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OCT



A Hot Spring Oasis

Dialogue with John Huang

General Manager

All-legend Hotel Business Division, Tiens Group

Efforts to Reduce US Dollar Hegemony 12

China's Solar PV Power 29

Insight into the Upcoming New Individual Income Tax Law 36

Smart Floating Farms 52

Jack Ma & Alibaba 72

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Dear Readers,

If you look at the International School of Tianjin (IST) from the sky, you may notice something different. 380 solar panels lie soaking up the last of the summer sun in a brilliant attempt to reduce IST's environmental footprint. Business Tianjin was lucky enough to interact with the Director of IST, Mr. Steve Moody, about how this bright idea came about and who the masterminds behind it were. You can be part of this Green Team story, which represents a unique opportunity to invest in the future of our children.

We were impressed not only at how the students themselves care enough about sustainability and the environment to initiate the Green Team Solar Panel Project, but also the encouragement provided by the board and staff members in allowing these students to voice their ideas. It truly is inspirational.

Having recently been appointed General Manager of All-legend Hotel Business Division, Tiens Group, Mr Huang is on a mission to bring his extensive experience gained in both the West and in China to successfully undertake its re-launch. John Huang has shared with us his ambitious plans to bring one of the only resorts providing hot springs that was previously tucked away in Wuqing District in Tianjin, into limelight.

Individual Income Tax reform has attracted high level of attention from people and the extent of its impact is large. You can finally learn about this important reform in the section of Tax & Finance in collaboration with PwC.

President Trump's policies are proving to be ineffective thus far. His tariffs failed to stem the growing Chinese surplus with the US. Producer price index and China's trade surplus with the world also decreased. Growth abroad and in the domestic market is softening. Many sectors are slowing down to touch their lowest levels in many years, which may be a cause of worry. Economists believe that weakness in the Chinese economy could render it more vulnerable to the trade spat. Hopefully, measures by the government will turn things back in the right direction.

There are many other interesting articles this month, and I invite you to read them all after having checked our content page. We are sure you will find topics that will help you in your professional and personal life.

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Mary Smith

Managing Editor | Business Tianjin Magazine

managingeditor@business-tianjin.com

如果你鸟瞰天津经济技术开发区国际学校天津分校，您可能会发现一些不同的东西。380个太阳能电池板正在吸收夏日最后的阳光。《津商》很幸运地听IST校长 Steve Moody讲述了整个项目的产生和发展过程，以及背后的主导者是谁。

黄先生最近被任命为天狮集团奥蓝际德酒店事业部总经理，他的使命是在西方和中国积累丰富的经验，成功重新开幕酒店。

个人所得税改革引起了人们的高度关注，其影响程度也很大。您可以与普华永道合作，最终了解税务与财务部门的这一重要改革。

到目前为止，特朗普总统的政策被证明是无效的。他的关税未能阻止中国对美国的盈余增长。

本月还有许多其他有趣的文章，我邀请您在查看我们的内容页面之后阅读所有这些文章。我们相信您会找到有助于您在职业和个人生活中的主题。

访问我们的网站www.business-tianjin.com，关注我们的官方微信账号 (ID: **business_tianjin**)，获取完整的文章和信息列表。

Contents

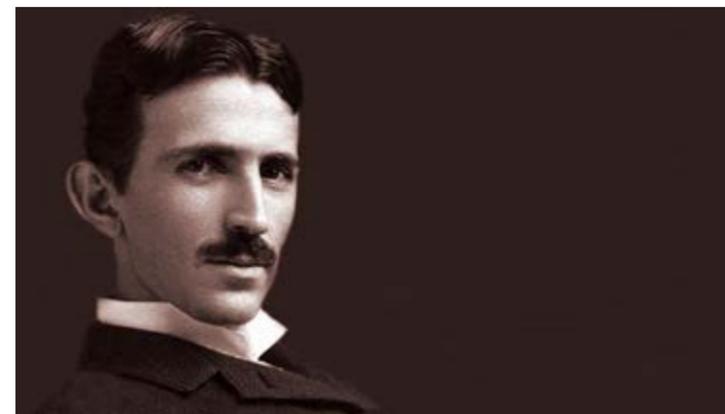
Business Tianjin / October 2018



◀ **A Hot Spring Oasis**
Dialogue with John Huang
General Manager,
All-legend Hotel Business
Division, Tiens Group

All-legend Hot Spring Resort opened in 2015 and is located in TIENS International Health Industrial Park, in Wuqing Development Zone. We are 8km away from the intercity railway station, which is 45km away from Tianjin International Airport and is also not too far from Beijing Capital Airport. This hotel has a huge area of 60,000m² boasting of 800 elegant and fashionable rooms with bars, a restaurant and not to mention an international conference centre that can accommodate 7000 guests and a banquet hall that can accommodate 3000 people.

See Page 14



▲ **Inspiration**
When You're Shooting For The Sky, Borders Become Irrelevant!

In their professional career, every entrepreneur is bound to make one key decision. Should one expand, or keep things manageable and small scale? Understandable concern, but, as it is proven time and time again, you cannot be rewarded for a leap of fate which you did not make. One person that could have easily said that things are just "out of his reach" is a Serbian scientist Nikola Tesla. He was born in a small village in Austria in the mid 18th century, where there were only two occupations a child could look forward to - either become a church priest or join the military.

See Page 32



◀ **HR**
Tips for a Startup to Recruit
and Retain Great Talent

Hiring is tough, and for startups it can be even tougher. Bringing the right candidates on board is crucial for any business, but startups particularly cannot afford to make any mistakes in this regard. As a young company, where cash flow is limited and credibility is yet to be established, a wrong recruitment can set you back for months or keep your venture from taking off altogether.

See Page 56

06	BIZ BRIEFS
10	ECONOMY Slow Down
12	FEATURE STORY Efforts to Reduce US Dollar Hegemony
14	COVER STORY A Hot Spring Oasis
20	DIALOGUE Be Part of a Green Team Story
26	TRAVEL Marrakesh
28	NUMBERS
29	IN DEPTH China's Solar PV Power
32	INSPIRATION When You're Shooting For The Sky, Borders Become Irrelevant!
34	INVESTMENT WinSun
36	IPR In Vino Veritas
39	BUSINESS NEWS
40	E-BIZ Is Email Marketing the Right Tool for Your Online Shop?
42	TAX & FINANCE China's IIT Reform Nailed Down
46	LEGAL ASSISTANCE Insight into the Upcoming New Individual Income Tax Law
51	PAST EVENTS ACCEL and CAUC Form Strategic Partnership
52	TECH Smart Floating Farms
54	MARKETING Bye texting... Hello voice!
56	HR 10 Tips for a Startup to Recruit and Retain Great Talent
59	REAL ESTATE Tighter Logistics Market In Jing-Jin-Ji Is Now Taking Shape
62	CHAMBER REPORTS
64	LISTINGS
70	ART & LEISURE Organized Company Gatherings
72	BOOK REVIEW Jack Ma & Alibaba
73	LAST WORDS Why a Pot of Tea Means Much More

TIANJIN NEWS

12th Summer Davos Forum Opens in Tianjin



The World Economic Forum's (WEF) Annual Meeting of the New Champions, also known as Summer Davos, began in Tianjin from September 18th. The three-day-forum is themed 'Creating an innovative society in the fourth industrial revolution'. Concept of the fourth industrial revolution, or Industry 4.0, embraces automation, data exchange and new manufacturing technologies. It also incorporates the Internet of Things and the Internet of Services. More than 2,000 guests - such as Jack Ma, the CEO of China's e-commerce giant Alibaba Group, and Zhang Yaquin, the president of Baidu attended.

Sino-Singapore Friendship Library Opens in Tianjin



Sino-Singapore Friendship Library, a joint project between China and Singapore, opened to the public by the end of September in Tianjin. The library is part of the Sino-Singapore Tianjin Eco-City in Binhai New Area, an intergovernmental project between the two nations. With a total floor space of 67,000 square meters, the library will be home to some 1.5 million books and 1 million historical documents, according to Lyu Kai, spokesperson for the eco-city. Robots will be used to help readers navigate around the library, and readers can borrow books by using their smartphone to scan the barcode.

Tianjin Highways Accept Payment by Alipay



Mobile payments are taking hold in China, even at toll booths. From 10th September, Tianjin enabled cashless transaction on highway tolls across the city. These are 12 expressways in Tianjin: Jinji Expressway, Jinning Expressway, Beijing-Qinhuangdao Expressway, Changshen Expressway, Rongwu Expressway, Jinjin Expressway, Ningjing expressway, Jinghu Expressway, Binbao Expressway, Tangcheng Expressway, Jingang Expressway, and Binshi Expressway. Cash transactions slow down traffic at important toll stations as attendants and motorists are left grappling with the hassles of dealing in loose change.

Global Grains Trader Louis Dreyfus Opens New Plant in Tianjin



Global grains trader Louis Dreyfus Company (LDC) opened its new oilseed processing facility in Tianjin as part of its expansion drive to become the world's top consumer of soybeans, the company said. The plant, purchased from Singapore-based Golden Agri-Resources last year, has a daily crushing capacity of 4,000 tons and oil refining capacity of 1,200 tons. It also has bottling and packaging facilities that the company will use to move into the downstream market, it said in a statement. Louis Dreyfus is one of the so-called ABCD group of merchants alongside Archer Daniels Midland, Bunge, Cargill that have long dominated global trade in agricultural commodities.

L+ MALL Grand Opening Ceremony



L+MALL, the brand of Lujiazui Business held its grand opening ceremony on September 22nd, 2018. L+MALL is situated at the junction of BeiMa Road and Dafeng Road. The mall itself has seven floors of shops, six above ground and one at basement level. It provides matchless shopping and leisure experience, because it owns speciality stores with leading brands, eastern and western restaurants, one premium supermarket, G-Super and a high-end cinema, Palace Cinema. L+MALL has become a new landmark in the emerging West Railway Station area in Tianjin.

Volkswagen's China JV Launches Auto Plant in Tianjin



Volkswagen's China joint venture with FAW Group Corp. launched an auto plant in Tianjin for production of Volkswagen and Audi brand series of automobiles. The plant, built by FAW Volkswagen, has an annual production capacity of 300,000 automobiles. It also set aside space for future production of hybrid and electric vehicles. As FAW Volkswagen's production base is located in north China region, the plant has workshops covering 1 million square meters. By 2020, investment for the plant construction will reach 13 billion Yuan. The plant boasts of 79-percent automation rate with 985 robots deployed in workshops. Production will help the off-stream auto part industry increase its output value, estimated between 30 billion Yuan to 40 billion Yuan.

FINANCE

Suzuki Quits China



Japanese automaker Suzuki Motor Corp. announced that it is bowing out of the race for the Chinese market as its more-compact car models are increasingly being left in the dust by hulking domestic rivals. The decision is an outcome of changing trends in the Chinese car market, where consumers increasingly favour larger SUVs over Suzuki's smaller, relatively lower-end offerings, company Chairman Osamu Suzuki explained in a statement on Tuesday. Its state-run joint venture partner, Chongqing Changan Automobile Co. Ltd., will take over Suzuki's 50% share and will carry on building Suzuki-branded cars.

Alibaba Appoints Daniel Zhang to Succeed Jack Ma



On September 10th Alibaba said that chief executive officer Daniel Zhang will succeed Jack Ma as chairman of the board, starting September 10th, 2019. Ma will continue as executive chairman at Alibaba over the next 12 months for a smooth transition of the chairmanship to Zhang, the company said in a statement. After that, he intends to stay on the Alibaba's board of directors until the 2020 annual shareholders meeting. In a letter to Alibaba's customers and shareholders, Ma said the transition "demonstrates that Alibaba has stepped up to the next level of corporate governance from a company that relies on individuals, to one built on systems of organizational excellence and a culture of talent development."

140,000 BMW 3-Series Vehicles to Be Recalled In China



German auto brand BMW will recall more than 139,000 of its 3-series vehicles in China from November 9th over a defect in the air-conditioning system, according to a statement from China's market regulator. The recall covers 89,309 vehicles manufactured in China between May 2005 and July 2011, and 50,143 imported vehicles manufactured between January 2005 and July 2011, the State Administration for Market Regulation said. "A part in the air-conditioning blower may wear after use and lead to rising resistance, which may cause an increase in temperature and raise the chance of a fire," the authority said.

Merck Slashes Key Cancer Drug Price for China



U.S. pharmaceutical giant Merck & Co. will cut the price of one of its core cancer drugs by half in China, joining global rivals that halved the price of a similar drug in the lucrative Chinese market. Merck has developed a patient financial assistance program for Keytruda, an innovative molecule with application for melanoma and lung cancer. Patients who pay for three months of treatment will get the next three months free, resulting in a 50% price reduction. Even though it set the price reduction plan, Merck hasn't disclosed the market price for Keytruda in China. The company received a sales go-ahead from Chinese drug regulators in July.

2018 World Artificial Intelligence Conference Kicks Off in Shanghai



World Artificial Intelligence Conference, which opens on September 17th in Shanghai, invites top executives from tech companies around the world to show how artificial intelligence "boosts economy and changes people's life." It's a platform to showcase latest AI applications covering transport, finance, retail, health care, smart manufacturing, education and services industries.

Microsoft to Build AI Lab in Shanghai



Artificial intelligence will subvert all commercial applications and affect everyone's life, Harry Shum, US tech giant Microsoft's global executive vice president, said. To keep up with the development, the firm will set up a smart tech lab in Shanghai. AI will advance human capacities, which requires that the design and development must start from the human standpoint, prioritizing people, Shum said while speaking at the World Artificial Intelligence Conference today. The smart tech event was held in Shanghai from Sept. 17th to 19th.

LAW & POLICY

Faster Visa Service for Foreigners Who Lose Passports



From September 1st, foreigners who lose their passports in Shanghai can have their urgent visa applications processed in under seven days. Procedures and materials required for such an application are the same as before, and police remind foreigners who acquire a new passport that they should re-register their accommodation information at a hotel or at a police station before applying for visa. Faster visa service will also be extended to foreign tourist groups who have one or more members requiring a separate visa to leave the group to deal with urgent matters in another country. Foreign ship crew and their family members on board who need an urgent residence permit to leave Shanghai and take a passenger flight from another city in China are also entitled to the faster service.

New Rules Aid Applicants Who Plan Overseas Trips



Residents of Mainland China who need a passport or a permit for travel to Hong Kong, Macao and Taiwan, will be able to complete the application process at any entry and exit office nationwide starting on Sept 1st. Currently, individual applicants living somewhere other than the place of residence indicated in their hukou, or residence permit, often find it necessary to return to their hometown to get a passport or travel document. This is because a person in another province requires proof of address, employment, study and kinship, Qu Yunhai, deputy director of the State Immigration Administration, said during a news conference in Beijing. After the new measures take effect, applicants will not need to travel back and forth to get travel documents.

Foreigners Face Paying More Tax in China



China's newly revised personal income tax code has made it easier to levy taxes on foreign employees' offshore income, raising concerns that the country's tax system will become even less attractive to foreign talent. Foreigners who have resided on the Chinese mainland for more than 183 days a calendar year will be classified as resident taxpayers, and will be subject to Chinese tax on their worldwide income, according to the revised Individual Income Tax Law that the top legislature passed Aug. 31st. This means the Chinese mainland will shorten the length of residence used to separate resident taxpayers and non-resident taxpayers to 183 days, the same limit used by countries such as the U.S. and the U.K., from the current 365.

Decoupling Of Business Licenses and Operation Permits to Go Nationwide



China will decouple business licenses and operating permits - both required for starting a business - as part of a nationwide policy rollout starting in November. The directive emerged from the executive meeting of the State Council chaired by Premier Li Keqiang on Wednesday. The country will also further reduce production permits for industrial goods by more than one-third to ease corporate burdens. It was determined in the meeting that introducing the decoupling measure nationwide will help improve the business environment, energize the market and catalyze stronger development. The reform was piloted in late 2015 in Shanghai's Pudong New Area, targeting 116 administrative approvals.

GENERAL

Hong Kong Now Has More Mega-Millionaires than New York City



Hong Kong has officially surpassed New York City as the place with the highest concentration of super wealthy people. Hong Kong has seen a 31% increase in the number of ultra-rich residents worth at least \$30 million, according to a report released on Thursday from Wealth-X. The region had just over 10,000 residents who fall into the "ultra-high net-worth" category, as compared to roughly 9,000 ultra-high net-worth people in New York City. Tokyo, Los Angeles, London, and Paris were also among the top 10 cities on the list. Globally, the number of ultra-wealthy people rose by 13% in 2017, totalling over 250,000. According to the data, this cohort has a combined net worth of \$31.5 trillion.

CHINA IN THE WORLD

High-Speed Train Links Beijing and Hong Kong in 9 Hours



Tickets for journeys on the long-awaited Guangzhou-Shenzhen-Hong Kong Express Rail Link were already on sale from 10th September onward in both Hong Kong and the mainland cities, while services on the new high-speed railway began on September 23rd. The Hong Kong section of the Express Rail Link (XRL) runs from the station in West Kowloon, heading north to the Shenzhen/Hong Kong Boundary, where it connects with the mainland section. The shortest train linking West Kowloon Station with Beijing West Railway Station will be eight hours and 56 minutes, with a second-class fare at 1,077 Yuan. The bullet-train from Hong Kong to Shanghai will be eight hours and 17 minutes.

Starts QR Code Bus Payment



Beijing launched a WeChat QR code payment service on more than 5,000 buses in the city's suburban area. Passengers need to search for "Beijing Yikatong" in Chinese on WeChat and open a service that provides an electronic card. All smartphone users can apply online for free and there is no need to install anything or make a deposit. Passengers can enjoy a 50% discount by using the QR code payment method. For security purposes, each electronic card is only allowed to be used 20 times each day.

Typhoon Mangkhut Pounds South China after Killing 64 in Philippines



A super typhoon made landfall in Guangdong Province after wreaking havoc in the neighbouring Hong Kong and Macau and killing at least 64 people in the Philippines. Packing winds of more than 200 kilometers per hour, tropical cyclone Mangkhut is regarded as being the strongest to hit the region this year, equivalent to a maximum Category 5 "intense hurricane" in the Atlantic. The eye of Mangkhut, the Thai name for Southeast Asia's mangosteen fruit, skirted 100km south of Hong Kong but the city was still caught in the typhoon's swirling bands of rain and gale-force winds.

Online Bus-Pooling Service to Debut in Beijing



A new way of riding a bus — hailing a bus online and waiting until a certain number of people around your location make the same request — will soon be available to the public in Beijing according to Beijing Public Transport, Beijing Youth Daily reported on Tuesday. People living in densely populated residential areas were the primary focus when the bus-sharing service was designed, and routes from these areas to companies, business districts and transportation centres will be provided.

BUSINESS TIANJIN

Freelance Writers & Editors needed at Tianjin's Premier Business Magazine!

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- A good communicator who has the ability to work as part of a diverse and dynamic team.
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放缓

中国是世界上最大的出口国，8月的贸易顺差较上月有所减少。出口同比增长9.8%，而8月份进口增长20%。继7月份增长12.2%后，出口增长放缓，而进口增长也从上个月的27.3%放缓。8月份中国对世界贸易顺差为279.1亿美元，略低于7月份的280.5亿美元顺差。盈余低于经济学家306亿美元的预测。在美国，大约有60个行业组织联合起来，决定开展自由贸易运动。该组织被称为美国自由贸易组织，它将针对俄亥俄州，宾夕法尼亚州，伊利诺伊州，印第安纳州和田纳西州等五个州的共和党成员。该集团的目标是向特朗普政府施加压力，要求降低关税，采取较少保护主义的国际贸易方式。这一群体的成功还有待观察。如果它的努力取得成果，中国对美国的贸易顺差可能进一步增加。

生产者通胀疲软

由于消费者物价指数增长2.3%，显出国内对消费品的需求依然强劲，8月份通货膨胀达到6个月以来的新高。7月份，该指数显示为2.1%。食品价格上涨1.7%，非食品价格上涨2.5%。即使在这一加速水平之后，通胀仍低于政府的目标，因为它将目标通胀率定在3%。

另一方面，生产者价格指数更能反映出与美国紧张关系的增加。8月份生产者价格指数较上年上涨4.1%。7月，增长了4.6%。8月原材料价格比上年上涨7.8%。7月份，增加了9%。

银行贷款放缓

银行对增加贷款持谨慎态度。为了满足他们的融资需求，公司发行了更多债务，导致银行贷款放缓。据中国人民银行统计，8月份总融资额为1.52万亿元（合2210亿美元）。

增长预期

8月份总体增长接近历史最低水平，零售额处于2003年的低水平。

结论

到目前为止，特朗普的政策被证明是无效的。他的关税未能阻止中国对美国的盈余增长。生产者价格指数下降，中国对世界的贸易顺差也有所下降。国外和国内市场的增长正在减弱。许多行业正在放缓至多年来的最低水平，这可能令人担忧。

Slows down

By Morgan Brady

China, the world's biggest exporter, has posted a smaller surplus with the world last month (August) than the previous month, albeit it is only a slight difference. Exports increased by 9.8% from a year before, whereas imports grew by 20% in August from the previous year. Growth in exports had slowed down following a 12.2% increase in July, while growth in imports also slowed down from 27.3% in the previous month. China's trade surplus with the world was \$27.91 billion in August, slightly smaller than the surplus in July at

\$28.05 billion. The surplus was below economists' forecasts at \$30.6 billion.

However, China's surplus with America showed a record high at \$31.05 billion (an increase over \$28.09 billion in July). This has been achieved even after two rounds of tariffs by the Trump administration on Chinese products worth \$50 billion, which China matched with equal tariffs against US products. This record high surplus increases the probability of a third round of tariffs by the Trump administration, which has been diligent and has also said that it



was ready to introduce tariffs on more Chinese goods worth \$267 billion, besides the levies on Chinese good worth \$200 billion that the administration has been working on.

In the US, around 60 industry groups have united in a coalition and decided to launch a multi-million-dollar campaign for free trade. The group is called Americans for free trade and it will target republican members in five states, namely Ohio, Pennsylvania, Illinois, Indiana, and Tennessee. The aim of the group is to put pressure on the Trump administration to drop the tariffs and adopt a less protectionist approach towards international trade. Success of this group remains to be seen. In case its efforts bear fruit, China's trade surplus with America can increase even further. Tariffs have been hurting American producers such as California co-op and increasing the price of equipment that farmers

need, and many in America would like to see free trade.

WEAKER PRODUCER INFLATION

Inflation reached a 6-month record high in August, as consumer price index showed a growth of 2.3%, which shows that domestic demand for consumer items, remains strong. In July, the index showed a reading of 2.1%. Food prices increased by 1.7% and price of non-food items increased by 2.5%. And even after this acceleration, inflation remains below government ambitions as it places the target inflation rate at 3%.

On the other hand, the producer price index was more reflective of the increased tension with the United States, as it slowed down. The PPI rose 4.1% in August from the previous year. In July, it had increased by 4.6%. Prices of raw materials increased by 7.8% in August from the previous year. In July, they had increased by 9%.

Despite this declaration, prices could get a boost from increased spending on infrastructure, according to one economist, especially because growth is a priority for the Chinese government rather than price pressures.

This support for growth is vital, as China showed a growth of 6.7 in the second quarter, and many analysts are concerned that the trade spat with the United States could further slow down the Chinese economy. For now, the Chinese economy remains on a growth path and Trump's policies are not bearing any fruit.

LENDING FROM BANKS SLOWED DOWN

Banks have been cautious about increasing their lending. To meet their financing requirements, companies issued more debt, and as a result, loans from banks have slowed down. In total, aggregate financing stood at 1.52 trillion Yuan (\$221 billion)

in August, according to the People's Bank of China. At the same time, the shadow banking sector continued to be on the decline, and the appetite for risk remains weak.

This follows a crack down by the government on debt to mitigate risk, which was followed by a loosening of monetary policy to stimulate growth following concerns related to trade tensions.

GROWTH EXPECTATIONS

Headline growth was near record lows in August, and the retail sales were at levels as low as those witnessed in 2003.

Sales of automobiles dropped for the second straight month in August, and fixed asset investment is expected to have increased by 5.5% from the same period in the previous year, as they remain at the same level as July's lows. Retail sales are expected to have increased by 8.8% and industrial output is expected to have grown by 6%.

CONCLUSION

President Trump's policies are proving to be ineffective thus far. His tariffs failed to stem back the growing Chinese surplus with the US. Producer price index declined, and China's trade surplus with the world also decreased. Growth abroad and in the domestic market is softening. Many sectors are slowing down to touch their lowest levels in many years, which may be a cause of worry. Economists believe that weakness in the Chinese economy could render it more vulnerable to the trade spat. Hopefully, measures by the government will turn things back in the right direction. **E**

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努力减少美元霸权

特朗普在他的性格和处事风格来说都是一位非传统的总统。他声称无论如何都会以美国的利益为主。这在他最近的行动中已经能够很明显地表现出。到目前为止，他已经针对许多国家，包括欧盟和加拿大等主要盟国，征收关税。鉴于中美之间对中国的贸易顺差较大，所以中国是其关税的主要目标。而特朗普最近的关税浪潮似乎是以北约成员国土耳其为目标。

世界对这些措施的不满正在增加，目标国家已经开始制定反击措施。反对美国日益增长的贸易保护主义，通过减少美元在国际贸易中的作用，从而避开美国的金融体系。

尼克松冲击和美元崛起

自1971年尼克松冲击（当时美国总统理查德尼克松决定从黄金中解脱美元）以来，美元一直是全球主要货币。这发生在美国在第二次世界大战结束积累了大量全球黄金之后，此举被认为是近代历史上最大的财富没收。另一项有助于进一步巩固美元在全球经济中巩固的措施是与沙特阿拉伯的石油合作。

根据中央银行三年期调查（2013年），美元是2013年交易最多的货币，因为2013年4月所有交易中有87%涉及美元。根据2014年的统计数据，截至2014年5月，整个货币流通量约为1.28万亿美元。

甚至在与美国无关的国家之间，美元也成为国际贸易的主要货币。它还成为了央行的主要储备货币。这种美元地位的好处很多。包括美国能够有效地向世界其他地区输出通货膨胀的能力，以及美国维持20万亿以上巨额公共债务的能力。

特朗普疏远了前盟友

由于特朗普政府已经对包括俄罗斯，中国，土耳其和欧盟在内的许多国家发起了贸易战，这些国家的反应就是放弃使用美元最为第一以及快速交易货币。

俄罗斯和土耳其开始努力，同意在所有交易中使用当地货币卢布和里拉。负责管理85%俄罗斯武器出口的公司“Ros Auburn Export”宣布，它决定放弃用美元进行所有武器装备和军事装备的交易。

Recap Tayeb Erdogan还宣布，他已经与中国，伊朗，乌克兰和俄罗斯达成协议，在他们的商业交易中使用他们自己的当地货币。

为响应美国对俄罗斯银行系统的制裁，迪米特里梅德韦杰夫宣布，俄罗斯将把美元投资降至最低水平，包括美国债券。俄罗斯商务部长宣布俄罗斯已决定以当地货币与所有中东，非洲，亚洲和拉丁美洲国家做交易。俄罗斯汽车业开始以土耳其里拉的形式向土耳其出售其产品。与欧洲的交易可能以欧元进行。欧盟也在考虑用欧元支付伊朗的石油进口和与伊朗的交易。

中国将2008年的金融危机归咎于美元的霸权。自2009年以来，它一直是世界上最大的出口国，这使其处于有利地位，可以提供人民币作为替代品。早在3月份，中国就推出了以人民币计价的石油期货合约。它帮助中国成为世界上最大的石油消费国。

由于美国仍然是世界上最大的生产国（全球GDP最高），而且由于它是世界上最大的消费国，因此可能需要一段时间才能用其他货币取代美元。

美元贬值的影响

研究表明，美元的逐步贬值有可能转变成急剧而突然的贬值。但在任何一种情况下，这种贬值都会进一步增加美国的贸易逆差，新的全球货币可能会上升。也有种假设，美元可能不会被另一种单一货币所取代。而是许多不同的货币。

结论

近70年来，美元一直处于主导地位。美国似乎在利用其货币实施制裁。但是如果美元不再处于主导地位，这些制裁也就毫无用处。



Efforts to Reduce US Dollar Hegemony

By Morgan Brady

Donald Trump is an unconventional president, both in terms of his character and his methods. He is vocal about the fact that he prioritizes America's interests above all. And this is evident also in his actions. He has thus far targeted many countries, including key allies such as the EU and Canada, with tariffs. China is the main target of his tariffs, given the large trade surplus between the two countries in favor of China. And Trump's most recent wave of tariffs seems to be targeting Turkey, a NATO member.

The world's discontent with these measures is growing, and responsive measures by targeted countries are already beginning to take shape. A cornerstone step in countering America's increasing protectionist agenda entails reducing the role of the US dollar in international trade, and thus steering away from the American financial system.

THE NIXON SHOCK AND RISE OF THE DOLLAR

The dollar has been the most prominent global currency since the Nixon shock in 1971 when the then-US-President Richard Nixon decided to unpeg the dollar from gold. This took place after America had managed to accumulate a large sum of global gold following WWII, and the move has been considered among the largest confiscations of wealth in recent history. Another measure that helped to further consolidate the entrenchment of the US dollar in the global economy has been the denomination of oil in this currency, in cooperation with Saudi Arabia.

According to the Triennial Central Bank Survey (2013), the US dollar was the most traded currency in 2013, as 87% of all trades in April 2013 involved the US dollar. According to 2014 statistics, approximately \$1.28 trillion were in circulation as of May, 2014.

The US dollar became the main currency in international trade, even between countries that are not relevant to the US. It also became the main reserve currency of central banks. Benefits of this status of the dollar are many. They include America's ability to export inflation

to the rest of the world effectively, and the ability of the US to maintain a staggering public debt of over 20 trillion.

TRUMP ALIENATES FORMER ALLIES

And as the Trump administration has initiated a trade war against many countries including Russia, China, Turkey, and the European Union, the response of those countries came in form of dropping the US dollar in their commercial transactions as a first and swift step. This could pave the way for further and more decisive steps.

Russia and Turkey began the effort by agreeing to use their local currencies, the Ruble and the Lira respectively, in all of their transactions. The Russian arms company "Ros Auburn Export" which manages 85 percent of Russian exports, announced that it has decided to abandon the dollar in all of its sales of weaponry and military equipment.

Tayeb Erdogan, also announced that he has reached a deal with China, Iran, Ukraine, and Russia, to use their own local currencies in their commercial transactions.

Dimitri Medvedev, in response to America's sanction on the Russian banking system, announced that Russia would reduce its US dollar investments to the minimum, including US bonds. The Russian commerce minister announced that Russia has decided to deal with all middle-eastern, African, Asian, and Latin American countries, in their local currencies. Russian automotive sector started to sell its production to Turkey in Turkish Lira. Transactions with Europe are likely to be done in Euro. European Union is also considering paying for Iranian oil imports and transactions with Iran in Euro.

China has blamed the financial crisis of 2008 on the hegemony of the US dollar. And since 2009, it has been the biggest exporter in the world, which puts it in an advantageous position to offer its currency, the Yuan, as a replacement. Back in March, China

introduced its Yuan denominated oil futures contracts. Further steps can follow, and petrodollar can turn into a petroyuan. It helps China that it is the world's largest consumer of oil.

Because the US still is the biggest producer in the world (with the highest GDP globally) and since it is the biggest world consumer, it may take a while for the dollar to be replaced.

IMPACT OF THE DEVALUATION OF THE DOLLAR

Research shows that a gradual devaluation of the dollar is more likely to happen than a sharp and sudden devaluation. But in either of the two cases, this devaluation would further increase the US trade deficit, and a new global currency may rise. But despite this assumption, the US dollar may not be replaced by another single currency. It may very well be replaced by a basket of currencies.

CONCLUSION

US dollar has been dominant for almost 70 years. But pressures are mounting against its hegemony, thanks to President Trump's bullying tactics in part. The US seems to be using its currency to impose sanctions, and without the supremacy of the dollar, those sanctions are useless. A fall from grace for the dollar will be good news for countries most affected by those sanctions. Relying on local currencies can be a good solution, but it is likely to be risky over the short term. Over the long run, a basket of currencies may be best poised to replace the dollar, especially given that the world is heading in the direction of more decentralization including that of currency. The transition may be rough, but a new more efficient global financial system might be burgeoning as a result of the process. **E**

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A Hot Spring Oasis

Dialogue with John Huang

General Manager, All-legend Hotel Business Division, Tiens Group

温泉绿洲

和黄约翰的对话

天狮集团奥蓝际德酒店事业部总经理



Having recently been appointed General Manager of All-legend Hotel Business Division, Tiens Group, Mr. Huang is on a mission to bring his extensive experience gained in both the West and in China to successfully undertake its re-launch. Previously having been tucked away in Wuqing District, Mr Huang is ready to share with us his ambitious plans to bring one of the only resorts providing hot springs in Tianjin into limelight.

Thanks for welcoming us to your hotel. Could you introduce us to All-legend Hot Spring Resort?

All-legend Hot Spring Resort opened in 2015 and is located in TIENS International Health Industrial Park, in Wuqing Development Zone. We are 8km away from the intercity railway station, which is 45km away from Tianjin International Airport and is also not too far from Beijing Capital Airport. This hotel has a huge area of 60,000m² boasting of 800 elegant and fashionable rooms with bars, a restaurant and not to mention an international conference centre that

can accommodate 7000 guests and a banquet hall that can accommodate 3000 people. In addition, the hotel's business centre, boutiques and ecological gardens ensure that it is the best choice for commercial activities.

How did you start your career?

I have a very different background from other hoteliers. Most people, when they graduate from school, enter the hotel staff through reception, but I didn't. I came from serving staff. In university, my major was actually physics. After graduating, I worked in an electronics institute for 2 years in

黄先生最近被任命为天狮集团奥蓝际德酒店事业部总经理，他的使命是在西方和中国积累丰富的经验，成功重新开幕酒店。

感谢您在您的酒店接待我们。你能介绍一下奥蓝际德度假酒店吗？

奥蓝际德度假于2015年开业，位于武清开发区的天狮国际健康产业园区。距城际火车站8公里，距天津国际机场45公里，距北京首都机场也不远。酒店占地面积60,000平方米，拥有800间优雅时尚的客房，设有酒吧，餐厅，拥有可容纳7000人的国际会议中心和3000人的宴会厅。除此之外，酒店的商务中心，精品店和生态花园，让它成为了商业活动的最佳选择。

你是如何开始职业生涯的？

我与其他酒店经营者有着截然不同的背景。大多数人从学校毕业时，他们从接待人员变为酒店工作人员。但我不是，我来自服务背景。在大学里，我的专业实际上是物理学。毕业后，我在桂林的一家电子学院工作了两年，但我的父母是大学英语教学的专业人士，所以我可能也受到他们的影响。与同龄的其他人相比，我的英语非常好。当我们有外国游客时，我为他们担任翻译，将他们带到酒店。

是什么激发了你搬到加拿大？

我认为这是我在酒店业务中可以达到的最高水平。如果你不是来自海外，那你就无法获得更高的成绩。另一个原因是因为我想在国外体验生活。我在加拿大住了6年，也在酒店工作。我在前台工作，担任夜间审计员和房间服务员。在中国，我只有销售经验，但在加拿大，我在所有部门工作。这种经历拓宽了我的视野。

您在加拿大的经历中有哪些不同的酒店经营方法可以在中国实施？

加拿大与中国相比，劳动力成本要高得多。例如，如果我们只有20个房间，在加拿大，我可以要求房间服务员只工作3个小时。在中国，法律体系不以此方式支持这一点。人工成本是目前酒店的最高费用，公用事业反而是第二位。作为经理，我真的需要考虑如何控制这些领域的成本。

是什么让奥蓝际德酒店如此独特？

我们是天津少数几家拥有温泉的酒店之一，设有室内和室外温泉游泳池。我们还有非常庞大的会议设施。这对酒店来说很少见。我们不仅拥有这些一流的设施，而且我们的地理位

置优越，因为它位于天津和北京的中心，因此可以吸引来自这两个城市的人们。我们现在正在考虑建设更多的设施，如篮球区和迷你高尔夫球场。

可以告诉我们一些关于奥蓝际德酒店如何计划吸引和留住客人的活动吗？

现在我们正在考虑采用管家或贵宾服务。我们目前正在与一家外包公司交谈，该公司可以提供海外员工，可能来自菲律宾。

奥蓝际德酒店如何吸引大量人来天津参观？

会议和活动经常吸引我们的客户。今天我们可以达到酒店容量的70%，明天也许只有100间客房的住客。9月初左右，我们通常会从印度，斯里兰卡和许多国际人士中获益。我们仍然拥有相同的500名员工，但我们也会在高峰时段召集其他兼职员工。

保持员工积极性的秘诀是什么？

我认为这不是一个秘密。我们必须将每个人视为团队合作伙伴。我们必须互相尊重，良好地沟通，我个人需要激励我的员工。很多时候人们会抱怨工资太低而且收益不够好。如果你做得好，你会得到奖励。如果有机会，你会获得晋升机会。但是，我不能承诺工资变动或奖金。我能做的是我可以创建一个高效的工作部门。

您如何看待天津酒店业的未来？

在天津，几乎所有的知名品牌都已经在这里。未来唯一的事情是每个品牌都有自己独特的功能。酒店就是一家酒店，如果它没有什么不同，它就无法生存。我们都需要给客户一个选择的理由。在加拿大，他们可能会开车30分钟找一家好餐馆，为什么在中国不会呢？我以前在西安市中心的一家酒店工作，没有淡季。它全年运行70%。对于那些类型的酒店，我只需要控制费率，而不是流量。

你如何平衡自己的优势和劣势？

这是一个挑战。改变习惯很困难。我在国际酒店工作的时间很长，所以我非常习惯所有标准化的东西，比如复杂的物业管理系统。现在我只能最大限度地利用我可以获得的数据。

奥蓝际德酒店的下一步是什么？

我们需要做很多事情。我正在努力提高这家酒店的效率。我试图通过提供更好的服务标准让团队更快乐。当然，对我来说这似乎不是一个很大的挑战，因为我有很多经验。我需要大家以团队的形式工作。酒店有自己的标准，我们旨在更像国际酒店而不是当地酒店。

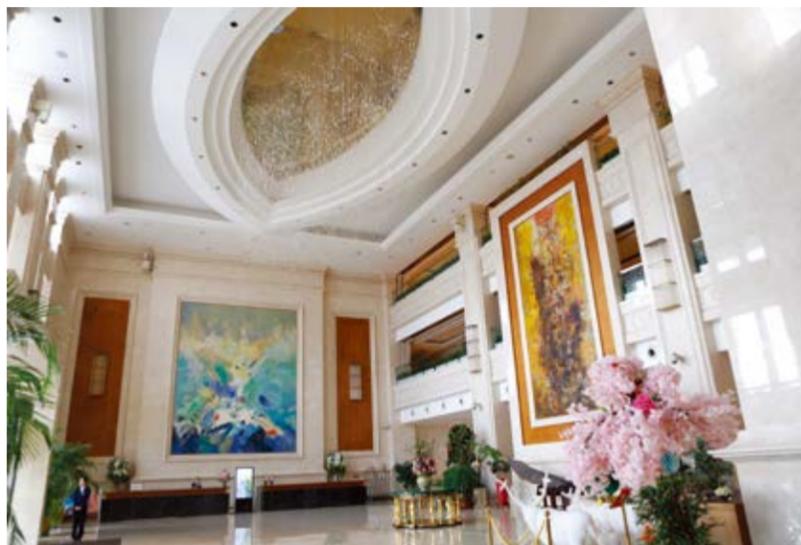


Guilin but my parents were professionals in the university teaching English so I was perhaps influenced by them. Compared to others of the same age, I could speak English quite well. When we had foreign visitors, I acted as an interpreter for them - taking them to the hotel and then picking them back up again. It gave me more opportunities to practise my English.

Working at the institute was a bit boring and so I decided to change my job to working in that very hotel, the Sheraton, in Guilin. I first approached them and I was invited to take an exam. Everyone had to have an exam to test their verbal and written English at that time. I never saw the score. They said I was the number 1 at that time but the institute I was working at said I couldn't switch jobs. I couldn't quit. I had to find other means. I worked in that hotel in Guilin for 3 years and then moved to Guanxi Holiday Inn, from there to the Harbin Holiday Inn and then on to the Hilton in Nanjing. After being involved in the opening of the Hilton, I found another opportunity in Guangxi in the Shangri-La as the director of sales and marketing. After that, I migrated to Canada.

What inspired your move to Canada?

At that time, there was a certain environment, and I thought that was the highest I could go in the hotel business. If you were not from overseas, you couldn't get any higher at that time. Another reason is because I wanted to experience life in a foreign country. I



lived in Canada for 6 years all of which I spent working in a hotel. I worked in that front office, as a night auditor and as a room attendant. That work

was quite different from what I was used to in China. In China, I only had experience working in sales, but in Canada, I worked in all departments.

This experience broadened my views and enabled me to adopt some of the methods I used there and bring them back here.

What different methods from your experience in Canada did you try and implement back here in China?

One example would be in Canada, the labour costs are a lot higher as compared to China. There's no such thing as a CCTV room in Canada. This duty is performed by an operator. When you pick up the phone, you can still see the monitor. In China, this is all separate. I adopted this when I opened the Sheraton in Hangzhou, mainly to save labour. One of things I can't change in China, however, is labour. You can't pay per hour; you can only pay per month. In Canada, they are paid hourly. For instance, if we only have 20 occupied rooms, in Canada I can ask the room attendant to only work for 3 hours. In China, the law system doesn't support this. Labour costs are the highest expenses in the



hotel right now, utilities are second. As a manager, I really need to think about how to control these areas.



How do you manage to balance owners' expectations with keeping the team motivated and still ensure customer satisfaction?

It's all about managing expectations. Communication is the key. As a manager in a hotel, every owner has a different expectation. It all boils down to performance, whether you make money or not, save money or not. Most owners look at it from these perspectives. You have to balance performance, guest satisfaction, not just for the short term, but for the long term as well. If the guests are happy, the employees are happy, which means that they will come and work more efficiently.

Customer expectation is very challenging for the current industry right now because hotel turnover is extremely high as compared to other industries. People come and go. If I train employees, they might leave in 3 months. We are just constantly training our staff. That is difficult when aiming to maintain high customer satisfaction. Also we must take into account problems with HR. This is the root cause of the issue, as the hotel industry is developing too fast. There aren't enough qualified people. Finding a graduate for a director role is not ideal as they don't have the necessary experience.

How do you go about being able to keep a stable and well-trained team?

First give them clear direction on what they should be doing. Give them enough support. Sometimes as a manager, I'm sitting in the office and they won't come to me, so I need to spend more time and go to them. Showing them that their boss is also their partner and their team member is what I learned in Canada. The western style is: I talk to everyone. When I was working as a room attendant in Canada, the general manager still spoke to me. The employees in the west are more casual. I try to create a similar culture whenever I open a hotel. I tell the staff that no one is a boss in the hotel. We are all the same. If we don't perform well,

if we don't have good customer satisfaction scores, everyone is in trouble.

If the hotel has a very poor performance, that's a management problem. Management includes me. This way of talking to four different directors for them to go off and have four different meetings really isn't my style. I try to cut down the layers of communication and be more direct. I like to go down to the bottom and find out what really is an issue. In this way, I can help solve it myself.

What makes All-Legend Hotels so unique?

We are one of the few hotels in Tianjin with an indoor and outdoor hot spring swimming pool. We also have very huge conference facilities. That's rare for a hotel. Not only do we have these great facilities, but our location is great as it's in the middle of Tianjin and Beijing and so can attract people from both cities. We also cover a huge area. This gives us a great advantage when thinking about possible expansion. We're thinking now of building more facilities, such as areas for basketball and mini-golf. We have a large compound here so we can do more activities as compared to other city hotels. That's our most competitive advantage.

Tell us something about actions, events and activities planned by All-legend Hotel to attract and retain guests.

Right now we are thinking of adopting a butler or VIP service. We are currently talking with an outsourcing company that can provide staff from overseas, potentially from the Philippines. They are more specialised in housekeeping and rooms and they are very dedicated. I'm trying to form a team to provide a service from your arrival to your departure. Not only would they pick you up, but whenever you make a reservation, the butler does everything for you. He checks you in, arranges food and so on. All services become one person's responsibility. There will be no need for different people to get involved.



How does All-legend Hotels attend to large numbers of people coming to visit Tianjin?

Our employees cope very well. The season varies a lot but conferences and events often attract our customers. Today we could be at 70% of the hotel's capacity and tomorrow maybe only 100 rooms will be occupied. Around early September, we usually get a lot of international visitors from India, Sri Lanka and many from mainland China. We still have the same 500 staff, but we also call in other part time members of staff during peak times.

What is your secret to keeping your staff motivated?

I don't think that is really a secret. As long as we do the basics right, everything else will fall into place. We must treat everyone as a team partner. We must respect each other, communicate

well and I personally need to motivate my staff. A lot of the time people will complain that the salary is too low and the benefits aren't good enough. If you do well, you get rewards. When there is a chance, you get a promotion. However, a General Manager can't promise salary changes or bonuses. What I can do is I can create a productive work department. You get good results if you have good incentives. If you sell certain coupons, you get a 50 Yuan reward. We are running a business, so we cannot allow the hotel to be empty every day. Do more, sell more, and get more.

What do you think about the future of the hospitality industry in Tianjin?

In Tianjin, almost all of the well-known brands are already here. The only thing in future is that each brand will have its own unique features. A hotel is a hotel, if it's not different, it can't survive. They will all need to give the customer a reason to come. In Canada, they might drive 30 minutes to find a good restaurant, why not in China? It also depends on the whole economic situation. If the economic activity is poor, people won't come. I previously worked in a hotel in downtown Xi'an that didn't have a low season. It was running on 70% all year. For those kinds of hotels, I only need to control the rate, not the traffic. For All-legend Hotel, people may say it's very remote and there's nothing to do here. I can't move this hotel to downtown Tianjin, so we have to enhance the atmosphere. We can't die, we need to survive.



You are aware of the transformation of Tianjin over the past few years. Where do you think the city should focus to maintain its successful development spree?

For me, 10 years ago Tianjin was completely different to how it is now. There weren't so many high buildings or shopping malls. Tianjin downtown

was not at all developed. 10 years ago, Wuqing was nothing. Nowadays, Tianjin is more developed, but the culture is still the same. In the past, no one would go to a 5 star hotel and have afternoon tea or just stay for one night, but now this is very common. People of Tianjin just need time to change their mind-set. During holidays such

as Spring Festival, those in southern China often go to hotels and book a private room to dine, but here it is very quiet. No one dines out or goes to a hotel. Tianjin should focus on incorporating culture, while trying to modernise at the same time. It would benefit greatly from more overseas exchanges with overseas cities as this city is still very conservative.

How do you balance your strengths and weaknesses?

That's always a challenge. Changing habits is difficult. I have worked in international hotels too long so I'm very much used to everything being standardised, such as sophisticated property management systems. With local hotels, there's virtually no system. Maximising how much data I can absorb is not a problem in international hotels, but here it is. My strengths working there are probably my weaknesses here.

What is next for All-legend Hotels?

We need to do a lot of things. I'm trying to make this hotel more efficient. I try to make the team happier by having better service standards. Of course, it would seem that that's not a big challenge for me as I have a lot of experience, but that's only on paper. I am really grounded. I need all the employees to work as a team. The hotel will have a standard with the aim of being more like an international hotel than a local hotel. **E**

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Thank you Mr Huang, for agreeing to interact with our magazine. You really have brought western teamwork ideals to China. Your down-to-earth comments on the challenges and problems ahead were refreshing to hear, while your ambitious plans have got us eagerly waiting to see what is in store for All-legend Hotels. We will be excited to learn of your success in future.





Be Part of a **Green Team** Story

A Unique Opportunity to Invest In The Future

Dialogue with Steve Moody

Director of International School of Tianjin (IST)

If you look at the International School of Tianjin from the sky, you may notice something different. 380 solar panels lie soaking up the last of the summer sun in a brilliant attempt to reduce IST's environmental footprint. Business Tianjin was lucky enough to speak to the Director of IST, Steve Moody, about how this bright idea came about and who the masterminds behind it were.

WHAT IS THE GREEN TEAM SOLAR PANEL PROJECT?

It's a student-initiated activity to promote sustainability in our world. Our curriculum includes a commitment to student service, and all students are therefore involved in some kind of service activity. When they are young, a lot of these experiences are planned and guided by teachers but as they move up through the school, they take greater personal responsibility. In our middle and lower high school, we have Action Groups, or service initiatives generated by student ideas and interests. These teams direct their efforts towards various service causes of interest to them, including working with orphanages and animal shelters, reading with and mentoring younger students, Alzheimer's support, and of course sustainability projects.

Students often come to me and talk about the ideas they have, wanting to know if the school will support them. Around a year ago, the Green Team action group asked me about the possibility of making IST a little greener and what our community could do about it. They then suggested the

idea of solar panels as being a potential project and asked whether they could pursue the idea. I spoke to our advancement office here at school and also the board of governors. Together with the students we were able to initiate the project, a community funded initiative to make our school save energy and to promote sustainability in general.

WHAT WAS THE BOARD'S REACTION WHEN YOU APPROACHED THEM WITH THIS IDEA?

It's not necessarily the culture of the local community or international business community to give money to schools to support these kinds of projects and our school had never previously sought outside funding, beyond normal tuition of course. The IST Board had been considering advancement project options, so when we came to them with the idea that a student action group was looking to promote a sustainability initiative, they were very enthusiastic in supporting the project. All board members even committed to making a personal contribution to launch the project.



成为绿色环保小组的一员 向未来投资的特殊机会 和 Steve Moody 的对话 天津经济技术开发区国际学校天津分校校长

如果你鸟瞰天津经济技术开发区国际学校天津分校，您可能会发现一些不同的东西。380 个太阳能电池板正在吸收夏日最后的阳光。《津商》很幸运地听 IST 校长 Steve Moody 讲述了整个项目的产生和发展过程，以及背后的主导者是谁。

什么是绿色环保小组太阳能电池板项目？

这是由学生发起的促进世界可持续发展的环保活动。我们学校中学课程设置里包括了学生社区服务，因此整个学校的所有学生都会参与到各种特定的社区服务和活动中。

学生经常会提出他们自己的一些想法，他们想知道学校能够接受什么方式的活动。

大约一年前，绿色环保小组研究了让如何能让 IST 变得更加环保的各种可能性。他们提出装太阳能电池板作为潜在项目的想法，并征求了我们的意见和建议，以及是否可以这样做的可能性。这是一个由社区资助的项目，旨在让我们的学校节约能源，变得更具有可持续性。

当你提出这个想法时，学校理事会的反应是什么？

理事会一直在考虑开展某个环保项目，所以当向他们提出学生的想法时，他们当然非常热情地支持。所有理事会成员甚至承诺亲自捐款。

太阳能电池板如何在学校中发挥作用？

我们考察了我们的能源消耗，实际上认为我们可以负担得起的。我们发现，在指定的建筑物上，我们可以安装 350 到 400 个太阳能电池板，这些太阳能电池板能够产生足够的电力，用于学校汉楼的照明，大约为 18000 个单位。截至到截稿日，我们已经收到了 380 块太阳能板里的近 170 块太阳能板的赞助，还有大概 200 多块需要寻求赞助。绿色环保小组的同学们自己拉赞助，家长们也在帮助宣传。到目前为止，大约 100% 的赞助来自于 IST 的学生、家长以及教职员工，虽然也有一两家公司赞助我们。

太阳能电池板是否会生产足够的电力，以便在冬季为学校提供必要的电力？

不，绝对不可能，并且肯定不会提供足以给整个建筑物供暖的电力。当然，每年的暑假这些太阳能板可以产生大量的剩余电力，幸运的是，我们可以将这些多余的能源卖给政府，学校可以用这笔钱来抵消冬季增加的取暖费用。

它是中国第一所计划以绿色能源为动力的国际学校吗？

我相信中国的许多学校已经采取了各种措施。然而，在天津，我们知道我们是唯一一家。

绿色能源对环境有何影响？

显然二氧化碳排放量减少了。自从我们在 8 月 21 日开始发电以来，我们已经节省了大约 40 棵树和减少了几吨二氧化碳的排放。太阳能板安装于屋顶上，因此无法直接看到它们。因此我们特意设立了一个显示屏，所有的数据都会显示给大家，它是全天测量的，因此您可以看到峰值和低谷时间。这是一种非常实用和直观展示方式，以便孩子理解。作为一所学校，我们坚持自己的理念，所有的家长和教师都愿意支持。

IST 在学校内实施了哪些其他绿色倡议？

有很多小事情一直在进行，例如整个学校都有回收站，我们将普通垃圾和有机垃圾

分开。我相信我们的目标是成为中国第一所将所有自助餐包装改为可生物降解材料的国际学校。学校的所有照明灯改为 LED 二级管，改变窗户材料以改善隔热效果，这意味着我们使用更少的能源，减少纸张的使用并将所有通讯方式转移为数字化方式。我们每年都在学校参与植树活动，积极支持天津市政府的各项环保举措。

是什么让 IST 的理事会如此支持？

这真的很简单。我们学校是一所非营利性学校，因此在决定支出时，关键是什么对学生最有利。他们也都是父母，他们的孩子都在学校就读。我们的理念是将服务推向更广泛的社区和环境。

未来我们可以期待从 IST 看到哪些项目？

最终，我们计划是将太阳能板扩展到整个学校，并在另一栋建筑上放置更多的太阳能发电板。天津还面临着另一个问题，水。水的再利用并不是太难，但问题是降雨——这一切都是一次性的，你不能存储。当然，

我们多年前将所有厕所马桶换成全冲和半冲模式来节约用水，显而易见随着时间的推移，我们采取了一些措施，但主要问题还是存储。我们期待着学生们提出新的建议。还有的学生已经制作了小型的发电风车，我们已经在考虑安装或购买的可能性。这些都与孩子们学习如何在学校节约能源有关。对于我们来说，看到社区对学校的反应，这是一项有趣的工作，我们希望未来的企业能够加入并支持这项公益事业。

你最自豪的是这项倡议的哪一部分？

国际学校总是谈论全球公民身份。您经常可以向学生询问他们在领导力方面获得的成长。希望其他学生也能从团队中学习。

我感到自豪的是，学生们推动了这一举措，这是他们最初的想法。他们做了研究。他们发现了什么可行，哪些不可行。他们把整个学校社区凝聚在一起，实现了目标。我希望其他学生能从这个绿色环保小组的努力中学习，并且清楚地知道他们也可以发挥重要作用。每人一小步，社会进步一大步。

HOW DO THE SOLAR PANELS WORK IN THE SCHOOL?

We looked at our energy consumption and what we thought we could realistically afford if indeed the community didn't step up to support the project and the Board had to underwrite it. We found out that we could probably fit somewhere between 350 and 400 solar panels on our Han Building and that they would generate enough energy to light the Han Building, which is about 18,000 m². The Green Team have thus far received sponsorship for around 170 of the total 380 solar panels included in the plan but are still looking to solicit sponsorship for the rest. The students themselves actively promoted the project in our community, with parents also spreading the word. The vast majority of the panels sold so far have been to IST students, parents and staff members, and our graduating class bought five! There have been one or two companies who have kindly sponsored panels, but primarily funding to date has been internal.

WILL THE SOLAR PANELS PRODUCE ENOUGH ELECTRICITY TO PROVIDE SCHOOLS WITH THE NECESSARY ELECTRICITY DURING WINTER MONTHS?

No, definitely not, and there was certainly never going to be enough to provide electricity to heat the entire building. Though it is to be said, Tianjin has a reasonable share of blue skies during the winter months! There are of course times of the year when we generate a lot of electricity, and especially during the summer months when school is closed. Fortunately excess energy can be sold back to the government so the school can use that money to counteract the increased heating costs and reduced power generation during the winter months.



IS IT THE FIRST INTERNATIONAL SCHOOL IN CHINA THAT IS TO BE POWERED BY GREEN ENERGY?

I'm sure there are schools in China that have taken various steps in terms of sustainable practices. In Tianjin, however, we know we are the first to introduce solar panels. The thing with clean energy is that it generally, unfortunately, requires a significant upfront capital investment that you must then recoup over time. This means that you need strong capital reserves and cash flow to underwrite the investment. In the case of the solar panels the payback will take about eight years – in terms of capital investment. The environmental return is instant! The message is that you have to invest in the future.

WHAT IMPACT WILL PRODUCING GREEN ENERGY HAVE ON THE ENVIRONMENT?

There's obviously a reduction in the CO2 emissions. In fact, we have a television monitor that displays the power generated and the environmental impact of the savings. Thus far our panels have effectively saved around 40 trees

and several tonnes of CO2 emissions – that's in addition to savings on electricity costs. The readings are displayed throughout the day so students can see when the peak and low production hours are. It's a great visual learning opportunity for the students showing in real time that we really are making a difference. The panels are on the roof so they aren't immediately visible on a daily basis. From that point of view, the monitor is a really practical and visible way of helping children see that as a school we do stand by our philosophy and that parents and teachers are willing to offer support.

WHAT OTHER GREEN INITIATIVES HAS IST IMPLEMENTED WITHIN THE SCHOOL?

There are lots of little things that go on all the time, for example, there are recycling stations throughout the school, and we separate our trash and organic waste. I believe we are one of the first schools in China to change all of our cafeteria packaging to biodegradable materials. We have also done things like changing all the lightning in the school to LED; re-clad our main building exterior and replaced the windows and doors to improve insulation, which means we use less energy; and doing away with paper newsletters and moving everything to digital. We also participate in tree-planting every year at the school and actively support the Tianjin government initiatives.

WHAT MAKES IST'S BOARD SO SUPPORTIVE?

That's pretty simple really. Our school's a genuine non-profit school, so when it comes to making decisions about expenditure, it's all about what's best for the students and so all surpluses are reinvested into the school. Our Board members are also parents and they all have children in the

school so they want what is best for children. Our philosophy drives the service to the wider community and to the environment, so when your mission states that this is what you're going to do, the board cannot refuse to support it. Also, anything that is driven by students tends to get a strong level of support, especially when they go in and pitch their ideas themselves.

WHAT FUTURE PROJECTS CAN WE EXPECT TO SEE FROM IST?

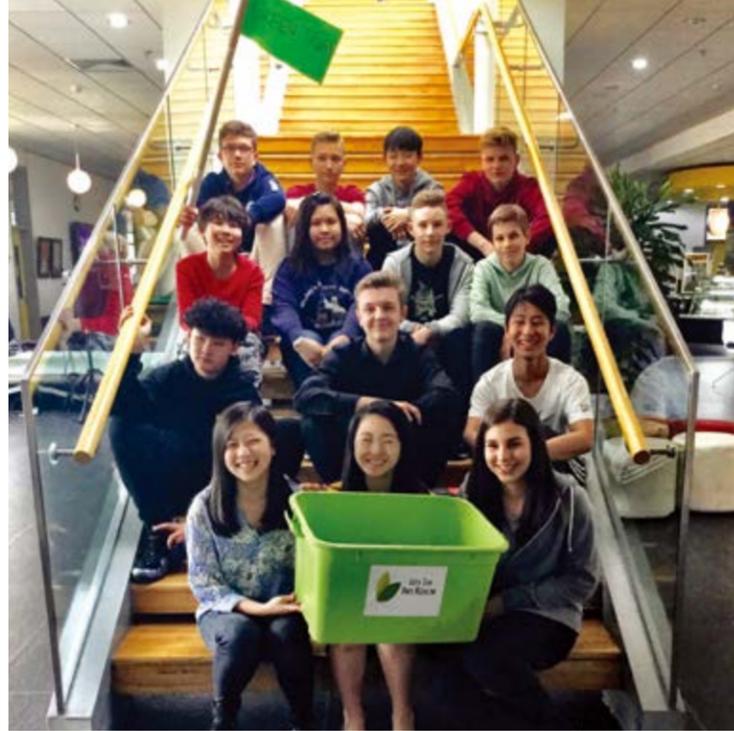
Eventually, the plan is to expand panels across the school placing more panels on the other building. Tianjin has another problem too, namely water. Recycling water isn't too difficult but the problem is rainfall – it all comes at once and you can't store it. Of course, we swapped our toilets years ago to half flush/full flush, but the problem is mainly storage. We're still thinking about this one.

We also have some students creating compost reusing some of the organic waste we use at school and ultimately plan to use it on our gardens. Other students have built prototype windmills – power generating windmills - and we've looked at the possibility of installing or purchasing ones that will actually make a difference. These are all tied to the ways in which the students learn about saving energy in school. This has been an interesting undertaking for us in terms of seeing what the community response has been both within and beyond the school, and we hope that industries and corporations will jump on board in future and be supportive.

<https://www.istianjin.org/our-community/ist-solar-panel-project>



Photo by Trey Craig



WHAT PART OF THIS INITIATIVE ARE YOU MOST PROUD OF?

I'm proud of the fact that the students drove this initiative and it was their idea initially. They did the research. They found out what would work and what wouldn't. They got together and made it happen. You can ask students about what opportunities they get in terms of leadership. Often they say no one ever listens to them, that they don't get a chance. I think that's the biggest learning from this project, and I hope that other students will learn from this group's efforts and know that they too can make a significant difference. Small steps by everyone are all that is needed.

Thank you Mr. Moody for taking the time to speak to us. We were impressed not only at how the students themselves care enough about sustainability and the environment to initiate the Green Team Solar Panel Project, but also the encouragement provided by the board and staff members in allowing these students to have their voice heard. It truly is inspirational. We can't wait to hear about more green initiatives and support of the wider community in future.



DO YOU THINK THESE PROJECTS ATTRACT STUDENTS TO COME TO YOUR SCHOOL INSTEAD OF GOING TO OTHER SCHOOLS?

I think students in any school will welcome an opportunity to be heard and have a voice. A big catchphrase amongst a lot of international schools is 'agency', giving students the opportunities to make decisions and take action. I think for a school that has taken small steps, any visible effort is attractive to parents who are looking to put their child in an environment which has values that they also hold dear.

When you get overwhelmed by the magnitude of a problem, it is often easy to give up. One of the advantages of a non-profit but parent governing board who don't have a financial stake in the institution is that their only interest is to ensure that the school provides the best possible education for their children. But education is more than academics; it's the broad range of experiences that children need to become global citizens. Our motto is working together, learning together, and acting together for our common future, and we really do try to live up to this intent.



WHAT ARE IST'S GOALS FOR THE NEXT 5-10 YEARS?

The foreign investment environment in China is changing all the time. IST is always seeking to promote and maintain enrolment because of the ongoing reduction in the number of expatriates. Localisation means there are fewer expats coming in. One of the challenges we and other schools face is that it's very difficult to predict how many will come. Who is going to invest here and will they bring families? We are totally dependent on expat placement in Tianjin and if foreign companies decide not to come or decide to repatriate or localise, then we are immediately affected.

Our long-standing goals are obviously ensuring that we maintain a good stable enrolment and revenue source to ensure that the school continues to develop and provide world class services for students. Over the last few years we've been giving special attention to the development of STEM, Science, Technology, Engineering, and Math, and this is certainly an area closely allied to innovation and sustainability. We are also trying to be more inclusive of students with different and unique learning needs. Students often come to international environments but the learning support infrastructures that are available in our home countries are frequently unavailable in these contexts. International schools like our own therefore need to try very hard to support the many and varied needs of expatriate families and their children. And of course the promotion of global citizenship and international mindedness is at the heart of our every effort, and remains at the forefront of our mission and philosophy. **E**

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马拉喀什

如果您喜欢游览世界各地的独特景点，那么马拉喀什市将是您下一个目的地的绝佳选择。马拉喀什是摩洛哥的城市，以多元文化和财富而闻名。这座城市的历史证明，马拉喀什是许多国家和部落的东道主，尤其是柏柏尔人，他们在这个城镇留下了不可替代的痕迹。如今，马拉喀什是一个享受不同特色同时带有自己传统的地方。

当您进入马拉喀什市时，您可能会看到占主导地位的红色。这就是为什么这个小镇的名字叫红城。

马拉喀什是继卡萨布兰卡，非斯和丹吉尔之后的第四个摩洛哥城市，但似乎是最重要的帝国城市。该城市始建于1062年。红墙的最大部分是从12世纪开始创作，当时这个城市有个绰号叫赭石城。这个城市的新部分建立于20世纪，主要是来自法国人。

马拉喀什的文化是不同宗教与伊斯兰统治的结合。有许多代表伊斯兰文化的清真寺，如Ali Ben Youssef Medersa 和 Koutoubia 尖塔。马拉喀什的另一个重要文化是犹太人，有Lazama 犹太教堂和Miaara 犹太公墓等伟大的纪念碑。

马拉喀什市是著名的购物中心，拥有数千种不同的产品供您购买。例如非洲香料，如肉桂，辣椒，姜黄和灰浆果。特色菜是Tanjia，特别是香料和牛肉的搭配。马拉喀什也因饮茶而闻名，尤其是含有薄荷和糖的绿茶。马拉喀什还是盛产纺织和地毯工业等各种工艺品的城市。

摩洛哥建筑的代表是马拉喀什博物馆，位于老城区的Dar Menebhi 宫。该博物馆建于19世纪，代表了安达卢西亚的艺术杰作。

如果您喜欢豪华的住宿，那么Mamounia 酒店将是您的最佳选择。酒店建于1925年，是摩洛哥最著名的酒店，曾经接待过许多著名人士，如丘吉尔，查尔斯王子等。

马拉喀什交通

马拉喀什有火车站，每天都有很多火车离开卡萨布兰卡和丹吉尔等其他城市。高铁还没有建造。至于公路，通往马拉喀什的主要道路将该城市与卡萨布兰卡连接起来，长210公里。马拉喀什还有距离市中心3公里的国际机场。机场接收许多欧洲航班以及当地航班。

马拉喀什旅游贴士

如果你计划在这个城市旅行，你应该注意你的着装。避免短裙，短裤和沙滩装。伊斯兰文化对这个城市有着重大的影响，你不会想要引起太多关注。

Marrakesh

By Tania Tanner



If you like visiting unique places around the world, then the city of Marrakesh is an excellent choice for your next destination. Marrakesh is a city in Morocco, and is well-known for multiculturalism and wealth. The history of the city testifies that Marrakesh has been inhabited by many tribes, especially Berbers who left an indelible imprint on the town. Today, Marrakesh is a place to enjoy different features and to invoke traditional memories.

The centre of Marrakesh abounds with various combinations of culture and amusement. In the downtown, there is a square named Jamaa el Fna where people gather to enjoy the performance of dancers, musicians, acrobats and magicians. Other traditional monuments in the town include Koutoubia Minaret, Islamic masterpiece of culture, El Badi Palace and its magnificent ruins as well as the incredible Saadian Tombs.

When you enter the city of Marrakesh, the first thing you will probably notice

is dominant red colour. That's why the town bears the name 'Red City', while the natural pigment covers its buildings and the whole environment. The red background renders the town more attractive to foreigners who have built their houses in the city and have established their residences.

Marrakesh is the fourth city in Morocco after Casablanca, Fez and Tangier but it seems to be the most important imperial city. Establishment of the city started in 1062 thanks to the governor, Abu Bakr ibn Uma. The biggest part of the red walls is a 12th-century creation when the city got the nickname 'Ochre City'. In the 16th century, Sultan Abu Abdallah al-Qaim and Ahmad al-Mansur were responsible for the construction of the incredible El Badi Palace. Today, Marrakesh is divided into two parts - old and new. The old part of the city, called Medina, is the masterpiece of Sultan Youssef Ben Tachfine from the middle ages. Today, this part of the city is very busy with many vendors and stalls. The new part of the city was

founded in the 20th century, mostly by the French who came to the city to buy and build houses.

Culture in Marrakesh is a combination of different religions, although Islamic dominance is quite apparent. There are many mosques which represent Islamic culture, such as Ali Ben Youssef Medersa and Koutoubia Minaret. Another important religion in Marrakesh is Jewish, and it is practiced in the small district with great monuments as Lazama synagogue and Miaara Jewish Cemetery.

The city of Marrakesh is the famous for its shopping centres wherein you can buy thousands of different products. We can only mention favourite African spices like cinnamon, chili, turmeric and ash berries. The specialty in the food section is Tanjia marrakshia, a unique mix of spices and beef meet. Another version of this is meat prepared with vegetables and cooked in the pot. Marrakesh is also famous for the consumption of tea, especially green tea with mint and sugar.

Marrakesh is home to various crafts such as textile and carpet industry.

If you visit Marrakesh during festival time, you will experience the beauty of Moroccan culture. Some festivals are national holidays, and people are in festive mood. We can only mention some celebrations, such as National Folklore Festival, Berber festival and Marrakesh festival of modern arts.

Also, you could experience International film festival - Moroccan version of the one held in Cannes. Marrakesh is also well known for its particular music. There are two dominant genres, namely berber and gnaoua music. The first one is mainly influenced by Andalusian culture while the second is much more popular as loud and overwhelming.

A symbolic representation of Morocco's architecture is the Marrakesh Museum, which is situated in Dar Menebhi Palace in the old city. This museum dates back to the 19th century and represents the Andalusian masterpiece of art. If you take a closer look at the museum, then incredible fountains, hammam, courtyard and carvings will certainly impress you. The museum also holds a bunch of historical books, coins and other antique objects.

If you prefer rich and luxurious accommodation, then Mamounia hotel will

be a great opportunity for you. This hotel was built in 1925 and is now the most famous owing to having hosted many famous personalities such as Churchill, Prince Charles and so on.

GETTING TO MARRAKESH

Marrakesh has a railway station with many trains leaving every day to other cities like Casablanca and Tangiers. The high-speed rail has not yet been introduced. As for the roads, the main road to Marrakesh connects the city with Casablanca and is 210 km in length. Marrakesh also has an international airport situated 3km from the centre. This airport receives many European as also local flights.

TIPS FOR MARRAKESH

If you plan a trip to this city, you should pay close attention to your clothing. Stay away from short dresses, shorts and beach wear. Islamic culture has the significant influence on the city, and you don't want to draw attention by sporting an odd look. **B**

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12.2 %

China's July exports rose by 12.2 percent from a year earlier, beating forecasts for a 10 percent increase, and up from 11.2 percent gain in June. Imports grew to 27.3% in July, beating forecast of 16.2 percent growth, and compared with 14.1 percent rise in June.



91%

Northern Chinese province of Hebei aims to make 91 percent of its contaminated farmland safe for planting by the end of the decade and ensure that 48.7 percent of its water will be fit for human consumption.



¥ 6.14 Billion

Nissan Motor Co., plans to invest about ¥ 6.14 Billion to boost vehicle-making capacity in China by 40 percent by 2021 in a bid to become a top three players in the world's largest auto market.



10%

Alibaba has filed for over 10% of the World's Blockchain Patents, contributing to 56% of all 406 blockchain patents issued around the world in 2017 as having come from China.



2.8 Billion

Chinese tourists visited domestic attractions over 2.8 billion times in the first half of 2018, generating ¥ 2.45 trillion Yuan.



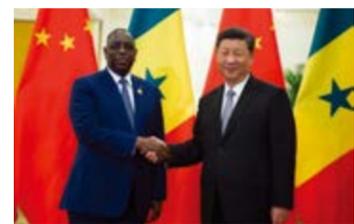
3.63 Million

The divorce rate in China increased to 3.9 percent, with 3.63 million couples bringing their marriage to an end, according to the latest data released by the Ministry of Civil Affairs.



¥ 560 Billion

China rolls out initiatives to help African nations, including a pledge to boost infrastructure connectivity and provide trade and agricultural assistance, extending another ¥ 560 Billion (or \$82.3 billion) in financing.



¥ 212 Billion

According to Euromonitor, sportswear growth is taking over the apparel industry in China, having grown to 12 percent to hit ¥ 212 Billion and will continue to grow through 2022 where it will reach ¥ 318 Billion in value.



¥ 341 Million

Blackfish Technology, a leading membership-based consumer service platform in China announced the completion of A+ round financing at ¥ 341 Million with the aim of accelerating development to grow into a world-class membership-based consumer service platform.



China's Solar PV Power

中国太阳能光伏发电

By Glenda Jarvis



可再生能源的主要来源之一是太阳能资源。虽然光伏(PV)是世界上广泛使用的太阳能技术,它通过使用硅制造的材料将太阳光转化为电能。除此之外,太阳能光伏发电的好处是它方便,清洁,高效以及安全。人们对于环境污染的担忧和全球能源危机的意识都显示了如今使用太阳能光伏发电的重要性。

太阳能光伏产业的发展

太阳能光伏产业涉及几个阶段:(1)第一阶段是净化硅,被转化为硅锭,然后将其成型转化为薄晶圆,然后将硅锭切成薄片;(2)切割的薄晶片将会根据喜好,打造太阳能电池的形状和尺寸;(3)为了形成太阳能电池组件,太阳能电池会被连接并层压;(4)光伏系统是在太阳能组件组装完成后与电气元件组合而成;(5)欧洲国家对光伏发电的需求急剧增加,特别是2004年德国的激增需求。中国的光伏生产的增长导致从多晶硅,电池到晶圆和模块的大规模生产,促进了国内供应链。

根据图表,全球有十五家太阳能光伏组件制造商,其中九家是中国所有,

占全球30%的份额。除此之外,随着太阳能电池质量的提高,中国的太阳能光伏技术生产也在不断进步。此外,如图所示,在转换效率方面,中国的公司也是领先者。

市场进展

中国太阳能市场化正处于关键阶段,必须运用到中国太阳能市场的若干有效资源。例如通过招标采购新建的电力项目和公用事业规模的太阳能项目。地方政府能通过法规,在当地太阳能市场上进行合理的竞争。中国也不是唯一的太阳能组件生产商。

根据NEA的调查,中国计划在2018年前实现13.9GW的公用事业规模项目。AECEA的2018年报告显示,2016-2020年(第13个五年计划)可能不会放缓。

AECEA表示这些激进措施不仅会减缓2018年的需求,还会持续到“十三五”规划(2016-2020)结束。在2017年,中国已经部署了34GW公用事业规模计划,因为光伏的影响不容小觑。

太阳能光伏发电在中国的意义

在中国,太阳能光伏发电的影响常见于上表所示的五个领域中。表格也显示了例如充电和灯光等商业商品。

政策

光伏发电有许多的激励措施,例如(1)正确预估需求,以达到最好的经济效益,降低价格(2)不懈努力达到预期前景。不断投资太阳能生产(3)清晰政策以及不断更新。通过个人评估风险以及作出投资决定。

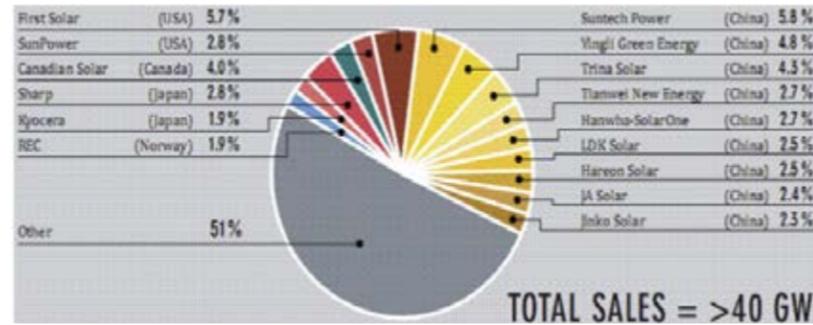
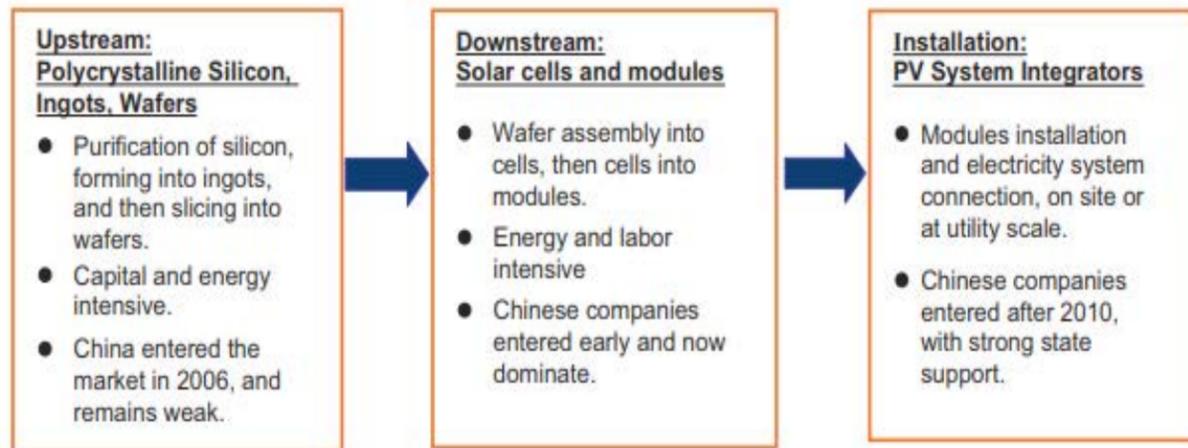
前景

直至2018年,此图标分析了对中国光伏政策发展的修正。对总体部署有着重大影响。此外,2016年至2020年(第十三个五年计划)的观点仅针对40GW至45GW的年度部署规模,以及基于AECEA报告的30GW至35GW,正如上图所示。住宅市场正在逐步成为新兴市场,在2018年底已经达到5GW的光伏装置。

One of the major sources of renewable energy is the solar power resource. Photovoltaic (PV) is widely used solar power technology in the world, which converts sun's rays into electricity by using silicon made material. Additionally, benefits of Solar PV power generation are that it is convenient, easy to clean, highly effective and safe. Besides these, there is a concern over environmental pollution and global energy crisis that has rendered solar PV power important.

PROGRESS IN SOLAR PV INDUSTRY

There are several stages that are involved in the solar PV industry, so let's look at them: (1) first stage is cleansing silicon that is converted into ingots and then shaping it up, and converting it into thin wafers, which are then sliced; (2) shapes and dimensions are designed according to the blades that cut the thin wafers to produce solar cells; (3) in order to form solar module, solar cells are connected and laminated; (4) the PV system is made when the solar module is assembled and combined with electrical components; (5) demand for PV has drastically increased in European countries, particularly in Germany. In the year 2004, there has been a drastic growth in China's PV production that has led to massive solar production from poly-silicon cells to wafers and modules. All of this has caused a rise in the domestic supply chain.



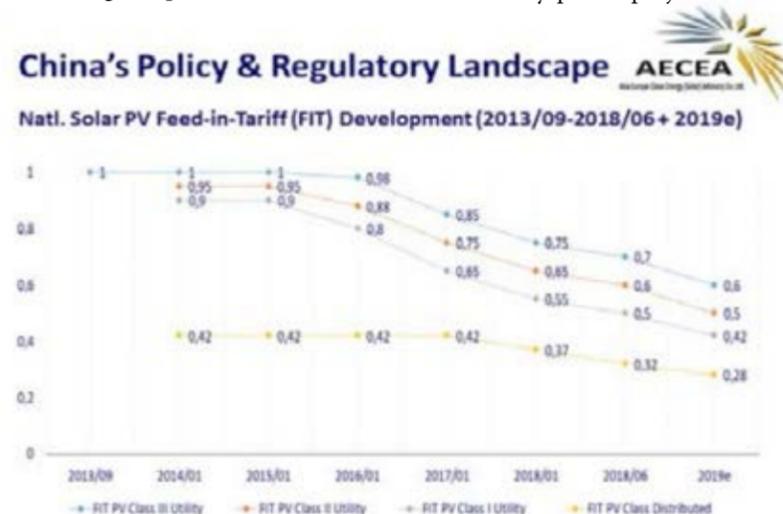
EXPANSION

As per the chart, there are top fifteen manufacturers of solar PV module in the world, out of which nine are owned by Chinese companies, thus accounting for a share of 30%. Besides this, China is progressing in its solar PV technology production along with improvement in the solar cell quality. Moreover, there is a rapid progress in the leading companies when it comes

to effective conversion as seen in the figure.

MARKET PROGRESS

Marketing of China's solar production is poised at a crucial stage wherein necessary implementation of several resources that are available in China's solar market is required in terms of allocation. Thus, a bidding process is used to buy power projects that are



newly built and also utility-scale solar projects. It further instructs local governments to pass regulations and proceed forward in the local solar market to encourage reasonable competition. Although a country like China is not the only producer of solar module, it is investing huge amounts on solar PV equipment that adds to inverters, solar experts and workers. The notice issued in the starting of 2018 has left its influence on worldwide solar industry that globally costs would be more than the prices of module.

According to NEA guidance, China had positioned 13.9GW placement of utility-scale programs by 2018. Besides this, the 2018 notice has further highlighted the utility-scale by targeting and getting abolished after instructing all provincial districts to execute a ban on every unit, which fits the 2018 mechanism as shown in the table. The report by AECEA released in 2018 states that there might not be a slowdown within the time-frame between 2016 and 2020(13th Five Year Structure).

AECEA said that this drastic measure would not only slow down demand in 2018, but carry through to the end of the 13th Five-Year-Plan (2016-2020). During the year 2017, China has deployed 34GW utility scale plans as the effect would not be underestimating on photovoltaic deployments.

IMPLICATION OF SOLAR PV POWER IN CHINA

In China, concentration of solar PV power is seen in five sectors as the table above shows: there is an off-grid solar PV in rural and distant areas; and further it shows that telecommunications, transportation and other industries all come under off-grid solar. Moreover,

Market sector	Annual (MW)	Share	Cumulative (MW)	Share
Off-grid	Rural electrification	10	82.5	5.4%
	Telecommunications and Industry use	5	48	
	solar PV commercial product	5	47.5	
On-grid	Building solar PV (BIPV and BAPV)	480	730	94.6%
	Large-scale solar PV	2000	2392	
Total	2500	100%	3300	100%

the table shows commercial products along with chargers and lights wherein on-grid covers BIPV (building solar PV) that is made of integrated solar PV by BAPV (Building Attached PV), is big-scale (also known as utility scale) version of solar PV.

POLICY

Successful incentives of PV group are as follows:

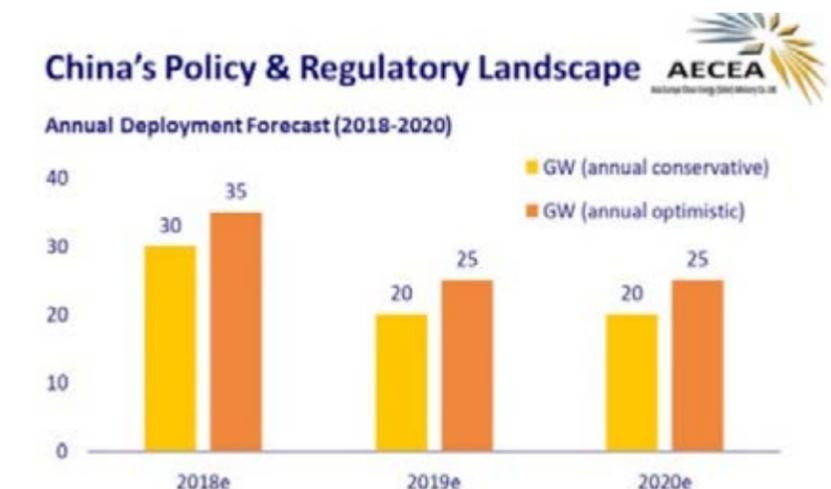
- (1) The predictable demand is driven adequately. Sufficient margin is required for incentives to influence basic market makeover in order to move solar PV technology prices to lower levels;
- (2) Constant and foreseeable critical view is imperative to ensure that policy stability remains progressive. In order to have continuous investments in the solar manufacturing and development industry, the policy maker needs to foresee the industry and its development period.
- (3) Remaining clear and updated is a requirement that there should be clear definition on policies that are

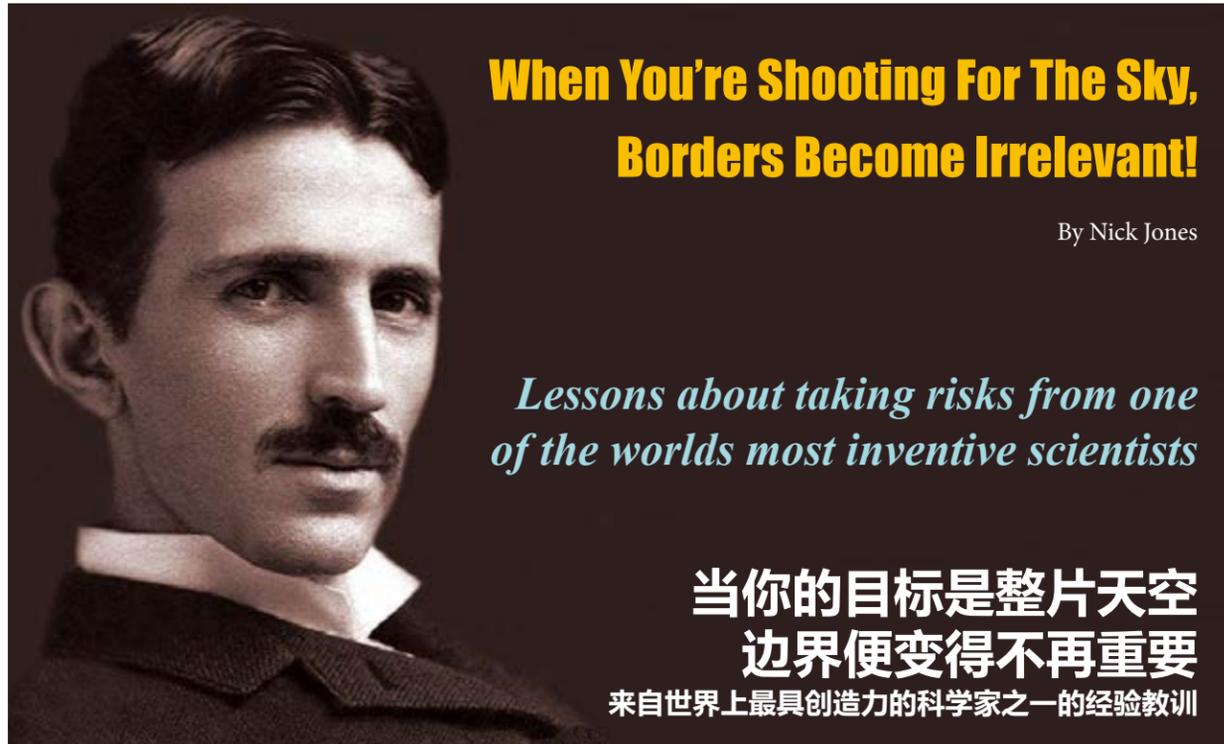
addressed simply and allow a comprehensive range of market leaders by adding individuals to simply evaluate risks and make decisions over investment.

FUTURE PROSPECTS

By 2018 and beyond, it has analyzed the unexpected and thoughtful modifications to PV deployment in China, which is measuring a major impact on total deployments. Further, perspective of 2016 to 2020 (13th Five Year Program) has targeted only yearly deployments scale of 40GW to 45GW that is based on AECEA report as shown in the above chart. Moreover, divisions that are intact up till now are rapidly excelling in the residential market, which shows that PV installation has moved to 5GW by the end of 2018. **E**

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When You're Shooting For The Sky, Borders Become Irrelevant!

By Nick Jones

*Lessons about taking risks from one
of the worlds most inventive scientists*

**当你的目标是整片天空
边界便变得不再重要**
来自世界上最具创造力的科学家之一的经验教训

In their professional career, every entrepreneur is bound to make one key decision. Should one expand, or keep things manageable and small scale? Understandable concern, but, as it is proven time and time again, you cannot be rewarded for a leap of fate which you did not make. One person that could have easily said that things are just "out of his reach" is a Serbian scientist Nikola Tesla. He was born in a small village in Austria in the mid 18th century, where there were only two occupations a child could look forward to - either become a church priest or join the military. Any kind of scientific work was out of reach for most of the people, and yet, Nikola knew deep within him that he had an innate talent for figuring out nature's wonders. Let's see what can we learn about taking important leaps into the unknown from one of the worlds most innovative scientists.

"It is paradoxical, yet true, to say, that the more we know, the more ignorant we become... it is only through enlightenment that we become conscious of our



limitations." Only through personal experience can we grow. *Today's scientists have substituted mathematics for experiments, and they wander between equation after equation, and eventually build a structure which has no relation to reality.* We can research the rising trends as much as we want, watch for the situation in the marketplace, but no matter how much we prepare and research, one simple rule of life is that things are bound to spiral out of

control for reasons we couldn't have planned for. Sure, it may seem safe to just keep things as they are but the thing is, the very fact of time passing is also a change! And if you don't change with the times there will once come a time when you will be required to adopt and catch up, because everyone has moved on.

"I do not think there is any thrill that can go through the human heart like that felt by the inventor as he sees some creation of his brain unfolding to success... such emotions make a man forget food, sleep, friends, love, everything." If this stands, then the opposite is true when you don't end up seeing your ideas come to life. You may think that by keeping things small and manageable, you're playing it safe. And if remaining sustainable without much risks is your goal, then you are right... But if you have a very specific vision for your business, then you will always think to yourself *"why didn't I do this"*.

Famous Danish philosopher, Soren Kierkegaard, had this saying: "Marry, and you will regret it; don't marry,

在职业生涯中，每个企业家都必须做出一个关键决定。是扩展，还是保持可管理的小规模？历史不断证明，你不会因为你未尝试的事情而获得回报。塞尔维亚科学家尼古拉·特斯拉（Nikola Tesla）出生在18世纪中期奥地利一个小村庄，那里只有两个可以期待的职业..... 要么成为教堂牧师，要么加入军队。对于大多数人来说，任何一种科学工作都是遥不可及的，然而，尼古拉内心深处知道，他有天生的才能来解释大自然的奇迹。让我们来看看世界上最具创新精神的科学家之一，可以学到什么叫从未知中获得重要的飞跃。

“这是荒谬的，但的确是事实，我们知道得越多，我们就越无知..... 只有通过启蒙，我们才能意识到自己的局限。”只有通过个人经验，我们才能成长。如今的科学家已经用数学代替了实验，他们不断徘徊在等式中，并最终建立了一个与现实无关的结构。”我们可以根据需要研究上升趋势，关注市场中的情况，但无论我们准备和研究多少，一个简单的生活经验就是不是所有事情都会按照计划进行。保持现状似乎是安全的，但事实是，时间流逝也是一种变化！如果你不随着时代而改变，那么你将落后，因为每个人都已经继续前进。



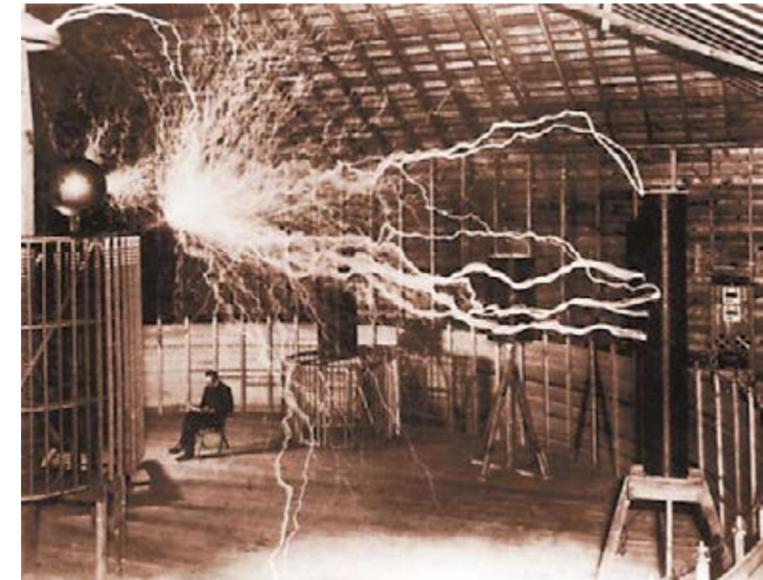
you will also regret it...". By that, he means that, if you don't try and make your ideas come true, you will always wonder what would've happened. But if you did try, and it didn't turn out so great after all, then you would also have regrets, but you wouldn't wonder for the rest of your life. Your mind could move on to different things. In the end, it's always better to act things out, than to forever think about them. Like Tesla said, there is no greater joy than seeing your ideas come to life.

"Let the future tell the truth, and evaluate each one according to his work and accomplishments. The present is

theirs; the future, for which I have really worked, is mine." Another fact of life is that it is not biased. If your idea fits the needs of the market, is occurring at the right time and place, then all it takes for you is to deliver on those needs. Remaining in the safe zone until the right time comes may feel like the right decision for now but always keep in mind, you cannot interpret events looking forward, but only looking backward. Things need to happen first, in order for you to interpret them. Your guess is as good as any, which is why you need to make that one leap in order to see what the future holds in

“我不认为有任何能和发明者一样的心情..... 这种情绪会让人忘记食物，睡觉，朋友，爱情，一切。”如果你只是想要避免风险，那么小而可管理的公司会是你最好的选择。但如果你对你的业务有一个非常具体的愿景，那么你会问“为什么我不这样做”。著名的丹麦哲学家 Soren Kierkegaard 有这样一句话：“结婚，你会后悔的；不结婚，你也会后悔.....”。他的意思是，如果你不尝试，你永远都会幻想如果当时做了会是怎么样的情况。但是如果你确实尝试了，而结果不如人意，那么你会感到后悔，但你不会在余生中不断怀疑自己的决定。你的思想可以转向不同的事物。采取行动永远是最好的决定。就像特斯拉所说的那样，没有比看到你的想法变成现实更快乐了。

“让未来说实话，通过每个人的工作以及成就评价他。当下是别人的；而未来是我的。”人生的另一个真相是它没有偏见。如果你的想法符合市场需求，并在适当的时间和地点实行，那么您所需要的就是满足这些需求。如果你的想法看起来似乎不合理，那么要么尝试解决它，要么就忘记它。但是，如果你只是不确定，那么你就是怀疑自己，这是没有用的。我们内心的声音往往具有良好的意图，但有时会使我们无法做出任何决定。在这些情况下，你需要克服你内心的声音并实现命运的飞跃。



store for you. If your idea doesn't seem plausible what so ever, then either try and work it out or just forget it. But, if you're just not sure, then you're second-guessing yourself, and that isn't helpful. That inner second-guessing voice in us has good intentions, but it works in ways which can sometimes paralyze us to a point where we can't make any decision. In those cases, you need to overcome that voice in you and take that one leap of fate. **E**

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Leading the Global 3-D Printing Revolution in the Construction Industry

By Morgan Brady

盈创 全球建筑业 3D 打印革命领导者

如今中国并不仅仅是一个制造业强国，其大型科技公司在全球范围内也是备受瞩目。盈创是最近非常值得关注的新兴公司，他是建筑领域的先驱，并将 3D 打印提升到了新的水平，预计在近几年会呈现惊人增长。

公司的全称是盈创建筑技术（上海）有限公司，成立于 2003 年 7 月。它最初是一家先进的建筑材料供应商。该公司专注于复杂的室内装饰（例如歌剧院）和非标准的外部结构。该公司目前拥有 151 项专利，被认为是“一带一路”政策的重点企业，影响着中国的房地产行业。荣获中国房地产诚信企业，上海优秀联盟企业，中国房地产开发企业和首选供应商企业等殊荣。500 强商业房地产项目。在短时间内，公司成功地将建筑业转变得更具生产力。

新技术辅助建筑先驱

该公司是世界上第一家实现建筑 3D 打印的高科技公司。事实上，它是首家建筑业内创新企业。它不仅打破了行业的陈旧规则，改造可再生再生建筑材料，它还将工业尾矿转化为 3D 打印所需的油墨和绝缘材料，既能环保又可以降低成本。

不止 3D 打印技术，盈创还开发了一系列的新材料和技术，例如 GRG（特种玻璃纤维增强石膏板），SRC（特种玻璃纤维增强水泥），疯狂魔石，FRP（特种玻璃）纤维复合材料），建筑印刷油墨和 3D 打印体系结构。

从传统建筑业的转化

盈创认为在整个建筑历史中，并没有发生任何革命性的变化，非常依赖于人工。在城市快速发展的节奏中，这无疑会拉低生产率。传统的施工方法也会导致材料浪费，噪音以及灰尘。所以显然 3D 打印是能解决所有问题的灵丹妙

药。如今，使用 3D 打印建造标准房屋的成本仅为 30,000 美元。通过在整个建筑进程开始前在工厂中预先打印墙壁等等材料的方法，能够大幅节约成本。材料成本的节省在 30% 到 60% 之间。施工速度每天达到一层。一栋 1,100 平方米的两层豪宅需要三天时间完成（一天印刷，两天组装），并且只需要 3 位工人操作。

盈创工艺结构环保，打造了可循环的生态系统。产生极少的废物和灰尘。

盈创项目

该公司最有名的一个项目就是 3D 打印办公室。该建筑首先在苏州打印，然后切成较小的部分以装入集装箱，最后在迪拜组装，用于迪拜未来基金会。该项目是与工程公司 Gensler 合作完成的。

直至今日，该公司参与了许多不同的项目，并为建设业的进步做出了巨大贡献。它在迪拜建造了大量房屋，并一直在与沙特阿拉伯和埃及谈判建造经济适用房（盈创最近签署了一项价值 14.5 亿美元的协议，在沙特阿拉伯打印建造 150 万套经济适用房）。

由于 3D 打印能够更有效地实现设计师的创意，公司还推出了 3D 打印云平台，以便建筑行业的专业人士可以协作和开发创意项目。

一个庞大的行业

盈创身处在一个非常具有吸引力的行业。事实上，盈创可以被视作这个行业发展的关键公司。由于建筑行业需要新的，可持续的，环保的和智能的住房解决方案，3D 打印建筑行业预计将在 2018 年至 2023 年之间显示超过 200% 的复合年增长率。

新的发展浪潮似乎正在袭来，盈创将会继续成为行业领头羊。此技术将有望帮助像叙利亚等等遭到重创的国家用最少的成本和人力重建家园。相信 3D 建筑打印技术的潜力将不断被挖掘！

China has become more than a manufacturing powerhouse. Its large tech companies are proving to be important players on a global scale. One burgeoning company that deserves attention is WinSun global, a pioneer in computer aided construction, for taking 3D printing to a new level, and disrupting the construction industry. It is among the top companies in a sector that is expected to grow exponentially over the upcoming years.

The company's full name is Yingchuang Building Technique (Shanghai) Co., Ltd. It was founded in July 2003 and started off as an advanced building materials supplier. The company was specialized in complex interior decor (for opera houses, for example) and non-standard exterior structures. Currently it has 151 patents and is considered as a key enterprise of "one belt one road" policy. It is also a brand enterprise impacting Chinese real estate, China real estate integrity enterprise, Shanghai's excellent alliance enterprise, China real estate development enterprise and preferred supplier enterprise of top 500 business real estate projects. Within a short period of time, the company has managed to move the construction industry into a state wherein it is more productive and ecological.

A PIONEER IN TECHNOLOGY-AIDED CONSTRUCTION

This company is the first high tech company in the world to achieve 3D printing of buildings. In fact, it is the first to be regarded as high tech in the industry. It has gone beyond disrupting the construction industry to transforming the renewable recycled building materials. It also transforms industrial tailings into ink and insulation materials needed for 3D printing. The result is remarkable cost reduction realized by prudent waste management.

The company's contributions go beyond mere 3d printing and including developing a series of new materials that use 3D printing technology, such as GRG (Special glass fiber reinforced gypsum board), SRC (Special glass fiber reinforced cement), Crazy Magic Stone, FRP (Special glass fiber composite material), construction printing ink and 3D printing architecture.

A MOVE FROM TRADITIONAL CONSTRUCTION

WinSun Global contends that construction has seen little to no changes throughout history. It remains heavily dependent on workers to add the layers. This approach keeps productivity low, as it relies on workers' productivity, at a time of rapid urbanization which requires fast and efficient building. Traditional construction approach also leads to high waste, noise, and dust. The answer is sophisticated 3d printing.

This move to 3d printing is undoubtedly viable and feasible. It enables time and cost reduction, increase in quality and improvement in environmental standards. Today building a standard house using 3d printing costs as little as \$30,000.

Cost savings can be achieved by printing the walls beforehand in a factory and then assembling the building on site. Savings in the costs of materials vary between 30 and 60% as compared to the traditional method. The speed of construction reaches one story per day. A two story mansion of 1,100 sqm took three

days to be constructed (one day of printing, and two days of assembly), with the help of 3 workers only.

WinSun has perfected its processes so that construction is environmentally friendly, following the closed loop concept. It produces minimal waste and no dust.

WUNSIN PROJECTS

One of the famous projects by the company was the first 3d printed office. The building was first printed in Suzhou, then cut into smaller parts to fit in shipping containers, and then assembled in Dubai, for the Dubai Future Foundation. This project was done in partnership with the engineering firm Gensler. WinSun has also provided the 3d printed "smart palms" which provide charging stations and decentralized Wi-Fi, in addition to shades, located in Dubai.

Until today, the company has participated in so many different projects and has contributed immensely to the advancement of construction sector. It has built a large number of houses in Dubai, and has been negotiating the construction of affordable homes with Saudi Arabia and Egypt (WinSun recently signed a \$1.45bn deal to print 1.5 million affordable homes in Saudi Arabia). The ideal contract for the company is turnkey since it has the capability to build the exterior structure and the interior decoration as it can also print furniture.

And since 3d printing enables the realization of the creative imagination of designers much more efficiently, the company has also introduced its 3d printing cloud platform to allow professionals from the construction industry to collaborate and develop creative projects.

A MASSIVE INDUSTRY

WinSun is working in a very attractive industry. In fact, it can be regarded as being the key company that has helped develop this industry. With its high technology, the 3d print construction industry is expected to show over 200% compounded annual growth rate between 2018 and 2023, driven by the need for new, sustainable, eco-friendly, and smart housing solutions.

This industry seems to be beginning a new growth wave, and WinSun is the key player. The technology is promising for war-torn regions like Syria to initiate full scale reconstruction at minimum time and cost. And globally, the opportunities are immense. 



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IN VINO VERITAS

Getting Practical; Market Monitoring and Alternative Enforcement Strategies

在Vino Veritas

实用攻略；市场监测和替代执法战略

By Nick Bartman



“这是没有希望的。中国的规模与美国相当。人口是美国的4倍。但他们无处不在地伪造一切。如果我的葡萄酒被伪造，我们就没有机会。”

不可否认，中国对假冒有着浓厚的兴趣。我一直在中国工作了25年，对抗了许多不同消费品的造假者。因此，本文的目的是通过为葡萄酒商提供一些简单实用的信息来消除他们的顾虑。

做好准备！

无论您的葡萄酒已经在中国上市，或者只是计划进口到中国，都需要进行检查以确定您的产品是否能在中国合法存在。鉴于大多数消费产品可在互联网上获得信息，这项工作并不复杂。使用 www.baidu.com，它功能强大，你需要深入研究中文网站和语言的细微差别。百度的缺点是令人恼火的弹出式广告，而且没有英文自动翻译，但是您只需将文字复制并粘贴到 Google 上。

没有必要了解您的葡萄酒的中文名称可能是什么。只需使用标签上的字词进行搜索；外国葡萄酒是以原名为主，而不是中文译名。

如果你发现可疑葡萄酒该怎么办？继续搜索您的竞争对手是否也在其中。如果是这样的，请与他们交谈并分享信息。在假冒方面，您和您的竞争对手是站在统一战线的。但是，在任何情况下都不要让他们对问题进行任何询问。通常，葡萄酒进口商或供应链顶端的人会对假冒产品负责。

确保有问题的葡萄酒是假冒的。计算从销售价格到销售价格的帐户运费，50%的税金和50%的经销商加价。

当您获得葡萄酒进行分析时，请仔细研究标签是否有任何印刷错误。但同样重要的是，看一下在瓶底的玻璃铭文和点代码。您可以立即确定它是否是您的瓶子。与假货相反，中国玻璃制造商无法完美地伪造瓶子，包括颜色。中国执法当局仅对可见的伪造作出反应，而不是口味。

完全融入

如果确定您的葡萄酒已被伪造，最好找一位在中国专门从事假货控制部门的知识产权律师。用英语搜索谷歌是最好的方法，因为这可以保证公司具备语言能力。举例一家

类似的公司：www.fipa.cn，但有很多其他的。

品牌保护的另一种方法

知识产权法是强制执行您权利的一种重要方式，但对于葡萄酒来说，使用消费者保护途径可能会非常有益。在本网站的其他文章中，有提供了有关注册商标的解释。根据刑法，我们不能总是依赖中国纳税人的钱来保护您的权利。

两个主要的执法部门是食品药品监督管理局 www.sda.gov.cn 和 质检部 www.aqsiq.gov.cn。他们的工作是保护公众免受欺诈，并确保安全的产品被出售。由于他们在中国各地设有办事处，因此拜访也非常容易。任何公民，包括外国人，都可以提出投诉。当然最好通过当地律师，或者更好的知识产权专家，如商标律师。

相关链接：

葡萄酒进口商	中国葡萄酒电商零售商
www.wine.cn	www.tmall.com
www.wines-info.com	www.wangjiu.com
www.winechina.cn	www.jiumei.com
www.wine-world.com	www.yesmywine.com
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	www.wine9.com
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	www.jiuxian.com

搜索应包括葡萄酒一词，“葡萄酒”的中文以及葡萄酒品牌的英文或中文名称。

本文是由假货调查专家尼克巴特曼为中国知识产权中小企业服务平台撰写的。尼克拥有超过25年的个人调查和制止假冒活动的经验。在过去的6年里，他几乎专门致力于揭露葡萄酒造假者并在整个葡萄酒行业传播，并对当今中国的葡萄酒造假者使用的策略和方法有着广泛的了解。

to see if your product can be found. Given most consumer products are available on the Internet, the job is not complicated. Forget western search engines such as Google; they do not dig deep enough. Use www.baidu.com as it is powerful, and delves deep into Chinese websites and language nuances. Baidu's downside is irritating pop-up advertising, and no English auto translate, so for that just cut and paste text into Google.

There is no need to discover what the Chinese name of your wine might be. Just search using the words on your label; the prestige of foreign wine is in its original name, and not a Chinese translation.

What should you do if you find suspect wine? Continue searching to see if there are other wines from your competitors. If yes, then talk to them and share information. When it comes to counterfeiting, you and your competitors are uniquely on the same side. But, under no circumstances let them make any inquiries about the problem. Often wine importers or those at the top of the supply chain are responsible for counterfeiting. Innocent or not, they need to be kept in the dark as you work through the next steps.

Be sure the wine in question is counterfeit. Calculate back from the sales price to your sales price taking into account shipping, 50% taxes and 50% dealer mark-ups. Obtain a bottle through numerous inexpensive English speaking companies on the Internet offering mystery shopper services.

When you obtain wine to analyse, carefully study the label and the capsule for any printing irregularity. But just as importantly, look at the glass inscriptions and dot-codes moulded into the bottle base. You will immediately be able to identify if it is your bottle. Contrary to the popular belief, Chinese glass manufacturers are incapable of counterfeiting a bottle perfectly to include the colour. Of course you must taste the wine, but the result will not by itself be relevant. Chinese enforcement authorities will react to visible obvious inaccuracies, as opposed to the subjectivity of taste.

TOTAL IMMERSION

At this point you are probably gazing into space, wondering if all this is real. All I can advise is to stick with it. If you want to succeed in China it must be treated in a way beyond all imagination. China is a top to tail project. Immerse yourself, and do not treat it just as a place to receive orders and then sleep until, hopefully, the next one. Your job is as much that of a sleuth, as being a wine seller.

Never forget that periodic small orders from China can lead you to counterfeits. All too often imports are made to obtain paperwork to authenticate counterfeits. For example, one genuine imported bottle can be used to create a thousand copies.

Having established that your wine has been counterfeited, preferably locate an intellectual property attorney in China who has a department that specialises in counterfeit control. Searching google in English is best as this guarantees that the firm will have language capabilities. One such firm is www.fipa.cn but there are many others too.

AN ALTERNATIVE APPROACH TO BRAND PROTECTION

The good news is that help awaits you in China, but perhaps not in the way to be expected. Intellectual property law is one important way to enforce your rights but arguably, for wine, using the consumer protection route can be extraordinarily beneficial. In other articles on this website explanations have been offered on registering trademarks, and whilst this is important, one cannot always rely on the Chinese authorities to invest tax payers' money to protect your rights, under criminal law.

From an enforcement perspective, consumer protection law is a powerful weapon which is not to be overlooked. Over the years there have been many food and drink scandals and not a week passes by without another horror story. As a consequence, China has bulked up local and regional enforcement offices. The last thing China needs is people being hospitalised due to profiteering bandits selling contaminated goods. Public enforcement authorities without doubt prioritise protection of the public, ahead of intellectual property.

“It is hopeless. China is the size of the USA, with population over four times. They counterfeit everything, everywhere. Nothing can be done. If my wine is counterfeited, I have zero chance.” Your writer quivers every time these phrases are uttered. On every occasion I have to freeze my tongue, whilst controlling my eye roll.

It cannot be denied China has a penchant for counterfeiting. But for a wine owner of any size or finance, to throw in the towel and implicitly conceding their product is copyright free is nonsense. This notion is about as foolish as purposely leaving home with one's front door wide open.

For 25 plus years I have worked in China against counterfeiters of many different consumer goods. Whilst this does not qualify me to oracle status, I probably have more familiarity than the bloke at the other end of the bar. The purpose of this article, therefore, is to dispel hot air and waffle by setting out some simple pointers for wine owners to consider.

BE PREPARED!

Whether your wine is already on the market in China, or planning to be in, checks need to be carried out

The two main enforcement departments are the Food and Drug Administration www.sda.gov.cn and a quite separate department known as Quality Inspection and Supervision www.aqsic.gov.cn. Both have overlapping responsibilities but similar powers of raiding and seizures. Their job is to protect the public from fraud, and be sure that the product being sold is safe.

Apart from the obvious problems of dangerous food and drink, these authorities also tackle mislabelling. For example, goods claim to be from one source (say, you) when in fact they are from another unauthorised source. Officers will raid, seize product from offenders and then prosecute in order to protect the public on the basis of what is written on the label. The information must be what the product is, which by definition includes origin.

In short, the result achieved for you comes through the protection of the Chinese public, and not just through public officials working to protect your intellectual property rights, and business. You win, the officials win, the public win, and the bad guys lose.

Accessing these authorities is straightforward as they have offices throughout China. Any member of the public, including foreigners, may file a complaint, which can be a simple letter comprising of a few paragraphs. This is best done through a local lawyer, or better still an intellectual property specialist such as a trademark attorney who, by definition, is less expensive. Offices with English capabilities are found on Google. It is recommended that you approach three for quotes. Pick the one who makes the job sound simplest, and be sure they understand you are making a consumer complaint, not an intellectual property complaint.

Very possibly the attorney will require a power-of-attorney stating that you have authorised them to make the complaint. They may also recommend providing copies of your Chinese registered trademarks to the authority. This is helpful, although not procedurally necessary.

Apart from the attorney fees, you will not be exposed to any other fees as the

www.Wine-Crime.com

Relevant Links:

Existing Wine Importers	Chinese E-Commerce Wine Retailers
www.wine.cn	www.tmall.com
www.wines-info.com	www.wangjiu.com
www.winechina.cn	www.jiumei.com
www.wine-world.com	www.yesmywine.com
	www.yesmywine.com
	www.wine9.com
	www.jd.com
	www.jiuxian.com

matter will be processed and financed by the public purse. The authority will also prosecute offenders, or more likely impose administrative fines and penalties.

Quite possibly the offender you have identified will be a reseller, but it is the job of the authority to trace back to whomsoever else in the supply chain, all the way back to the producer. The Chinese authorities are noted for their persuasiveness in extracting information out of offenders. Only the brave or stupid do not cooperate.

Once an authority is underway with the case, your chosen attorney must keep in touch with them to track progress. But remember, your case will be handled as a criminal matter, and whilst you are pivotal in bringing the matter to their attention, you are not directly party to the criminal action and therefore are not entitled to be kept informed.

The above is really a snap-shot of how to tackle problems you may have, or could be faced with in future. No one will claim that this is at all straightforward, but it has to be tackled. All too often I have come across the attitude that a few wine sales a year to China, which are then counterfeited, are sales that would otherwise have not been made. This ostrich syndrome must not be you. China's wine making skills are advancing which could easily result in the counterfeits tasting every bit as good as your wine, but not from you.

Selling wine to China is not just a business of receiving orders and shipping wine. Rather it is a complete project that must be embraced, watched and nurtured. Any lesser approach is a recipe

for disaster. And who wants that when the country is the biggest wine growth market, the likes of which will never be witnessed again, in any country on this planet.

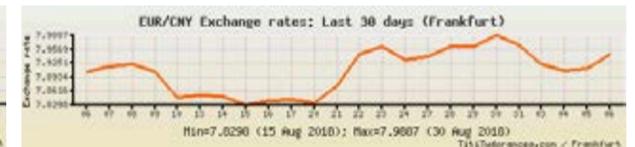
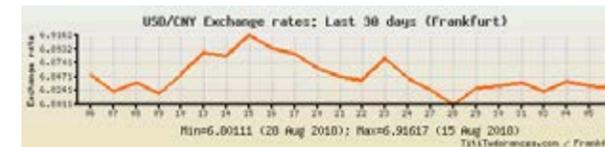
Searches should include the term 葡萄酒, the Chinese for 'wine' along with the English or Chinese name for the wine/brand.

This article was written for the **China IPR SME Helpdesk** by counterfeiting expert and investigator **Nick Bartman**. Nick has over 25 years of experience personally investigating and putting a stop to counterfeiting activities, 20 of which he has spent working in China for some of the biggest brands and household names. Over the last 6 years he has worked almost exclusively to expose wine counterfeiters and spread the word throughout the wine industry and has developed an extensive knowledge of the strategies and methodologies used by wine counterfeiters in China today. **B**

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



Didi Suspends Carpooling Service in China After 2nd Passenger Is Killed



A driver using the Didi Chuxing app in Guilin, China

A string of crimes has raised questions about Didi's ability to protect women who use its services

Didi Chuxing, China's popular ride-sharing service fired two senior executives and suspended a car-pooling service following the second killing of a female passenger in three months. The crime follows others that have raised questions about the company's ability to protect women who use its services and comes at a crucial time for Didi. Didi's main business is similar to Uber's. Its smaller Hitch service enabled private drivers to pick up passengers while on their daily commutes for a little extra money. Didi marketed Hitch as a way for riders to make friends, as well as a cheaper alternative to its other ride-hailing services. However, many features were abused. For example, the app allowed drivers to leave personalized tags and ratings of passengers on Didi Hitch. But female passengers noticed that some drivers used those features to comment on their looks.

Source: *The New York Times*

Richard Liu of JD.com Was Arrested on a Rape Allegation



Earlier Minneapolis police statements on the arrest of Richard Liu, the founder of the Chinese online retailer JD.com, used only the term "criminal sexual conduct"

Liu Qiangdong, the billionaire founder of the online retailer JD.com, had been arrested in a criminal sexual misconduct case while on a business trip in Minnesota. Mr. Liu, who goes by Richard Liu in the English-speaking world, was freed without bail and has returned to China. At the time, the police did not offer specifics beyond using the term "criminal sexual conduct," which covers a range of nonconsensual sexual contact. The case has sparked intense interest among Chinese Internet users, who have circulated Mr. Liu's mug shot online and speculated about the details of his case. JD.com has said that Mr. Liu was falsely accused. "During a business trip to the United States, Mr. Liu was questioned by police in Minnesota in relation to an unsubstantiated accusation." The Minneapolis Police Department said Mr. Liu had been released pending a formal complaint, noting that the investigation was "really in its infancy."

Source: *The New York Times*

China's Huawei & UAE networks join hands to offer Internet TV service in the Middle East



Chinese tech giant Huawei announced that it will join forces with the United Arab Emirates (UAE)-based Orbit Showtime Network (OSN) to offer Internet TV service in the Middle East

Chinese tech giant Huawei announced that it will join forces with the United Arab Emirates (UAE)-based Orbit Showtime Network (OSN) to offer Internet TV service in the Middle East, the Chinese telecom equipment giant said in a statement. Its collaboration with Huawei is part of OSN's digitization strategy to enhance product delivery by utilizing innovative technologies. The partnership brings together OSN's wide array of entertainment content and Huawei's world-class video cloud solution. Neil Martin, chief commercial officer of OSN, said that the Middle East and North Africa telecom operators will have access to an agile end-to-end IPTV solution which will enable them to provide faster service to customers and maximize their revenue.

Source: *Xinhua*

Chinese & German Firms Could Work Together On Innovation



Visitors pass an IFA consumer electronics show logo outside Berlin Messe exhibition hall in Berlin on Aug 30, 2018.

Chinese and German companies could work well together to accelerate innovation process, a German expert said. Thomas Nolting, Chairman of the Board of German Advanced Industrial Technology Research Institute, made these statements after having visited the Chinese company Haier's booth at Berlin's consumer electronics show, the Internationale Funkausstellung (IFA). Qingdao Haier Co Ltd is one of the world's leading home appliance makers. In general, German companies are great machine producers and have good manufacturing technologies. But in the area of Internet of Things, Chinese companies are more innovative as compared to European companies. Nolting believes that innovation is very necessary, and both Chinese and German companies are very innovative. IFA 2018, which lasted until Sept 5th, has drawn 1,814 exhibitors worldwide. More than one third of them come from China.

Source: *China Daily*

可能在您决定拥有自己的在线业务之前，已经在收件箱中收到了几封关于促销和产品营销的电子邮件。你有打开过一封吗？或者，您是自动删除的人之一吗？从本质上讲，电子邮件营销不仅意味着垃圾邮件，相反，它是一个有效的工具，可以让企业向顾客传达企业产品信息，并为顾客提供奖励。

在线业务的一个主要目标是网站带来流量。流量越多，他们拥有的客户就越多。因此，您使用社交媒体营销和广告来实现目标。最大化所有可以宣传内容的社交媒体渠道。您可以通过移动设备提高网站的响应速度，并可通过任何电子设备访问。这些策略已经被证明可以使您的业务获得靠前的排名并推动销售。但是，实现起来需要更长的时间，并且没有太大的投资回报率。

电子邮件营销可以推动您的在线商店获得成功吗？

电子邮件营销是一种强大的工具，可为您的网站带来大量流量。即使人们沉迷于社交媒体平台，也不是每个人都会花时间看你的广告，特别是如果它太“吵”了。

电子邮件如何促进销售？

以下是电子邮件可以为您的在线业务完成的一些任务：

1. 获取反馈并对您的服务进行排名。 - 如果您想要寻求反馈以及如何更好地为客户提供服务，让新客户变为回头客。
2. 未付款购物车提醒。 - 您可以鼓励您的客户检查他们的购物车，这是恢复销售损失的一种有效方法。您可以为他们提供额外的折扣和优惠券代码，以说服他们购买。
3. 特殊日期的电子邮件提醒。 - 您可以在生日，周年纪念日和和其他个人活动中向您的客户发送贺卡。
4. 奖励，促销和折扣。 - 忠诚度奖励可以让他们参与您的广告促销中。

阿里巴巴全球速卖通已成为全球著名的在线零售服务商。该公司使用电子邮件营销来提高客户的满意度和进行品牌促销。如果您的在线商店适合全球范围，您可能希望通过搜索引擎优化扩展您的客户。如今，Google 排名越来越难攀升。如果您是一家新公司，最快捷的方式就是通过谷歌 Adwords。此平台可以使用关键字工具为您提供帮助，您可以购买和公司品牌产品相关的关键词，顾客通过搜索关键词可以看到你的广告。如果有人点击广告，才会收取费用。您希望广告展示的次数越多，您支付的费用就越多。但是，并非所有点击都会为您的商家带来销售。

Is Email Marketing the Right Tool for Your Online Shop?

电子邮件营销是您网店正确的营销工具吗？

By Rose Salas



电子邮件营销并没有消失。在 2018 年收集的统计数据 (Radicati Group 电子邮件统计报告) 中显示，每天发送的电子邮件数量为 281 亿封。超过 85% 的成年人定期阅读电子邮件。很多人通过智能手机查收电子邮件。因此电子邮件营销还是可以为您在线业务带来很好的效果。要记住一件事：不要过度使用。

QQ 和网易对于垃圾邮件规则是允许向客户发送相关内容的电子邮件，但非常严格，因此请确保您知道所有政策。QQ 邮件也可以在微信中打开，更多的成人用户更喜欢电子邮件而非社交媒体。有创意地细分您的电子邮件列表。不要低估电子邮件的力量。谁知道呢？这可能是您在线商店下一个成功销售的渠道！

Even before you might have decided to have your own online business, you will have already received a couple of emails in your inbox about promotions and product marketing. Can you recollect opening and reading even one of them? Or, are you one of those who delete this email automatically? Essentially, email marketing is not just an addition to your spams; rather, it is an effective tool for a business to communicate with its target audience about what they can offer and giving rewards to their patrons.

One of the main goals of online business is to get traffic to your website. The more traffic they could get, the more customers they will have. So you



can use social media marketing and advertising to achieve this goal. You maximize all social media channels where you can promote your content. You make your site more responsive through mobile devices app so that it is accessible on any digital device. Definitely, these strategies are proven to bring your business to a rank and drive sales. However, it takes a longer time to materialize and the ROI is not consistent. It will take much more of your time and proper planning to get rid of unproductive and rubbish action plans.

CAN EMAIL MARKETING DRIVE SUCCESS TO YOUR ONLINE SHOP?

Email marketing is a powerful tool to drive traffic to your site. Even if people are addicted to social media platforms, not everyone will take time to check on your ads, especially if it's too "noisy" out there. If you post an update, not everyone can check and see what you have posted. This is when email becomes effective. If you send them a valuable email, your customer can check and see as soon as they open their inbox. They have ample time to check on the content without getting distracted; unlike when they check on their social media feed where a lot of things distract them as they click and scroll down the screen.

HOW CAN EMAIL DRIVE SALES?

Here are a few things that emails can do for your online business:

1. **Get feedback and rank your service** - A customer can become a repeat and regular patron if you take time to ask for feedback and how you can serve them better.

Even if they experience some issues with their first orders, they will not hesitate to come back again if you let them know that you care for them and you are willing to resolve their issues.

2. **Abandoned cart reminders** - You can encourage your customer to check their carts and this is one effective way to improve your sales. You can offer them extra discounts and voucher codes that can persuade them into buying.
3. **Special Occasion emails** - You can send a greeting card to your customers on their birthdays, anniversary, and other personal events. You can re-engage idle customers by offering them a special privilege upon receiving this email.
4. **Rewards, Promos and Discounts** - Do not forget that most online shoppers wait for this update. Loyalty rewards can encourage them to engage in your campaigns.

AliExpress has become famous as an online retail service around the world. The company uses email marketing to enhance their customer satisfaction service and brand promotions. If your online shop caters to a global audience, you may want to expand your options by being on top of the famous search engines. Nowadays, Google Ranking is



getting harder and harder to improve upon. And if you are a new business, the quickest way for you to climb the ladder is via Google Adwords. This platform can help you by using a keyword tool so you can particularize the keywords you want to show your ads up when someone searches in Google. If a person clicks on the ad, the charge begins. The more you want to your ads to show up, the more you will pay.

However, not all clicks generate a sale for your business. Compared to email marketing, once you build an email list, you don't have to struggle with pay-per-click fees that only work for the first time. Alternatively, you can build relationships with your audience via email because you get to educate them, encourage them to trust, and offer discounts and promotions to people in your mailing list.

Email marketing is not dead. In the statistics gathered for 2018 (Radicati Group Email Statistics Report), there are 281 billion emails that are sent every day. More than 85% of adult people read emails regularly. Large numbers of people check email via smart phones. Since email can reach most of the people they are meant for, email marketing will produce great results for your online business. One thing to keep in mind: do not overuse and make its usage timeworn.

The spam rules of QQ and Netease allows sending relevant content emails to customers but they are strict, so make sure you know how to work on this. QQ mails can also be opened in WeChat and more adult users prefer email as opposed to social media. Be creative and segment your email list. Retain customers as you gain more. Do not underestimate the power of email. Who knows? This could be your online shop's next gateway to sale success! **B**

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China's IIT Reform Nailed Down

A Glimpse of the New IIT Law

中国的个人所得税法改革已确定 新个人所得税法概览



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以完成新的 IIT 法及其制度。

一组新的个人收入类别

从 11 个类别精简到 9 个类别，取消了“其他收入”

2018 年 8 月 31 日，“全国人民代表大会常务委员会关于修改《中华人民共和国个人所得税法》的决定”终于在十三届全国人大常委会第五次会议上通过。该修正案公布了一项新的个人所得税（IIT）制度，该制度将汇和调度税制混合在一起，并在多个领域完善 IIT 法。这些变化不仅影响每个纳税人，也影响企业和其他市场参与者。与此同时，我们期待随后发布详细的实施细则（DIR）和其他相关法规，

根据新的个人所得税法，应税收入类别的数量从 11 个减少到 9 个。值得注意的是，新税法除了在修订草案中删除了“企业或机构的合同或租赁业务所得”，“国务院财政部门确定的其他收入”也在最终修正案中删除。

“其他收入”的例子包括在商业推广或公司年度庆祝活动向非雇员赠送礼物，向他人提供担保的报酬，符合 IIT 延期待遇的商业养老保险的应税部分等。

总结

新的 IIT 法的颁布是中国长期 IIT 改革向前迈出的重要一步。随后，将发布 DIR 和一系列法规，以确保 2019 年 1 月 1 日成功实施新的 IIT 法。我们期待即将发布的 DIR 和其他具体的 IIT 措施。

修订法案是过去 38 年来最重大的突破。

On 31st August, 2018, the “Decision of the Standing Committee of the National People’s Congress on Amending the Individual Income Tax Law of the PRC” was finally passed during the Fifth Session of the Standing Committee of the 13th NPC. The amendment unveils a new Individual Income Tax (IIT) regime mixing aggregate and scheduler taxation system, and refines the IIT law in multiple areas. These changes impact not only the individual taxpayer, but also enterprises and other market players. At the same time, we are expecting the subsequent release of detailed implementation rules (DIR) and other relevant regulations which complete the picture of the new IIT Law and its regime.

IN DETAIL

The amendment involves all major provisions in the IIT Law. Key revisions are summarised as follows:

- Introducing the “183-day” threshold in the assessment of resident and non-resident status of individual taxpayers;
- Revising income categories and implementing comprehensive taxation on wages and salaries, remuneration for labour services and manuscripts, as well as royalty income (i.e., “comprehensive income”) as the first step towards the mixture of aggregate and scheduler taxation system;
- Optimising tax rates structure and adjusting tax brackets to reduce tax burden for taxpayers deriving comprehensive income and business operation income, especially for taxpayers at low and middle income level;
- Establishing the framework of comprehensive deduction system by increasing the standard basic deduction and introducing specific additional deductible items such as children’s education, continued education, major illness medical

treatment, housing cost and elderly care, etc.;

- Incorporating anti-tax avoidance rules, including arm’s length principle, CFC rules and GAAR provision, into the IIT Law;
- Transforming the IIT collection and administration from legal-person based system to natural-person based system through a set of new measures such as unique taxpayer identification number, information sharing and exchange among authorities, annual IIT reconciliation filing of resident taxpayers receiving comprehensive income and diversified obligations of withholding agents, etc.

A NEW SET OF INDIVIDUAL INCOME CATEGORIES

Streamlined from 11 categories to 9 categories with “other income” abolished

Under the new IIT Law, the number of taxable income categories are reduced from eleven to nine, among which “income from wages and salaries”, “income derived from remuneration for personal services”, “income derived from remuneration for manuscripts” and “income derived from royalties” are combined as “comprehensive income” for aggregate tax calculation purpose (applicable to resident individuals). It is noteworthy that in addition to the removal of “income derived from contractual or leasing operations of enterprises or institutions in the Draft Amendment, “other income determined by the fiscal authorities of the State Council” is also removed in the final amendment.

China’s IIT law and regulations historically provided specific examples for clarifying the scope of different taxable income categories. For income that was regarded as taxable but could not be easily classified into any specific category, as a general practice in the past, fiscal and taxation authorities would classify it as “other

income” in the relevant tax circulars. Examples of “other income” include gifts to non-employees during business promotion or company’s annual celebration events, remuneration for providing guarantees to others, taxable portion of qualified distribution from commercial endowment insurance eligible for IIT deferral treatment, etc.

Removal of “other income” category from the IIT Law may produce uncertainty in future determination of income nature, particularly under such a rapidly evolving era driven by science and technology with new concepts and business models constantly emerging. Some uncertainties include:

- What the tax treatment would be for income previously classified under the category of “other income”;
- Whether income item which does not match the examples cited for various income categories could be deemed as non-taxable income;
- How taxpayers, withholding agents and tax authorities may handle the classification of income item which does not distinctly fall under any of the income categories;

Attention should be paid to further clarification of the above areas.

Final Adjustment to the Method for Determining Taxable Comprehensive Income

Under the Draft Amendment, taxable portion of income derived from remuneration for personal services and income derived from royalties were based on full amount received, while a 30% reduction was provided to the income derived from remuneration for manuscripts. In other words, the expense deduction provisions for the above three income categories under the original IIT Law were not retained.

The new IIT Law after final amendment has replaced the above by





providing a uniform 20% expense deduction when calculating the taxable income of these three categories, which means only 80% of the full amount that has been received, is the taxable amount when calculating tax payable. On top of that, an additional 30% reduction can be applied on income derived from remuneration for manuscripts, i.e. the tax payable on such income is calculated based on 56% of the full amount received. This final adjustment is good news for taxpayers with multiple sources of these types of income or those mainly deriving income from manuscripts, personal services and royalties as it may significantly reduce the adverse impact of potentially increased tax burden resulting from the new aggregate taxation model on comprehensive income.

A NEW COMPREHENSIVE DEDUCTION SYSTEM

The new IIT Law also earmarks the initial establishment of a comprehensive

deduction system, which is comprised of standard basic deduction, specific deductions, specific additional deductions and other deductions. Of these four types of deductions, the standard basic deduction and specific additional deductions have been the hot topics lately. Other than these two, specific deductions refer to statutory social security and housing fund contributions. Other deductions include deductible items provided by various IIT regulations such as commercial health insurance eligible for IIT incentive, employee contributions to corporate annuity, commercial endowment insurance eligible for IIT deferral treatment, etc.

We have also observed the following points in terms of deductions upon comparing the new IIT Law with the Draft Amendment:

- The standard basic deduction remains at RMB 60,000/year (RMB 5,000/month) without further adjustment;

- Specific additional deduction for housing expenses shall be either mortgage interest or rental expense; and
- Elderly care expense is added in as specific additional deductible item, which will further relieve the tax burden for bread winners caring for children and aging parents at the same time.

With the comprehensive deduction framework and items in place, next shall be the relevant regulations on the newly introduced specific additional deductions, detailing specific scope and criteria, amount and/or limit, supporting documents and timing of claim, etc. Meanwhile, it shall be equally noted as to whether the specific additional deductions will be available for claim simultaneously or progressively.

The newly established comprehensive deduction system paves the way for further deepened IIT reform in future.

Going forward, dynamic refinement and adjustment to deductions would be worthy of attention.

STATUTORY TAXATION PRINCIPLE REFLECTED IN THE NEW IIT LAW

It has been observed that multiple revisions in the IIT Law relate to the authorisation to formulate relevant administrative regulations. Under the current IIT system, such authorisation has been directly granted to the fiscal and taxation authorities of the State Council, which, however, is not in line with the principle set by China's Legislation Law. To comply with the Legislation Law and implement the statutory taxation principle, the new IIT Law centralises the authorisation to the State Council to formulate regulations and requires the latter to inform and report to the NPC Standing Committee on these regulations.

OTHER HIGHLIGHTS

There are more salient points in the new IIT Law that deserve close attention as well, such as:

- Tax tables applicable to comprehensive income and business operation income respectively remain unchanged as proposed in the Draft Amendment, and the top marginal rate for comprehensive income is still at 45%;

- Pre-tax deduction ratio for charitable donations is legislated;
- Tax withholding and reporting requirement for income categories other than comprehensive income and business operation income is also specified in the new IIT Law;
- Withholding agents are required to provide taxpayers with information on income reported and IIT withheld and paid;

Two-step implementation of the new IIT Law remains unchanged, and salary earners will be able to enjoy the tax relief with more take-home pay starting from their October 2018 monthly salary.

With the release of the new IIT Law, calculation of tax payable for various income categories as well as major obligations of withholding agents and resident taxpayers is briefly illustrated in the Appendix.

THE TAKEAWAY

Promulgation of the new IIT Law is one major step forward of the long-term IIT reform in China. Subsequently, the DIR and series of regulations will be released to ensure successful implementation of the new IIT Law on 1st January, 2019. We look forward to the upcoming release of the DIR and other specific IIT circulars which will serve

as important basis for interpretation and implementation of the new IIT Law.

Revision is the most significant breakthrough of the past 38 years. It can be anticipated that majority of the existing IIT rules and regulations will be reviewed and modified according to the new IIT Law. There will also be new IIT policies and regulations.

The IIT reform definitely will have significant impact on both enterprises and their employees (including Chinese and foreign national employees).

Enterprises have been following the development during this revision period. From our communication with the enterprises, we identified the following challenges which they are most concerned with:

- Additional burden arising from tax filing and compliance risks under the new IIT regime;
- Corresponding amendment to enterprise's compensation and benefits strategy, and relevant policies;
- Impact on enterprise's current IIT planning scheme;
- Employee communication of the IIT reform's impacts;
- Increase of labour cost;
- Impact on the worldwide tax burden of foreign national employees working in China;
- Impact on the current international assignment and business travel arrangement.

Timing is always critical for better preparation and smooth transition. In the meantime, enterprises can consider leveraging technologies to upgrade the functions of existing internal financial and tax system to fulfil the withholding obligation and achieve administrative efficiency.

Undoubtedly, the 2018 IIT Law amendment will be a landmark of China's IIT development and there would be more going forward. We will continue to vigorously participate in the IIT reform, constantly monitor its development and share our insights in a timely manner. **E**

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Insight into the Upcoming New Individual Income Tax Law

A Remarkable Revolution in Chinese Taxation

深入了解即将出台的新个人所得税法 中国税收的显著革命

中华人民共和国的个人所得税（“IIT”）法（“中国”或“中华人民共和国”，不包括香港，澳门和台湾）于1980年首次出台。2011年对中国的现行个人所得税法进行了修订。最近对2011年IIT法的修订得到了全国人民代表大会常务委员会的批准（2018年8月31日），这是中国个人所得税法第7次修订，将于2019年1月1日起生效。（2018年10月1日实施的工资收入的累进IIT率变化除外）。

在2018年为实现国际税收协调和适应中国过去十年劳动力成本增加而实施的IIT法是一个革命性的成就。它计划缩小贫富差距，并加强各政府部门之间的信息共享。本文概述了2018 IIT法的变化，并强调了对在中国工作的员工（包括中国和外国员工）及其中国雇主的潜在影响。

2018年的IIT法是中国税收的一项重大革命，它将以多种方式对纳税人和扣缴义务人产生重大影响：

- 具有中国收入和海外收入的税收居民将面临在中国对全球收入征税的挑战。
- 随着税务居民评估期缩短，外籍人士更有可能成为中国税务居民。
- 实施2018 IIT法后，中低收入的中国员工将从工资收入中节省大量的个人所得税，而高收入的中国员工可能受益有限。
- 有资格获得额外特殊减免项目的中国员工可以进一步减少他们的IIT负担。
- 计划移民到其他国家的中国人应特别注意，税收状态可能对移民计划产生不利影响。
- 对于中国雇主而言，扣留IIT申请的复杂性将大大增加。人力资源部门应根据2018 IIT法的变更提前做好准备，例如年度IIT备案。



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Individual Income Tax (“IIT”) Law of the People’s Republic of China (“China” or “PRC”, excluding Hong Kong, Macau and Taiwan) was first introduced in 1980. The prevailing IIT Law of PRC was revised in 2011 (“IIT Law 2011”). Recent revision made to the IIT Law 2011 was approved by the Standing Committee of the National People’s Congress on August 31st, 2018 (“IIT Law 2018”), which is the 7th revision on IIT law in China and will be effective from January 1st, 2019 (except for the changes in progressive IIT rates for salary income to be implemented on October 1st, 2018).

IIT Law 2018 is a revolutionary step towards harmonization of international

taxation and is an adaption in response to the increasing labor costs over the past decade in China. It also intends to minimize wealth gap and enhances information sharing between various government authorities. This article provides an overview of changes in IIT Law 2018 and highlights its potential consequences on employees (including both Chinese and foreign employees) working in China and their Chinese employers.

DEFINITION OF TAX RESIDENT

IIT Law 2018 clearly defines the concept of tax resident and non-tax resident, which have been widely used in international taxation, but this concept was not

explicitly addressed in the IIT Law 2011. In addition, the IIT Law 2018 has shortened the time period of being qualified as a tax resident in China from one year to 183 days in a tax year (i.e. January 1st to December 31st). There would be a direct impact on foreign expatriates working in China (“Expatriates”), who would be more likely to become a tax resident in China after the implementation of IIT Law 2018.

Implementation Regulations on IIT Law 2011 (“IITIR 2011”) has stipulated that Expatriates living in China for one year or more but lasting no more than five consecutive years could be exempted from overseas sourced income paid outside the territory of China (e.g. salary

IIT Law 2011 and Implementation Regulations 2011	IIT Law 2018
<p>IIT Law 2011 Following individuals are liable for Chinese IIT:</p> <p>i) an individual who has a domicile in China or has no domicile in China but has stayed in China for one year shall pay IIT on income derived from China and overseas;</p> <p>ii) an individual who has no domicile in China and has not stayed in China for one year shall pay IIT on income derived from China;</p> <p>IITIR 2011 The aforementioned ‘one year’ refers to the individual with no domicile in China has a single trip not exceeding 30 days or multiple trips not exceeding 90 days in aggregate during a calendar year, i.e. January 1st to December 31st (“Temporary Absences”) in China.</p>	<p>Following individuals are liable for Chinese IIT:</p> <p>i) An individual who has a domicile in China or has no domicile in China but has stayed in China for 183 days in aggregate in a tax year shall be regarded as tax resident. The tax resident shall pay IIT on income derived from China and overseas;</p> <p>ii) An individual who has no domicile in China and has not stayed in China for less than 183 days in aggregate in a tax year shall be regarded as non-tax resident. Non-tax resident shall pay IIT on income derived from China.</p>

paid by an overseas employer, overseas investment income and rental income etc.). Otherwise, expatriates living in China for more than five consecutive years are taxable on worldwide income from the sixth year in China (“5 Year Rule”). At present, many expatriates break the 5-Year Rule by arranging a single trip of over 30 days or multiple trips over 90 days in a particular calendar year within a 5-year interval so as to avoid being taxable on worldwide

income in China. As detailed implementation report on IIT Law 2018 has not been issued yet, it is uncertain whether the 5-Year Rule would be maintained or revised. Expatriates are suggested to pay special attention to the new implementation rules on IIT Law 2018 for the planning of tax resident.

The below table is a comparison of IIT law 2011 and IIT Law 2018 regarding the tax resident rule in China.

Type of income in IIT Law 2011	Type of income in IIT Law 2018
Salary income	Comprehensive income
Independent personal service income	
Remuneration from manuscripts	
Royalties	
Income of individually-owned businesses (e.g. sole-proprietorships and partnerships)	Trading income
Income derived by an individual from contracting and leasing the operation to an enterprise or institution	
Interest, dividends and bonuses	Same
Rental income	
Income from sale of properties	
Contingency income	
Other income	Removed

CONSOLIDATING INCOME, INCREASING STATUTORY DEDUCTION AND ADJUSTING IIT RATE

Consolidating Different Types of Income

IIT law 2018 has reduced the types of income from 11 categories to 6 categories. The below table illustrates main changes in the consolidation of income.

Increased Statutory Deduction for Comprehensive Income

Labor costs in China have been significantly increased over the last decade. According to the data sourced from the official website of Shanghai Municipal Human Resource and Social Security Bureau, average annual salary in Shanghai has doubled during the last eight years. The statutory deduction (RMB 3,500 for Chinese employee and RMB 4,800 for expatriates, which is applicable on a monthly basis) and the seven level progressive IIT rates for salary income have not been adjusted since 2011.

The IIT Law 2018 has made the following changes:

- Statutory deduction for **tax residents** has been increased to **RMB 60,000 per annum on comprehensive income.**
- Statutory deduction for **non-tax residents** has been increased to **RMB 5,000 per month on salary income; Income derived from independent service, manuscripts and royalties shall be taxed with no statutory deduction.**
- Increased statutory deduction will be **effective from October 1st, 2018.**

Adjusted IIT Rates for Taxable Income

As a consequence of consolidating income, taxable income of comprehensive income and trading income would apply to two different sets of progressive IIT rates **effective from October 1st, 2018.**

Regarding the applicable IIT rates for comprehensive income, the applicable IIT rates under IIT Law 2018 for lower

Annual taxable income for comprehensive income (RMB)	Converted to monthly taxable income for comprehensive income (RMB)	IIT rate in IIT Law 2018	IIT rate in IIT Law 2011		
			Monthly taxable income for salary (RMB)	IIT rate	
≤ 36,000	≤ 3,000	3%	≤ 1500	3%;	
> 36,000 to 144,000	> 3,000 to 12,000	10%	> 1500 to 3000	10%	
			> 3000 to 4500	10%	
			> 4500 to 9,000	20%	
> 9,000 to 12,000	25%	Same			
> 144,000 to 300,000	> 12,000 to 25,000		20%		
> 300,000 to 420,000	> 25,000 to 35,000		25%		
> 420,000 to 660,000	> 35,000 to 55,000		30%		
> 660,000 to 960,000	> 55,000 to 80,000		35%		
> 960,000	> 80,000	45%			

and middle income individuals (with taxable income not exceeding RMB 25,000 per month) have been extensively reduced. However, IIT rates for high income individuals (with taxable income exceeding RMB 25,000 per month) would remain unchanged in the IIT Law 2018.

Changes in consolidating comprehensive income and IIT rates for taxable income would have minor impact on high salary income tax resident expatriates, since neither the statutory deduction nor the IIT rate has been changed dramatically. Nevertheless, influence of such changes on lower and middle income Chinese individuals may be more outstanding. Discussed below are two examples to illustrate the extent of influence -

EXAMPLE 1

A Chinese employee has monthly salary (after deducting social securities and housing fund) of RMB 20,000.

IIT Rule 2018

Comprehensive income per month = RMB 20,000
 Taxable income per month = RMB 20,000 - RMB 5,000 (statutory deduction) = RMB 15,000
 IIT payable = RMB 15,000 * 20% - RMB 1,410 = **RMB 1,590**

IIT Rule 2011

Taxable income per month = RMB 20,000 - RMB 3,500

(statutory deduction) = RMB 16,500
 IIT payable for salary income = RMB 16,500 * 25% - RMB 1005 = **RMB 3,120**

Lower and middle income Chinese employees would have significant IIT savings from salary income after the implementation of IIT Law 2018.

EXAMPLE 2

A Chinese employee has monthly salary (after deducting social securities and housing fund) of RMB 35,000 and independent service income of RMB 20,000 per month (both are China-sourced incomes).

IIT Rule 2018

Taxable income per month = RMB 35,000 + RMB 20,000 * 80% - RMB 5,000 (statutory deduction) = RMB 46,000
 IIT payable = RMB 46,000 * 30% - RMB 4,410 = **RMB 9,390**

IIT Rule 2011

Salary income per month = RMB 35,000

Annual taxable income under IIT Law 2011 (RMB)	Annual taxable income under IIT Law 2018 (RMB)	IIT rate
≤ 15,000	≤ 30,000	5%
> 15,000 to 30,000	> 30,000 to 90,000	10%
> 30,000 to 60,000	> 90,000 to 300,000	20%
> 60,000 to 100,000	> 300,000 to 500,000	30%
> 100,000	> 500,000	35%

Taxable income per month for salary = RMB 35,000 - RMB 3,500 (statutory deduction for Chinese employee) = RMB 31,500
 IIT payable for salary income = RMB 31,500 * 25% - RMB 1,005 = **RMB 6,870**

Independent service income per month = RMB 20,000
 Taxable income per month for service = RMB 20,000 * (1 - 20%) = RMB 16,000
 IIT payable for salary income = RMB 16,000 * 20% = **RMB 3,200**

Total IIT payable = RMB 6,870 + RMB 3,200 = **RMB 10,070**

IIT savings on comprehensive income to high income Chinese individuals may be limited.

Similar to comprehensive income, the applicable five level progressive IIT rates for the trading income has been adjusted as follows:

Interest, dividends, bonuses, rental income, income from sale of properties and contingency income would continue to be taxed at 20%.

ADDITIONAL SPECIAL DEDUCTION ITEMS

A number of prevailing IIT Laws allow special deduction of individuals' social insurance and housing fund¹, enterprise annuity², tax deductible commercial health insurance³ and tax deferral commercial pension insurance⁴. Further IIT Law 2018 provides a number of additional special deduction items on comprehensive income for tax residents ("Additional Special Deduction Items"), such as children's education expenses, continuing education expenses, medical expenses for serious diseases, interest for housing loan and rental expenses.

Detailed implementation rules on the Additional Special Deduction Items have not been introduced. It is expected that the IIT costs to lower and middle income tax residents may be further reduced to a certain extent from January 1st, 2019.

ANTI-AVOIDANCE IIT RULES ON INDIVIDUALS

Following the implementation of information exchange on financial accounts between China and other participated countries or jurisdictions by Chinese tax authorities, anti-avoidance IIT rules on individuals are newly introduced in the IIT Law 2018.

Tax authorities are empowered to make tax adjustment on underpaid taxes and

¹ Cai Shui [2006] No.10, Circular of Ministry of Finance ("MOF") and State Administration of Taxation ("SAT") on Issues concerning Individual Income Tax ("IIT") Policies on Contributions to the Basic Pension Insurance, Basic Medical Insurance, Unemployment Insurance and Housing Fund, issued by SAT and MOF on June 27, 2006.
² Cai Shui [2013] No.103, Circular on Issues Concerning IIT on Enterprise Annuity and Occupational Annuity, issued by SAT, MOF and Ministry of Human Resources and Social Security ("MHRSS") on December 6, 2013.
³ Cai Shui [2017] No.39, Circular on Promoting the Pilot Policies for IIT on Commercial Health Insurance Nationwide, issued by SAT, MOF and Insurance Regulatory Commission on April 28, 2017.
⁴ Cai Shui [2018] No.22, Circular on Launching the Pilot Program for IIT deferrable Commercial Pension Insurance, issued by SAT, MOF, MRHSS, China Banking and Insurance Regulatory Commission and China Securities Regulatory Commission on April 2, 2018.

the corresponding late interest payment in the following circumstances:

- Transaction between an individual and his/her related parties that does not comply with an arm's length principle and results in underpaid taxes of the individual or the related parties with no justified reason;
- An enterprise established in a country or jurisdiction that has lower tax rates controlled by a tax resident individually or jointly by a tax resident individual and a tax resident enterprise ; or
- Inappropriate tax benefits obtained by an individual through other unreasonable business purpose.

As the first information exchange on individual accounts of non-residents with high net worth has been carried out by Chinese tax authorities in September 2018, Chinese tax authorities would receive the exchanged information of Chinese tax residents

from other participated countries or jurisdictions. Increasing transparency in the tax administration system may result in higher tax risks for Chinese tax residents who have any potential tax non-compliance.

IIT FILING OBLIGATION

Following the consolidation of income and changes in the computation of IIT payable, the IIT filing obligations of taxpayers are revised in the IIT Law, 2018. The below table summarizes the filing obligation and deadline for all types of income that the taxpayer has with a withholding agent.

In addition to the above conditions, there are a number of situations that may require the taxpayer to file and pay the IIT with the competent tax authorities by themselves:

- Non-residents that have derived salary income from two or more employers in China shall file IIT on a monthly basis by themselves with the competent tax authorities

Types of income filed by a withholding agent	Filing obligation	Filing deadline
Comprehensive income	Resident Pre-paid IIT on a monthly basis or when the income is taxable; and Annual IIT filing is required.	Pre-paid IIT filing: within 15 days of the following month; and Annual IIT filing: From March 1st to June 30th of the following year.
	Non-resident IIT on a monthly basis or when the income is taxable; and Annual IIT filing is not required.	IIT filing: within 15 days of the following month.
Trading income	Pre-paid IIT on monthly or quarterly basis; and Annual IIT filing is required.	Pre-paid IIT filing: within 15 days of the following month; and Annual IIT filing: Before March 31st of the following year.
Interest, dividends and bonuses Rental income Income from sale of properties Contingency income	IIT on a monthly basis or when the income is taxable.	IIT filing: within 15 days of the following month.

respectively within 15 days of the following month in which the income is received;

- In case that the withholding agent fails to perform the withholding liability, the taxpayer shall file and pay the IIT to the competent tax authority by June 30th of the following year, unless the taxpayer is noticed by the tax authority on an earlier date of payment;
- Taxpayers that do not have a withholding agent shall file and pay the IIT to the competent tax authority within 15 day of the following month;
- Resident individual who derives overseas income shall file and pay the IIT to the competent tax authority between March 1st to June 30th of the following years; and
- Taxpayers who have immigrated shall perform tax clearance with the competent tax authority before de-registration of Chinese nationality.

TAX IDENTIFICATION NUMBER FOR TAXPAYERS

Tax identification numbers for Chinese nationals are the national identity numbers, while taxpayers who do not

have the national identity numbers will be provided with tax identification number by the tax authority.

ENHANCED COMMUNICATION BETWEEN CHINESE GOVERNMENT AUTHORITIES

Government authorities shall provide information to tax authorities for assistance in identifying the tax identification number, tax resident status, financial account information and information related to the Additional Special Deduction Items.

CONCLUSION

IIT Law 2018 is a remarkable revolution in the Chinese Taxation, which would have significant impact on the taxpayers and the withholding agent in a number of ways:

- Tax residents that have China-sourced income and overseas-sourced income will face a challenge for being taxed in China on the worldwide income with enhanced transparency in information exchange of financial accounts between Chinese tax authorities and tax authorities in participated countries or jurisdictions.
- Expatriates are more likely to become a Chinese tax resident with the shortening period of tax resident assessment.

- Lower and middle income Chinese employees would have significant IIT savings from the salary income after the implementation of IIT Law 2018, while high income Chinese employees may have limited benefits from it.
- Chinese employees who are eligible for Additional Special Deduction Items may further reduce their IIT burden.
- Chinese individuals who plan immigration to another country shall pay special attention to tax compliance status, which could have adverse influence on immigration plan.
- Complexity in withholding IIT filing would be increased significantly for Chinese employers. The human resource department shall prepare in advance in response to the number of changes in the IIT Law 2018, such as the annual IIT filing, Additional Special Deduction Items and tax resident status of employees. **E**

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ACCEL and CAUC Form Strategic Partnership



ACCEL Flight Simulation (ACCEL) and Civil Aviation University of China (CAUC) announced a strategic alliance agreement on September 12th that allows collaboration between both parties to increase simulator capabilities for training pilots in China. It also provides CAUC access to leading-edge technologies for their teaching and research programs.

This strategic partnership provides a frame work for both CAUC and ACCEL on collaboration in various areas of flight simulation technology and learning. In addition to its advantage of being a localized company, ACCEL will also utilize its expertise in flight simulation to provide CAUC students with professional training on simulation research and development. Through academic communication, CAUC will work together with ACCEL to advance its programs of simulation concept, aviation technology, pilot training skills, and ultimately further improve aviation safety in China.



“This strategic partnership between CAUC and ACCEL not only brings direct benefits to the students at CAUC, but also supports the national strategy of “High Quality Aviation Industry Development” in a real way,” ACCEL General Manager, David Kong said during the signing ceremony. “We at ACCEL feel truly privileged to partner with CAUC, one of the most prestigious aviation universities in China, sharing the same vision of making air travel safer.”

“This is a heavyweight strong alliance” said Prof. Jiankang Dong, President of CAUC. “On one side, ACCEL, as a high-tech simulation system company under Rockwell Collins and Haite which are the famous brands respectively in the world and Asia, represents the new power of China industry. On the other hand, CAUC has deep understanding of the needs and process for training and education. This alliance provides an international platform for both parties to collaborate and deliver advanced improvements for pilot training and aviation safety”.



Smart Floating Farms

By Fanny Bates



In recent years, agricultural innovations have addressed promising new ways to boost food production, analyze soil and monitor crop health. In 2012, the World Bank and several countries started promoting the concept of Climate-Smart Agriculture at the first Global Conference on Agriculture, Food, and Climate Change. The urgent need for other countries to be acquainted with the concept and incorporation of these new strategies comes at a time when agricultural productivity and incomes will be overwhelmed by climate change. The most difficult situation is set to be in the Asia-Pacific region which has yet to incorporate these national agricultural strategies.

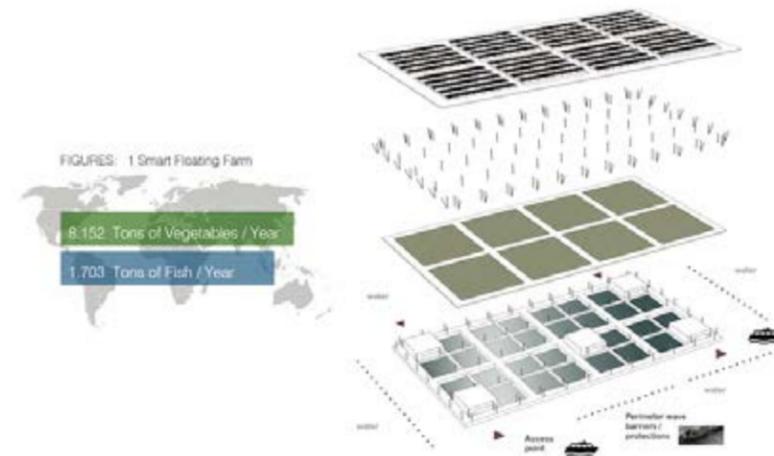
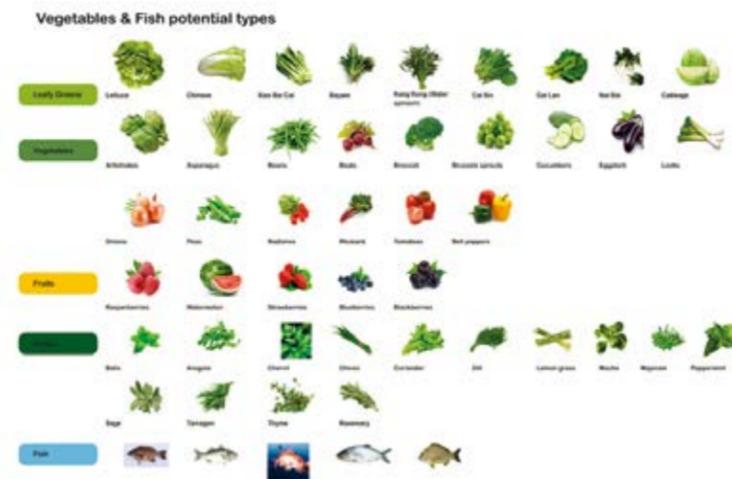
Agriculture is likely to be the most vulnerable sector that is highly dependent on the weather. Today the world population is estimated to be 7.3 billion and the United Nations has predicted that it will reach 8.5 billion in 2030 and 9.7 billion by 2050. Ensuring adequate supplies of food and drinking water will need to increase by 70% over the next 30 years. This is a daunting task for the global agricultural sector, especially when we consider the effects of climate change and resource scarcity (with millions of people around the world on the brink of famine).

CONCEPT OF SMART FLOATING FARM

Addressing the need for resource and soil scarcity and current climate

changes, a group of researchers from Barcelona made a huge breakthrough in the agricultural sector. The ambitious company, Forward Thinking Agriculture, has come up with the idea of farms of the future, which will operate autonomously as they float on the open sea. They have named the project Smart Floating Farms, stretching the eco-friendly concepts to the limits. Javier F. Ponce, in collaboration with Jakub Dycha, has conceptualized these farms as a farming alternative which would work with traditional growers and agriculturalists to produce families with fresh, organic food. They hope that this sustainable system will drive other communities to eat healthier and produce food available to everyone. The system has many layers and will be highly productive when it comes to vegetables, fish and solar energy, but it does not include the production of red meat or poultry.

This structure features three main levels. These levels would be broken up by functions, connected together to achieve the full productivity. On the top floor, there are solar panels which will equip the system with enough energy and meet the standard energy needs without using other sources of energy. This will be achieved through skylights and photovoltaic solar cells converting sunlight into energy. Size of a rectangular shaped structure across all areas will be about 2.2 square feet.



Space that isn't for growing crops will be used for walkways and possibly, for other farms to be clustered together to improve their efficiency.

FISH FARM AND HYDROPONIC GARDENS

Bottom level comprises fish farms and is fully closed to the outdoors. It contains several subunits for fish farming

operations, such as cages which are grid-based for efficiency and further split into smaller units, water access points, the slaughterhouse, packaging, and shipping storage. These carefully planned subunits will help to maintain a steady flow of fish for years to come, by allowing the groups to attain maturity before slaughter. The level

serves as the support element for the entire floating farm with external wave barriers, protection, processing center and boat docking points.

The most important component would be the automated hydroponic garden which would function as a greenhouse together with microclimate control for crop cultivation. It would not require fertile land or pesticides but instead, the farmers would use nutrient-laden water to nourish and grow plants. This part can be also stacked to take up less space. The idea is a role model for people who live in regions and areas with poor soil. With the aeroponic walls and wastewater from fish ponds, the system will offer various leafy greens and vegetables. In turn, vegetable waste will be used to feed the fish.

These vegetables could be grown in a medium such as clay, coconut or rock wool, etc. In future, wind turbines and wave energy converter systems could also be installed to maintain the system's efficiency. For now, the plan is for the structure to be self-sustaining and effective in meeting the food needs. The designers estimate that SFF can produce an estimated 8,152 tons of vegetables and 1,703 tons of fish annually. As a result of the various integrated elements, the "SFF" could produce food 365 days in a year and the initial investment could be paid back in less than ten years. **E**

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浮动小农场

近年来, 农业创新已经找到了新方法, 以促进粮食生产, 分析土壤和监测作物的健康。2012年, 世界银行和几个国家在第一届农业, 粮食和气候变化全球会议上开始推广气候智能型农业的概念。当农业生产力和收入被气候变化压倒时, 其他国家迫切需要了解和实施这些新战略。最困难的情况将发生在亚太地区。根据天气情况, 农业可能是最脆弱的部门。现在的世界人口估计为73亿, 联合国预测到2030年将达到85亿, 到2050年达到97亿。确保粮食和饮用水的充足供应, 在30年内我们需要增加70%的产量。这对全球农业部门来说是一项艰巨的任务。(全世界数百万人处于饥荒的边缘)。

智能浮动农场的概念

巴塞罗那的研究人员解决了资源和土壤稀缺以及当前气候变化的挑战, 在农业领域取得了巨大突破。雄心勃勃的公司 Forward Thinking Agriculture 提出了未来农场的想法, 这些农场可以在海上漂浮。他们将该项目命名为智能浮动农场, 将环保概念扩展到极限。Javier F. Ponce 与 Jakub Dycha 合作, 将农场概念化为农业替代品, 与传统种植者和农业家一

起生产新鲜有机食品。他们希望这个可持续发展的系统能够促使其他社区吃得更健康, 并为每个人提供充足食物。该系统有很多层次, 在蔬菜, 鱼类方面具有很高的生产率, 但它不包括红肉或家禽的生产。

养鱼场和水培花园

底层包括养鱼场, 完全封闭在户外。它包含几个用于养鱼作业的子单元, 例如以网格为基础小单元的网箱, 接水点, 屠宰场, 包装和运输存储。这些精心策划的部分将有助于在未来几年保持稳定的鱼类流动, 允许这些群体在屠宰前生长成熟。最重要的组成部分是自动化的水培花园, 它将起到温室的作用, 同时还有微气候控制作物种植。它不需要肥沃的土地或农药, 相反, 农民会使用含有营养的水来滋养和种植植物。这部分也可以堆叠以占用更少的空间。这个想法是生活在土壤贫瘠地区和地区的人们的福音。该系统能将鱼塘废水提供给各种绿叶蔬菜。反过来, 蔬菜废物也可以用于喂养鱼类。目前, 该计划的目的是使该结构能够自我维持并有效满足粮食需求。设计者估计, 浮动农场每年可生产8,152吨蔬菜和1,703吨鱼。由于各种综合因素, 浮动农场可以在一年365天内生产食物, 初始投资可以在不到十年的时间内收回。

在线搜索和通讯 再见短信 ... 你好语音!

发短信现在成为了最热门的话题。发文字短信逐渐被语音短息替代，除了随之调整之外我们几乎无能为力！但这并不是一件坏事，它能使对话更加自然，不会让人误解“语调”，并且会让你与每个人的互动更快。诀窍是任其发展.....

在线搜索 您多久才意识到自己正在向手机提问？是的，估计到2020年，超过50%的搜索是用语音完成的，现在，无论你使用百度还是谷歌，你肯定向与机器交谈更迈进了一步。虽然智能手机是最大的贡献者之一，但还有另一个小工具可以跟上这一趋势 - 智能音箱！

今年中国智能家居市场将达到23亿美元，其用户正在威胁首屈一指的亚马逊Echo和谷歌至高无上的地位。阿里巴巴，小米，联想，百度等大公司都有自己的智能音箱，所有这些都导致了谷歌和亚马逊99%的市场主导地位的下降 - 从2017年1月到2018年1月，这两家美国巨头的市场份额降至64%。

最大的问题是：作为营销人员，您如何适应这一趋势？您需要关注以下四个方面：

- 语义搜索：搜索引擎不再重视“机器式”语音，语法正确的句子已经成为常态，因此您需要将内容调整为更具会话性和自然性的风格；
- 问题短语：使用诸如“何时，谁，什么”等在语音搜索中非常常见的短语。这是与搜索引擎排名保持相关的最重要的事情之一；
- 了解用户的需求：与每个行业一样，您需要知道谁是

您的消费者以及他们在寻找什么。最常用的语音请求是询问方向和拨打电话。

• 为您的内容创建列表：由于语音搜索，很难提供图形和表格的使用，因此您可以立即使用的一个简单方法制作内容列表并用语言表达图形内容。

B2C 和 C2C 通信

微信拥有惊人的10亿用户，向大家展示了当今最流行的通讯方式：语音，语音还是语音！无论人们在私人空间还是公共场合，语音消息都经常被使用。因为中文较难打并且语音信息传递速度快得多。这也不是造成语音现象的唯一原因。例如，在阿根廷，尽管西班牙语是一种更简单的语言，但语音在WhatsApp中已经超过了短信。

即使有人在商业环境中不理解这个功能，事实是在中国它正在逐步取代电子邮件。

总结

您将不可避免地需要根据这一新趋势调整营销策略，除此之外，您还需要调整自己的思维方式。改变我们沟通的方式并不容易，但是仅仅几年我们就适应了短信。此外，如果我们考虑不久前邮件还是主流...这对某些人来说可能是惊人的，技术进步总是一把双刃剑。如果一方面我们可能会认为后代将完全丧失写作技巧，但是我们需要想到的是如果我们停止缩写短信，我们会变成一个更擅长辩论的社会吗？我们将拭目以待，但未来永远令人兴奋！



Online Search and Communications BYE TEXTING... HELLO VOICE!

By John Feng

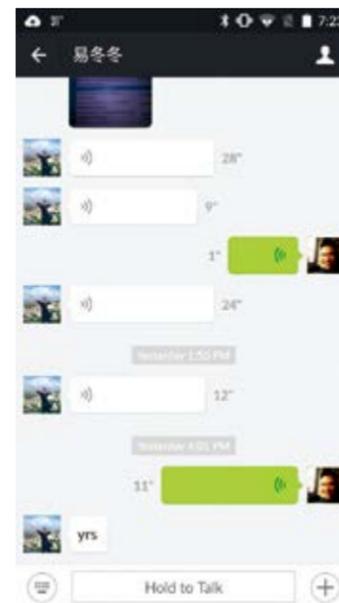
Texting is now, more than ever, being “talked” about. Unfortunately, for its biggest fans, it’s not happening for good reasons. Texting is being killed by voice and there is very little we can do about it except to **adjust!** But it is not a bad thing and it makes conversations more natural, leaves no room for misinterpretations of “tone of voice” and will make you interact faster with everyone. The trick is to just let go with the flow...

ONLINE SEARCH

How often have you come to realize that you are asking questions to your phone, or at least, you want to? That’s right, over 50% of searches are estimated to be made with voice by

2020 and right now, whether you use Baidu or Google, you are definitely a step closer to be talking to machines. Although the use of smartphone is one of the biggest contributors, there is another gadget that is keeping up with this trend - Smart Speakers!

Chinese smart home market will reach \$23B this year and its players are threatening the supremacy of first-entrant Amazon’s Echo and Google’s Home. Big players like Alibaba, Xiaomi, Lenovo, Baidu and others have their own speakers and all together they have contributed for the fall of the 99% market dominance that Google and Amazon had. From Jan 2017 to Jan 2018, the two American giants saw their market share drop to 64%.



So, the biggest question is: how do you, as a marketer, adapt to this trend? There are four areas that you need to focus your attention on:

Semantic Search: Search engines do not value anymore the “machine-like” speech and well written sentences are already the norm. So you need to adjust your content to a more conversational and natural writing style;

Question Phrases: Use of phrases like *When, Who, What, Where* are very common in voice searches and you should try to answer these questions in your content. It is one of the most important things to stay relevant in SE Rankings;

Know what users are looking for: Like in every profession, you need to know who are your consumers and what are they looking for. The most used voice requests are to ask for directions and to make phone calls, so go deep into it and learn as much as you can from these users;

Create lists for your content: Use of graphs and tables is very difficult to deliver as a result of a voice search, so a simple trick that you can immediately use is to make lists of your content and verbalize graphical content.

B2C AND C2C COMMUNICATIONS

WeChat, with its amazing 1 billion users is showing everyone how to communicate nowadays: voice, voice and voice. Voice messages are used very frequently, whether people are in private or public spaces. The fact that Mandarin is difficult to type and voice messaging is much faster is not the only reason for this phenomenon. In Argentina, for example, voice has surpassed texting in WhatsApp even if Spanish is a much simpler language to type.

Even if there are people that do not appreciate this feature in the business environment, the truth is that it is being used and has already killed email in China.

WRAPPING UP

You will inevitably need to adjust your marketing strategy to this new trend, but, besides that, you need to adjust your mindset. It is not easy to change the way we communicate again just a few years after we adapted to texting. Moreover, if we consider that not so long ago letters were the mainstream... This can be alarming for some people and the technological evolution’s side effects are always seen with two perspectives so I will leave you with mine: If for one side we might think that future generations will completely lack physical writing skills, shouldn’t we also consider that thanks to the fact that we stop abbreviating text messages we will also become a more “eloquent” society? We shall wait and see, but the future will always be exciting! **E**

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10

Tips for a Startup to Recruit and Retain Great Talent

By Betsy Taylor



Hiring is tough, and for startups it can be even tougher. Bringing the right candidates on board is crucial for any business, but startups particularly cannot afford to make any mistakes in this regard. As a young company, where cash flow is limited and credibility is yet to be established, a wrong recruitment can set you back for months or keep your venture from taking off altogether. Moreover, lack of recognition and resources can make it hard for a startup to lure the best and the brightest.

Therefore, you need to be extremely careful with your recruiting decisions and do best to hire the best talent. Discussed as follows are 10 vital tips for a startup to recruit and retain great talent.

BUILD YOUR COMPANY WITH A POSITIVE MISSION AND VISION

During the initial phase, you will not have sufficient financial resources to offer big paychecks to your employees. So, to convince the best talent to come and work for you, you must build a service with great vision and mission which actually excites them. As an entrepreneur, you must be able to share your long-term vision with your current and potential employees in the best possible manner. 'Do you just want to sell sugar water for the rest of your life, or do you want to come with me to change the world?' This is a simple question that Steve Job asked John Scully, Pepsi executive at that time, to persuade him to join Apple.



RECRUIT THOSE WHO ARE YOUR FANS

Recruiting your fans means you are hiring those who will take ownership within your startup and, as a result, will work more passionately than regular employees. Moreover,

fans are a great option when it comes to word-of-mouth marketing. If they really enjoy working for your business, they will certainly tell their friends how amazing it is to work for you and eventually, their friends will

also prefer working for you. If your fans do not have the right expertise for your startup, you may consider finding a place for them anyway. Attitude can trump expertise in case of some roles.

初创公司招聘并且留住人才的 10 个技巧

招聘很艰难，而对初创公司而言，更加困难。招聘合适的候选人对任何企业都至关重要，但创业公司尤其不能在这方面犯任何错误。作为一家年轻的公司，现金流量有限且信誉尚未建立，错误的招聘可能会让您失去几个月的利益。此外，缺乏认可和资源可能使创业公司难以吸引最优秀和最聪明的人。

因此，您需要非常小心您的招聘决策，并尽力聘请最优秀的人才。以下是一些重要的细节，你可以发现 10 个创业公司招聘和留住优秀人才的技巧。

以积极的使命和愿景建立您的公司

在最初阶段，您将没有足够的财务资源来为您的员工提供高薪。因此，为了说服最优秀的人才来为您工作，你必须建立一个具有远见卓识和使命的愿景，这能够激发了他们的兴趣。作为一名企业家，您必须能够以最佳方式与您当前和潜在的员工分享您的长期愿景。

招募你的粉丝

招募粉丝意味着招聘那些将在您的创业公司中获得所有权的人，因此，他们将比普通员工更热情地工作。此外，当谈到口碑营销时，粉丝是最好的选择。如果他们真正喜欢为您的企业工作，他们肯定会告诉他们的朋友为您工作是多么令人兴奋，最终，他们的朋友也会更喜欢为您工作。

雇用远程员工更好

如果您在寻找当地优秀人才方面遇到一些困难，那么远程员工就是必需的员工。远程招聘员工将帮助您从全球各地吸引最优秀的人才。你也可以为本地优秀人才提供灵活的工作时间，例如每周在办公室工作 3 天，在家工作 2 天，以吸引最优秀的人才来挑选你的公司。

确保您是一家优秀的公司

如果你正在寻找最好的人才，口碑是至关重要的。如果您当前的员工对他们的工作环境感到满意，他们肯定会和他们的朋友谈这件事。如果您已经建立并保持了良好的公司文化，请继续保持，优秀的员工会找上门。

从第一天开始建立公司

人们打算为某些公司工作的主要原因之一是与流行品牌联系在一起。每个人都希望投资自己，使自己的职业生涯领先一步。您必须在社交媒体门户网站，聚会，赞助商活动，博客上有效地推广您的业务，并向人们展示为您工作的感受。

留住你的员工

有才能的人员当然更喜欢与专业人士和专家合作。他们打算不断成长，并围绕那些激励他们并激发他们热情的人。相互学习有助于人才增强动力。当你已经拥有最适合自己的人才时，吸引更多优秀人才将会变得更容易。

提出具有挑战性的项目和活动

有才华的人不喜欢把时间浪费在无聊和单调的项目上。他们希望受到挑战，因此，给予他们有挑战的目标至关重要。

在线传播关于您业务的信息

将您的业务打造成一个领导者。在博客论坛上分享您学到的经验教训。有才华的候选人会阅读您的内容，有些人也会希望成为您团队的一员。

在不同的活动中谈论您的品牌并继续扩展您的人脉网络

您可以在不同的社交聚会和活动中花一些时间，从而扩大您的人才搜寻范围。

拥有最好的工具和技术

只有当你在帮助人才发挥最大潜力时，才能为你的公司吸引优秀员工。

IT'S BETTER TO HIRE REMOTE EMPLOYEES

If you are having some difficulty in finding great talent in your locality, remote employees are a necessity. Recruiting employees remotely will

help you grab some of the best talent from all around the globe. Moreover, remote working features a no-cost benefit. And if you do not find remote employees a viable option for your startup, perhaps you can offer them other flexible working hours like

working from office 3 days a week and 2 days work from home option to entice the best talent to join your company.

ENSURE YOU ARE GREAT TO WORK WITH

Word-of-mouth is crucial if you are looking for the best talent. If your current employees are satisfied with their working environment, they will certainly talk to their friends about it. If you have built and maintained a great company culture, make sure that it is a great place to work and then great people will certainly want to work with you. People who enjoy their work, environment will definitely work harder, churn less, and add more value to your startup.

START BUILDING YOUR COMPANY FROM DAY ONE

One of the prime reasons people tend to work for certain companies is to be associated with popular brands. Everyone wants to invest in themselves to take their career a step ahead and a new, hot brand with possible growth opportunities can be very exciting for the best talent. It is vital that you effectively market your business on social media portals, meet-ups, sponsor events, and blogs and show people what it is like to work for you.

RETAIN YOUR EMPLOYEES

Talented personnel certainly prefer working with professionals and experts. They intend to constantly grow and be around those who inspire them and drive enthusiasm towards them. Learning from one another and celebrating success helps talented people to boost momentum. And when



you already have the best talent working for you, it becomes a lot easier to attract more prime talent.

COME UP WITH CHALLENGING PROJECTS AND ACTIVITIES

Talented people do not prefer wasting their time on boring and monotonous projects. They want to be challenged, so it is vital that you give them ambitious, stimulating and big goals which will certainly keep them interested.

SPREAD WORD ABOUT YOUR BUSINESS ONLINE

Be open, setup a blog and allow guest posts on relevant portals. Build your business into a thorough leader, and talk about your brand. Share the lessons you have learned in the mean time. Talented candidates will read your content and some will want to be a part of your team.

SPEAK ABOUT YOUR BRAND AT DIFFERENT EVENTS AND KEEP EXPANDING YOUR NETWORK

You can expand the reach for your talent hunt by taking some time out to speak at different social meet-ups

and events. Speaking engagements come with amazing opportunities to sell your brand's vision to potential employees. Moreover, these are great networking opportunities.

HAVE THE BEST TOOLS AND TECHNOLOGY AVAILABLE

Today, you can draw great talent to your company only if you are there to help them maximize their potential. If you are strong in this regard, do not forget to make some noise about it! Perhaps you have developed an innovative, game changing technology, or have invested in some great quality systems that your competitors lack. This happens to be a considerable perk. It would certainly help you bring in other personnel who are qualified enough to launch their own ventures but they eventually become a part of yours instead. **B**

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京津冀物流趋紧 市场已初具规模

当你从一家快时尚商店买到一件新衣服或者在网上购买到一部新手机时，你是否想过如何从原产地安全地买到越南制造的连衣裙或中国手机？帮助您处理包装、库存和运输等所有细节的系统称为现代物流。该物流网络的一个关键组成部分是仓库（制造商、零售商、批发商和其他人用于存放货物的商业财产）。

截至2018年第二季度，北京、天津和河北省拥有约540万平方米的现有国际标准物流空间。中国北方的人口估计为1.8亿，其中京津冀都市区有1.12亿，其中包括北京（2180万）和天津（1560万）。位于京津冀地区的空间拥有约15%的国际级物流，我们在24个城市进行跟踪。它的规模与华南地区相似，聚集在广州和深圳（也有15%的物流库存）。与长江地区（包括上海、南京、苏州）相比，这两个地区仍然很小，我们追踪的现代物流存量占42%。

全国在线销售增长率一致，北京和天津的在线数据增长放缓，但仍远远超过总销售额。电子商务和第三方物流公司继续主导租赁市场。

这三个城市的政府都不愿意为新仓库开发分配土地，将其视为一个税收最低的低端产业。因此，北京和廊坊的新空间都不足。

伴随着该地区日益严峻的土地稀缺环境，我们应该看到更多的未来仍被视为新兴区域的地区，如北京的平谷区和房山区，以及天津的津南区。

总之，京津冀将继续成为华北地区最大的物流空间。未来几年，电子商务和第三方物流将继续成为租赁市场的主要需求驱动因素。鉴于可用于开发此类房产的新土地有限，投资者和开发商将在这个市场中表现出对股权或旧项目翻新的浓厚兴趣。因此，即使在线购物减少对零售商店的需求，也会增加对物流空间的需求。

Tighter Logistics Market In Jing-Jin-Ji Is Now Taking Shape

By Vivian Zhao, Research Analyst, JLL Tianjin

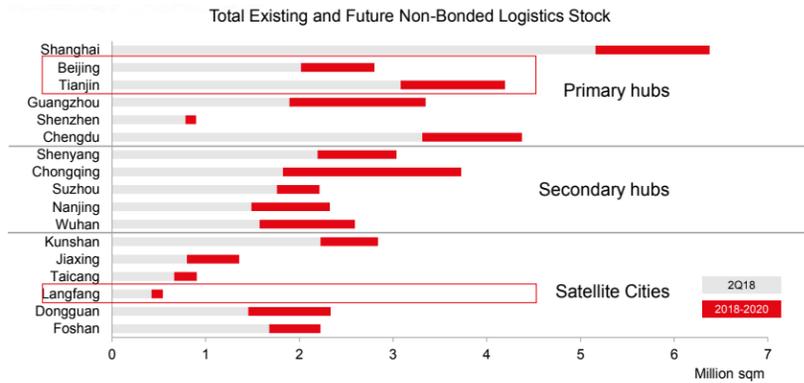
When you get a new dress from a fast fashion store or receive a new cell phone purchased online, do you think about how you got your Vietnamese-made dress or Chinese-assembled cell phone safely from the point of origin? The system that helps you handle all details, like packaging, inventory and transportation, is called modern logistics. Key components of this logistics network are warehouses (commercial property used by manufacturers, retailers, wholesalers and others for the storage of goods). As part of our work, JLL leases and sells warehouses and our research teams track this sector each quarter.

In our previous article titled 'Tianjin cold storage market presence', which was published in the August issue, we noted that the cold chain logistics market is fragmented since international standard facilities are limited, and the market is still dominated by small developers and operators. In this article, we will look at the international grade standard logistics warehouse presence in Tianjin and the even broader Beijing-Tianjin-Hebei (Jing-Jin-Ji) area. To be considered "international standard", JLL has a set of 14 characteristics, including building structure, Gross Floor Area (GFA), net ceiling height, fire protection, etc.

WHAT IS THE CURRENT SITUATION?



Map by Google Maps



Source: JLL Research, 2Q18

As of second quarter of 2018, Beijing, Tianjin and Hebei Province have around 5.4 million sqm of existing international standard logistics space. Northern China has an estimated population of 180 million of which the Jing-Jin-Ji metropolitan area has 112 million including the powerhouses of Beijing (21.8 million) and Tianjin (15.6 million). This northern cluster around the Jing-Jin-Ji area has around 15% of international grade logistics that we track across 24 cities. It is similar in size to one in south China clustered around Guangzhou and Shenzhen (also with 15% of the logistics stock). Both are still small in comparison to the Yangtze River area (including Shanghai, Nanjing, Suzhou) with 42% of the modern logistics stock, as per our findings.

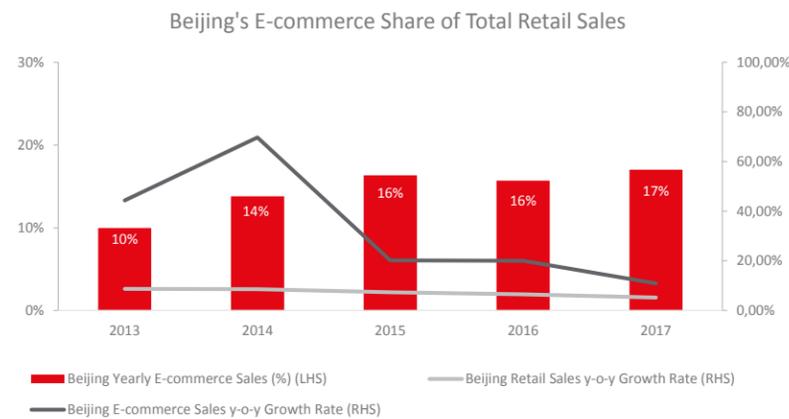
A decade ago, the logistics markets in Tianjin and Beijing were significantly different. Tianjin focused on logistics for manufacturers, especially those in what is now called the Binhai New Area. Beijing by contrast dedicated much space to serving retailers and third party logistics firms (3PLs) who worked with retailers and manufacturers.

E-commerce in China has experienced rapid growth over the past couple of years, which changed the demand source dramatically and allowed us to see more similarities in demand between these two primary hubs. Not only large e-commerce giants but smaller e-commerce

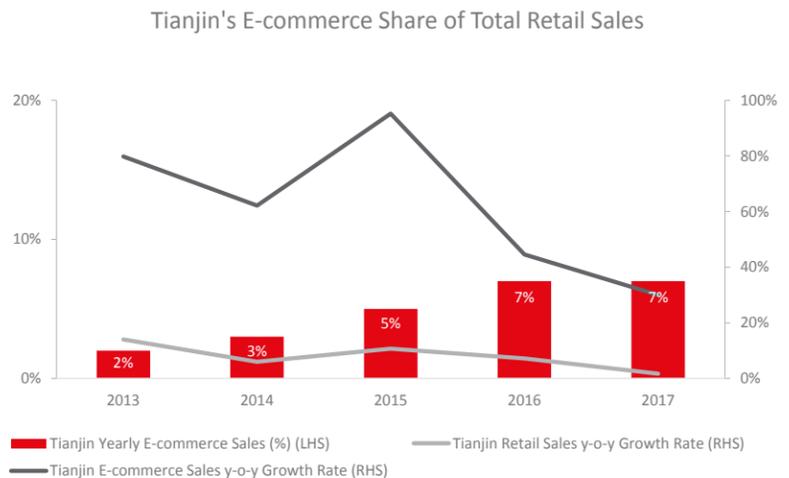
players secured space in Beijing at that time, where their customer base was located, thus establishing their main distribution centres there. By end-2012, the Beijing logistics market

had grown in size to 1.46 million sqm, but had a vacancy rate of only 0.5%, a record low since we began tracking the market in 2004.

The Beijing government reduced the warehouse land supply five years ago, and land scarcity has become more severe since the point of “shifting Beijing’s non-capital functions” was first mentioned in 2014. Langfang’s strategic location led to it becoming the first recipient of spillover demand from Beijing. Demand continued south to Tianjin, especially Wuqing and Beichen district, located within only 70 km and 90 km of Beijing, respectively, with more than 0.5 million sqm of new supply in 2015, after Langfang had become almost fully occupied.



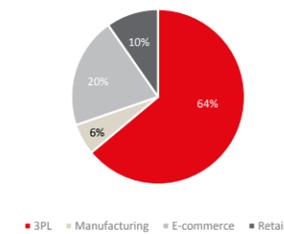
Source: Beijing Municipal Bureau of Statistics



Source: Tianjin Statistics Bureau

In line with the national online sales growth rate, both Beijing and Tianjin are seeing slowing growth in online figure but continue to greatly outstrip the figure for total sales. E-commerce and 3PL companies continue to dominate the leasing market. Generally, 3PL companies are not end users since the crux of their business lies in providing logistics services to e-commerce and retailers. Continued and increasing activity of 3PL companies in the logistics market also reflects rapid growth and development of businesses online. Cainiao, the logistics arm of Alibaba, is such an example, leasing another 120,000 sqm in Tianjin in 2017 for supporting its business expansion.

Leasing Demand Breakdown in the Region* in 2017



*Note: Included Beijing, Tianjin and Langfang
Source: JLL Research

Governments of all three cities are reluctant to allocate land for new warehouse development, considering

it as a low-end industry with minimal tax revenue. As a result, less new space is being built in Beijing and Langfang. This is already the fifth consecutive quarter with no new completion in Beijing; there was only one project with 33,000 sqm completed in Langfang since 2015. By contrast, 2018 and 2019 will still see plenty of logistics space built in Tianjin, but that will also have begun to taper off in 2020.

The strong leasing demand, coupled with limited new supply of logistics space, has accelerated the arrival of tighter logistics market in Jing-Jin-Ji that is now taking shape. All three markets have reached a five-year record low in vacancy rates and a sharp growth in rents.

WHAT CAN BE EXPECTED IN THE FUTURE?

Location is always the key characteristic for logistics facilities. Take two big players, GLP and Goodman, as an example. When they first entered the market, they would occupy key transportation nodes, such as Beijing Capital International Airport, Tianjin Binhai International Airport, Tianjin Port or wherever they had easy access to the G2 and S3301 expressways (two key highways connecting the Jing-Jin-Ji area).



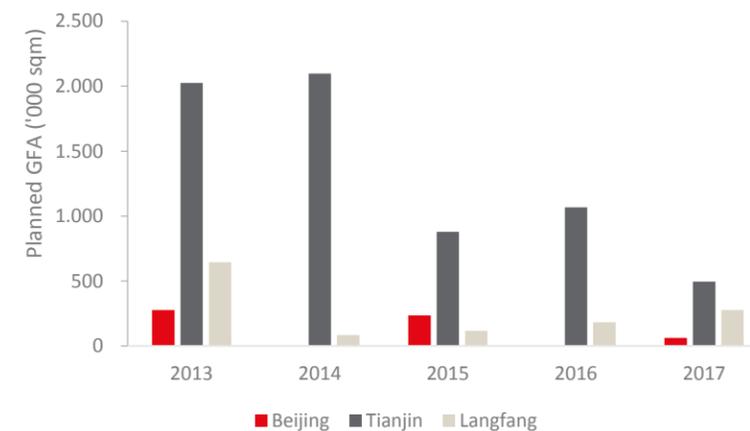
Source: JLL Research

GLP AND GOODMAN'S EXISTING PROJECTS AND FUTURE SUPPLY

Accompanied by increasingly severe land scarcity environment in the region, we should see more future supply located in areas that are still considered emerging areas, such as Pinggu district and Fangshan district in Beijing, and Jinnan district in Tianjin.

In conclusion, Jing-Jin-Ji will continue to be home to the largest share of logistics space in North China. E-commerce and 3PLs will remain as the key demand drivers in the leasing market over next few years. Given the limited available new land for development of this type of property, investors and developers will show increasing interests in equity stakes or old project refurbishment in this tighter market. So even as on-line shopping drives down demand for retail shops, it drives up the demand for logistics space. And consumers will probably start to see an increase in costs related to the delivery of the goods they bought on line, even if they don't see this part of the supply chain. **B**

Primary Warehouse-use Land Transaction



Source: CREIS

Visit us online:
btianjin.cn/181016

Tianjin's First Annual "Healthy Life" Fair & Back to School BBQ
9:00 AM - 2:30 PM, 15.09.2018, Tianjin International School (TIS)**Upcoming Events:****Tianjin Monthly Executive Breakfast Briefing – A Glimpse of the New IIT Law**

Date: October 18th
Time: 7:15 AM - 9:00 AM
Venue: TBD

Tianjin's Fourth Joint Chamber Golf Tournament

Date: October 20th
Time: 7:30AM – 2:30PM
Venue: Tianjin 27 Golf Club

Historical Walking Tour

Date: October 27th
Venue: Downtown Tianjin

Communication and Influence: Pack Facts and Numbers with a Story
Story-telling Techniques for Business Negotiations

Date: October 30th
Time: 8:45AM - 5:00PM
Venue: Tianjin International Finance Center

AmCham China, Tianjin, hosted its first Annual "Healthy Life" Back to School BBQ and Games on Saturday, September 15th. Despite grey clouds and strong winds threatening to dampen the day's events in the early morning, the sun shone through by noon, warming the way for a day of fantastic fun and games.

Taking place at Tianjin International School, the day's games included a four-leg relay race, a team building puzzle and to top it all off, a game of tug-of-war, as well as various other activities for the whole family to enjoy including face painting, baseball, live music and dance performances by Shera Dance School and MiSalsa. Thank you to all the teams who participated in the day's games: MetLife Tianjin, Tianjin International School, Taylor Printing, Sunshine 100 HIMALAYA Nankai, Tianjin United Family Hospital, Jones Lang LaSalle,

The Executive Center Tianjin, Hard Rock Café, and congratulations to our winners:

- 1st Place**
Hard Rock Café
- 2nd Place**
Taylor Printing Company, Tianjin Ltd.
- 3rd Place**
Jones Lang LaSalle
- Relay Race Winner**
Hard Rock Café
- Crossing the River**
Taylor Printing Company, Tianjin Ltd
- Tug-of-War**
Sunshine 100 HIMALAYA Nankai

An event of this size is only possible with the support of generous sponsors. A special thank you to our golden sponsors, United Family Hospital, Tianjin International School and LDi Sharp Thinking International for providing the venue, food and beverages, games ideas and referees, first aid, and blood donation vehicle. We would also like to thank Tianjin favorites, Smoki & Co, Pizza Bianca, Fish and Potato and We Brewery for sponsoring delicious food and refreshments; as well as many other sponsors for children games, lucky draw prizes and other events.

**08.09.2018****Special Event - 6th German Chamber Soccer Cup Tianjin 2018**

On September 8th, the 6th German Chamber Soccer Cup took place on the grounds of the International School of Tianjin (IST).

This event, which has been the highlight of the German Chamber for five years in a row now, brings people from different companies and different ages together and is just a great joy overall.

Here are some facts:

- 10 teams competing for the German Chamber Trophy

- Additional trophies for best player, keeper and scorer
- Broad kids program
- "Torwardschiessen" (target shooting) with prizes of over 50,000RMB in value
- Food and Drinks including Chinese Food, German BBQ, beer and much more

The tournament started out with a performance by the live band of Hard Rock Café. After a quick speech, the tournament began timely at 10am. Teams came in well prepared and motivation was high.

After the first rounds, a circle of favorites to advance to the semi-finals slowly took shape. While there are some new faces, one thing remained the same: The dominance of team Volkswagen.

They were cruising through the group stage with 6 wins and 2 losses.

Alongside VW, Zapi, Flender and Wellington advanced to the next round.

Volkswagen advanced to the final round after defeating Zapi in the semifinals. Flender, on the other hand, won a

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Dagubei Lu, Heping District, Tianjin 300020.
Tel: +86 22 5830 7608
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Website: www.european-chamber.com.cn

**13.09.2018****European Chamber Tianjin Chapter CSR Celebration & Networking Night - ILO's Solution for Disability Inclusion**

European Chamber Tianjin Chapter officially introduced international advanced experience and vision, especially for disability inclusion, to members in Tianjin by hosting this CSR networking night. Mr. Cheung Yup Fan, Chairman of European Chamber Tianjin Chapter, delivered an opening speech for the event, expressed a strong desire to support our members in the course of pursuing disability inclusion. International Labor Organization, Global Business and Disability Network (ILO GBDN, which is a unique employers-led worldwide network to promote the inclusion of persons with disabilities in the workplace) was invited to elaborate the achievements and challenges that the world is facing in terms of disability inclusion.

Mr. Wang, teacher from Technical College for the Deaf, Tianjin University of Technology; Ms. Zhang Hui, Lawyer from Yingke Law Firm; Ms. Milly Zhang, Head of HRBP from Standard Chartered GBS China and Ms. Stefanie Wangemann, HR Head from Volkswagen Automatic Transmission Tianjin have also shared their knowledge and steps taken in this field. For corporates, disability inclusion is not only an action of taking up social responsibility, but is also a brilliant opportunity to build up diversified company culture and reputation. European Chamber is always ready to support our members in this WIN-WIN initiative.

31.08.2018**Deep Look into the Automotive Industry in Tianjin**

Following the Auto Forum in May, 2018, European Chamber Tianjin Chapter held an exclusive whole day tour to explore deeper into the Auto industry in Tianjin. This tour is held to help members and investors from all over China better understand the current development and potential of Auto industry in Tianjin, especially in the Free Trade Zone. Participants visited 4 Auto companies and listened to experience sharing from Auto Project under construction in Tianjin. During the tour, the related incentive policy in Tianjin was introduced as well.

28.08.2018**GM Briefing Series I - Breakfast Seminar: Elaboration on Legal Liabilities of Legal Representative and Enterprise Superintendent**

In China, company's legal representative and enterprise superintendent should fulfill not only the management responsibility during operation, but also, sometimes, the civil, administrative, and even criminal responsibilities. The issue has been attracting more and more attention over the years. Liability of legal representatives will possibly impact product quality, production safety, environmental protection, etc. Enterprise superintendents and legal representatives could be involved in civil or even criminal responsibility. European Chamber, together with Sino-Credit Law Firm, held this seminar in the hope of helping members better understand and avoid risks both for enterprises and individuals.

Upcoming Events:

Breakfast Briefing: European Business in China – Position Paper 2018/2019 & 18 Months since Davos Thematic Report
Date: October 11th

GM Briefing Series III - Breakfast Seminar: Internal Crisis Management and Effective Countermeasures
Date: October 17th

HR Practical Training Series IX**Date:** October 18th

Microsoft Office Training Series III: Smart Presentation Whole Day Training - Working Report with High Quality Tickets Available! 2018 European Business Gala Dinner - Journey through Europe
Date: October 26th

fierce match against a strong opponent, Wellington, to meet VW in the final round.

Finally, around 16:30, the final round began. Volkswagen and Flender are still looking tired after a day of competition. Both teams were quite exhausted but that wouldn't deter them from going the extra mile. Both sides had chances to score but both were saved by the opposing goalkeeper. The game was finally won by the Volkswagen's players who broke the deadlock. The two sides ended the thrilling match with a score of 1:0 at the end of the whistle blow. Flender – formerly known as Siemens SMDT, who narrowly missed Volkswagen with a single goal, has been in the lead during recent years.

And Volkswagen has once again won the trophy as the defending champion.

Even though VW won again for the fifth time in a row, one could see clear improvements from the other teams. As the air blew through the summer afternoon during the ceremony, one could feel that tides might very well change next year.

Upcoming Events:

Excel Training
Date: October 18th
Time: 14:00 - 16:30
Venue: TBC

Tianjin Walking Tour - Historic Highlights
Date: October 27th
Time: 09:00 - 15:00
Venue: West End of Jiefang Bridge

**Kammerstammtisch Tianjin****Date:** October 31st**Time:** 19:00 - 22:00**Venue:** Drei Kronen 1308 Brauhaus Tianjin

DINING

TIANJIN

Chinese



Tian Tai Xuan

A: 1st and 2nd Floor, The Ritz-Carlton, Tianjin, No. 167 Dagubei Road, Heping District, Tianjin
T: +86 22 5809 5098

天泰轩中餐厅
和平区大沽北路167号天津丽思卡尔顿酒店一楼和二楼

Din Tai Fung

A: No. 18, the junction of Zi Jin Shan Lu and Binshui Dao, Hexi District
T: +86 22 2813 8138

W: dintai fung.com.cn

鼎泰丰
河西区滨水道与紫金山路交口18号

New Dynasty

A: 2F, Renaissance Tianjin Lakeview Hotel No.16 Binshui Road, Hexi District, Tianjin
T: +86 22 5822 3388

天宾楼

河西区滨水道16号万丽天津宾馆2层

Qing Wang Fu

A: No. 55, Chongqing Road Heping District
T: +86 22 8713 5555
+86 22 5835 2555

E: info@qingwangfu.com

W: qingwangfu.com

庆王府
和平区重庆道55号

Riverside Chinese Restaurant

A: 3F, Holiday Inn Tianjin Riverside Phoenix Shopping Mall East Haihe Road, Hebei District
T: +86 22 2627 8888 ext. 2211

海河轩中餐厅
河北区海河东路凤凰商贸广场天津海河假日酒店3楼

JIN House

A: 7/F, Four Seasons Hotel Tianjin, 138 Chifeng Road, Heping District, Tianjin
T: +86 22 2716 6262

津韵·中餐厅
和平区赤峰道138号天津四季酒店7层



Dongsir Hotpot

A: No.5 Yong'an Road, Hexi District (opposite of People's Park)
T: +86 22 2331 9777

懂事儿涮肉
河西区永安道5号(人民公园西南门斜对面)

Japanese

Kawa Sushi Lounge

A: 7/F, Four Seasons Hotel Tianjin, 138 Chifeng Road, Heping District, Tianjin
T: +86 22 2716 6262

川·寿司酒廊
和平区赤峰道138号天津四季酒店7层

Café Vista

A: 1F, Wanda Vista Tianjin, 486 Bahao Road, Da Zhi Gu, Hedong District
T: +86 22 2462 6888

美食汇全日餐厅
河东区大直沽八号路486号天津万达文华酒店一层

Seasonal Tastes

A: 1F, 101 Nanjing Road, Heping District
T: +86 22 2389 0168

知味全日餐厅
和平区南京路101号一层

Seitaro

A: 2 F, Sheraton Hotel Tianjin Zi Jin Shan Lu, Hexi District
T: +86 22 2731 0909

清太郎日本料理
河西区紫金山路喜来登大酒店

Bowbow Sushi Japanese Restaurant

A: Xiannong Area, Intersection of Hebei Road and Luoyang Road, Wu Da Dao, Heping District, Tianjin
T: +86 22 58352860

宝寿司
和平区河北路与洛阳道交汇西北角先农大院内

SôU

A: 49F, Tangla Hotel Tianjin, No.219 Nanjing Road, Heping District
T: +86 22 2321 5888 ext.5106

思创
南京路219号天津唐拉雅秀酒店49楼



Gang Gang Bread & Wine

A: 104, Olympic Tower, Chengdu Dao, Heping District
T: +86 22 2334 5716

冈冈葡萄酒 & 面包店
和平区成都道126号奥林匹克大厦1层104

Western

1981 Fashion & Restaurant

A: 2F, International Plaza, Xining Rd, Tianjin (in front of Xi Kai church)
T: +86 22 8628 4132

1981时尚餐厅(国际商场店)
和平区西宁道国际商场二楼西开教堂对面

Western

Promenade Restaurant

Featuring gorgeous views of the Hai River, **Promenade** provides the exclusive dining experience with South East Asia flavors, Indian gourmet, Chinese and Western traditional cuisine and more.

A: 1F, The St. Regis Tianjin No. 158, Zhang Zizhong Road Heping District
T: +86 22 5830 9959

河岸国际餐厅
和平区张自忠路158号天津瑞吉金融街酒店一层(哈密道正对面)



Riviera Restaurant

Riviera brings the casually elegant refined dining experience to Tianjin featuring modern Mediterranean -French dishes paired with selections from an superb list of international wines.

A: 1F, The St. Regis Tianjin. No. 158, Zhang Zizhong Dao, Heping District
T: +86 22 5830 9962

蔚蓝海餐厅
和平区张自忠路158号天津瑞吉金融街酒店一层



ZEST

A: 1 F, The Ritz-Carlton, Tianjin, No. 167 Dagubei Road, Heping District, Tianjin
T: +86 22 5809 5109

香溢 - 全日餐厅
和平区大沽北路167号天津丽思卡尔顿酒店一楼

Cielo Italian Restaurant

A: 9/F, Four Seasons Hotel Tianjin, 138 Chifeng Road, Heping District, Tianjin
T: +86 22 2716 6263

意荟·意大利餐厅
和平区赤峰道138号天津四季酒店9层

La Sala Lobby Lounge

A: 2/F, Four Seasons Hotel Tianjin, 138 Chifeng Road, Heping District, Tianjin
T: +86 22 2716 6261

四季·大堂酒廊
和平区赤峰道138号天津四季酒店2层

Brasserie Flo Tianjin

A: No.37, Guangfu Road Italian Style Town, Hebei District
T: +86 22 2662 6688

福楼
河北区意大利风情区光复道37号

Churchill Wine & Cigar Bar

A: 1F, Wanda Vista Tianjin, 486 Bahao Road, Da Zhi Gu, Hedong District
T: +86 22 2462 6888

丘吉尔红酒雪茄吧
河东区大直沽八号路486号天津万达文华酒店一层



Hard Rock Cafe, Tianjin

A: No.56 Tianta Road, Nankai District
T: +86 22 2351 7625

天津硬石餐厅
南开区天塔道56号, 水上公园正门斜对过

blue frog (Riverside 66)

A: Unit 3009, Riverside 66, No.166 Xing'an Road, Heping District
T: +86 22 23459028

蓝蛙(恒隆广场店)
和平区兴安路166号恒隆广场3009室

blue frog (Joy City)

A: 1F-J02, Joy City, No.2 Nanmen Wai Dajie Street, Nankai District
T: +86 22 27358751

蓝蛙(大悦城店)
南门外大街大悦城如果街1F-J02

Prego Italian Restaurant

A: 3F, The Westin Tianjin, No.101, Nanjing Road, Heping District
T: +86 22 2389 0173

Prego意大利餐厅
和平区南京路101号天津君隆威斯汀酒店3层

Qba - Latin Bar & Grill

A: 2F, 101 Nanjing Road, Heping District
T: +86 22 2389 0171

Q吧 - 拉丁酒吧&烧烤
和平区南京路101号二层

Pan Shan Grill & Wine

A: 2F, Main Building Sheraton Hotel Tianjin Zi Jin Shan Lu, Hexi District
T: +86 22 2731 3388 ext.1820

盘山葡萄酒扒房
紫金山路天津喜来登大酒店主楼2层

Spectrum All-Day Dining

A: 7F, Hotel Nikko Tianjin No. 189, Nanjing Lu, Heping District
T: +86 22 8319 8888 ext. 3570

彩餐厅
南京路189号天津日航酒店7层

Maxim's De Paris

A: No.2 Changde Dao, Heping District
T: +86 22 2332 9966

马克西姆法餐厅
和平区常德道2号

Pizza Bianca

A: No.83 Chongqing Lu, Min Yuan Stadium, Heping District
T: +86 22 8312 2728

比安卡意大利餐厅
和平区重庆道83号民园体育场内

Churchill Wine & Cigar Bar

A: 1F, Wanda Vista Tianjin, 486 Bahao Road, Da Zhi Gu, Hedong District
T: +86 22 2462 6888

丘吉尔红酒雪茄吧
河东区大直沽八号路486号天津万达文华酒店一层

DINING

Blufish Restaurant

A: 1st Floor, Lotte Plaza, No.9 Leyuan road, Hexi District
T: 022-58908018

O: Sunday - Tuesday 10:00-21:30
Friday - Saturday 10:00 - 22:00
布鱼Blufish法式餐厅
越秀路与乐园道交口银河国际购物中心乐天百货首层F&B-1-2

Trolley Bar & Grille

A: Aocheng Plaza, Tianjin 22/23-119, Nankai District, Tianjin
T: +86 15222091582

乔尼西餐厅
南开区奥城商业广场天玺22, 23号楼底商119

Bistro Thonet

A: No.55 Chongqing Road, Heping District
T: +86 22 8713 5555

E: info@qingwangfu.com
W: qingwangfu.com

1863 Bistro & Terrace

A: 1F Astor Wing, The Astor Hotel, A Luxury Collection Hotel, Tianjin No. 33, Tai'er Zhuang Lu Heping District
T: +86 22 2331 1688 ext. 8918

1863别致西餐厅&花园
利顺德翼, 和平区台儿庄路33号天津利顺德大饭店豪华精选酒店一层

Café Majestic

A: 1F Haihe Wing, The Astor Hotel, A Luxury Collection Hotel, Tianjin No. 33, Tai'er Zhuang Lu, Heping District
T: +86 22 2331 1688 ext. 8910

凯旋咖啡厅
海河翼, 和平区台儿庄路33号天津利顺德大饭店豪华精选酒店一层

Le Loft

A: Cross of Nanjin Lu and Jinzhou Dao, Heping district
T: +86 22 2723 9363,
+86 18702200612

院
和平区南京路与锦州道交口

Glass House

A: No. 8, Zhujiang Da Dao Zhouliang Zhuang, Baodi District
T: +86 22 5921 1234

水晶厨房
宝坻区周良庄珠江大道8号

京津新城凯悦酒店

Café Venice

A: 2F, Holiday Inn Tianjin Riverside Phoenix Shopping Mall East Haihe Road, Hebei District
T: +86 22 2627 8888 ext. 2271

威尼斯咖啡厅
河北区海河东路凤凰商贸广场天津海河假日酒店2楼

Browns Bar & Restaurant

A: No.108-111, 1st Floor Min Yuan Stadium, Heping District
T: +86 22 88370588/88370688

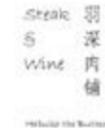
E: info@browns-tj.com
勃朗斯英式酒吧餐厅
和平区重庆道83号民园广场西楼一层108-111号



LE CROBAG - Tianjin Store

A: Room 109, Buliding A2, Binshui West road, Nankai District
T: +86 22 2374 1921

Le Crobag德国面包房(奥城店)
南开区奥城商业广场A2商9



Habuka the Butcher

A: No.187, Chengdu Road, Heping District, Tianjin
T: +86 22 8338 5251
+86 157 2205 2242

羽深肉铺
和平区成都道187号

Bars

The St. Regis Bar

The most beautiful bar in town with stunning river view. A rare haven of refined luxury, **The St. Regis Bar** is a place for guests to enjoy the enduring tradition of St. Regis

Afternoon Tea and a wide selection of refreshing drinks.
A: 1F, The St. Regis Tianjin. No. 158 Zhang Zizhong Road, Heping District
T: +86 22 5830 9958

O: 09:30 - 01:30.
瑞吉酒吧
和平区张自忠路158号天津瑞吉金融街酒店一层



FLAIR Bar and Restaurant

A: 1 F, The Ritz-Carlton, Tianjin, No. 167 Dagubei Road, Heping District, Tianjin
T: +86 22 5809 5099

FLAIR餐厅酒吧
中国天津市和平区大沽北路167号天津丽思卡尔顿酒店一楼

O'Hara's

A: Astor Wing, The Astor Hotel, A Luxury Collection Hotel, Tianjin No. 33, Tai'er Zhuang Lu Heping District
T: +86 22 2331 1688 ext. 8919

海维林酒吧
利顺德翼, 和平区台儿庄路33号天津利顺德大饭店豪华精选酒店一层

O'Hara's

A: Astor Wing, The Astor Hotel, A Luxury Collection Hotel, Tianjin No. 33, Tai'er Zhuang Lu Heping District
T: +86 22 2331 1688 ext. 8919

海维林酒吧
利顺德翼, 和平区台儿庄路33号天津利顺德大饭店豪华精选酒店一层

O'Hara's

A: Astor Wing, The Astor Hotel, A Luxury Collection Hotel, Tianjin No. 33, Tai'er Zhuang Lu Heping District
T: +86 22 2331 1688 ext. 8919

海维林酒吧
利顺德翼, 和平区台儿庄路33号天津利顺德大饭店豪华精选酒店一层

SERVICES



UPI

A: New Taiyuan Rd, No.189, Jiefang North RD, Heping District, Tianjin.
T: +86 22 23319485

UPI

天津市和平区解放北路189号, 靠近新太原道一侧(近丽思卡尔顿酒店)

Hopeland international kindergarten Meijiang Campus

A: No. 7 Huandao East Road, West side of Jiefang South Road, Tianjin
T: +86 22 5810 7777

华兰国际幼稚园(梅江园)
解放南路西侧环岛东路7号

Hopeland international kindergarten Shuishang Campus

A: No. 46, Xiaguang Street, Weijin South Road, Tianjin
T: +86 22 2392 3803

华兰国际幼稚园(水上园)
卫津南路霞光道46号

International Schools



International School of Tianjin

A: No.22 Weishan South Road, Shuanggang, Jinnan District
T: +86 22 2859 2002/5/6

W: www.istianjin.org
天津经济技术开发区国际学校天津分校
津南区(双港)微山南路22号



Wellington College International Tianjin

A: No. 1, Yide Dao, Hongqiao District
T: +86 22 8758 7199 ext. 8001

M: +86 187 2248 7836
E: admissions.tianjin@wellingtoncollege.cn

W: www.wellingtoncollege.cn/tianjin
天津惠灵顿外籍人员子女学校
红桥区义德道1号

Tianjin International School

A: No.4-1, Sishui Dao, Hexi District
T: +86 22 8371 0900 ext. 311

天津国际学校
河西区泗水道4号增1



SERVICES

Hotels

★★★★★ Hotels



Renaissance Tianjin Lakeview Hotel

A: No. 16, Binshui Dao, Hexi District
T: +86 22 5822 3388
万丽天津宾馆
河西区滨水道 16 号



The Ritz-Carlton, Tianjin

A: No. 167 Dagubei Road, Heping District, Tianjin
T: +86 22 5857 8888
天津丽思卡尔顿酒店
和平区大沽北路 167 号



The St. Regis Tianjin

A: No. 158, Zhangzizhong Road Heping District
T: +86 22 5830 9999
天津瑞吉金融街酒店
和平区张自忠路 158 号
(津塔旁, 哈密道正对面)

THE WESTIN
TIANJIN

天津君隆威斯汀酒店

The Westin Tianjin

A: 101 Nanjing Road, Heping District
T: +86 22 2389 0088
W: westin.com/tianjin
天津君隆威斯汀酒店
和平区南京路 101 号



HYATT REGENCY
TIANJIN EAST

A: 126 Weiguo Road, Hedong Dist. Tianjin, 300161
T: + 86 22 2457 1234
F: +86 22 2434 5666
W: tianjin.regency.hyatt.com
天津东凯悦酒店
天津市河东区卫国道 126 号



Sheraton
TIANJIN HOTEL

Sheraton Tianjin Hotel

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



THE ASTOR HOTEL
TIANJIN

The Astor Hotel, Tianjin

A: No. 33, Tai'er Zhuang Lu, Heping District
T: +86 22 5852 6888
天津利顺德大饭店
和平区台儿庄路 33 号



Four Seasons Hotel Tianjin

A: 138 Chifeng Road, Heping District, Tianjin
T: +86 22 2716 6688
天津四季酒店
和平区赤峰道 138 号



Banyan Tree Tianjin Riverside

A: No. 34, Haihe Dong Lu, Hebei District, Tianjin
T: +86 22 5883 7848
W: www.banyantree.com
天津海悦榕庄
河北区海河东路 34 号



Holiday Inn Tianjin Riverside

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



Holiday Inn Tianjin Aqua City

A: No. 6, Jieyuan Dao, Hongqiao District
T: +86 22 5877 6666
天津水游城假日酒店
红桥区芥园道 6 号



Shangri-La hotel

TIANJIN

Shangri-La Hotel, Tianjin

A: No.328 Haihe East Road, Hedong District Tianjin, 3000170 China
T: + 86 22 8418 8801
天津香格里拉大酒店
河东区海河东路 328 号



PAN PACIFIC
TIANJIN HOTEL

PAN PACIFIC TIANJIN HOTEL

A: No. 1 Zhang Zi Zhong Road, Hongqiao District, Tianjin
T: +86 22 5863 8888
E: infor.pptsn@panpacific.com
天津泛太平洋大酒店
天津红桥区张自忠路 1 号



Hotel Indigo Tianjin Haihe

A: No.314 Jiefang South Road, Hexi District, 300202, Tianjin
T: +86 22 8832 8888
E: hotel@radisson-tj.com
天津天诚丽筠酒店
中国天津市河东区新开路 66 号
邮编 300011



Tianjin Goldin Metropolitan Polo Club

A: No.16, Hai Tai Hua Ke Jiu Lu, Bin Hai Gao Xin Qu, Tianjin
T: + 86 22 8372 8888
W: www.metropolitanpoloclub.com
天津环亚国际马球会
滨海高新区海泰华科九路16号



Tangla Hotel Tianjin

A: No. 219, Nanjing Lu, Heping District
T: +86 22 2321 5888
天津唐拉雅秀酒店
和平区南京路 219 号



WandaVista
Tianjin

Wanda Vista Tianjin

A: 486 Bahao Road, Da Zhi Gu, Hedong District, Tianjin 300170
T: +86 22 2462 6888
F: +86 22 2462 7000
天津万达文华酒店
中国天津市河东区大直沽八号路 486 号



Courtyard by Marriott Tianjin Hongqiao

A: No. 166 Beima Road, Hongqiao District, Tianjin
T: +86 22 5898 5555
天津陆家嘴万怡酒店
天津市红桥区北马路 166 号



Radisson Tianjin

A: 66 Xinkai Road, Hedong District, Tianjin 300011, China
T: +86 22 2457 8888
E: hotel@radisson-tj.com
天津天诚丽筠酒店
中国天津市河东区新开路 66 号
邮编 300011

Yi Boutique Luxury Hotel Tianjin

A: No. 52-54, Min Zu Road, Hebei District
T: +86 22 2445 5511
天津易精品奢华酒店
河北区民族路 52-54 号

Shan Yi Li Boutique Hotel

A: No.55 Chongqing Road, Heping District.
T: +86 22 87135555
E: info@qingwangfu.com
山益里精品酒店
中国天津市和平区重庆道 55 号



The Westin Changbaishan Resort

A: No.333 & No.369 Baiyun Road, Changbaishan International Resort, Fusong County, Jilin Province
T: +86 439 6986999, +86 439 6986888
长白山万达威斯汀度假酒店
长白山万达喜来登度假酒店
中国吉林省抚松县长白山国际度假区白云路 333/369 号



Sheraton Changbaishan Resort

A: No.333 & No.369 Baiyun Road, Changbaishan International Resort, Fusong County, Jilin Province
T: +86 439 6986999, +86 439 6986888
长白山万达威斯汀度假酒店
长白山万达喜来登度假酒店
中国吉林省抚松县长白山国际度假区白云路 333/369 号

SERVICES

Serviced Office

The Executive Centre

A: 41F, Tianjin World Financial Center, 2 Dagubei Road, Heping District
T: +86 22 2318 5111
W: executivecentre.com
天津德事商务中心
和平区大沽北路 2 号天津环球金融中心津塔写字楼 41 层

Regus Tianjin Centre

A: 8 F, Tianjin Centre, No.219 Nanjing Road, Heping District
T: +86 22 2317 0333
雷格斯天津中心
和平区南京路 219 号天津中心 8 层

Regus Golden Valley Centre

A: 11F, Floor, Block One, Golden Valley Centre, Heping District
T: +86 22 5890 5188
W: www.regus.cn
雷格斯金谷大厦中心
和平区金谷大厦一号楼 11 层

Chamber of Commerce

European Chamber

A: 4108, Tianjin World Financial Center, 2 Dagubei Lu, Heping District
T: +86 22 5830 7608
E: tianjin@european-chamber.com.cn
W: european-chamber.com.cn

American Chamber

A: Room 2918, 29F, The Exchange Tower 2, 189 Nanjing Lu Heping District
T: +86 22 2318 5075
F: +86 22 2318 5074
W: amchamchina.org

HOUSING CHINA

大连豪之英物业管理有限公司天津分公司
A: 11F, Golden Valley Center Building No.1, Jinwan Square Binjiang Road, Heping District, Tianjin
天津市和平区滨江道 1 号津湾广场金谷大厦 1 号楼 11 层
T: +86 22 2315 9629

German Chamber

A: Room 1502, Global Center, No. 309 Nanjing Road, Nankai District,
T: +86 22 8787 9249
E: tianjin@bj.china.ahk.de

Moving & Relocation

中国美国商会天津分会
和平区南京路 189 号津汇广场 2 座 2918 室

Asian Tigers China - Tianjin

A: Room 2705, The Exchange Tower 2, No. 189 Nanjing Road, Heping District, Tianjin, 300051, China
T: +86 22 2433 3378
E: general.tsn@asiantigers-china.com
W: www.asiantigers-mobility.com

Wechat ID: AsianTigersMobility

天津市和平区南京路 189 号, 津汇广场 2 座 2705 室

Jones Lang LaSalle

A: Unit 3509, The Exchange Mall Tower 1, No.189 Nanjing Road, Heping District.
T: +86 22 8319 2233
W: joneslanglasalle.com.cn

仲量联行天津分公司

天津市和平区南京路 189 号, 津汇广场 1 座 3509 室

Associations

TICC (Tianjin International Community Centre)
E: ticc_09@hotmail.com
W: tianjin.weebly.com

HEALTH

Hospitals

RafflesMedical

Raffles Medical Tianjin Clinic
A: 1F Apartment Building, Sheraton Tianjin Hotel, Zi Jin Shan Road, He Xi District, Tianjin 300074
T: +86 22 23520143
河西区紫金山路喜来登饭店公寓楼一层, 300074



Tianjin United Family Hospital

A: No.22, Tianxiao Yuan Tanjiang Dao, Hexi District
T: +86 22 5856 8500 (Reception)
24 Hour Emergency:
T: +86 22 5856 8555
W: ufh.com.cn

Women's and Children's Specialized Health

A: No.21, ShuiShangGongYuan East Road, Nankai District
T: +86 22 5898 2012
400 10000 16
W: amcare.com.cn



Arrail Dental Tianjin International Building Clinic

A: Rm 302, Tianjin International Building, No. 75 Nanjing Rd, Heping District
T: +86 22 2331 6219/10/67
24Hr Emergency Line:
150 0221 9613
W: arrail-dental.com

Tailor Made

Nasca Linien
A: No. 113 Chong Qing Road (WuDaDao Area)
T: +86 22 23300113
18522758791
纳斯卡 理念私享空间
天津市和平区重庆道 113 号 (五大道风景区)

Associations

TICC (Tianjin International Community Centre)
E: ticc_09@hotmail.com
W: tianjin.weebly.com

Serviced Apartments



The Ritz-Carlton Executive Residences, Tianjin

A: No.167 Dagubei Road, Heping District
T: +86 22 5857 8888
天津丽思卡尔顿行政公寓
天津市和平区大沽北路167号



The Lakeview, Tianjin-Marriott Executive Apartments

A: No. 16, Binshui Dao, Hexi District
T: +86 22 5822 3322
天津万豪行政公寓
河西区滨水道 16 号



Fraser Place Tianjin

A: No. 34 Xing Cheng Towers Ao Ti Street, West Weijin South Road, Nankai District
T: +86 22 5892 0888
E: sales.tianjin@frasershospitality.com

Somerset International Building Tianjin

A: No. 75, Nanjing Lu Heping District
天津盛捷国际大厦服务公寓
和平区南京路 75 号
T: +86 22 2330 6666

Somerset Olympic Tower Tianjin

A: No. 126, Chengdu Dao Heping District
天津盛捷奥林匹克大厦服务公寓
和平区成都道 126 号
T: +86 22 2335 5888

Astor Apartment

A: No. 32, Tai'er Zhuang Lu Heping District
T: +86 22 2303 2888
利顺德公寓
和平区台儿庄路 32 号

Ariva Tianjin Binhai Serviced Apartment

A: No. 35 Zi Jin Shan Road, Hexi District
T: +86 22 5856 8000
F: +86 22 5856 8008
W: www.stayariva.com

Ariva Tianjin Zhongbei Serviced Apartment

A: No. 80 Xingguang Road, Zhongbei Town, Xiqing District
T: 022-5863 1188
F: 022-5863 1166
E: Reservation.ATZB@stayariva.com.cn

Ariva Tianjin Zhongbei Serviced Apartment

A: No. 80 Xingguang Road, Zhongbei Town, Xiqing District
T: 022-5863 1188
F: 022-5863 1166
E: Reservation.ATZB@stayariva.com.cn

Ariva Tianjin Zhongbei Serviced Apartment

A: No. 80 Xingguang Road, Zhongbei Town, Xiqing District
T: 022-5863 1188
F: 022-5863 1166
E: Reservation.ATZB@stayariva.com.cn

Ariva Tianjin Zhongbei Serviced Apartment

A: No. 80 Xingguang Road, Zhongbei Town, Xiqing District
T: 022-5863 1188
F: 022-5863 1166
E: Reservation.ATZB@stayariva.com.cn

DINING

TEDA & TANGGU

Brazilian

Salsa Churrasco

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

Chinese

Fortune Restaurant

A: 2F, Crowne Plaza Tianjin Binhai
No. 55, Zhongxin Da Dao
Airport Industrial Park
T: +86 22 5867 8888 ext. 2355
富淳中餐厅
空港物流加工区中心大道55号
天津滨海圣光皇冠假日酒店2层

Crab Club

A: 2F, Renaissance Tianjin TEDA
Convention Centre Hotel
No. 29, 2nd Avenue, TEDA
T: +86 22 6621 8888 ext. 6750
蟹将军
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

Kasumi

A: 1F, Crowne Plaza Tianjin Binhai
No. 55, Zhongxin Da Dao
Airport Industrial Park
T: +86 22 5867 8888 ext. 2322
霞日式料理
空港中心大道55号
天津滨海圣光皇冠假日酒店1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
开发区第二大街 50 号
天津滨海喜来登酒店 2 层

Western

Brasserie Restaurant

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



Feast All Day Dining Restaurant

A: 1F, Sheraton Tianjin Binhai Hotel
No. 50, 2nd Avenue, TEDA
T: +86 22 6528 8888 ext. 6210
盛宴全日制西餐厅
开发区第二大街 50 号
天津滨海喜来登酒店 1 层



LE CROBAG - Teda Store

A: Room 105, Building C1, MSD,
NO.79 The 1st Street, TEDA, Tianjin
T: +86 22 5990 1619
Le Crobag 德国面包房 (泰达店)
第一大街 79 号 MSD, C1-105 室

BARS



Happy Soho Live Music & Dance BAR

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

Education



Tianjin TEDA Maple Leaf International School

A: No. 71, 3rd Avenue, TEDA
T: +86 22 6200 1920
天津泰达枫叶国际学校开发区第三大街 71 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
W: Tedais.org

SERVICES

Hotels

Renaissance Tianjin TEDA Convention Centre Hotel

A: No. 29, 2nd Avenue, TEDA
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
W: sheraton.com/tianjinbinhai
天津滨海喜来登酒店
开发区第二大街 50 号



HILTON TIANJIN ECO-CITY

A: No. 82 Dong Man Zhong
Lu, Sino-Singapore Eco-City,
Tianjin, P.R. China 300467
T: +86 22 5999 8888
F: +86 22 5999 8899
E: tianjin.ecocity@hilton.com
W: tianjin.ecocity.hilton.com
天津生态城世茂希尔顿酒店
天津市中新生态城动漫中路 82 号

Holiday Inn Binhai Tianjin

A: No. 86, 1st Avenue, TEDA
T: +86 22 6628 3388
天津滨海假日酒店
开发区第一大街 86 号

Crowne Plaza Tianjin Binhai

A: No.55 Zhongxin Avenue Airport
Economic Area, Tianjin
T: +86 22 5867 8888
天津滨海圣光皇冠假日酒店
天津市空港经济区中心大道 55 号

Apartments



TEDA, Tianjin - Marriott Executive Apartments

A: No. 29 2nd Avenue TEDA, Tianjin
T: +86 22 6621 8888
天津泰达万豪行政公寓
天津经济技术开发区第二大街 29 号



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Tianjin - Beijing Airport Terminals 2/3

04:00-18:00, runs every hour. Tian Huan Distance Bus Passenger Station
The junction of Hongqi Lu and Anshan Xi Dao. Tel: +86 2305 0530

Beijing Airport Terminals 2/3 - Tianjin

07:00, 08:00, 09:00, 10:00 then every 30 minutes until 23:00.
Exit on the 1st floor at Gate 15 / Terminal 2 and Gate 1 / Terminal 3.
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06:45, 08:45, 14:45, 17:15. 1st Avenue, TEDA.
Tel: +86 22 6620 5188

Beijing Airport Terminals 2/3 - TEDA

10:30, 13:00, 18:30, 20:30. Exit on the 1st floor at Gate 15 /Terminal
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BULLET (C) TRAIN

TJ ~ BJS (¥55 - ¥93)

Train	Tianjin	Beijing
C2002	06:18	06:53
C2108	22:52	23:27

BJS ~ TJ (¥55 - ¥93)

Train	Beijing	Tianjin
C2001	06:01	06:36
C2107	23:05	23:40

TG ~ BJS (¥66 - ¥93)

Train	Tanggu	Beijing
C2584	09:04	09:58
C2594	20:26	21:21

BJS ~ TG (¥75 - ¥239)

Train	Beijing	Tanggu
C2281	07:23	08:20
C2593	20:26	21:31

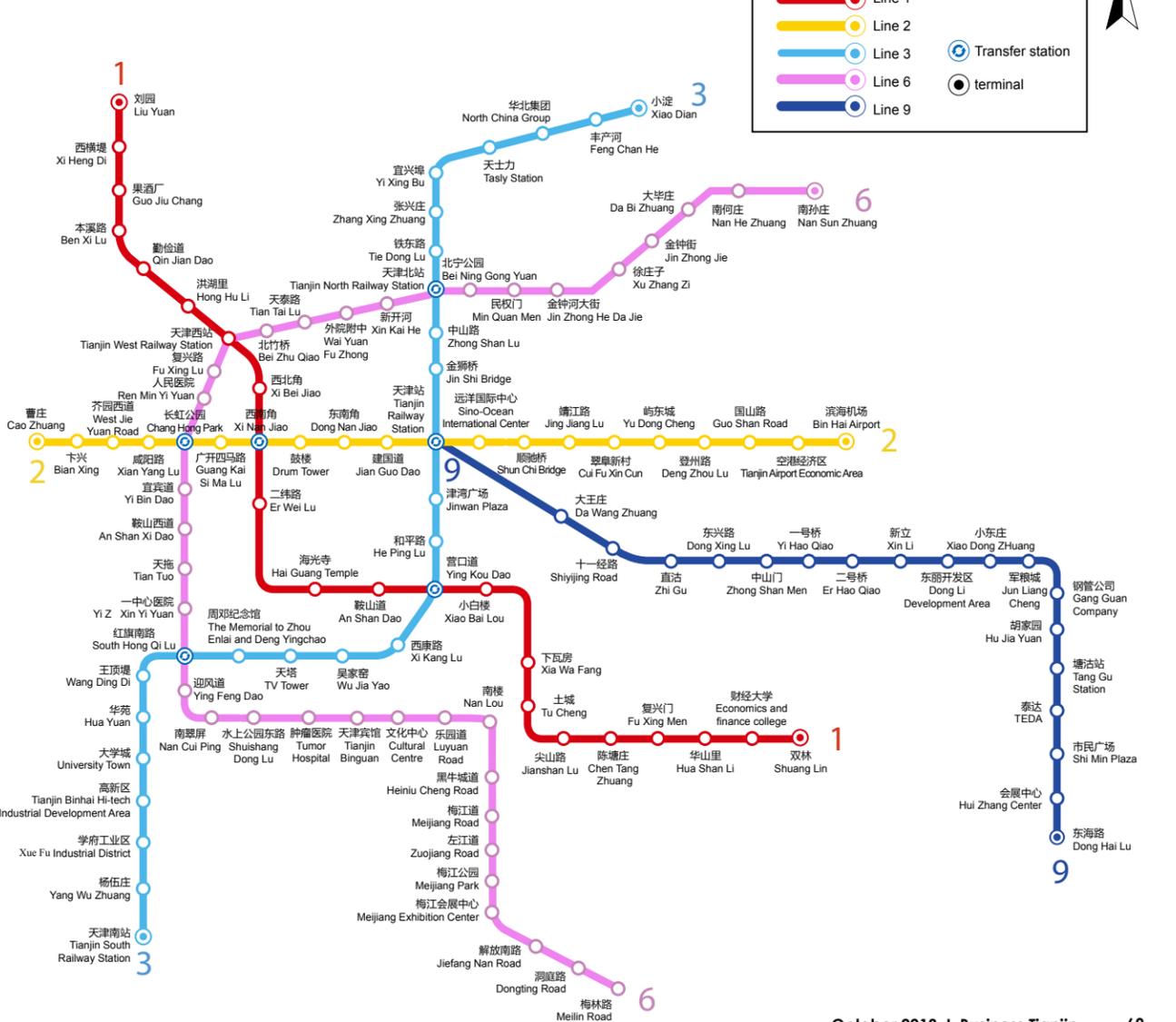
Wuqing ~ BJS (¥39 - ¥66)

Train	Wuqing	Beijing
C2202	06:54	07:19
C2246	21:27	21:52

BJS ~ Wuqing (¥39 - ¥66)

Train	Beijing	Wuqing
C2203	07:31	07:55
C2245	20:56	21:20

TIANJIN SUBWAY MAP



Organized Company Gatherings

公司团队建设

By Demi Guo



What do you usually do after a hard day at work? You might go home and get ready to go to the gym, or may want to relax, unwind and watch movies. Some may go over to a friend's house, or visit their family and have a nice quiet dinner. If you've noticed, many of these

options pretty much revolve around the individual's personal life, and personal friend or family circle, while excluding any sort of ties to work. But in China things can be very different. After getting off work, Chinese people are likely to go to dinner with colleagues or even attend work group

activities called team building, and this is especially true for employees of larger companies.

In China, interpersonal relationships are very important, and Chinese companies are no exception. Working relations between staff members and

在结束了一天疲惫的工作之后，你最享受的是什么呢？可能会你直接回家准备去健身房，放松自己，看个电影，或者放空。还有的人可能会选择去朋友家，亦或者和家人享受一顿安静美味的晚餐。可能你已经发现了，许多工作之后的活动都是围绕着个人的私生活、朋友以及家人圈展开的，和工作并没有什么关系，但是在中国，情况就大不相同了。在下班之后，中国人，尤其是大公司的员工，喜欢和同事一起共进晚餐，甚至参加公司团体活动，也被称为团队建设活动。

在中国，人际关系是非常重要的，当然中国的公司也不会例外。每个人都特别注意和同事以及上司的关系，和他们的互动不会止步于下班。团建活动不仅仅只是由上司组织，下属员工也会私下组织团体活动，当然也会附带带上管理层以及其他上司。这些活动对于大家互相了解对方以及建立同级之间的工作关系至关重要。

中国的公司，特别是大型企业，经常会为员工组织团队建设活动。这些活动范围广泛，包括团体晚餐、游戏活动、去酒吧听听音乐喝喝酒、爬山、唱卡拉OK，甚至是去近郊做短途旅行。对于新员工来说，这不仅仅是建立工作关系

以及人脉的重要机会，还能够在私下和同事变得更加亲近熟悉。对于公司来说，也是可以使每个部门的团队更加紧密，建立健康的员工关系的极好的机会。

员工团队活动的目的十分清楚，主旨是在公司中建立属于自己的关系人脉。和不同部门以及级别的人一起进餐能够很好地扩展人脉以及获得更多的信息，对于个人在公司的发展是有百利而无一害的。当然，有些人还会在团建活动之后成为很好的朋友，在工作内外都会经常聚会碰面。

大家常说中国人只知道工作，但是事实上，中国人对于和上司以及同事之间的关系也是非常注意的。团建活动可以让员工有更多了解对方的机会，但是与此同时也可能让一些员工觉得更加疲劳，把团建当作是额外的工作，甚至会被这些持续的工作相关的压力搞得疲惫不堪。有时，员工很难决定是参加一些团体建设活动来加深自己的优势以及人脉机会，还是留一些给自己放松以及缓解压力的时间。然而不参加团体建设活动可能对于个人形象不利，也会让人觉得你拒人以千里之外，这些都有可能造成你和上司以及同事之间的误会以及隔阂。

their superiors are extremely important, and usually interaction with workmates and team leaders or managers does not end after you punch out for the day. These activities are not only arranged by the higher ups, but junior employees can also be known to arrange team building activities amongst themselves, while still including management and other superiors. These events and activities are a great way for everyone to get to know each other better and build better working relationships amongst their peers.

Chinese companies, especially large corporations, organize regular group building activities for employees. These include a variety of activities, like a team dinner, a night out playing games together, going to the bar to listen to music and have a few drinks, hiking, singing karaoke, and can even be a group trip somewhere maybe outside the city or country. For newly hired employees, this is a great opportunity to begin working on relations and network, as well as becoming more familiar with their colleagues on a personal level outside of work. These

team building activities also provide companies with an opportunity to quickly establish tight knit working groups within each department, and to build healthy relationships among staff members.

The purpose of these staff's group building activities is pretty clear, and it is primarily to establish their own network of relationships in the company. Eating with people from different departments and people of different levels means you may be exposed to more information and more opportunities to network, which will definitely benefit every individual in future. Of course, there will also be some people who actually become really good friends through linking up at these group activities and spend a lot of time together outside of work and work related outings.

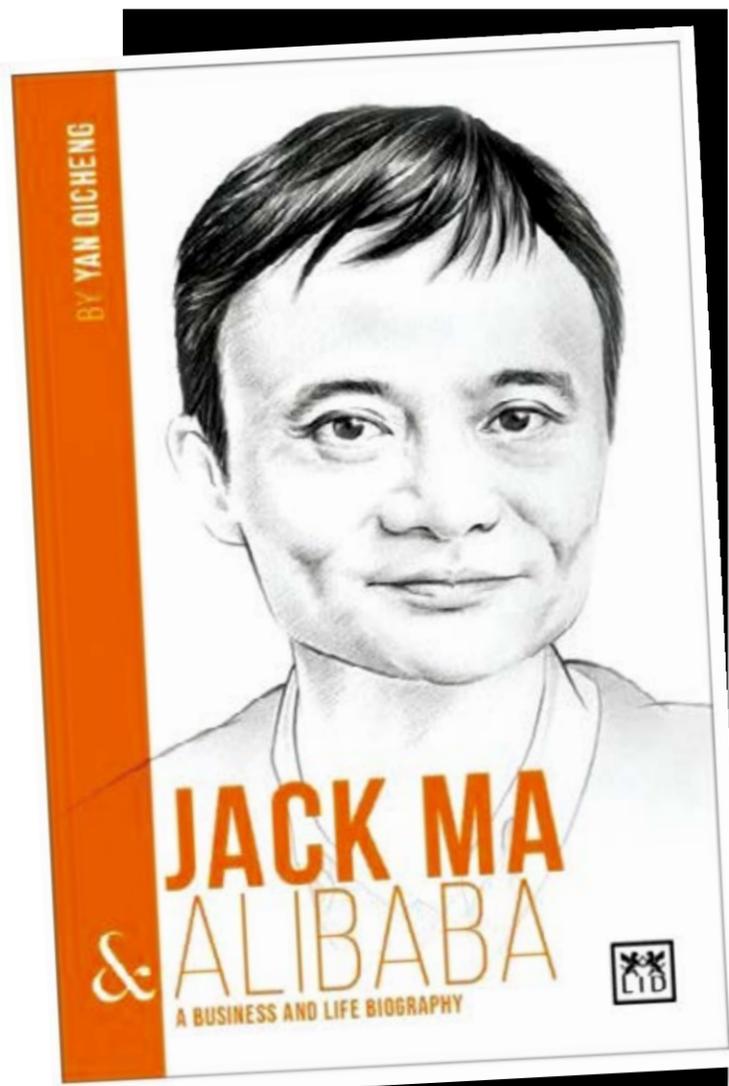
It is often said that Chinese people are extremely tired from working. But in fact, Chinese people also have to pay a lot of attention to their relationships with superiors and coworkers. Group building can give employees

opportunities to become more familiar with each other, and can also result in the staff being tired and left with a feeling of being overworked, and their minds being overloaded with constant pressure from work related items.

Sometimes, employees find it hard to decide whether or not to attend team building activities for further possible advancement and networking opportunities, and instead take the time to relax and decompress, but this might end up costing them the chance to trek further along in their careers at a faster rate. Not attending team building events is also likely to reflect badly on you, and make others feel you may have a reason for not wanting to be around them, which could lead to misunderstandings between you and your superiors or coworkers. **E**

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马云 & 阿里巴巴 一本商业以及人生传记

在这本书中，我们可以了解一个内幕人士对中国商业世界的看法。一本关于中国的书，由一位中国本土作家用英语完成，这是非常难得的。

这本书首先考察了世界上最大的电子商务平台阿里巴巴的创造者马云的生活，以及马云如何在一夜之间筹集了28亿美元。目前他是全亚洲最富有的人，价值418亿美元。但是，马云的生活并不总是顺风顺水的。这就是本书探讨的内容。虽然它主要是商业书籍，但它将传记元素融入其中。不仅从宏观和微观经济角度探讨了阿里巴巴及其发展，还探讨了马云自己的生活如何走向成功，还包括很多教诲。

这本书同时还涉及阿里巴巴如何大大改善了中国的现状，现在已经占据了互联网经济的巨大份额。包括马云作为企业家的失败经验，以及早期阿里巴巴的内部运作。在幕后，这本书叙述了马云如何颠覆根深蒂固的传统，并使阿里巴巴成为一家巨大的公司。

虽然书中提供的商业知识很有用，但是写作并不那么成熟。总而言之，如果您感兴趣的是真实的故事，这是值得购买的，但如果您寻找的是引人注目的写作手法，我会鼓励您去看其他的书。

Jack Ma & Alibaba A Business and Life Biography

Author: Yan Qicheng and Chen Wei, 2017

In this book, we get an insider's perspective on the world of Chinese business. It's quite a rare opportunity to have a book about China, by a native Chinese author in English.

This is a book that examines firstly, the life of Jack Ma, the creator of Alibaba, the world's largest e-commerce platform, and secondly how Jack Ma basically raised \$2.8 billion overnight. Currently Jack is the richest person in all of Asia, being worth \$41.8 billion. However, Ma's life hasn't always been smooth sailing. And that is what this book explores. Even though it's mainly a business book, it incorporates biographic elements into its narrative. It explores Alibaba and its creation not only from the lens of macro and micro economic success, but also explores how Jack Ma's own life headed towards this creation, and what teachings from his life Jack Ma used while creating his multi-billion dollar business.

The book also touches on how Alibaba single-handedly greatly improved the state of China's already enormous share of the Internet economy. also It goes on to explore Ma's failings as an entrepreneur, as well as the inner workings of early Alibaba. Going behind the scenes, the book explores how Ma subverted well-rooted traditions and transformed Alibaba into a behemoth, a company that set the world record for the world's largest public store offering during its IPO in New York in 2014.

That being said, while the business knowledge presented in the book is valid, the writing is less so. The book is quite a chore to get through and gets very repetitive at times. I wouldn't precisely call it long or too long for what it is. I would however say that it was extended past a point where everything was already said. All in all, I would say it's a worthy buy if what you're interested in are the hard facts, however if you're looking for compelling writing I would encourage you to look elsewhere. **B**

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为什么一壶茶有 更多的意味

茶是中国历史的标志。它是日常生活的一部分。俗话说，“茶米油盐酱醋茶是一天开始的七大必需品……”茶象征着大自然的成分。从本质上讲，它代表着更深层文化的含义：人与自然之间的和平，平衡和亲近的关系。

为什么一壶茶有着更多的意味？这只是我们祖先传承的日常仪式之一吗？

首先，制作茶不仅仅是一个普通的过程。使用的器皿或罐子应该与您使用的茶类型相匹配。存在自然元素 - 例如月亮，微风，松树，竹子，李子和叶子。正确选择茶壶可以在质地上保持良好的一致性。优质和高价的茶甚至需要用溪水，泉水或未受污染的水泡。不夸张，一锅大红袍茶花费约1万美元！上帝般的享受！

由于药用特性和健康益处，任何一餐都可以以一杯茶结束。您可以在内心深处感受到平和清静。少量品茶可以迅速缓解压力，舒缓疲惫的身心。这可能是茶不可替代的原因。它可以是所有疾病的治疗源，也是瑜伽的很好的替代品！为一个人的灵魂提供振奋和冥想的效果。

茶，茶的汉字呈现天，地，人的统一。符号本身就象茶一样复杂。“Cha”充满了深意。

在这个文化已成为过去的数字时代，一些本地人尤其是年轻一代会认为茶是日常必需品。此外，外国人可能会认为喝茶只是一种传统的仪式。很少人知道，如果拜访中国人的家，主人提供茶意味着尊重并且代表关心。曾经有人问我为什么在婚礼庆典上，中国新娘会为新郎的家人敬茶。这就象西方人用葡萄酒来表达感激之情一样，喝茶和喝酒象征着家庭关系的加强。

一壶茶和蛋糕并不一样。当你有压力，沉迷于甜点能给你带来短暂的舒适。而茶能够带来宁静感。所以，下次品茶之时，记住它与大自然的联系。体会对于身心的疗效，同时对祖先留给我们的宝贵文化财富表示感激。

Why a Pot of Tea Means Much More

By Rose Salas



Tea is a trademark of Chinese history. It is part of the daily life and its importance is not of little depth. As the saying goes, "Firewood, rice, oil, salt, sauce, vinegar and tea are the seven necessities to begin a day..." the tea symbolizes a harmonious combination of ingredients derived from nature. In essence, it gives an understanding of what the culture is about: a peaceful, balanced, and amiable relationship between human and nature.

Why does a pot of tea mean much more? Is it just a daily ritual that has been passed on by our ancestors?

Firstly, tea preparation is not just an ordinary process. In fact, tea wares to be used for tea tasting already show some character. The kind of wares or pot to be used should match the type of ingredients you intend to use. Nature elements are present - such as moon,

breeze, pines, bamboo, plum and leaves. Proper selection of teapot creates a good consistency in its texture. A small, well-built ceramic pot where it will be infused can produce maximum flavour. Fine and high-priced teas are even boiled with stream water, spring, or unpolluted water to experience a different kind of richness and freshness. Not to exaggerate, a pot of Da Hong Pao tea costs \$10,000! Such a kind for an emperor!

Owing to its medicinal properties and health benefits, any meal will be concluded with a cup of tea. You get to feel some cleansing deep within and relaxation that can be found nowhere. A few sips can quickly alleviate stress, soothe tired body and calm a weary mind. That's probably why tea is irreplaceable. It's an instant healing source of all ailments and a better substitute for yoga! It is so mysterious why these mixed elements possess spiritual and material



character, providing invigorating and propitiating effect into one's soul.

Cha, the Chinese character for tea renders unity of sky, earth and human element. The symbol itself is as complex as tea. So every time you finish a single cup, you can be certain that you get to taste a little trace of eternity! "Cha" is full of meanings, interpretations, and even senses. Just like a pot of tea that



has been meticulously and carefully prepared, the name from which it was derived, is compared to the divine character of this glorious drink.

In this digital age where culture is just a thing of the past, some locals, particularly the young generation would consider tea as a daily staple. Furthermore, foreigners may think that drinking tea is just a traditional ritual that has been improved upon through the years. Most of them do not know that if they visit a Chinese friend into their house, offering tea would mean respect and showing of one's care and concern.

Someone once asked me why in wedding celebrations, the bride serves the groom's family and likewise with a cup of tea. Well, just as how Western people use wine to call for cheers and express gratitude, tea serving and drinking symbolizes union and strengthening of family ties. I can still recall how I

offered my parents an apology when I did not do well in college. I went home, brought out the best tea set we had, prepared our favourite tea, and just waited for them to go home after work so I could serve them and show that I regretted my misbehaviours.

A pot of tea cannot be equal to a whole round of cake. It is much more than a comfort food when you are stressed or indulging in a dessert. It is something that brings a sense of tranquillity. So the next time you take a sip, savour its goodness. Remember the connection which you establish with nature and how it gives your body a dose of awesome healing benefits, while enriching the culture our dear ancestors handed down to us. **B**

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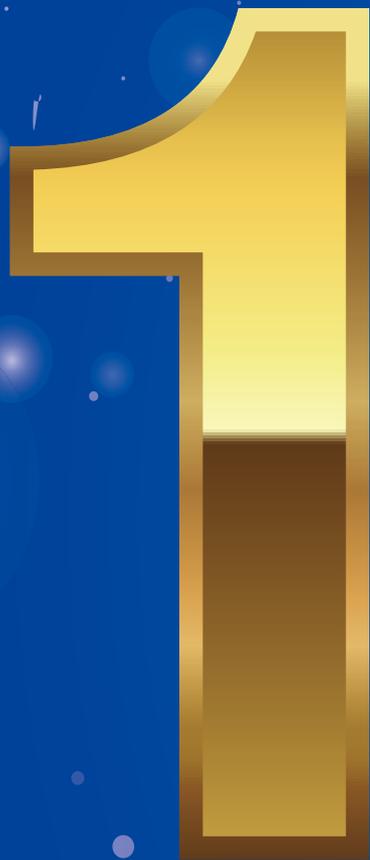
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