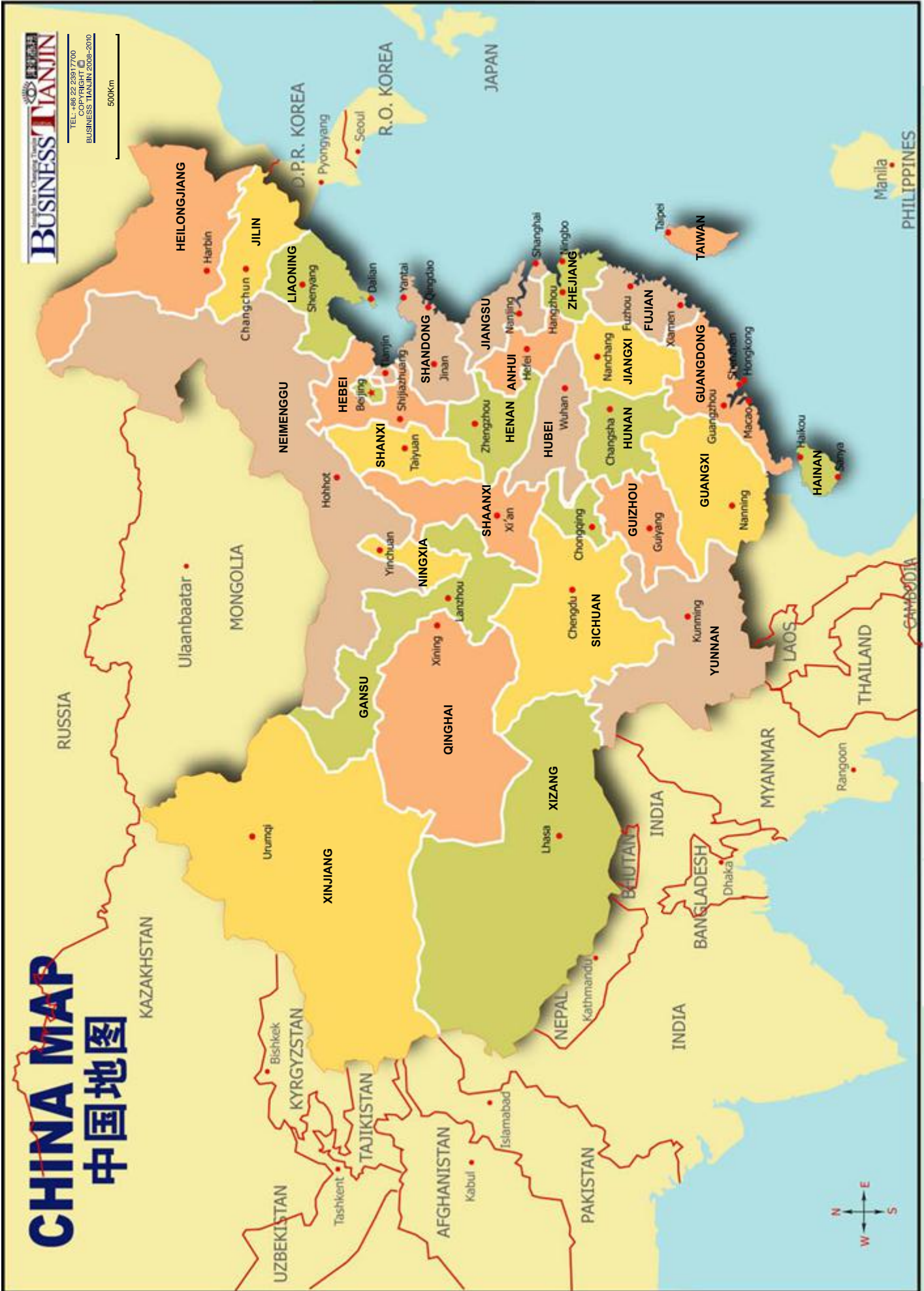
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空港物流加工区中心大道55号
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水岸中餐厅
和平区台儿庄路33号天津利顺德大饭店豪华精选酒店1层

Tao Li Chinese Restaurant

6F, Hotel Nikko Tianjin
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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

Indian

Alibaba Indian Restaurant & Bar

2F, Sports Hotel
No. 90, Weijin Nan Lu, Nankai District
Tel: +86 22 2391 6368
阿里巴巴印度餐厅酒吧

南开区卫津南路90号
体育宾馆2楼

Bawarchi Indian Restaurant

No. 69, bldg. B, Shang Gu
Tianta Lu, Nankai District
Tel: +86 22 2341 2786
芭瓦琪印度餐厅
南开区天塔路上谷商业街B座69号

Japanese

Benkay Japanese Dining

5F, Hotel Nikko Tianjin
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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
南开区水上东路21号宁发集团5层

Kasumi

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Tel: +86 22 5867 8888 ext. 2322
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空港物流加工区中心大道55号
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Kushi Grill

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

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Sheraton Hotel Tianjin
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Tel: +86 22 2731 0909
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河西区紫金山路喜来登大酒店

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Golden Elephant Thai Restaurant

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and Guangdong Lu, Hexi District
Tel: +86 22 2328 7801
金象苑泰国餐厅
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YY Beer House

(Behind International Building)
No. 3, Aomen Lu, Heping District
Tel: +86 22 2339 9634
粤园泰餐厅
和平区澳门路3号
(国际大厦后侧)

Western

1863 the Dining Room

1F, The Astor Hotel Tianjin
No. 33, Tai'er Zhuang Lu
Heping District
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1863 至尊西餐厅
和平区台儿庄路33号天津利顺德大饭店豪华精选酒店1层

Café@66

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No. 66, Xinkai Lu, Hedong 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

Pan Shan Grill & Wine

2F, Main Building
Sheraton Hotel Tianjin
Zi Jin Shan Lu, Hexi District
Tel: +86 22 2731 3388 ext.1820
盘山葡萄酒扒房
河西区紫金山路天津喜来登大酒店主楼2层

Prego

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Nanjing Lu Heping
District
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Spectrum All-Day Dining

7F, Hotel Nikko Tianjin
No. 189, Nanjing Lu, Heping District
Tel: +86 22 8319 8888 ext. 3570
彩西餐厅
南京路189号天津日航酒店7层

Terrace Cafe

1F, Sheraton Hotel Tianjin
Zi Jin Shan Lu, Hexi District
Tel: +86 22 2731 3388
燕园咖啡厅
紫金山路天津喜来登大酒店1层

Venezia Club

No. 48, Tianjin Italian Style Town
Ziyou Dao, Hebei District
Tel: +86 22 8761 3413
威尼斯酒吧
河北区意大利风情街48号

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空港物流加工区中心大道55号
天津滨海圣光皇冠假日酒店1层

Bars

JV'S Bar
1F, Main Building, Sheraton Hotel
Tianjin
Zi Jin Shan Lu, Hexi District
Tel: +86 22 2731 3388 ext. 1845
JV'S 酒吧
河西区紫金山路天津喜来登大酒店主楼1层

O'Hara's
1F, The Astor Hotel Tianjin
No. 33, Tai'er Zhuang Lu
Heping District
Tel: +86 22 2331 1688 ext. 8919
海维林
和平区台儿庄路33号天津利顺德大饭店豪华精选酒店1层

Qba Bar
2F, The Westin Tianjin
No. 101, Nanjing Lu
Heping District
Tel: +86 22 2389 0088
Q吧
和平区南京路101号
天津君隆威斯汀酒店2层

Accounting



LEHMANBROWN
雷博國際會計
International Accountants

Tianjin Office:
Unit 2901 - 104
The Exchange Tower 2
No.189, Nanjing Lu
Heping District
Tel: +86 22 2318 5056
Fax: +86 22 2318 5001
E-mail: tianjin@lehmanbrown.com
天津市和平区南京路189号
津汇广场
2座29层2901-104室

Beijing Office:
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No. 23, Dongzhimenwai Dajie
Beijing
Tel: +86 10 8532 1720
Fax: +86 10 85322746
E-mail: beijing@lehmanbrown.com
北京朝阳区东直门外大街23号,
东外外交办公大楼602

Shanghai Office:
Room 1501 & 1504, WanTai
International Building,
No.480, North Urumqi Lu
Jing An District
Tel: +86 21 6249 0055
Fax: +86 21 6288 1636
E-mail: shanghai@lehmanbrown.com
上海市静安区乌鲁木齐北路480号
1501&1504

Associations

ICCO (International Committee for Chinese Orphans)

ICCO is a volunteer organization dedicated to improving the lives of Tianjin's disabled orphans.
iccosecretary@gmail.com
www.tjicco.org

TICC (Tianjin International Community Center)

Association and meeting place for foreign passport holders and their families in Tianjin. Organize monthly coffee mornings, luncheons and social/fundraising events, supporting local charities.
ticc_09@hotmail.com
tianjin.weebly.com

Banks

Agricultural Development Bank Tianjin Branch

FF, bldg. B, no. 139, Nanjing Lu
Heping District
Tel: +86 22 2711 5744
中国农业银行天津分行
和平区南京路139号B座F层

Bank of China, Tianjin Branch

No. 80, Jiefang Bei Lu
Heping District
Tel: +86 22 2710 2001
中国银行天津分行
和平区解放北路80号

Bank of East Asia (BEA)

Bldg. G, Rome Gardens
No. 47, Youyi Bei Lu, Hexi District
Tel: +86 22 2332 1662
东亚银行有限公司
河西区友谊北路47号罗马花园G层

China Bohai Bank

Bldg. 1, Magnetic Capital
Binshui Xi Dao, Nankai District
Tel: +86 22 5839 1358
渤海银行
南开区滨水西道奥城商业广场1号楼

Citibank

18F, The Exchange
No. 189, Nanjing Lu, Heping District
Tel: +86 22 8319 1988 ext. 73812
花旗银行
南京路189号津汇广场18层

HSBC, Tianjin Branch

Ocean Shipping Plaza
No. 1, Haihe Dong Lu
Hebei District
Tel: +86 22 5858 8888
香港上海汇丰银行天津分行
河北区海河东路远洋广场1号

Standard Chartered

36F, The Exchange
No.189, Nanjing Lu, Heping District
Tel: +86 22 8319 1360

渣打银行
和平区南京路189号津汇广场36层

Woori Bank

Bldg. 1, Magnetic Capital
Binshui Xi Dao, Nankai District
Tel: +86 22 2438 8008
友利银行
南开区滨水西道奥城商业广场1号楼

Car Dealers

Porsche Center Tianjin

No. 59, Qiche Yuan Zhong Lu
Airport Industrial Park
Tel: +86 22 2335 9911
天津保时捷中心
空港物流加工区汽车园中路59号

Chambers

German Business Circle Tianjin

Deutscher Unternehmerkreis Tianjin, DUT
Office 803, Huake Center
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
和平区南京路189号津汇广场B座27-29层2918室

Tianjin Japanese Association

Room 607, International Building
No. 75, Nanjing Lu, Heping District
Tel: +86 22 2313 2522
天津日本人会
和平区南京路75号国际大厦607室

Tianjin Korean Chamber of Commerce & Industry

1F, Feng Lin Hotel
No. 6, Binshui Xi Dao
Nankai District
Tel: +86 22 2395 7991
天津韩国商会
南开区滨水西道6号枫林宾馆1层

Tianjin Korean Society

1F, Feng Lin Hotel
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

Cathay Future World Children's Painting Gallery

No. 3, Ti Yuan Bei
Huanhu Zhong Lu, Hexi District
Tel: +86 22 2351 6670
华夏未来
河西区环湖中路体院北3号

International Musical School of Tianjin Concert Hall

No. 88, Jianshe Lu, Heping District
Tel: +86 22 2332 0068 ext. 6010
和平区建设路88号

International School of Tianjin

Weishan Lu, Jinnan District
Tel: +86 22 2859 2001
国际学校天津分校
津南区津南微山路

Tianjin International School

No. 1, Meiyuan Lu, Huayuan
Industrial Area, Nankai District
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
Meijiangu 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

No. 46, Xiaguang Dao
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

Primary Schools

Tianjin Primary School

No. 977, Dagu Nan Lu, Hexi District
Tel: +86 22 8832 0569
天津小学
河西区大沽南路977号

Tianjin Zhongshan Primary School

No. 1, Ti Yuan Bei, Huanhu Zhong
Dao, Hexi District
Tel: +86 22 2335 8273
天津中山小学
河西区体院北环湖中道1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

Nankai University

No. 94, Weijin Lu, Nankai District
Tel: +86 22 2350 1583
南开大学
南开区卫津路94号

Raffles Design Institute, Tianjin

Block H, no. 28, Jinjing Lu
Xiqing District
Tel: 400 688 7300
天津莱佛士设计学院
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天津国际会展中心
河西区友谊路32号

Hotels & Apartments

★★★★★ **Hotels**

Crowne Plaza Tianjin Binhai

No. 55, Zhongxin Da Dao
Airport Industrial Park
Tel: +86 22 5867 8888
天津滨海圣光皇冠假日酒店
空港物流加工区中心大道55号

Golden Crown Hotel

No. 18, Nanjing Lu, Hexi District
Tel: +86 22 2303 8866
金皇大酒店
河西区南京路18号

Golden Ocean Hotel

No. 338, Nanjing Lu, Nankai District
Tel: +86 22 2746 6666
金泽大酒店
南开区南京路338号

Holiday Inn Tianjin Riverside

Phoenix Shopping Mall
Haihe Dong Lu, Hebei District
Tel: +86 22 2627 8888
天津海河假日酒店
河北区海河东路凤凰商贸广场

Hotel Nikko Tianjin

No. 189, Nanjing Lu, Heping District
Tel: +86 22 8319 8888
天津日航酒店
和平区南京路189号

**Hyatt Regency Jing Jin City
Resort & Spa**

No. 8, Zhujiang Da Dao
Zhouliang Zhuang, Baodi District
Tel: +86 22 5921 1234
京津新城凯悦酒店
宝坻区周良庄珠江大道8号

Radisson Plaza Hotel Tianjin

No. 66, Xinkai Lu, Hedong District
Tel: +86 22 2457 8888
天津天诚丽笙世嘉酒店
河东区新开路66号

Raffles Tianjin Hotel

No. 219, Nanjing Lu
Heping District
Tel: +86 22 2321 5888
天津莱佛士酒店
和平区南京路219号

Renaissance Tianjin Hotel

No. 105, Jianshe Lu, Heping District
Tel: +86 22 2302 6888
天津滨江万丽酒店
和平区建设路105号

Sheraton Hotel Tianjin

Zi Jin Shan Lu, Hexi District
Tel: +86 22 2731 3388
天津喜来登大酒店
河西区紫金山路

TEDA International Club Tianjin

No. 7, Fukang Lu, Nankai District
Tel: +86 22 5869 5555
天津泰达国际会馆
南开区复康路7号

The Astor Hotel Tianjin

A Luxury Collection
Hotel
No. 33, Tai'er
Zhuang Lu, Heping
District, Tianjin
Tel: +86 22 2331 1688

天津利顺德大饭店豪华精选酒店
和平区台儿庄路33号

The Westin Tianjin

No. 101, Nanjing Lu, Heping District
Tel: +86 22 2389 0088
天津君隆威斯汀酒店
和平区南京路101号

Tian Bao International Hotel

No. 368, Jingmen Da Dao
Baoshui District
Tel: +86 22 2576 1588
天津天保国际酒店
保税区京门大道368号

Tianjin Saixiang Hotel

No. 8, Meiyuan Lu, Huayuan
Industrial Area, Nankai District
Tel: +86 22 2376 8888
天津赛象酒店
南开区华苑产业区梅苑路8号

★★★★★ **Hotels**

**Best Western Byronn Hotel
Tianjin**

No. 90, Xi'er Dao
Airport Industrial Park
Tel: +86 22 8486 0000
Global free reservation telephone:
0800 0013 1779
天津空港白云酒店
空港物流加工区西二道90号

Crystal Palace Hotel Tianjin

No. 28, Youyi Lu, Hexi District
Tel: +86 22 2835 6666
水晶宫饭店
河西区友谊路28号

Dickson Hotel

No. 18, Binshui Dao, Hexi District
Tel: +86 22 2836 4888
帝城大酒店
河西区宾水道18号

Geneva Hotel

No. 32, Youyi Lu, Hexi District
Tel: +86 22 2835 2222
津利华酒店
河西区友谊路32号

Jinbin International Hotel

No. 135, Anshan Dao
Heping District
Tel: +86 22 8331 1818
晋滨国际大酒店
和平区鞍山道135号

Apartments

Astor Apartment

No. 32, Tai'er Zhuang Lu
Heping District
Tel: +86 22 2303 2888
利顺德公寓
和平区台儿庄路32号

Crystal Palace Hotel Apartment

No. 28, Youyi Lu, Hexi District
Tel: +86 22 2835 6666
水晶宫饭店公寓
河西区友谊路28号

Sheraton Apartment

Zi Jin Shan Lu, Hexi District
Tel: +86 22 2731 3388
喜来登公寓
河西区紫金山路



TEDA International Club Tianjin

No. 7, Fukang Lu, Nankai District
Tel: +86 22 5869 5555
天津泰达国际会馆公寓
南开区复康路7号

Tianjin Centre Residences

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Tel: +86 22 5868 2888
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Real Estate & Relocation

E-SMART Relocation Consultants Co., Ltd.

19B, Tower 2, Zijin Garden No.15, Binshui Dao, Hexi District Tel: +86 22 2836 0997
天津市伊斯科特房地产服务有限公司
河西区宾水道15号紫金华园2座19B

LC Relocation C21

Office 708, Galaxy Mansion No. 68, Yuexiu Lu, Hexi District Tel: +86 138 2099 1956
河西区越秀路68号银厦大厦708室

Royal Relocation Consultants

20B, bldg. 2, Zi Jin Garden No. 15, Binshui Dao, Hexi District Tel: +86 22 2813 6943
荣联房地产服务有限公司
河西区宾水道15号紫金华园2座20B

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 **The Executive Centre**
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天津德事商务中心
南京路189号津汇广场2座29层

Travel Agencies

 **THE STARS TRAVEL**
Tianjin's travel agency specializing in tourism for foreigners
Tel: +86 159 2200 0555
E-mail: info@thestarstravel.com

Tianjin China International Travel Service

No. 22, Youyi Lu, Hexi District Tel: +86 22 2810 9123
天津中国国际旅行社
河西区友谊路22号

Tianjin China Travel Service

No. 16, Pingshan Dao, Hexi District Tel: +86 22 2430 1330
天津市中国旅行社
河西区平山道16号

Spas

Dikara Spa

4F, Radisson Plaza Hotel Tianjin No. 66, Xinkai Lu, Hedong District Tel: +86 22 2457 8888 ext. 3910
迪卡拉水疗中心
河东区新开路66号天津天诚丽笙世嘉酒店4层

Heavenly Spa by Westin

6F, The Westin Tianjin No.101, Nanjing Lu, Heping District Tel: +86 22 2389 0088
威斯汀天梦水疗
和平区南京路101号天津君隆威斯汀酒店6层

Oasis SPA at Sheraton

1F, Sheraton Hotel Tianjin Zi Jin Shan Lu, Hexi District Tel: +86 22 2731 3388 ext. 2227
喜来登绿洲
河西区紫金山路天津喜来登大酒店1层

Dental Clinics

Aichi International Dental Center

4F, Huaju Department Store No. 72-74, Xikang Lu, Heping District Tel: +86 22 8568 5606
爱齿口腔医疗中心
和平区西康路72-74号华拒百货4层

Tianjin Dental Hospital

No. 75, Dagu Lu, Heping District Tel: +86 22 2711 9191
天津口腔医院
和平区大沽路75号

Hospitals

Binhu Hospital of Chinese Traditional Medicine

(Next to IG Supermarket) Huanhu Nan Li, Ti Yuan Bei Hexi District Tel: +86 22 2330 0706
滨湖中医医院
河西区体院北环湖南里(津工超市旁)

Tianjin Children's Hospital

No. 225, Machang Dao Hexi District Tel: +86 22 2351 85305
儿童病专科医院
河西区马场道225号

Tianjin First Central Hospital

No. 24, Fukang Lu, Nankai District Tel: +86 22 2362 6249
天津第一中心医院
南开区复康路24号

Tianjin International SOS Clinic 1F, Sheraton Hotel

Zi Jin Shan Lu, Hexi District Tel: +86 22 2352 0143
天津国际(SOS)紧急救援诊所
河西区紫金山路天津喜来登大酒店公寓楼1层

Golf Clubs

Aroma (Tianjin) Golf Club

Green base, Guangang Senlin Park Dagang District Tel: +86 22 6328 5000
阿罗马(天津)高尔夫俱乐部
大港区官港森林公园绿化基地处

Regal Rivera Golf Club

Jingjin New Town No. 1, Zhujiang Nan Lu, Baodi District Tel: +86 22 2966 9266
帝景高尔夫俱乐部
宝坻区珠江南路1号京津新城

Tianjin International Hot Spring Golf Club

No. 5, Zhongxin Da Dao Airport Industrial Park Tel: +86 22 2489 0391
天津国际温泉高尔夫俱乐部
空港物流加工区中心大道5号

Tianjin Pearl Beach

International Golf Country Club Yingcheng Hu, Hangu District Tel: +86 22 6720 1818
天津龙海国际高尔夫乡村俱乐部
汉沽区营城湖

Yang Liu Qing Golf Club

(Overpass the northern bridge) Yijing Lu, Yang Liu Qing Zhen Xiqing District Tel: +86 22 2792 2792
杨柳青高尔夫俱乐部
西青区杨柳青镇一经路(立交桥北)

Golf Studios



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Tel: +86 22 2392 1936
+86 22 2331 8407
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E-mail: kwisunkim@hotmail.com
吉恩吉高尔夫诊断中心
和平区南京路92号增1号华侨大厦B2

Gyms

Powerhouse Gym

Binjiang Shopping Center, Kaifeng Dao Xiao Bai Lou (1902 Street) Hexi District Tel: +86 22 2302 2008
宝力豪健身俱乐部
河西区小白楼滨江购物中心
河西区小白楼开封道滨江购物中心

Sheraton Hotel Fitness Center

Inside Sheraton Hotel Tianjin Zi Jin Shan Lu, Hexi District Tel: +86 22 2731 3388 ext. 2228
喜来登健身美容中心
河西区紫金山路喜来登饭店内

Westin Workout

 5F, The Westin Tianjin No. 101, Nanjing Lu, Heping District Tel: +86 22 2389 0088
威斯汀健身馆@
和平区南京路101号天津君隆威斯汀酒店5层

Swimming Pools

Swimming Pool by Westin

5F, The Westin Tianjin No.101, Nanjing Lu, Heping District Tel: +86 22 2389 0088
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和平区南京路101号天津君隆威斯汀酒店5层

BEIJING

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TEDA & TANGGU

Brazilian

Salsa Churrasco
11F, Holiday Inn Binhai Tianjin
No. 86, 1st Avenue, TEDA
Tel: +86 22 6628 3388 ext. 2740
巴西烧烤餐厅
开发区第一大街86号天津滨海假日酒店11层

Chinese

Wan Li Chinese Restaurant
2F, Renaissance Tianjin TEDA Hotel & Convention Centre
No. 29, 2nd Avenue, TEDA
Tel: +86 22 6621 8888 ext. 6750
万丽轩中餐厅
开发区第二大街29号天津万丽泰达酒店及会议中心2层

Yue Chinese Restaurant
 2F, Sheraton Tianjin Binhai Hotel
No. 50, 2nd Avenue, TEDA
Tel: +86 6528 8888 ext. 6220/6222
采悦轩中餐厅
天津经济开发区第二大街50号天津滨海喜来登酒店2层

Japanese

Sake n Sushi Bar
11F, Holiday Inn Binhai Tianjin
No. 86, 1st Avenue, TEDA
Tel: +86 22 6628 3388 ext. 2730
寿司吧
开发区第一大街86号天津滨海假日酒店11层

Italian Restaurant

Bene Italian Kitchen
 2F, Sheraton Tianjin Binhai Hotel
No. 50, 2nd Avenue, TEDA
Tel: +86 6528 8888
ext. 6230/6232
班妮意大利餐厅
天津经济开发区第二大街50号天津滨海喜来登酒店2层

Teppanyaki

Baiyi Teppanyaki
No. 2-1-6, King Buyer Shopping Mall
No. 32, 3rd Avenue, TEDA
Tel: +86 22 6629 5488
百一铁板烧
开发区第三大街32号鸿泰仟佰汇商业广场2-1-6号

Yupin Teppanyaki Restaurant
Royal Palace
No. 10, 2nd Avenue, TEDA
Tel: +86 22 6621 8038
御品法式铁板烧
开发区第二大街10号御景园

Western

Brasserie Restaurant
Renaissance Tianjin TEDA Hotel & Convention Centre
No. 29, 2nd Avenue, TEDA
Tel: +86 22 6621 8888 ext. 3711
万丽西餐厅
开发区第二大街29号天津万丽泰达酒店及会议中心

Feast All Day Dining Restaurant

 1F, Sheraton Tianjin Binhai Hotel
No. 50, 2nd Avenue, TEDA
Tel: +86 6528 8888 ext. 6210
盛宴全日制西餐厅
天津经济开发区第二大街50号天津滨海喜来登酒店1层

Parrot Restaurant & Bar
No. 88, Huanghai Lu, TEDA
Tel: +86 22 6620 1663
鹦鹉西餐厅酒吧
开发区黄海路88

BARS

Dublin Irish Pub
No. 137, 3rd Avenue, TEDA
Tel: +86 22 6629 2963
督伯林爱尔兰西餐吧
开发区第三大街137号

Happy Soho Live Music & Dance Bar
 (Opposite of Central Hotel)
No. 16, Fortune Plaza
Third Avenue, TEDA
Tel: +86 22 2532 2078
欢乐苏荷酒吧
开发区第三大街财富星座16号(中心酒店对面)

Chamber

Tianjin TEDA Chamber of Commerce/International Chambers of Commerce
A-2, Investment Service Center
No. 19, Hongda Jie, TEDA
Tel: +86 22 2520 1071
天津开发区商会/国际商会
开发区宏达街19号投资服务中心A-2

Education

International Schools
TEDA International School
No. 72, 3rd Avenue, TEDA
Tel: +86 22 6622 6158
泰达国际学校
开发区第三大街72号

Tianjin TEDA Maple Leaf International School
No. 71, 3rd Avenue, TEDA
Tel: +86 22 6622 6888
天津泰达枫叶国际学校
开发区第三大街71号

Kindergartens
Gymboree Play & Music
2F, bldg. 1, Golden Street Center
Zhongxin Bei Lu, Tanggu District
Tel: +86 22 6636 7699
金宝贝
塘沽区中心北路阳光金地中心1号楼2层

Exhibition Centre

Tianjin Binhai International Convention & Exhibition Center
5th Avenue, TEDA
Tel: +86 22 6530 2888
天津滨海国际会展中心
开发区第五大街

Hotels

★★★★★
Dosen Residences
TEDA Fashion Plaza
Aoyun Lu, TEDA
Tel: +86 22 6628 5656
德圣公馆
开发区奥运路泰达时尚广场

Holiday Inn Binhai Tianjin
No. 86, 1st Avenue, TEDA
Tel: +86 22 6628 3388
天津滨海假日酒店
开发区第一大街86号

Holiday Inn Express Tianjin Binhai
TEDA Fashion Plaza
No. 11, Aoyun Lu, TEDA
Tel: +86 22 5988 8999
天津滨海快捷假日酒店
开发区奥运路11号泰达时尚广场

Renaissance Tianjin TEDA Hotel & Convention Centre
No. 29, 2nd Avenue, TEDA
Tel: +86 22 6621 8888
天津万丽泰达酒店及会议中心
开发区第二大街29号

Sheraton Tianjin Binhai Hotel
No. 50, 2nd Avenue, TEDA
Tel: +86 22 6528 8888
Fax: +86 22 6528 8899
天津滨海喜来登酒店
天津经济开发区第二大街50号

TEDA International Hotel & Club
No. 8, 2nd Avenue, TEDA
Tel: +86 22 2532 6000
泰达国际酒店暨会馆
开发区第二大街8号

Spas

Touch Spa
2F, Renaissance Tianjin TEDA Hotel & Convention Centre
No. 29, 2nd Avenue, TEDA
Tel: +86 22 6570 9504
开发区第二大街29号天津万丽泰达酒店及会议中心

Yue Spa
15F, Holiday Inn Binhai Tianjin
No. 86, 1st Avenue, TEDA
Tel: +86 22 6628 3388
开发区第一大街86号天津滨海假日酒店15层

Dental Clinics

Aichi International Dental Center
Cuiheng Plaza
No. 211, 3rd Avenue, TEDA
Tel: +86 22 6629 1079
爱齿口腔医疗中心
开发区第三大街211号翠亨广场

Hospitals

TEDA Hospitals
No. 65, 3rd Avenue, TEDA
Tel: +86 22 6520 2000
泰达医院
开发区第三大街65号

Western Hospital
1F, Jiafu Garden, 2nd Avenue
TEDA
Tel: +86 22 6620 8676
名医会馆
开发区第二大街加孚园底商

Golf Clubs

Tianjin Warner International Golf Club
No. 1, Nanhai Lu, TEDA
Tel: +86 22 2532 6009
天津华纳高尔夫俱乐部
开发区南海路1号

Gyms

Champs Elysees
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Tel: +86 22 6621 8888
香榭丽舍健身俱乐部
开发区第二大街29号天津万丽泰达酒店及会议中心2楼

Holiday Inn Binhai Hotel Fitness Center
15F, Holiday Inn Binhai Tianjin
No. 86, 1st Avenue, TEDA
Tel: +86 22 6628 3388 ext. 2960
天津滨海假日酒店健身中心
开发区第一大街86号天津滨海假日酒店15层

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Made in China What Western Managers Can Learn from Trailblazing Chinese Entrepreneurs

by Donald N. Sull with Yong Wang

Reviewed by Joei Villarama

The names Bill Gates, Sam Walton, Henry Ford and John D. Rockefeller ring through history. But who's heard of Yin Heng, Qingde Leung or Hong Lu? Such is the come-on of this book, which, as the cover flap proclaims, profiles eight "formidable Chinese ventures to reveal the secrets behind their surprising success".

The book's subtitle could just as easily be written as "What can be learned from trailblazing entrepreneurs who happen to be Chinese." The lessons highlighted are surely not exclusive to this part of the globe and can be derived from triumphant cases in other countries. What the book does bring to light are stories people are curious to understand: the rise from obscurity of now big, shiny and much-admired names in Chinese industry.

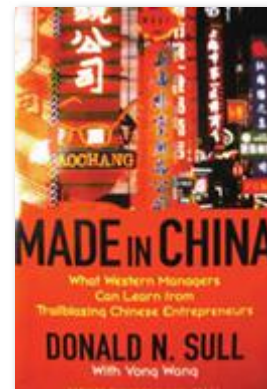
Learn how appliance-maker Galanz' founder Leung literally dug his way to a new factory. Plant managers themselves became construction workers to conserve funds, since only one-third of the required capital was raised though government bureaucrats even pitched in. Legendary Haier leader Zhang dealt with complaints about quality by having the "defective refrigerators lined up and labeled with their specific faults and the names of the workers who produced them. Zhang assembled the entire workforce to watch while the responsible employees were required to smash the faulty appliances with sledgehammers."

Anecdotes such as these are valued for how enterprising innovators pave the way with radical initiatives and improvements. The book then culls from these individual cases key tools and techniques that executives can apply in their own companies: acknowledge the fog of the future, conduct reconnaissance into the future, outcycle the competition, develop a flexible hierarchy, go for the gold and get big right. Representative companies from the following industries were chosen: IT, telecom, food and beverage, and appliance manufacturing. The Wahaha-Danone controversy outdates the book but it's interesting to see what events preceded it.

Useful tables and graphs for managers such as the "3 to 5 on a 3 by 5" table assess "whether you are clear about your company's present priorities". Cases demonstrate how various entrepreneurs seized specific opportunities and how they scaled up their ventures.

A laborious process of data collection was used, yet I can't help but wish other facets of the extensive research were picked to be shown. For instance, companies that were not as successful were also studied for comparison and to derive strategies. In the book, however, only a few of these less-than-stellar companies are mentioned, and hardly in detail.

Leaders love to learn from fellow leaders. Hungry for models and examples, they thrive on constant advancement, so books such as this widen the sources and offer theoretical and practical frameworks for digesting the lessons.



Language: English
Hardcover: 385 pages
Price: 350 CNY + Shipping

If you want to purchase this book, please send an email to BOOKS@INTERMEDIACHINA.COM, we will deliver the book to your door.

QUOTATIONS OF THE MONTH

Do not, for one repulse, give up the purpose that you resolved to effect. — William Shakespeare

Ideal is the beacon. Without ideal, there is no secure direction; without direction, there is no life. — Leo Tolstoy

If you doubt yourself, then indeed you stand on shaky ground. — Henrik Ibsen

The man with a new idea is a crank until the idea succeeds. — Mark Twain

A guide to Chinese types in China

by Mike Cormack

You may remember a few months ago I had a not-so-serious look at the various types of expats in China, as they progress and change during their time in the Middle Kingdom. This got me thinking about the types of Chinese people one meets. China is both an amazingly diverse nation and curiously homogenous – for a nation of 1.3 billion people, 92% are Han Chinese. Thus, one meets similar types again and again. This is not to say that Chinese people are all the same, but to note that everyone is both individual and exemplifies some well known characteristics. It's impossible to think of anything absolutely unique, after all! So let's introduce you (or re-acquaint you, more likely) to the predominant types of people you meet in China.

The manager



The manager is courteous, polite and well-mannered. He or she is approachable, listens to your comments and complaints, and usually tries to come to a harmonious solution. He or she will be aged 40-50, with sensible clothing, married with one child, and own a mysteriously expensive car. He or she will have worked abroad for a time but come back to leap on up the career ladder. Despite the managers' appearance of courtesy and kindness, relations with them are only ever professional; they may be trying to cut your salary or find cheaper staff than you!

The waitress



The waitress pops up in many places – restaurants, shops, supermarkets, hospitals, hotels. The waitress is best characterized by her sullen demeanor. She might be fresh out of school or have spent a lifetime waiting tables or in nursing, but every task she performs is done with an unwillingness that makes giant pandas look like overexcited puppies. Requests are met with frowns or snarls; if you have to give her money, she'll toss your change to you with an off-hand, disdainful air. The waitress may not be paid a lot, but she's damn sure that you're not getting any more than your money's worth in service from her.

The young office girl



The young office girl has a magnificently optimistic English name like Hope or Winner or Spirit, is in her early 20s, is petite and slim, has a stuffed toy at her desk, has a positive message on her QQ or MSN Messenger, studied for a year in Australia, lives with her parents or in a small shared apartment, and sees the best in everyone. She's polite, friendly, and good company. And she wants to get married. Really, really wants to get married. A lot. And soon. Real soon.

The cool guy

The cool guy is most often found in shopping malls or other dens of consumerism, like fast-food restaurants. He has a pair of mirrored sunglasses and wears knock-offs of all the trendiest, most fashionable brands. He listens to music via his cell phone and has a decent knowledge of modern hip hop and R&B, though really he prefers Chinese pop ballads. He prefers female company and likes singing karaoke or dancing, though he doesn't drink much.



The successful man

Often spotted in his leisure domains of higher-end Chinese restaurants (in the private dining rooms that seat 12 around large round tables) or espied coming or going from a room in a KTV, the successful man is most often a large, but not necessarily tall, gentleman aged around 50. Portly, with a cigarette ubiquitously hanging from his mouth, he drives a big black car, drinks a lot of baijiu, buys ostentatiously expensive but not particularly stylish clothes, and comports himself with a certain arrogance. ■





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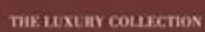
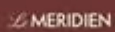
Date: November, 2010
Time: 6:00 pm - 11:00 pm
Venue: Panshan Wine & Grill Restaurant

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