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## TUFE & Trinity Western's Great Wall MBA

Program Director Murray D. MacTavish **18**  
Talks About The Partnership

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Business Tianjin / November 2013



## ▲ TUFE & Trinity Western Launch World-Class Great Wall MBA Program

On 17 October the Tianjin University of Finance & Economics, in partnership with Canada's prestigious Trinity Western University, launched the Great Wall MBA program. This exciting new course offers an extraordinary opportunity for aspiring business leaders or those who are already working in the commercial sector to boost their skill set and broaden their understanding of global business management in the 21st century. [See P18](#)



## ◀ Harmony, Elegance, Excellence, and Tranquillity: Tangla Hotel's Way to a Second International Six Star Diamond Award

The Tangla Hotel in Tianjin has recently received the 2013 International Six Star Diamond Award from the American Academy of Hospitality Sciences (AAHS). Tangla is the first venue in Mainland China to be awarded this honour, and has done so for the second year in a row. [See P22](#)



## ◀ Qingdao: China's Hollywood in the Making

Considered one of China's most pleasant living locations, Qingdao might in the near future be referred to as 'Chinawood'. The project is officially going by the name of 'Qingdao Oriental Movie Metropolis' and is expected to open in 2017, covering a surface of no less than five hundred hectares and with an expectation of producing at least a hundred films annually. [See P28](#)



## ◀ Chinese Brands Taking over the World

The term 'Made in China' has been appearing on the labels of consumer goods in just about every country in the world. In many western consumers minds 'made in China' has conjured up strong impressions of mass production, cheap, low quality, and low durability. As China continues to develop into an economic powerhouse, large Chinese firms, have been making headlines as they expand overseas. [See P38](#)

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# Business Tianjin

NOV 2013



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#### PUBLISHING DATE

November 2013

Business Tianjin is FREE

For Members ONLY

TEL: +86 22 2576 0956

ISSN 2076-3735

Dear Readers,

October was an interesting month in terms of international relations. We saw the Chinese President Xi Jinping and his colleagues setting out their vision for boosting the country's trade with its ASEAN counterparts. Speaking at the 2013 APEC conference in Bali, the Chinese head of state pledged to boost bilateral trade and political relations with other Asian countries over the years to come. A better trading environment between China and Indonesia, Thailand, Malaysia and other ASEAN nations will be tremendously important if the region is to move forward as a stable and prosperous zone for economic growth.

China also welcomed two important visitors from the other side of the world in October: British Chancellor George Osborne and his witty counterpart the Mayor of London Boris Johnson. The pair came to China with a clear goal of making solid trade and investment agreements between the UK and China. Based on the message coming from the British and Chinese media, it seems that Mr. Osborne's sales pitch here was a success. Not only is trade and investment between the two nations forecast to increase, Chinese visa restrictions for Britain have been loosened and it also looks increasingly likely that London will be the world's largest international hub for the Yuan. One has to hope that the rhetoric coming out of both events will materialise and lead to improvements in the global economy.

Aspiring business leaders will be very interested in our Cover Story this month. With the Great Wall MBA program, taught by a collaborative team from Tianjin University of Finance and Economics and Canada's prestigious Trinity Western University, business students and those already involved in the commercial sector can gain invaluable skills by enrolling in a world-class course right here in Tianjin. Course directors Dr. Murray MacTavish and Dean of Faculty Eve Yi tell us more about this exciting new study program.

This month's Feature Story delves into the intriguing evolution of China's film industry. For some time now there has been talk of big movie producers from the US and elsewhere bringing more of their projects here. Check out our article to find out why many people see Qingdao as the new Hollywood!

You will also find a great deal of useful and well-researched information in our regular monthly columns. We hope that you will read our magazine and take away some important knowledge from our articles on IPR, HR, Marketing, Management and various other aspects of corporate operations.

Yours sincerely

Josh Cooper

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## TIANJIN NEWS

### Radisson Blu Plaza Hotel Tianjin Held A "Blu Is For Me" Client Appreciation Party

Business Tianjin, 1 November



Radisson Blu Plaza Hotel Tianjin held its "Blu Is For Me" Client Appreciation Party at its lobby on 27 September 2013. General Manager Mr. Clive Murray and the hotel management team welcomed more than 120 guests to the party. The guests enjoyed great performances from the hotel sales team, wine and dined on the "Blu" themed cocktail party and shared in many lucky draw prizes.

### Ming Yao lived in Tianjin Saixiang Hotel

Business Tianjin, 5 November

Ming Yao was in Tianjin Saixiang Hotel as the special guest of the 2013 Tour of China Cycling in Tianjin. Mr. Yao took a picture with the GM Kevin Zhang and the DGM Andy Gu. He stayed in Tianjin for two days and one night to join this big event. Tianjin Saixiang Hotel service is very attentive to him. For instance, the bed had been lengthening and a welcome cake with the basketball shape had been presented in his room.

### Tianjin & Other Cities Suffer from China's Shopping Mall Bubbles

Business Tianjin, 8 November



Apparently, shopping mall bubbles have emerged in some mainland cities, although some other places still have space for new malls. Of these, eight of the 10 biggest malls are also on the mainland. Research by Jones Lang LaSalle shows that 150 malls will open in 20 major mainland cities this year, each with an average gross floor area of 80,000 square metres. That compares with 80 new malls opened last year. The area devoted to malls in Beijing, Shanghai and Tianjin will rise by 40 per cent by 2015, while space in 16 smaller cities may even double by then.

### Tangla Hotel Tianjin was bestowed 2013 "International Six Star Diamond Award" in a second time

Business Tianjin, 13 November

Recently Tangla Hotel Tianjin was bestowed the "2013 International Six Star Diamond Award" by the American Academy of Hospitality



Sciences in a second time, and honored to be the sixth hotel in the world and the first Hotel in mainland China to receive this award. "International Six Star Diamond Award" is established by the American Academy of Hospitality Sciences in 1949 with its headquarters in New York. The organization enjoys high reputation in the global high-end service industry. Tangla Hotel Tianjin is the flagship of Tangla Hotels & Resorts. Tangla Hotel Tianjin adheres to the oriental brand value of "Harmony, Elegance, Excellence and Tranquility", achieving the perfect deep fusion of eastern aesthetics and philosophy.

### Tianjin Free Trade Port Sees Boom in Aircraft Leasing Business

Business Tianjin, 15 November



The aircraft leasing industry at China's largest free trade port in the northern municipality of Tianjin has witnessed booming trade with strong business volume and market share, authorities said. The Tianjin Dongjiang Free Trade Port Zone is the base for five headquarters from home and abroad, as well as 242 SPV (special purpose vehicle) companies in the aircraft leasing business, the zone's management committee said. The zone started operating in 2007 and is China's largest free-trade harbor area. Since then, aircraft leasing companies registered in the zone have contracted out 246 jets, about 90% of the domestic market share, with business worth USD 10.6 billion. The committee said the development of the sector was due to preferential policies in the zone.

### Kobe Steel to build aluminum car plate plant in Tianjin

Business Tianjin, 18 November



Kobe Steel revealed plans to build up a plant in Tianjin with a total investment of CNY 1.2 billion for making aluminum car plates, expected to start production from 2016, supplying products to carmakers in Japan, US and Europe. The company will set up a subsidiary in the Chinese city. The plant will cost CNY 1.15 billion or JPY 19 billion specifically for building, designed to make aluminum car plates used for engine and trunk covers. Breaking earth in June 2014 as expected and due to be completed in June 2015, the plant will start production in 2016, making 100,000 tons of aluminum car plates per year.

### The Astor Hotel, A Luxury Collection Hotel, Tianjin won 2 awards from Starwood Asia Pacific Division

Business Tianjin, 21 November

The Astor Hotel, A Luxury Collection Hotel, Tianjin was awarded "2012 The Luxury Collection Brand Ambassador Award of Greater China" and "2012 Regional Public Relations Award of Greater China(North)" two awards from Starwood Asia Pacific Divisional Conference in Macau. With 150 years of glory history, The Astor Hotel, A Luxury Collection Hotel greeted its 150th Anniversary in July 2013. This great event instantly enhances the Luxury Collection effect and brand awareness in Great China. More than 500 domestic and oversea media reported the celebration. Mr. Christian Metzner, general manager of The Astor Hotel said: "All the team members are very proud of these awards. This is the first Starwood hotel from the second-tier city won the Best Public Relations Award, and also we are the first hotel in Great China with Luxury Collection Brand Ambassador title.



### Shanghai and Tianjin Jostling to Be Mainland's Aircraft Financing Hub

Business Tianjin, 22 November



Shanghai and Tianjin are jostling to be the mainland's aircraft financing hub, with the world's second-largest aviation market expected to see 480 billion USD worth of aircraft acquired in the next 20 years. Tax concession measures in Shanghai's free-trade zone for imported aircraft, which are currently subject to 22.8 per cent import tax, would ensure more aircraft finance leasing companies were registered in the city. The new policy, only applicable to mainland companies, would also help them meet competition from overseas rivals. As a result, the number of aircraft leasing companies registered in Dongjiang doubled to 346 as of September this year and more than 240 aircraft have been financed in Dongjiang, according to a local official.

### Singapore to attend IDA World Congress in Tianjin

Business Tianjin, 23 November



Singapore's Minister for the Environment and Water Resources Vivian Balakrishnan is scheduled to attend the International Desalination Association (IDA) World Congress 2013 in China's Tianjin. The minister will deliver an opening address at the congress. He will also meet international industry leaders and government officials there. He is also scheduled to make a site visit to Tianjin Eco-City, the government-to-government flagship project between China and Singapore. According to the ministry's statement, the IDA is the leading global organization dedicated to desalination and water reuse. Singapore's participation at the congress underscores the importance it places on desalination, the ministry added.

## FINANCE

### Competition and Protectionism Dim China's Ceramic Industry

Xinhua, 7 November

Though autumn is just arriving in China's warm south, local ceramic firms have already felt the chill. Su Jiandui, general manager of the artistic ceramics business of Longpeng Group Co., Ltd, a leading ceramic firm in Dehua County in east China's Fujian Province said times are tough. "(On average) one household would buy two sets of tableware each year when we exported our products to European and American markets in the past. But they are buying only one in two years now." China, though it produces about 70 percent of the world's household ceramic ware, is much less competitive in the world market. According to China Ceramics Industrial Association (CCIA)'s website, Brazil has indicated that it will impose anti-dumping duties on Chinese imports of domestic ceramics. The major task of China's ceramic industry is to speed up structural adjustment, transformation and upgrading, said Du Tonghe, president of CCIA, at the trade guild's sixth convention held in Harbin, northeast China's Heilongjiang Province.

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**Fast Fashion Brands Look Up to Speed up Expansion Plans**

*China Daily, 15 November*



Foreign fast fashion brands are stepping up the pace of expansion in China, where the growing ranks of style-conscious customers and new shopping centers are boosting their sales. After Italy and Russia, China is the group's third-largest market. Spaanjaars said that Italian women favor a unique personal style, while Chinese women prefer to look like their peers. As a fast fashion brand, inventory is the least of the company's problems. Armed with their full brand portfolio, foreign fast fashion brands have crowded into the nation's swelling ranks of shopping centers. H&M Chief Executive Mr. Persson said: "China is the country where our expansion is strongest. H&M has grown 10 to 15 percent in China and keeps penetrating second- and third-tier cities." In 2013, the group is expected to open 350 new stores globally.

**China Becomes Largest Musical Instrument Market**

*Xinhua, 18 November*



China's musical instrument market reached over 40 billion CNY (6.5 billion USD) in 2012, surpassing the United States for the second year to become the largest musical instrument market in the world. In 2012, China imported musical instruments worth more than 1.85 billion CNY, and domestic production and sales totaled 38.5 billion CNY, according to statistics from the General Administration of Customs. China's musical instrument industry has developed rapidly in the past ten years. Most well-known international instrument brands have set up manufacturing plants or cooperated on manufacturing in China. China has become a major production site for mid- and low-end musical instruments.

**Consumer spending falls short**

*China Daily, 20 November*



Consumer spending contributed 45.9 percent of the nation's economic growth in the first three quarters of 2013, falling short of becoming a major driver for GDP expansion, the spokesman for the National Bureau of Statistics said. Investment generated 55.8 percent of the growth, which stood at 7.8 percent, Sheng Laiyun told a news conference in Beijing. Retail sales increased 12.9 percent year-on-year to 16.88 trillion CNY (2.75 trillion USD), the NBS said. Bullish conditions in the property market drove consumption in several other sectors, such as home appliances, furniture, construction and interior decoration materials. Online shopping remained vibrant in the first three quarters, and retail spending via the Web is estimated at 1.3 trillion CNY, equivalent to the full-year figure for 2012.

**China's general aviation market not yet soaring**

*Xinhua, 22 November*

China's general aviation industry has rosy prospects but its development remains slow. Such a contrast between dreams and reality has resulted in mixed feelings at the China International General Aviation Convention, which closed on Sunday in Xi'an, capital of northwest China's Shaanxi province. At the convention, Xia Xinghua, vice minister of the Civil Aviation Administration of China, said that the country currently has 178 companies, 399 airports or vertipads and 1,610 jets registered for general aviation. And the number of jets is expected to hit 10,000 by 2020, which means an annual compound growth of 22 percent. Official statistics showed that an aggregate fund of 400 million CNY (about 65.6 million USD) has been allocated to 64 enterprises engaged in general aviation for pilot training, facilitating purchases and the support of public services such as emergency rescue, aerial shots and public promotion from the start of 2010 to the end of 2012.

**China to better finance science development**

*China Daily, 24 November*

China will improve the way it provides financial support to science and technology development. The science and technology funding system lacks coordination between departments, and relations between the government and the market have not been clearly defined, impacting the effectiveness of fiscal support. The government will also promote other forms of financial support, such as angel investment and government. The ministry is building a science and technology report system in China, which requires State-funded research projects that have passed acceptance tests to submit reports that contain the research goal, method, process, technical content and lessons learned, to provide references for peer researchers.

**LAW & POLICY**

**Bogor Goals Inspire APEC Members to Go beyond 2020**

*Xinhua, 1 November*



In 1994, APEC members convening in the Indonesian city of Bogor set the goal of free and open trade and investment in the Asia-Pacific region, better known as the Bogor Goals. The Bogor Goals, the result of consensus that takes into account members' different levels of socio-economic development, set 2010 for developed members and 2020 for developing members to achieve free trade and investment. According to a 2012 progress report issued by APEC Policy Support Unit, the average tariff in the region has reduced from 17 percent in 1989 to 5.8 percent in 2012, much lower than the average 10.3 percent in other regions. However, average tariffs in agriculture remain higher than other sectors. APEC members are widely expected to take what has achieved in attaining the Bogor goal as a new starting point and strive for tangible results at the current summit in promoting multilateral trade system. They are also expected to coordinate regional free trade arrangement and enhance connectivity and infrastructure building in the Asia and Pacific region.

**LOGISTICS**

**Airbus unveils 'Smarter Skies' to aspiring pilots**

*China Daily, 16 November*

Airbus has unveiled its "Smarter Skies" ideas and vision for future flights in 2050. Large aircraft can help reduce air traffic and airport congestion. "Smarter Skies" also looks at manufacturing and how the aircraft is operated both on the ground and in the air to help meet the expected growth in air travel in a sustainable way. "Our latest future by Airbus 'Smarter Skies' concepts focus not only on what we fly but also on how we fly. Only by combining smarter aircraft design and optimization of the environment in which the aircraft operates can we achieve a sustainable long-term growth in civil aviation," said Tore Prang, Airbus vice-president of communications strategy and strategic programs.



**TELECOM**

**Huawei to invest 200 USD million in new UK R&D facility**

*China Daily, 17 November*

Chinese telecom giant Huawei Technologies Co Ltd said it invested 200 USD million to construct a new research and development center in the United Kingdom. Huawei made a rare move to disclose its founder's daily activities. The new R&D center will be built near the current Ipswich research office, which has about 80 staff. By 2017, the new R&D center will have a senior researcher headcount of more than 300. The center will focus on areas of optoelectronics, terminal design and software development. Huawei will apply its research progress to serve clients in 140 markets worldwide.

**Lenovo tops PC makers despite China sales decline**

*China Daily, 20 November*

Lenovo Group held on to its position as the world's No 1 personal computer maker in the latest quarter despite a drastic dip in its core Chinese market. Worldwide PC shipments totaled 80.3 USD million in the latest three month period, the lowest level since 2008, Europe, Middle East and Africa were the worst hit region, with a 13.7 percent decline in PC sales, followed by Asia Pacific with an 11.2 percent decline. Strong sales in the United States and Europe helped Chinese PC maker Lenovo hold onto the top spot among manufacturers, offsetting the decline in Asia. Lenovo's overall shipments rose 2.8 percent over a year ago to give the company a 17.6 percent share of the global market.



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**GENERAL**

**Nu Skin Eyes Strong China Market**

Xinhua, 15 November

Eyeing massive consumption potential of China's growing middle-class, personal-care products maker Nu Skin Enterprises is ramping up investment in the fast-expanding market, describing it as a "substantial part" of the company's growth plans. Truman Hunt, president and CEO of NSE, said the company plans to invest close to 200 million U.S. dollars in building stores and manufacturing facilities in China next year, to keep up with rising demand. "We are deploying a lot of capital in China because we believe in the future of the market," Hunt said. To better tap the market, the New York-listed company has invested over 450 million CNY in building a new offices in Shanghai, its largest ever foreign investment, according to Hunt. Nu Skin was the first foreign-invested direct selling company to be licensed to do business in China.



**Apple bets on Burberry chief to burnish retail shine**

Xinhua, 19 November



Burberry CEO Angela Ahrendts rebuilt the British luxury brand after excessive exposure of its trademark checkered pattern alienated wealthy clientele. Her approach was to embrace digital innovation, build

a strong online business, and tap Chinese and Latin American markets. Now Apple Inc is hoping she can do the same at the world's most valuable technology company. In hiring Ahrendts to direct strategy, expansion and operation of Apple's retail and online stores, Chief Executive Tim Cook has set her the task of bolstering iPad and iPhone sales, and returning some lustre to a brand that has not launched a major new device in almost four years. One of her main challenges will be to boost Apple's sales in China, its second-largest market. Ahrendts is the first woman to join Apple's executive team in nearly a decade and will take on an expanded role, overseeing its vast network of stores that employs about 42,400 people and online teams. Apple has not disclosed how much she will be paid.

**Google shares break 1,000 USD Barrier**

China Daily, 21 November

Google Inc shares jumped past 1,000 USD as investors bet on the Internet company's continued dominance of the mobile and video advertising businesses despite aggressive competition from Facebook Inc and Yahoo Inc. Shares of the world's No 1 search company rose more than 14 percent to an all-time high of 1,015.46 USD, swelling its market value by about 40 billion USD. Google, whose Android is the world's most-used mobile software and YouTube is the most popular video-streaming service, reported a 23 percent jump in net revenue from its Internet business. Advertising volume soared 26 percent - the highest rate of growth in the past year - and more than made up for an 8 percent slide in ad prices.

**CHINA IN THE WORLD**

**China, ASEAN aim to boost trade to USD 1 trillion by 2020**

Xinhua, 10 November

China and Association of Southeast Asian Nations (ASEAN) members agreed here to scale up their two-way trade to USD one trillion by 2020, more than doubled to that of last year. Chinese Premier Li Keqiang, who arrived here earlier in the day, attended the summit with leaders of the ASEAN members. In the statement, China and the ASEAN nations also agreed on the goal of expanding their two-way investment to USD 150 billion in the next eight years. According to official numbers, China-ASEAN mutual investment has totaled over USD 100 billion by the end of 2012. Vowing to oppose trade protectionism, the two sides pledged to start at an early date the talks over the upgrade of their free trade zone, which is called the ASEAN-China Free trade Area (ACFTA). They have agreed with each other to continue maintaining and improving the Lancang-Mekong River navigation channel, said the statement, adding that China is ready to talk with ASEAN members on setting up cross-border economic cooperation zones in border areas.

**Success in Europe 'Takes Time'**

China Daily, 16 November



Chinese investment in Europe has grown rapidly, but for China to become a successful and mature investor in the continent requires more time. "We think that China's foreign investment and investment in Europe is an activity that combines economic, social and cultural factors," said Ma She, deputy director-general of the department of European affairs at the Ministry of Commerce. Chinese corporate investment in Europe soared in recent years. By 2020, China's total investment in the region is expected to reach 250 billion USD to 500 billion USD. "With a population of 510 million and per capita GDP of up to 32,700 USD, the EU is a huge market with advantages in technology, innovation, management, human resources and environmental management and has great advantages.

**British transport secretary's China visit hopes "to sell, to buy, to learn"**

Xinhua, 18 November



On the eve of his departure for a six-day visit to China, the British Transport Secretary Patrick McLoughlin said he was "on a mission to sell, to buy, and to learn." The trip had been in planning for three to four months, and McLoughlin would fly out to Beijing on and returns six days later. China is a big investor in some areas of industrial and commercial activity in Britain, and the visit is also a recognition of the huge Chinese internal market. McLoughlin said he believed Britain could learn from the experience of China in its construction of its extensive high-speed rail network, and the importance of connecting cities with the network.



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## China, Australia agree to quicken FTA talks

Xinhua, 20 November



China and Australia agreed to accelerate talks over a free trade agreement. The consensus was reached by Chinese Premier Li Keqiang and his Australian counterpart Tony Abbott during their meeting on the sidelines of the leaders' meeting between China and the ASEAN. Stronger bilateral cooperation would not only benefit the two sides, but help maintain peace, stability and development in the region and worldwide. The Chinese premier also called on the two countries to enhance their coordination under multilateral mechanisms. For his part, Abbot said Australia is committed to promoting bilateral ties and is willing to rev up high-level exchanges and strategic communication with China. Australia hopes to accelerate the FTA talks with China to expand two-way trade at an early date.

## Chinese firm completes power project in Nigeria

Xinhua, 21 November



China's Machinery Engineering Corporation completed a multi-million U. S. dollars power plant in Nigeria to add 500 MW to the state power grid, an official of the company. The Omotosho 500 Mega Watts (MW) Power Plant owned by the Nigerian government will be formally unveiled by Nigerian President Goodluck Jonathan in southwest Nigeria's Ondo State. The plant is the second of the 10 Nigerian Independent Power Projects under the management of the Niger Delta Power Holding Company Ltd. The project was initiated in 2004 by the then government of former president Olusegun Obasanjo, but the project was abandoned between 2007 and 2009 due to funding arrangements.

## China-Myanmar gas pipeline in full operation

Xinhua, 23 November



The China National Petroleum Corporation said that the China-Myanmar gas pipeline has gone into full operation after the completion of its end section connecting the cities of Lufeng and Guigang in southwest China. Some 793 km of the 2,520 km trunk line are in Myanmar, while the rest is in China. It is expected to send 12 billion cubic meters of natural gas annually to Myanmar and southwest China, which will reduce coal consumption by 30.72 million tonnes per year. Construction of the gas pipeline began in 2010. It is part of a Myanmar-China Oil and Gas Pipeline project.

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# Numbers

## 20

The yuan traded stronger than 6.10 per dollar for the first time in 20 years after the central bank raised its daily fixing rate to a near record high and the nation stepped up efforts to increase the Chinese currency's global use.

## 100 Billion

China and Vietnam will achieve a bilateral annual trade volume of 100 billion USD by 2017. Trade volume between the two countries exceeded 40 billion USD in the first eight months of this year, putting the annual target of 60 billion USD for 2015 within reach.



## 5 Billion

China said that it would give rewards amounting to 5 billion CNY (816.91 million USD) for curbing air pollution in six regions - Beijing, Tianjin, Hebei, Shanxi, Shandong, and Inner Mongolia autonomous region - where the problem is serious.



## 13.7%

General Motors and its joint venture sales in September reached 277,647 units, up 13.7 percent year-on-year. In the first nine months, GM and its JV sales totalled 2,312,418 units with an increase of 11.1 percent.



## 28.4%

China's residential land supply totalled 91,700 hectares in the first nine months of 2013, up 28.4 percent year on year. The land supply for commodity housing hit 71,300 hectares, with a year-on-year growth of 7.3 percent.



## 1,000

The number of China's village banks reached the 1,000 landmark which was reached by a village bank opening in Gansu province, boosting their local economies with loans and financial support.



## 440,900

The number of foreign-funded companies in China rose 0.24 percent from a month earlier to 440,900 by the end of September. Total registered capital of foreign-funded companies increased 5.53 percent from a month ago to 12.14 trillion CNY (1.98 trillion USD).



## 372.7 Million

Wumart Stores Inc, a Chinese supermarket operator, announced that it is proposing to purchase outlets from retailer CP Lotus Corp through a share-swap deal valued at 372.7 million USD.

## 2,000

The Airbus fleet in China will double to 2,000 airliners by 2020. An increasing focus on helping China and its airlines develop an infrastructure that can support such growth. Nearly 200 A330s are in service or committed by China's airlines, taking a 60 percent market share in that segment.





# Economy Report

By Justin Toy

As the Chinese economy moves into the fourth quarter, the top leadership maintains its position that the Chinese economy remains on track, despite concerns of an economic slowdown and a hard landing. President Xi Jinping, speaking at the Asia-Pacific Economic Cooperation (APEC) in Indonesia on 7 October, stated "I'm fully confident in the future of China's economy. The slowdown is an intended result of our own regulatory initiatives." His statement reinforces the stance that new leadership of China is much more concerned about reforming the economy than stimulating it, guiding the nation away from debt-driven investments in infrastructure and property towards a more sustainable consumer driven path. Mr. Xi also stated that he believes a "7% annual growth rate [would] suffice" to meet China's medium-term goal of doubling per capita income by 2020.

Later this month, the top government officials will meet behind closed doors for the Third Plenum of the 18th Chinese Communist Party Central Committee, a session held once every five years. The meeting will unveil President Xi Jinping and Premier Li Keqiang's priorities for reforming economic policy for the next decade. Many analysts are hopeful that the new leadership will stick to their guns and deliver some sweeping economic reforms including bolstering the role of the market, expanding opportunities for small and medium sized firms, allocating capital more efficiently, and improving the balance between consumption and investment. "We expect the meeting to approve a document laying out the broad principles of China's next stage of economic reform. Hopes are high that the document will mark a significant breakthrough in policy across a range of economic issues,"

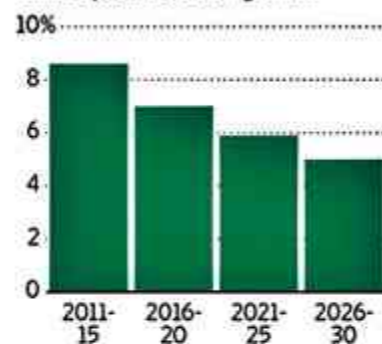
Standard Chartered's David Mann said in a note.

Yet, there are a number of skeptics out there who believe that the policies set forth later this month will be too general, dismissing the reforms as "too little too late." China's government has been too careful in the past when it has come to radical reform. Analysts from China's top government think-tanks say that reform measures are limited as a drastic shift in policy would intensify the current economic slowdown and push the government towards reverting to more tightly controlled market conditions. However, without substantial reforms in the next five years, the International Monetary Fund economists forecast that China's growth could fall to an average of 4% annually through 2030.

## New Model

The World Bank expects China's growth to decelerate even if it makes reforms.

China's predicted GDP growth



Source: World Bank-Development Research Center 'China 2030' report  
The Wall Street Journal

## APEC and Indonesia

Mr. Xi was the keynote speaker in early October at the 2013 Asia-Pacific Economic Cooperation (APEC)

held on the Indonesian resort island of Bali. During his keynote speech Mr. Xi addressed the slowdown in the global economy by saying that "achieving a full recovery and the healthy growth of the world economy will be a long and tortuous process", and that the major global economies need to strengthen their macroeconomic cooperation as they try to resolve their structural problems.

**Mr Xi addressed the slowdown in the global economy by saying that "achieving a full recovery and the healthy growth of the world economy will be a long and tortuous process".**

With president Obama not in attendance due to the US government shutdown, Mr. Xi was the dominant leader at the economic integration forum. APEC, with its 21 members including the US, Russia, China, Mexico, and Canada, accounts for 40% of the world's population, 55% of global GDP and 44% of world trade. The absence of Mr. Obama could prove costly for US foreign policy as he planned to use his powers of persuasion to push forward negotiations for the Trans-Pacific Partnership (TPP), a trade bloc that is led by the US and that currently excludes China. The goal to finish the complex negotiations for the TPP, which aims to bring regional economical integration through trade and investment liberalisation, was set for the end of the year.

As we turn the page into November, this ambitious goal is starting to look unobtainable. Obama's absence was also detrimental to American interests in Indonesia. China has continued to effectively increase its economic presence in the booming island nation, which up until a few years ago was met with resistance. In September, China announced plans for a 50 billion USD infrastructure bank to service the region. Mr. Kurtz, an American living in Jakarta, commented that "China's effective economic support was unmatched by the United States... soft power loses to hard currency most of the time."

## September and Third Quarter Data

China's annual growth in Q3 has picked up to 7.8% year on year, up from 7.5% year on year in Q2. After the economy slowed down in 9 out of 10 of the last quarters, China's economy looks to have stabilised since mid-year after Beijing implemented measures to stem off a sharper downturn amid reform efforts. However, recent economic policy and data from September indicates that month-on-month growth is flattening and will continue to do so under tighter credit and fiscal

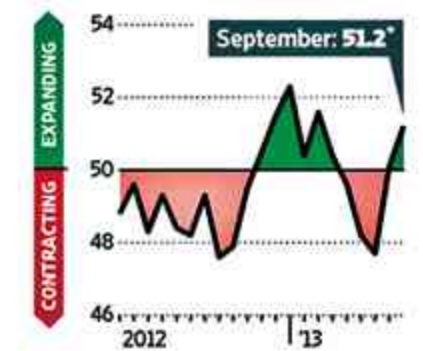
restraints. This in turn will most likely result in a downturn in growth during Q4. "Looking forward, we expect Q4 growth momentum to be somewhat weaker than in Q3 due to tapering restocking demand and weaker credit growth," Tao Wang, an economist at UBS in Hong Kong, stated in his research notes.

The official purchasing managers' index (PMI) for the non-manufacturing sector rose to 55.4, the highest it has reached since March. The service industry has increasingly become a strong mainstay of the Chinese economy while the manufacturing industry's growth has been sluggish. The HSBC China manufacturing PMI showed a slight gain in September up to 50.2 from 50.1 in August, which was below analysts' expectations.

Analysts are expecting CPI to edge up from 2.6% in August to 2.7% in September, well below the government's threshold of 3.5%. Meanwhile, PPI is expected to fall 1.5% from a year earlier, compared to a 1.6% drop a month earlier. This decline in PPI can be attributed to recovering production and demand.

Industrial production in September is expected to continue its strong growth. A Reuter's poll showed that industrial production growth is

## HSBC's China PMI

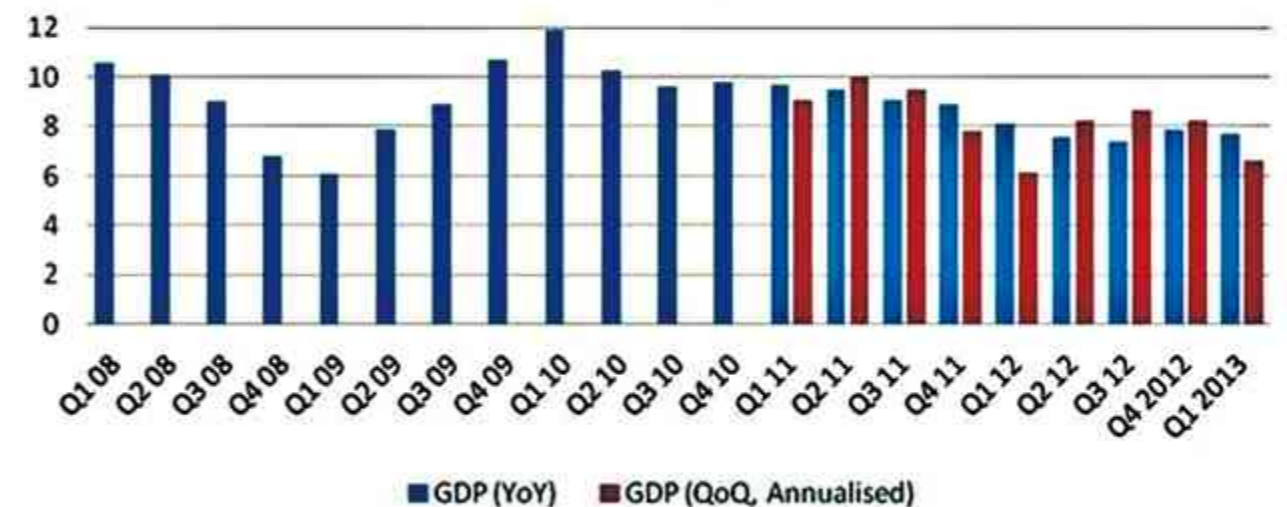


Source: Markit Economics  
The Wall Street Journal

expected to have grown by 10.2%, though lower than August's 10.4%. "The turnaround looks to have been led by infrastructure spending of the state sector, which has benefited heavy industry the most, mirrored by the recent acceleration in electricity output," Capital Economics' Williams and Wang said. "September's investment figures should give further details on whether this imbalance has continued." **B**

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## GDP Growth Slows (Percent)





# TUFE & Trinity Western Launch World-Class Great Wall MBA Program

By Josh Cooper

On 17 October the Tianjin University of Finance & Economics, in partnership with Canada's prestigious Trinity Western University, launched the Great Wall MBA program. This exciting new course offers an extraordinary opportunity for aspiring business leaders or those who are already working in the commercial sector to boost their skill set and broaden their understanding of global business management in the 21<sup>st</sup> century.

Our editorial team spoke to the two leaders of this pioneering joint

venture-Dr. Murray MacTavish, Director of Trinity Western University's MBA program, and TUFE's Dean Eve Yi. Here is what they had to say about the course and the partnership between the respective institutions.

## Give us a bit of background to this academic partnership.

Trinity Western University has a long history of collaborating with universities in Tianjin. Before now we have had relationships with other institutions in the area and we have come to know quite a lot about the

city. Since 2007 we have been running programs with TUFE and it has been a very successful partnership. Dean Eve Yi of TUFE's MBA Education Centre was a visiting scholar at Trinity Western, which has also served to increase the depth of our association.

The new MBA program is the latest development in a long lasting relationship between the two institutions and it is exciting to finally get the course up and running this year after receiving approval from the ministerial bodies in China and Canada.

## Tell us about the people who are behind the teaching and development of this course and the expertise that they bring.

From both sides we are able to bring a tremendous amount of insight into the theoretical and practical aspects of business management. TUFE has a teaching team with a particular expertise in the finance, accounting and economics elements of the program.

On the other hand, Trinity Western's MBA teaching staff will give the student's a global perspective as they foster a cross-cultural learning environment. For example, one of the research areas which we have a background in, for example, is leadership. Throughout our course we will be encouraging students to

think carefully and objectively about their own self-identity and approach to being a business leader; a practice which is very important when it comes to working in a real corporate environment.

## So how will the teaching be divided between the institutions and what qualification will students receive upon completion of the program?

It will be taught by specialist professors from both universities. TUFE staff will teach 6 of the 14 units and Trinity Western professors will teach the remainder during their 2-week residencies in Tianjin. The course materials, textbooks, and

such, are all from Trinity Western and the program will be taught fully in English.

As a result of this great partnership we are able to play to the strengths of both institutions and bring elite educational programs to our students. TUFE, for example, is very strong in the areas of finance and economics, whereas Trinity Western brings a great deal of expertise in terms of research skills, marketing and strategy, and global business culture.

## As it is a joint venture between two universities, where does the accreditation of the qualification come from?

It is actually a Trinity Western University MBA. After finishing the program the student receives a Trinity Western degree, which is fully accredited and just as valuable as it would be if you did it entirely in Canada.



## How does the program differ from other courses of its kind within the Chinese market?

It goes without saying that the strong multinational partnership between our universities brings something new and unique to the aspiring MBA candidates of Tianjin. Like other MBA courses in China, the Great Wall program focuses on the domestic market, legal system and corporate cultures. But in contrast to most other MBA's out there, ours will be taught through a western methodology and therefore will give students a different way of thinking and learning than that which they have become used to throughout their lives in China.

## What will the structure and content of the course look like?

The course is taught over a period of about 18 months. Like any MBA program worldwide there will be units which cover the core areas such as managerial accounting, international business law, finance,



global competitiveness, business ethics, and operations management.

A critical area for us is leadership, particularly what is known as 'value-based leadership'. Businesses are built on trust, and therefore it is critical for leaders to learn how to build trust, enhance relationships, and sustain long-term partnerships.

### Tell us what impact this course could have on the students' employability.

An MBA degree remains a prestigious qualification which will certainly bolster someone's employability as well as their potential income. The core value of the degree lies in the skills that MBA students obtain. This means the technical knowledge and understanding of the business world, as well as the independent thinking abilities that enable people to be successful in business. In this regard, doing the Great Wall MBA will be an invaluable asset throughout students' entire lives.

### What kind of people is the MBA aimed at? Who is eligible to enroll on course?

The program is open to everybody who wants to gain the skills and knowledge needed to elevate them in the business world. In our first cohort we have many students from China, of course, but also some of other nationalities.

Some of the students are recent graduates looking to further their studies, others are already in management positions. We find that having these mixed classes leads to a great learning environment.


Anyone can apply and we really hope to get as diverse a range of students as possible!

### How was the 17 October official launch?

It was great. Various leaders from both universities attended, as well as a large turnout of current and future students. We are pleased that so many people showed an interest in this exciting new educational opportunity in the Tianjin area. Going forward, we hope to keep the Tianjin business community

informed of the progress of this program and its development. Now is the time for local and international companies to consider enrolling their key leaders in this program.

### Given the success of this partnership up until now, do you foresee any further joint ventures going forwards?

We are very pleased with our existing partnership with TUFU. I can see us continuing to expand these projects, including adding an additional group of MBA students each year, possibly delivered on a full-time basis. We will constantly be looking for additional opportunities to bring value to the Tianjin business community. One such example includes the start-up of a consulting service with TUFU for companies in the region, which can capitalize on each university's faculty expertise in-between the weekend class sessions. 

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# Harmony, Elegance, Excellence, and Tranquillity

## Tangla Hotel's Way to a Second International Six Star Diamond Award

By Sanne Jehoul

The Tangla Hotel in Tianjin has recently received the 2013 International Six Star Diamond Award from the American Academy of Hospitality Sciences (AAHS). Tangla is the first venue in Mainland China to be awarded this honour, and has done so for the second year in a row.

For the hotel's General Manager, Irish-born Fintan O'Doherty, the recognition from the reputable AAHS is of great value. Business Tianjin sat down with him to talk about the significance of this award and about the brand's development.

**The AAHS International Six Star Diamond Award is a prestigious accolade to receive. What makes Tangla Hotel stand out from the competition?**

It has to do with a range of aspects. Firstly there's the structure of the hotel; the bedrooms start on the 36th floor, which gives guests an unparalleled view of the city. Our hotel is quite small; we have 116 rooms, of which 24 are suites. The smallest room is 60 square metres, while a normal hotel room is about 35 square metres, so we're delivering a luxury product.

Then there's the wide range of food and beverage outlets, with a fantastic

restaurant on the 49th floor, and the highest bar in the city on the 50th floor. Additionally we've got two other restaurants on the lower levels. The biggest quality aspect, however, is our team. We use our Chinese corporate culture to get the team members to work well together and we spend a lot of time with them to teach them the art of service.

Before opening, I put together 14 short training courses that we used to make our staff more aware of their impact on the guests' experience. They covered aspects such as body language and how to meet and greet people, because those things make the difference.

**Tangla is a Chinese brand, unlike most of your five-star competitors in Tianjin. Does that make a difference in your approach towards guests?**

About 95 percent of our guests are Chinese, and our business is growing dramatically, which means we can create the product the guests want. If you're working in an established hotel like for example the Hilton, you'll always need to provide a Hilton breakfast, which is essentially a Western breakfast. We have a lot more freedom to create a product more specific to our guests and to make them feel at home. It's not about

ego; it's about making them happy. We are a small company, so we can still create our own standards.

**How did your nomination for the Six Star Diamond Award come about?**

We approached the American Academy of Hospitality Sciences last year and asked them to assess the hotel. That means they will have researched the company and sent some people over to evaluate the hotel anonymously. Last year when I was in New York, I took the opportunity to visit the Academy and convinced their president to come over to Tianjin. He saw the product and was wowed by it. As a Chinese company, getting the Six Star Diamond Award is a fantastic achievement and every one of us is very proud.

**Can you elaborate on the unique personal service that Tangla offers its guests?**

We have divided the hotel into sections, and for every section one person – a 'Tangla ambassador' – is in charge. They then have a team working for their section, which means that the guests always get to see the same staff members. We try to personalise the service that way, with people who are multi-skilled and



understand what their guests need.

We are very fortunate, because before we opened, the AAHS sent over Donald Trump's former personal butler to spend a few days with our team members and train them in the art of service. We try and deliver the best every day, and that requires good training.

**You're under pressure to compete with top-brand international hotels in Tianjin. Do you feel that makes you more cautious and more focused on things that other hotels might take for granted?**

Definitely! When I worked in other international hotels before, I knew that just putting the logo over the door would guarantee 40 percent of our business, because the brand was that strong. With Tangla, we are still building a brand and opening new hotels to make it stronger. We're still under pressure to make sure the brand is pure. That's why our corporate culture is based around Buddhism; our values are Harmony, Elegance, Excellence, and Tranquillity. We try to create a service-based philosophy for the team members to make them feel good about looking after our guests. Whichever position they're in, the staff need to feel that they are contributing and that we can't do it without each other. When we did the training sessions, we mixed up team members from all different departments of the hotel, so they really did all feel part of a whole.

In hotels it's all about trying to achieve consistency. Why do people go to McDonald's? Not because of the great food, or the nice plastic seats, or the cold lighting. They go because of the consistency, because they'll get the same burger in Beijing or Paris or anywhere else. We need to make our service consistent, and then we have to be able to take it to the next step and personalise that service.

**What does the award mean for your career and you personally?**

Well it's very nice! *(stands up and takes an award from a bookshelf)* This is a personal award that the AAHS presented to me last summer. I'm delighted of course, because we'll always be the first in China to receive this award, and throughout our entire company people are very proud that a Chinese brand has been able to achieve this. It's a challenge to keep getting better and better. Other hotels out there are opening, with newer ideas, new properties, but fortunately the competition hasn't really managed to overtake us so far. In Tianjin, we're directly competing with the St. Regis, The Westin, the new Wanda Vista, and now the Ritz-Carlton just opened its doors. As long as we keep the fabric of the building well-maintained, keep the team members motivated and trained, and keep improving things, we'll hold the key. Guests like consistency, but they also like seeing new things that bring them value for money.



**What are your specific hopes or ideas for the near future?**

I'm currently in talks with our head chef about our seafood buffet and doing something different with that every night. The bar upstairs, which is an enormous success, has been so busy that we decided to create a separate wine lounge one floor lower. We're also looking at our Chinese restaurant at the moment to make that a bit more exciting.

Our brand is expanding as well. We should open a hotel in Sanya next month; it's right on the beach and has 430 rooms. A hotel in Brussels is under construction, and our branch in New York is currently being rebranded. We're continuously looking for new opportunities. **E**

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# Ensuring International-Standard Healthcare in China

*Business Tianjin speaks with Bertus Pretorius, General Manager of International SOS's Chinese clinics*



**B**ased in Beijing, Bertus Pretorius is the General Manager of the clinics in China for International SOS, a multinational company providing medical and security support to organisations with activities and operations globally. Pretorius has been part of International SOS since 2004 as Director of Clinics in China, and oversees their activities in Beijing, Tianjin, Tianjin-TEDA, Nanjing, and Shenzhen. During his tenure, he opened the TEDA clinic, making it the fifth one in the country, and he has grown the China clinic business to the largest within the International SOS Group. Our editorial team talked to him about his position

and the relevance of his company's work in China and our local Tianjin community.

**Tell us about your role at International SOS.**

As the General Manager of our clinics in China, I am responsible for the operations of all our clinics across China. I am not a clinician, my background is more in business administration and as such I see the main focus of my role as supporting our exceptional clinic teams.

The clinics are a key part of our business and many of our clients also see them as a critical part of

their support structure for their investments in China. We place a very strong emphasis on service and our medical and support teams work diligently to ensure that our clients and patients get the best possible medical care.

A large part of what I do is to provide the clinics with the tools they need to give our clients and patients the best possible service in each of their locations. All International SOS clinics in China are ISO 9001 certified, which means that our process, facilities and services are of the highest international quality standards. I think the achievement of this certification really illustrates our

commitment to high quality service and to our clients.

## Give us an insight into the work your organisation does.

International SOS' mission is to look after the needs of our clients and their demand for international-standard healthcare. We do this through our Assistance Centres, our clinics and our provider network.

We have been in China since the late 80's and have an in-depth knowledge of the healthcare system in China. We have also established an extensive network of providers who help us support our clients. Today we employ over 650 people in China, more than half of which are medical professionals.

Health risks in China can vary based on location and these risks need to be recognised and managed. One of the fundamental things that we do for our clients is provide them information and guidance. We can advise which hospital to go to, which doctors to see, we can arrange

appointments, help with translation and also accompany patients. We have a 24/7 assistance centre that directly connects to the other 27 assistance centres we operate globally and we provide on-site medical services on 32 client sites in China.

Our security services provide our members with support in the event of a security issue. From a lost passport to a natural disaster, through our assistance centres members can get advice, emergency translation and logistical aid.

At our clinics, we provide high quality international standards of healthcare that you would expect abroad. In Tianjin we operate two clinics for the benefit of our members; one in downtown Tianjin and one in the economic development area (TEDA).

## How can Tianjin expats benefit from the services International SOS offers here?

The Tianjin and TEDA Clinics are a fully integrated part of our worldwide assistance capabilities. This means that

our clinic and therefore our patients have full access to the resources of International SOS globally.

So, if a patient needs a particular language supported that we don't speak in Tianjin, we can reach out globally to arrange a translator from our other assistance centres. Our doctors in Tianjin can reach out to our 1,200 physicians worldwide for a second opinion or advice on a particularly obscure medical condition. Though our comprehensive international network, our patients in China have access to an unparalleled system of doctors, hospitals and providers to support their medical needs.

## Why should people choose your company?

International SOS has the strongest presence in China of any global assistance company. With offices and clinics around the country, a dedicated air ambulance, as well as the Beijing and Hong Kong assistance centres, International SOS has the



around the world, International SOS staff are confident in their capabilities and the capabilities of our teams globally to support our patients as they need.

Globally International SOS has over 4,800 medical professionals including highly-trained physicians, medics, nurses, and medical consultants who provide medical care, assistance, diagnosis, and referrals at our assistance centres, on client sites and our clinics. With this support we are able to match the development and demands of our clinic markets in our clinic teams. Whether it is a French speaking doctor, or a Japanese speaking nurse, we can arrange the medical support that the market demands.

## Can you tell our readers about some of the schemes your company offers that are particularly valuable to members of Tianjin's international community and their families?

In Tianjin our two clinics provide international-standard healthcare to our members. These clinics are staffed by foreign and national doctors, bi-lingual nurses, and have an international standard pharmacy. Members are also supported by our global 24 hour emergency assistance platform that allows them to speak to a doctor anytime, day or night for routine advice, or emergency support. The clinic runs regular informational seminars for the community discussing topics like preparing for emergencies, the recent H7N9 outbreak, or pollution and the health effects. We also can provide certified first aid training courses in English or Chinese. **E**



infrastructure and resources in place to provide effective, practical and informed medical and security advice and support in China.

International SOS provides a comprehensive, integrated medical and security assistance solution. Together with our travel tracking and online services, we are able to support our clients throughout the travel and expatriation process of their staff. From providing pre-travel advice to employees before they leave their home countries; to over the phone support when they are in need; to tracking, locating and assisting in the event of a crisis or natural disaster. International SOS provides continuous support and care from before they depart until they are

safely home.

Our global presence and local knowledge combined with our network of professionals enables us to protect our members and offer them help and support wherever they may be in the world.

## What makes your staff the edge within the industry?

At International SOS we place strong emphasis on people. I think what really gives our staff the edge is not only that we have an outstanding team, but also the level of support we get from International SOS. From ongoing training to regular meetings with peers to discuss best practices

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# Qingdao: China's Hollywood in the Making

The Chinese Film Industry's Domestic Success, Issues, and U.S. Relations

By Sanne Jehoul



Considered one of China's most pleasant living locations, Qingdao might in the near future be referred to as 'Chinawood'. Wang Jianlin, the nation's wealthiest man, has chosen the coastal city as the location for a new film studio complex, with a monstrous budget of 30 billion CNY. The project is officially going by the name of 'Qingdao Oriental Movie Metropolis' and is expected to open in 2017, covering a surface of no less than five hundred hectares (including hotel resorts, restaurants, and more) and with an expectation of producing at least a hundred films annually. Present at

the announcement on 22 September were a bunch of Hollywood A-listers including Leonardo DiCaprio, Ewan McGregor, Nicole Kidman, Catherine Zeta-Jones, and John Travolta, and Chinese top actors Zhang Ziyi, Jet Li, Tony Leung, and Donnie Yen. Big U.S. executives such as Harvey Weinstein (Weinstein Co.) and Rob Friedman (Lionsgate) also attended. Wang Jianlin is known in China primarily as the chairman of property developer Dalian Wanda Group – famous for the many Wanda Plaza shopping malls present in every Chinese urban area. At the announcement ceremony, China Film

Association Chairman Li Qiankuan described the company as "a leading private enterprise and creator of China's film history." He went on to other grandiose statements saying that the Qingdao initiative is an "unprecedented project that will create history" and focused on the crucial ties with the U.S. industry by pointing out that "the Academy of Motion Picture Arts and Sciences (AMPAS) will support Wanda in hosting Qingdao International Film Festival."

The Wanda Group has indicated that they have preliminary agreements to shoot around thirty foreign films

in Qingdao each year. Locally they hope to work with over 50 Chinese production companies, which should result in an output of at least 100 domestic films and TV shows annually. A project of this size evidently aims itself at international markets, which might mean that the largest challenge for Wang lies in the ability to get past China's complex bureaucracy and strict censorship policies, which are continuing to restrain local creative minds. The impossibility to represent certain topics within the country may cause many potential international clients and co-operators to hold back. The government greatly subsidizes the domestic film industry, with new screens opening daily throughout the country, and with hopes that the international export will improve the nation's image to the outside world; but it obviously poses the problem of authorities controlling the images' content. Current topics prone to censorship range from sex, drugs, and religion, to science fiction and politics, all of which are abundant in Hollywood cinema.

Recent history has shown that most Chinese film productions and co-productions aimed at international audiences rarely succeed. Wang has defended himself stating that, considering China's 1.3 billion people population, "the global film industry will recognise that the sooner you partner with China, the sooner you make more money." However, as Variety recently analysed in an article on 30 August 2013, despite the high volume of Chinese film productions, few of them know any success outside of their home country and fail to gather both revenue and critical attention. Albert Lee, CEO of Emperor Motion Pictures in Hong Kong, is quoted as saying "China's companies have no idea about international sales. That's because they are so strongly focused on their home market." The article follows this statement by noting that currently, Chinese filmmakers do not seem preoccupied with expanding their knowledge outside of the domestic territory, as it does not offer much

profit. Apart from overcoming the issues mentioned earlier, it therefore seems like Wang's project also needs the right teams on board to rise above this and gain more insight into international movie marketing, if it really wants to profile itself as a global player from the outset.

**Chinese domestic box office sales are skyrocketing, yet foreign films are stumped by the many restraints, policies, and lack of knowledge about the market.**

In the grandiosity of Wang's plans, we also should not forget that China is hardly lacking film studios – many studios remain unused due to their oversupply – and that the Qingdao project, although likely to be profitable, might not have the creative success it is hoping for. Wang will need the firm agreements he's alluded to in order to ensure that the project will attract the necessary partners.



## China vs. Hollywood today

Much is happening in today's Chinese film market. It is second in the world only to the U.S., and box office receipts last year made for a total of 17 billion CNY. Considering the 30 percent increase compared to the year before, it seems unlikely that the market will lose momentum any time soon.

March 2014 will see the first US China Film & TV Industry (UCFTI) Expo in Los Angeles, indicating once more that Hollywood has caught on to the new global player's importance and that both parties are keen on increasing the strength of the relations between their respective film industries. UCFTI CEO Bianca Chen has illustrated their mutual benefit in saying that China needs Hollywood's experience and technologies, while Hollywood looks for insight into marketing to Chinese audiences.

Add to this the strong China – U.S. ties of the Qingdao project, and last year's announcement of a film-making centre near Tianjin focused on co-productions between both countries (an initiative of studio boss Bruno Wu with help from the Binhai New Area government), and it becomes apparent that the world's two biggest cinema industries are making an effort to reach out to one another.





The U.S. film industry has, however, had plenty of difficulties dealing with China in the past. Chinese domestic box office sales are skyrocketing, yet foreign films are stumped by the many restraints, policies, and lack of knowledge about the market. China additionally limits the number of foreign film releases and schedules blackout periods in which new Hollywood productions cannot be released. Not too long ago, China decided to levy a 2 percent value-added tax on U.S. films, causing a row between the two countries' film industries. China Film Group ended up stopping payment to the American studios. The spat was eventually resolved and the Chinese authorities agreed to pay the full box-office revenues, which made up for several millions of dollars.

According to Variety, China is also beating Hollywood at its own game: offering increasingly more nicely polished genre films and expanding cinema's popularity to the many smaller cities in the country, now good for 34 percent of national ticket sales.

Additionally, despite the many restricting policies, things are looking up. More contemporary, suburban themes and an increase of production have ensured that young Chinese filmmakers today can take a few more liberties and are able to get more flexible regulations for their work, leading to an expansion in genres and a slight easing in censorship. Currently there's a surprising boom in the romcom genre, and a high number of female Chinese film directors, especially compared to

other countries.

To evaluate the future relevance of the Qingdao Oriental Movie Metropolis, we should therefore consider interests and agendas of both major players – the U.S. and China. In the Guardian's news article on the new project (23/09/2013), correspondent Jonathan Kaiman notes: "It's a uniquely Chinese equation: take a government that's increasingly obsessed with its image abroad, add a wildly ambitious property tycoon, and you get a business announcement so elaborate that Leonardo DiCaprio will fly halfway across the world to bear witness to it."

While we can hardly argue about China's determined focus on its international image, it additionally begs questioning whether that obsession is only this country's trait or whether it is about two equally image-obsessed nations both provoking and meeting one another. The U.S. and Hollywood are increasingly aware of China's growing importance as a large movie industry player, and with the changing dynamics of the established superpower losing ground to the upcoming one, surely the U.S. will play nice. In the run-up to what might become both the largest counterpart and partner Hollywood has ever known globally, its best defensive response is probably to play nice. And send Leo. **E**

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# Getting More Yield From Your Hard-Earned Savings

By Josh Cooper

For years now the central banks of the developed world have been forcing interest rates down to almost rock bottom. Whilst this is wonderful for borrowers, it has been wiping out the sensible people who consistently work hard and save money for a better life in the future. To make matters worse, stock market valuations are currently at unsustainable levels and are not a very attractive prospect for people who want to make a steady return without taking risks.

The fact is that in this generally unenticing savings environment, it is more important than ever to look at ways to get more 'bang' for your hard earned bucks!

## Finding Motivation to Fight Off Inflation

When we embark on the noble task of building a nest egg for our future, our biggest enemy is the evil and ruthless force of inflation. So destructive is this parasitic monetary phenomenon that it can turn your juicy retirement fund into pocket change over the course of your lifetime. Unfortunately, while the rates of inflation will vary over time, it is never likely to go away and has pretty much become a fact of life.

Given that inflation will continuously stand in the way of financial prosperity, our goal is to recognise the threat it poses and always look for ways to keep its effects at bay. The key to protecting your savings in the long term is to always be vigilant



when it comes to ensuring that your money works like an army that is constantly battling inflation. If you have a nice lump sum nestled away in a bank account somewhere earning 2% interest per year, then you might think this is a nice little treat for doing nothing. However, if inflation is hovering around 3% then you are actually losing money; which bring us onto our next point...

## Shop Around for the Best Rates!

In this day and age loyalty to your bank will get you absolutely nowhere! If you have kept your money in the

same place for the last couple of decades then now is the time to look elsewhere and see where you can maximise your interest.

Comparison websites are aplenty nowadays. Online platforms such as Moneysupermarket.com in the U.K. are a saver's best friend when it comes to finding the best rates of return. Simply spend 30 minutes every month skimming through these kinds of sites to see which financial institutions are offering the highest interest rates to depositors. It is pretty straightforward to open an account with most banks, especially if you have a nice juicy pile of cash to deposit, so don't lose money by being lazy and loyal!



When you are looking at the different kinds of 'high' interest accounts and savings schemes, make sure that you keep an open mind. It is traditionally assumed that the so called 'instant access' accounts offer lower rates of interest to those in which you are obliged to lock your money away for a set period of time. However, this is not always the case and there are plenty of special current account deals that are offering generously high returns.

## Trusting the Trackers

If you look around the globe you can find financial institutions that offer tracker bonds which give you a guaranteed rate of interest that is X% above the central bank's base rate. Let's say that the Federal Reserve keeps rates at 0.50% for the next year or so, if you can find a tracker bond which offers you the base rate plus 2% (which seems to be a fairly standard rate at the moment), then your overall yield will be 2.5%; which is probably going to be a bit higher than where inflation will be. Tracker bonds reduce your risk in terms of interest rate fluctuations over the course of time and are well worth considering during a period of monetary policy uncertainty.

## Don't Forget the Bonds

Admittedly, bonds are not as risk-free as straightforward savings accounts and ISA's etc, but they are a great option nevertheless. The trick lies in picking the right ones. For example, if you want to stick with treasury notes and other forms of government debt then your borrowers are unlikely to default, but the yields will stay pretty low; in some cases not even beating inflation. So if you trust the commanding heights of society to meet their debt repayment obligations, then by all means invest in state denominated bonds. Note that you will make more money in this regard if you are in a position to leave your money there for 5, 10 or even 20 years.

As we have seen before in this column, another good way to make your savings work for you is to acquire corporate bonds as part of your portfolio. Depending on your risk appetite, lending money out to private companies may be the best way to give your savings a boost.

**The key to protecting your savings in the long term is to always be vigilant when it comes to ensuring that your money works like an army that is constantly battling inflation.**

## Explore Unconventional Ways to Make a Return

Being a successful lender doesn't necessarily mean that you have to go down the bank and bond routes. If you want to take a bit more risk in order to glean higher returns on your savings, then there are certainly some lesser trodden paths that you could take.

Aside from lending to friends and family members, perhaps to help them gather enough capital for a mortgage deposit, there is a rapidly growing phenomenon known as 'social lending'. There are many online platforms which allow you to make high rates of return by letting you lend money to other individuals or companies through the website.

This sounds a bit dodgy, but on closer inspection it is not always as risky as you think. Popular online platforms such as Fundingcircle.com and Zopa.com have been highly successful in minimising the risk to lenders and they boast an average return for their users of 5-7% annually. The concept behind this model is that these sites bring credit-worthy firms and profit seeking cash hoarders together in order to make transactions which completely side-step the banks. There are thousands of people out there making money from this method right now, and it might just be a great way for you to increase your savings pot too! **E**

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# Investment News

## Stocks and Shares

### Royal Mail offered at 330p per share

Shares in the 500-year-old delivery service will be priced at 330p after heavy demand and means many small investors will not get all the Royal Mail shares they asked for. Royal Mail's shares will be priced at 330p, the top end of the Government's pricing range, after strong demand from small investors and institutions. Investors have offered more than 12bn GBP for 516m shares worth 1.7bn GBP. At 330p the 500-year-old delivery service is valued at 3.3bn GBP and raises 1.7bn GBP for the Treasury.

Source: *The Telegraph*

### India in talks with JP Morgan, others to join bond indexes

India is talking with JP Morgan and others to gain entry to benchmark indexes for emerging market debt in hopes of attracting billions of dollars in investment and may ease some restrictions on foreign inflows in order to do so, sources said. Finance Minister P. Chidambaram and other officials plan to meet next week in the United States with big fund managers that track such indexes including Pimco, Capital International and Standard Life, one of the sources with direct knowledge of the matter said.

Source: *Reuters*

### Boeing restructures commercial plane business plan

Boeing Co. said on Thursday that it will restructure its commercial airplane strategy and marketing functions, just days after it lost a 9.5 billion USD order in Japan, previously its most secure market. The action, announced in a memo by Boeing Commercial Airplane Chief Executive Ray Conner that was obtained by Reuters, follows Japan Airlines Co Ltd's decision on Monday to pick Airbus planes to replace its Boeing 777s, rather than the next-generation Boeing 777X model.

Source: *Reuters*

### BRICS argue that they are still good value for money

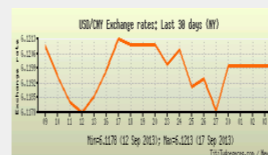
The International Monetary Fund warned in a report this week that the unwinding of U.S. monetary stimulus would pose a danger for emerging economies that have slowed sharply after the boom of the past decade. Economic officials of the BRICS nations - Brazil, Russia, India, China and South Africa - downplayed worries that emerging economies are losing their appeal.

Source: *Reuters*

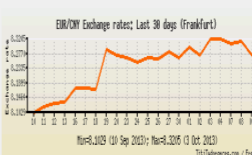


## Currencies

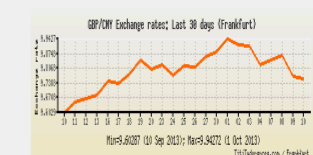
Dollar - Chinese Yuan



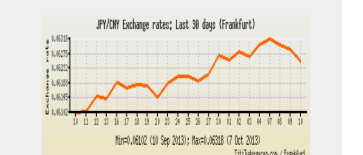
Euro - Chinese Yuan



GB Pound - Chinese Yuan

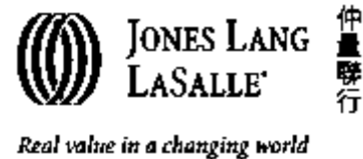


Japanese Yen - Chinese Yuan



# Real Estate Leads the Way in Tianjin's Transformation

By Michael Hart, Managing Director, Jones Lang LaSalle - Tianjin



View of Tianjin's ever-changing skyline

When we published our first World Winning Cities profile in 2006, Tianjin was a city with a strong but generic industrial base, a decent port and some tired real estate stock. Since then, all three commercial real estate sectors that Jones Lang LaSalle tracks – logistics, retail and office – have undergone dramatic changes. The logistics sector has quickly modernised, as more international developers have come to Tianjin, giving domestic players more competition. The retail sector has gone from a largely department store dominated environment to one where shopping malls are becoming the preferred retail format. The office sector now has the iconic Tianjin World Financial Centre with more new skyscrapers expected to dot Tianjin's rapidly changing skyline.

## Office

The Tianjin office market has grown in size and geographic reach over the past five years, albeit from a low base. Within the central city, its four major office submarkets – Nanjing Road, Xiaobailou, Youyi Road and Haihe Riverside – are home to the prime office buildings and key MNC and domestic tenants.

Overall, domestic firms are providing the strongest leasing demand in the Tianjin market, while MNC and domestic financial institutions and professional services firms have driven demand for Grade A office space as they seek to open branch offices in Tianjin as the city expands as a financial centre for Northern China. Likewise, as the city

develops as a logistics hub, shipping and logistics firms along with trading companies have also provided a steady demand for office space. Most companies' preferences are for new buildings to meet their expansion and upgrade requirements.

With the arrival of high specification projects, and given high occupancy rates in existing projects, average office rents grew by 4.4% in 2012 to stand at 127 CNY per sq metre per month. Future rental growth will depend upon how tenants perceive the quality and location of new projects. There is currently a lack of wholly-owned and well-managed offices to choose from, and most buildings are sold as strata-title – thus restricting the type of space sought by MNCs.

Over the next few years, Central Tianjin's office stock will substantially grow in size, but most buildings will be sold strata-title, as many developers either need funds or lack confidence in the market. The Tianjin Binhai New Area will potentially add a large amount of new space; however, most observers don't expect this supply to impact Central Tianjin's market. If the economy, and especially the service sector, continues to grow strongly, there could be a significant increase in demand for office space, helping to boost rental growth, despite large amounts of space being completed both in the city and the TBNA. The final outcome is less than clear and will depend both on how developers approach the market and the level to which occupiers are concerned with the ownership and operational structure of new buildings.

## Retail

Prime-quality retail projects are currently distributed in six submarkets of Central Tianjin: Binjiang Avenue and Heping Road (pedestrianised streets), Nanjing Road, Xiaobailou, Youyi Road and Old Town Area. While Nanjing Road and the pedestrianised

streets are still considered to be the premier retail precincts (with the highest footfall), the Old Town area, with three new shopping centres opened in 2011 and an upcoming Parkson's Department Store (totalling 275,000 sq metres), is quickly emerging as a major retail submarket as it attracts a greater share of retail traffic.

**Over the next few years, Central Tianjin's office stock will substantially grow in size, but most buildings will be sold strata-title, as many developers either need funds or lack confidence in the market.**

International developers and operators such as Lotte Group from Korea, SM Supermalls from the Philippines, and Hang Lung and



Lotte Department Store which Jones Lang LaSalle helped to attract to Tianjin

Hutchison Whampoa from Hong Kong, have all entered the Tianjin retail market, introducing a number of large-scale shopping centres that feature imaginative designs and layouts. As a result, shopping centres with a more comprehensive retailer mix are beginning to make up a larger proportion of the market, compared to older traditional department stores that, for example, provide limited food and beverage facilities.

Since 2007, international retailers such as, Zara, H&M, C&A, Louis Vuitton, Chaumet, Salvatore Ferragamo and Bottega Veneta, have been drawn by Tianjin's strong spending power and growth potential, and have made their debuts in different projects in the city; this has elevated pre-commitment rates in most of the new retail malls.

The market's incumbent players are now shifting their focus into enhancing the shopper experience and, as a consequence, Tianjin's retail offer is beginning to catch up with its economic development trajectory.

## Logistics

It was not until 2007 that Tianjin's logistics market started to witness any notable increase in new supply, boosted by the arrival of a number of international logistics developers including Gazeley, GLP and Mapletree, and their involvement in some significant projects. These and other international players have not only brought higher construction standards, but also new and more comprehensive logistics services; furthermore, the healthy competition among developers and 3PLs is encouraging an improvement in market transparency and accelerating the maturity of Tianjin's logistics market.



Picture above is a view of the Haihe Riverside

Compared with cities like Shanghai and Beijing, Tianjin's good transportation infrastructure, its accessibility to other major cities and, most importantly, its lower industrial land and operation costs, are key factors contributing to the city's attraction for logistics developers.

Logistics demand in Tianjin is being generated from companies serving the major manufacturers in industries like petrochemicals, electronics and automotive, and also from retail related players. In particular, e-commerce enterprises, especially B2C or online shopping, are hitting record sales levels in China, and as with other cities, are generating strong demand for the logistics sector in Tianjin.

Overall, low vacancy rates and increasing demand for non-bonded space continues to boost the growth of non-bonded rental property which has outperformed that for bonded projects. Several well-known international logistics developers and investors are continuing to seek opportunities to acquire land for new logistics facilities, and although they are

primarily focused on Tianjin's core economic development areas such as TEDA, Xiqing District and the airport area, increasing land scarcity and difficulties negotiating with governments, now mean that they are extending their search across the region. After several months of negotiation with local governments, a few agreements were finally settled in 2012, and these new non-bonded projects will ease the tight supply situation over the next several years.

## Outlook

Tianjin's commercial real estate will continue to improve and undergo a transformation. The city's new and emerging areas such as the Haihe Riverside, Yujiapu and TEDA will be key focal points for the government and developers alike, helping to bring more first class real estate projects to the city. Contributing to the growth of the commercial real estate sector will be the rise in Tianjin's economy as new modern service sectors emerge and account for a large portion of the Tianjin economy. A growing service sector will help to ease some of the concerns of sceptics

that perceive the city's office and retail markets as oversupplied.

We understand why the city has its sceptics. When a city of 13 million doubles the size of its modern commercial stock all within just a few short years - it looks like a bubble from almost every angle. However, we have observed that when a city of this size retools, the overcapacity created in the short term can be absorbed in mammoth cycles of take up that follow. Tianjin sceptics will continue to abound, but just as the leaders of Tianjin have finally worked out how to leverage their industrial and population base, investors are positioning themselves to take advantage of one of China's fastest growing regional economies. The efforts by both the government and the private to cooperate sectors in building up the city will ensure that both sides profit from the transformation in Tianjin's commercial real estate. **B**

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# Chinese Brands Taking Over the World

By Justin Toy



The term 'Made in China' has been appearing on the labels of consumer goods in just about every country in the world. In many Western consumers' minds 'Made in China' has conjured up strong impressions of mass production, cheap, low quality, and low durability. For a number of decades now, China has been the "world's factory", producing everything from computer parts to textiles and sporting goods equipment. As China continues to develop into an economic powerhouse, large Chinese firms, aimed at developing a global presence, have been making headlines as they

expand overseas. However, despite so many goods and components being made in China, few people around the globe can actually name a Chinese brand. In a study done by HD Trade Services earlier this year, only 6% of Americans were able to name a Chinese brand. The only Chinese brands that were named in the survey of 1500 Americans were Lenovo, Huawei, Air China, Baidu, and Haier (respondents also mistakenly named Toyota, Sony, and Honda, which are of course Japanese brands). Despite this, many American consumers are in fact purchasing a lot of Chinese products, for the most part

unknowingly. This is because Chinese firms have mainly been pursuing growth strategies through acquisitions and mergers to enter unfamiliar foreign markets. Chinese firms know the risks of entering new markets and would much rather acquire a pre-established and successful foreign firm along with its brand name, reputation, infrastructure, and market share. However, these strategies don't help in building appreciation for Chinese products in the way that many people might have for Japanese or Korean products.

The reasons for these overseas investments have been diverse.

Originally, Chinese firms sought to gain technology to enhance their managerial skills, to increase production and the flow of raw materials, and to escape fierce competition with lower margins at home. Recently, Chinese firms have been looking to prop up their brand - their reputation for quality products or services, in order to capture a greater market share in the world economy. The industries and geography in which Chinese firms have been investing overseas has also been diversifying as of recent. Below is a look at some of the major overseas foreign direct investment moves made by Chinese firms in recent years.

## Dalian Wanda Group

Last May, Dalian Wanda Group purchased AMC Entertainment Holdings to form the world's largest cinema chain. At the time Wanda operated 730 screens in 86 theatres across China, while AMC operated 346 theatres with a total of 5,034 screens, mostly in North America. This deal, in combination with increasingly better movie production studios in China, could help to give greater exposure of Chinese culture overseas. Wanda's move will also greatly help efforts for Chinese movie studios to "crack" western audiences who have traditionally not been so receptive towards Chinese films. Success abroad has been eluding Chinese studios for a number of years. The Flowers of War, starring superstar Christian Bale, was an ambitious Chinese production that severely underperformed at the U.S. box office where it only showed in 30 theatres across the country.

## Geely Automotive Holdings

Zhejiang based Geely Automobile Holdings purchased Volvo back in 2010 from Ford Motors for 1.5 billion USD. The struggling Swedish luxury car brand hasn't been profitable since 2005 but prospects have been looking up since Geely's acquisition, which

has the potential to open up new markets in China, now the world's largest automobile market. At the end of August of this year, Geely opened a new Volvo manufacturing plant in Chengdu in order to supply the growing Chinese market. In 2012, 42,000 Volvos were sold in China. With the new manufacturing plant, Geely is expecting to sell 200,000 cars by 2018, and a rapid increase to 800,000 cars by 2020.

**Chinese firms know the risks of entering new markets and would much rather acquire a pre-established and successful foreign firm along with its brand name, reputation, infrastructure, and market share.**

## Shuanghui International Holdings, Ltd.

In September, Henan-based Shuanghui purchased Smithfield Foods Inc. for a whopping 4.7 billion USD, making it the largest acquisition of a U.S. company by a Chinese firm. As the price of pork in China has been one of the largest driving factors of inflation, the move by Shuanghui was logical to satisfy China's growing demand for meat, especially pork. The deal will most likely only involve the flow of pork being shipped from the U.S. to China, as a number of food-safety scandals have plagued China recently. The Smithfield deal will help Shuanghui build up its brand and reputation, as many Chinese citizens have been concerned about the sanitation and quality of their food products. In an effort to help raise the issue of food safety and brand

awareness amongst pork-loving children, Shuanghui has sponsored a cartoon series, Shuanghui Big Forrest. The show features a grandpa who expertly cooks sausages on "Sausage Island" while an evil witch plots to steal the recipe.

## Huawei

Huawei made headlines last year when the U.S. House Intelligence Committee ruled that the firm, along with its Chinese competitor ZTE, posed a threat to national security. However, this ruling has not affected its success in other overseas markets. Huawei has been enjoying success in markets all over the world including Asia, Africa, the Middle East, and Europe. Last year Huawei announced that it would invest 2 billion USD in the U.K. and 90 million USD in Finland to expand its operations and research facilities in Europe. Huawei recently surpassed Sweden's Ericsson as the world's largest telecoms equipment manufacturer.

## Haier Group

In November of last year Haier, based in Shandong province, obtained a 90% share of New Zealand's Fisher & Paykel Appliances, New Zealand's top home appliances brand. Zhang Ruimin, CEO of Haier Group, said, "Fisher & Paykel is a world famous luxurious brand, but after over 10 years, it hasn't expanded fast enough in the global market. Haier on the other hand, has a global market network. We have many resources, but we are lacking this high-end brand, the joint hands will enlarge the business on both sides." Fisher & Paykel Appliances has been troubled financially since 2009, when Haier bought a 20% stake in the company. 

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# Get the Mind-changing Project Started

By Robert Parkinson, CEO and Founder of RMG Selection

During the periods of the so-called 'golden September' and 'silver October' in the Chinese proverb, which means a good time for people to look for new job opportunities, the job market in China is full of vitality and vigour. Back in the 1960s, most Chinese people took jobs that they expected to do for their whole lives. This perseverance and sense of responsibility have built a solid generation. The senior generation now describe the young as quite unsettled and 'picky' about work. It makes sense to some extent for the old generation in China to place a high value on stability. However, to view the issue in modern China, I think it's time for people to refresh their views about career development and job changing.

**Changing job for more money and promotions are no longer the only things that people care about.**

Having worked in the headhunting and recruiting business for quite a few years now, I found an increasing number of Chinese people starting to understand that people change jobs for quite a lot of different reasons, which may include payment issues, promotion space, company culture, leadership style, job content, company location, social benefits, work environment, as well as family influence. In this regard, I believe that figuring out the fundamental

elements of job changing is the key for Chinese to start the mind-changing process.

According to the 2013 China Talent Flow Survey (TFS) report conducted by RMG Selection, general interviewees consider salary raises, promotion and company culture to be the three primary factors that impact people's career change decisions. The research of TFS 2013 started from the mid of June to September with almost 4000 respondents. One of the key pieces of data from the survey is shown on Chart 1 below: It shows that 69% of interviewees choose salary increases as the main factor influencing their career move (the highest). I suppose it is no surprise given that "occupation" is the way to earn a living in a society. If people earn more, they have a better living status and vice versa. In this regard, it is not difficult to understand why the salary is given so much attention in job changing.

An interesting point in this report is about the job changing situation with regards to women. Decades ago, Chinese women were either not

allowed to work or not appreciated. The fast development in society allows Chinese women to enter the work environment. It can be seen in Chart 2 and Chart 3 the top 3 factors affecting job changing decisions are exactly the same in male and female. Furthermore, the data is basically at the same level. From taking the role of housewives to getting prepared to be female elites, Chinese women seem adjust themselves very well in career development.

During the past few years of my stay in this culturally diverse country, I have heard quite a lot of interesting stories China and Chinese culture. A very important example of this can be seen in chart 4 - "Promotion", which is closely related to the deeply rooted Chinese cultural importance placed on promotion and advancement. According to the famous Chinese ancient encyclopaedia Lu Shi Chun Qiu, every single employee wants to get promoted in the hierarchical system. It is regarded as a fundamental need for people's self-actualisation. Back to the modern society, getting promotion is regarded

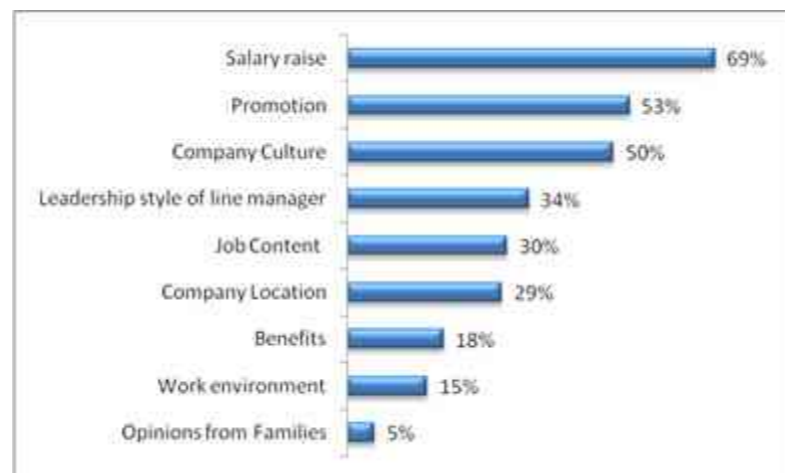


Chart 1: The main factors affect you to change jobs

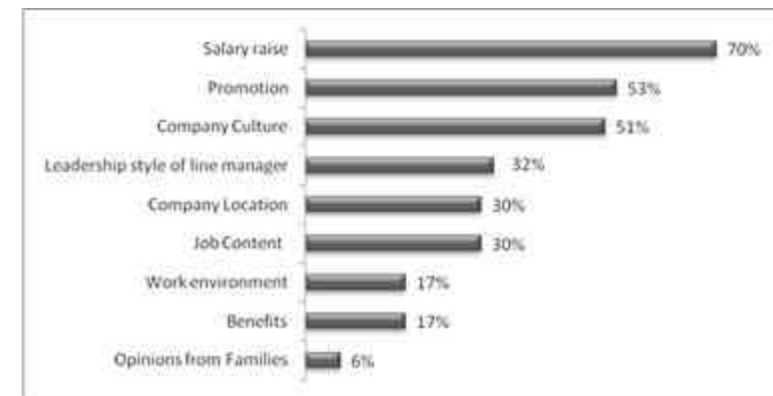


Chart 2: Job changing factors amongst males

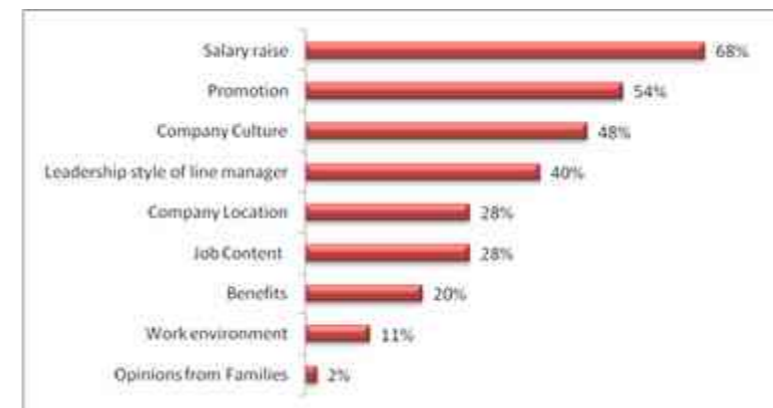


Chart 3: Job changing factors amongst females

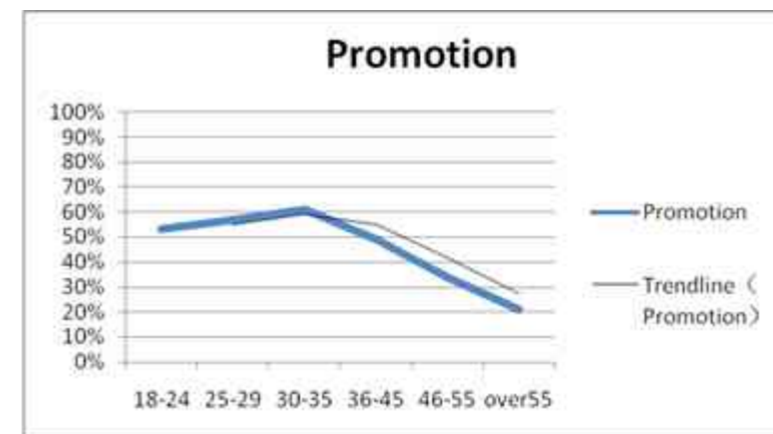


Chart 4: Influence of promotion in job changing by age groups

as the recognition of employees' hard-working and achievements.

Though promotion ranks the as the most common second reason for people to look for new job opportunities, the need to be promoted varies in different age groups. Taking a look at the line graph (Chart 4) about promotion in different age groups, the influence of promotion is increasing from age of 18 to 35. People who are 30 to 35 years old are

at the 'golden stage' of career. Once they are at the position that they tend to be satisfied. The need and want of changing jobs to simply get a promotion becomes less strong. Comparatively, people in the younger age group might move on with their career because of a good promotional space in the new company.

Having participated in many job interviews, I have had quite a few interviewees telling me that they left their current company simply because of the terrible working atmosphere, poor colleague relationships and punishment system which all belong to the company's culture. Money is an important element when people are considering changing jobs, but I suppose nowadays people are starting to care about more than that. Creating a unique corporate culture is extremely important for a competitive enterprise. As an essential part of corporate culture, the branding of the employer not only enhances the sale-value, it also enables them to attract talent for the enterprise

The last observation from Chart 1 is the importance placed upon the opinions of families. In Chinese culture family is a very influential factor when people consider something very important to their life. Headhunters sometimes need to deal with cases of relocation. At this time, opinions from family members can sway the decision-making process. Relocation might involve the moving of the whole family, which indeed needs agreement from every family member.

The young generation change jobs for different reasons. Simply labelling the young as unstable is just not right and misses the point. People's decisions about job changing are made based on the factors listed in the chart. Changing job for more money and promotions are no longer the only things that people care about. The influence of company culture, leadership style, and job contentment are all stronger factors in modern society. **E**

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# Bringing Out the Best in Your Team



Dr. David Zovak, specialising in 'strengths-based leadership', is a experienced leadership catalyst, working as a coach in LDi Training ([www.lditraining.cn](http://www.lditraining.cn)).



Imagine being invited to play a special variation of chess. The winner will be awarded 1,000 CNY and you get to pick playing either black or white. The black set consists of the standard collection of chess pieces, while the white one consists of only pawns and the king. Which would you choose?

If you like winning, you would choose the black set because of the obvious advantages of being able to utilise the powerful moves of the rooks, the knights, the bishops and the queen. With the odds so much in favour of the black side, it's hard to imagine the white side lasting very long. Surprisingly, research suggests that many managers approach their jobs in a manner that is similar to the white chess set consisting only of pawns. This seemingly obvious error is due to the fact that many managers fail to recognise or capitalise on the uniqueness of each of their team members.

Researcher and author Marcus Buckingham explores this issue in his book, 'The One Thing You Need to Know...about Great Managing, Great Leading and Sustained Individual Success'. Managers who only see their team members as generic workers (i.e. pawns) put themselves at a distinct disadvantage to those who learn how to harness the unique talents and passions of their teams. By way of contrast, "great managers" approach their teams like master chess players, intentionally leveraging each team member's uniqueness in powerful ways. Buckingham writes that the "one thing" great managers do is "discover what is unique to individuals and capitalise on it." This is done by learning and working with each team member's strengths, weaknesses, triggers and learning styles.

## Strengths and Weaknesses

Great managers recognise that there are no "generic employees." Each team member possesses natural talents and weaknesses that make them different from the people around them. Maximum potential is achieved when individuals develop their talents into strengths (i.e. reliable, near-perfect performance) and manage their weaknesses (i.e. only give their weaknesses enough attention to neutralise them). For example, if John is great at meeting new people at networking events and turning those new people into clients, then a great manager would make sure John focused his energies on using and developing his skills to even greater potential. Similarly, when John confesses that he regularly falls behind in submitting his expense reports and often lacks some of the necessary paperwork, a great manager would help John find a way to minimise his paperwork demands and/or the impact of that weakness.



or quarterly challenges and contests, while another team member may feel burdened by the extra attention that accompanies contests and actually lower their performance out of 'stage-fright'-type issues. Nevertheless, great managers recognise that the key to unlocking the maximum potential in their team members is learning what dynamics bring out the best in their people and then creating customised environments for each of their team members.

may ignore the manual completely and prefer jumping in and trying things out on his own. Creating an environment where Steven can experiment on his own before going public would capitalise on his learning style. Obviously, not every learning requirement will allow for every learning style; however, great managers find ways to enable their team members the best opportunities to learn and grow that fit their personality.

**"great managers" approach their teams like master chess players, intentionally leveraging each team member's uniqueness in powerful ways.**

## Triggers

Triggers are the situational motivators that bring out the best in people (or turn them off). Great managers learn each team member's passions, motivations, and encouraging triggers and use them wisely. The tricky part is that triggers are unique for each person and may even be the exact opposite for different members. For example, one team member may love competitions and thrive on weekly

## Learning Styles

In addition to learning each team member's strengths, weaknesses, and triggers, great managers discover and capitalise on their team member's unique learning styles. Since the vast majority of contemporary work requires on-going learning, managers need to ensure that their team members are making the most out of their learning opportunities. As with the other areas, no two employees are alike, so great managers learn to work with the preferred learning styles of each of their team members. For example, Susan may be someone who requires understanding a process from beginning to end before engaging in the new behaviour. Consequently, she would most likely benefit from fully reading a book or manual before needing to perform. In contrast, Steven

## Conclusion

Learning how to bring out the best in one's team requires time, energy, and dedication from a manager. It means not settling for a 'one size fits all' management style and adapting oneself to discover and capitalise on the uniqueness of each team member. Learning the unique strengths, weaknesses, triggers and learning styles is more work than simply following a generic management model; however, this is exactly what great managers do. The payoff is in the performance of the team and in the development of the team members. **B**

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# Recent Changes on Entry and Exit Law in China



Manuel Torres



Julian Yu

By Manuel Torres (Managing Partner), Julian Yu (Senior Associate) of Garrigues Shanghai

On 1 July and 1 September of 2013, the PRC Entry and Exit Law and the Regulation on Administration of Entry and Exit of Foreign Nationals took effect respectively (“New Legislation”). By adopting these new legal provisions, China has revised and updated the rules in relation to the entry, residence and work of foreigners in China.

## 1 New Visa Policy

Under the New Legislation, the original 8 types of ordinary visa are modified into 12 types. Below is a brief comparison between the old ordinary visa types and the new ones:

Old visa	Description	New visa	Description
C	Issued to crews of international transportation	C	Same as old type
D	Issued to persons that enter into the territory for permanent residence	D	
Z	Issued to persons that work (mainly employment) in China	Z	
G	Issued to persons in transit to China	G	
J1, J2	J1 visas, issued to foreign journalists with long-term residence in China; J2 visas, issued to foreign journalists with short-term residence in China	J1, J2	
L	Issued to persons that enter into China for travel, family visiting and other personal matters	L	Issued to persons that enter into China for travel only

F	Issued to persons that enter into China for business, communication & exchange, visit and investigation, etc.	F	Issued to persons that enter into China for communication & exchange, visit and investigation, etc.
X	Issued to persons that study in China for more than 6 months	X1, X2	X1 visas, issued to persons study in China for long-term; X2 visas, issued to persons study in China for short-term.
		R (new)	Issued to foreign high-level talents required by China and specialists in shortage that are urgently needed
		S1, S2 (new)	S1 visas, issued to family members of foreign nationals who work or study in China for long-term stay; S2 visas, issued to family members of foreign nationals who work or study in China for short-term stay
		M (new)	Issued to persons that enter into the territory for commercial and trading activities
		Q1, Q2 (new)	Q1 visas, issued to family members of Chinese citizen or foreigner with permanent residence permit in China for long-term stay; Q2 visas, issued to family members of Chinese citizen or foreigner with permanent residence permit in China for short-term stay;

The most notable changes for foreigners are listed below:

- The old F visa is issued to foreign nationals for both commercial and non-commercial activities. However, under the new visa policy, the new F visa is for non-commercial activities only. If foreign nationals intend to conduct commercial and trading activities (non-employment) in China, the new M visa shall be applied.
- R visa is issued to foreign high-level talents. The introduction of R visa would provide more alternatives for

senior expatriates to come and work in China.

Prior to the new R visa, most foreigners working in China under employment relationships with foreign or local employers have applied for Z visa, regardless whether they are high-level skilled or not. As per our understanding, the R visa could be part of China’s talent strategy to attract more foreign talents, which might come up with relevant beneficial treatments, to the qualified expatriates, e.g. simple

formalities for exit and entry and tax preferential treatments.

## 2 New Residence Policy

For certain foreigners who stay in China for a long-term period, after entering China with their valid visas, they also need to apply for the residence permits. In the past, there are only two types of residence permit: temporary residence permit and ordinary residence permit. Under the New Legislation, the residence permits are divided into five types:

Type of Residence Permit	Description
Work	Issued to persons that work (mainly employment) in China;
Study	Issued to persons that study in China for long-term period;
Journalist	Issued to foreign journalists with long-term stay in China;
Reunion	Issued to family members of Chinese citizen or foreigner with permanent residence permit in China;
Private affairs	Issued to family members of foreign nationals who work or study in China for long-term stay.

It is clearly stated that during the application of the residence permits, it will be necessary for the applicant to visit the police bureau and to provide their finger prints for record, in addition to the other supporting application documents.

### 3 New Working Policy

Under the New Legislation, the definition of illegal employment has been clarified. Illegal employment including: (i) working without work permit (or expert permit for qualified foreign experts) and corresponding residence permit, or (ii) working outside the location or scope of responsibilities stated on a work permit/residence permit. For the foreigners who study in China, they shall apply to the police bureau upon approval by the university/school before they can take any part-time job or internship in China. The police bureau will indicate on their residence permits the allowed location and duration for the part-time job or internship.

Illegal working might incur penalties to relevant foreigners and their employers, e.g. a fine up to 20,000

CNY for the foreigner and a fine of 10,000 CNY for the employer for each illegal employee. In the serious case, the foreigner can be subject to a detention up to 15 days in addition.

**It is important for every foreigner who intends to visit or who is living in China to get familiar with these new rules in order to prevent any legal problems.**

### 4 Exit Control

Under the New Legislation, it is clarified that under the following circumstances a foreigner may be disallowed to leave China:

- a. Criminal with unperformed sentence, criminal defendant or suspect;
- b. People with unsettled civil case,

and the court has decided to disallow the departure;

c. People owes salary to employees, and the local government (provincial level or above) has decided to disallow the departure;

d. Other circumstances stipulated by laws and regulations.

Therefore, foreigners shall try not to be involved in any of the above circumstances in order to make sure that they can freely leave China at any time.

As a summary, the new legislations have made a lot of significant changes to the pervious Chinese legal system about the entry and exit of foreigners. It is important for every foreigner who intends to visit or who is living in China to get familiar with these new rules in order to prevent any legal problems for their trip or live in China. **E**

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# China Strengthens Personal Information Protection



Simon Bai  
Winners Law Firm



In recent years, protection of personal information and privacy has become a widespread social concern in China. During the past one year, China has introduced a raft of regulatory initiatives in the realm of personal information protection that will have a significant impact on the various industries of I.T., telecommunications, e-commerce, financial institutions, and other businesses that might have access to, collect, or use personal information of consumers and the public.

On 28 December 2012, the Standing Committee of the National People's Congress (NPC) of China passed the Resolution on Strengthening the Protection of Information on the Internet (referred to as the Resolution).

On 16 July 2013, China's Ministry of Industry and Information Technology(MIIT) released the Rules on Protecting Personal Information of Telecommunication and Internet Users (referred to as the Rules) .The Rules, which took effect on 1 September 2013, are intended to implement the general provisions set forth in the Resolution. In the meantime, MIIT released the Information Security-Technology Guidelines for Personal Information Protection within Public and Commercial Services Information Systems, on 21 January 2013. Back in late December 2011, MIIT issued Several Regulations on Standardizing Market Order for Internet Information Services.

The Resolution contains extensive requirements applicable to the collection and processing of electronic personal information via the Internet. In the meantime, the Rules are the first specific regulations concerning personal information protection by telecommunications service providers in China. The Rules are expected to greatly strengthen the protection of personal privacy online.



Both China Criminal Law and the Tort Liability Law have provisions on the protection of personal data. For example they prohibit anyone who has access to personal information from selling or otherwise unlawfully providing third parties with personal data of any Chinese citizen. The Criminal Law forbids any person to obtain personal information of any person by means of theft or other unlawful actions. A person whose personal data has been unlawfully used or disclosed may also take civil action under the Tort Liability Law for infringement of privacy. The challenge is that there has been insufficient detailed interpretation or implementing regulation on the application of such provisions in the Criminal Law and Tort Liability Law, thus they have not been frequently relied upon as an effective recourse of legal remedy.

## The Resolution

The Resolution stipulates two broad principles that can be widely applied in terms of protection of personal data on the internet in the future: (1) the state will protect electronic information that can identify individuals and implicate their private affairs, and (2) no organization or individual may misappropriate or otherwise obtain electronic personal information by unlawful means, or sell or otherwise unlawfully provide it to other persons.

Moreover, the Resolution sets forth a number of requirements that are more specifically directed at Internet Service Providers (ISPs) and other businesses that handle electronic personal information, including:

- ISPs and other businesses must adopt and comply with rules for their collection and use of electronic personal information, and make the rules publicly known.
- ISPs and other businesses must clearly state the purpose, means and scope of their collection and use of

electronic personal information, and obtain the consent of the data subject for such collection and use.

**For the purpose of legal compliance, the recent legislation has important business implications for foreign companies doing business in China, including many commercial websites.**

- ISPs and other businesses must maintain electronic personal information in strict confidentiality.
- ISPs and other businesses must not divulge, alter or destroy electronic personal information obtained in the course of their business activities, and may not sell it to other persons.
- ISPs and other businesses must adopt information security safeguards, and must take immediate remedial measures when they discover users distributing information illegally.



## The Rules

The Rules apply to the collection and use of users' personal information during the provision of telecommunication services and Internet services in China. The concept "user's personal information" is defined as any information collected during the provision of telecommunications or Internet information services that is capable of identifying the user if used alone or in combination with any other information. The Rules is rolled out to better regulate areas of collection and use of personal information, information security measures, and supervision and inspection by relevant authorities.

According to the Rules, a user's personal information includes the user's identification info such as name, birth date, ID number, and address, plus the user's login information such as account number, login time and login location.

The Rules provide that the collection and use of personal information of telecommunication and Internet users must be done on a legal, justified, and necessary basis. Moreover, without the user's consent, the telecommunication operators and Internet service providers are not



permitted to collect and use the user's personal information.

Specifically, the Rules require telecommunication operators and Internet service providers to prevent disclosure, damage, and loss of personal information by taking specific measures in the following aspects:

- Limiting access to users' personal information to certain authorized employees only;
- Establishing management systems and security protocols;
- Maintaining records of staff who handle user information;
- Establishing internal policies on data collection and use; and
- Providing staff training on personal information protection.

Telecommunication operators and Internet service providers are also required to observe the following rules regarding the collection and use of personal information of users:

- When collecting or using personal information, obtaining the consent of the user;
- Clearly informing users of the purpose, methods and scope of which the information is being collected or used as well as the retention period for the information;

- Only collecting/using information necessary to provide the services;
- When collecting/using personal information, not violating any laws or agreements with the user nor using it in a fraudulent, misleading or coercive manner;
- Keeping strictly confidential all personal information collected and used during the course of provision of services and not divulging, altering, destroying, or selling such information, or unlawfully providing such information to third parties; and
- Supervising and managing the performance of third parties processors of personal information.

## Suggestions for Foreign Businesses

For the purpose of legal compliance, the recent legislation has important business implications for foreign companies doing business in China, including many commercial websites. It is advisable that they pay sufficient attention to these new developments and establish internal rules with regards to collection, processing, and use of personal information of their employees in China. In order to reduce possible misuse of personal data, the following measures will be useful:

- Keeping each employee informed when collecting personal data and states the purpose for collecting such data.
- Obtaining the employee's written consent to the company's collection, processing, and use of personal data.
- Implementing security measures for maintaining confidentiality of personal data such as limited access by specified personnel only.
- Limiting the use of personal data collected for specified purpose only.
- Regularly review the internal rules on employee data protection to identify defects and make improvements accordingly.
- Keep pace with latest legislation and regulatory initiatives.
- Maintain regular internal training programme on personal information.

## Conclusion

In early August 2013 a British citizen, who had been operating an investigation and consultation business in Shanghai since 2004, was arrested by the police during a crackdown campaign on personal information crime. He reportedly collected, purchased or otherwise illegally obtained personal information that he used to compile credit reports, which he sold to his clients. This raises a red flag for international businesses operations in China that collecting, storing, using, processing, and disclosing personal information can be an extremely tricky operation that might trigger legal consequences these days. Foreign businesses engaged in relevant industries must beef up their compliance efforts and programmes in this regard in accordance with the latest legal developments. **B**

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# Technology Transfer to China (Part One) - Why Worry?



Philippe Healey,  
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Many European companies are keen to enter the Chinese market and develop long-term partnerships in China. In order to achieve this, they are often willing to transfer their latest technology to Chinese subsidiaries of European firms and joint-venture partners. Such technology transfers may unwittingly result in a loss of competitiveness and market share in the mid to long term. European companies should pay particular attention to the following common situations.

## Compulsory joint ventures in exchange for market access

For access to the Chinese market in some designated sectors, such as car manufacturing or the manufacture of railway locomotives and rolling stock, foreign companies must enter into joint ventures with Chinese companies. Approval to form a joint venture or to operate may depend on the supply of specific technology, including future improvements of this technology. In some cases, the partner cannot be freely chosen and may be a competitor or concurrent joint venture partner of another competitor.

In other cases, the enlargement of a pre-existing investment may require the set-up of a local R&D Centre or other forms of transferring know-how.

## Public contracts/procurement

In order to take part in public tenders, foreign companies must ensure that part of their production is local (in some cases this can be up to 80%). Production by foreign subsidiaries in China is often not considered to be local. Instead, foreign firms have to work with a Chinese general contractor, to which their technology has to be transferred in full.

In addition to specific rules about bidding requirements of technology transfer, China's market size is often used as a justification in the bidding process to give the contract to whichever company promises the greatest transfer of know-how.

The Chinese Government specifically selects certain industrial sectors in which technology transfer strategies, localisation and reduction of reliance on imports are to be implemented.

## Design institutes

For many projects, in particular the manufacture of machinery and equipment, wide-ranging reviews of industrial drawings and designs by Chinese design institutes are mandatory. These drawings and know-how may later be used by other Chinese projects which wish to duplicate and use the design in other locations of China. In addition to transferring detailed technical documentation, foreign companies often have to train Chinese staff so that, in future, they can design the machinery/equipment independently.

## Certification and licenses for market access

Many products have to be certified by a Chinese certification institution or are subject to a license by a Chinese ministry before they are allowed on the Chinese market. Some certification procedures require inspections of production plants in right holders' home countries. In some cases, the Chinese inspectors may come from competitor companies and they may ask technical questions which are not strictly necessary for certification.

## The challenge for European industry

For European industry, this situation presents a threat to its competitiveness as Europe's competitive advantage lies in its innovations, creativeness, brands and know-how. However,

European firms are not used to operating in environments where IPR is not protected.

**China's market size is often used as a justification in the bidding process to give the contract to whichever company promises the greatest transfer of know-how.**

Key policies in China stress the need for technology transfer and innovation within China. Chinese companies urgently need to develop know-how and obtain access to new high-value markets to reach this objective. As a result former Chinese partners of European firms are already or will be soon operating as competitors within China and in other countries.

## What can companies do to protect themselves?

**Step 1:** Analyse your strengths. What is it that makes your company competitive? What measures and IPRs are used or can be used to defend your competitiveness

(e.g. trade secrets, patents, new applications for technology requiring know-how)? What can be transferred to third parties without losing competitiveness or market share in the mid to long term?

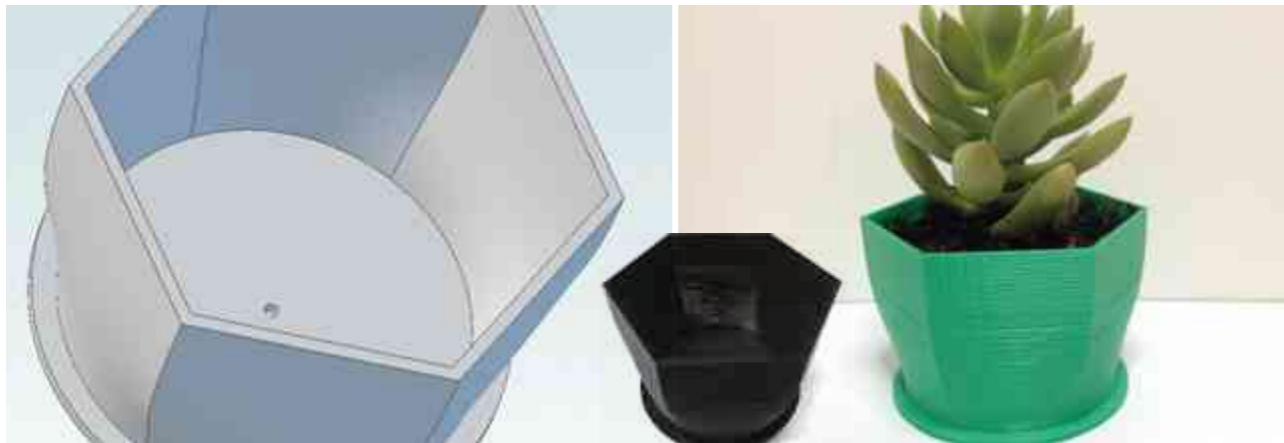
**Step 2:** Analyse your competitors and the Chinese market in which you wish to operate. Do you know who your competitors in China are? What is their strength? What is their strategy?

This analysis should also include your potential and existing partners in China: Are you aware of their specific objectives? Are they in a special situation which influences your cooperation? State Owned Enterprises may be obliged to abide by local and State industry policy which requires them to gain more know-how transfer and R&D investment rather than maximising short term profits.

**Step 3:** Design your own procedures when dealing with China. They need to be practical, but also indicate where you will draw the line. Define your limits and vigorously defend your position. **B**

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# 3D Printers

By Stephen P. Ashton

Many of us have spent time watching science fiction shows on TV such as Star Trek, where the advanced technology is far beyond our current capabilities. However, over the last few years have you begun to notice that these amazing technologies are fast becoming a reality? For instance, the iPad bears a striking resemblance in both design and utilisation to Star Trek's PADD (Personal Access Display Device) and Siri is evolving into something similar to the ship's computer. For now, warp drive and transporter technology eludes us, but replicator technology could be upon us very soon!

The 3D printer, whilst in its infancy, is basically a replicator, the device which creates food and objects from patterns/designs at the touch of a button on Star Trek. Obviously this technology could hold great value to our civilization as it is developed, but also could pose a very real threat to some industries. This article will discuss these issues after we learn a bit more about the technology.

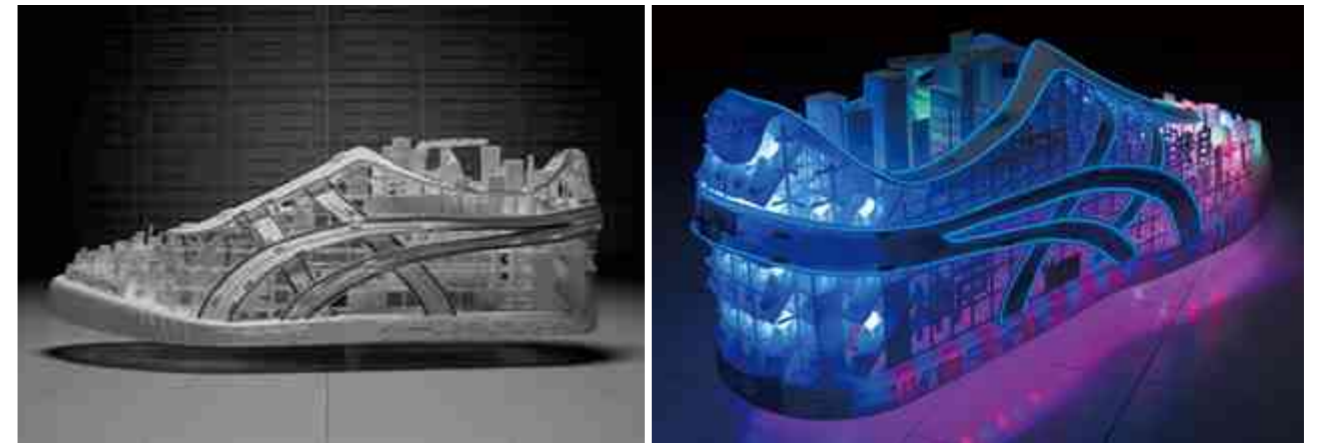
## History

For many, the patriarch of this technology is Charles W. Hull, the co-founder of 3D systems which is a major company in the rapid prototyping world. The process creates a prototype quickly and accurately, without worrying about mass production costs. With more than 60 industry related patents to his name, he coined the term "Stereolithography". This is the process of printing thin layers on top of one another to build layer-by-layer an object from a 3D computer design. This utilises a computer driven machine squirting a molten plastic into place using a UV (ultraviolet) light, bonding the layers together.

As the technology became more plausible throughout the eighties the process became known as 'additive manufacturing', whereby the end product started as nothing and is created by adding matter to it, not taking material away. This is contrary to the way most manufacturing is done: a subtractive

method is employed, whereby the end product is created by stripping/whittling away material from a larger whole. Subtractive manufacturing is historically the main manufacturing method as it offers greater accuracy and cost effectiveness than was previously possible – which could be described as additive (forging together metal, etc.). In fact, it was so prominent until Stereolithography was popularised that it was just known as "manufacturing". The term 'subtractive manufacturing' was created as a retronym to differentiate it from additive manufacturing.

Now, 3D printing technology has become available to everyone. There is an extremely lively DIY community championing the open source nature of this technology. Many of the printers for sale, can self replicate their own components for creating another printer or replacement parts, should the printer malfunction. Your home PC controls the printer using open source software. This means it is free to use and you can freely utilize the code however you see fit,



without fear of breach of copyright/patent law. This CAD (computer aided design) program creates the designs/patterns of the object you wish to print. The programme uses a 3D digital model, either downloaded or designed by yourself, which it slices horizontally into layers which are then printed. These images are formatted as .STL files, named due to STereoLithography and also Standard Tessellation Language.

The online community has created a database of objects for users to download to use or tweak. Databases like "Thingiverse" and "Cubify" offer free and paid for tutorials, designs and accessories to get you started.

## Basic Principles

Whilst the basic principles of 3D printing remain true for most machines, it's worth remembering that the devices vary greatly. Some machines print using molten plastic, as described earlier, some use paper (office paper or specialised with a laminate sprayed on afterwards) and some can even print metal. The basic principles of 3D printing comprise three key aspects:

**Modelling/Designing** - A design of the desired object must be created. This can be downloaded from a database as discussed earlier. These

designs are known as "Open Source Hardware" as they can be used freely and the copyright is not enforced. If you have a background in CAD or animation you can use digital models created in 3D modelling software like "Blender" or "MAYA", or other open source software freely available.

**3D printing encourages the selling of intellectual property over the actual product and therefore allows people with good ideas to make money without the manufacturing capabilities of a large company.**

**Printing** - The printing process can take a few hours. Factors in the speed of printing include: machine quality, complexity of the model and size of the model. The printer guided by the CAD software uses coordinates to move a print-head and deposit layers upon layers. The measurements used to describe the X-Y resolution of this

process is expressed in DPI (dots per inch). The object is completed once all the cross-sections of the digital model are printed. Printers can print in a variety of colours depending on the machine.

**Refinement** - Not all printers have the same resolution. The better the resolution the print-head is capable of, the more accurate the model will be. Printers with worse resolutions will have more jagged edges and be rougher, as the printer cannot produce the intricate detail needed to create a smooth edge or complex pattern. In this case you may have to sand the edges smooth, and, if colours are required, paint and gloss the finished object.

## Problems in Design

There are a few design problems with 3D printers. Firstly, the size of objects created is limited by the size of your printer. Small printers can only print small size objects, however you could design your object to be made up of parts that fit together to make a bigger whole. Secondly, objects with overhanging structures or unstable shapes will fall victim to gravity. To combat this, supports need to be added, these can be removed after printing. Lastly, there is a limitation on colours. Most printers only print

one or maybe two colours at a time, this means you will have to re-colour your objects after printing.

These devices are made by very technically minded people. These people also wrote the instruction manuals, which makes the learning curve on these machines rather steep. This will no doubt alienate users, especially those who aren't used to working with technical machinery.

## Global Impact

This technology has its origins in rapid prototyping. This benefited industry as it allowed prototypes to be built quickly. These were then analysed and a faster cheaper way of manufacturing was derived. However, as these devices are now relatively cheap and readily available, it could be possible to offset the initial costs of purchasing the machine by downloading and printing everyday objects for use around the home. This could lead to 'reverse capitalism' and cause chaos in some industrial sectors as people begin to download items instead of purchasing household products made by companies. The open source nature of the devices, such as their self replication abilities, seems to promote sharing knowledge over making money.

As far as using the technology for traditional retail purposes, it could be used to print your purchases off as opposed to buying them online. This would mean that you no longer have to wait for your items in the post; you could instantly print them off after purchase. 3D printing encourages the selling of intellectual property over the actual product and therefore allows people with good ideas to make money without the manufacturing capabilities of a large company. Also, due to the lack of the physical retail stage, it would decrease shrinkage due to theft as it's printed in the buyer's home. Damages made during transit wouldn't be a problem either.

Additive manufacturing has the benefit of making things from few raw materials, meaning that it is suitable for places in isolation where getting supplies would be hard. For instance, in a remote expedition or space. Tools for maintenance could be printed on-demand when needed, instead of taking every conceivable tool you may need. This could save on space and fuel, as only a finite amount of raw material would need to be taken and you would not need to take unnecessary items. It would also inevitably decrease waste.

All that is needed is a 3D scan of an object to create a digital

model. You can use a 3D printer to replicate an item which may be too fragile or important to be duplicated in traditional methods (vacuum forming). For instance, an artefact or bone fragment from an archaeological dig, a historical object of importance or religious significance could be replicated without touching the original.

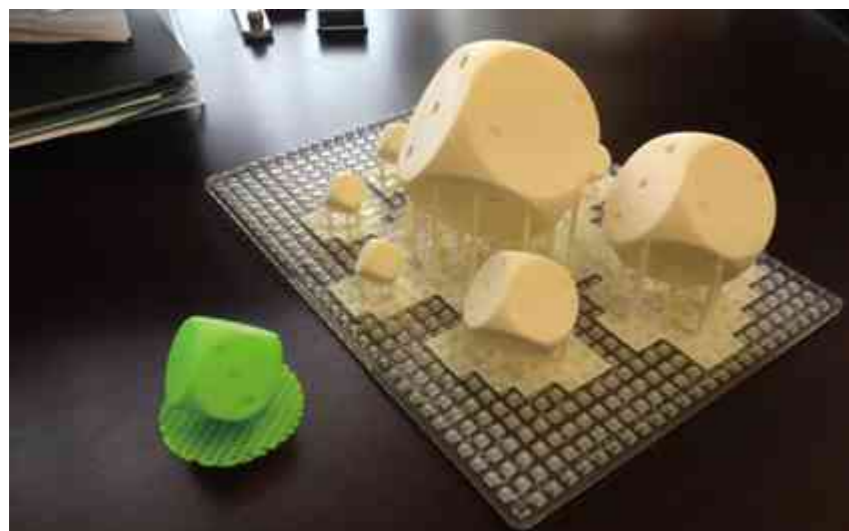
Medical applications for this technology include a prosthetic jaw being constructed, with continued research into whether this technology can be used to promote bone growth. By printing with living cells, it is feasible that working organs could one day be created.

There are of course some people with concerns about the new technology, but with it being so open source it is hard to govern the content. There have been incidents of people printing firearms, with the plans being readily available on the internet. Knives and other weapons could be easily designed and made, this would mean that weapons are readily available for anyone that wouldn't have to be imported and thus would be impossible to trace.

## Conclusion

It is safe to say that this technology is one to watch. Its potential impact on our personal lives and industry could be astronomical. While still in its infancy, this technology is very impressive. When fully imagined, it could be one of the most important technological innovations of this century. The medical potential alone warrants further research. The possibility of printing tissue and organs for transplant patients would save countless lives. **B**

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## Vincent Billiard Appointed as General Manager of The Ritz-Carlton, Tianjin

Accomplished hotelier, Vincent Billiard, has joined The Ritz-Carlton, Tianjin's pre-opening team as its new General Manager, bringing over 12 years of highly respected operational excellence, strong leadership skills, international and brand experience to the iconic new property and the market.

He was also instrumental in the successful openings of five high profile hotels including The Ritz-Carlton, Grand Cayman, The Ritz-Carlton, Shanghai Pudong, The Ritz-Carlton, Riyadh, The Ritz-Carlton, Okinawa and The Ritz-Carlton, Abu Dhabi. In his new role, Mr. Billiard will oversee all pre-opening efforts for The Ritz-Carlton Hotel

Company's ninth property in the China portfolio, including financial performance, guest engagement, employee development and brand recognition.



## Mr. Z. Du Appointed as the Opening General Manager of Hyatt Regency Tianjin East

Mr. Z. Du has been appointed as the opening General Manager of Hyatt Regency Tianjin East, located at 126 Weiguo Road, Hedong District. Mr. Du is a graduate of Bowling Green State University, USA, with a Master's Degree in Technical Communication in Business and a Master's Degree in Education. He also acquired a Bachelor's Degree in English Language and Literature from the Xian Foreign Languages University. Mr. Du commenced his career with Hyatt in 1990 with various management assignments in the Rooms Division at Hyatt Regency Hilton Head, Hyatt Regency Maui and Hyatt Regency Guam. In 1999, Mr. Du joined the Hyatt pre-opening support team in Shanghai and Hangzhou. After a short assignment in Houston, Mr. Du moved to Hyatt Regency Savannah in 2001 and Hyatt Regency Vancouver in 2004 as Executive Assistant Manager of Rooms respectively. In 2008,

Mr. Du came back to China and was appointed General Manager of Hyatt Regency Xian.

Prior to his assignment in Tianjin, he was the General Manager of Hyatt Regency Dongguan, a position he held for three years. While in Dongguan, Mr Du's venue was recognised as the "Hotel of the Year" by Hyatt International.

Known as the first Mainland Chinese hotel manager in North America, Mr. Du, adhering to the Hyatt values and culture – with extensive International hotel management experience and understanding of Chinese and Western culture – will lead the team to continue the Hyatt legend in Tianjin.



## Ms. Coco Ren Appointed as Director of Sales & Marketing of Hyatt Regency Tianjin East

Ms. Coco Ren has been appointed as Director of Sales & Marketing for Hyatt Regency Tianjin East. Ms. Ren graduated from the Northeastern University of China, with a Bachelor's Degree in Tourism Management. She joined Hyatt in November 2004 as Administrative Assistant of Hyatt Regency Xian. After one year, she transferred to the Sales Department as a coordinator in charge of Travel Agency Business. In 2006, she moved to Hyatt Regency Dongguan as Events Coordinator. Prior to joining Hyatt Regency Tianjin East, she has held various management positions in Hyatt Regency Dongguan including Events Executive, Events Manager, Director of Events and Director of Sales.

With extensive Sales & Marketing experience in the hospitality industry, Ms Ren will lead the team to bring the Hyatt Brand back to the community and re-establish its leading position.



## Holiday Inn Tianjin Riverside Appointed Mr. Albert Yeung as Food & Beverage Director

Holiday Inn Tianjin Riverside is delighted to welcome Mr. Albert Yeung to the position of Food & Beverage Director.

Albert comes from Hong Kong and has more than 25 years of experience in Banqueting, Chinese and Western Casual Dining, exclusive establishments and luxury hotels. He specializes in pre-openings, with five pre-opening set up experiences under his belt. He has consistently achieved record-high customer satisfaction rankings, improvements to the bottom line and turnaround of underperforming operations. Now he will bring his rich experience and creativity to the Holiday Inn Tianjin Riverside.



## Tianjin United Family Hospital Appointed Samuel James McCree, M.D. Physician of Family & Emergency Medicine

Dr. McCree is a member of the American Board of Family Medicine, and he is licensed in Mississippi. Dr. McCree received his M.D. at the University of Mississippi's School of Medicine in 2001, and finished in the Department of Family Medicine at the University of Mississippi Medical Center. Dr. McCree has worked as a Family Physician for 9 years. He served in NES Government Services working in the Hanau Army Health Clinic in Germany, Skagit Valley Medical Center in Stanwood, WA, Coastal Family Health Center in Biloxi, MS, and Hancock Medical Center in St. Louis. Dr. McCree was the Medical Officer in United States Peace Corps, Kingdom of Tonga and Samoa. Dr. McCree is a member of Mississippi

Academy of Family Physicians, American Academy of Family Physicians, and American Medical Association, and has the certification of Advanced Cardiac Life Support, Pediatric Advanced Life Support.



## Tianjin United Family Hospital Appointed James Lawrence Hurm, M.D. Physician of Family & Emergency Medicine

Dr. Hurm is from the United States of America. Dr. Hurm received his M.D. at the University of Florida in 1988 and finished his Internship/Residency at the Department of Medical Education in the Florida Hospital in 1991. Dr. Hurm has the certification of the American Board of Family Medicine, Advanced Cardiac Life Support, Pediatric Advanced Life Support and Advanced Trauma Life Support. Dr. Hurm has been a Physician for 22 years. He worked as a sole physician in Island Family Medicine, Virginia, Sheridan Memorial Medical Center, Montana, and Roosevelt Memorial Medical Center, Montana.



## Tianjin United Family Hospital Appointed Pei-Chang Liu, M.D., M.P.H., Chief Medical Officer

Dr. Patrick Liu is an Intensivist, Nocturnist and Geriatrician. He moved to Tianjin from Beth Israel Deaconess Medical Center and as a clinical instructor for Harvard Medical School in Boston. He is board certified in American Board of Internal Medicine, with added subspecialty qualifications in critical care medicine and geriatric medicine. He graduated from National Taiwan University with a Doctor of Medicine degree and Master of Public Health from Harvard University. He received internal medicine residency training at Yale School of Medicine, critical care fellowship in New York University, and geriatric medicine fellowship at Harvard medical school. He is a member of the American College of Physicians,

American Medical Association, Society of Hospital Medicine, Society of Critical Care Medicine, and American Geriatric Society. His clinical interest involves quality and safety improvement in the hospital, elderly inpatient and intensive care, and international health.

## The Ritz-Carlton, Tianjin, Officially Opens in Historical Heart of the City

Invites Guests to Enjoy Art Deco Destination Experience in North East China

After much anticipation, The Ritz-Carlton, Tianjin, the newest luxury hotel in North East China opened its doors officially today to bring unparalleled luxury service and accommodation to Tianjin- 'The Port of the Emperor'. The art deco style property is a landmark 10th property in China for the luxury hotel operator.

The Ritz-Carlton, Tianjin sits at the historical heart of the former British concession and modern downtown business district by the Haihe River. The property takes its architectural inspiration from the neo-classical style of the early 20th century with stately hotel rooms arranged around an expansive courtyard in the European tradition.

Featuring 277 luxurious art deco guestrooms and 53 suites created by luxury hospitality designer, Pierre-Yves Rochon, leisure and business travellers alike will enjoy the refined elegance of the comfortable chandeliered rooms, many complete with buttressed stone outdoor balconies and charming views of downtown Tianjin.

The stunning interiors with high ceilings and expanses of marble mirror many of the palaces of Europe. The walls feature hand painted murals of traditional European scenes and Chinese imperial paintings with elegant soft furnishings that create a sense of history and place.

The city center property also introduces a new Ritz-Carlton Club designed as a residential concept which features an open kitchen serving five food and beverage offerings throughout the day, including a traditional English Afternoon Tea, a private dining room, a lounge boasting intimate spaces and a dedicated bar. The Ritz-Carlton Club Level service includes a dedicated concierge and private check-ins.



## Wanda Hotels & Resorts Extends Its First Reach to Tianjin With The Grand Opening of Wanda Vista Tianjin

The first luxury hotel owned and managed by Wanda Hotels & Resorts in Tianjin – Wanda Vista Tianjin, and its luxury private club – Club Reign, celebrated their grand opening on 25 September 2013. The hotel is built of upper scale five-star construction standards and will be managed by the luxury brand Wanda Vista.

Wanda Vista Tianjin is located on the banks of the grand Haihe in the centre of Hedong District, and emerges into the beautiful city with magnificent views of the river. The hotel offers easy access to Tianjin Wanda Centre. It is just 20 minutes from Tianjin Binhai International Airport, and only 10 minutes to Tianjin Railway Station.

Designed to be an oasis of comfort and luxury for both business and leisure travellers, the hotel provides the true Wanda Vista experience, including the signature “Wanda Angel” and “Cha Journey”.

Mr. Maged Louis, the General Manager of the Wanda Vista Tianjin said, “Tianjin has a long history with rich tourism resources and is a municipality under the central government. As the second most important city in North China, Tianjin is not only one of the fastest growing cities, it is also a centre for the industry elites. I believe Wanda Vista Tianjin is full of infinite possibilities, and attracts numerous corporations and travellers from all over the country and the world. At the same time, it is also an important business and conference destination venue and has hosted various recurring events like the Summer Davos and other large-scale conferences, exhibitions and annual meetings.



## Tianjin Wu Da Dao Xian Nong Business Travel Block Opened to the Public for First Time

After seven years of planning and careful finishing repairs, the Wu Da Dao Xian Nong Business Travel Block officially opened to the public on 13 October. The ceremony opened the block by sealing Hunan Road's first "time capsule", including a Tianjin 1925 old map, 1925 First Agricultural Institute engineering drawings, the first Agricultural School construction plans from 2011, a collection of old photos, old postcards, paintings and calligraphy works and a written message for the future.

The blocks were open to the community at the same time. The first public art plaza was also unveiled to the public. Yang Maoyuan's first exhibition was on display, including sculptures and other breathtaking works of art. People toured the historic district and also enjoyed the charm of public art. "Making city life into art" was the theme of the subsequent series of cultural activities such as 3D modelling and video broadcasting.

Tianjin Wu Da Dao Xian Nong is one of the oldest buildings in the city. The district's historic architecture was built in the 1920s and 1930s, and took influence from Western architectural thought – forming a Western-style bungalow eclecticism, the British Union row houses, detached villas, Chinese villas and a variety of other architectural styles, which reminding us of historical scenes, Tianjin Historic Architecture Finishing Company launched the first farmers block, adhering to the "conservation priority, rational use, repair the old as before, safe application" principles for the overall protection and utilisation of the property. Restoring the original appearance of the building and courtyard space was the main priority for this leisure and tourism landmark.



## The St. Regis Tianjin Holds 'Check Out for Children' in Joy City

The St. Regis Tianjin joined with UNICEF and the Jianhua Foundation to host "Check out for children" charity sale activity on 28 September at Joy City Tianjin. The activity raised 4000 CNY with 1000 pieces of homemade crafts selling. Except for Jianhua's payment, St.Regis Tianjin hotel will donate the remaining money to UNICEF.

UNICEF is one of the world's largest development agencies dedicated to working exclusively with children. UNICEF Check out for Children (COFC) is a global partnership between Starwood Hotels & Resorts and UNICEF. For a long time, Starwood has been working to provide a quality education for children who need protection from poverty and disease throughout the world. The program has grown and developed into one of the most successful corporate fundraising partnerships of its kind.

When arriving at participating Starwood Hotels, guests are given a Check Out for Children key card with their key wallet. On departure of their stay, a voluntary 1 USD is added to their bill to support the UNICEF education program.

Founded in Hong Kong, the Jianhua Foundation is an international charity. In 2000, Jianhua set up a special education program which helps special needs children and their parents to provide education and training in Tianjin.



## IMM Program is Coming to Tianjin

IMM & Tianjin Inter-Chamber Reception was held on 17 October at St. Regis Hotel's top floor restaurant. Many global companies' managers attended this event.

This MBA program is funded by the United States Purdue University and other finance orientated major universities. It is aimed at developing the management capacity of senior leadership figures working in multinationals around the world, using many kinds of advanced teaching technologies.

This project's participants from around the world came to Tianjin to participate in this event. At the banquet, Mr. He Zhen from Tianjin University's Economic College introduced the history of Tianjin and Tianjin University which was first university in China. In addition, Mr. He also mentioned the advantages of Tianjin University's Economic College.

Everyone who attended the event, which overlooked the whole of Tianjin's skyline, had in-depth discussion on management issues and shared different management experiences from different countries. Guests were very interested in Tianjin's unique buildings, culture and food, etc. This was an important opportunity to communicate with the world economy and also through this program Tianjin will get more chance to attract foreign companies and business leaders.



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**Richard Tian**

Senior Partner / Attorney-at-Law  
Director of International Legal Affairs Department



# Chamber Reports



## Past Event:

### Breakfast Seminar - Salary Developments 2014: Presentation of the 6th Wage and Salary Survey

Wednesday, 9 October, 2013

The Annual Wage and Salary Survey of the German Chamber of Commerce in China aims to provide a timely benchmark of general trends regarding wage and salary developments as well as other HR related issues for German companies in China. It is an important tool for all Sino-German HR executors to get an overview about the HR situation and to plan their HR budgets for 2014.

The seminar mainly focused on the aspects like wage development for 18 job categories incl. variable pay, general labor market environment and expected development and turnover rates etc. About 20 participants joined us during the event for an in-depth discussion about the wage and salary developments of their employees for 2014.

### InterChamber Workshop - The Strategic Leader: Simple Techniques to Enable Managers to become Successful Future Leaders

Monday, 14 October, 2013

Everyone recognizes Strategic Thinking as an important leadership capability, but just how important is it? In this highly interactive workshop we have shared key findings based on the leadership practices and effectiveness of over 40,000 managers and leaders across 144 countries and 27 industries.

During the workshop the participants had the opportunity to assess their own leadership capability and identify strengths and areas of development with the aid of the 22 leadership practices of the Leadership Effectiveness Analysis (LEA) Model. Mr. Robin Ball, MDS Founder and Head of Learning and Development, also gave the answers to the key questions like the importance of a Strategic Approach in Leadership and the methods of developing our own Strategic Approach etc.



Room 1502, Global Center, No. 309 Nanjing Road, Nankai District, Tianjin 300073 Tel / Fax: +86 22 8787 9249 tianjin@bj.china.ahk.de



## 2013 European Business Gala Dinner One Night in Europe

The European Union Chamber of Commerce in China Tianjin Chapter hosted the 8th Annual Gala Dinner on 11 October, 2013 in St. Regis Tianjin Hotel.

The Gala Dinner is the region's premier networking event of the year, with a night of European food, drinks and entertainment. The event was attended by almost 300 guests from Chamber-member companies and friends from the European business community.

With the Cruise traveling theme this year, guests were greeted with a romantic cocktail reception along Haihe River, then checked on board at 7:30pm with the invitation of the Captain. The food was also special designed by "The Arctic North" and "The Mediterranean Sun and Sea" buffet to well match the Cruise traveling atmosphere. All the guests enjoyed a First Class Journey to Europe throughout the night with image films of their own country, quiz of travel destinations to make them feel homesick, and of course plenty of valuable travel related lucky draw items. It proved to be another memorable European night!

Events like this are the perfect setting for members of Tianjin's thriving business community to integrate themselves into the local scene. Business leaders and representatives came to this event to network with their counterparts in other organisations and to enjoy the quintessentially European theme of the evening. The atmosphere at our events is always friendly and very welcoming for new members of the European business community. We are incredibly proud of the participation from our members and the support we receive from our associates in making events like this such a resounding success!

We would like to take this chance to thanks all our sponsors for their support:

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Include your event  
email to [editor@businesstianjin.com](mailto:editor@businesstianjin.com)

### 01

FRI  
星期五

#### Les Petits Chanteurs de Saint-Marc

放牛班的春天——法国圣马可童声合唱团音乐会  
 Concert Hall, Tianjin Grand Theatre  
 天津大剧院音乐厅  
 19:30  
 ¥ 80-380  
 +86 22 8388 2000

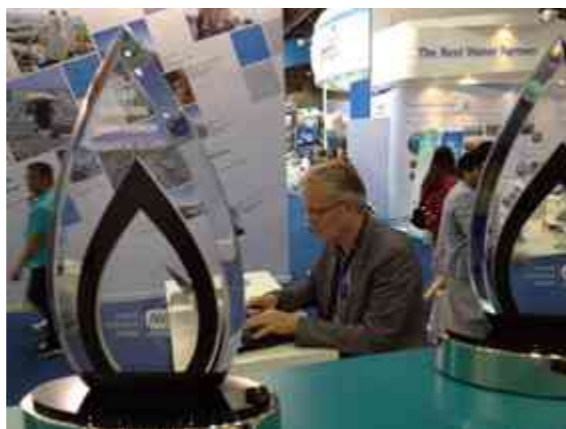


### 06

WED  
星期三

#### Metals in Water - Health Protection and Sustainability Through Technical Innovation 2013

2013改善天然水中重金属保护健康和可持续发展技术创新论坛  
 Shanghai Tongji University  
 上海同济大学  
 +86 21 6598 2017  
 Nov 6-9



### 16

SAT  
星期六

#### From Baroque to Romanticism Grand Opera Orchestra (Tianjin Symphony Orchestra) 2013-2014 Series No.4

从巴洛克到浪漫主义——天津歌剧院交响乐团 (天津交响乐团) 2013-2014系列音乐会4  
 Concert Hall, Tianjin Grand Theatre  
 天津大剧院音乐厅  
 ¥ 50-180  
 +86 22 8388 2000



Editor's pick

### 02

SAT  
星期六

#### China Mining Congress & Expo 2013

2013中国国际矿业大会  
 Tianjin Meijiang International Convention & Exhibition Center 天津梅江国际会展中心  
 +86 22 2312 0920  
 Nov 2-5



Editor's pick

### Special Days

7 Nov Beginning of Winter (li dong)  
 22 Nov Light Snow (xiao xue)

24 Nov Thanksgiving Day

### 20

WED  
星期三

#### FMCG Safety & Efficacy Testing Technology Summit 2013

2013安全及功效检测技术高峰论坛——化妆品、食品饮料行业  
 Renaissance Shanghai Pudong Hotel  
 上海浦东淳大万丽酒店  
 +86 21 6289 5533 ext.155  
 Nov 20-21

### 23

SAT  
星期六

#### The Tianjin Movie Awards - A Murder Mystery Dinner Party

天津电影奖——杀手晚宴  
 The Astor Hotel, A Luxury Collection Hotel, Tianjin  
 天津利顺德大饭店豪华精选酒店  
 ¥ 1150  
 +86 22 2331 1688

Editor's pick



### 24

SUN  
星期日

#### Drama The Master Builder

话剧《建筑大师》  
 Concert Hall, Tianjin Grand Theatre  
 天津大剧院音乐厅  
 19:30  
 ¥ 80-380  
 +86 22 8388 2000

Editor's pick



### 25

MON  
星期一

#### 11<sup>th</sup> China (Beijing) International High-end Vintage Wine Expo

第十一届中国国际高端名酒博览会  
 China International Exhibition Center  
 中国国际会展中心  
 +86 10 5957 2664  
 Nov 25-27

Editor's pick



### 29

FRI  
星期五

#### The 4<sup>th</sup> INIE China (Beijing) International Nutrition Food & Health Food Industry Expo

第四届INIE中国(北京)国际营养食品及保健食品产业博览会  
 Beijing National Agricultural Exhibition Center 北京·全国农业展览馆  
 +86 10 5161 8902  
 Nov 29-31



### 30

SAT  
星期六

#### The Sixth China International Competition Concert

第六届中国国际钢琴比赛获奖选手展演音乐会  
 Concert Hall, Tianjin Grand Theatre  
 天津大剧院音乐厅  
 ¥ 50-180  
 +86 22 8388 2000

# The Method of Payment

支付方式  
zhī fù fāng shì

VOLUME 66



**A:** Now let's talk about the method of payment.

我们来谈谈付款方式吧。  
wǒ men lái tán tán fù kuǎn fāng shì ba.

**B:** Which payment method would you prefer?

贵方希望采用哪种支付(1)方式?  
guì fāng xī wàng cǎi yòng nǎ zhǒng zhī fù fāng shì.

**A:** We wish to use an irrevocable sight letter of credit.

我方希望采用(2)不可撤销(3)即期信用证的方式。  
wǒ fāng xī wàng cǎi yòng bù kě chè xiāo jí qī xìn yòng zhèng de fāng shì.

**B:** Won't you accept a usance letter of credit?

你们不接受远期信用证吗?  
nǐ men bù jiē shòu yuǎn qī xìn yòng zhèng ma?

**A:** Sorry, we don't accept that.

对不起,我们不能接受这种方式。  
duì bù qǐ, wǒ men bù néng jiē shòu zhè zhǒng fāng shì.

**B:** Isn't our credit standing reliable?

我们的资信(4)不可靠么?  
wǒ men de zī xìn bù kě kào me?

As everybody knows, our company is a well-known enterprise in the European garment industry, and our credibility is solid.  
众所周知(5),我们公司是欧洲服装界的知名企业,信誉很好。  
zhòng suǒ zhōu zhī, wǒ men gōng sī shì ōu zhōu fú zhuāng jiè de zhī míng qǐ yè, xìn yù hěn hǎo.

**A:** Please don't misunderstand us.

请不要误会。  
qǐng bú yào wù huì.

With the current financial crisis, many companies are facing a tight situation with regards to capital turnover.  
当前面临(6)金融危机(7),很多公司的资金周转(8)情况都不太好。  
dāng qián miàn lín jīn róng wēi jī, hěn duō gōng sī de zī jīn zhōu zhuǎn qíng kuàng dōu bù tài hǎo.

**A:** Our company is also faced with a shortage of funds, and we need to have the money back quickly.

我们公司的资金也很短缺(9),资金需要尽快回笼(10)。  
wǒ men gōng sī de zī jīn yě hěn duǎn quē, zī jīn xū yào jìn kuài huí lóng.  
Please understand the difficulties we wouldn't like to mention.  
请体谅我方的苦衷(11)。  
qǐng tǐ liàng wǒ fāng de kǔ zhōng.

**B:** Since you are so frank, we will adopt the irrevocable sight L/C.

既然贵公司如此坦诚(12),我们就采用不可撤销即期信用证支付方式吧。  
jì rán guì gōng sī rú cǐ tǎn chéng, wǒ men jiù cǎi yòng bù kě chè xiāo jí qī xìn yòng zhèng zhī fù fāng shì ba.

**A:** Thank you! Please be sure to open your L/C 30 days before shipment.

谢谢!请贵公司务必(13)在货物装运之前30天开出信用证。  
xiè xiè! qǐng guì gōng sī wù bì zài huò wù zhuāng yùn zhī qián 30 tiān kāi chū xìn yòng zhèng.

**B:** No problem. As soon as we receive your notice of readiness for goods, we'll open a L/C.

没问题,我们一接到贵方的货物备妥(14)通知,就立即开证。  
méi wèn tí, wǒ men yī jiē dào guì fāng de huò wù bèi tuǒ tōng zhī, jiù lì jí kāi zhèng.

## Vocabulary

(1) 支付	payment	zhī fù
(2) 采用	use / adopt	cǎi yòng
(3) 不可撤销	irrevocable	bù kě chè xiāo
(4) 资信	credit standing	zī xìn
(5) 众所周知	as everybody knows	zhòng suǒ zhōu zhī
(6) 面临	be faced with	miàn lín
(7) 金融危机	financial crisis	jīn róng wēi jī
(8) 周转	turnover	zhōu zhuǎn
(9) 短缺	shortage	duǎn quē
(10) 回笼	have money back	huí lóng
(11) 苦衷	difficultly	kǔ zhōng
(12) 坦诚	frank	tǎn chéng
(13) 务必	make sure	wù bì
(14) 备妥	readiness	bèi tuǒ

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**T:** +86 22 6628 3388 ext. 2740  
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 开发区第一大街86号天津滨海假日酒店11层

**Chinese**

**Wan Li Chinese Restaurant**  
**A:** 2F, Renaissance Tianjin TEDA Hotel & Convention Centre  
 No. 29, 2nd Avenue, TEDA  
**T:** +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**  
**A:** 2F, Sheraton Tianjin Binhai Hotel  
 No. 50, 2nd Avenue, TEDA  
**T:** +86 22 6528 8888 ext. 6220/6222  
 采悦轩中餐厅  
 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**  
**A:** 11F, Holiday Inn Binhai Tianjin  
 No. 86, 1st Avenue, TEDA  
**T:** +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**

**Bene Italian Kitchen**  
**A:** 2F, Sheraton Tianjin Binhai Hotel  
 No. 50, 2nd Avenue, TEDA  
**T:** +86 22 6528 8888 ext. 6230/6232  
 班妮意大利餐厅  
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**Western**

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**T:** +86 22 6622 7888  
 天津杰美国际学校  
 滨海新区天津生态城和风路312号



**TEDA International School**  
**A:** No. 72, 3rd Avenue, TEDA  
**T:** +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**  
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**T:** +86 22 6200 1920  
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 开发区第三大街71号

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**T:** +86 22 6628 3388  
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 开发区第一大街86号



**Renaissance Tianjin TEDA Convention Centre Hotel**  
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**T:** +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**  
**A:** No. 50, 2nd Avenue, TEDA  
**T:** +86 22 6528 8888  
**F:** +86 22 6528 8899  
 天津滨海喜来登酒店  
 开发区第二大街50号  
<http://sheraton.com/tianjinbinhai>



**Crowne Plaza Tianjin Binhai**  
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**T:** +86 22 6628 3388  
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**Hospitals**



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 天津生态城中新大道5681号(营城湖南岛)

**Holiday Inn Binhai Hotel Fitness Center**  
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 No. 86, 1st Avenue, TEDA  
**T:** +86 22 6628 3388 ext. 2960  
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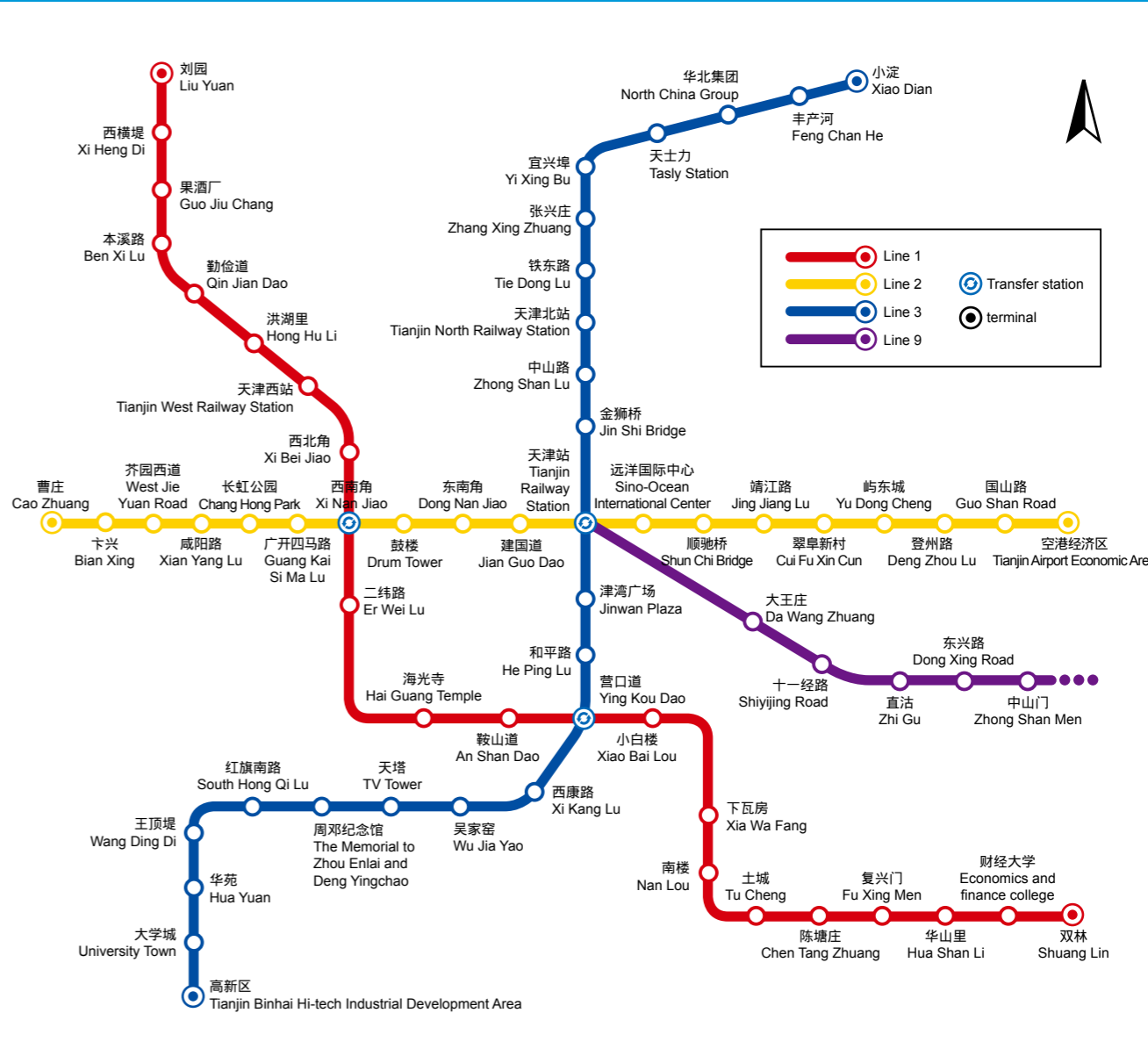
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TJ ~ BJS (¥55 - ¥66)			BJS ~ TJ (¥55 - ¥66)		
Train	Tianjin	Beijing	Train	Beijing	Tianjin
C2002	06:25	06:55	C2001	06:35	07:05
C2094	22:45	23:15	C2093	23:00	23:30

TG ~ BJS (¥66 - ¥80)			BJS ~ TG (¥66 - ¥80)		
Train	Tanggu	Beijing	Train	Beijing	Tanggu
C2274	12:40	13:10	C2273	10:45	11:15
C2280	20:25	20:55	C2279	18:50	19:20

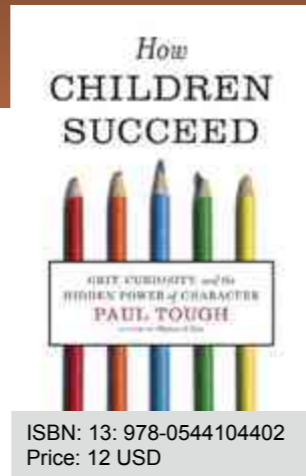
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Train	Wuqing	Beijing	Train	Beijing	Wuqing
C2202	06:53	07:18	C2201	06:45	07:07
C2232	20:43	21:08	C2231	21:15	21:37

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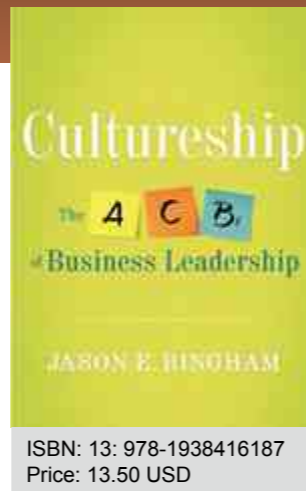
**How Children Succeed: Grit, Curiosity, and the Hidden Power of Character**  
By Paul Tough

**Synopsis:** How Children Succeed introduces us to a new generation of researchers and educators, who, for the first time, are using the tools of science to peel back the mysteries of character. Through their stories – and the stories of the children they are trying to help – Tough reveals how this new knowledge can transform young people’s lives. He uncovers the surprising ways in which parents do – and do not – prepare their children for adulthood. And he provides us with new insights into how to improve the lives of children growing up in poverty. This provocative and profoundly hopeful book will not only inspire and engage readers, it will also change our understanding of childhood itself.



**Cultureship: The ABC of Business Leadership**  
By Jason Bingham

**Synopsis:** The primary audience for this book is leaders. They can be just starting their business career or polishing their skills after many years of experience. They can be leading non-profit organizations or large corporation. They could simply be leading a committee and trying to get it right. The one must is that they are willing to learn, transform and achieve their best leadership and greatest personal potential. Jason's energy and enthusiasm for leadership and culture is contagious. He possesses the skills that enable managers to move from talent assessment through action planning to business outcomes faster than they could have believed possible. He delivers this through a genuine, no-nonsense approach that achieves real results. Although pragmatic, he has a witty humor that keeps the process fun and enjoyable.



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**QUOTATIONS OF THE MONTH**

See your face: you use works of art to see your soul. — George Bernard Shaw

People are always neglecting something they can do in trying to do something they can't do. — Edgar Waston Howe

The thoughts that come often unsought, and, as it were, drop into the mind, are commonly the most valuable of any we have. — John Locke

What matters is not the idea a man holds, but the depth at which he holds it. — Ezra Pound

Life is given to us, we earn it by giving it. — Tagore

**Four Important Economic Lessons the West Should Learn From China**

By Josh Cooper

Economists, business leaders, and news presenters in the West are constantly harping on about what China and other emerging economies need to do in order to improve their financial system society, environment, political system and just about every other aspect of life. What is less commonly seen in the mainstream Western media and academic spheres are people saying what developed countries are doing wrong and countries like China are doing right.

I for one think it is a shame that our policymakers and central bankers in Europe and North America don't take a few select leaves out of the Chinese book instead of lecturing the rest of the world about economic policy whilst they unwittingly destroy what little prosperity we have left! Here are four of the big things economic planners should realise...

**Trade is better than aid**

It never ceases to amaze me how news reports from within the former colonial powers of Europe cover China's expanding influence in Africa and other resource-rich countries. In most cases the Chinese are being portrayed by the so-called 'expert' analysts as being some kind of ruthless, neo-colonialist empire which is using its new-found economic might to rape and pillage the minerals, energy, and agricultural land of other far-flung countries. Whether or not one deems China's 'mining rights for hospitals'-deals with African countries to be equality advantageous for both sides, the fact remains that it is a more economically rational policy in the long term than either colonisation or aid programs.

One of the most authoritative economists of recent times is

Zambian-born Dambisa Moyo. Her two major works, *Dead Aid: Why Aid is Not Working and How There is a Better Way For Africa and Winner Take All: China's Race for Resources and What It Means for the World*, shine a great deal of light on the implications of today's Sino-African ties, and both are well worth a read in general. To paraphrase one of Moyo's key conclusions, it is clear that trading with other nations is far more efficient than giving aid!

**Asset bubbles lead to trouble**

For so long now the Federal Reserve and their counterparts in the UK, Japan and elsewhere have been pumping up property and stock markets with their reckless but popular policies of cheap credit and quantitative easing. It's all well and good for asset prices to rise as wider economic circumstances become more favourable, but inflating valuations to unsustainable levels will only ever lead to disaster when people see past the smoke and mirrors.

We have seen the catastrophic consequences of loose monetary policy time and time again in the last century alone. First came the Wall Street Crash of 1929, caused largely by too much easy money, then came the Great Depression – a consequence of not enough money in the system, and in recent decades it is fair to say that the Western world has seen more bubbles than a flatulent carp. The ongoing financial mess, which has been



## Last Word

caused by overleveraged banks and unsustainable debt levels, is as good a case as you'll find for less tinkering with the money supply and tighter controls on the credit markets.

Yet despite the fact that it has now been nearly 6 years since the crisis began, the key players in the central banks have once again set about injecting billions upon billions of dollars into bond markets in order to promote economic growth by juicing up equities and real estate like steroid infused cattle.

China is certainly not immune to the dangers of overblown assets. In fact it is currently undergoing a moderate credit crunch and a potential real estate bubble of its own. However, in contrast to the risky and unproven 'money printing = growth' policies in the U.S. and Europe, Chinese central bankers and policymakers have thus far shown themselves to be more sensible and level-headed in terms of putting economic and price stability over short term financial euphoria.

For starters, there has been a string of bold policies aimed at curbing speculative property investment. Added to that we have seen many times in the last few years that the authorities are willing to raise rates in order to put the brakes on inflation; regardless of whether it makes other economic figures less attractive to the bankers and speculators.

### Savings and investment create growth and prosperity

China, as with other parts of the world times gone by, has seen first-hand what benefits a country receives by having a healthy saving culture. Unfortunately for us Europeans and North Americans, we are constantly bombarded with propaganda from companies, the media and even politicians saying that from a young age we need to take out colossal

mortgages on property, buy a new car and upgrade our phones. All of this of course involves us taking advantage of those wonderful credit cards and loans that our lovely friends at the bank are kind enough to offer us!

**In contrast to the risky and unproven 'money printing = growth' policies in the US and Europe, Chinese central bankers and policymakers have thus far shown themselves to be more sensible and level-headed in terms of putting economic and price stability over short term financial euphoria.**

In conjunction with our collective addiction to debt, we are also increasingly coming face to face with the downfalls of a service-based economy. The U.K., which relies far too heavily on financial services and pen-pushing civil servants to fuel its economy, is particularly vulnerable in this regard. In the long run, an economically healthy nation can't just provide services and spend borrowed money, it also has to produce, export, save and invest.

Unfortunately for China, a large part of its mainstream economic intelligentsia now seem to have been infected with the idea that more lending and spending by middle class consumers is the magical fix for slowing growth. Sure, a certain level of consumerism is good for an economy – especially when it leads to technological and time saving innovations, but relying too much

on domestic consumption and promoting debt over savings is only going to lead to disaster.

### Wars aren't worth it

Again, this is a topic in which the U.S. media in particular portrays China, Russia and a number of other countries in a negative light. When you hear Fox News banging on about how these BRICS nations have vetoed military action in Iraq and Syria, one could be lead to believe that they are in cahoots with the local warlords and anti-American fundamentalist leaders in the Middle East.

But perhaps, just maybe, countries like China have learned from the countless mistakes and money wasting that has resulted from the U.S. trying to police the world for the last 50 years or so. I'm sure that most readers of this magazine would love to see certain regimes toppled and terrorist-friendly warlords taken out of action. Doing so, however, costs an enormous amount of money and in most cases turns out to cause more problems than it solves.

Ironically enough, the same media outlets that often portray China as being too soft on hostile nations and preferring trade over war, are also helping to ramp up the 'China is taking over the world and is preparing to colonise its neighbours' nonsense. One has to wonder when, if ever, the barbaric mentality of the military-industrial elite will fade into the darkness, and when policymakers in the US and other western countries accept that the money spent on wars would be far better used if it went towards building hospitals, schools, roads, factories, solar panels and high speed trains. **E**

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