

Insight Into a Changing Tianjin

BUSINESS MAGAZINE **TIANJIN**

津衛商務

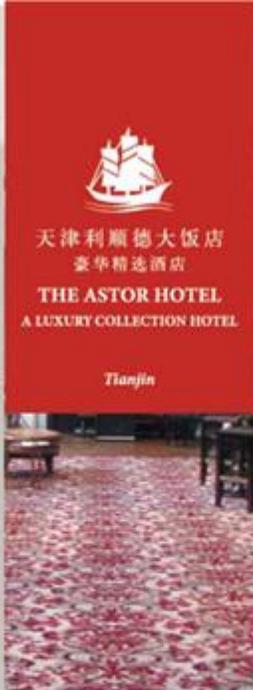


TIANJIN SOMERSET'S BIG THREE

24 Ascott Residence Managers
John Jin, Jason Fang and Roger Dai

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Business Tianjin / December 2010



Tianjin Somerset's big three

Ascott's first property in Tianjin is Somerset Olympic Tower Tianjin, which opened in 1998. Early last year, its second serviced residence in Tianjin, Somerset Youyi Tianjin, started operation. Aimed at strengthening its position as the largest international serviced residence owner-operator in the world, Ascott recently has the third property in Tianjin with the 105-unit Somerset International Building Tianjin. Ascott Residence Managers John Jin, Jason Fang and Roger Dai make sure these three properties in Tianjin live up to the Ascott standards. [See P24](#)



Who gets sent to China?

Negotiation is a different ballgame from managing daily plant operation. Choosing who to assign to China has far-reaching consequences, so the selection process is anything but casual. Some candidates undergo a rigorous evaluation while others get the equivalent of a phone call out of the blue. Though they accept the assignment for different reasons, they've all chosen to embark on an adventure half way around the world. [See P28](#)

Achieving organisational performance

As a leader and manager, your major objective is organisational performance. Yet organisations do not perform; people perform. It is really the salespeople, mechanics and supervisors – plus everyone else in the organisation doing their "thing" – who create what we call "organisational performance". [See P34](#)



Online sales in China: opening to foreign-invested entities

In recent years, foreign investors have started to look into China not only for the opportunities it offers in terms of developing manufacturing activities but also as the biggest market in the world. The incredible technological development that this country has experienced has, in addition, grown a population of more than 338 million Internet users, representing a great potential for the online distribution sector. [See P45](#)

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Business Tianjin

December 2010



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PUBLISHING DATE

December 2010

Business Tianjin is FREE
ONLY for Members
TEL: +86 22 2576 0956

国际统一刊号: ISSN 2076-3735

Dear Reader,

The most recent meeting of the Group of 20 concluded in mid-November without achieving many of the participants' concrete aims.

The Seoul Summit Leaders' Declaration included phrases on remaining "determined" and "vigilant", to "pledge coordinated efforts" and "promote job creation". There were even sections addressing (Chinese) currency valuation, (American) capital flows and (European) trade protectionism. Most notably, the G-20 leaders all agreed that:

"We will move toward more market-determined exchange rate systems and enhance exchange rate flexibility to reflect underlying economic fundamentals and refrain from competitive devaluation of currencies. Advanced economies... will be vigilant against excess volatility and disorderly movements in exchange rates. Together these actions will help mitigate the risk of excessive volatility in capital flows facing some emerging market economies. "We will refrain from introducing, and oppose protectionist trade actions in all forms... We reaffirm our commitment to avoid financial protectionism."

Yet none of these statements clarifies any of the 20 nations' specific commitments, targets or planned actions. As Newsweek reported, "The messiness of the negotiations was made clear by the nebulousness of the final press releases, which left enough wiggle room for all 20 nations to sign."

China gave no ground on its controlled currency appreciation, which has hindered the ability of other exporting nations to compete. The US was unable to promise that the Federal Reserve would refrain from purchasing US Treasury bonds, which the Christian Science Monitor notes would consequently reduce interest rates, turning global investors onto emerging economies.

Even if the leaders had stuck their necks out and offered to make the first compromise, none of the G-20 declarations are legally binding for signatory nations.

Economies that were not too long ago all action and no talk now seem to be all talk and no action. Let us hope that the coming year will help these 20 major economies strike a balance between the two.

Sincerely,

Jamie Michael Kern

Chief Editor – Business Tianjin

TIANJIN NEWS

Consumer sales up



The Tianjin Municipal Bureau of Statistics reported that retail sales of consumer goods in the first three quarters of 2010 totaled 214.5 billion CNY, up 19.3% year-on-year. Retail sales of automobiles increased by 43.6%, home appliances by 30.9%, and gasoline by 51.2% during the period. Per capita consumption by urban residents increased 10.9% to 11,926 CNY. During the period, spending on food increased 9.8%, spending on clothing increased 15%, and transportation and communications expenditures increased 23.3%.

- *China Daily*, 28 October

Airbus launches green initiative

Global aircraft manufacturer Airbus SAS is now encouraging young Chinese aircraft enthusiasts to shape the future of eco-efficient air travel in a global competition called Fly Your Ideas (FYI). More than 100 enthusiasts from universities in Beijing, Tianjin, Xi'an, Harbin and Nanjing attended the FYI idea competition in Beijing on 26 October.

- *China Daily*, 1 November

Delta financial services established

A ceremony celebrating the founding of Delta (Tianjin) Supply Chain Financial Service Limited was held in TEDA. Development Area Party Organisation secretary and Administrative Committee director He Shushan; China Export & Credit Insurance Corporation, Tianjin branch general manager Bai Lixing; TEDA Administrative Committee vice chairman Ni Xiangyu; and UK-based Three Delta LLP principal Paul Taylor, executive chairman Jonathan Harfield, CEO Lionel Taylor, and Asia area director and general manager Huang Mingzhong were all present at

the event. Delta will provide China-based export enterprises with comprehensive services including purchase, management, collection, recovery of accounts receivable, risk management, and credit checks.

- 3 November

AC311 helicopter makes successful maiden flight



The domestic-made AC311 light utility helicopter rolled off the assembly line and made a successful maiden flight in Tianjin on 8 November. The AC311 is a 2-ton light utility helicopter capable of carrying six people with a maximum capacity of 2,200kg. It can be widely used for various tasks, including flight training, personnel transport, public security patrols, communication and command, aerial photography, medical aid, power line inspection, forest fire protection and aerial pest control.

- *People's Daily Online*, 9 November

Meydan in JV



A new joint venture company between International Equine Group (IEG) – formed between Dubai's Meydan and Malaysia-based Teo A Khing Design Consultants (TAK) – and Tianjin State Farms Agribusiness Group Company, an entity owned by the Chinese government, was officially launched on 10 November. The new JV, called Hua Zhi Jie Horse Industries, will be based in Tianjin and spearhead the development and management of the new Tianjin Equine Culture City. The announcement concluded a

two-year due diligence exercise undertaken by both parties with the objective of positioning Hua Zhi Jie as pioneering the development of an integrated equine industry in China.

- *Zawya*, 11 November

ANZ invests more in Tianjin bank



Australia and New Zealand Banking Group, which owns the ANZ and National bank brands in New Zealand, says it will invest a further 126 million AUD in Bank of Tianjin. ANZ owns 20% of the Chinese bank, and the additional investment represents its share of a planned 4.2 billion CNY (629m AUD) capital raising to support growth. ANZ says the 5.20 CNY per share issue price represents 1.9 times the 31 December 2009 book value, and values Bank of Tianjin at about 2.3 billion AUD. In October, ANZ contributed 250 million AUD to a capital raising by Shanghai Rural Commercial Bank. The investment "demonstrates the depth of our commitment to China and our strategic partnerships," says Alex Thursby, ANZ's Asia Pacific, Europe and America chief executive.

- *TVNZ*, 15 November

Tianjin Cruise Home Port to handle 300,000 passengers by 2015



Tianjin Port is expecting its newly-opened Tianjin International Cruise Home Port to handle a total of 300,000 cruise passengers between 2010 and 2015, according to forecasts by local government. The

region invested 191 million USD in building the cruise terminal at the south end of Dongjiang Bonded Port Area in 2008. The first phase of the terminal became operational in June of this year, according to Tianjin Tourism Bureau. The new terminal has received 22 cruise ships, with 60,000 inbound and outbound passengers, to date. According to the tourism bureau, the port expects to receive a total of 100 vessels by 2015.

- *Port World*, 18 November

Supercomputer to be open to overseas clients



The world's fastest supercomputer, Tianhe-1A, based in Tianjin, will be available to in-

ternational clients in the future, although its current clients are mainly domestic. Li Nan, chief project manager of Tianhe-1A, made the announcement after the supercomputer was recognised at a computer industry conference in New Orleans. Tianhe-1A, which can perform 2.57 quadrillion computing operations per second, topped the 36th edition of the world's top 500 supercomputers list, the first time a Chinese supercomputer has taken the honor.

- *China Daily*, 18 November

Tianjin Metallurgical no 1 steel group starts CR production

Tianjin Metallurgical No. 1 Steel & Iron Group has recently commissioned its new cold-rolled coil (CRC) steel sheet production in Dalian Binhai new area, with the new CRC output capacity adding 1 million tonnes per year. The project, with a total investment of 5 billion CNY, is mainly engaged in high-level steel plate production. Although output from the new line will eventually target the white goods and electronic device sectors, it will initially

produce commercial CRC.
- *Mysteel.net*, 4 November

Alstom builds hydro manufacturing facility

French transport and energy infrastructure giant Alstom has inaugurated its new hydropower component manufacturing facility in Tianjin. The new facility is not yet complete, but it is intended to replace Alstom's original Tianjin factory and add 20% more production capacity. Combined production capacity will be 30 turbines and generator units a year, which is in theory capable of satisfying 100% of China's current growth rate of 15 gigawatts of hydropower per year. The new facility will also house Alstom's third global technology research centre. Alstom is set to profit from Beijing's decision to add 63GW of hydropower by 2015. It has already signed contracts to build 43GW worth of hydro turbine capacity in China – 28 GW of which are already in operation. On 4 November, it signed

BUSINESS TIANJIN

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a contract to supply five 40MW turbine units to a project in Jiangxi.

- *China Economic Review, 12 November*

FINANCE

Manufacturing growth hits 6-month high in October

China's manufacturing expanded at the fastest pace in six months in October, indicating the economy can bear more CNY gains and interest-rate increases to cool price pressures. A purchasing managers' index released by the logistics federation rose to 54.7 from 53.8 in September, with input prices climbing the most in six months. A second PMI, from HSBC Holdings Plc and Markit Economics, jumped to 54.8 from 52.9. Asian stocks rallied on signs of sustained momentum in the world's fastest-growing major economy. China may secure growth of 10% this year even after raising interest rates in September for the first time since 2007.

- *Bloomberg, 1 November*

CNY settlements jump 160% as Nokia shuns USD



International trade transactions settled in CNY more than doubled to a record in the third quarter as companies including Nokia Oyj and Metro AG turned to a currency that rose 24% against the dollar in six years. The value of settlements jumped 160% from the prior three months to 126.5 billion CNY (19b USD), the People's Bank of China reported. Metro, Germany's biggest retailer, says paying Chinese suppliers in CNY benefits both parties.

- *Bloomberg, 3 November*

World Bank raises China growth forecasts

The World Bank boosted its growth forecast for China and said rising inflation should level off but warned Beijing needs to make the economy less reliant on trade to sustain its expansion. In a quarterly update, the bank said China's politically contentious trade surplus is likely to swell further in 2011, though it cautioned that weak global demand means Beijing shouldn't rely so heavily on exports. The bank raised its 2010 growth outlook from 9.5% to 10% and its growth outlook for next year from 8.5% to 8.7%. Growth eased in the third quarter to 9.6% from 10.3% the previous quarter as Beijing tried to steer it to a more manageable level.

- *Bloomberg, 4 November*

China ushers in credit default swaps

China has launched its first credit default swaps in spite of opposition from some senior regulatory officials who have urged caution because of the role such products

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played in the global financial crisis. On the first day of the new pilot project, nine financial institutions – including Deutsche Bank, Industrial and Commercial Bank of China and China Construction Bank – conducted 20 trades involving a total of 1.84 billion CNY (276.3m USD) of derivatives. Beijing has picked 17 institutions – including all of China’s largest banks as well as HSBC, Citigroup, BNP Paribas and Barclays – to write contracts and trade in the new market, which is expected to grow slowly, at least in its early stages.
- *The Financial Times, 8 November*

Trade surplus surged to 27b USD

China's trade surplus surged to 27 billion USD in October, adding to pressure for action on trade and currency as Group of 20 leaders gather in Seoul to work on reforming the world economy. Exports rose 22.9% over a year earlier despite concerns the global recovery might be weakening, while imports rose 25.3% even as China's own rapid economic growth eased, customs figures showed. The surplus was up sharply over September's 16.9 billion USD. The surge added to pressure on Beijing at the G20 meeting to ease currency controls that Washington and other trading partners say are swelling its trade surplus and costing jobs.
- *The Canadian Press, 10 November*

Inflation at 4.4%, fastest in two years



China's inflation accelerated to the fastest pace in two years in October, building the case for the central bank to add to September's interest-rate increase. Consumer prices rose 4.4% from a year earlier, boosted by food costs, a statistics bureau report showed. In September, prices rose 3.6%. Moody's Investors Service today upgraded China's debt rating to Aa3 from A1 in a sign of confidence that policy

makers can contain risks and sustain the fastest expansion of any major economy. Deutsche Bank AG said policy makers will be "more aggressive" in raising interest rates after an 0.5-percentage-point increase in the proportion of deposits that banks must set aside.
- *Bloomberg, 11 November*

Hu resists Obama pressure on currency



In private meetings with President Barack Obama, President Hu Jintao resisted his pressure on currency revaluation. Mr. Obama also failed to secure a free-trade agreement with South Korea by a deadline he set, a blow to a president who has pledged to double US exports over the next five years. The summit of the Group of 20 industrial and developing nations concluded with a communiqué that papers over differences on fiscal and monetary policy that had been exposed in the run-up to the gathering.
- *The Wall Street Journal, 12 November*

Four banks halt property loans

China's four biggest state banks will not issue any new loans to property developers for the remainder of the year, the state-run China Real Estate Business reported, citing unidentified executives at the banks. Industrial & Commercial Bank of China Ltd., China Construction Bank Corp, Bank of China Ltd. and Agricultural Bank of China Ltd. had met their allotted loan targets for the year, according to a copy of a report by the newspaper. Approvals of new loans had ceased since the end of October, the paper said. Bi Jianling, spokeswoman for the Ministry of Housing and Urban-rural Development, which operates the paper, said she could not confirm the story.
- *Bloomberg, 15 November*

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TIANJIN SOMERSET'S BIG THREE

BUSINESS TIANJIN

Industrial sector 'will focus on quality'



Li Yizhong, minister of industry and information technology, said the country will no longer make the growth rate its top priority in its five-year industrial development plan, focusing instead on the quality and the profitability of industrial growth. Although China is the world's major manufacturing economy, the value that it added in the manufacturing process is far less than the world average. He said China will encourage the use of high technology in its industrial development in the 12th Five-Year Plan (2011-2015) and will further reduce energy consumption and pollution. "China's industrial value-added rate stands only at 26.5%, far lower than the world's average of 35-40%," said Li. The rate is the ratio of industrial value-added output to a country's overall industrial turnover.

- *China Daily, 17 November*

LAW & POLICY

Beijing rules out licence plate fee rise



The government will not limit the number of cars by making licence plate numbers more expensive, the city's transit authorities told the auto market. The auto market had been concerned with rumours of such a policy change. "Beijing is not going to

copy Shanghai's car control measure that enforces high registration fees to discourage buying," an anonymous official of the Beijing Commission of Transport said, but the city will explore other measures to rein in the skyrocketing number of cars on the roads.

- *Global Times, 4 November*

China to tighten control on inflows of overseas funds

China will force banks to hold more foreign exchange and strengthen auditing of overseas fund raising, stepping up efforts to curb hot-money inflows that may inflate asset bubbles and add pressure for a stronger yuan. The State Administration of Foreign Exchange will introduce new rules on currency provisioning and tighten management of banks' foreign-debt quotas. The government will also regulate Chinese special-purpose vehicles overseas and tighten controls on equity investments by foreign companies in China, SAFE said. The measures underscore concern around the world that the US Federal Reserve's expanded monetary stimulus will cause capital to flood into emerging markets.

- *Bloomberg, 10 November*

New rules on sentencing for cyber attacks

China will issue new judicial rules governing sentencing standards for cyber attack crimes by the end of this year, an official of the Ministry of Public Security (MPS) told Xinhua. China has become a major victim of online crimes such as hacker attacks, with eight out of every ten computers in the country having suffered botnet attacks, said Gu Jian, vice director of the Internet security bureau of the MPS. Botnet is a network of computers that have had malicious software installed in them and are under the control of criminals, while the owners of the computers remain unaware of the computer hacking. China criminalised attacks on computer systems in 1997, and made specific provisions on hacker attacks, such as outlawing the illegal control of another computer, in its seventh amendment to the Criminal Law in 2009.

- *China Daily, 11 November*

China to consider hot money policies



China may deploy a mixture of policies to fend off hot money amid worries that US policies could create unwelcome flows of capital toward China. Ma Delun, a deputy governor of central bank, the People's Bank of China (PBOC), said such a policy kit would include reserve requirement adjustment, management of foreign exchange positions, and open market operations. "The 'pool' mentioned by Governor Zhou Xiaochuan does not refer to a specific market, but an array of policies," said Ma.

- *Reuters, 15 November*

LOGISTICS

Beijing-Shanghai high-speed railway on track



The laying of tracks for the high-speed railway connecting Beijing and Shanghai is complete, the latest milestone in the construction of the world's longest high-speed railway. Construction on the 1,318km, 220.9 billion CNY (33.3b USD) project started in April 2008. The line is scheduled to open in 2012. Once completed, train travel time between the two cities will be slashed from 10 hours to about 4 hours.

- *Xinhua, 16 November*

High-speed railway to link Xi'an, Chengdu

China will start building a new high-

speed railway linking Xi'an and Chengdu, two major western China cities, at the end of the year. Trains on the 510km line will run at a speed of 250kph, slashing travel time between the two cities from 13 hours to about 2 hours, said Wang Jie, chief engineer at Xi'an-based China Railway First Survey and Design Institute, the project's prime designer. The 70.8-billion-CNY (10.6b USD) railway will take four years to build. The line will pass through Hanzhong City, Shaanxi Province, and the cities of Guangyuan and Jiangyou in Sichuan Province, Wang said.

- *Xinhua*, 2 November

TELECOM & TRANSPORTATION

Launch of mobile number portability to benefit China Unicom



China's Ministry of Industry and Information Technology formally issued a document to the country's big three operators – China Mobile, China Unicom and China Telecom – clearly expressing that the “mobile number portability commercial trial” will be launched on 22 November in the cities of Tianjin and Hainan. Mobile number portability, which allows people to change carriers without having to change numbers, will encourage China's 3G users to switch to China Unicom from China Mobile, as the former's 3G technology is more mature.

- *Wireless Federation*, 8 November

Tianjin Airlines launches Nanning-Nanchang-Wenzhou flight

Tianjin Airlines launched a flight from Nanning to Wenzhou, via Nanchang on 31 October. The Nanchang-Wenzhou flight will be operated exclusively by Tianjin Airlines on a daily basis, using a 105-seat E190 passenger aircraft. The new service is expected to serve as an

aviation bridge for passengers in the three cities.

- *China Hospitality News*, 27 October

Association tells airlines to compensate travellers for long delays

The China Air Transport Association recently called on domestic airlines to provide cash payments to passengers when a flight delay is the fault of the airline, Hubei-based Wuhan Evening News reported. For delays exceeding 8 hours, passengers could get 300 CNY (45 USD) compensation in cash or 450 CNY (67 USD) in airfare reduction. In the event a flight is not delayed for as long as eight hours, airlines were told to provide compensation in other forms. Airlines could deduct 200 CNY from a future ticket if passengers were held up for 4-8 hours.

- *Global Times*, 3 November

GENERAL

Bubblicious Brunch at The Westin

On Sunday, 7 November, The Westin Hotel Tianjin was wrapped up in bubbles. Everywhere, from the champagne to the soap suds in the hall, guests were welcomed in a bubbly, elegant manner. A girl inside a giant bubble directed the way to the Bubblicious Brunch inside. The buffet featured a salad bar, smoked meats bar, and a live cooking area where delicious risottos and pastas were prepared in front of the guests with the ingredients of their choice.

- *9 November*

Tianjin named Best Leisure and Shopping City

Tianjin was awarded “China's Best Leisure and Shopping City” on 2 November for its business culture and modern leisure and shopping environment. “More and more facilities have been built in Tianjin, and Tianjin becomes more competitive in goods prices all the time. Historically, Tianjin is a typical business city,” said Chang Hong, vice president of the School of Tourism at Nankai University. Cities were judged on four criteria: landmarks, leisure environment, leisure conditions and leisure economy.

- *China Daily*, 10 November

Gap opens first China store, banks on rising incomes



US clothing retailer Gap Inc opened its first store in mainland China, one of four planned stores in the country, as it banks on rising Chinese incomes to prop up soft demand back home. Gap, which saw its same store sales in the US rise 2% in October, said recently it was focusing on finding more sales online and outside due to the mature US market and still-cautious consumer spending. Gap opened its 1,140sqm flagship store in Shanghai on one of the city's busiest shopping streets, Huaihai Road. The firm is opening another in the city and two in Beijing. Gap will also open a store in Hong Kong in Q3 2011.

- *Reuters*, 12 November

Lang Lang to give New Year's concert in Tianjin

Piano sensation Lang Lang is set to stage a New Year's concert at the Tianjin Sports Centre on 25 December. Folk singer Song Zuying has been invited to perform at the concert, which is expected to be a romantic and joyful experience. Dubbed the “hottest artist on the classical music planet” by the New York Times, 28-year-old Lang Lang has played recitals and concerts in every major city in the world, and is the first Chinese pianist to be engaged by the Vienna Philharmonic, Berlin Philharmonic and all the top American orchestras. Time magazine selected Lang Lang as one of its 100 Most Influential People in the World last year.

- *CRI*, 17 November

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14,000,000

Tianjin government has invested 14 million CNY in the construction of a rural water-supply project in Wuqing District. Presently, the water supply station delivers 4,500 barrels of purified water to 155 villages in the district.



1,000

Beijing Suntech Power Holdings, China's largest solar panel maker, plans to create more than 1,000 jobs in the United States over the next few years, a further indication of Chinese new-energy companies' growing global presence.

29.2%

State Grid Corp of China said clean energy is expected to account for 29.2% of total installed capacity by the end of 2015.

360

Qihoo 360, one of China's leading online security software developers, was forced to withdraw Koukou Guard, a security program that triggered a war with Tencent, China's largest dot-com firm based on market value.



1ST

The first light civilian helicopter developed and manufactured in China made its successful maiden flight in Tianjin on 8 November.

22,800,000,000

French and Chinese companies inked deals worth 16 billion EUR (22.8b USD) on 1 November, including an agreement by Chinese companies to buy 102 aircraft from European consortium Airbus.

14,000

The number of public hospitals in China has increased from some 9,000 in 1978 to over 14,000 in 2009, according to a statement from China's Ministry of Health.



3.5%

China's consumer price index (CPI), the main gauge of inflation, in 2010 will not exceed 3.5% year-on-year, said Yao Jingyuan, chief economist at the National Bureau of Statistics (NBS), on 2 November.

150

Each household with permanent residence registration in the provincial capital of Guangdong will be offered 150 CNY (22 USD) in cash subsidies for commuting purposes.

561

China's longest subway, stretching 50km from southwest to northwest Beijing, will begin its trial run by the end of 2010. Beijing plans to extend subways to reach 561km by 2015.

4.4%

Surging food prices pushed up China's consumer price index (CPI), a major gauge of inflation, to a 25-month high of 4.4% in October, the National Bureau of Statistics (NBS) said 11 November.

7%

Chinese economic growth may slow to about 7% per annum in the next three to five years from the current 10% level, said Liu Shijin, deputy director of the Development Research Centre of the State Council.



50

The People's Bank of China on 10 November said it will raise the required reserve ratio for all lenders by 50 basis points, its fourth increase this year, amid rising liquidity partly caused by quantitative easing in the US.

Currency Policy and Growing Tensions

Med Chottepanda, Ph.D
Economist/Consultant
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Background and issues

The US, European nations and a number of emerging markets complain that China is deliberately undervaluing its currency to aid its exporters. To compete, Japan, South Korea, Brazil and others have taken measures to beat down the value of their currencies as well, leading to fears of a trade war. Pressure has been piling on China to speed up economic reform by dropping its policy of using a weak currency and reserve accumulation to boost

exports. International Monetary Fund (IMF) officials have accused China of imperiling the global recovery by fostering the imbalances that are preventing deficit countries like the US and UK from returning to economic health.

During the third week of June 2010, the Chinese government announced its intentions to move away from a USD peg. Instead of being fixed, the country's currency, the Yuan (CNY), a.k.a. Renminbi (RMB) is

being controlled by a daily band, with the ultimate price being settled by government officials. CNY is allowed to trade within a specific band. But that band is no more than 0.3% against the USD per day. Simply put, the relatively fixed currency has reverted to its pre-2008 regime. To the surprise of many, CNY did not rise as expected following the restoration of some flexibility to the exchange rate system - un-pegging the CNY from the USD - closing that week at 6.79/USD, from the previously fixed 6.83/

USD. As of 8 October 2010, CNY was traded at 6.68 against the greenback, advancing 2.2% since China removed its peg to the US dollar.

In July 2005, China decided to allow CNY to trade in a managed float. The decision was accompanied by a 2% revaluation in the CNY/USD exchange rate and a mild promise for further appreciation in the future. This managed float was then repealed in 2008, when market volatility and recessionary dangers prompted Chinese officials to revert to a USD peg. The reversion ensured a stable and lower exchange rate. Chinese exports still remained competitive even when a worse recession emerged in both the US and Europe – major trade partners of China. The current situation is no different. As a result, the decision to “remove” the currency peg should not be mistaken for Beijing’s caving in to American political desires.

China’s desire to keep the exchange rate low

China’s currency policy has been subject of fierce debate, particularly in the US and Europe, with the country’s central bank accused of keeping CNY artificially low to promote a domestic exports boom. An artificially lower currency makes the country’s goods and services more competitive, leaving other exporters at a disadvantage.

Nearly five years have passed since China adopted a more flexible exchange rate regime in July 2005. Since then the CNY has appreciated about 23% and about 2.2% since 19 June 2010 against the USD. Largely due to that, China saw large sums of international capital inflows and abundant liquidity, the “dual surpluses” of international balance of payments, as well as rising

foreign exchange reserves. China’s foreign exchange reserves, the world’s largest, rose 194 billion USD in the third quarter of 2010 to reach a record 2.65 trillion USD (China Daily, 14 October 2010). Nearly 70% of the foreign exchange reserves were generated during the past five years. It is estimated that a one percentage-point appreciation of the CNY against the USD will attract about 5 billion USD in capital inflows per month, reported China Daily on 9 June 2010, based on data between 2006 and 2009.

Arguments against China’s currency policy

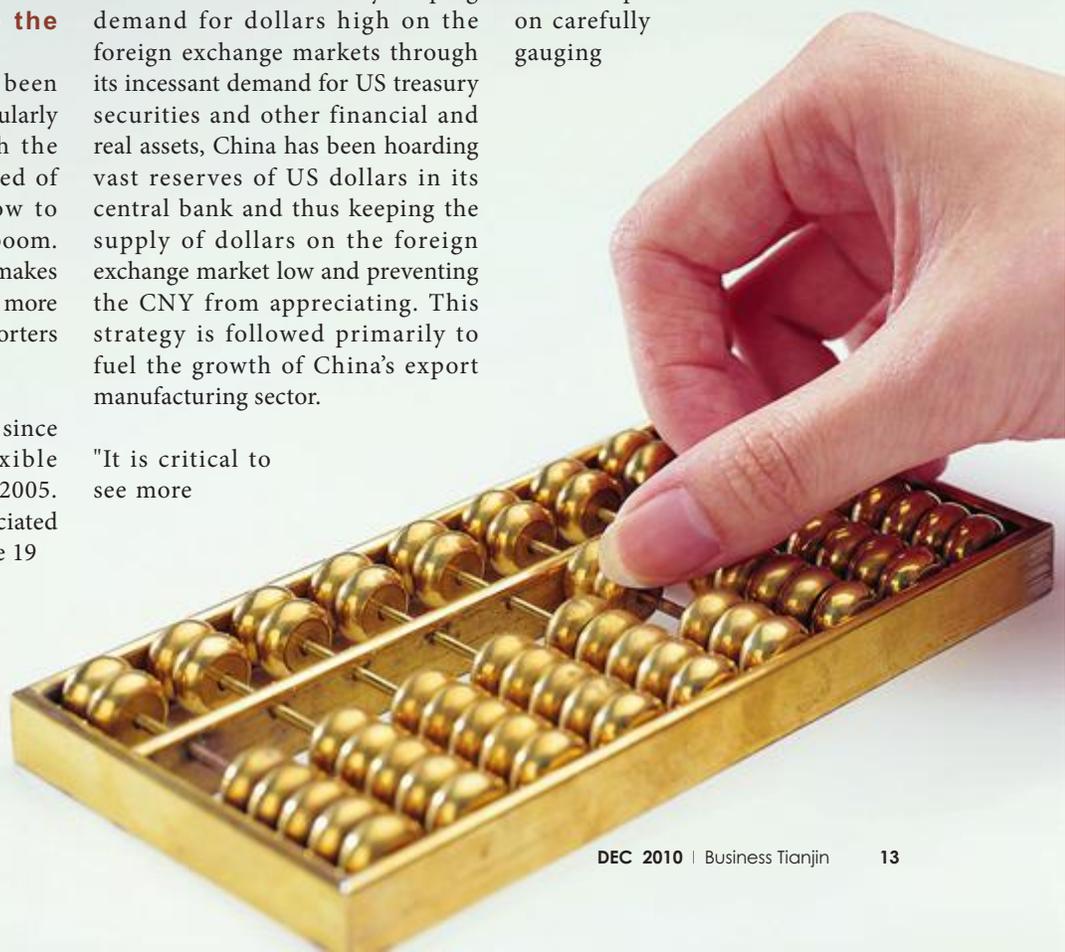
Over the years, China’s policy of exchange rate manipulation has upset many American politicians, who often blame China for the US’ shrinking manufacturing sector. A weak CNY means the cost of producing consumer products like iPods or shirts in China is far lower than it would be in the US. By keeping demand for dollars high on the foreign exchange markets through its incessant demand for US treasury securities and other financial and real assets, China has been hoarding vast reserves of US dollars in its central bank and thus keeping the supply of dollars on the foreign exchange market low and preventing the CNY from appreciating. This strategy is followed primarily to fuel the growth of China’s export manufacturing sector.

"It is critical to see more

progress by the major emerging economies to more flexible, more market-oriented exchange-rate management," said US Treasury Secretary Timothy Geithner at an IMF session, his remarks clearly aimed at China. Mr. Geithner and the White House have tried to use Congressional ire to convince China of the depth of US concern. They point to a bill that passed the House in September that would make it easier for domestic industries to win cases against China based on the argument that China subsidises its exports through its undervalued currency. But the Treasury also worries that such a bill could backfire by provoking a trade war. So it hasn't endorsed the bill or given lawmakers advice about what kind of provisions it wants.

China’s counter-arguments

Beijing realises it must raise the value of its currency, but the strength of the Yuan depends on carefully gauging



economic fundamentals like inflation, growth and employment, said the country's Central Bank Governor, Zhou Xiaochuan. "China would like to use more gradual ways to realise a balance between domestic and external demand," he continued, repeating the message he drove home at the IMF meetings on 8 October 2010. Zhou likened the currency debate to a contest between "pills that solve your problem overnight" and Chinese-style treatments of "10 herbs put together... that solve the problem not overnight, but maybe in one month or two months". It is clear that China is unwilling to speed up its currency revaluation process.

China's argument as advanced by Zheng Hui, a finance professor at Fudan University in Shanghai, states, "empirical analysis by Chinese scholars never finds a strong correlation between the appreciation of the renminbi and the reduction of China's current account surplus." Zheng points out that "the trade structure of China and the United States is actually complementary. China is specialised in producing low-cost manufacturing goods, while the United States has the comparative advantage in producing raw materials, intermediary goods and high-tech products. Most US companies would not be negatively affected even if the renminbi depreciated and US imports from China continued to grow."

Hua Min, director of the Institute of World Economy at Fudan University, asserts that China should "stay the course" and continue pegging CNY to USD. "China is relying on its labour-intensive manufacturing industries to bolster its economic growth," He notes. "An appreciation of the renminbi would reduce demand for Chinese goods from the US. If China's exports were to plummet, the country's exporters would go bankrupt and many workers would lose their jobs." Yet CNY undervalued relative to USD has the effect of American export

plummeting, American exporters going bankrupt, and American workers losing their jobs.

CNY appreciation would benefit China's imports from machinery to resources, but the benefit would be minimal compared to the damage to the overall economy. China has, for example, suffered from overcapacity in sectors such as iron and steel, and cheaper imports as a result of currency appreciation would only worsen the situation. An increased value of CNY against USD would lead to increased capital inflows, which would bring financial instability and endanger China's financial security. CNY appreciation would facilitate imports of agricultural products, adversely affecting China's more than 500 million farmers.

IMF and WTO influence

On 8 October, the IMF meeting failed to calm mounting global "frictions" over exchange rate policies, despite US calls to deal with the issue more forcefully. Secretary Geithner called on the IMF to "increase the candor of its surveillance" and said that that "meaningful reform of IMF surveillance is a core challenge of the institution". The IMF could only pledge to "work towards a more balanced pattern of global growth, recognising the responsibilities of deficit and surplus countries". Recent IMF figures showed Beijing had currency reserves that account for nearly 30% of the global total.

Currency manipulation is a form of protectionism, which in a time of global economic slowdown poses a greater threat than ever to both developed and developing nations' economies alike. For this reason, the WTO may need to employ carrot and stick methods to create incentives for China to liberalise its currency controls and allow CNY to strengthen against USD and other major currencies. The WTO should place rules on undervalued exchange

rates. The US and EU have been the principal demanders for action by China in the past. But it is important to remember that until very recently, a number of developing countries, such as Brazil, Mexico, South Korea, Turkey and South Africa, were affected by the competitive pressure from the undervalued CNY. Indeed, some months ago, the Indian Prime Minister urged China to follow a more market-based exchange rate policy. Other emerging market countries have not voiced their concerns, but it is possible that a coalition of affected countries could unite on this issue.

Does relaxing the peg solve America's deficit?

Paul Krugman, a Nobel Laureate in Economics, believes that relaxing the peg will not adequately address the fundamental problem of reserves as many claim it will. It is not the peg that matters, according to Krugman, it is China's accumulation of reserves and its appetite for currency intervention.

A country like China, which runs a huge trade surplus, can afford to buy large amounts of USD in the open





market to keep the demand for dollars high, and to push its price upwards relative to CNY. This keeps the CNY undervalued.

If China were to gradually and unilaterally revalue its currency, the Chinese would start buying fewer dollars. This action would not significantly reduce Chinese exports to the US because of the wide margin in the relative prices of Chinese goods and US goods/substitutes. Part of the benefits of revaluation would accrue to Chinese export competitors in Europe (principally Germany) and in Asia (like Vietnam, depending on their currency policy response). As US economic policy would be unchanged, US imports would switch from China to its low-cost competitors without any benefit to the US.

If the Chinese revalued, and also bought EUR – selling dollar assets – CNY revaluation would effectively be USD depreciation against both

CNY and EUR (not to mention against other Asian countries, depending on whether they move in concert with China). In such a case, the US would be able to reduce its current account deficit.

Is China a currency manipulator?

China's policy is a combination of low cost of labour (its main competitive advantage) and exchange rate. Leveraging on low salaries and wages accompanied by devalued currency, China has become the "world factory" for a huge variety of low-tech products. Global consumers prefer Chinese products simply because they are cheap. This poses a threat to the economies of the trading partners, who suffer from an increasing trade deficits.

Some US lawmakers have pushed for President Obama to declare that China is a currency manipulator, a designation that could lead to trade sanctions. But Beijing has steadily denied accusations that CNY is unfairly undervalued. The Peterson Institute for International Economics estimates that China's currency is undervalued by 15-25%. It is unlikely that the Treasury Department would cite China for currency manipulation in its required semi-annual report to be presented before the Congress.

Economists expect CNY to gain at most only a few percent against USD this year.

Conclusions and expectations

Almost every country in the world manipulates its currency. In an ideal free market system, there would be no government intervention in the currency markets. There are, however, hardly any central banks that do not intervene when their currency starts to appreciate or depreciate beyond a certain price band.

The US runs the largest share of its trade deficits with China. Today "US legislators are trying to make constituents believe that joblessness is caused by trade deficit and the trade deficit is the result of China manipulating its currency," says Charles Freeman of the centre for Strategic and International Studies. While there is no strong correlation between the levels of CNY appreciation and the US deficits, it is clear to assume that trade deficit falls when our economy is weak and rises when it is strong.

Beijing has ruled out any major revaluation for CNY, saying the currency is at about the right level. Pressures on CNY are generally upward. Because China usually runs huge trade surpluses, the central bank buys up excess foreign exchange and sells CNY to keep its value steady. Economists expect CNY to gain at most only a few percent against USD this year. That slow pace of change will likely frustrate many critics of China's currency policies, including US lawmakers who have complained for years that China undervalues its currency. Several senators question whether China is serious about letting the CNY appreciate by more than a token amount.

The IMF at its recent meeting failed to diffuse tensions between China and some developed countries, including the United States. The US policymakers and the US Treasury have been pushing for further appreciation at a faster pace. But because of Beijing's conservative nature, the underlying currency isn't expected to gain more than 3-4% in the next 2 years. The advance only amounts to a sum of 20% over the last six years – or half of what US politicians want. Given the slow rate of the CNY's imminent rise, further US political jawboning is likely to fall on deaf ears as China continues to move at its own pace. ■

December China Economy Report

By Daniel Kenneth

The Fed's quantitative easing – how will China protect itself from the 600-billion-dollar cash flood?

On 3 November, the US Federal Reserve announced a quantitative easing decision to purchase 600-billion-USD worth of longer-term US Treasury bonds in hopes of reviving the US economy by the end of Q2 2011, a pace of about 75 billion USD per month. This monetary action will depress interest rates in the US and increase the amount of cash available to investors to rush into fast-growing emerging markets with higher interest rates. Following the Fed's move, US Treasury bond yields fell, stock prices rose, the USD dropped and commodity prices soared.

The influx of cash has already put pressure on currencies in Asia and other emerging markets to rise. These export dependent countries dislike seeing their currencies appreciate, especially when the world's largest exporter, China, is tightly controlling a slow appreciation of its currency. The Thai baht is up more than 11% against the USD this year, the Korean won is up 6% and the Philippine peso is up 8%.

“China could team up with other countries dissatisfied with the US dollar's fall to prevent excessive depreciation,” said Li Deshui, a Chinese political adviser, as quoted by the Wall Street Journal on 4 November. Li said, “The Fed's program wouldn't stimulate the

US economy but would boost the country's fund outflows affecting the stability of the global economy.”

China's central bank has to defy the pressure of its CNY appreciation, hot money inflow and inflationary prospects in its imminent monetary policy. There is also concern about whether China's interest rate hike would trigger a higher risk of capital inflow and CNY appreciation. China raised interest rates by 0.25 percentage points for the first time in nearly three years on 19 October –

part of the decision to scale back the stimulus China injected into its economy during the financial crisis.

The move comes after a series of policy tightening measures in other Asian economies in recent weeks. Their aim is to contain inflation amid concern that loose US monetary policy is prompting a flood of liquidity into the region, according to Financial Times. Liu Yuhui, an expert with the Chinese Academy of Social Sciences, argues that the pressure of CNY appreciation comes from the high economic growth, because the hot money is chasing after asset price differences, not an interest rate spread.

The pressure of cross-border capital inflow and currency appreciation can be abated if China slows its economy and curbs the property bubble, said Liu, according to People's Daily.

China's manufacturing expanded at the fastest pace in six months in October, indicating the economy can bear more gains in CNY and interest-rate increases to cool price pressures, reported Bloomberg on 1 November. A purchasing managers' index released by the logistics federation rose to 54.7 from 53.8 in September, with input prices climbing the most in six months. An index of input prices, which indicates inflation, rose to 69.9 in October from 65.3 in September, the biggest gain of 11 sub-indexes. Manufacturers' new orders are near boom levels, boosted by domestic





spending, including the construction of welfare homes and accelerated work on stimulus projects, the logistics federation said. A reading above 50 indicates an expansion.

In the first three months of 2010, an 11.9% expansion from a year earlier fuelled concern that the Chinese economy faced overheating risks. Growth slowed to 10.3% in the second quarter and 9.6% in the third as the government reined in credit growth. An energy-efficiency drive in industry and a crackdown on real estate speculation may also cap the nation's expansion, according to Bloomberg. Manufacturing growth "is set to moderate in the coming months" because of rising commodity prices and government measures including last month's interest-rate increase and restrictions on property purchases, said Isaac Meng, a Beijing-based economist at BNP Paribas, on 1 November.

The challenge facing China – structural reform has made little progress

Chinese authorities have engaged in several pre-emptive measures to restrict property speculation and curb the lending spree by raising the bank reserve ratio four times this year. In addition, the wearing-off of stimulus measures has also contributed to Beijing's effort to walk the line between overheating and stalling. Economic reform by increasing domestic

demand and reducing dependence on investment and export has been discussed as essential among other measures to sustain Chinese and global economic growth.

Chief among these are measures to boost domestic demand. The evidence is not encouraging, according to a Financial Times report; household consumption was only about 7% higher in the first nine months of this year compared with the same period last year. In contrast, fixed-asset investment increased 24%. A better balance between consumption and investment must be struck.

Equally alarming according to Financial Times is the explosion of China's Q3 trade surplus. At about 65 billion USD, it is greater than the surpluses for Q1 and Q2 combined. The world is in for a tough time if its second-largest economy continues to suck up so much demand. Undervaluation of the CNY – which keeps imports too expensive – is not helping. While inflation edged up to 3.6% in September from 3.5% the month before and again above the 3% target the government has set for the whole year, Beijing must implement additional measures to boost consumption: building a stronger social safety net and allowing wages to rise would make a big difference.

Low interest rates are the main causes of capital misallocation and excess capacity in China, and are probably also the main forces pushing down household income and household consumption as a share of GDP, according to Michael Pettis, Finance Professor at Peking University. In that case, the rebalancing benefits of appreciating CNY could easily be negated by the damage of reducing real interest rates.

China will continue to steadily push forward reforms in its interest rate

mechanism, the Shanghai Securities News reported on 5 November, citing Guo Qingping, assistant governor of the People's Bank of China, the central bank.

"China's central bank will further strengthen and improve macro-control of its financial system and steadily promote the market-oriented interest rate reform. It will also promote reforms of larger commercial banks to establish a modern enterprise system," said Guo.

Improving the capital allocation process by liberalising interest rates is not going to be easy. Repressed interest rates may indeed be the biggest source of China's domestic imbalance, but they are also the biggest cause of rapid Chinese growth in the short term. Give up one and you must give up the other, says Pettis.

25% of Chinese wages have not increased for the past 5 years

Despite all the talk about China's rapidly growing economy, about 25% of all workers have not received a pay raise in more than five years, according to the All-China Federation of Trade Unions.

Su Hainan, deputy chairman of the China Association for Labor Studies, told the Global Times that some companies do not have a solid wage distribution mechanism to encourage workers to give more.

"Some enterprises don't have a perfect wage distribution system and mechanism, which means that some workers' incomes haven't gone up in many years," said Su.

The trade union said that a survey of workers found that those at monopoly industries such as tobacco firms received 55% of all wages in the country. These industries employ only

about 8% of the nation's workers, according to a Global Times report on 2 November.

Several regions have raised their local minimum wage this year. Most of them have increased the minimum wage by 10%. Still, many people have complained that they have not received a significant pay raise.

Shortage of workers and wives threatens long-term economic prospect

Three decades ago, China feared an explosion of people it could not feed. So it took drastic measures to control the birth rate with its highly controversial one-child policy.

Now, as the mainland begins its once-a-decade census, demographers say the world's most populous nation has too few people in some areas, and a critical shortage of workers and wives, which could undermine economic growth and social stability, according to Financial Times. The one-child policy, which was one of the most extreme social experiments of the 20th century – enforced with heavy fines, forced abortions, involuntary sterilisations and other brutal tactics – created a culture in many areas where having one child is preferred to having many.

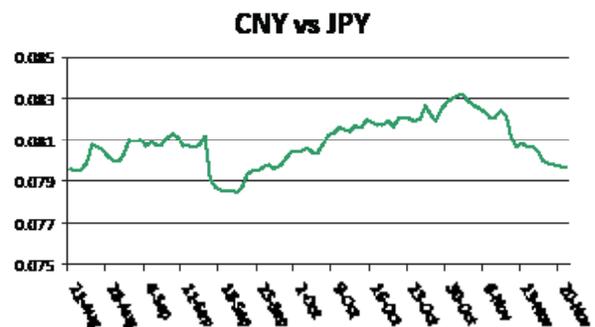
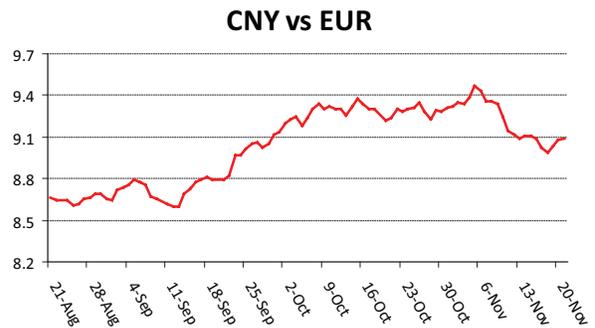
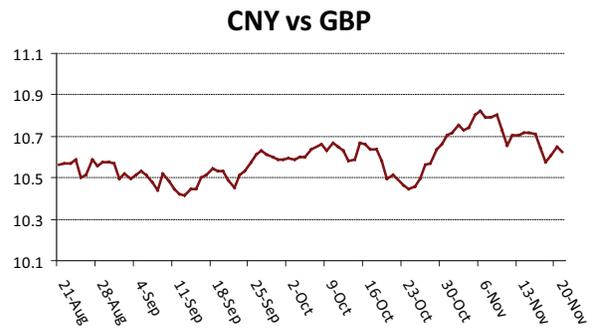
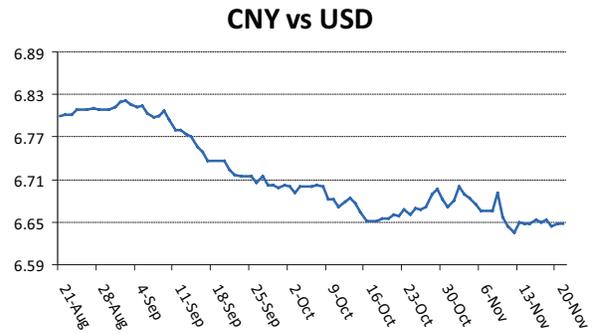
China now faces an ageing crisis: too few workers and too many senior citizens. The imbalance could threaten the very economic miracle the policy was established to protect, reports Financial Times. China is also confronting a marriage emergency, as China's traditional preference for sons, coupled with birth limits, has led to a sharply skewed gender ratio and a shortage of brides.

Lou Jiwei, Chairman of the 300-billion-USD sovereign wealth fund China Investment Corporation, says the nation's economic growth may soon decelerate as more of the population retires.

"If we consider the population factors and the movement to a higher stage of development, it implies that China's potential economic growth rate will experience quite a big drop in the next three to four years," said Lou at a forum in Beijing on 1 November.

China's population will change "drastically" as the ratio of working adults to those 65 or older declines from 9 in 2006 to 2.5 by 2050, according to the Washington-based Population Reference Bureau. Individuals 65 or older will account for 24% of the population by 2050, rising from 8% in 2006, the advocacy group said in a report on its website. That trend will "endanger" the nation's health care system, according to the group. 

Three-month CNY trends



Data source: Oanda.com interbank rate

Li Shufu: Taking part in global automobile industry restructuring at the highest level

Business Watch, 16 November 2010

Six years ago in a special 100 Chinese Dreams issue of Business Watch, Geely Group president Li Shufu wrote that his dream was to make China-made cars go global. Now, though his dream has not yet been realised, it has intensified. Li hopes to take part in global automobile industry restructuring at the highest level. He realises that it is impossible to achieve sustainable development by just relying on cost competitiveness. Therefore, the company implemented a strategic transition in 2007, changing its mission from “manufacturing good cars that are affordable by ordinary people” to “manufacturing the safest, energy-saving, and environmentally friendly cars”. Geely Group pursues technology, quality, brand, service and business ethics.



On the path to internationalisation, Geely Group successively acquired Manganese Bronze, Australia DSI, and Volvo Car Corporation. These acquisitions included proprietary intellectual property rights and core technology. The company also emphasises innovation and talent. It established its own university, training qualified people for the company. These are all concrete steps to realise Li’s dream.

How Baidu won China

12-21 November 2010, Bloomberg Businessweek

Search giant Baidu rose from a late-90s VC startup to the dominant market leader, currently commanding 73% of China’s internet market.



Until recently, Baidu had been considered the government-selected and supported search engine for the Chinese public. Its competitors – most notably Google – often faced harsh reprimands for censorship issues, at times finding their IP addresses redirected to Baidu, or failed to connect at all. Google had once offered 1.6 billion USD for its Chinese competitor, which later went public in 2005. The IPO jumped from 27 USD to 122 USD in a single day, temporarily valuing Baidu at over 4 billion USD.

Baidu continued growing exponentially, harnessing ever greater shares of China’s internet market and user loyalty. But in late 2008, CCTV aired the results of an investigation into allegations that Baidu promoted unlicensed medical providers in search results. The story ran on the 40th birthday of Baidu CEO Robin Li – taken as a clear sign of discontent with his burgeoning power. In the following quarter, Baidu’s advertising budget grew 41%, with the majority sent to CCTV.

Shortly after Google left the market though, state-owned Xinhua News Agency announced the development of its own search engine in conjunction with China Mobile. This would be in direct competition with Baidu.

The gap between Chinese and foreign enterprises

Directors & Boards, 12 November 2010

The super-national treatment of foreign enterprises in China is gone forever, but it does not mean that Chinese companies can soon pull ahead of foreign companies, which still obtain a high overall premium in China, although without tax preferences. In the next ten years, China will still be an important investment market for foreign companies for two reasons: one is that economic growth and a large market potential can still be expected. Second, the overall competitiveness of Chinese enterprises is not very high, and foreign companies still have advantages in technology, operating capability and management level.



Many Chinese companies developed very rapidly in the past 30 years. Some of them even rank among the world’s top 500 companies. These companies, however, are mostly stated-owned corporations, such as the Industrial and Commercial Bank of China, China National Petroleum Corporation, and China Telecom. Such companies are mostly monopoly enterprises, enjoying low cost of capital as well as high monopoly profits. Based solely on internationally recognised measurement criteria of enterprise competitiveness – rate of return on investment, sustainable growth, and corporate governance efficiency – these Chinese companies are not so convincing. Entrepreneurs and government officials should be fully aware of these problems and the importance of improving corporations’ core competitiveness.

China starts to trade Yuan against Ruble

23 November 2010, The Moscow Times

The Russian ruble began trading in Shanghai – about a month before the Chinese yuan is set to begin trading in Moscow – making it the 6th currency tradable against the CNY after the USD, EUR, GBP, HKD and MYR (Malaysian ringgit).



The opening up comes just as Chinese Prime Minister Wen Jiabao visits Russian Prime Minister Vladimir Putin to negotiate the price of natural gas to be shipped eastward next year.

The first purchases of RUB (totaling 1 million CNY) were made by the Bank of China and the Industrial & Commercial Bank of China at an average 4.67 RUB/CNY. Trade volume between China and Russia for the 10 months of 2010 increased over 43% year-on-year to 45.1 billion USD.

Western commentators “are downplaying the direct currency trading as symbolic”, but it might, as Nigel Rendell of RBC Capital suggests, suggest “a step in the right direction... toward deregulation”.

China has also stated intentions to allow currency exchange with the South Korean won.

Dr. Jean-Claude Burgelman

Advisor to the European Commission's Economic Research Area Governance



The European Research Area (ERA) is composed of all research and development activities that involve a transnational perspective. They enable researchers, research institutions and businesses to circulate, compete, and cooperate across borders. ERA is headed by Maire Geoghegan-Quinn, Commissioner for Research, Innovation and Science.

The ERA was developed to unify the approach to research and innovation and overcome the fragmentation of research in Europe along national and institutional barriers. For example, The Commissioner recently announced nearly 6.4 billion EUR of European Commission (EC) investment in research and innovation. The package, the biggest ever, covers a vast range of scientific disciplines, public policy areas and commercial sectors.

I am an advisor to the Commissioner on Innovation and of Research. I focus on and manage a research think-tank. I am a telecommunication engineer by profession and I continue to teach one course on Research Innovation Policy in Europe at the University of Brussels.

How can ERA help Europe maintain and further develop its competitive advantages in knowledge and innovation?

One of the key concerns of the EC is to place the European Union (EU) in a competitive position. The Directorate General's mission is evolving as work on the ERA continues. The current focus is to develop the EU's policy in the field of research and technological development, and thereby contribute

to the international competitiveness of European companies, especially in the areas of environment, health, energy, regional development, etcetera.

The Seventh Framework Program for research and technological development is the EU's main instrument for funding research in Europe, which applies to the years 2007-2013. The programme has a budget of 53.2 billion EUR over its seven-year lifespan, the largest funding allocation yet for such a programme.

What is the link between the research done at the EU level and the member state level?

ERA receives 5% of all the research money available in Europe and the other 95% is committed by respective states for research. However, the ERA research agenda is established in consultation with the member states. ERA harmonises the research efforts by encouraging joint projects between member states who have common interests. The cooperative research strategy is likely to help reduce the duplication of efforts and wastes.

Commissioner Geoghegan-Quinn believes that investment in research and innovation is the only smart and lasting way out of crisis and towards sustainable and socially equitable growth. Towards this goal, ERA offers researchers and innovators 6.4 billion EUR for cutting-edge projects focusing on big economic and societal challenges: climate change, energy and food security, health and an aging population.

What monitoring and evaluation is in place to gauge if the research is done according to the priorities of the member states?

The ERA has different levels of indicators to monitor the progress and success of research projects, such as indicators on innovation.

Several indicators are at the lower level and they are monitored only internally. At this time, EC does not have an external M&E unit to monitor the research done in the commission. A high-level group is working on benchmarks and key components of indicators, which help to measure the progress on a yearly basis. It may also look into the management of the M&E efforts of the ERA.

Investment in research and innovation is the only smart and lasting way out of crisis and towards sustainable and socially equitable growth.

ERA collects data on R&D investment trends. In which key sectors have R&D investments been directed in recent years in the EU?

The study is conducted to analyse the performances of businesses and R&D investments. A few years ago EC suggested that the EU R&D investments be 5% of GDP. But the real investments are much lower. EC also decided that the research funding be 3% of the EU GDP. It is politically sound, but even if ERA receives 2.6% of GDP that would be defensible. In any case unfortunately, we do not have top 10 telecommunication companies in the EU, like Google, Apple, Microsoft, etc. – major companies, which are R&D intensive. However, top priority is given to SMEs, the backbone of the European innovation system, representing 99% of all European businesses. SMEs will receive close to 800 million EUR, and for the first time there will be ring-fenced budgets in several areas. For example, in health, knowl-

edge-based bio-economy, environment and nanotechnologies, SME participation must reach 35% of the total budget for a number of topics.

Do you encourage partnership in research between public universities and the private sector?

We focus on research innovation that would help to increase the competitiveness of EU companies. To conduct a research, for example, on genetics diseases, having a group of brilliant scientists in Denmark is not enough. It requires scale and intensity. We cannot conduct the research in all the 27 states, but we may choose 5 or 6 centers to conduct the research with the necessary research resources. The commissioner is going to address the research challenges. She wants to address bigger issues, such as energy, health, aging, resource efficiency, leading to economic prosperity and eradication of poverty.

What process is in place to set research priorities? Are there constraints in undertaking projects?

It is a difficult question to answer. We set our research agendas carefully through extensive consultation with all stakeholders, including member states, EU Parliament, the scientific community and others. Our role is to steer and facilitate the research projects that have been agreed upon. The commission and the member states may provide enough funds for research innovations that help develop the EU more competitively. In fact, as nations, Europe is very competitive: 7 of the top 10 most competitive countries are in Europe, as defined and identified by the WEF for 2010. **E**

RAMPING UP..

Radisson Plaza leads the way

James Scott Walton, General Manager, Radisson Plaza Hotel Tianjin

James Scott Walton began working in the hospitality industry long before he graduated from university. He has lived and worked in several countries and served in various departments. He has been in China for just over two and a half years and recently moved to Tianjin as the GM of Radisson Plaza Hotel. He is accompanied by his wife and two children.

What first attracted you to the hospitality industry?

That was a long time ago. During my studies at university, I got some jobs in hotels working as a bartender, sometimes as a chef, and that is how I got into the industry. I finished my university degree, which had nothing to do with hospitality, and continued in hospitality.

Many international hotel brands are located in Tianjin. How does Radisson stand out among its competitors?

We are in an exciting phase of change. It is an injection of energy into our hotel and our brand. Whereas other brands have a good foundation and are well-known, Radisson is not as well known in Asia. Over the next several months we will be focusing on these new-service concepts and introducing them into the market.

What is your understanding of the "Yes, I Can" service philosophy?

Whenever we deal with our other key stakeholders – be it our guests, internal departments, suppliers, owner, government bodies or local community – the philosophy embodies our ability when answering guest queries. During customer interac-



tion, whether internally or externally, many times we are asked to perform a service or to give a product. We jump in and say "Yes". Every time we interact with anybody we want to be able to say "Yes we can".

In many difficult cases, it puts the whole decision-making process back

onto us; we said we are going to do it so we have to figure out how we are going to do it. We have many functions in the ballroom and the organisers have different concepts of things that they want to do to the point where the waiters say yes too fast and we have to figure out how to do it. We have a 100% guest satisfac-

faction guarantee, which means if anything goes wrong during your stay with us, we guarantee 100% that if you tell us, we will make it right. If we cannot make it right or fix your complaint, then we give a 100% guarantee that we will refund your money. Rarely does anyone have a complaint that we cannot fix.

"Yes, I Can" is one of the things that attracted me to the brand, and the fact that no other hotel brand in the world has a 100% guest satisfaction guarantee.

How is Radisson's financial performance?

There was a long opening period, but we are ramping up now. Financially we are in a better position than we were in 2009, but then everyone suffered with the economic crisis. We are capitalising on everything, grabbing all the business that we can because there is fierce competition, and delivering on it. From an occupancy point of view we are ramping up to 40-50%.

What branding strategies would you highlight as becoming more popular over time?

Everyone is really trying to concentrate on making it easier for the customer. For example, we are going to introduce the six o'clock check-out. Most of the hotel companies have check-out hours between twelve and two o'clock in the afternoon and we are going to extend that time. We have free internet and 3 hour express laundry service. Guests book at the last minute, so we are trying to make it very convenient for them.

What are the typical roles and responsibilities of a hotel GM?

The key responsibility is to make sure that the strategies that we lay out each year are followed up. Make sure everyone is continuously following the service and product standards. For a GM you are looking at everything in the hotel, from service to engineering, maintenance, sales and marketing.

For the hotel to operate fully, all the departments have to work in unison. As the GM, I have to make sure that the relationship and communication between departments is smooth, clear and concise.

What do you think of the hotel industry's development in China?

Companies are watching cities that do not have enough hotels. Hotel companies are trying to put up new hotels there and get some business. International hotel brands are not only targeting key cities but also other cities within China.

Commerce and industry within China is growing so fast that soon there will not be enough hotels. A city like Tianjin is growing the same number of hotels at the pace that the city is growing, therefore we are not going to over-populate the city with hotels. The world is starting to expand in hotel business and China is one of the big markets for the industry.

Tianjin is a rollercoaster.

In 2010, Radisson Plaza Hotel Tianjin achieved the prestigious Green Globe Benchmarked Bronze status under the Green Globe Earthcheck Benchmarking programme. What does this award mean to your company?

One of our big philosophies is to become environmentally and socially sustainable. It is important for us to look at everything we do in the hotel including water and energy consumption, waste production, guest consumption and how we interact with the community through collecting rubbish, planting trees, making sure that we use eco-friendly products as best as we can, etc. Earthcheck observes all this and ensures that as

a single company we are working towards attaining a global goal.

We are benchmarked globally against not only hotels but also other large businesses. If we can achieve a certain amount of savings that help protect the environment, then we can become more sustainable. For example, are the chemicals we use eco-friendly? In the case of a natural disaster, could our chemicals cause danger to the community? Are we able to assist the community in protecting the environment?

Our next step is to achieve the silver status. To do this, we need to go through the whole process, find out what more we can do, let everyone we interact with know about what we are involved in, and see how they can help us to achieve it. Tianjin will be among the first cities in China to have an Eco-City and we are showing our support to such initiatives.

What are your top 3 hotel destinations?

One of the destinations would have to be Vomo Island in Fiji. I lived and worked there for 2 years. It is what I consider a perfect paradise destination. Another one is Radisson property in Phuket, which is a perfect destination. I was there recently with my family and they loved it. I also like skiing so winter destinations would be ideal for me.

Most of our readers are top decision-makers and businesspeople who are interested in the visions and opinions of other top decision-makers and businesspeople such as you. What would be your final message to them?

Tianjin is a rollercoaster with a lot of development and several investment opportunities. It is growing at a very fast pace. For those who have been here longer they have experienced the immense changes that Tianjin has been and is undergoing, and I hope to be here longer to work with them. **E**

Tianjin Somerset's Big Three



John Jin, Property Manager
Somerset International Building Tianjin



Jason Fang, Residence Manager
Somerset Youyi Tianjin



Roger Dai, Residence Manager
Somerset Olympic Tower Tianjin

The Ascott Group Limited, the proprietor of Somerset Serviced Residence has expanded with the acquisition of its third property in Tianjin – Somerset International Building Tianjin.

Today there are 3 Ascott properties in Tianjin, namely Somerset International Building Tianjin, Somerset Youyi Tianjin and Somerset Olympic Tower Tianjin. Ascott's first property in Tianjin is Somerset Olympic Tower Tianjin, which opened in 1998 and is located in the city's prime residential and shopping area in Heping District. Early last year, Ascott's second serviced residence in Tianjin, Somerset Youyi Tianjin, started its operation. Located in Tianjin's downtown Hexi District, Somerset Youyi is a stone's throw away from the bustling financial district of Youyi Road. Aimed at strengthening its position as the largest international serviced residence

owner-operator in the world, Ascott recently has the third property in Tianjin with the 105-unit Somerset International Building. Strategically located along Tianjin's commercial street in Nanjing Road, the apartments offer breathtaking views of Tianjin's skyline. John Jin, Jason Fang and Roger Dai make sure these three properties in Tianjin live up to the Ascott standards.

Could you tell us your previous experience and your history with Ascott?

John Jin (JJ): I've been working with Ascott for almost 7 years. I was a Director of Finance & Administration in Beijing when I first joined Ascott. After that I was selected to participate in the first batch of the Global Development Programme work in Ascott's properties around the world, like Singapore, Australia, etc. One year later, I was assigned

as Residence Manager for Ascott Pudong Shanghai. I worked there for 4 years. And then I became Pre-opening Manager doing pre-opening of all new properties. In the middle of September I was appointed as Property Manager to take over the International Building Tianjin. I'm very glad to be here and very proud to be a member of the International Building Tianjin's team.

Jason Fang (JF): I've been in Ascott for 8 years. From Guest Service staff growing up to Residence Manager, I acquired a lot here which is not possible in other industries. In other words, I have grown together with Ascott.

Roger Dai (RD): I have almost 10 years working experience in the hospitality industry with Shangri-La, Venetian and Accor groups. I just joined Ascott in June 2010.



Somerset International Building Tianjin

Please give us a brief introduction of Somerset International Building Tianjin.

JJ: Occupying floors 27-36 of the landmark 37-storey International Building Tianjin, which comprises Grade A offices and retail outlets, the apartments offer panoramic views of the city’s beautiful skyline. Sixty percent of the staff has been working here for more than 10 years already and they’re all very experienced and service-orientated. Also, our lower staff turnover ratio is an assurance for the high-service standard and consistency that we render to our customers.

What changes to Somerset International Building Tianjin have been made under Ascott’s management?

JJ: We will rebrand Tianjin International Building serviced apartment to Somerset brand property. Some facilities, fittings, equipments and services will be upgraded to fulfill Somerset’s standard. We will continue to uphold the high standards of services previously rendered, and with our award-winning expertise in the management of serviced residences will continue to bring its “heartware” services of putting the customer first into Tianjin International Building.

How has Somerset Youyi Tianjin performed since it opened?

JF: Since opening on 26 April 2009, we have experienced a lot. Now we are 65%-70% occupied and we receive encouraging feedback.

What has been the biggest challenge of managing Somerset Youyi Tianjin, and how did you deal with it?

JF: The market is volatile, more and more serviced apartments came up. They may have better design and new hardware, but what we believe is the hardware could change but the software couldn’t. The staff is our software. They provide thoughtful service and make our guests feel at home.

What regular training do you give your staff, and why?

JF: We provide on-the-job training and various service training to our staff, such as WOW service. We’re aware that building people makes the profit. We consider our residents of vital importance; therefore we train our staff as professional hospitality practitioners. It is them who serve our guests.



Somerset Youyi Tianjin

What resident programmes does Somerset Olympic Tower Tianjin offer?

RD: We organise events and programmes for our residents on a regular basis, like outings, Christmas party, Halloween party, cooking class, yoga class, Chinese Kung Fu class for kids, etc. Besides those, we also provide weekend bazaars, city sightseeing tours and shopping tours.

What regular training does Somerset Olympic Tower Tianjin give your staff?

RD: We give staff language training to eliminate language barriers for better guest service. Also fire & safety training provides a safe environment for our guests. We have staff orientation to enable new staff to get a good understanding about our company, and departmental service training to ensure that we deliver the standard service to guests.

What are Somerset Olympic Tower Tianjin's major challenges in wrapping up 2010?

RD: To ensure the progress of renovation and to meet our deadline, while minimizing its impact on our in-house guests.



Somerset Olympic Tower Tianjin

What are the main goals for these 3 Tianjin properties in 2011?

JJ: We are going to further enhance our brand awareness, upgrade our facilities and improve our service level through trainings, to increase our market share in Tianjin.

JF: Ascott has expanded another property in Tianjin and will also continue to take over more businesses here. We will publicise our Somerset brand and hope to gain recognition in the market.

RD: Work closely to reinforce the leading position in the serviced residences market in Tianjin.

Most of our readers are interested in the visions and opinions of top decision-makers and businessmen such as yourselves. What's your final message to them?

JJ: Detail makes the difference; pay attention to details because they are the key to success.

JF: Success is a state of mind. If you want success, start thinking of yourself as a success.

RD: Always knows how to sacrifice. Think about the harvest. 

NGO Corner

The glamorous founder of Save China's Tigers, Li Quan says Europe has lost or hunted to extinction its predators, and praises the Chinese government's resolve to protect wild animals here. Her aim may or may not be feasible but she's for sure with the government all the way. Li Quan garnered headlines for taking several Chinese tigers to South Africa, where they've been learning to re-adapt to the wild. Now Save China's Tigers South African team has been working with the Chinese State Forestry Administration to identify locations for the reintroduction of the "rewilded" South China Tigers, explains Li. She says a team of government scientists is currently choosing one of three candidate sites for a tiger reserve. Save China's Tigers' scientific team is working with Chinese authorities on the preparations in terms of fencing technology, re-stocking prey, and honing wildlife management expertise.

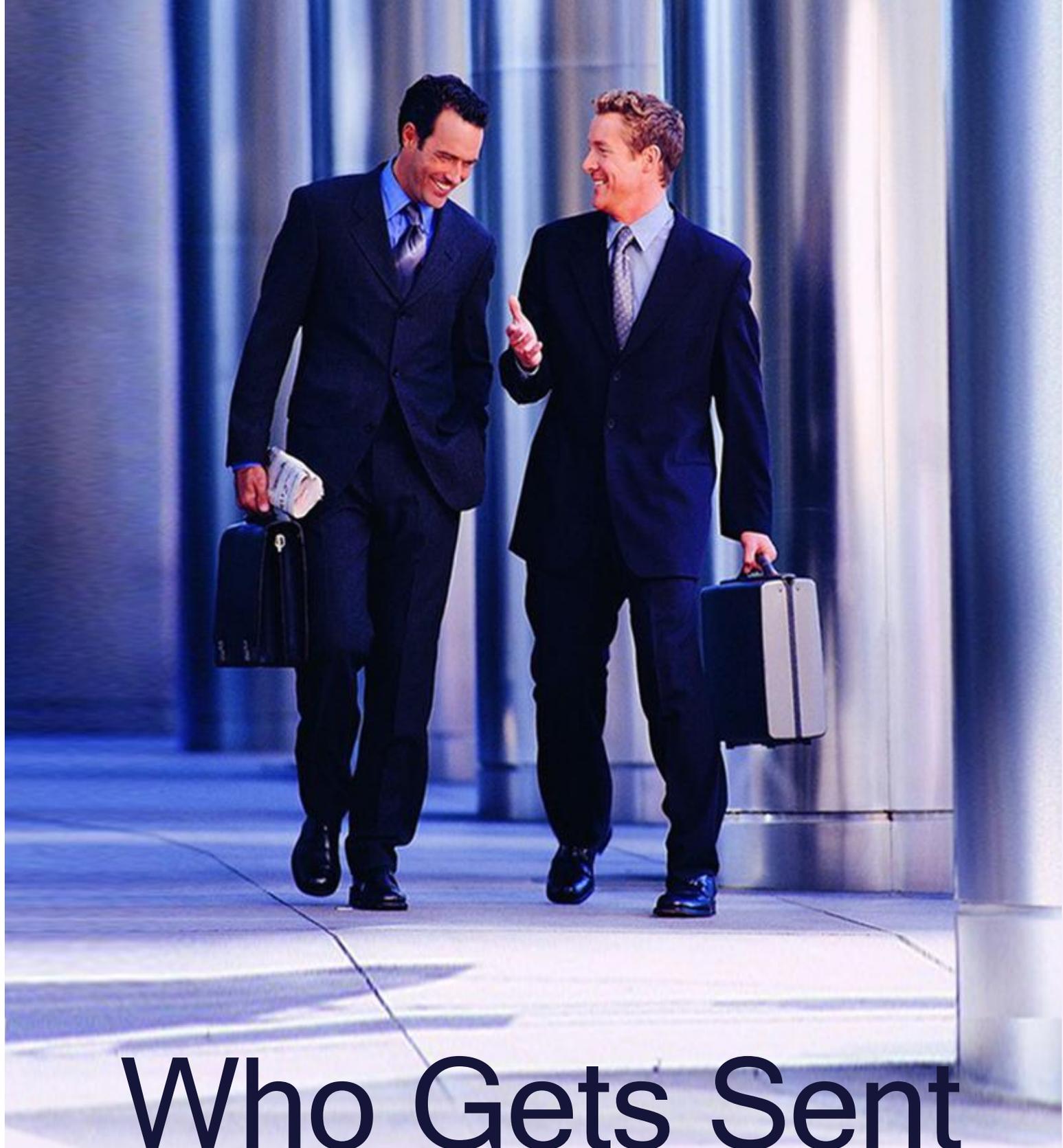
www.savechinastigers.org



Handicap International, was founded in Belgium to help people with disabilities retain dignity. Renowned for its work among victims of landmines and war (for which it shared the 1997 Nobel Peace prize), the organisation today is very active particularly in developing countries where attitudes to disabilities remain backward. In China, the organisation focuses its efforts on remote western provinces where services for people with disabilities are scant. HI's activities remain constrained by fundraising: the firm operates in China through a Memorandum of Association with the Ministry of Social Affairs. Like most international NGOs, it has been unable to get official status as an NGO. It has, however, been consulted on government policy, notes Iris Li, coordinator of support services at the organisation's China office.

www.handicap-international.org

Business Tianjin has donated to each of these organisations through Beijing Community Dinner (www.beijingcommunitydinner.org).
If you'd like to support either, please contact us (marketing@businesstianjin.com) for details.



Who Gets Sent to China ?

By Joei Villarama

In an article in the Harvard Business Review, N. Mark Lam and John L. Graham wrote about the make-or-break choice of sending a negotiator to China, citing a classic example of the “what-to-do, what-not-to-do” story of Ford and GM. In the account, Ford ignored the advice to send a Chinese-born executive to steer negotiation while GM sent a Shanghai-born, Mandarin-fluent, guanxi-laden Shirley Young who was Ivy League-educated to boot. Buick was first to be rolled out in Shanghai; it took Ford five years to recover and gain a foothold in the market.

Negotiation is a different ballgame from managing daily plant operation. Choosing who to assign to China has far-reaching consequences, so the selection process is anything but casual. Some candidates undergo a rigorous evaluation while others get the equivalent of a phone call out of the blue. Though they accept the assignment for different reasons, they’ve all chosen to embark on an adventure half way around the world.

Your neighbours

Jason Rieger has been working for Cintas for 11 years. A publicly traded company with over 400 facilities in North America, Ohio-based Cintas made 3.5 billion USD in revenue last year. One day in Atlanta, Georgia, a company executive gave a presentation about expanding into China, building business abroad. He invited people to contact him directly if they were interested. Jason did just that the next day. After going through several interviews, he was chosen and is now living in TEDA with his wife and twin children, starting a new phase in his career as Regional Sales Director.

In Richard Anderson’s case, company executives specifically came to

him and asked if he was interested in working and living in China. There was no shortlist or interview. Richard talked it over with his family, and after a few days he decided to accept the offer as Plant Manager in then Motorola’s TEDA factory which has now been bought out by Continental.

Frank Redecker, General Manager of Caterpillar at the Tianjin Airport Free Trade Zone, has worked in over 50 countries, so it was no surprise that he was shortlisted for consideration for the China opening. The company has an international council which draws up the names of potential candidates that senior leadership then narrows down. Redecker was interviewed in 2008, but due to the economic crisis the assignment was postponed. He got a phone call this year asking if he was still interested. Without hesitation, he hopped on the plane to Tianjin.

Steve Tingay finished a degree in Chinese when a company was looking for a Chinese speaker to head its refractory. After an interview in English and Chinese, it sent him to TEDA for a two week look-see. Fellow Brit David Collinge was picked by leaders because he had worked nine years for them in a production management role. As David said, “For a small company, it was scary coming to China, so they had to choose somebody they knew and trusted.”

Canadian David Simpson won a competitive bid for his enterprise to design the equipment that welds different components of automotive fuel tanks. It has brought him to TEDA and has been taking him around the world. Founder of Methodical Technologies and Automation, Inc., Simpson has a firmly established reputation on his many years perfecting technology in the specialised field of custom-built machines.

Raising your hand

Jason Rieger didn’t want to just raise his hand for the job; the salesman in him took over and he followed up with the executive. He was going after the dream of success in a totally different land. He’s proven himself in the US, winning the President’s Award early on and moving from sales associate to key account manager to sales manager positions. China would be a whole new ball game, forming a sales team from zero.

He felt that interviewers intended to get a sense of motives for wanting to take the foreign post. “For some, they are on a career path so they see it as a necessary step to get to a CEO level. Other people take it for financial reasons, since typically expat assignments pay better than a position in your home country.” For Jason, he was intrigued and challenged by the tabula rasa that is China. The team venturing here will be pioneers of sorts, testing their own resourcefulness and stretching their creativity.

When asked what made the leaders choose him, Richard Anderson cited personal abilities and qualities. For 16 years he has worked with many customers both internal and external, amassing technical expertise from operations to testing and maintenance, from supervision to process engineering. He is a consistently high performer, outgoing, willing to talk, willing to meet people and go the extra mile to take customers to dinner, willing to own difficult and large issues and problems, and has the right attitude.

Having worked overseas most of his life on merchant vessels and in various project management and construction positions, Caterpillar’s Frank Redecker’s adjustment to China was natural. “From my perspective, there’s a certain unique aspect to the Chinese culture and behaviour. With my experience in so many different countries, if you just step back a little, the basic human

desires are unilaterally the same so it's much easier to understand."

In an article titled "Qualities of a Successful International Manager", Prasong Uthaisangchai, Senior Executive Vice President of Bangkok Bank, wrote that people who have had the "experience of heading up another international operation are generally better placed to lead the company in China than someone without international experience. With its fast changing economic and political environment, China makes for an extremely challenging first post for executives posted overseas."

In Juan Antonio Fernandez and Laurie Underwood's book *China CEO: Voices of Experience*, the authors drew a similar conclusion from surveying 20 top

executives in China. "A posting in China becomes vastly more manageable after an assignment in either another Asian location or another developing market, or both. Among the 20 senior executives profiled, the average manager had spent 10 years in upper management positions overseas before coming to China. Many had worked in three or four assignments abroad before taking their current post."

Starting small

Not all companies have the resources to send somebody with overseas experience from their own roster – for instance, those firms that are only beginning to expand into Asia or the smaller ones without the multinational status and breadth. General Manager David Collinge belongs to one such company, DSF Refractories and Minerals Ltd., a UK-based firm with its first foray outside the homeland being Tianjin. Collinge says DSF is "different from other companies who may have been here for some time and have done it before. They have input, standards and structure and we don't."

Richard Anderson's experience in Motorola corroborates this – people who report to him have worked 10 to 12 years for the organisation. They are very used to working with many nationalities, and new hires work with people who have been there for a long time so they quickly adapt.

On the other hand, the lack of structure is precisely what attracted Jason Rieger and his colleagues at Cintas who want to try their lot in Tianjin. The common thread that runs through them is their entrepreneurial streak, which he defines as "being comfortable with chaos."

"We don't have the structure that we have in a location that's been established for years," explains Jason, "so you come over here and you're hiring the first person and you don't have an office yet. The first interviews I did were at the Renaissance Hotel. Every day was a little bit different. All the resources you're developing on your own. Some people thrive in that type of environment and enjoy it. They enjoy not knowing what tomorrow's going to be like. If you need something you have to figure out how to get it. Some people prefer structure. The entrepreneurial spirit is building something from the ground up knowing that there are no guarantees, no safety nets, and you take the risks. If you work hard and you're successful, the benefits outweigh the risks."

Richard Anderson observes that the expats who are assigned to work in China are generally people who are happy to be here. "They are very positive people; that's probably one of the reasons why they were selected. Somebody in the US or Europe is not going to select somebody to move to China who is negative and very difficult to be around." Anderson adds that they are all hard workers who put in an honest 10-12 hours a day, getting on conference calls after hours



and responsibly handling concerns way into the evenings.

Richard shares an example of owning problems: “A production line had to shut down because of a water leak. My team and I went in during the holiday and we were able to rebuild the production line and have it ready for production the following Monday. Generally this task would take two weeks but we were able to do it in three days.”

“The entrepreneurial spirit is building something from the ground up knowing that there are no guarantees, no safety nets, and you take the risks.”

Cultural differences

A much-belaboured topic among expats in China, cultural differences do make things more challenging. For some the issues are minor and manageable while for others there are issues they can only bewail over many bottles of beer at the bar. One even advised that before sending somebody over to China, conduct a lot of research including hanging out with expats in bars to get information about what to avoid, and other local “trade secrets”.

For Jason, there’s no big difference between training sales people here and in US. They still have the same tendencies and developmental curve. They start out as very enthusiastic beginners and go through a disillusionment phase as they get their first “no”. “You coach them through that to the point that they end up being these peak performers.” An example of a minor difference is that the jokes that make Jason popular and well-loved among the salespeople he mentors in the US don’t translate well in Chinese.



For Steve Tingay and David Collinge, they wish for a great change in the attitude of Chinese workers. “There are people in the office who would happily sit for eight hours everyday and achieve less than what they should be doing if they organised their schedule better. The productivity and efficiency in China are way behind,” laments Tingay. Collinge sees two extremes: nobody will take responsibility, and sometimes you do not want them to take responsibility. “There are decisions being made that do not follow the logical path that I would expect to follow.” Both Tingay and Collinge agree that the predicament is the same in any job in China – understanding why the Chinese do the things they do for apparently no reason.

David Simpson often encounters quality issues in the plant in China when precision equipment needs to be built strictly as specified. “Sometimes... there are errors from the manufacturing side that prevent it from being assembled. You just have to work with the supplier and show them the way things need to be done. For instance, you don’t tap holes in a plate by hand if you want them accurate and straight, but they do it by hand because it’s cheaper.” Simpson believes this is not a China issue because you encounter quality dilemmas in other countries as well.

In the first chapter of their book, Fernandez and Underwood cite two important but conflicting characteristics of successful managers in China: humility and strength. “In China, aggressive leadership styles built on arrogance and patronising attitudes can cause failure... When business policies in China seem impractical or inefficient, there may be social or political reasons.” On the flip side of the coin, it’s also vital to stick to your guns. Going too far in adapting to the host country’s methods is another way of shooting yourself in the foot.

Ultimately, it’s a great balancing act requiring aptitude, patience, wisdom and discernment.

Books like China CEO provide a lot of useful tips and advice for managers entering China, and it’s always inspiring to learn from big-time players like Bayer, Coca-Cola, GE, Philips and Siemens. However, not everyone is a bigwig, and Fortune 500 companies

tend to have advantages that small and medium-sized enterprises may not have. It would be fascinating to study expat-run companies over a range of sizes and revenues, and analyse how their leadership is coping and thriving in China. Add to the voices of experience the stories of men and women who may not work in Microsoft, Sony or Unilever but nevertheless have equally relevant tales to tell. **■**

Critical success qualities for expatriate managers in China *

LEVEL 1: Professional Qualities	
Company experience	Select people with a rock-solid professional background and an excellent knowledge of the company. Send your best personnel to China.
International experience	A posting in China becomes vastly more manageable after an assignment in either another Asian location or another developing market, or both.
LEVEL 2: Global Qualities	
Open mindset	When sending an executive overseas, look for one with an adventurous spirit, sense of humour and an open mind.
Commitment to learning	Learn from those around you. Listen to your employees, JV partners, clients and customers.
LEVEL 3: China-Specific Qualities	
Humility	Be humble and avoid using an authoritarian style. Influencing and coaching is the way to get the best out of your Chinese employees.
Strength	Be unyielding in defending core corporate values and culture.
Patience	Be patient; use a step-by-step approach in China, not a Big Bang approach.
Speed	Be flexible and quick. Stay well informed; the business environment in China is in constant and rapid flux.
Guanxi-building	Build your <i>guanxi</i> not only internally (with subordinates, peers and superiors) but also externally (with clients, suppliers, and government officials). A strong <i>guanxi</i> network is a fundamental element in your success in China.

*from China CEO : Voices of Experience from 20 International Business Leaders by Juan Antonio Fernandez and Laurie Underwood



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Wolfgang Knüfer

ACHIEVING ORGANISATIONAL PERFORMANCE

As a leader and manager, your major objective is organisational performance. Yet organisations do not perform; people perform. It is really the salespeople, mechanics and supervisors – plus everyone else in the organisation doing their “thing” – who create what we call “organisational performance”.

If we want our organisations to perform and achieve their goals, then we have to get every single team member, from the secretaries to the CEO, doing their part in concert. When everyone is singing off the same sheet of music, the resulting harmony enriches everyone involved.

Just one day in the management trenches, however, clears our heads of such euphoria; a manager’s day is rife with problems, with people not doing their jobs properly.

If we are to shine in dark corners and correct the problems of non-performance, we must understand the real reasons why people fail to do their jobs properly. As I consult a wide variety of organisations, I can usually group non-performance problems into four major categories: task interference, imbalance of consequences (good & bad), lack of skill and knowledge, and lack of or poor feedback.

The first major reason for performance problems is **task interference**. We have discussed this subject a previous article, but for now it will suffice to say that task interference results when our employees do not have the resources they need to accomplish the task properly. I see a person as “ready” to get the job done when the necessary resources are available for use. Resources equal readiness.



In addition to task interference, **imbalance of consequences** affects performance. Did you know that everybody comes to work every day for the consequences? Of course, two valued consequences are salary and benefits. But there are many other highly valued consequences present in the work place: recognition, praise, promotion, development, pride... the list is quite long.



There are also negative or feared consequences associated with jobs: termination, layoffs, discipline... a plethora of downsides that most of us would rather avoid. If we were asked to sort out the tangible consequences from the intangible, we would find that salary/benefits/perks are tangible, but most of the other consequences are intangible. Pride, recognition, and a sense of achievement are intangible, but they are still real. In fact, in some organisations, the intangibles are valued higher than money. And it is the intangible consequences that managers can control on daily basis – managers on all levels of your organisation.

When people feel that the consequence system is out of balance with respect to their value system, they become unwilling to work. We have covered consequences and their im-

pact on motivation in earlier articles, but for today's purposes let us link the terms consequences with willingness.

Another monster lurking the shadows is **lack of skills and knowledge**. When we first see non-performance, we must address the initial question, "Are the skills in place?" If the answer is "no", then we train against the deficit.

In actuality, people do not do jobs – they do tasks. Since we work at the task level, we must train at the task level. So, we establish organised training programmes to put the needed skills in place. It is helpful to see the strong correlation between education/training and ability (and even motivation).

The final cause of non-performance is **lack of or poor feedback**. Every healthy system needs feedback. For-

mal performance appraisal systems are basically designed to meet the feedback needs of everyone in the organisation. I have mixed feelings about performance appraisal systems: though they are necessary for determining promotions, raises, long-term development and so on, in many organisations performance appraisal interviews are either done poorly or not at all.

When some supervisors complete the annual performance appraisal interview, they often feel they have fulfilled the feedback requirement for another year. But effective feedback is given at the task level, and on a day-to-day basis.

We have devoted other articles tying all these concepts and skills into a coherent whole. Top managers and leaders apply the skills needed to optimise and integrate Readiness, Willingness and Ability to achieve performance – a formula for success.

Now that the stage is set, you are ready to act. Soon you will see the balanced interrelationship between Readiness, Willingness, Ability and Performance. When effective managers inspire people to work together in harmony, their profits, productivity and people all grow. That is winning by every measure of merit – and winning is fun! 

The author:

Wolfgang Knüfer can look back at a successful career as an international manager and management consultant. He works as a coach with main emphases on leadership, time management, sales and communication for a variety of companies worldwide. The list of his references covers well-known enterprises and organizations like IBM in Atlanta, Thyssen-Krupp in Düsseldorf, Pacific Bell in San Francisco, Harada in Osaka, Karstadt in Essen and Siemens in Tianjin. Wolfgang Knüfer has been working for the European Chamber of Commerce in Tianjin and makes himself available for exclusive seminars on diverse management and leadership topics.



What makes today's leader a good leader?

By Susan Salzbrenner

Organisational changes, market dynamics, and lack of sufficient talent create increasingly complex challenges for leaders. Leaders nowadays need to realise that they are working in a deeply connected global system, with responsibilities extending beyond a short-term result visible to shareholders. Often, they even face contradictory requirements, like having to cut costs while running a highly effective leadership development programme. So, what makes today's leader a good leader?

Leadership Styles

Very broadly defined, leadership is "organising a group of people to achieve a common goal". Research history, however, shows that the style of leadership has changed over the decades, and what was considered state-of-the-art 20 years ago cannot necessarily be applied in the same way in our global environment.

Selecting the right leadership style is a key component of success for large organisations. After the recession of 2009, being able to stabilise the organisation was (and still remains) an important skill for a leader. One leadership style that has recently received a lot of support from studies and research is *transformational leadership*. It has proven highly effective in meeting contemporary leadership challenges. Transformational leadership (based on research by Bernard Bass) creates a vision and motivates people to follow. The four main elements of this leadership style are

1. Individualised consideration (act as a mentor/coach)
2. Intellectual stimulation (challenge assumptions, take risks, solicit ideas)
3. Inspirational motivation (an appealing vision that inspires followers)
4. Idealised influence (role model)

Its main difference from *charismatic leadership* is that rather than believing in him/herself, the leader believes in his/her followers. This leadership approach has proven successful in times of crisis or changing management. A visionary leader will be followed when change needs to take place. When the crisis ends, however, these leaders can sometimes become frustrated by the routine of a daily work life.

The most common approach of *transactional leadership*, therefore, still has the upper hand in today's organisations. Leadership through management rather than relationship is commonly found in most Western countries. Supervision, organisation and performance are the key criteria of transactional leadership. You are rewarded for success, punished for failure. This may work well in "normal office situations", but in times of crisis or change, many employees will become dissatisfied or disloyal.

It is therefore necessary for a true leader to be able to adapt one's own style to the situation. Leaders' success often depends upon the ability to adapt to the ever-changing needs and demands of the organisation.

Leading Virtual Teams

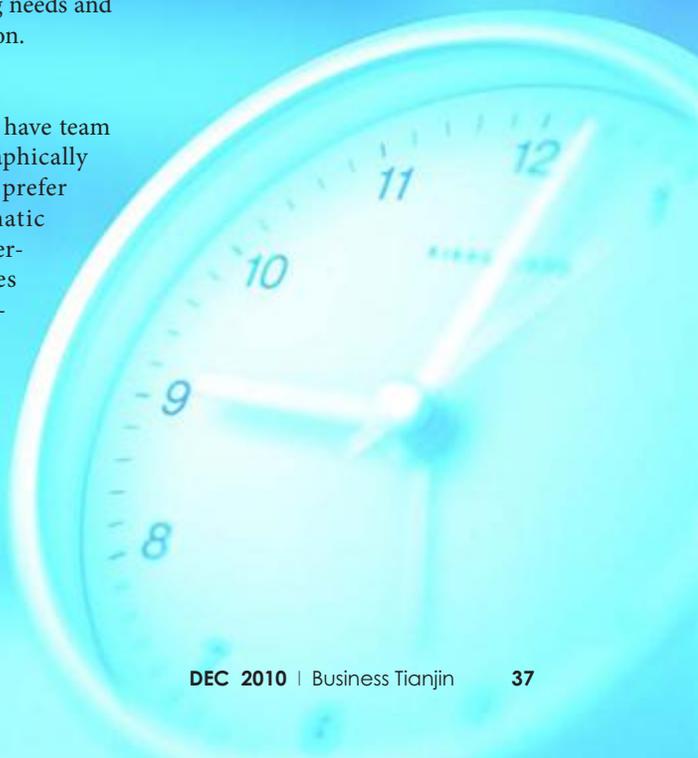
Today's leaders almost all have team members that are geographically dispersed. Whether you prefer a transactional, charismatic or transformational leadership style, when it comes to leading teams virtually, style-switching and adapting is one of the main requirements for success. Having team members sitting in different times zones, speaking different native languages, with different cultural back-

grounds, makes it hard to establish a common ground and easy communication. Thus, virtual teams require a unique and distinctive leadership style to reach a common goal in a global environment.

Virtual teams enable the company to combine the talent of their expanded organisation to meet increasingly competitive pressure. However, the lack of synergy across geographies, the lack of ability to leverage talent, as well as the duplication of efforts, keep virtual teams from developing their full potential. So, what does an effective leader need to focus on?

1. Communicate effectively, and use technology that fits the situation

Virtual meetings are a burden because they can never be set up to everyone's preferred schedules. A best practice is to rotate meeting times to "share the pain". Internet tools like Worldclock are advisable to ensure time zones are converted right. Effective communication in a virtual setting requires careful listening, setting up ground rules that meet the needs of the team and the leader, express-



ing your ideas clearly and talking in a common language, e.g. using terminology understood by all attendees.

As a leader, immediate follow-up is necessary, as well as feedback loops, to ensure quality is met and the team members feel adequately supported. In crunch times, daily contact may be necessary to check in with the process. Face-to-face meetings need to be strategically considered by the leader, especially when sensitive news/feedback has to be delivered, or when the team needs to establish trust.

2. Build a sense of community amongst team members

In a virtual team setting, social contracts depend even more on mutual trust than in a normal office setting. To unite the community, sharing knowledge and consistent, respectful interactions are needed. Team members in a virtual environment quickly feel alienated, isolated or disconnected from the rest of their team. It is the responsibility of a good leader to establish ground rules that demonstrate a desire for community-building (such as admitting one's own mistakes, keeping confidence in your employees, direct confrontation of problems, keeping commitments, and encouraging all members to fully participate).

3. Establish clear and shared goals, expectations, purposes and vision

Creating an understanding for the vision and goals of a team's project is one of the main leadership skills when working in a team. The importance of clear expectations and overall purpose cannot be stressed

enough in a virtual team. To achieve full commitment and involvement of each global team member, the leader of a virtual team has to master this skill. The benefits of a clear purpose and expectations, paired with a sense of community, are enormous: less need for continuous monitoring, reduced control mechanisms, moving from control to self-management.

also necessary for the leader to understand the capabilities needed for such achievement, and provide team members with the right equipment and tools for them to make their critical contribution. Therefore, the leader needs to ask the right questions, stay alert for coaching opportunities, give feedback and recognise contributions.

5. Coordinate/collaborate across organisational boundaries

In traditional organisational structures, working across boundaries can become difficult, complicated by the distance of a virtual team. The team leader needs to remove those walls that have been erected by the organisation to protect certain structures. Critical leadership skills in this situation include the ability to diagnose and handle differences, foresee and defuse potential conflicts, and challenge assumptions

and stereotypes.

Leaders of virtual teams typically only receive snapshots of the current situation through emails, phone calls or face-to-face interactions with their team members. It is up to the leader to skillfully put the puzzle together and determine the course of action. In order to achieve the desired results, leaders nowadays have to possess a new range of skills that enable them to communicate effectively across the globe, diagnose the situation, and adjust the outcome virtually, ahead of conflicts. **E**



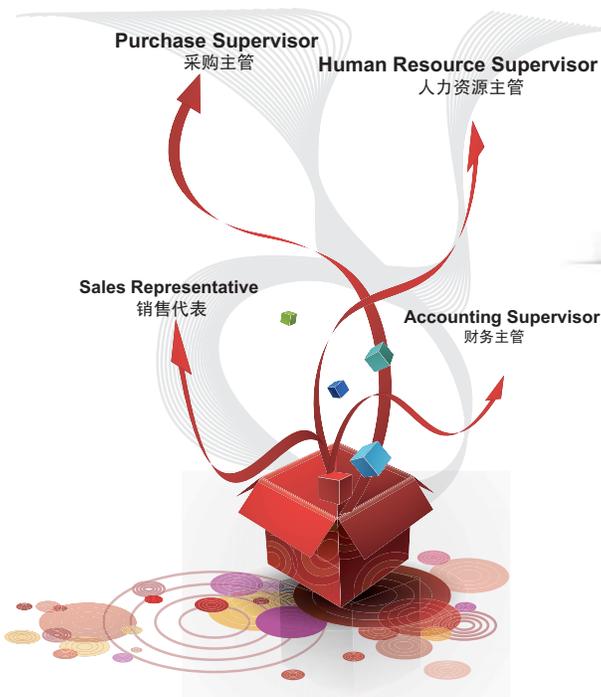
Establish ground rules that demonstrate a desire for community-building.

4. Lead by example with a focus on visible, measurable results

Virtual team members have a much harder time being recognised for their achievements and contributions. The leader will have to establish a goal-directed self-discipline where each team member knows how his/her tasks contribute to the group and organisational goal. It is

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IT Manager
IT经理

Code: IM101201

JOB DESCRIPTION:

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

WHO WE ARE LOOKING FOR:

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

Human Resource Supervisor
人力资源主管

Code: HRS101201

JOB DESCRIPTION:

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

WHO WE ARE LOOKING FOR:

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

Sales Representative
销售代表

Code: SR101201

JOB DESCRIPTION:

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

WHO WE ARE LOOKING FOR:

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

Accounting Supervisor
财务主管

Code: ASA101201

JOB DESCRIPTION:

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

WHO WE ARE LOOKING FOR:

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



Simon Mair,
Project Manager,
China IPR SME
Helpdesk

Finding the Right Lawyer

Hiring a lawyer is an important decision that should not be based solely upon advertisements or recommendations. An experienced and capable lawyer could not only strengthen your business's IPR strategy but also effectively assist you in enforcing your IP rights against infringers. To find a lawyer that can help you with your IPR in China, you should consider contacting the lawyers' association in your country, the directory of lawyers maintained by your country's embassy or chamber of commerce in China, or an online law firm directory.

Be sure to establish the facts/information about the problem before discussing with a lawyer. This will allow the lawyer to put the problem in context with the local laws and regulations.

Before the first meeting

Once you have identified several potential law firms, ask for free written information about their qualifications and related experiences. The lawyer would ideally have exten-

sive experience with assisting SMEs with IPR-related issues in China. After comparing the law firms' quotes and relevant experiences, make a shortlist of law firms (three to five). Law firms generally provide a free first-time consultation. Be sure to confirm that they do offer a free first-time consultation and ask them what this entails. How long and detailed can this free first meeting be? This will provide the opportunity to assess the quality of the firms you are planning to consider and to gather information that will help you in your decision-making process. If the law firm does not provide free first-time consultations, find out how much introductory meetings cost. Consider other law firms before going through with the initial meeting.

Once you have the shortlist of law firms and have set up free initial meetings, make a list of any specific or general questions you would like to ask each lawyer.

During the first meeting

During the meeting, ask for an overview of





the firm. What is the firm's main area of expertise and experience? Have they worked on cases similar to the one you are bringing to them? You may want to consider a lawyer with specific IPR competence such as patents, trademarks, designs, filing applications, administrative cases of civil proceedings, legal actions, etc. How successful have they been on those cases?

Another important question you want to ask is whether the firm outsources its services, such as trademark/patent registrations or litigation, to a third party. If yes, to whom? The law firm should provide you with information about this other firm/service provider so you are aware of who else will be privy to information about your business. Finally, what is their fee structure and pricing?

After the overview portion, discuss the details of your particular case. The lawyer should be able to provide you with information on how they define the problem, options to solve the problem and the possible resolution. Ask the lawyer what steps you should be taking next.

At the end of the meeting

At the end of the meeting, ask the lawyer to send you a summary e-mail including an overview of the issues you discussed during the meeting. This will ensure that both of you are on the same page. Also request a written fee and service agreement, which should include payment conditions. The service agreement should clearly outline to which services you are subscribing, the expected fees, and a fee schedule with hourly rates and/or fixed fees. It should also include an estimated fee and/or an estimate of how many hours of work will be required by an attorney depending on his/her level of experience (i.e., senior or junior attorney). When looking over the contract, pay particular attention to limitations on the part of the firm. Decide if you are willing to accept the limitations provided by the firm. Hold off on signing any agreement until you have had some time to think it over and have a good idea of the firm. You may also want to consider meeting once more with the final two candidate firms.

No matter which lawyer you choose, be sure to keep a file with copies of all the documents relating to your IP rights and any evidence or developments concerning your case. As with most issues, meticulous preparation and proactive prevention before problems arise are the best ways to protect you and your business.

It is also prudent to request that your lawyer provide you with regular feedback at least once a month to update you on the work undertaken and costs incurred. The costs should be itemised in detail according to activities, expenses and time spent on your case. **E**

Finding the right lawyer checklist

Before Meeting

- Free written information
- Relevant experience on China IPR
- Initial quote
- Free first-time consultation
- List of specific/general questions

During Meeting

- Overview
- Area of expertise
- Relevant experience
- Success rate
- Third party service provider
- If yes, information on third party

Service Provider

- How they define your problem
- Options to solve it
- Possible outcome
- Next steps

After Meeting

- Summary of meeting
- Written fee and service agreement
- Liability limitations
- If so, can you accept those terms?

General Requirements

- Regular itemised update from your lawyer on the progress on your case
- Activities
- Costs
- Time



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



Simon Bai
Winners Law Firm

HOW TO INVEST IN INTERNATIONAL MARITIME TRANSPORTATION IN CHINA



International shipping companies have been flocking to China over the past decade since China's accession to the WTO. Major players across the world such as Maersk, Hyundai, Mediterranean Shipping (MSC), Mitsui O.S.K. Lines (MOL), P&O Nedlloyd, PSA International and NYK have been growing exponentially. According to a recent issue of *Logistics and Supply Chain* magazine, the top 20 international shipping companies now claim almost half of China's maritime transportation market. This article discusses the legal framework for foreign investment in international shipping industries in China.

The Ministry of Communications and the Ministry of Commerce of China promulgated *Provisions on Administration of Foreign Investment in International Maritime Transportation* (hereinafter referred to as the "MTR") in March 2004, which is the major governing law for foreign investment in international maritime transportation in China. Other laws are also applicable to foreign investment, such as the *Regulations of the PRC on International Maritime Transportation* issued in 2002, as well as its *Implementation Rules* (collectively "IMT Rules"), and *Regulations of the P.R.C. for the Administration of Water Transport*.

The Ministry of Communications and the Ministry of Commerce as well as their authorized agencies are responsible for the approval and administration of the establishment of foreign-funded enterprises to engage in these industries in China.

Industries and forms of foreign investment

Foreign investors may invest in and operate international maritime transportation in the following forms and industries:

- Chinese-foreign equity joint venture or a Chinese-foreign contractual joint venture to engage in international shipping services, international shipping agency services, international ship management services, loading and unloading of international shipments and international maritime container freight station and container yard services;
- Chinese-foreign equity joint venture, Chinese-foreign contractual joint venture or a wholly foreign-owned enterprise to engage in international maritime cargo warehousing services;
- Chinese-foreign equity joint venture, Chinese-foreign contractual joint venture or a wholly foreign-owned enterprise to of-



fer routine services for the vessels owned or operated by the investor.

Requirements for foreign investors

International shipping investors have to ensure that a foreign-funded international shipping enterprise to be established shall meet the following conditions:

- have vessels suitable for international maritime transportation, among which there must be vessels of Chinese nationality;

- vessels used shall be in compliance with the technical standards for maritime traffic safety as set forth by China;
- have bills of lading, passenger tickets or multimodal transportation documents;
- have senior executives with professional qualifications as set forth by the Ministry of Communications;
- be in the form of Chinese-foreign

equity joint venture or Chinese-foreign contractual joint venture with the proportion of investment by foreign investors no more than 49%;

- the chairperson of the board of directors and the general manager shall be appointed by the Chinese side.

For a foreign-funded international shipping agency, the requirements are the following:

- such international investor shall have at least two senior executives with no less than three years of experience in international maritime transportation;
- have a fixed place of business and necessary business facilities, including the ability to have electronic data interchange (EDI) with ports, Customs and other departments;
- must be established as a Chinese-foreign equity joint venture or a Chinese-foreign contractual joint venture with the proportion of investment made by foreign investors not exceeding 49%.

For a foreign-funded international ship management enterprise, the following conditions shall be met:

- have at least two senior executives with no less than three years of experience in international maritime transportation business;
- have staff members in possession of master's or chief engineer's documents of competence that are commensurate with the types of vessels under their management and the navigation zones.

International investors who seek to operate as Non-Vessel Operating Common Carriers (NVOCC) in



China have to, in accordance with the provisions of the IMT Rules, obtain the *Registration of Non-vessel-operating Services Qualification* by applying to the Ministry of Communications as well as approval from the Ministry of Commerce. An NVOCC is required to complete registration of its bill of lading with the Ministry of Communications and shall deposit a security with Ministry of Communications in the amount of 800,000 CNY, which is to be used to secure debts, liabilities and fines incurred by the NVOCC.

Procedures to obtain a business licence

Like all forms of foreign investment into China, foreign investors in the shipping industry need to first make an application to the Ministry of Communications, which is the regulatory authority of the shipping industry in accordance with the provisions of the IMT Rules. Once approval from the authority has been granted, the international investor can proceed to apply for the *Approval Certificate for Foreign-invested Enterprise* from the Ministry of Commerce before approaching the State Bureau of Industry and Commerce or its Provincial branches to obtain a business licence.

There are additional governmental approvals to be completed before operation. According to MTR and IMT Rules, following business licence, further applications have to be made to the Ministry of Communications for the *Permit for Operation of International Shipping Services* in the case of international shipping service providers, or to complete *Registration for Operation of International Shipping Agency Services* for foreign shipping agencies, or *Registration for Operation of Auxiliary Businesses Relating to International Maritime Transportation* for foreign-funded ship management enterprises, international maritime container freight station and container yard services, and international maritime cargo warehousing services.

Conclusion

There remains large market potential in China for international shipping companies. For example, China increasingly relies on import of crude oil and petroleum products from overseas; it is forecast that China will need 50%-60% of its oil consumption to be purchased and shipped from outside the country by 2020. Consumption, however, is largely impeded by the fact that Chinese oil vessels now only account for 2% of the world's shipping capacity. This undoubtedly creates vast opportunities for interna-

tional investors. Similar opportunities exist for the container freight industry in China, which has been one of the key focuses of many international shipping companies over the years.

It is particularly noteworthy that international shippers from Hong Kong and Macau are entitled to special benefits thanks to the relevant provisions of the *Mainland and Hong Kong Closer Economic Partnership Arrangement*, and the *Mainland and Macau Closer Economic Partnership Arrangement*, which came into force on 1 January 2004. International shipping service suppliers from Hong Kong or Macau may establish wholly Hong Kong- or Macau-owned enterprises in mainland China to engage in international ship management services, international maritime cargo warehousing, international maritime container freight station and container yard services, and non-vessel-operating services. In this sense, Hong Kong and Macau could be a useful stepping stone for international investors exploring mainland China's market. 

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



Begoña Suzo Lázaro



Xuchun Huang

by attorneys
Begoña Suzo Lázaro
and Xuchun Huang,
Senior Associate Lawyer
in Garrigues Shanghai

ONLINE SALES IN CHINA: OPENING TO FOREIGN- INVESTED ENTITIES



In recent years, foreign investors have started to look into China not only for the opportunities it offers in terms of developing manufacturing activities but also as the biggest market in the world. The incredible technological development that this country has experienced has, in addition, grown a population of more than 338 million Internet users, representing a great potential for the online distribution sector. From 19 August, this attractive market has become finally accessible to foreign investors, thanks to the issuance by the Ministry of Commerce (MOFCOM) of *Circular Shangzizi [2010] No.272, regarding several Issues concerning Examination and Approval on Foreign Investment on Sales through the Internet or Automat Vending* (the Circular).

Online sales in China before the Circular

Pursuant to the PRC's specific commitments on services under the *General Agreement on Trade in Services*, three years after PRC's entry into the World Trade Organization (WTO), the "wholesale or retail trade services away from a fixed location" should have

been fully liberalised from limitation on market access in the supply mode of "commercial presence".

As a consequence of the above, the *Foreign Investment Guidance Catalogue*, as jointly issued by NDRC and MOFCOM, in 2004 stipulated that the foreign investors would be allowed to invest in the sector of wholesale and retail away from fixed location no later than 11 December 2004.

Accordingly, MOFCOM promulgated the *Measures for the Administration on Foreign Investment in Commercial Fields* on 16 April 2004, which took effect from 1 June 2004 (the FICE Law). The FICE Law permitted, subject to the approval of the MOFCOM at state level, the incorporation of the foreign invested commercial enterprise (FICE) by the foreign investor in the PRC to engage in retail activities – selling goods for consumption and use of individuals or groups or providing relevant auxiliary services in the fixed places or through television, telephone, mail order, internet and automats.

Therefore, under the PRC laws and regulations, foreign investors were already permitted to invest in the PRC to establish a FICE to conduct online retail since 2004.

In practice, however, the MOF-COM's approval (at state level) required to develop these type of activities was withheld most of the time, representing a *de facto* barrier to foreign investors to operate in the online retail business, since such approval was not required for domestic companies.

As a result, during those years, the foreign entities willing to carry out online activities were forced to either sell their products online from abroad (which implied logistic, customs, and payment difficulties) or use the services of domestic distributors. Both alternatives were more costly and prevented them from



fully controlling the distribution of their products in China.

Current requirements for online sales in China

The Circular represents a significant change in the legal framework for these activities. The Circular promotes the online sales of FICE through two different ways:

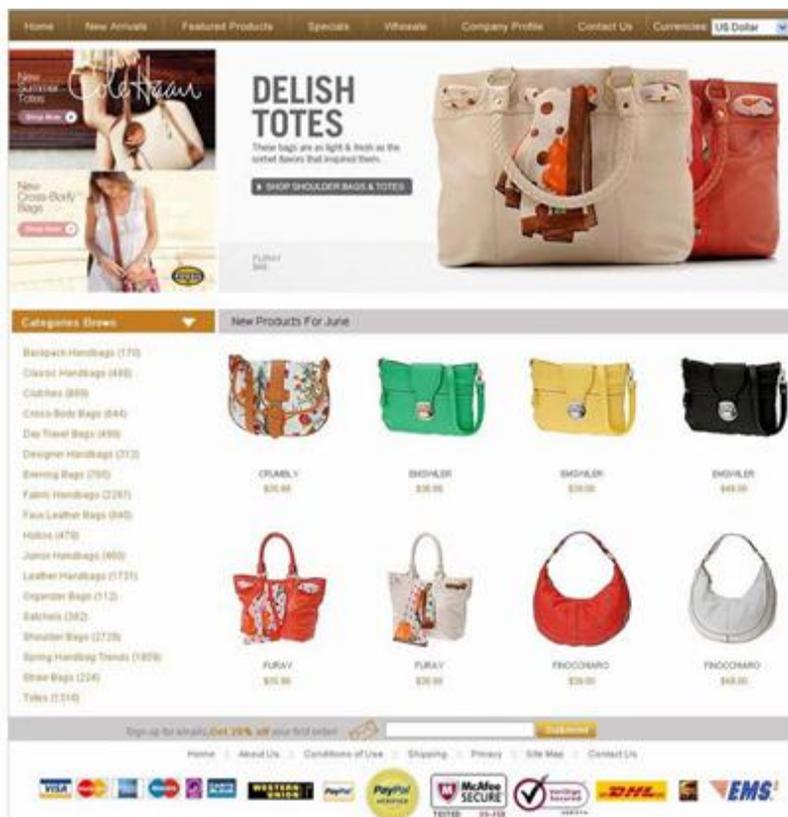
- According to the Circular, online sale is an expansion of the business

sales activities of the company carried out through the Internet. Based on this logic, online sales are not different from traditional sales channels, and therefore foreign-invested manufacturing enterprises (FIME) and FICE, newly established or existing, may directly engage in internet selling business without specifying this distribution channel in their business scope. It is hinted that pure manufacturers without a trading license shall automatically be entitled to sell self-produced products online without additional approvals.

- It is expressly stated by the Circular that an FIE can apply to the provincial MOFCOM to incorporate an FICE specialising in online sale or to include this activity in its business scope. Such application should be strictly examined and approved by the provincial MOC according to the relevant regulations. As mentioned above, before the Circular, such approval could only be granted by the MOFCOM at state level.

Therefore, it is expected that from now on it will be easier to obtain MOFCOM approval.

Without prejudice to the above, the Circular clarifies that the restrictions applicable to certain products, such as books, newspapers, periodicals, pharmaceuticals, automobiles, pesticides, mulching films, chemical fertilisers and processed oil, shall remain in force.





The Circular also includes a number of requirements that must be observed by foreign investors selling online in China. Most of them are not new; the Circular simply includes them as reminder and adapts them to online activity:

- License disclosure: During online sales, the FIE is required to provide a copy of its business licence in a prominent place on its website. If other special licences are required in order to be allowed to complete the sales, a copy of such licences shall also be accessible to the public on the website either through image or link. Such licence may refer to a licence for processed oil, pharmaceuticals or magazines.

- Reasonable selling system: The FIE shall set up a reasonable system for goods return or exchange, and keep a record of sales. The FIE is also responsible for the consumer's privacy and confidential commercial information.

- Other provisions: Because the internet is only an alternative distribution channel, the FIEs engaging in internet selling shall still comply with the rest of the provisions established by laws, regulations and rules, such as *Law of the People's Republic of China on the Protection of Consumer Rights and Interests* and the *Law of the Peoples Republic of China on Product Quality*. Products and services prohibited to be traded by laws and regulations cannot be sold on the Internet.

Finally, the Circular also clarifies another important issue regarding whether a Value-Added Telecom (VAT) licence is required in order to carry out online sales in China.

Pursuant to the *Regulation on Telecommunications of the People's Republic of China*, anyone who intends to be engaged in the operation of a VAT service shall obtain a license of VAT Service from the Ministry of Industry and Information Technology.

For the purpose of that regulation, "value-added telecom services" refer to the operation of telecommunication and information services by using the infrastructure of public networks. The VAT service includes the internet information service. Only profitable internet information services are required to be subject to the VAT licence, while non-profitable internet information services are subject to ICP filing.

The Circular has clarified that providing platform services for others to sell their products shall required a VAT licence; however, if the FIEs sell their own products online, ICP filling will be enough.

Conclusion

The issuance of the Circular is a very positive legal development for foreign investors interested in online business in China. From now on, those foreign investors wanting to carry out online sales may review their commercial structure to see how they can benefit from this new legal framework. The Circular significantly facilitates the access of foreign investors to this attractive market, reducing most of its administrative difficulties.

Now, both FICEs and FIMEs already established in China, or that are planning to do so, will be allowed to enjoy these new and more favourable conditions that imply the opening of the online market. **E**

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

OPEN A SAVINGS ACCOUNT

开通储蓄账户

VOLUME 36

Excuse me, I'd like to know the procedure for opening a savings account?

打扰 | 一下(1), | 我想知道 | 开 | 一个 | 储蓄 | 账户(2), | 需要 | 什么 | 手续(3)?
dǎrǎo | yíxià, | wǒxiǎng zhīdào | kāi | yíge | chǔxù | zhàngù, | xūyào | shénme | shǒuxù?

I want to deposit my money at the bank, or place it in a safe deposit box.

我 | 想要(4) | 把 | 钱 | 存入(5) | 银行(6), | 或 | 放在(7) | 一个 | 保险箱(8) | 里。
wǒ | xiǎngyào | bǎ | qián | cúnrù | yínháng, | huò | fàngzài | yíge | bǎoxiǎnxiāng | lǐ.

How much money do you plan to keep in your account on a regular basis?

你 | 计划(9) | 在 | 你的 | 户头 | 上 | 定期(10) | 存放 | 多少钱?
nǐ | jìhuà | zài | nǐ de | hùtóu | shàng | dìngqī | cúnfàng | duōshǎo qián?

What's the annual interest rate for the savings account?

储蓄 | 存款 | 的 | 年(11) | 利率(12) | 是多少?
chǔxù | cúnkuǎn | de | nián | lìlǜ | shì duōshǎo?

Interest is paid at the rate of 2.5% per year at present.

目前(13) | 每年 | 支付(14) | 给 | 您 | 的 | 利率 | 是2.5%。
mùqián | měinián | zhīfù | gěi | nín | de | lìlǜ | shì 2.5%.

Your account's interest is compounded annually.

你 | 账户中 | 的 | 利息 | 每年 | 按 | 复利(15) | 计算。
nǐ | zhàngù zhōng | de | lìxī | měinián | àn | fùlì | jìsuàn.

Please fill out the deposit form, giving the sum of money you're to deposit as well as your name, address and organisation/contact number.

请 | 填写(16) | 这张 | 存款单(17), | 写明 | 要存的 | 数额(18) | 以及 | 你 | 的 | 姓名, | 地址(19)
qǐng | tiánxiě | zhèzhāng | cúnkuǎndān, | xiěmíng | yào cún de | shùé | yǐjí | nǐ | de | xìngmíng, | dìzhǐ

和 | 工作 | 单位(20) | 和 | 联系方式(21)。
hé | gōngzuò | dānwèi | hé | liánxì fāngshì.

Is there any minimum requirement for the first deposit? How much is it?

第一次 | 储蓄 | 有 | 最低(22) | 限制(23) | 吗? | 是 | 多少钱(24)?
dì yí cì | chǔ xù | yǒu | zuì dī | xiàn zhì | ma? | shì | duō shǎo qián?

Five yuan is the minimum initial deposit.

最低 | 起始(25) | 存款额 | 是 | 5元。
zuì dī | qǐ shǐ | cún kuǎn é | shì | 5 yuán.

Here is your bank book. Please bring it when you deposit or withdraw money. Keep it safe and inform us if you lose it.

这是 | 您的 | 存折(26), | 存款 | 或 | 取款(27) | 时 | 请 | 带来。 | 保管 | 好 | 存折, | 任何 | 时候(28)
zhèshì | nín de | cúnzhé, | cúnkuǎn | huò | qǔkuǎn | shí | qǐng | dài lái. | bǎogǎn | hǎo | cúnzhé, | rènhé | shíhòu

遗失(29) | 请 | 告知(30) | 我们。
yíshī | qǐng | gào zhī | wǒmen.

This is your personal bank card, please set a 6 digital code for it.

这是 | 你的 | 银行卡(31), | 请 | 为 | 他 | 设定(32) | 一个 | 6位数(33) | 密码(34)。
zhè shì | nǐ de | yín háng kǎ, | qǐng | wèi | tā | shè dìng | yí gè | 6wèi shù | mǐ mǎ.

You can use your bank card to use an ATM; it's very convenient.

你 | 可以 | 用(35) | 你 | 的 | 银行卡 | 在 | ATM | 上 | 操作(36), | 非常 | 方便(37)。
nǐ | kě yǐ | yòng | nǐ | de | yín háng qiǎ | zài | ATM | shàng | cāo zuò, | fēi cháng | fāng biàn.

- | | | | | | |
|----------|---------------|----------------|---------|----------------|------------------|
| (1) 打扰一下 | dǎ rǎo yí xià | excuse me | (5) 存入 | cún rù | deposit |
| (2) 储蓄账户 | chǔ xù zhàngù | saving account | (6) 银行 | yín háng | bank |
| (3) 手续 | shǒu xù | procedure | (7) 放在 | fàng zài | place |
| (4) 想要 | xiǎng yào | want to | (8) 保险箱 | bǎo xiǎn xiāng | safe deposit box |

(9) 计划	jì huà	plan
(10) 定期	dìng qī	on a regular basis
(11) 年	nián	annual
(12) 利率	lǐ lǜ	interest rate
(13) 目前	mù qián	at present
(14) 支付	zhī fù	paid
(15) 复利	fù lì	compounded
(16) 填写	tián xiě	fill in
(17) 存款单	cún kuǎn dān	depositing form
(18) 数额	shù é	sum
(19) 地址	dì zhǐ	address
(20) 工作单位	gōng zuò dān wèi	professional unit
(21) 联系方式	lián xì fāng shì	contact number
(22) 最低	zuì dī	minimum
(23) 限制	xiàn zhì	limit
(24) 多少钱	duō shǎo qián	how much
(25) 起始	qǐ shǐ	original
(26) 存折	cún zhé	passbook
(27) 存款	cún kuǎn	withdraw money
(28) 任何时候	rèn hé shí hòu	whenever
(29) 遗失	yí shī	lose
(30) 告知	gào zhī	inform
(31) 银行卡	yín háng kǎ	bank card
(32) 设定	shè dìng	set
(33) 6位数	6 wèi shù	6 digital
(34) 密码	mì mǎ	code
(35) 用	yòng	use
(36) 操作	cāo zuò	operate
(37) 方便	fāng biàn	convenient



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Tianjin TEDA Development Co., Ltd signs open agreement with Isetan China

On 5 November, Zhang Bingjun, the General Manager of TEDA Investment Holding Co., Ltd and CEO of Tianjin TEDA Development Co., Ltd, signed an open agreement with Takashi Aoki, the CEO of Isetan (China) Investment Co., Ltd. The management committee of the Development Zone, Party secretary and director He Shushan, and vice director Ni Xiangyu attended the ceremony, held at the TEDA Investment Service Centre.

Mr. He welcomed Isetan to TEDA MSD (Modern Service District) and wished it excellent sales perform-

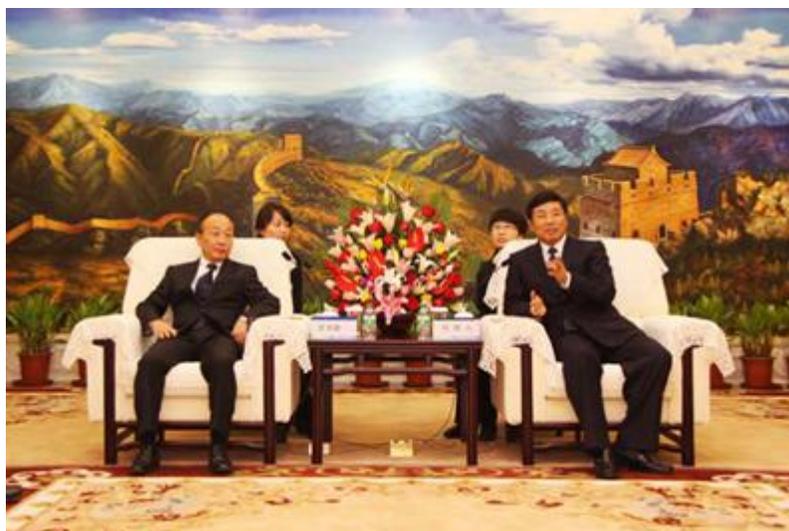
ance. Isetan's entry will raise the level of the service industry in TEDA, bolstering the urban economy and improving business tastes of the city.

Mr. Aoki said that Isetan chose to join TEDA MSD because of the favourable investment environment and commercial atmosphere here. TEDA Isetan will provide superior products and services for residents in TEDA and Binhai New Area.

TEDA Isetan, the 5th Isetan in China, is fully funded by Isetan (China) Investment Co., Ltd, and will open

in the spring of 2012. Isetan, a leading retail group in Japan dealing with general merchandise, was established in 1886. Its core businesses focus on high-level department stores.

TEDA MSD, in the center of Tianjin Binhai New Area, began construction in February 2008 on 20 international Grade A office spaces and supporting business. It is the first international Grade A business complex in Binhai New Area. The project will be completed by the end of 2011. 



Tianjin Goldin Metropolitan Polo Club & Hotel opens

The largest polo club in China

Developed by leading Hong Kong-listed Goldin Properties Holdings Limited, Tianjin's most prestigious, members-only sporting and hospitality venue, Tianjin Goldin Metropolitan Polo Club & Hotel, officially opened on 4 November at Binhai Hi-tech Park.

The Tianjin Goldin Metropolitan Polo Club introduces the 'Sport of Royalty' to Tianjin. It features two full-sized international standard polo fields, associated training facilities, auxiliary polo sports facilities, 150 stables for thoroughbred horses, a theme park and club hotel – Tianjin Goldin Metropolitan Hotel. "Tianjin has been one of the top

five cities with the highest Gross Regional Product in China over the past few years, and is evolving its position from a traditional port city to one that is more diverse with plentiful investment opportunities," said Mr. Pan Sutong, Chairman of Goldin Properties Holdings Limited. "As such, we see the opportunity to introduce a new and exclusive type of luxury to the region. By bringing in polo, a sport that is becoming increasingly popular amongst royal families and the affluent around the world, Tianjin Goldin Metropolitan Polo Club and Hotel will add to Tianjin's status as a landmark destination and contribute to its overall city status."

On 4 November, the opening game – a four chukka polo match between Team Goldin and Team UK – brought to town renowned international professional players from England, Australia and New Zealand to compete for the inaugural Goldin Cup.

The club currently has 60 thoroughbred polo horses from Australia in its stables and the number is expected to increase in the future. **B**



Tianjin Goldin Metropolitan Polo Club, the first private polo club in Tianjin with a club hotel, and the largest polo facilities in China



Huang Xingguo (left), Mayor of Tianjin, and Pan Sutong (right), Chairman of Goldin Properties Holdings Limited, officiate at the inauguration of the Tianjin Goldin Metropolitan Polo Club in Tianjin



Pan Sutong gave out trophy to team Goldin



Tianjin Goldin competing against the UK for the Goldin Cup.

Upcoming events at the Polo Club

- *Metropolitan Snow Polo Challenge Trophy*. Asia's first ever snow polo event will be held in February 2011 and become an annual event on the international polo calendar.
- *The Ambassador's Cup*, to be held every May, aims to foster intercultural and international relations amongst polo teams around the world.
- *The Goldin Charity Cup*, in October 2011, will be the biggest event of the year, promoting this royal sport in China and highlighting social responsibility and goodwill with a charity component.
- One polo event every quarter. Members can also enjoy monthly Club Events such as cultural shows, art exhibitions and wine and spirit appreciation evenings throughout the year.

2nd Expat Services Expo

Foreigners in Beijing flocked to the 2nd Expatriate Services Expo on 30-31 October 2010 at Swissotel Beijing. Organised by TTJ Exhibitions Companies and the Beijing Municipal Commission of Commerce, the event theme was “Your China Eyes and China Ears to Ease Your China Fears”.

The expo is an avenue for service providers, vendors, suppliers – especially those catering to foreigners – to promote their wares and for expats to strengthen existing networks or make new contacts. Newbies in Beijing and even those who have been living and working in Beijing for a couple of years were presented with various products and services to make their stay in Beijing easier and made aware of products and services available to them. Mr. Colin Friedman, head of the organising team, explained, “While nearly everything (in Beijing) may be available, many newcomers do not know where to go find the requested item or service. This 2nd Expat Services Expo therefore fills an important role for newbies and old China hands since it answers many of those questions.”

Sixty exhibitors, a few of which are from Tianjin, showcased the event, covering the following industries: chambers of commerce, Chinese language training, dental care, food delivery, finance, freight and forward-

ing, international schools, media, medical services, shipping, networking, sports and travel.

Sponsored by the Beijing Government, the expo was free of charge (although there were nominal fees for some seminars and activities). Beijing Mayor Mr. Chenghong was the opening ceremony guest of honour; representatives of the Beijing government were also present during the two-day expo, answering queries and questions from Beijing expats.

Service providers enhanced the expo with live presentations and seminars that tackled a range of topics from doing business in China to Chinese culture and things that influence daily life in Beijing. Several service providers gave 45-minute talks to present and promote their products to event visitors. Beijing government representatives led three sessions of seminars about education, healthcare, visas and contracts.

Additional activities kept the event interactive, like lucky draws, free Chinese lessons, kids’ corner and musical performances. All these made the expo enjoyable and at the same time a reference for expats to become more knowledgeable about Beijing, or become an expat expert! 📺





AmCham-China Tianjin Chapter

Upcoming Events

2010 China tax executive update – embracing the real challenges

1:30-5:00PM, Friday, 3 December – Hotel Nikko Tianjin

AmCham-China, Tianjin Chapter, in conjunction with PricewaterhouseCoopers, invites you to an informative afternoon workshop to hear the latest insights into China's ever-changing tax landscape.

Issues surrounding new tax rules, corporate income tax and indirect tax system have perplexed many companies. Uncertainties and inconsistent local implementation still cause confusion and practical difficulties for both taxpayers and investors. Taxpayers and investors have had to brace themselves in the face of real challenges in the Chinese tax environment; principles such as "anti-tax avoidance" and "substance over form" are still relatively new.

Speakers:

Kelvin Lee, Director, Tianjin Office, China Tax & Business Advisory Services PwC

Grace Qi, Manager, Tianjin Office, Transfer Pricing Services PwC

Peter Zhang, Senior Manager, Worldtrade Management Services PwC

Rebecca Lai and Steven Zheng, Partner and Senior Manager, respectively, International Assignment Services PwC

Please note: this event will be in Chinese

Venue:

6F, Hotel Nikko Tianjin, no. 189, Nanjing Lu, Heping District, Tianjin

天津市和平区南京路189号天津日航酒店6楼

Tel: +86 22 8319 8888

For more information, please contact Amanda He at amandahe@amchamchina.org or +86 22 2318 5072.

Dialogue with the Tianjin Government & Tianjin Chapter, 2010 Government Appreciation Dinner

5:30-8:30PM, Tuesday, 14 December, The Astor Hotel, Tianjin

AmCham-China, Tianjin Chapter invites you to attend a dialogue with the Tianjin Government combined with the 2010 Tianjin Chapter Government Appreciation Dinner. This is the Tianjin Chapter's most important government relations event of the year. The evening provides an opportunity for members to discuss the current economic climate and development trends with Tianjin officials. It also provides an opportunity to discuss the overall business environment with fellow members.

Venue:

The Buckingham Ballroom, 8F, The Astor Hotel, Tianjin

No. 33, Taier Zhuang Road, Tianjin

天津市和平区台儿庄路33号 天津利顺德大饭店 8楼白金汉宫宴会厅

Tel: +86 22 2331 1688

For more information, please contact Amanda He at amandahe@amchamchina.org or +86 22 2318 5072.

Room 2918, 29F The Exchange Tower 2, 189 Nanjing Lu, Heping District

Tel: +86 22 2318 5075 Fax: +86 22 2318 5074

Website: www.amchamchina.org



2010 EUCCC TIANJIN PHOTO CONTEST AWARD NIGHT & EUCCC 10th ANNIVERSARY CELEBRATION COCKTAIL

The European Chamber Tianjin Chapter will host the 2010 EUCCC Tianjin Photo Contest Award Night and the European Chamber's 10th Anniversary Celebration Cocktail at CitySpace, on the 50th floor of Raffles Tianjin, on the evening of 10 December 2010.

We will give out the 8 photo contest awards, including 10,000 cash for the Judges Awards, 2,000 CNY for the Public Voting Award, and one whole day of Leadership/Team Building professional training (valued at 10,000 CNY) provided by Leadership Development International Training (LDiT) for the Best Team Participation Award.

Approximately 50 best pictures will be displayed on event night, many snapped by your own colleagues, bosses and employees. The exhibition will last until New Year 2011 for viewing pleasure of families and friends. You will have the chance to purchase the best pictures and discuss them with our experienced judges on 10 December.



Date & Time

18:30-20:30, Friday, 10 December 2010

Venue

CitySpace, 50th Floor, Raffles Tianjin 天津莱佛士酒店50层云景
No.219, Nan Jing Road, Heping District
Tel: +86 22 2321 5888

Entry Fee

Member companies of EUCCC Tianjin:

One free entry, extra tickets 100 CNY each (only 50 CNY each for extra tickets requested by companies participating in the photo contest)
Non-member companies: 150 CNY each

Price includes wine, beer, soft drinks, selected cocktail "Tianjin Sling" and canapé during event hours. Participants can enjoy a 20% discount on selected drinks after 20:30, as well as the chance to take the best pictures home!



Rm15A17, Suite 17, Magnetic Plaza, Nankai District Tianjin
300381, P.R.China
Tel: +86 22 2374 1122 Fax: +86 22 2374 1122
E-mail: tianjin@euccc.com.cn
<http://www.european-chamber.com.cn>



EUROPEAN CHAMBER



2010 EUCCC PHOTO CONTEST JUDGES



Wu Yu Wen

Communist Party member, graduate degree, currently Vice Chairman of Tianjin Port Free Trade Zone, Binhai New Area Photographic Association, Tianjin Port Free Trade Zone Photographic Society Honorary President

Since 1976, he has served as successive secretary to the Party branch, the company secretary to the Communist Youth League, Union president, and director of the Second Light Industry Bureau Union office and the union director of the Binhai New Area office. His many years dealing with industry working groups has given him an in-depth understanding of mass culture. After the opening of the tariff-free development zone, he helped organize creative exhibitions promoting the open frontier, such as "Migrant workers return home to celebrate the New Year" and "A brilliant look back, the 19th anniversary of the Free Trade Zone". He presided over the foundation of the Binhai New Area Union website, setup a photography forum, and organized large-scale photo exhibitions. His works include "Silver Water Figure", "Lighting of the Olympic Flame", and gold and silver awards in natural works relating to the special economic development zone, with works published in the evening news, Tianjin Workers newspaper and on media websites.

Zhang Chen

Founder of Free Element Culture Co. Ltd, MBA, DBA

Free Element Culture Co. Ltd. is one of the leading Beijing companies in stage arts. Mr Zhang was one of the first to successfully bring comedy to the traditional Chinese stage 8 years ago, an act which is now very popular in modern theatre. Mr. Zhang believes in innovation and is very good at discovering talents. Under his leadership, Free Element's many young artists have produced a variety of performances, including a Chinese musical that merges Chinese music, Broadway presentation and local stories. Mr. Zhang is also active in international cultural activities. He was recently invited to attend the 3rd International Alliance Cultural & Creative Industries Symposium at the House of Lords in the Palace of Westminster, London.



Michel Darbellay

Photographer, film maker and mountain guide

Michel Darbellay was born in 1936 in Martigny, Valais, Switzerland. He started his career as a photographer in Switzerland with his father. He realized his first movie in 1962 in western Canada. In 1964, his movie "Sortilège du Canada" received the first prize with mention for cinematography at the Cannes documentary film festival.

In 1967, his movie "Une ascension nouvelle" received the first prize for tourism film in New York.

Mr Darbellay is also the author of many photography books that have received numerous awards in Switzerland and all over Europe. Mr Darbellay is also the owner and director of a publishing company that specializes in postcards which have travelled all over the world. Pictures – a passion – his live.



Wang Yi Fang

Bachelor's degree, Tianjin Construction Commission, the World Bank Loan Project Office, re-employment after retired Photographer for Business Tianjin & Tianjin Plus Magazine Photographer for Tianjin Construction Cost Journal

BBS Moderator of photography website: Fengniao/Tianjin/Landscape

Gold Prize winner of China Tianjin Five Street Area Europe Style Photography Competition

Room15A17, Suite 17, Magnetic Plaza, BinShui Xi Dao, Nankai District, Tianjin 300381.

Tel: +86 22 2374 1122 Fax: +86 22 2374 1122

Email: tianjin@euccc.com.cn www.europeanchamber.com.cn



BenCham – the Benelux Chamber of Commerce in China – strengthens the business, government and community ties between Belgium, The Netherlands, Luxembourg and China. With offices in Beijing, Shanghai and one newly established in the Pearl River Delta, we provide a wide range of services to ensure our members' success in China.

BUSINESS DIRECTORY 2010-2011

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



You can buy our Business Directory for a mere 600 CNY. The Directory will be your guide through the tangles of the Chinese and Benelux business environments.

SPONSORSHIP PACKAGES 2011

BenCham has prepared a new sponsorship package for 2011, giving you even more value for your money. Be visible at over 100 events per year across China. Be connected with fantastic projects like CSR and Switch Asia. Be present on our website and newsletter and reach our audience of over 5500 contacts in Beijing, Shanghai and Pearl River Delta. And of course, be present at our fantastic gala ball, attended by prestigious Benelux businesspeople.

For more information regarding the sponsorship packages, please contact Francis at fdubois@bencham.org.

BENCHAM GALA BALL 2011

BenCham has started the preparations for its yearly Gala Ball. This year BenCham is celebrating its 10-year anniversary. Therefore the theme of the gala is:

The BenCham X Ball
X Years in Business

Every year, BenCham focuses on helping others with our Gala. This year, BenCham has decided to support both Handicap International and the Special Commune with the proceeds of the Gala auction. The BenCham Ball will take place on 25 February 2011. Please keep an eye on our website for more information.

If you want to support us, please contact our event manager Den at dye@bencham.org

MISSION

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

UPCOMING EVENTS

- 16 December 2010: **Member's only Christmas drink**

PAST EVENTS

- 02 November 2010: **Is your workforce fully engaged?**

- 05 November 2010: **Setting up your company in China**

- 18 November 2010: **Influencing others through self-knowledge**

- 23 November 2010: **Introductions to the new trends and key changes of PRC Foreign Exchange Administrations**

- 25 November 2010: **Turn your workforce into a safe haven**

- 29 November 2010: **Inter-chamber winter networking night**

To keep updated on upcoming and past events, please mail our office at office-bj@bencham.org or visit our website www.bencham.org.

NEW WEBSITE FOR BENCHAM

At BenCham, we are always working hard to improve our services to our members. Therefore, we are developing a new website and database system. The new website will be very user-friendly and will contain new sections only accessible to our members. The Business Directory will also be available online. The new website is expected to be finished by the beginning of 2011.

OUR LINKEDIN FAMILY

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

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

BENCHAM BEIJING OFFICE

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YEARLY SPONSORS





天津韩国商会

The Korea Chamber of Commerce & Industry in Tianjin, China

Recent Events

1. The 6th Sino-South Korean economic high-level conference

Date: 20 October 2010 08:30-11:30

Venue: Tianjin Guesthouse

Participants:

Dispute Arbitration Commissions - Chairman Mr. Piao Xiangmin
 North of Jinnan - Vice Chairman Mr. Li Wugen
 South of Jinnan - Vice Chairman Mr. Huang Rihua
 Jinghai County - Vice Chairman Mr. Hong Jizhi, Publicity Division
 - Vice Chairman Mr. Li Zhengwen
 Consultant Mr. Xian Youji, Consultant Mr. Jin Haonian, Consult
 Speaker Mr. Jiang Caixing, Consultant Mr. Jin Wenjun

2. China Tianjin Korea enterprises management innovation seminar opening announcement

Date: 30 November 2010, 4pm

Venue: Fenglin Hotel Banquet Hall

Content: Charity Fair for the underprivileged

Topic: Management innovation strategy of local Chinese lawyers

a) Operation leadership field:

One-person enterprise/sales operation/global leadership

b) Global (China) field: global economy/Chinese economy (Marketing, HR,...)

Local Chinese employees

Ladder management education

Invited lecturer: Jin Xinghuan (China Strategy Management Academy representative)

Upcoming Events

1. Christmas festival opening announcement

Public performance content: holiday songs, 1-2pieces/group

Participants: 6 choruses consisting of at least 7 singers selected from Korean residents in Tianjin. (Children's choruses, duets, group choruses, etc.)

Performance schedule:

18 December (Saturday) 7pm @ Tianjin Theater

Opening: Emigrants participate

Part 1: Emigrant Chorus

Part 2: Zheng Shixun & part 1 take part in the chorus

2. 2010 Regular Year-end Meeting Year-sending Night, function opening announcement

Date: 10 December 2010 (Friday) 5pm

Venue: Youth center Hexi District (tentative)

Participants: Member corporations, Korean immigrants students abroad (about 600 persons)

Operator: Tianjin Korea Trade Association
 Tianjin Korean Association

Content: 1) Regular year-end meeting
 2) Year-sending night (gala dinner)



제6회 한.중 경제고위층 회의

Recent Events

1. 제6회 한.중 경제고위층 회의

일 시 : 2010년 10월 20일 8:30~11:30

장 소 : 천진빈관

내 용 : 제6회 한.중 경제고위층 회의

참석자 : 분쟁중재위원회-박상민위원장,

진남북부-이무근부회장,

진남남부-황일화부회장

정해현-홍계식부회장, 홍보분과- 이정문 부회장

선우길고문, 김호연고문, 강재형고문, 자문 의장, 김문준고문

2. 중국천진 한국기업 경영혁신 세미나 개최 안내

일 시 : 2010년 11월 30일 (화) 오후 16:00

장 소 : 풍림호텔 (연회청)

세미나주제 : 중국현지법인 경영혁신전략

a) 경영 리더십 분야: 1인기업/세일즈경영/글로벌리더십

b) 글로벌(차이나) 분야: 글로벌경제/중국비즈니스(마케팅, HR.)

중국현지인 관리리더십교육

초청 강 사 : 김형환(중국 전략경영 아카데미 대표)

Upcoming Events

1. Christmas Festival 개최 안내

공연 내용 : 크리스마스 분위기에 맞는 합창곡 1~2곡/한팀당

참가 대상 : 재천진 한국교민중 7인 이상의 합창단 중 6팀 선정

(어린이합창단, 남/여중창단, 부부합창단, 단체합창단 등)

공연 일정 : 12월 18일(토) 늦은 7시 / 천진중화극장

Opening : 교민 참여

1 부 : 교민 합창단

2 부 : 팝페라 정세훈 + 1부 참여 교민합창단

2. 『2010 정기총회, 송년의 밤』 행사 개최 안내

일 시: 2010년 12월 10일(금) 17:00~

장 소: 하서구 청소년활동중심 (예정)

참석대상: 회원사 및 한국교민, 유학생 등(약 600명)

주 관: 천진한국상회 · 천진한국인회

내 용: 1부) 정기총회 2부) 송년의 밤(만찬)

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

DECEMBER 2010

MON	TUE	WED	THU
<p>Special Days</p> <p>Dec.1 World AIDS Day Dec.9 World Football Day Dec.22 Winter Solstice (dōng zhì) Dec.24 Christmas Eve Dec.25 Christmas Day</p>			<p>2</p> <p>TICC Christmas Luncheon Ⓧ Sheraton Tianjin Hotel</p> <p>Chinese Folk Instrument Performance Ⓧ The Spot Café ⌚ 19:30 - 20:30</p>
<p>6</p>	<p>7</p>		<p>9</p> 
<p>13</p>	<p>14</p> <p>Dialogue with the Tianjin Government & Tianjin Chapter, 2010 Government Appreciation Dinner Ⓧ The Buckingham Ballroom 8F, The Astor Hotel, Tianjin ⌚ 17:30-20:30 ☎ +86 22 2374 1122</p>	<p>15</p> <p>The Fire of Anatolia Ⓧ Tianjin Grand Theatre ⌚ 19:30 ¥ 100/180/280/380/480/680/880 /1280CNY</p>	
		<p>22</p> <p>Riverdance China Tour of Tianjin Ⓧ Tianjin People's Stadium</p>	<p>23</p>
		<p>29</p> <p>Symphonia Vienna New Year's Concert Ⓧ Tianjin Concert Hall ⌚ 19:30 ¥ 280/480/680/880/1080/1280CNY ☎ +86 22 2332 0068</p>	

JANUARY 2011

一	二	三	四	五	六	日
MON	TUE	WED	THU	FRI	SAT	SUN
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

1

Sleeping Beauty from White Russian National Ballet
 Ⓧ Tianjin Grand Theater
 ⌚ 19:30
 ¥ 80/120/180/280/380/480/680CNY
 ☎ +86 22 2835 1443



TIANJIN & BEIJING EVENTS

FRI	SAT	SUN
<p>3</p> <p>2010 China tax executive update – embracing the real challenges</p> <p>📍 Hotel Nikko Tianjin 🕒 13:30-17:00 ☎ +86 22 2318 5072</p>	<p>4</p> <p>TICC Christmas Ball 2010</p> <p>📍 Sheraton Tianjin Hotel 🕒 18:30</p> 	
<p>10</p> <p>2010 EUCCC Tianjin Photo Contest Award Night & EUCCC 10th Anniversary Celebration Cocktail</p> <p>📍 CitySpace, 50F, Raffles Tianjin Hotel 🕒 18:30-20:30 ☎ +86 22 2318 5072</p>	<p>11</p> <p>Drama: Four Generations Under One Roof</p> <p>📍 Tianjin Grand Theatre 🕒 19:30 ¥ 50/100/180/280/380/480/680CNY</p> 	
<p>17</p> <p>Swan Lake - Russia Royal Ballet</p> <p>📍 Tianjin Zhonghua Theatre 🕒 19:30 ¥ 100/180/280/380/480/580CNY ☎ +86 22 2833 0066</p>	<p>18</p> <p>The Fifth Rock Feast Series- Three Rock Celebrities</p> <p>📍 Ba Yi Auditorium 🕒 20:00</p>	<p>19</p> <p>Wan Long Ski Resort Direct Bus Service</p> <p>Leaving on 18 Dec. at 10:00 from Tianjin (IST) with a pick up in Beijing (Decathlon, 4th ring road) Returning on 24 Dec. to Tianjin between 18:00 and 19:00 ¥ 350RMB per person, for round trip bus service only ☎ +135 0207 0987 ✉ info@chinabustravel.com (Delinda) Trip leader: Scott Fitzgerald (IST)</p>
<p>24</p> <p>Christmas Eve - World Classical Choral Songs Concert</p> <p>📍 Tianjin Concert Hall 🕒 19:30 ¥ 50/100/180/280/380/500CNY ☎ +86 22 2332 0068</p> 		<p>26</p> <p>Langlang 2010 Tianjin City New Year Concert</p> <p>📍 Tianjin Sports Centre 🕒 19:30</p>
<p>31</p> <p>2011 New Year's Concert - Johann Strauss Orchestra & Ballet</p> <p>📍 Tianjin Grand Theatre 🕒 19:30 ¥ 80/120/180/280/380/480/680CNY</p> 		

TIANJIN & BEIJING EVENTS

<p>2</p> <p>Wan Long Ski Resort Direct Bus Service</p> <p>¥ 350RMB per person, for round trip bus service only ☎ +135 0207 0987 ✉ info@chinabustravel.com (Delinda) Trip leader: Scott Fitzgerald (IST) 2-7 Jan. 28 Jan. - 1 Feb.</p> 	<p>3</p> <p>Children's Play - Snow Kid</p> <p>📍 Tianjin Binhu Theater 🕒 10:00 ¥ 80/100/150/200/280/380CNY ☎ +86 22 2335 2226</p>
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Selected DOMESTIC FLIGHTS

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

From Tianjin

DEST	DEP	ARR	Flight No	Days
Changchun	10:55	12:35	GS6571	1.3.5.7
Changsha	09:10	11:25	CA1467	12345.7
Chengdu	13:00	15:30	8L9976	1234567
Chifeng	14:10	15:15	MU2135	1.3.5.7
Chongqing	11:55	14:25	PN6238	.2.4.6.
Dalian	11:10	12:00	GS7579	1234567
Fuzhou	07:55	11:55	MF8138	1..45.7
Guangzhou	13:50	17:00	HU7201	1234567
Guilin	18:00	20:40	BK2819	.2....6.
Guiyang	08:10	12:30	GS7465	123.567
Haikou	09:10	14:05	GS7561	123.5.7
Hangzhou	13:15	15:00	MF8377	1234567
Harbin	16:00	17:55	CZ3125	1...5..
Hefei	07:00	08:30	BK2847	.2.4567
Huhhot	14:00	15:15	GS7468/HU7468	1234567
Jinjiang	07:00	10:40	BK2857	1234.67
Kunming	07:00	17:30	8L9976	12.45..
Nanjing	15:00	16:35	FM9291	1234567
Nanning	13:15	18:15	MF8377	1234567
Ningbo	13:10	15:10	GS6603	1234567
Qingdao	08:35	09:35	GS7575	12...67
Sanya	17:10	21:00	FM9159	1234567
Shanghai	09:00	10:50	FM9134	1234567
Shenyang	11:30	12:45	3U8861	1.3.5.7
Shenzhen	16:35	19:40	ZH9936	1234567
Taiyuan	11:05	12:30	GS6601	1234567
Urumqi	16:00	21:50	CZ6928	.23.5..
Wuhan	08:00	09:45	GS6695	1234567
Xiamen	14:30	17:05	MF855	1234567
Xi'an	08:10	09:55	GS7465	1234567
Yantai	08:20	09:20	GS7421	1234567
Yinchuan	09:20	11:05	CZ6457	.2345.7
Yuncheng	09:00	10:25	GS6677	1234567
Zhengzhou	12:40	14:00	GS6609	1234.67
Zhuhai	13:55	16:40	BK28316.

To Tianjin

ORIGIN	DEP	ARR	Flights No	Days
Changchun	13:15	15:05	GS6572	1234567
Changsha	21:10	23:10	BK2812	1234567
Chengdu	09:40	12:10	8L9975	1234567
Chifeng	15:55	17:05	MU2136	1.3.5.7
Chongqing	08:55	11:15	PN6237	.2.4.6.
Dalian	20:10	21:05	GS7580	1234567
Fuzhou	08:30	12:25	MF8137	1..45.7
Guangzhou	08:05	11:00	CZ3133	1234567
Guilin	21:30	00:05(+1)	BK2820	.2.....
Guiyang	13:10	17:25	GS7466	1234567
Haikou	14:55	19:25	GS7562	1.34567
Hangzhou	21:55	23:50	MF8378	1234567
Harbin	18:45	20:45	CZ3126	1...5..
Hefei	15:50	17:20	BK2848	.2.4.6.
Huhhot	09:00	10:10	GS7467	1234567
Jinjiang	11:25	15:20	BK2858	12345..
Kunming	07:40	12:10	8L9975	1234567
Nanjing	22:55	00:45(+1)	FM9292	1234567
Nanning	19:05	23:55	MF8378	1234567
Ningbo	16:00	18:05	GS6604	1234567
Qingdao	10:40	11:40	GS7576	1234567
Sanya	22:50	01:25(+1)	FM9160	1234567
Shanghai	12:10	14:10	FM9133	1234567
Shenyang	13:35	15:00	3U8862	1.3.5.7
Shenzhen	12:25	15:40	ZH9935	1234567
Taiyuan	15:55	17:00	GS6602	1234567
Urumqi	09:20	15:05	CZ6927	1..4.6.
Wuhan	20:10	22:00	GS6696	1234567
Xiamen	13:45	16:15	MF856	1234567
Xi'an	15:50	17:25	GS7466	1234567
Yantai	19:20	20:20	GS7422	1234567
Yinchuan	11:55	13:25	CZ6458	.2345.7
Yuncheng	15:20	16:40	GS6678	1234567
Zhengzhou	19:50	21:10	GS6610	123.567
Zhuhai	23:05	01:50(+1)	BK28326.

Airline Code

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



Selected INTERNATIONAL FLIGHTS

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From Beijing

DEST	DEP	ARR	Flight No	Days
Addis Ababa	20:10	06:55(+1)	ET605	...4..7
Amsterdam	11:55	15:10	KL0898	1234567
Bangkok	17:05	21:20	TG615	1234567
Brussels	01:30	05:45	HU491	.2.4.67
Delhi	18:00	22:40	CA947	1.3.56.
Dubai	23:30	04:10(+1)	EK307	1234567
Frankfurt	11:30	14:50	LH721	1234567
Hanoi	15:30	18:20	VN901	.23.5.7
Helsinki	11:35	14:25	AY052	1234567
Hong Kong	10:00	13:40	CX347	1234567
Istanbul	23:55	04:35(+1)	TK021	123.56.
Kuala Lumpur	16:00	22:30	CA971	1.3.567
London	12:10	15:15	BA0038	12345.7
Los Angeles	21:00	18:30	CA983	1234567
Madrid	00:05	05:20	CA907	.234.67
New York	13:00	13:30	CA981	1234567
Osaka	13:50	17:45	JL886	1234567
Paris	13:40	17:40	AF125	1234567
San Francisco	16:00	11:20	CA985	1234567
Seoul*	11:45	14:40	KE852	1234567
	14:00	17:00	KE856	1.3.5.7
	21:20	00:15(+1)	KE854	1234567
Singapore	00:10	06:40	SQ801	1234567
Sydney	17:00	07:40(+1)	CA173	1234567
Tel Aviv	22:00	03:00(+1)	LY096	.2.4..7
Tokyo	16:40	21:00	JL024	1234567
Ulaanbaatar	11:55	14:30	CA901	1234567
Vancouver	15:50	10:30	CA991	1234567

To Beijing

ORIGIN	DEP	ARR	Flight No	Days
Addis Ababa	00:35	18:40	ET604	...4..7
Amsterdam	17:40	09:55(+1)	KL0897	1234567
Bangkok	10:10	15:50	TG614	1234567
Brussels	12:30	05:30(+1)	HU492	.2.4.67
Delhi	00:10	08:40	CA948	...4.67
Dubai	03:50	14:45	EK306	1234567
Frankfurt	17:15	09:30(+1)	LH720	1234567
Hanoi	10:05	14:30	VN900	.23.567
Helsinki	18:00	07:55(+1)	AY051	1234567
Hong Kong	17:00	20:15	CX312	1234567
Istanbul	23:45	15:00(+1)	TK020	12.45.7
Kuala Lumpur	23:35	05:45(+1)	CA972	1.3.567
London	16:30	10:25(+1)	BA0039	1234.6.
Los Angeles	00:40	05:30	CA984	1234567
Madrid	11:25	06:10(+1)	CA908	123.56.
New York	15:50	18:20(+1)	CA982	1234567
Osaka	09:50	12:20	JL885	1234567
Paris	18:55	11:45(+1)	AF126	1234567
San Francisco	13:50	18:05(+1)	CA986	1234567
Seoul*	09:15	10:25	KE851	1234567
	11:40	12:50	KE855	1.3.5.7
	19:00	20:10	KE853	1234567
Singapore	08:45	14:50	SQ802	1234567
Sydney	21:00	05:50(+1)	CA174	1234567
Tel Aviv	21:40	13:30(+1)	LY095	1.3..6.
Tokyo	10:30	13:35	JL023	1234567
Ulaanbaatar	15:30	17:35	CA902	.234567
Vancouver	12:50	16:30(+1)	CA992	1234567

From Tianjin

DEST	DEP	ARR	Flight No	Days
Hong Kong	08:35	12:00	KA1103	1234567
Seoul*	13:10	15:55	KE806	1234567
Nagoya	13:00	16:50	JL840	1234567
Kuala Lumpur	15:50	22:15	D7 2613	1.3.567

To Tianjin

ORIGIN	DEP	ARR	Flight No	Days
Hong Kong	13:00	16:10	KA1104	1234567
Seoul*	10:35	11:30	KE805	1234567
Nagoya	09:40	11:50	JL841	1234567
Kuala Lumpur	08:30	14:35	D7 2612	1.3.567

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

Airline Code

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

Transportation

TRAINS

BJ-TJ-TEDA (¥14)

Train	Departs	Arrives
4493	13:10	16:08

TEDA-TJ-BJ (¥14)

Train	Departs	Arrives
4494	08:05	11:21

LIGHT RAIL

TJ - BINHAI (¥6)

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

Stops:



TIANJIN-BEIJING AIRPORT Shuttle Bus

¥70 one way

Tianjin - Beijing Airport Terminals 2/3

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

Beijing Airport Terminals 2/3 - Tianjin

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

TEDA-BEIJING AIRPORT SHUTTLE BUS

¥80 one way

TEDA - Beijing Airport Terminals 2/3

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

Beijing Airport Terminals 2/3 - TEDA

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

No. 1 Metro Stops: METRO Tianjin

Metro line 1

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



BULLET (C) TRAIN

TJ ~ BJ (¥58 - ¥69)

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

BJ ~ TJ (¥58 - ¥69)

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

TG ~ BJ (¥70-¥118)

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

BJ ~ TG (¥70-¥118)

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

Wuqing ~ BJ

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

BJ ~ Wuqing

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



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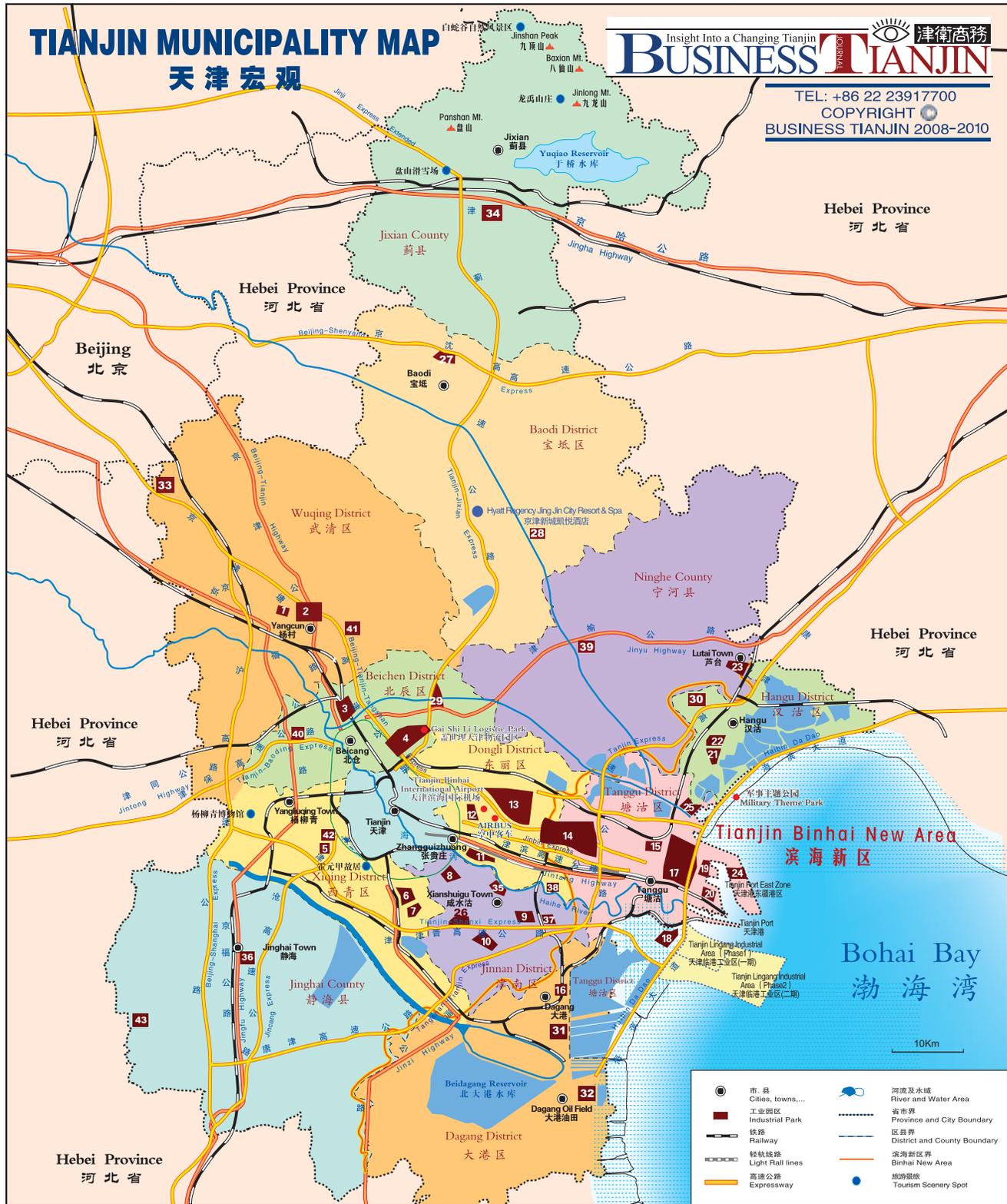
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Tianjin Industrial Parks & Economic Development Areas

TIANJIN MUNICIPALITY MAP 天津宏观

Insight Into a Changing Tianjin
BUSINESS TIANJIN

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List of Tianjin Industrial Parks & Economic Development Areas

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

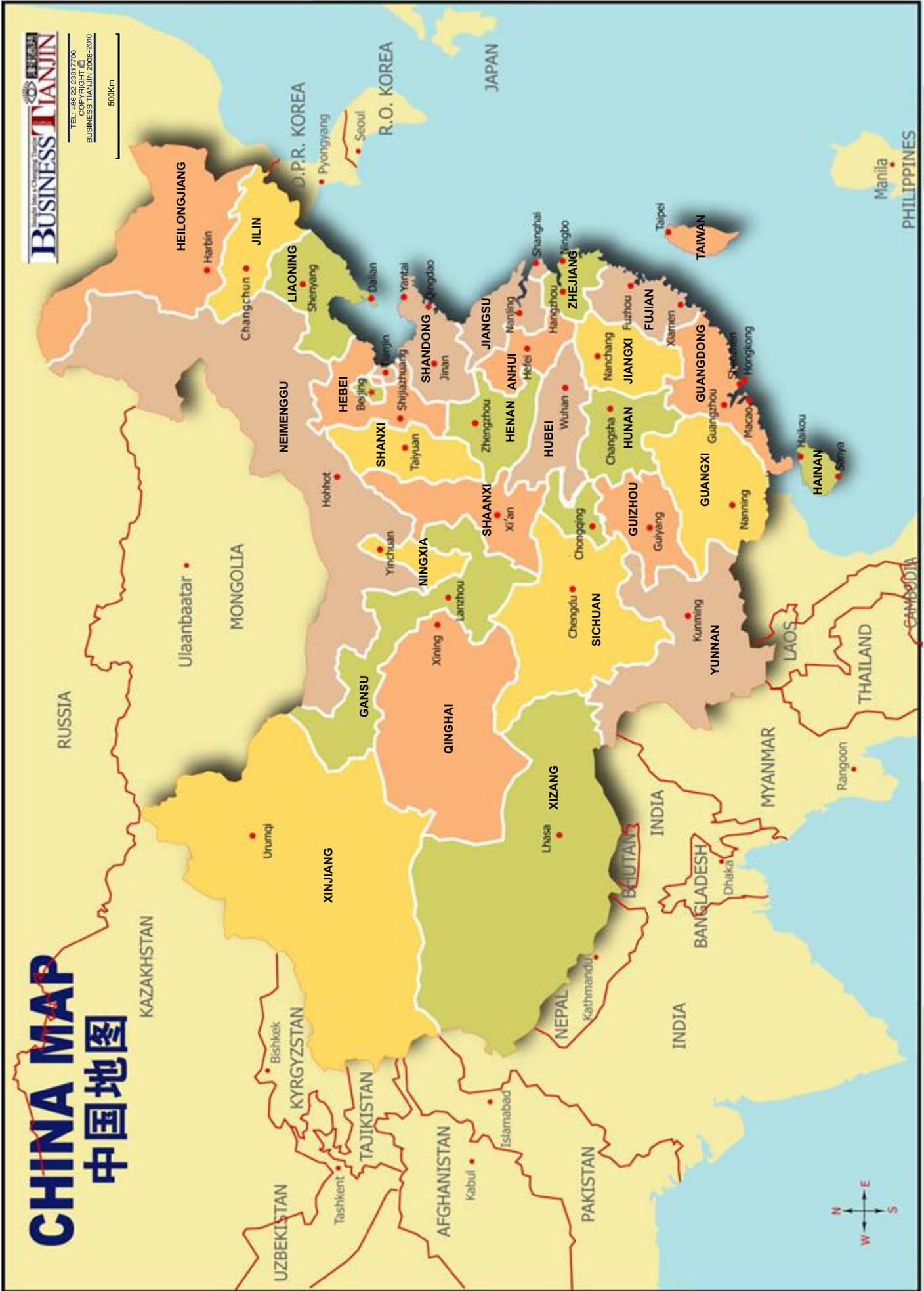
CHINA MAP

中国地图

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O'Hara's

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

Qba Bar

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



Accounting

LEHMANBROWN
雷博國際會計
International Accountants

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

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

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

Associations

ICCO (International Committee for Chinese Orphans)

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

Tianjin Toastmasters Club

The club helps men and women learn and practice the arts of public speaking, listening, and leadership in a friendly social environment.
victorwangwq@yahoo.com.cn

TICC (Tianjin International Community Center)



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

Banks

Agricultural Development Bank Tianjin Branch

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

Bank of China, Tianjin Branch

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

Bank of East Asia (BEA)

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

China Bohai Bank

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

Citibank

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

HSBC, Tianjin Branch

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

United Overseas Bank (China), Limited Tianjin Branch

The Emperor Palace, no. 236-238
Hebei Lu, Heping District
Tel: +86 22 2339 3688
大华银行(中国)有限公司天津分行

和平区河北路236号和238号君隆广场

Woori Bank

Bldg. 1, Magnetic Capital
Binshui Xi Dao, Nankai District
Tel: +86 22 2435 8008
友利银行
南开区滨水西道奥城商业广场1号楼

Car Dealers

Porsche Center Tianjin

No. 59, Qiche Yuan Zhong Lu
Airport Industrial Park
Tel: +86 22 2435 9911
天津保时捷中心
空港物流加工区汽车园中路59号

Chambers

German Business Circle Tianjin

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

German Chamber of Commerce, Tianjin Office

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

The American Chamber of Commerce, Tianjin Chapter

Room 2918, 27-29F, bldg. B
The Exchange
No. 189, Nanjing Lu, Heping District
Tel: +86 22 2318 5075
美国商会天津分会
和平区南京路189号津汇广场B座27-29层2918室

Tianjin Japanese Association

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

Tianjin Korean Chamber of Commerce & Industry

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

Tianjin Korean Society

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

Education

International Schools

Cathay Future World Children's Painting Gallery

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

International Musical School of Tianjin Concert Hall

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

International School of Tianjin

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

Tianjin International School

No. 1, Meiyuan Lu, Huayuan
Industrial Area, Nankai District
Tel: +86 22 8371 0900
天津国际学校
南开区华苑产业区梅苑路1号

Tianjin Rego International School

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

Wellington College International Tianjin

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

Kindergartens

Hopeland International Kindergarten & Day Care Center

No. 46, Xiaguang Dao
Weijin Nan Lu, Nankai District
Tel: +86 22 2392 3803
荷兰国际幼稚园
南开区卫津南路霞光道46号

Primary Schools

Tianjin Primary School

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

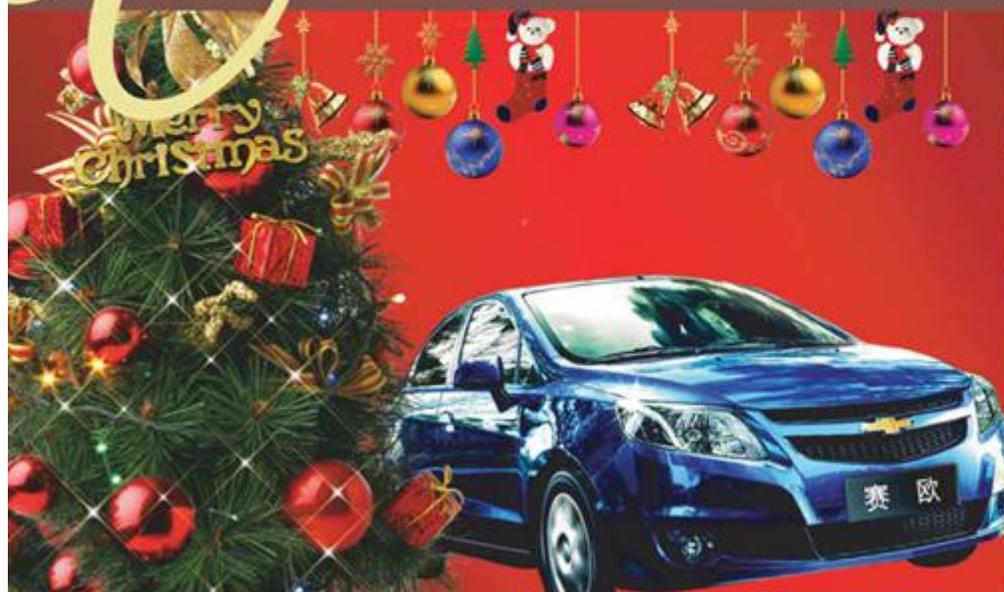
Tianjin Zhongshan Primary School

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



Sheraton
Tianjin
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Christmas Eve Celebrations

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See you on Christmas Eve at Sheraton Hotel!

Date: December 24, 2010

Venue: Grand Ballroom

Time: 6:30 pm -11:30 pm

来天津喜来登度过别样的平安夜，大型的娱乐演出，经典的传统美食，奖品丰富的抽奖活动，一定会让您在这个特殊的节日体验到别样的温情与暖意。

日期：2010年12月24日

地点：大宴会厅

时间：晚上6:30-晚上11:30

RMB 2,188 per person (VIP AREA)
RMB 1,888 per person (NORMAL AREA)

Grand Prize: A brand new Sail Car
Second Prize: 2 person 6-day tour to
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人民币2,188元每位(贵宾区)
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Tianjin Foreign Studies
University**

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Tel: +86 22 2326 5642
天津外国语学院 歌德语言中心
河西区马场道117号天津外国语学院3号楼

Nankai University

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

Raffles Design Institute, Tianjin

Block H, no. 28, Jinjing Lu Xiqing District
Tel: 400 688 7300
天津莱佛士设计学院
西青区津静路28号H座

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 - Transportation and parking
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Tianjin International Exhibition Center

No. 32, Youyi Lu, Hexi District
Tel: +86 22 2801 2988
天津国际会展中心
河西区友谊路32号

Hotels & Apartments

★★★★★ **Hotels**

Crowne Plaza Tianjin Binhai

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

Golden Crown Hotel

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

Golden Ocean Hotel

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

Holiday Inn Tianjin Riverside

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

Hotel Nikko Tianjin

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

Hyatt Regency Jing Jin City Resort & Spa

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

Radisson Plaza Hotel Tianjin

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

Raffles Tianjin Hotel

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

Renaissance Tianjin Hotel

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

Renaissance Tianjin Lakeview Hotel

No. 16, Binshui Dao, Hexi District
Tel: +86 22 5822 3388
万丽天津宾馆
河西区宾水道16号

Sheraton Hotel Tianjin

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

TEDA International Club Tianjin

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

The Astor Hotel Tianjin

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



天津利顺德大饭店豪华精选酒店
和平区台儿庄路33号

The Westin Tianjin

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

Tian Bao International Hotel

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

Tianjin Saixiang Hotel

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

★★★★ **Hotels**

Best Western Byronn Hotel Tianjin

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

Dickson Hotel

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

Jinbin International Hotel

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

Apartments

Astor Apartment

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

Crystal Palace Hotel Apartment

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

Sheraton Apartment

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



Somerset Olympic Tower Tianjin

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

Somerset Youyi Tianjin

No. 35, Youyi Lu, Hexi District
Tel: +86 22 2810 7888
天津盛捷友谊服务公寓
河西区友谊路35号

TEDA International Club Tianjin

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

The Lakeview, Tianjin-Marriott Executive Apartments

No. 16, Binshui Dao, Hexi District
Tel: +86 22 5822 3322
天津万豪行政公寓
河西区宾水道16号

Tianjin Centre Residences

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Tel: +86 22 5868 2888
天津中心公寓
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Join us for a magical Christmas eve with sumptuous dinner buffet, hot live show and excited luck draw prizes which includes **Hong Kong** trip with return air ticket, room and Disneyland entrance for two; **Taipei** holidays with return flight and room, a 2 nights weekend stay in **Sanya** for two ...and many more awaiting you in the evening of Christmas eve Dec.24 !!

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29, Second Avenue, TEDA, Tianjin 300457, China
Tel: (86 22) 66218888 Fax: (86 22) 66219999

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Tianjin Foreign Studies
University**

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Tel: +86 22 2326 5642
天津外国语学院 歌德语言中心
河西区马场道117号天津外国语学院3号楼

Nankai University

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

Raffles Design Institute, Tianjin

Block H, no. 28, Jinjing Lu Xiqing District
Tel: 400 688 7300
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西青区津静路28号H座

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Tianjin International Exhibition Center

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Hotels & Apartments

★★★★★ **Hotels**

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空港物流加工区中心大道55号

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No. 18, Nanjing Lu, Hexi District
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金皇大酒店
河西区南京路18号

Golden Ocean Hotel

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Tel: +86 22 2746 6666
金泽大酒店
南开区南京路338号

Holiday Inn Tianjin Riverside

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

Hotel Nikko Tianjin

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

Hyatt Regency Jing Jin City Resort & Spa

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

Radisson Plaza Hotel Tianjin

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

Raffles Tianjin Hotel

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

Renaissance Tianjin Hotel

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

Renaissance Tianjin Lakeview Hotel

No. 16, Binshui Dao, Hexi District
Tel: +86 22 5822 3388
万丽天津宾馆
河西区宾水道16号

Sheraton Hotel Tianjin

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

TEDA International Club Tianjin

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

The Astor Hotel Tianjin

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Tel: +86 22 2331 1688



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The Westin Tianjin

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

Tian Bao International Hotel

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

Tianjin Saixiang Hotel

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

★★★★★ **Hotels**

Best Western Byronn Hotel Tianjin

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

Dickson Hotel

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

Jinbin International Hotel

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

Apartments

Astor Apartment

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

Crystal Palace Hotel Apartment

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

Sheraton Apartment

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



TEDA International Club Tianjin

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

The Lakeview, Tianjin-Marriott Executive Apartments

No. 16, Binshui Dao, Hexi District
Tel: +86 22 5822 3322
天津万豪行政公寓
河西区宾水道16号

Tianjin Centre Residences

No. 219, Nanjing Lu, Heping District
Tel: +86 22 5868 2888
天津中心公寓
和平区南京路219号

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PROMOTIANJIN is a traditional promotional products agency serving major corporations and non-profit agencies since 1998. Based in Tianjin, it has been actively serving accounts in financial services, health care, media, non-profit, advertising, cultural affairs and home and industrial furnishings fields. Main clients are organizations of all sizes throughout China and abroad. For further details, please send e-mail to gm@promotianjin.com

Real Estate & Relocation

E-SMART Relocation Consultants Co., Ltd.

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

LC Relocation C21

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

Royal Relocation Consultants

20B, bldg. 2, Zi Jin Garden No. 15, Binshui Dao, Hexi District Tel: +86 22 2813 6943
荣联房地产服务有限公司
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 **The Executive Centre**
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天津德事商务中心
南京路189号津汇广场2座29层

Travel Agencies

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

Tianjin China International Travel Service

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

Tianjin China Travel Service

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

Spas

Dikara Spa

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

Heavenly Spa by Westin

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

Oasis SPA at Sheraton

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

Dental Clinics

Aichi International Dental Center

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

Tianjin Dental Hospital

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

Hospitals

Binhu Hospital of Chinese Traditional Medicine

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

Tianjin Children's Hospital

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

Tianjin First Central Hospital

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

Tianjin International SOS Clinic

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

Golf Clubs

Aroma (Tianjin) Golf Club

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

Regal Rivera Golf Club

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

Tianjin International Hot Spring Golf Club

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

Tianjin Pearl Beach

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

Yang Liu Qing Golf Club

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

Golf Studios



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Tel: +86 22 2392 1936
+86 22 2331 8407
Fax: +86 22 2392 1937
E-mail: kwisunkim@hotmail.com
吉恩吉高尔夫诊断中心
和平区南京路92号增1号华侨大厦B2

Gyms

Powerhouse Gym

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

Sheraton Hotel Fitness Center

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

Westin Workout

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

Swimming Pools

Swimming Pool by Westin

5F, The Westin Tianjin No.101, Nanjing Lu, Heping District Tel: +86 22 2389 0088
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北京市朝阳区光华路1号北京嘉里中心B29
邮编100020

SPORTS

Health

Services

TEDA & TANGGU

Brazilian

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

Chinese

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

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

Japanese

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

Italian Restaurant

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

Teppanyaki

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

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

Western

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

Feast All Day Dining Restaurant

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

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

BARS

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


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

Chamber

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

Education

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

Tianjin TEDA Maple Leaf International School

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

Kindergartens

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

Exhibition Centre

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

Hotels



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

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

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

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

Sheraton Tianjin Binhai Hotel
No. 50, 2nd Avenue, TEDA
Tel: +86 22 6528 8888
Fax: +86 22 6528 8899
天津滨海喜来登酒店
开发区第二大街50号
<http://sheraton.com/tianjinbinhai>

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

Spas

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

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

Dental Clinics

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

Hospitals

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

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

Golf Clubs

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

Gyms

Champs Elysees
2F, Renaissance Tianjin TEDA Hotel & Convention Centre
No. 29, 2nd Avenue, TEDA
Tel: +86 22 6621 8888
香榭丽舍健身俱乐部
开发区第二大街29号天津万丽泰达酒店及会议中心2楼

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

To include your advertising in the next issue, please write to classified@business.tianjin.com before the 15th day of the current month.



How much fun do you want to have this Christmas?

Get ready for a fabulous party, with plenty of exciting ideas, live entertainment, delicious food, the exciting lucky draw prize, Christmas gifts, an unforgettable Christmas celebration for your whole team. Relax, it's Holiday Inn Binhai Tianjin.

Date: Friday 24 December, 2010

Time: 18:30 - 24:00

Location: Binhai Ball Room, 15F, Holiday Inn Binhai Tianjin

- A. RMB1888 per person including gala dinner, two lottery tickets, VIP area seat approaching the stage, one night stay in a business room with two breakfasts before 31 December, 2010
- B. RMB1188 per person including gala dinner, lottery ticket, live entertainment

Half price for children. If you bought our Christmas gala ticket, add RMB428 you can enjoy one night stay in a superior room with 2 breakfasts. This promotion is valid from now to 28 February 2011.

Book Christmas gala tickets before 10 December, 2010, enjoy RMB288 promotion price for Children ticket. This is on a first come, first serve basis.

For reservations and enquiries, please call 6628 3388
 预订或问询请拨打电话 6628 3388

Citizen Plaza, 86 First Avenue, TEDA, Tianjin 300457
 天津经济技术开发区第一大街86号市民广场 300457



假日酒店
 Holiday Inn
 天津滨海
 TIANJIN BINHAI

Selling Big to China: Negotiating Principles for the World's Largest Market

by Morry Morgan

Review by Joei Villarama

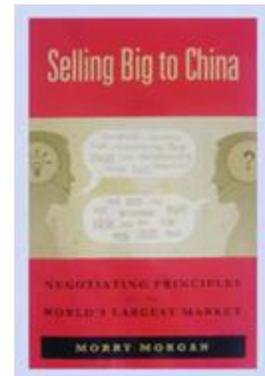
Most of the marketing, selling and bargaining principles contained in this book apply to all places, not just the world's largest bazaar. The book covers the basics plus a whole lot of common but oft-forgotten sense invaluable to anyone in this field. For China watchers and movers, there are insights into the psyche of the Chinese from four main generations. Morry Morgan weaves these into his expositions along with lessons from more than 10 years of running a training company with customers from different cities and provinces in China.

The "Balinghou" are children from the '80s born when the one-child policy was established and who grew up in relatively wealthy households. The "Children of the Revolution" (1965-1978) were born in or just after the disastrous Cultural Revolution and brought up by parents with positive Communist ideals. The "Old Red Guards" (1950-1964) today manage many of the country's state-run organisations and private businesses and were raised in a culture based intensely on relationships, not meritocracy. "True Reds" (1950 and earlier) may be of retirement age but if they happen to be your clients, dealing with them carries extra challenges as they tend to be less open and more cautious.

Divided into four main sections apart from the conclusion, the book takes the reader step by step from the knowledge to the sales call to negotiation and keeping the client satisfied. It starts with a Target Acquisition Equation and works up to a formula for rating your leverage. It details the dynamics of sales from needs analysis to troubleshooting problems with clients, from the moment you step into the building until you triumphantly get the contract, and the crucial follow-up work after delivering the goods or service, including handling complaints.

A lot of the examples and stories come from Morgan's experiences in ClarkMorgan Corporate Training, the company he co-founded in Shanghai with Andy Clark. Six years after their humble beginnings, the company was declared Training Firm of the Year. Through this publication, Morgan has generously shared both the high points and low points from the firm's history, including a trainer who got drunk and injured himself on an intercity train on the way to a team-building event. This was related to illustrate a point about apathy as a cause of conflict avoidance, which characterises one of the five negotiation personality types.

Tom Stader, Executive Director and Founder of The Library Project Charity, which donates books and libraries to underfinanced schools and orphanages in the developing world, eagerly marked his copy of the book with a pen and highlighter. He said, "We totally changed the way we are structuring events because of the insights Morry had about engaging individuals in China." This is one of the testimonials printed on the back of the book, which after reading, All the more resonates.



Language: English
Hardcover: 224 pages
Price: 350 CNY + Shipping

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

QUOTATIONS OF THE MONTH

Wisdom too often never comes, and so one ought not to reject it merely because it comes late.

— Felix Frankfurter

The sign of an intelligent people is their ability to control their emotions by the application of reason.

— Marya Mannes

Intuition is the clear conception of the whole at once.

— Johann Kaspar Lavater

The ideals which have lighted my way, and time after time have given me new courage to face life cheerfully, have been kindness, beauty and truth.

— Albert Einstein



Genuine Christmas Eve In the Italian Style Town

Come to Enjoy Exotic Flavor and Exotic Delicacy

Which is the best place to celebrate genuine Christmas in Tianjin?

The answer is the Italian Style Town, a place with exotic flavor and a history of more than 100 years, where there are mellow wine, delicious western food and excellent gifts.

You can enjoy the most authentic Christmas atmosphere and purchase various Christmas commodities in the Italian Style Town which will be greatly decorated this year. The Christmas market in the Italian Town will be your shopping paradise.

The specialties in each of the Chenggui Restaurant, La Saine Restaurant, the Italian Restaurant, etc. allow you enjoy the most authentic western food.

In addition, maybe there will be a pleasant surprise for you to meet Santa Claus unexpectedly.

Come to the Italian Style Town to enjoy a genuine Christmas Eve on Dec. 24!



Leasing Hotline: 24466655 Hotline: 24452432

Location: Italian Style Town (At the Bei'an Bridge along the Haihe River)

Developer: Tianjin Haihe Historical Reservation Construction Company Ltd.

All images and texts are for reference only and the developer reserves the right of final interpretation.



THE WESTIN
TIANJIN
天津君隆威斯汀酒店

Bubblicious Brunch @ Seasonal Tastes A bubbly, brilliant brunch!

Last month was a hit at Seasonal Tastes, the first floor western restaurant of The Westin Tianjin. And why was that? Because of the huge success that was the Bubblicious Brunch.

On every Sunday in November, Seasonal Tastes hosted its Bubblicious Brunch for food and wine lovers. Family and friends joyfully chatted around beautifully set tables to the laid-back sounds of Bossa Nova.

The buffet was a marvellous collection of truly tasty worldwide delicacies like crab and lobster – food one could appreciate by merely looking at it and inhaling the aromas. Guests were welcomed inside the restaurant and immediately greeted with a display of delicate cheeses ranging from Emmental to Gruyère, Roquefort to Brie, and naturally the cheese fondue. Traditional Swiss raclette was definitely one of the most popular dishes at the buffet. Beside the cheese table, a chef prepared pastas and ingredients of your choice exclusively for you.

But this was only the beginning! The smoked products station stopped complaints about never getting to eat real chorizo in China. Salami, smoked ham (with melon also) and all the traditional smoked products so cherished in southern European countries were offered, to the delight of homesick guests. The grilled section – adored mainly by Chinese diners but also enjoyed by expats given the quality of the products – overwhelmed with its quantities of seafood, meats, sausages and vegetables. And to add to the extensive compilation of delights, the Chinese food station and the salad bar offered what you can rarely find in town. Finally, the favourite desserts section... what could we say about it that could do justice to the sweet-tooth haven? The only way was to sample them and savour.

The occasion was bubbly and elegant, so what best describes refinement than a glass of Moët et Chandon, one of the world's most acclaimed and exquisite champagnes? Not much, and this bubbly brunch was happily toasted by all.

At the entrance of the hotel, a cheerful girl wrapped in a huge plastic bubble directed guests to Bubblicious Brunch. In the lobby and restaurant, a clown made sure the younger crowds were enjoying their time. And of course, the playground area was a lovely welcome to all children.

The Westin Tianjin is committed to improving the social life of expats and locals in town. Each month, the community flocks to its events for the new scrumptious tastes and pleasant activities.

Stay tuned and don't miss out on December's Christmas experiences. You are in for great treats!

Seasonal Tastes The Westin Tianjin – Scrumptious Moments for All



Branded

by Mike Cormack

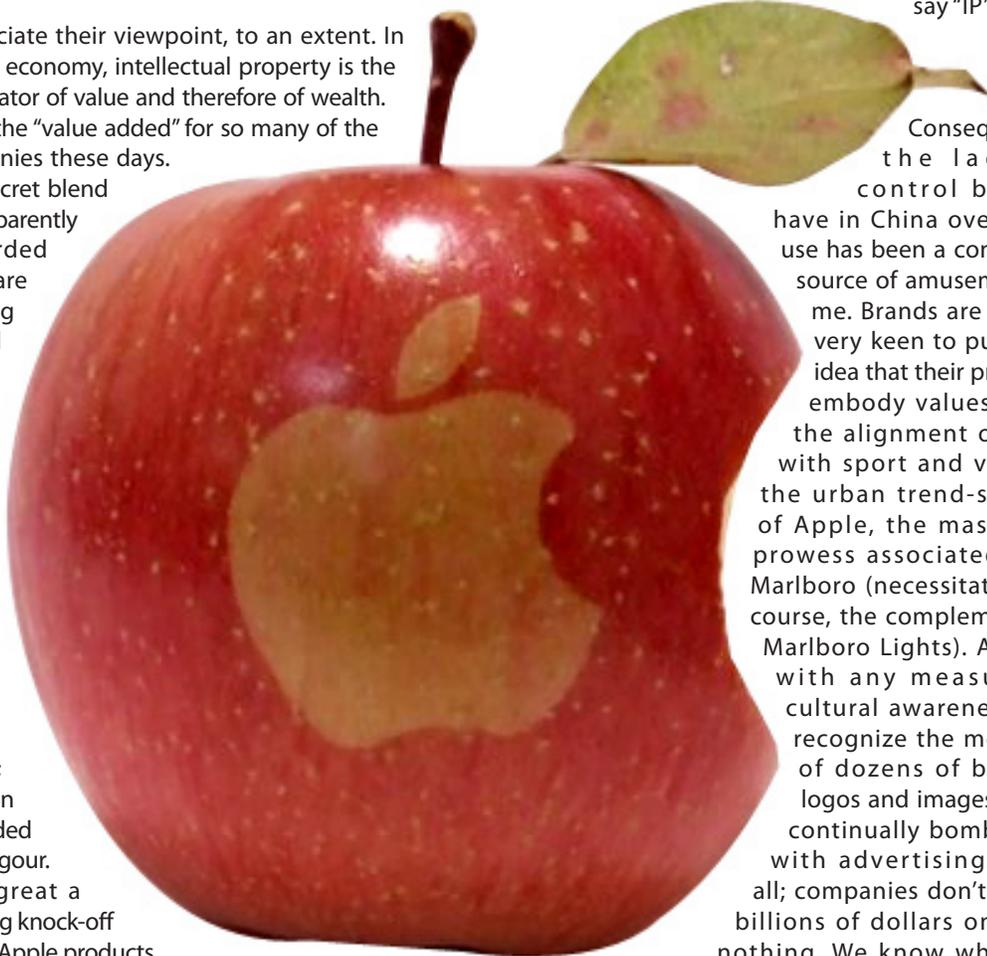
Recent reports that China is to lead the fight against copyright infringement have left me starting to feel nostalgic – already! – for the lack of control that major brands can exercise here in China. In most countries intellectual property and branding is fiercely controlled and tightly patrolled: we have probably all read absurd stories of nurseries with Disney characters painted on the walls receiving writs, or shops called things like MacDonaldis receiving cease-and-desist orders, as though McDonalds could claim ownership to a surname and any similarities thereof.

You can appreciate their viewpoint, to an extent. In the knowledge economy, intellectual property is the foremost generator of value and therefore of wealth. It's what gives the "value added" for so many of the biggest companies these days.

Just as KFC's secret blend of spices are apparently a sternly guarded secret, so too are Google's ranking algorithms and Microsoft's mainframe (no open access there). It's not only such production methods which are kept behind vast, lawyer-enforced firewalls; production chains are guarded with as much vigour.

You have as great a chance of finding knock-off Nike trainers or Apple products being sold on a US or European High Street as you have of finding genuine products at Da Hutong or Beijing's Silk Market.

I appreciate that these companies have to make a living and seek to control their output. It's only fair. I'd be mightily peeved if anyone took my ideas, my labour, and made money from them without me getting a share of it. Yet such tight control of branding is asphyxiating - I would suggest - with brands able to dictate their meaning, as though the public had no say in what brands mean to them. It should always be a two-way street, surely? But try to use a major corporation's logo without permission and you'll find yourself sued faster than you can say "IP".



Consequently, the lack of control brands have in China over their use has been a consistent source of amusement to me. Brands are always very keen to push the idea that their products embody values: thus, the alignment of Nike with sport and victory, the urban trend-setting of Apple, the masculine prowess associated with Marlboro (necessitating, of course, the complementary Marlboro Lights). Anyone with any measure of cultural awareness can recognize the meaning of dozens of brands, logos and images. We're continually bombarded with advertising, after all; companies don't spend billions of dollars on it for nothing. We know what the

brands are saying. We speak their language – or rather, they speak ours, appealing to our sense of what is desirable (sex, power, wealth).



So when I saw an elderly Chinese woman in Tanggu wearing a Burberry sweater and a pair of Nike trainers with the famous “swoosh” the wrong way ‘round, I experienced a kind of semiotic dissonance that was both comical and intriguing. All the messages from these brands were being garbled, like a radio not quite in tune.

If brands cannot control how they are used, as in this instance, they lose their power. If everyone has knock-off Burberry or Louis Vuitton, for example, there’s no distinction to be gained from having the real thing. There’s something pleasantly anarchic about shopping in Da Hutong or the Silk Market; they seem to be reminders of a time when corporations weren’t so incessantly in control, and having the right brands wasn’t so absolutely vital.

I can’t speak for anyone else, but I remember, when at school, the brutal insistence on having the right brand of trainers. Nikes were the best, then Reeboks, then Adidas; Hi-Tecs were acceptable only if playing badminton or tennis, but anyone wearing Gola and Dunlop would be despised. I don’t yet see the same label-awareness in Chinese children, or indeed in the broader society

outside the young urban elites, and I believe that can only be a good thing. High school is a difficult enough experience without the undue pressure to have the right brand of clothes. And while the Chinese school uniform might be generally disliked by all the students, it does give them a freedom they might not yet appreciate.

What we have in China at the moment is an anarchic stew of brands desperately trying to signify what they want us to believe about them, and a consumer ability to bypass that. You want a North Face jacket for 200 CNY? No problem! A complete DVD box-set of *The Sopranos*? Sure! A pair of Levi’s for 150 CNY instead of 800 in the store? Here you go!

The corollary of this, however, is more than companies will ever admit: not only that their profits might be lower than they would like, but that they cannot control how their brands are used in the public sphere. It’s this very control with which branding is concerned. I’ll be sad to see this side of China, this dense stew, lost. It might advance intellectual property and protect knowledge economy corporations, but in their unending attempts to control brands in the public sphere, we will lose our freedom from being branded. ■

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