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Insight Into a Changing Tianjin

BUSINESS JOURNAL TIANJIN

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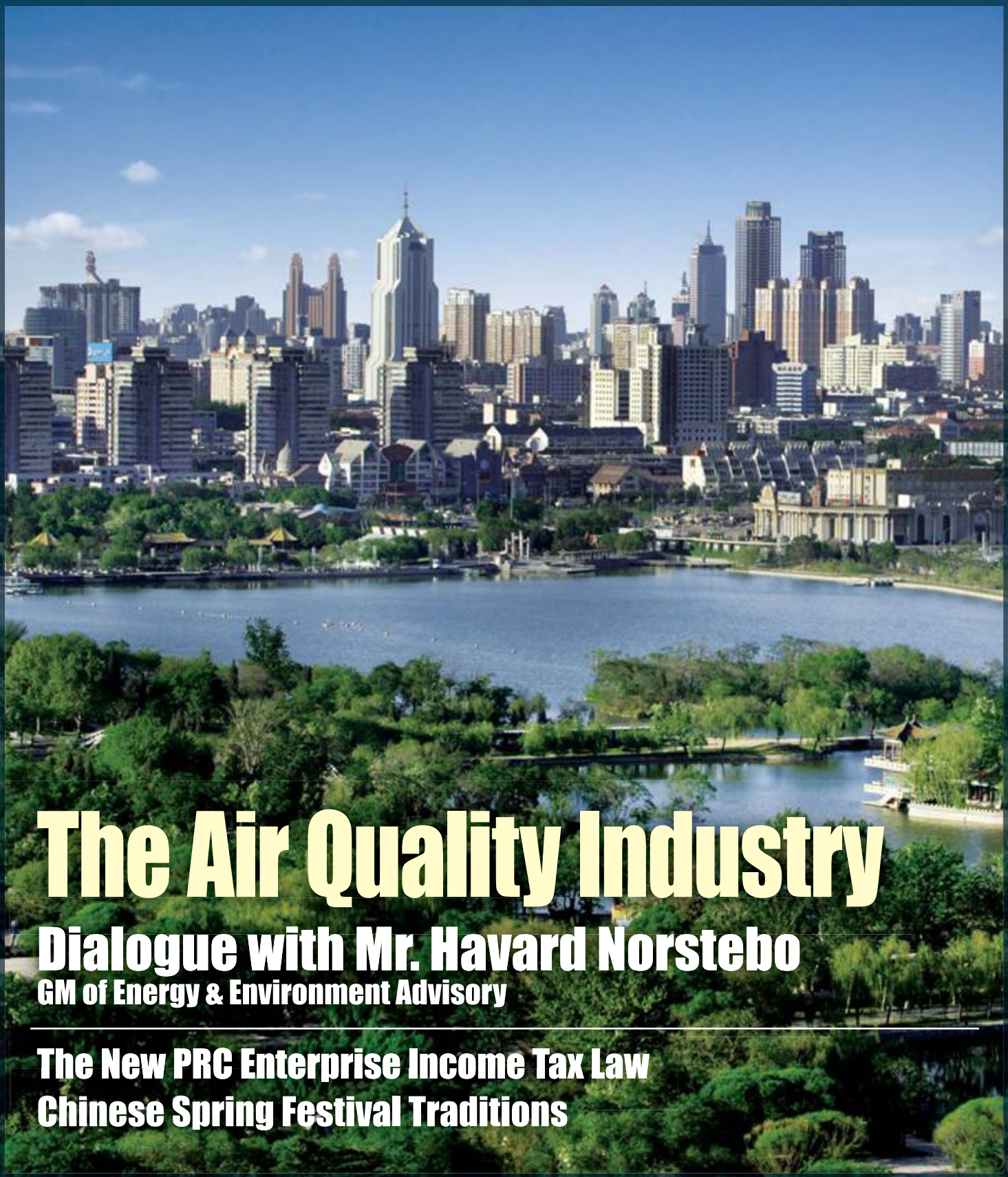

The Air Quality Industry

Dialogue with Mr. Havard Norstebo

GM of Energy & Environment Advisory

The New PRC Enterprise Income Tax Law

Chinese Spring Festival Traditions

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Dear Reader,

Like you, we at Business Tianjin *have a desire for this new year, one that stems from deep within our lungs: clean air. Residents and visitors alike consider substandard air quality the most hazardous risk to living, doing business, or even just vacationing in northern China. Our cover image portrays a clear, clean, beautiful Tianjin, a view that could become commonplace with the proper application of several new technologies and regulations.*

This month we turn our eyes and our pens on the air quality industry, quite possibly the largest and most rapidly developing industry in China. Our feature story elaborates on the current status of air quality in the run-up to the 2008 Olympics in Beijing. New policies, preparations and relocations of factories have manufacturers, journalists and athletes alike questioning the outlook for this summer's skies. Our summary of key events in air quality provides a review of these recent developments in policy and enforcement.

We also speak with environmental expert and consultant Mr. Havard Norstebo, General Manager of Energy and Environment Advisory, regarding his and other organization's efforts to reduce greenhouse gas emissions and total airborne particulates. Some of the most common-sense and revolutionary environmental technologies have yet to be implemented in northern China, and doing so will be a multi-million dollar industry in the years to come.

Investors and companies looking to enter the field of air quality – or any other in China – will need to abide by the new national Enterprise Income Tax Law. Our policy specialist explains this law and its repercussions for foreign-funded organizations in China. Our management consultant then follows with tips for starting employees (our most valuable resource) on the road to success in the local market.

Finally, we round up this first month of the Lunar New Year with a look at China's fascinating Spring Festival holiday. An entire culture of folklore, traditions, cuisine and superstition surrounds this time of year, and it does a visitor well to know what stories lie behind the symbols and decorations on the wall.

As always, we welcome your input and inquiries. If you are interested in contributing to a future Business Tianjin*, or just have questions or comments on an article, please don't hesitate to reach out to us at the contacts on this page.*

Sincerely,

Jamie Michael Kern
Chief Editor – Business Tianjin

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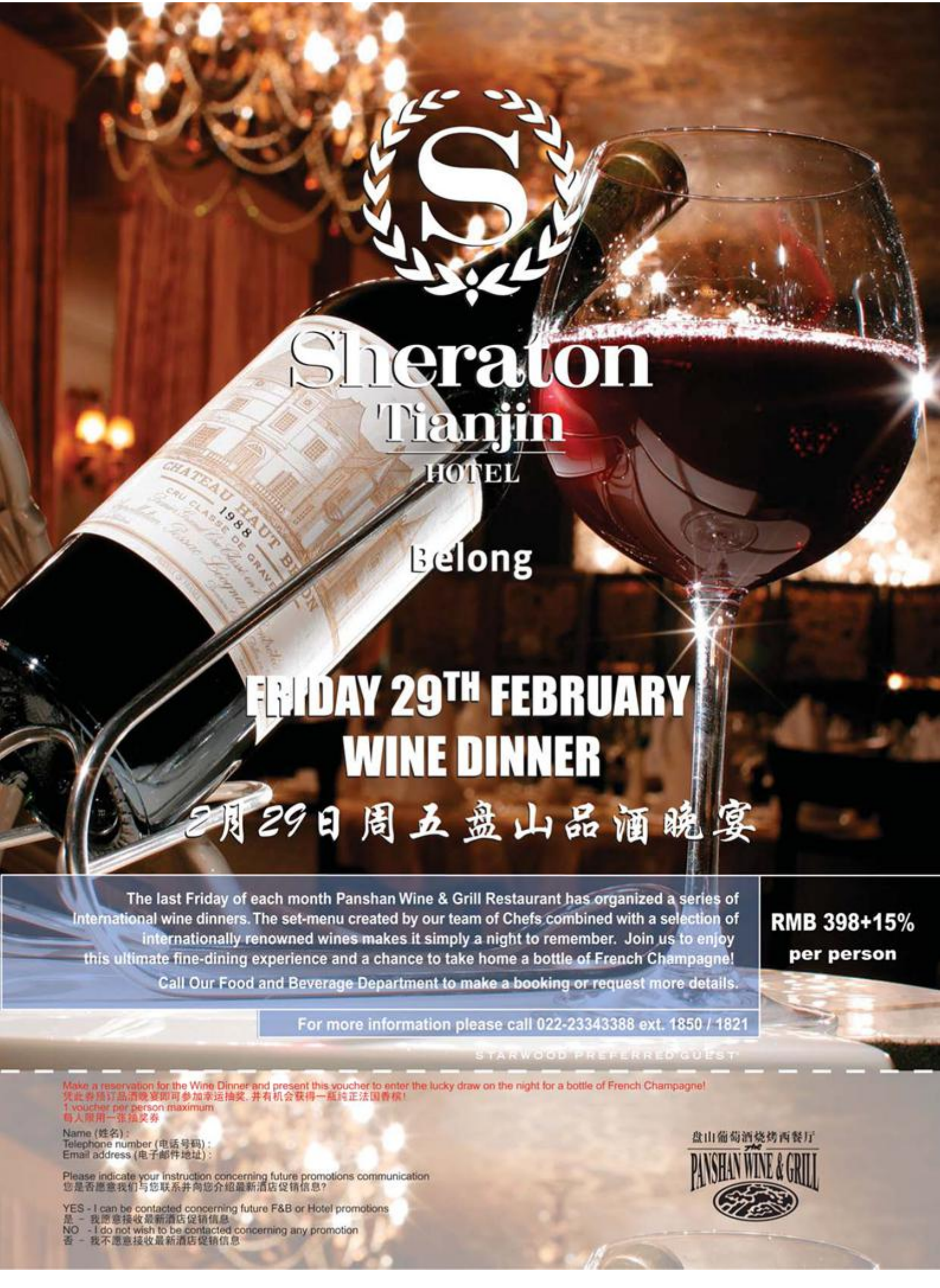
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GENERAL

Huang Xingguo appointed acting mayor of Tianjin

Huang was appointed acting mayor of Tianjin by the Standing Committee of the Tianjin Municipal People's Congress on 28 December 2007 to replace mayor Dai Xianglong, who resigned from his post.
- Cri English, 28 December

Official Tianjin reception hotels for 2008 Olympic Games

On 7 January, five hotels in Tianjin were designated for reception of the 2008 Olympic Games. They are Renaissance Tianjin Hotel, Sheraton Tianjin Hotel, Tianjin Golden Crown Hotel, King Hall Hotel and Tian Da Tian Cai Hotel.
- Enorth, 8 January

Tianjin's first drive-thru KFC

The first drive-thru KFC restaurant in Tianjin settled down in the Tianjin Economic-Technological Development Area on 19 December 2007. Expect to spend around 4 minutes to place, pay for and receive an order.
- Enorth, 9 January

Plastic shopping bag controls

A nationwide campaign against plastic bags has been launched, with the government banning production of ultra-thin bags and forbidding supermarkets and shops from handing out free plastic bags. From 1 June 2008, the manufacture, sale and use of bags less than 0.025 mm thick will be outlawed,

and firms that violate the rule face fines or confiscation of goods and profits. All other plastic bags must be clearly marked with their price.
- China Daily, 9 January

Roast duck goes electric

China's oldest Peking duck restaurant chain, Quanjude (Group) Co., Ltd., was founded in 1864 during the Qing Dynasty (1644-1911). It now plans to replace traditional hand-roasting procedures with electric ovens to cook its ducks. The electric ovens, based on computerized operation jointly developed by Quanjude and a German company, will follow the hand-made techniques and simplify roasting procedures, said Xing Ying, general manager of Quanjude.
- Xinhua Net, 23 December

FINANCE

Chinese funds more than double to 3.2 trillion CNY in 2007

Chinese funds struck a spectacular growth in 2007, as they now manage 3,199.74 billion CNY, more than double the money managed in 2006. It is so far the biggest annual growth achieved in China's fund business since the country established its first two funds back in 1998. The growth was largely boosted by the remarkable performance of Chinese stocks in the past year.
- Xinhua Net, 4 January

Tax revenue hits 676 billion USD in 2007

China's tax revenue totaled 676.33 billion USD in 2007, up 31% year-on-year. The figure, seen as a reflection of the country's rise in corporate profits, doesn't include receipts from customs duties, contract tax and arable land-use tax. A new corporate income tax law that imposes a unified 25% tax rate for both foreign and domestic companies took effect on 1 January.
- Wall Street Journal, 3 January

ICBC to buy shares of its HK unit from Fortis

The Industrial and Commercial Bank of China (ICBC) said on 27 December it had agreed to buy 1.92 billion HKD worth of shares and warrants of its Hong Kong unit – ICBC (Asia) Limited – from the Spanish Fortis Bank. The deal, if completed, would raise the stake of ICBC in its Hong Kong unit from the previous 62.98% to 71.21%, the country's largest commercial lender said in a statement.
- CRI English, 28 December

China's first financial leasing JV

China's biggest financial leasing company, a joint venture between China Construction Bank (CCB) and Bank of America, was officially established in Beijing on 28 December. CCB has a 75.1% stake in the 4.5 billion CNY joint-venture. "In addition to airplanes and ships, the new company will lease facilities for railway transport and power generation," a CCB official said. The venture will also issue bonds and provide interbank loans.
- China Daily, 29 December

Banks to educate investors

The China Banking Regulatory Commission (CBRC) issued guidelines on 2 January encouraging commercial lenders to educate investors as more financial products are added to the country's nascent market. The CBRC will set up a system to encourage and facilitate investor education, which includes the CBRC Public Education

Service Center and the CBRC Public Education Online Service; both of them provide information on the returns and risks of financial products.
- *China Daily, 3 January*

LOGISTICS

Tianjin free trade harbor operational

The recent operational kick-off of the Tianjin Dongjiang Bonded Harbor Area, China's largest free trade harbor, has boosted the city's drive to become North China's shipping center. The harbor enjoys preferential treatment for taxes, land, foreign exchange and financing, and provides convenient Customs clearance, compared with other harbors across China.
- *China Daily, 7 January*

Beijing and Tianjin customs cooperate

On 4 January, Beijing and Tianjin Customs signed a Cooperation Memorandum in order to simplify the procedure for customs clearance. About 60% of the materials for the Olympics will pass through Tianjin customs, which promises 24-hour service for the Games.
- *Tianjin Daily, 7 January*

Binhai attracting foreign investment

Growth of the Binhai New Area is boosting Japanese firms' confidence in Tianjin, and a growing number are gearing up to cement economic ties with local partners in the coastal city. "From a broad perspective, the development of the Binhai New Area will improve the overall investment environment in Tianjin, facilitating infrastructure construction, bringing in more global players and management know-how, enriching the city's service functions and cultivating a quality labor force," said Zhang Ju, president of Rohm Semiconductor (China) Co Ltd.
- *China Daily, 29 December*

Grain output exceeds 500 million tons

China's grain output exceeded 500 million tons in 2007, the fourth consecutive year of increased output. Huge rises in food prices lifted the nation's CPI to an 11-year high of 6.9% in November. Prices of food, which comprise 33% of CPI, soared 18.2% in October.
- *China Daily, 23 December*

LAWS & POLICIES

Ban targets processing trade items

According to a new Prohibited List for Processing Trade released on 24 December by the Ministry of Commerce and the General Administration of Customs, 589 exports from the processing trade will be banned. The measure will stop processing firms from importing raw materials and re-exporting finished products duty-free. Some steel, petrochemical, aluminum and mineral products are on the list, which will take effect from 21 January, bringing the total number of prohibited items to 1,729.
- *China Daily, 26 December*

Brakes put on frenzied investment

On 25 December the central government pressed provincial and local officials to curb rampant investment and control new projects amid fears of economic overheating and higher inflation. At a nationally televised conference, National Development and Reform Commission minister Ma Kai said China's fixed investment growth rate had been too high and that investment approval processes lacked consistency.
- *China Daily, 26 December*

China's first white paper on energy

China's Information Office of the State Council issued the country's first ever white paper on its energy conditions and policies on 26 December. "China's energy development emphasizes thrift, cleanliness and safety," says the white paper, titled China's Energy Conditions and Policies.
- *Xinhua Net, 26 December*

Export duties raised to save resources

The government will adjust the import and export duties on some products from 1 January to save domestic resources and ensure a better balance of trade. Import duties on aluminum, refined copper and coal will be removed, and the export taxes on some steel products, coking coal and coke will be raised, the Ministry of Finance said on 26 December. Also, the government will cut import tariffs on gasoline, diesel and jet fuel from 2 to 1 percent.
- *China Daily, 28 December*

Restrictions on foreign participation in securities firms eased

China eased some of its restrictions on foreign participation in domestic securities companies in a revised regulation published on 28 December. The revised regulation allows more foreign companies access to Chinese securities companies. The new rule expands foreign investment from securities companies alone – stipulated in the previous 2002 rule – to all financial institutions and common institutional investors.
- *China Daily, 29 December*

TELECOM & TRANSPORTATION

Tianjin Airport expansion complete

Tianjin Airport finished its expansion and will reach full service in May 2008. The airport will be able to handle a passenger throughput of 10 million and a goods throughput of 500 thousand tons, while maintaining the capacity for 200 airplanes to take off and land.
- *Tianjin Daily, 26 December*

Shanghai Auto ranks 1st in domestic vehicle sales

China's Shanghai Automobile Industry Corporation (SAIC) sold more than 1.69 million motor vehicles in 2007, a growth of 25.8% over the previous year. The figure placed SAIC first among auto makers nationwide. The Shanghai-listed company's total sales included 1.14 million passenger vehicles, up 24.3%, and 553,000 commercial vehicles, up 29%.
- *China Daily, 9 January*

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15,17,7

China will launch 15 rockets, 17 satellites and the Shenzhou VII space craft in 2008, the Commission of Science Technology and Industry for National Defense (COSTIND) said on 7 January. Secretary General of the COSTIND said the Shenzhou VII, the country's third manned space mission, is a major task for the year.

9,000

More than 9,000 air passengers were stranded and 105 flights delayed due to a heavy fog that blanketed Chengdu, Sichuan's provincial capital, on 8 January. The fog cut visibility at Chengdu's Shuangliu International Airport to less than 50 meters, far below the 550 meters and 800 meters required for planes to take off and land, respectively.

14

People who drink moderately, exercise, quit smoking and eat five servings of fruit and vegetables each day live on average 14 years longer than people who adopt none of these behaviors, researchers said.

5,000,000

China granted its State Scientific and Technological Award for 2007 to petrochemical scientist Min Enze and botanist Wu Zhengyi for progress in technological innovation. Chinese President Hu Jintao presented them each with 5 million RMB (600,000 USD) awards at the annual national science-technology award ceremony at the Great Hall of the People.

73

With rapid developments in both living standards and in the health care industry, the average life expectancy for Chinese is now 73 years, up from 71.4 just eight years ago. A report by China's Ministry of Health attributes the rise to China's rapid development in health care.

45.8%

Chinese Web users will spend 45.8% more this year on online games and booking hotel and flight tickets, among other services available online, as China overtakes the United States as the world's largest Internet market by Web population size. Total spending by Chinese Internet users will hit 581.5 billion RMB (77.53 billion USD), while the Web population will hit 244 million by the end of 2008, an increase of 34% from last year's 182 million, reported the Internet Society of China.

11

Manabu Fukushima, a 71 year old resident of Onga in Fukuoka prefecture, Japan, has gained attention for harvesting 11 distinct types of fruit from the same tree growing in his garden. The 30-year-old lemon tree has been receiving grafts from other citrus tree saplings for about 15 years. It typically takes one to three years for successful grafts to take hold and actually begin producing fruit.

80%

Workers in about 80% of China's foreign-funded and private enterprises will form trade unions by the end of the year. The All-China Federation of Trade Unions aims to unionize 70 million migrant workers in the secondary and tertiary industries to help the working class to be better organized, Federation executive vice-chairwoman Sun Chunlan said.

6.9

An earthquake measuring 6.9 on the Richter scale hit western Tibet at 16:26 local time, 9 January 2008, according to the China Seismological Monitoring Network. No casualties have been reported, possibly because the region is remote, sparsely populated, and at an elevation of more than 4,000m.

2,000,000

After a four-year study, Chinese experts concluded the Three Gorges area on the Yangtze River to be 2,000,000 years old. The discovery is expected to be used in environmental pollution and geographical disaster control in the Three Gorges area, which was once all hills and valleys cut through by the Yangtze.

10

The 2007-2008 top 10 brands in the Chinese consumer electronics industry were unveiled on 10 January at the 41st International Consumer Electronics Show. Haier, Hisense, Changhong, TCL, Lenovo, Great Wall, Tongfang, BOE, Desai and Asustek made the list, which has been dubbed the Oscars of China's consumer electronics industry. The top 10 brands were chosen for obtaining 3 million votes by Chinese consumers and retailers via the Internet, and selected by a 50-expert panel.

1st

China has released the world's first Tibetan-language office software in an effort to facilitate the use of computers among Tibetans. The newly released Neo-shine Tibet Office 3.0, jointly developed by China Standard Software Corporation and Tibet University, will push the development of Tibet's information industry. The office software is expected to replace Microsoft Office, which was previously widely used in Tibetan-speaking regions, but requires additional plug-ins for the use of the Tibetan language.

100,000,000

Rare 100-million-year-old organic turtle remains were discovered by a local resident in a river in Pingdingshan City, Henan Province, on 3 January. The remains are around 15 centimeters long and seven centimeters wide, and weigh one kilogram. The fossil still has all four limbs and its tail, but lacks a head.

13

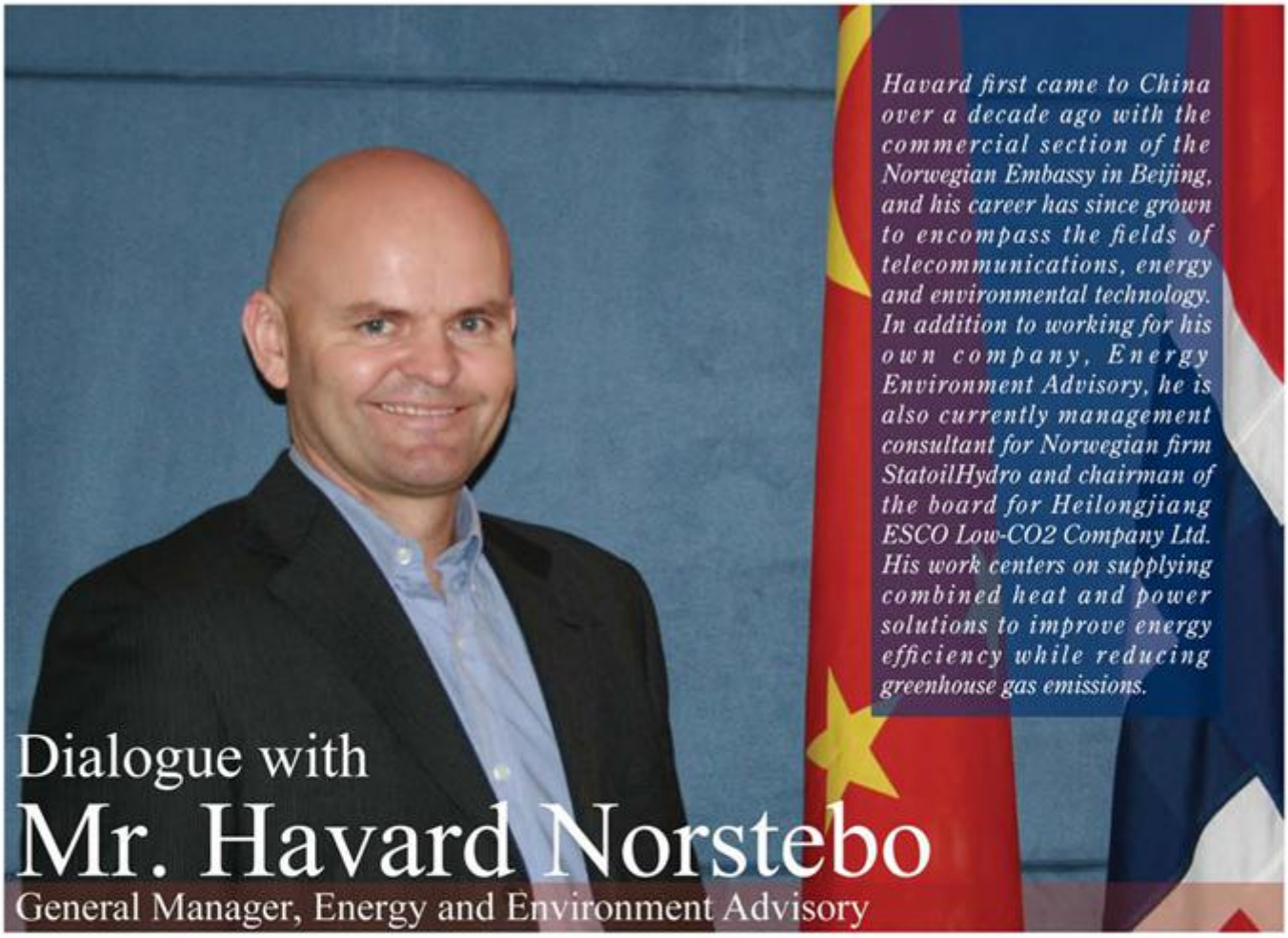
Tianjin Public Security 110 (Alarm Service Station) celebrated its 13th anniversary on 10 January 2008. Now the emergency hotline offers support in 4 foreign languages: English, Japanese, Korean and Spanish.

25.5%

China's total logistics flow in 2007 grew 25.5% to 74.8 trillion RMB (10.27 trillion USD), according to the estimates of the China Federation of Logistics and Purchasing. China's demand for modern logistics continued to increase due to fast economic growth, with the logistics demand elastic coefficient (GDP to total logistics flow) in 2007 rising to 3.2 from 2.8 in 2006.

2,000

On 29 December, China's top legislature adopted an amendment to raise the country's individual monthly minimum income tax threshold from 1,600 RMB to 2,000 RMB. The increase is believed to relieve the economic burden of middle and low-income earners amid the recent price increases of some goods. The amendment takes effect on 1 March 2008.



Havard first came to China over a decade ago with the commercial section of the Norwegian Embassy in Beijing, and his career has since grown to encompass the fields of telecommunications, energy and environmental technology. In addition to working for his own company, Energy Environment Advisory, he is also currently management consultant for Norwegian firm StatoilHydro and chairman of the board for Heilongjiang ESCO Low-CO2 Company Ltd. His work centers on supplying combined heat and power solutions to improve energy efficiency while reducing greenhouse gas emissions.

Dialogue with Mr. Havard Norstebo

General Manager, Energy and Environment Advisory

Tell us how your career in China began.

It began almost by accident. I was applying for a position with the Norwegian Embassy in Tokyo, and I was offered it. Then some reorganization happened so the position wasn't available and they asked if I'd want a similar position in Beijing. I said "yes" and that's how I ended up in Beijing. I started working there as a trainee in the commercial section of the Norwegian Embassy for a couple of years.

Part of my job was to help Norwegian companies, very often small companies, get into the market or do business here. Other times there was more political work where we were trying to facilitate business delegations and high-level political events. I was wining and dining and helping the top executives from the largest companies in Norway, and also the top politicians – everyone from the King to the Prime Minister. Everybody wants to come to China, and everybody who comes to China comes through the embassies.

It was a very nice experience to get to know some of these people because I often perceived that the very high ranking, top people would be extremely focused and professional. But in reality the main characteristics of these people were that they were very easy-going, nice people – people who are fun to hang around with.

How did you enter the environmental technology industry?

That move was two-fold. Part of my job as a trainee with the embassy was to focus on energy and environment issues. After I finished my job at the embassy I went back to Norway and I was doing different jobs for a few years when I was offered a position with a Norwegian engineering company that wanted to set up a joint venture. They asked me if I could set up and run this joint venture, and I accepted, and I came back here doing that. That company was promoting technology related to energy and environment. It was particularly good at reducing air pollution in cities, and it reduced smog in a very cost-efficient way – a technology that is used in almost every country in the world, except maybe North Korea and Laos and a few others, and of course China.

China is wasting huge amounts of energy. Thousands of people are killed every year because of this kind of pollution, and it could have been eliminated at no net costs to companies or to society. It's a shame that these kinds of technologies are not implemented more often.

[The air pollution] is really bad, it's bad for us who live here, it's bad for society because it's a high cost to clean up, and it's costly when people die early and costly when people are constantly sick. And of course the pollution kills brain cells, so we all become dumber by living in the cities, in Beijing and Shanghai and Tianjin. It's part of the price of being here – you damage your head and you damage your body.

On Olympic athletes' worries over air quality

I can understand that. But I don't think we should exaggerate either because coming to Beijing for two weeks to compete, I don't think that's going to seriously harm anyone. But I ran the Beijing marathon myself a few years ago and I don't think that was very good for my body. It probably does more damage than good.

As a representative of an environmental organization, what comments do you have on the air quality – past, present and future – here in northern China?

It's changing a lot. When I was in Beijing 10 years ago pollution was very different. There was a lot more coal in the air so you would become physically dirty when you went outside. Today there's less dirt; there might be dust from construction and there might be a lot of pollution from car traffic, but that's a different pollution. I think that things are going the right way in many ways. Smog is getting worse, but a lot of other pollutants are getting better. I strongly believe that China's on the right track. But I hope that's not going to be used as an excuse for sitting back and saying that we're doing enough, because the Chinese government should always be pushed to do better. That said, I also think that they're doing a very good job; they're doing a better job than any other government around the world. But that doesn't mean they're doing a good enough job.

China is wasting huge amounts of energy. Thousands of people are killed every year because of this kind of pollution, and it could have been eliminated at no net costs to companies or to society. It's a shame that these kinds of technologies are not implemented more often.

Ideas to reduce air pollution in China

In general, China's top politicians and policymakers are doing what they're supposed to do, putting in a lot of new regulations and laws and incentives, and they're doing a very good job in my opinion. The problem is the enforcement. They have to be much stricter on enforcement and punish those who don't follow the guidelines and regulations. And also give more incentives for people to be able to follow the regulations.

They should also try to focus on areas where cleaning up the environment or air pollution can have positive side effects. For example, the company I was working for before was engaged in something called gasoline vapor recovery. A lot of gasoline evaporates and becomes a lost resource, but gasoline is too valuable to just waste that way. When this gasoline evaporates, it becomes explosive, so sometimes you have accidents, at gasoline stations or refineries. It's also very poisonous to breathe, so it causes a lot of damage to health, and it causes smog. If you look at each of those damages, they're all very bad, and together they become a huge problem that's very easy to fix.

If you only look at the value of recovering the gasoline it's a good business case, but it's not an exceptional business case. But if you do that just for the business case you get the environmental, the safety and the health benefits for free. If you look at the whole picture, it becomes very profitable. I think that China has to look at solutions like this where you have a lot of benefits from creating one initiative.

What projects and goals are you working on now?

The job that I'm doing now is to help StatoilHydro, an oil and gas company, to use environmental technology to supplement their core business. In Norway, where I and this company come from, we have very strict regulations and very high taxes on pollution. So it makes good business sense to be very clean and very energy-efficient. This has enabled us to have a lot of technology and experience in this area. And this is becoming a competitive advantage.

Smog is getting worse, but a lot of other pollutants are getting better. China's on the right track. But I hope that's not going to be used as an excuse for sitting back and saying that we're doing enough, because the Chinese government should always be pushed to do better. That said, they're doing a better job than any other government around the world. But that doesn't mean they're doing a good enough job.

The main goal that we're working on is to reduce greenhouse emission. This is good business because it can quality for CDM purpose – part of the Kyoto Protocol – but also because it's a good supplement to our core business.

Can you explain how your technology will reduce greenhouse gas emissions?

Our company has a few technologies that are particularly interesting. One is called CO_2 storage – putting the CO_2 down into the ground. Carbon dioxide of course causes global warming, and this is a gas that comes out of all kind of combustion. A car engine or any kind of power station will create a lot of CO_2 and this is just let up into the air. If you collect this CO_2 and pump it down into the ground it will stay underground. It is the most direct way of reducing greenhouse emissions, and it's the most efficient.

Our company has done this in three projects and is currently in the process of doing it in two other projects worldwide. Each of these projects will pump about a million tons of CO_2 into the ground every year. This can make a huge difference to global warming. According to the UN, this tech-

nology, if implemented in the scale it should be, could contribute to half of the required reduction in CO_2 emission. So this technology itself is half of all the initiatives that can be used to reduce greenhouse emission.

According to the UN, this technology, if implemented in the scale it should be, could contribute to half of the required reduction in CO_2 emission.

We also look at other solutions, to use CO_2 in a positive way. Maybe CO_2 can be pumped into or around coal mines to stop them from burning. So you get rid of the CO_2 and you kill the fires at the same time. That makes good business sense and it's good for the environment.

We're also thinking about using CO_2 in greenhouses. Where farms are growing vegetables or fruits inside of a greenhouse, we can put CO_2 into the greenhouse. All growing plants need CO_2 as nutrition, and putting CO_2 into the greenhouse will increase the growth. This is done very standardly in Europe and America, but in China it's still not very commonly used. In a sense, you can use an environmental problem, turn it into a resource, and increase the welfare of the farmers in China. I think that would be a very good win-win situation for everyone. There are a lot of farmers.

Putting CO_2 into the greenhouse will increase plant growth. This is done very standardly in Europe and America, but in China it's still not very commonly used. In a sense, you can use an environmental problem, turn it into a resource, and increase the welfare of the farmers in China.

Another solution we are looking at is what we call combined heat and power systems. We are a gas company. So we think in using gas, and gas that is otherwise not usable we try to make usable. We burn it in a gas generator and utilize the heat that is generated, which is very energy efficient. You can have twice the energy efficiency of a normal power plant. That means that we use less fuel to make the energy, and also the fuel that we use is polluting less than the alternative, which is always coal in China.

What do you see your organization accomplishing towards cleaner air here in the not-too-distant future?

We hope to transfer the technology and enable the Chinese to do things on their own. And we hope to implement technology which is cost-efficient and can pay for itself, or be paid for by itself and a supplement of existing support facility mechanisms.

We look at the environment primarily as a business opportunity. And if we can make a business opportunity out of it and clean the environment, it's a win-win situation.

We also look at the environmental problems as a social responsibility. So we want to do this even if we don't make money out of it. But it's important for us that we do as much as possible without spending more money than necessary. So we try to find things that create financial benefits along with environmental benefits.

Our core business is energy efficiency. In our point of view – and I think also in the Chinese government's point of view – energy efficiency, environment and global warming are three sides of the same thing. When you use less energy you pollute less, and you cause less global warming.

What are the greatest challenges you and your organization have faced here?

I think the main challenge for most companies in my field is the lack of enforcement of regulations. I've heard companies, subsidiaries of some of the biggest companies in China, saying straight out, "We're not going to follow these rules because there is no punishment if we don't, and it costs more to follow them than not to follow them." With such an attitude, it's very difficult to get things done in China.

Another problem is that each party involved in any kind of project wants to sub-optimize its own benefits, and it's not easy to look at the whole picture and look at the benefits each party will get. But these are very often normal business challenges – challenges that can be overcome and should be overcome. I don't think this is something that's going to stop our ability to succeed here.

What about HR? Is it difficult for you to find suitable personnel?

We've had some good people working in this field for us, but finding the right people is always difficult. I'm not sure if that problem is much bigger here than in Norway or in America. Finding the right people is always difficult. But of course as China becomes more aware of its environmental challenges, there are more opportunities in this field, and that means more companies are doing business in this field, and more people want to find the key resources in China. So those that work in this field have great opportunities. If I were a young Chinese today, I would definitely get into this field, because it's good for my country but also because it would be good for my career.

I think that a lot of young people coming out of university in China have more to learn than similar people who come out of

The main challenge for most companies in my field is the lack of enforcement of regulations. I've heard companies, subsidiaries of some of the biggest companies in China, saying straight out, "We're not going to follow these rules because there is no punishment if we don't, and it costs more to follow them than not to follow them." With such an attitude, it's very difficult to get things done in China.

university in, for example, Norway. That doesn't have to be a problem. It just means that it takes a little bit longer to teach them, and since they're willing to learn, they very quickly become very valuable. They provide much more to the company than they cost, and that's the main reason why we hire people.

What has been your greatest professional accomplishment working in China?

I used to work for a telecom business, Ericsson. I built up a business unit here in China and we promoted and sold a certain product. We expanded very quickly, became very profitable, and at the same time we transferred all the skills and competence to the local staff so that in a couple years I no longer had to contribute. The Chinese staff managed the business all on their own, and continued to grow the business even more profitably than when I'd been there. I think that's the biggest success story that I've contributed to in China. Succeeding in business today is not the main goal of businesses; the main goal of businesses is to get a decent result today so that you can have a bright future. I think the second part there is the most important, and that's how I classify success.

From 2002-2003 you sailed from Europe to Asia in your own yacht. Any interesting stories during your journey to share with our readers?

I remember one funny story. On a sailboat, things always break and you always have some problems. When we came to Thailand, we met some other sailors who asked how the trip had been. We said it was very good until we reached the Maldives. But when we reached the Maldives our fridge broke down, so we had no cold beers. In a sailboat without cold beers, that's really not very easy. So they said, "Why don't you use the emergency cooler?" We said, "We don't have an emergency cooler on the sailboat, we only have one fridge. This is a normal yacht." And he said, "No, no. If your fridge breaks down and you have no cold beer you can use the fire extinguisher. You just spray it on the beer and it will cool it down!" I thought that was kind of a funny emergency solution: sacrifice all kind of safety just to get a cold beer.

I think that having a balanced life and enjoying life and doing things outside the business world is important for your own welfare, but it's also important for business. If you're only doing business, I don't think that you would be very good at it. This goes back to what I said earlier that when I met all these top executives of the biggest companies in Norway and the top politicians, they were not as focused and narrow-minded on business and politics as I expected. They had a lot of interests. They had a very broad range of knowledge. And they didn't always talk about business and politics. They talk about everything.

I think that at the level below, when people are striving to become successful, a lot of people are much more focused on business, and I think that very often becomes the limitation. You have to have a broader range and you have to have other interests. And going traveling gives you time to reflect on things and look at things from a little different aspect. I think particularly in China, where there are so many challenges, and everybody who does business in China is always facing new challenges, and there are a lot of steps backwards particularly for foreigners, this is becoming very stressful. The life that they lead here can very easily become very damaging. It can hurt them in the long run and it can also reduce their ability to succeed in China. Everybody gains if people are happy about staying in China. And it's much better to get a decent success over the long run than trying too hard, burning out and not succeeding.

Any last words for our readers?

I would say that China is moving forward in the right direction, and I think each and every one of us who is trying and doing business in China is contributing to this. Even those of us who don't think we're doing as much we'd like to, we're still contributing. And the benefits are much bigger than what we see right in front of us. When we are contributing to commercial success in China we're contributing to economic growth, and that means more people out of poverty and better welfare for everyone. And for those of us who work in the environmental field, even when we're failing we're contributing something positive, because the total number of people striving to do something is having an impact. I think that what we're doing is going to have a huge impact on China in the future, and I think the value of what we're doing is much, much greater than the pay we are getting for doing that job.

When we are contributing to commercial success in China we're contributing to economic growth, and that means more people out of poverty and better welfare for everyone.

Tell us a little bit about the book you recently published, Capital Enlightenment.
The book is written as a novel, but it's also written to be very informative and educational. It starts with a few young people who establish friendship in a setting where they're preparing to enter the business world. They then get into business in China, building up business here, dealing with all the challenges and opportunities. Companies doing business here will recognize some of these opportunities and challenges, and they will reflect on how I talk about them.

The interesting part of the book is the second part, where we describe a business idea which could have great commercial potential. But much more important, we believe that this business idea could speed up the process of reunification with Taiwan.

I think the process, the whole conflict of the situation between mainland China and Taiwan is in many ways ridiculous: stating that there is separation is doing nobody any good, and I think a closer unification would benefit everyone.

The business plan is very ambitious and very grand, and implementing it could cost several hundred billion dollars, but the benefits would be equally large. This is based partly on using the foreign exchange reserves of China, and on taking advantage of the financial difficulties that have arisen in America, and on the fact that China is about to become extremely powerful both politically and financially.

It's a very sensitive and difficult issue, and that's also a problem when you're publishing a book in China. Just writing the word *Taiwan* puts up red flags.

Bureaucrats are afraid of doing anything wrong. One of the cultural things in China is that if people think they might be doing something wrong, they would rather not do it, or say 'no', than risk doing something wrong, even though not doing anything might be even more damaging.

Bureaucrats are afraid of doing anything wrong. One of the cultural things in China is that if people think they might be doing something wrong, they would rather not do it, or say 'no', than risk doing something wrong, even though not doing anything might be even more damaging.

And I'm not saying that I as an individual can make China and Taiwan unified – because there are bigger forces that need to be on the table – but I think that the idea could speed up the process, and I do not see how it could do any damage. And if I can in any way provide a little bit of support towards reunification with Taiwan, I will be very happy with myself and I will be very proud, and that would be my biggest achievement in China ever.

I also think that the book will highlight the problems that America is facing, and the plan that I have outlined would also help America adjust towards a more sustainable development. I think that could be just as important for America as reunification would be for China.

I don't think it's available in many bookshops in China, because it is not registered as a book to be sold in China, and this is because of the Taiwan issue. But there's nothing here that is sensitive or negative to China.

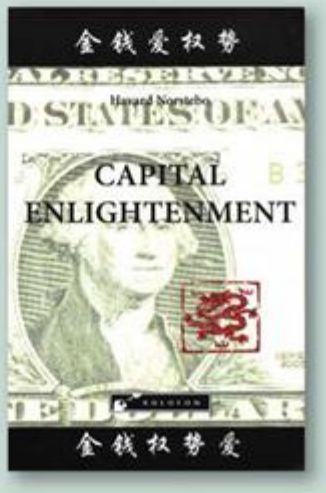
There are a lot of statistics and facts in this book that will shock a lot of people. I'm claiming that China will become the biggest economy in the world by the end of this year, and this might be a little bit of a surprise for a lot of people. But China will become the biggest economy in the world within a year according to what is called purchasing power parity. And if China continues to grow as it did last year, it will be larger than America even at market exchange rate within 10 years.■

"If you think that the Chinese economy is growing fast, it is worth reflecting on the fact that it is growing at a snail's pace compared to the growth of individual Chinese wealth. And the growth of their wealth is growing at a snail's pace compared to the growth of their technical capabilities. This is a challenge the western world should be worried about."

Capital Enlightenment follows five MBA students from their studies in the US to their business in China. Their success and connections open doors they had never imagined, putting them in the unique position to make the most spectacular and politically influential investment ever.

- Global economy
- China's rise
- US foreign policy
- Sustainable development
- National unity
- Inflation
- Currency speculation
- Business philosophy
- Management and negotiation in China

Business Tianjin and Havard Norstebo have partnered to offer this business novel to any interested parties. To obtain a free copy of Capital Enlightenment, courtesy of the author himself, just send a request with your name, mailing address and profession to *distribution@businesstianjin.com*



India-China relations in good shape

The Times of India, 14 January

The primary news source in India, The Times of India, threw its focus on China following a three-day visit there by Prime Minister Manmohan Singh, according to whom India-China relations are in "very good shape" and negotiations are underway to resolve the "complicated" border issue. India challenges China's attempt to sidestep an existing agreement to keep populated areas out of border dispute settlements, and seeks to revive the stalled border designation process. China offers to support India's bid for a permanent seat in the United Nations Security Council. Conversations during the visit satisfied both countries. It seems that the dragon and the elephant have finally turned from competition to cooperation.

China's great grab

Chicago Tribune, 16-19 December

In its special report, the Chicago Tribune talks about how China's exploding appetite for natural resources is reshaping the world. *Your cheap sweater's real cost* explains that the enormous production of cashmere sweaters not only results in grassless prairies in China but also pollutes the air on the other side of the world. And *The hidden cost of your hardwood floor* points out that the demand for Chinese goods is driving destructive logging around the globe. Although the Chinese government has established strict logging criteria, it has yet to effectively stop illegal timber trade. The Chicago Tribune is also concerned that competition for oil will soon arise from China's roaring economic growth. It is up to China to decide whether its reshaping is in a globally favourable direction or not.

How can Chinese firms "score" in overseas markets?

Global Entrepreneur, 17 January

The leading business magazine in China, Global Entrepreneur, shares with its readers the secrets to success when developing in overseas markets. Key indicators for success are communication, brand building and techonology development. Global Entrepreneur believes that communication is the best way to resolve cultural conflicts and develop the best strategies for operation. It notes that most Chinese firms lack sufficient knowledge on brand building, which is important to sustainable development. The magazine also asserted that increasing the level of product technology will help Chinese firms become masters of their markets.

A delicate condition

The Economist, 17 January

The Economist focused on global inflation this January. Global inflation is rising even as the world economy is slowing down. At 6.9%, China's inflation rate is at its highest in 11 years. Commodity prices create a direct link between China and inflationary pressure; the cost of many raw materials has surged in the past 12 months. The Chinese government has been imposing various price controls over the past weeks out of concerns of social unrest, the effectiveness of which has yet to be observed. Are policymakers still worried? Academic research suggests that low, stable inflation expectations are the main difference between today and the 1970s. But if overall price pressures remain elevated, the government has to face the unenviable task of curtailing or even raising rates while the economy is weak.

Air Quality Concerns in Northern China

As the 2008 Olympic Games in Beijing draw near, fans and well-wishers anxiously await the opening day ceremonies which will signal the commencement of the Games. It will be an exciting time for the city of Beijing and its citizens, as well as for all Chinese people. But, there is one concern that worries athletes, sports enthusiasts and the Chinese people alike — the quality of air in Beijing.

> Beijing is a growing city of more than 15 million people, suffering from an affliction of its own development.

Beijing is a growing city of more than 15 million people, suffering from an affliction of its own development. On some days Beijing has blue skies, with air that would seem very fresh not only to an Olympic athlete but also the citizen who appreciates good health. On other days, the average pedestrian cannot help but notice the visible horizon is obscured by what appears to be grayish clouds wafting through the streets and between skyscrapers.

Beijing Gets Help from Neighbors

With rising pressure to clean up major cities such as Beijing, particularly in the run-up to August's Olympics, the Chinese government has made it a priority to improve the quality of air in the city for the people, the athletes and foreign guests expected to arrive in 2008. In one effort, it will be turning increasingly to provinces such as Shanxi – the coal capital of China – to meet the country's power demands, thereby reducing the amount of locally produced soot and smoke from energy producing plants. Other sources of pollution, including heavy industrial sites, are being moved out of the city to other parts of Hebei Province. Some of these sites will be shut down, either several weeks prior to the onset of the Olympics or for good, to further improve the air quality.

Additional support has been drawn from neighboring local governments, including Shanxi, Shandong and even the Tianjin municipal government, to monitor and reduce potential pollution sources, as Beijing's air quality is vulnerable to peripheral influences as well as its own internal sources. In addition to state-of-the-art facilities that measure pollutants at 27 monitoring stations around Beijing, environmental authorities in Hebei, which surrounds Beijing, and Tianjin have reportedly pledged to spend about 21 billion RMB on additional anti-pollution projects and environmental monitoring stations. This effort includes desulfurization systems in power plants and construction of central heating facilities that would help cut coal use. Anti-pollution projects in Hebei province's chemical industries are reportedly also underway.

Car Owners Increase

One of the major sources of pollution in Beijing comes from automobiles and individual car owners – another segment of Beijing society that seems to be growing as fast as the city itself. Recent estimates of Beijing's automobile growth are as high as 1,500 new vehicles each day, and new car ownership in China could reach 10 million a year by 2010. Together with coal burning for industrial and household uses, auto emissions have long been considered one of the biggest sources of air pollution in the city. The massive expanse of new freeways that loop and wind through Beijing are already prone to traffic jams and gridlock, sometimes leaving passengers idling in their vehicles for an hour or more before being able to move again.

> One of the major sources of pollution in Beijing comes from automobiles and individual car owners.

In mid-August of 2007, Beijing initiated a partial ban on motor vehicles in the city to test its effect on the improvement of air quality. The four-day ban allowed cars with odd-numbered license plates to be driven on specific days and those with even plate numbers on other days. The ban affected over 1 million automobiles, excluding police and emergency vehicles. With only a small number of local problems, the ban was carried off effectively and city officials declared that automobile emission levels had been reduced, despite residual pollution and a persistent gray haze during the four-day drill. Humidity and wind conditions were cited as reasons pollution was not dispersed, but air quality would have been much worse without the vehicle restrictions, said the deputy director of the Beijing's Environmental Protection Bureau, Du Shaozhong. "The test was successful. These four days the wind speed was slow, while the humidity and temperature were high. Grey skies don't necessarily mean pollution is bad, while blue sky doesn't guarantee clean air." He further added, "The air quality during these four days reached the national standard, it was fit for all activities, including sports."

During the period of the restriction, Beijing's air quality moved from a Level 3 rating, which indicates the air was slightly polluted, to a Level 2 rating, or fairly good air quality, according to the city's air evaluation methodology. The index of particulate matter, however, was ultimately higher on the fourth day of the ban than on the first. But on the fourth day the index rating, at 95–100, was better than the index of 116 measured the day before the partial ban began. According to the State Environmental Protection Agency, an index below 100 can indicate excellent or good conditions, the former rating a lower score. The trial reduced nitrogen oxides, carbon monoxide and particulate matter by 87, 1362 and 4.8 tons, respectively, according to the China Daily newspaper.

Restraints on driving do not end with these measures. The surrounding provinces are also required to comply with stricter limits on emissions-producing vehicles entering the Beijing area during the Olympic Games. All vehicles traveling to Beijing from Shanxi must comply with Europe II emission standards — which reduce allowable carbon dioxide and nitrous oxide emission rates — from 25 July to 29 September 2008. Similar restrictions will also be placed on vehicles coming to Beijing from nearby Shandong Province, a province which reputedly has one of the highest levels of sulfur dioxide discharge in all of China.

Dust And Dirt

Citizens of Beijing have lived with the problem of blowing dust and sand in the city for innumerable years. These are major pollutants that contribute to Beijing's air worries and include concentrations of fine dust, soot and aerosol particles less than 10 microns in diameter, otherwise known as PM 10. The level of such particulate matter is measured in the number of micrograms per cubic meter in the ambient air. The European Union stipulates that any reading above 40 micrograms is unsafe. The United States, which has not agreed to the Kyoto Protocol (an international pollution reduction treaty), says anything above 50 is unsafe. In 2006, Beijing's average PM 10 level was 141, according to the Chinese National Bureau of Statistics.

In an effort to counteract these pollutants, the city has been planting trees in and around the metropolitan area. According to China's State Forestry Administration, more than half of Beijing's urban areas are now covered with trees, and nearly 70% of its mountain areas are adequately forested. In addition, three substantial tree rings have been developed near the city to protect it from notoriously destructive annual sandstorms. The tree rings serve to prevent soil erosion, which adds to the volume of blowing dust, and to buffer against winds that drive the storms. Whether these are sufficient to provide relief from the northwest winds that have troubled the city is not yet known, and if tested it will be by nature, not man.

Blue Sky Days

Liu Qi, president of the Beijing Organizing Committee for the Olympic Games, has said, "We are determined to ensure that the air conditions meet the necessary standards in August 2008." In this statement to the International Olympic Committee (IOC) in December of 2007, Mr. Liu intended to assure all interested parties that Beijing was doing everything possible to ensure clean and clear air for the Olympic period. Indeed, Simon Balderstone, an environmental adviser for the IOC, has noted, "The general trend is improvement." But weather, wind and other naturally occurring conditions can also exacerbate the problems of Beijing's air quality.

One method of increasing public awareness about clean air is Beijing's Blue Sky program. Last year Beijing counted 246 blue sky days, one more than its goal of 245, six more than in 2006, and 146 more than in 1998. Before reaching this goal after Christmas 2007, Beijing experienced two especially bad days of heavy fog, occurring

when automobile exhaust and particulate matter in the air were both already quite concentrated. Beijing is often dependent on wind to remove air pollutants from the city environs, but instead of wind an icy fog descended on the city, trapping the existing polluted air beneath it. This worried city officials who had hoped to reach a historically high number of Blue Sky days and had only two days remaining before the end of the year.

On Thursday, December 27, the air quality was rated 421, with 500 being the worst on the Blue Sky rating scale. The Blue Sky program measures sulfur dioxide, nitrogen dioxide and PM10. Under the system, monitors take regular measurements of each pollutant and then calculate a 24-hour average for each day. The city's daily rating is determined by whichever of the three pollutants has the highest 24-hour average. But, following Thursday's 421 average rating, Friday was even worse, with the pollution measure reaching the maximum of 500. The city issued an advisory to residents to stay indoors and avoid physical activity during this period. Fortunately, a sorely needed winter wind from the northwest came down from the mountains during the New Year weekend. This sent the fog and bad air out of the city, allowing for the historic Blue Sky day record in 2007.

What About Tianjin?

Tianjin's Environmental Protection Bureau officials acknowledge that the city does not yet meet national standards, but they say the city's air quality has improved over the past several years. Tianjin's major sources of air pollution are coal smoke and wind-blown dust, suffering some of the same problems

> **Tianjin's major sources of air pollution are coal smoke and wind-blown dust.**

Beijing has, and its automobile pollution is also growing rapidly. Tianjin has also made strong efforts to counter the ill-effects of development and in recent years many small coal-burning facilities have been converted to clean fuels, like gas and electricity. Additionally, many boilers have undertaken pollution-control measures. As a result, the average concentrations of particulate matter and sulfur dioxide have fallen.

While Tianjin air quality is nearly on a par with that of Beijing, the possibility of deterioration remains a concern should regulations not be strictly enforced. There are major industrial projects on the way to the city, with a few of the larger deals coming from Europe. These include an Airbus factory, to begin production in 2009, with 4 planes a month due in 2011, and 25 a month by 2016. This massive project, along with local growth in automobiles, construction and energy use, may greatly impact air quality in the city. The French utility group Suez has also signed agreements with Tianjin for water and waste management services, but the details of this arrangement are as yet not clear.

Wary Foreign Athletes

While Beijing's Blue Sky victory is encouraging, many outside of China are not sanguine about Beijing's air. Several nations' Olympic athletic training camps have signaled they might delay entry to the Beijing area prior to the start of the games to ensure the best possible health for their athletes. For example, Australian athletes have announced they might delay arrival as long as possible because of concerns that the air quality might impede their performance. Two Ethiopian middle-distance running champions have announced they would forgo some events because of weather and air pollution concerns. Additionally, New Zealand and American athletes have said they will wear face masks and take other precautions, if neces-

sary, to avoid inhaling pollutants. Jacques Rogge, president of the IOC, has warned as late as October of 2007 that some endurance sports might be postponed if the levels of atmospheric pollution are too high.

These developments could detract from China's image and might embarrass some Chinese citizens, as the events would be viewed on the global stage. It is a tribute to the city's determination to have a grand Olympic environment, and not merely grab the world's attention, that is worth commending here.

Making Every Effort

So pervasive is the push for cleaner air in Beijing that it would be difficult to offer a complete list of the huge number of policy developments that have recently been initiated. These include a city-funded drive to replace long-used home coal heaters with electric ones, as well as replacing old coal-fired boilers with natural gas heaters. Beijing has not only retired 47,000 smoke-belching old taxis and more than 7,000 buses from its public transit system, it has also put over 3,700 natural gas-burning buses into operation. The city says it will have its longest single rail system, from the city center to Beijing International Airport, completed and operational by summer of 2008, which will further reduce automobile usage in the city. All tickets for one of the world's largest metropolitan public transit systems, the Beijing subway, are now only 2 RMB, providing an additional incentive to avoid using less environment-friendly personal transportation. The 100 million square meters of construction sites in the city have been ordered covered to prevent blowing dust and detritus. All of these are part of the enormous greening effort that is sweeping the city — no pun intended. The cost for city clean-up is, according to one estimate, already over 16 billion USD.

Many citizens of Beijing are hoping that the city's Herculean effort to prepare itself for the Olympics is not a fleeting endeavor, but one that will persist after the completion of the games. As many residents of Beijing know too well, the environment of the city has not always been conducive to good health. In previous years Beijing has often sprawled under a hazy brown cloud, one that was clearly visible to any airline passenger approaching its airport for a landing. What many Beijing residents certainly would prefer is for their proud city to become one where parents can raise their children without fear of environmentally induced respiratory disease or other health complications; a city where senior citizens can enjoy a pleasant and relaxing old age without fretting over pollution levels. But such a city would require a sustained effort to protect air quality, and not merely a temporary effort to address a very difficult problem.

What many Beijing residents would certainly prefer is for their proud city to become one where parents can raise their children without fear of environmentally induced respiratory disease or other health complications; a city where senior citizens can enjoy a pleasant and relaxing old age without fretting over pollution levels. But such a city would require a sustained effort to protect air quality, and not merely a temporary effort to address a very difficult problem.

Beijing is still growing, and this growth will likely spread to a much wider metropolitan area in the years ahead. "I think there will be another 20 to 30 years of urbanization," said Wu Weijia, a professor at Tsinghua University's Institute of Urban Studies. "The scale of construction in Beijing will not slow down after the Olympics."

It would be wise of city leaders and officials to take note of the hard work and considerable expense that went toward preparing the city for the Olympic Games, and the benefits that will accrue to its citizens as a consequence. There is little question that most Beijingers want the city to develop an eco-consciousness, much as Los Angeles did after the 1984 Olympic Games. At that time, radical measures were taken to reduce automobile traffic and industrial smog in Los Angeles, providing dramatic evidence that pollution could, in fact, be curbed through force of will. This type of eco-consciousness would be one that survives 2008, and 2009 and beyond, producing a city that truly remains a green city. Let us all hope this is the path Beijing chooses.■

A Tianjin-based international organization has the following open positions

General Accountant

Code: GA0802

JOB DESCRIPTION:

- Manage and prepare the budget
- Draw the general plan of accounts
- Assist GM in information analysis and troubleshooting
- Coordinate with government issues
- Report on financial status
- Control expenditures and make recommendations on the application of funds
- Maintain a good relationship with authorities
- Source funds from credit banks

WHO WE ARE LOOKING FOR:

- Bachelor's degree in Accounting/Finance, postgraduate degree is an advantage
- Proficient with Windows and MS Office
- Organized & analytical
- Self-motivated, proactive, creative
- Good communicator and relation builder
- Effective negotiation skills

HR Manager

Code: HRM0802

JOB DESCRIPTION:

- Manage the interview and recruitment process
- Establish the payroll system
- Implement and coordinate the performance appraisal process
- Implement employee training programs
- Manage employment contracts
- Supervise and support day-to-day employee issues
- Report to the GM

WHO WE ARE LOOKING FOR:

- Bachelor's degree in HR, postgraduate degree is an advantage
- At least 4 years of work experience in HR
- Familiarity with the new labour law and other related regulations
- Good communication skills
- Self-motivated, proactive, creative
- Able to read, write and communicate fluently in English

Project Coordinator

Code: PC0802

JOB DESCRIPTION:

- Coordinate passenger coaches for multinational clients
- Responsible for communication with clients
- Responsible for project planning and quality management
- Supervise and support the team leader and the coach driver team

WHO WE ARE LOOKING FOR:

- Bachelor's degree in Management
- At least 3 years of work experience in relative field
- Good communication skills
- Able to read, write and communicate fluently in English
- Well-organized, self-confident, independent and proactive

Receptionist

Code: RP0802

JOB DESCRIPTION:

- Responsible for answering calls, reception
- Monitor staff attendance
- Maintain staff and client contact information
- Perform general secretarial and administrative duties
- Assist departments with their day-to-day office needs

WHO WE ARE LOOKING FOR:

- Bachelor's degree
- Good English and Mandarin
- Familiar with Windows and MS Office
- Responsible, group-oriented, service-minded and aggressive
- Relevant work experience in an international company is preferable

Cost Control Accountant

Code: CCA0802

JOB DESCRIPTION:

- Collect, prepare and analyze cost data
- Identify and report variances
- Participate in and verify physical inventory counts
- Prepare cost accounting records
- Set standard costs and valuation methodologies
- Prepare monthly end journal entries and related account reconciliations
- Assist Financial Manager in performing financial analyses and other tasks

WHO WE ARE LOOKING FOR:

- Bachelor's degree in Finance or Accounting
- At last 3 years of relevant experience
- Able to read, write and communicate in English
- Well-organized, self-motivated and proactive

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If you are interested in any of these positions,
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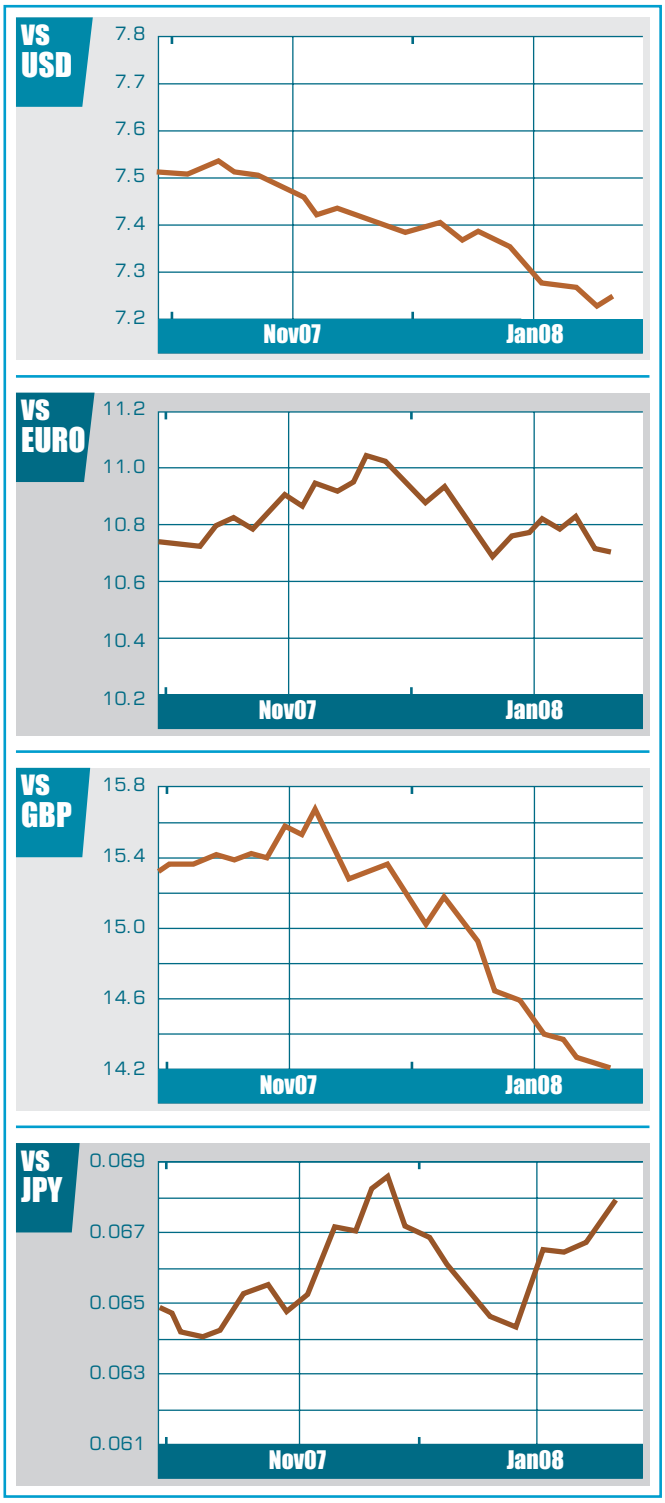
Three Month CNY Trends



USD

Due to the Federal Reserve continuously cutting interest rates, the CNY's relative appreciation has accelerated. Since the emergency 0.75% rate cut on 22 January 2008, the CNY to USD exchange rate has decreased continuously, breaking 7.21 on 25 January. International markets expect that the Federal Reserve will likely cut interest rates again, so the exchange rate trend should continue in the short term. This could lead more short-term international capital flow into China, exacerbating China's excess currency problem and boosting the stock and real estate markets.

EURO

One offshoot of the American subprime lending crisis and Federal Reserve interest rate cuts is a falling Euro to CNY exchange rate after a December 2007 rise. But following an increasing European economy, the Euro to CNY exchange rate felt a slight move upward in January 2008. The European Central Bank said that regardless of the influence of America's economy on the Euro, the Bank's greatest concern is battling inflation through increasing interest rates, not decreasing them to meet the slow economic growth. However, the American subprime lending crisis may in fact keep the European Central Bank from increasing interest rates. A rising Euro is beneficial for China's economic development.

GBP

Britain's weak economy has resulted in continuous GBP to CNY rate drops. Since last August, British real estate has experienced a continuous decline. The GBP to CNY exchange rate may continuously fall, which could negatively influence China's economy.

JPY

Japan's economic development has progressed steadily as of late. But as a result of the cost of crude oil and Japan's New Construction Benchmark Law, the CNY exchange rate to Japanese Yen experienced an overall rise. Some analysts expect the CNY to JPY rate will continuously increase, though it will not significantly affect China's economy.

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The New PRC Enterprise Income Tax Law

The new PRC Enterprise Income Tax Law (EIT Law) and its Detailed Implementation Rules (Implementation Rules), which clarify the provisions under the EIT Law and supplement the general framework of the new EIT Law, just came into force on 1 January 2008. The PRC Income Tax Law for Foreign-funded Enterprises and the PRC Interim Regulation on Enterprise Income Tax ceased to be effective on the same date.

Major changes under the EIT Law

1. Resident and Non-resident taxpayer

The new EIT Law does away with the previous distinction between a Chinese enterprise and a foreign-invested enterprise for tax purposes. Rather, the EIT Law differentiates between resident and non-resident taxpayers, who are subject to different tax liabilities.

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Resident enterprise is defined under the EIT Law as an enterprise that is established inside China or is otherwise established under the law of a foreign country or region but whose effective management is inside China. *Effective management* is defined as the exercise of substantive overall management and control over the production and business operation, employees, treasury, and finance functions and properties of an enterprise. A resident is subject to tax on worldwide income, i.e. income from both inside and outside China.

Non-resident enterprise refers to an enterprise, established under the law of a foreign country or region, which has an institution or establishment inside China but its actual institution of management not inside China, or which has no institution or establishment inside China but has incomes sourced from China. A non-resident with an institution or establishment inside China has to pay enterprise income tax on its income derived from inside China, and on income derived from outside China in connection with the institution or establishment.

The expanded scope of taxable income applicable to non-resident taxpayers will affect foreign enterprises either that have registered a fixed place of business in China, or that have not officially regis-

tered but effectively maintained a place of business in China. Previously these types of taxpayers were only subject to tax on PRC-sourced income.

Under the new EIT Law, if the management and control is located inside China, the foreign enterprise will be liable to tax on worldwide income. For example, a representative office of a foreign investor that carries out management and control over business activities across borders will be thus adversely affected due to the heavier tax liability. Previously, non-PRC companies were not exposed to China income tax on worldwide income since they were not incorporated in China.

2. Tax Rate and Pre-tax Deduction

The EIT Law states that the enterprise income tax rate shall be 25%. Under the old tax regime, that is before 2008, the nominal enterprise income tax rate was 33%. Nonetheless, thanks to a whole package of tax holidays, tax reductions, tax exemptions, acceleration of depreciation, reimbursement of tax for reinvestment, exemption of withholding tax and other favorable treatment available to foreign investment, the enterprise income tax rate that applied to foreign-invested companies at economic development zones could have been as low as 15%, literally granting foreign investments super-national treatment compared with domestic enterprises. This has been long regarded by many experts in China as prejudicial to domestic companies, particularly domestic private sectors, who fell victim to such differential treatment on the basis of source of investment.

The EIT Law states that the enterprise income tax rate shall be 25%.

The new EIT Law makes an effort to create a level ground for market players in respect of enterprise tax rate, regardless of source of investment, by setting the tax rate at 25%, a compromise between the 33% and 15%.

Under the new EIT Law, the tax rate that applies to non-resident enterprises is 20%, subject to reductions under PRC tax treaties in force. In addition, for mini-profit enterprises which meet the prescribed conditions as set forth under the Implementation Rules, a reduced income tax rate of 20% shall apply.

High- and New-Technology enterprises which are deemed eligible to be supported by the state shall be able to enjoy the further-reduced tax rate of 15%. Qualifications for such a status are specified under Section 93 of the Implementation Rules.

The EIT Law maintains unified criteria for pre-tax deduction for both domestic enterprises and foreign-invested companies. It removes the restriction on domestic enterprises from deducting salaries in full before calculating taxes, a procedure which was previously only allowed for foreign invested companies. In addition, donations for public welfare or charity can be deducted at a much higher ratio. R&D costs and expenditures used for new technology, new products and new process may be deducted pre-tax. Lastly, advertising costs can be deducted at a ratio of 15% of the annual sales revenue with carrying-forward possible.

3. Withholding Tax

The EIT Law removes the income tax exemption on the repatriation of dividend by foreign invested enterprises to their foreign investors, and imposes a 10% withholding tax on dividend income, subject to applicable tax treaties. The distribution of dividend, interest and royalty by a foreign-invested enterprise to the foreign investors situated outside China is subject to income tax on a gross basis, without deduction for any expenses incurred in connection with that income.

The EIT Law removes the income tax exemption on the repatriation of dividend by foreign invested enterprises to their foreign investors, and imposes a 10% withholding tax on dividend income, subject to applicable tax treaties.

Under the new EIT Law, with the introduction of dividend withholding tax, foreign investors effectively have to take advantage of the tax treaties that China enters into and establish their investments in tax-friendly jurisdictions such as Hong Kong, Mauritius and Barbados, which provide a reduced dividend withholding tax rate under their respective tax treaties with China.

4. New tax regime for tax preferential treatments

The EIT Law repeals tax incentives which were exclusively available to foreign investors under the old tax regime and removes tax preferences geared to geographical location. Under the new tax regime, preferential tax treatments are granted primarily to encouraged industries, sectors and activities. This marks a shift from tax incentives for certain designated locations of investment toward particular industrial sectors.

The Implementation Rules shed some light on other forms of tax incentives, such as reductions of taxable income, tax holidays, reduced tax rates and tax credits.

Reduction of Taxable Income

Ten percent of income derived from "comprehensive utilization of resources" is deductible when calculating income tax liability. "Comprehensive utilization of resources" refers to production which uses raw materials listed in the Income Tax Incentive Catalogue for Comprehensive Utilization of Resources.

Tax Holiday

Certain qualifying public infrastructure facility projects, environmental protection projects, and energy- and water-saving projects are entitled to a three-year tax exemption, followed by a three-year 50% reduced tax rate.

Reduced Tax Rate

High- and New-Technology Enterprises are entitled to a reduced tax rate of 15%. To qualify as a High- and New-Technology Enterprise, the Implementation Rules require that the company's products and services fall within the Catalogue of High and New Technology Encouraged by the State. The company's revenue from high tech products and services, R&D expenditures, and the number of R&D personnel should also meet a certain ratio requirement. The Implementation Rules further introduce a new condition that requires the enterprise to possess ownership of core proprietary intellectual property rights.

Tax Incentive for Venture Capital

Venture capital making equity investment in small- and medium-sized unlisted High- and New-Technology companies for a period of more than two years can use 70% of its investment to offset taxable income from the third year on. If the venture capital enterprise does not have sufficient income to utilize the investment deduction, the excess amount can be carried forward to future years.

Tax Credit

In line with the national encouragement of environmental protection, energy conservation, production safety and sustainable development, the new EIT Law states that investments made by enterprises in certain qualifying environmental protection equipment, energy and water conservation equipment, and production safety facilities, in accordance with specific catalogues as provided under the Implementation Rules, are entitled to a tax credit in the amount of 10% of the investment cost. The excess credit may be carried forward for five tax years.

Impact on Foreign-invested Enterprises and FDI

Due to the flat income tax rate of 25% – a sharp increase from the much lower rate under the old regime – and the adoption of the withholding tax, foreign-invested enterprises are now subject to heavier tax liability in general, a tax policy shift largely attributable to the readjustment of national foreign investment priorities recently adopted by the central government. The changes, however, will not be too dramatic for foreign investors to adapt since transitional arrangement and grandfathering rules will be laid out in line with the principle of the EIT Law, although specific regulations are yet to be promulgated.

There has been great concern that the new EIT Law will discourage inflow of foreign investment, and even worse prompt foreign investors to relocate current investments to countries outside China. But this probably will not happen if we bring into perspective why China has been one of the most popular FDI destinations.

Tax rates are not the sole and major attraction for international investors; investors are more interested in the enormous domestic market, cheap skilled labor, huge available labor pool, well-developed infrastructure and, most importantly, sustained near-double-digit economic growth for almost 30 years.

Moreover, in accordance with statistics by the Organization for Economic Co-operation and Development, the average corporate income tax among 159 countries and regions during 2005-2006 was approximately 29%, with 116 countries taxing above 25%. This suggests that the new EIT tax is not likely to deter international investors in its own right.

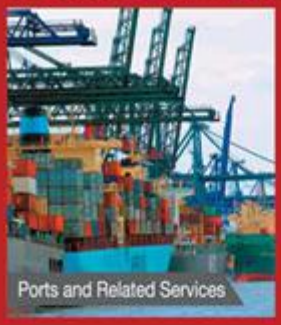
Despite the previously generous and super-national treatment applicable to international investment under the old tax regime, the absence of proper international tax treaties between home countries and China to allow and recognize tax-sparing may prevent benefits from reaching the pockets of investors. Investors whose home countries do not endorse or allow these tax exemptions, tax reductions or tax holidays granted by China, will only see such benefits transferred to the tax authority of their home country. As of April 2007, only 89 countries have concluded tax-sparing treaties or agreements with China, 22 of which offer unilateral tax-sparing for China and 19 of which do so on a reciprocating basis with China. Without an appropriate tax treaty, tax preferential treatment in itself does not make much difference in terms of FDI.■

Despite the previously generous and super-national treatment applicable to international investment under the old tax regime, the absence of proper international tax treaties between home country and China to allow and recognize tax-sparing may prevent benefits from reaching the pockets of investors.

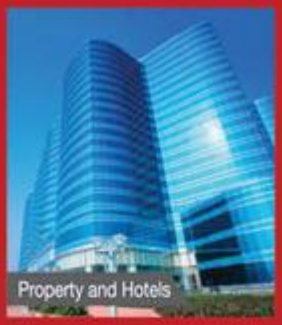
Success Through Excellence

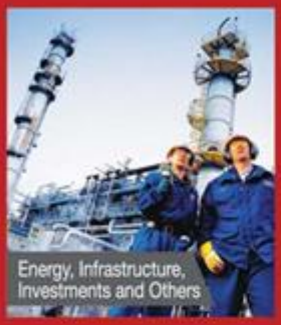
On account of its excellent performance, Hutchison Whampoa Limited has received the "Fortune Global 500 - 2006 World's Largest Corporations" award by Fortune.

5 Core Businesses:


Ports and Related Services

Retail


Property and Hotels


Energy, Infrastructure, Investments and Others

Telecommunications

Key Property Development Projects:

Hong Kong - Cheung Kong Center

An International Leader in Innovation

Hutchison Whampoa Limited is a leading international corporation committed to innovation and technology. Its businesses span the globe, with operations in 55 countries and over 220,000 employees worldwide. Hutchison has five core businesses: ports and related services; retail; property and hotels; energy, infrastructure, investments and others; as well as telecommunications.

A New Style of Living by Hutchison Whampoa Properties Limited (HWPL)

Hutchison Whampoa Properties Limited is the property development and investment arm of Hutchison Whampoa Limited. It specializes in premium office, residential, retail, industrial, hotel and resort developments. HWPL also concentrates on a wide range of prominent developments in Hong Kong, Beijing, Tianjin, Changchun, Shanghai, Qingdao, Chongqing, Chengdu, Wuhan, Xian, Changsha, Guangzhou, Shenzhen, Dongguan, Zhuhai and Jiangmen. Its overseas interests have led to expansion into the United Kingdom, Singapore and the Bahamas. Additionally, HWPL holds a prestigious portfolio of premium hotels in Hong Kong, Chongqing and the Bahamas.

The Heping District Yingkou Road Project is the first property development project of HWPL in Tianjin. It is based on the theme of an international metropolitan lifestyle. The Project is located directly above the ultra-convenient Standard Life Metro Station on Nanjing Road, the premium location in Tianjin. Included in the Project is a state-of-the-art office tower, 3 blocks of luxurious residential premises and a large-scale shopping mall.

London - Montevetro

Shanghai - Regency Park

London - Albion Riverside

Remarks: The developer Hutchison Whampoa Properties (Tianjin) Limited reserves all rights to the final interpretation of this promotional material.

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Hutchison Whampoa Properties (Tianjin) Limited
Address: Unit 01, 6F, The Exchange,189 Nanjing Road,
Heping District, Tianjin, P.R.C.

Hutchison Whampoa Property (Tianjin)

A Hutchison Whampoa and Cheung Kong (Holdings) Joint Venture

Seminar Announcement

New Corporate Income Tax Law Explanation

European Chamber Tianjin Office is delighted to invite you to its seminar on the long-awaited and recently approved Corporate Income Tax Implementation Rules.

On 16 March 2007, the National People's Congress of the PRC passed the new Corporate Income Tax (CIT) Law. The Law represents a milestone in China's taxation history and provides a fundamental change in China's tax incentive policy in order to shape and direct the future economic development of the nation. It adopts various international tax principles and practices, at the same time having certain tax rules bearing closer resemblance to the new Chinese accounting standards.

Given the widespread implications of the new CIT Law to foreign investors' operations in China, it is important for management to carefully analyse these impacts and design appropriate strategies to meet the changes. Certain business re-alignment and proactive planning may also be necessary.

Key issues to be discussed in the seminar:

Taxable Income & Deduction Rules
Tax Incentives
Anti-Avoidance Provision

European Chamber Tianjin Office is pleased to welcome experts from PricewaterhouseCoopers to share with us their insights on the new Implementation Rules and how they will impact your operations in China.

Mr. Alan Wu, a tax and business advisory partner based in Beijing. Since 1994 Alan has been advising multinational companies on entering the China market and setting up operations in China, and providing tax, business advisory and due diligence services to multinational companies doing business in China. He also has active experience in negotiating with PRC tax authorities on tax positions and tax concessions for clients, and has assisted clients with audits by the PRC tax authorities.

Mr. Qisheng Yu, a partner in the PwC Transfer Pricing Services. He joined PwC as a full time transfer pricing economist in 1998 and was based in Chicago for six years prior to transferring to Beijing in 2004.

Ms. Winnie Di, a senior manager in the PwC Transfer Pricing Services. She had four years of audit and transfer pricing experience before transferring from PwC Toronto to PwC Beijing in 2006. Previously, she had over eight years of China tax and audit experience with PwC Shenzhen and Hong Kong.

Venue: Hotel Nikko Tianjin
Time: 2:00pm - 4:00pm, 21 February 2008 (Thursday)

PRICEWATERHOUSECOOPERS 普华永道

hotel nikko tianjin 天津日航酒店

You may register on-line (***www.europeanchamber.com.cn***) or via email to ***tianjin@euccc.com.cn***; for further information please contact Ms. Kitty Wang at ***022-2741 8822***.

We look forward to seeing you there!

EUROPEAN CHAMBER
中国欧盟商会

EUROPEAN CHAMBER
中国欧盟商会

EUROPEAN CHAMBER IN TIANJIN

GENERAL PRESENTATION

The European Chamber is a non-profit organization supported by members and Corporate Sponsors. With lobbying as the main business scope, the internal organization of the European Chamber is focused on assisting industrial sectors present in China according to the needs of members.

European Chamber Tianjin Office will open new Working Groups in following industrial sectors: Environment, Logistics, Travel, Finance & Taxation, Legal and Energy & Utility Policy.

NEW PUBLICATION

• European Business in China Position Paper 2007/2008

The Paper provides an up-to-date European industry analysis of the current business environment in China and offers more than 100 recommendations for improvements.

Price:
Members: RMB250
Non-members: RMB500
The Position Paper is also available in CD-ROM format.

• European Chamber Business Confidence Survey 2007

The European Chamber 2007 Business Confidence Survey, produced in partnership with Roland Berger Strategy Consultants, presents the opinions of European companies operating in China. It includes their views and predictions on issues such as recruitment and human resources in China, the regulatory environment, IPR protection, and China's compliance with its WTO obligations.

Price:
Members: RMB150
Non-members: RMB300

• 2008 Tianjin Official Tourist English-Chinese Map

Price:
8 RMB each

To get your copy of **Position Paper 2007/2008, Business Confidence Survey 2007** and **2008 Tianjin Official Tourist English-Chinese Map**, Please contact the European Chamber Tianjin Office at ***+86 22 2352 0011***, or send an e-mail to ***Tianjin@euccc.com.cn***

LOBBY SUCCESSES

• Release of the 2007/ 2008 European Business in China Position Paper
On 11 September 2007, the European Chamber of Commerce held a press conference for the release of the 2007/2008 Position Paper, a publication aimed at providing the most up-to-date industry analysis of the business environment in China.

Amongst the foreign media covering the event were the Associated Press, Reuters, Spiegel Online, the Wall Street Journal, AFP and AFX Asia. The Chinese media was represented by CCTV 9, Biz China, China Business News and China Daily. After the press conference, the following key messages were delivered by the media:

- Neither the EU nor China can benefit from trade protectionism.
- IPR violations still remain a major concern for European investors.
- According to the Chinese media, EU-China trade is not extensive or balanced enough. The key message delivered through European media was that China needs to further open up markets and lift trade barriers.
- European media highlighted the fact that the business environment is becoming more complex and that Chinese bureaucracy upsets western companies.

RECENT EVENTS

• Office Visit: Heng An Standard Life Insurance Co., Ltd.
9 January 2008

The European Chamber Tianjin Office hosted a tour of Heng An Standard Life Insurance Company Limited on 9 January 2008. Sixteen members, including two from Shanghai, attended the event. Mr. Bob Gibson, General Manager of Heng An, presented the company and its business strategies while the chief distribution officer, Mr. Peter Zhang, explained the Heng An business offering and group pension plan in detail. The European Chamber thanks Heng An staff for their hospitality.

• HR Working Group Meeting
18 January 2008
The European Chamber Tianjin Office held its HR Working Group Meeting on 18 January 2008. Last year Ms. Rosalind Xu (Siemens) chaired the Group Meeting, and this year Ms. Helen Liu (Zanussi) took over.

The Meeting focused on the financial impact of the new Labour Contract Law on companies, as well as on which of their policies companies should review (e.g. management leadership, employee retention, employee compensation, and interview and testing techniques).

UPCOMING EVENTS

• Local Board Meeting
Date: **20 February 2008**
Location: European Chamber Tianjin Office

• New Corporate Income Tax Law Explanation Seminar
Date: **21 February 2008, Thursday, 2-4pm**
Location: Hotel Nikko Tianjin
Presented by experts from PricewaterhouseCoopers

• HR Working Group Seminar
Date: **February 2008**
Topic: Leadership Management
Presented by Mr. Wofgang Knüfer, INTERNATIONAL CONSULTANT for multinationals including SIEMENS, IBM, Thyssen-Krupp.

For further details about upcoming events, please call ***+86 22 2741 8822***, or send an e-mail to ***Tianjin@euccc.com.cn.***

European Chamber - Tianjin Local Board

Mr. Juan Silvestre
Boxinves

Dr. Karl-Heinz Buettner
Siemens Electrical Drives

Dr. Eric Bouteiller
Beaufour Ipsen Tianjin

Mr. Dorino Moret
Zanussi

Mr. Bob Gibson
Heng An Standard Life

European Union Chamber of Commerce in China, Tianjin Chapter
中 国 欧 盟 商 会 天 津 分 会
Magnetic Plaza. Building A4. Nankai District. Tianjin 300381. PR China
Tel: +86 22 2352 0011 Fax: +86 22 2353 1011
E-mail: tianjin@euccc.com.cn Http://www.euccc.com.cn

American Chamber of Commerce
Greater Tianjin Branch

Upcoming Event: USA Day

In order to accelerate the economic and social development in Tianjin and maintain long-term friendship between the US and Tianjin, the US Embassy will hold an event to discuss the latest economic trends abroad. A number of changes have taken place in Tianjin over the past few years which have created a huge potential for further development. The fact that foreign businesses continue to set up branches here confirms that Tianjin presents a tremendous market worth exploring and investing. Most nations see a bright future of Tianjin, and the USA is no exception – it is eager to know more about this strong competitor in northern China.

The meeting with the US Embassy will provide a good opportunity to communicate with high-ranking US officials, understand recent global developments, and exchange ideas with prominent local businessmen.

USA Day will be held by AmCham at the end of February or at the beginning of March. This event will be open to all friends (member priority). If interested in participating, please contact ***secretary@amchamtianjin.org***.

AmCham wishes you Happy New Year!

Room 402, Hyatt Regency Tianjin, No. 219 Jiefang North Road Tianjin 300042
Tel: +86-22-2312 2517 Fax: +86-22-2312 2519
Website: *www.amchamtianjin.org*

天津韩国商会

The Korea Chamber of Commerce & Industry in Tianjin, China

2월달 활동 예고

Upcoming Events in February

실무 교육 교류회
시간: 2008년 2월
주제: 노동계약법과 세무변경

Practice Education Communication Conference
Date: February 2008
Topic: New Labour Contract Law and Tax Changes

KAIST MBA 연구원 한국상회 방문 예정
일 시: 2008년 2월 1일 (금)
방문자: 40명
목 적: 빈해신구 프로젝트 연구

KAIST MBA Academy visits Korea Chamber
Date: 1 February 2008
Guest speakers: 40
Focus: Binhai New Area project research

단기 활동을 돌이켜보면

Recent Events

서청구 분회 천진한국국제학교
불우이웃성금 전달식
일 시: 2007년 12월 26일

Tianjin Korean International School
donation ceremony by Xi Qing District
branch, Tianjin Korea Chamber
Date: 26 December 2007

진남구 정부 "신년 신춘회"
일 시: 2007년 12월 28일

Jinnan District Government
New Year's party
Date: 28 December 2007

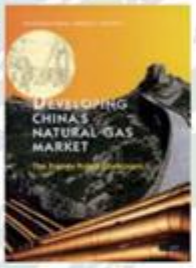
Address: 1F, Fenglin Hotel, No. 6 Binshui West Road, Nankai District, Tianjin
Tel: +86 22 2395 7991~3, +86 22 2395 7991 (24-hour Hotline)
Fax: +86 22 2395 7990
Http: *www.tjkcci.org* E-mail: *hanshanghui@hanmail.net*

ROAD TO THE

Key Events i

1987
China's Air Pollution Prevention and Control Law is adopted.

1995 August 29
The **Air Pollution Prevention and Control Law is amended** to include sulfur dioxide (SO_2) pollution and acid rain control.



1996 October 01
The **Ambient Air Quality Standard**, signed 18 January 1996, takes effect. It sets hourly, daily and yearly pollutant limits for 3 regions: areas in need of protection (reserves, scenic spots), residental/commercial areas and industrial areas. The Standard specifies concentration limits for SO_2, TSP, PM_{10}, NO_x, NO_2, CO, O_3, Pb, B[a]P and F, and defines analytical methods for measuring each pollutant.

SO_2	Sulfur dioxide
TSP	Total suspended particles
PM_{10}	Particulate matter ≤ 10 microns
NO_x	Nitrogen oxides
NO_2	Nitrogen dioxide
CO	Carbon monoxide
O_3	Ozone
Pb	Lead
B[a]P	Benzo-[a]-pyrene
F	Fluorine

2000 April 29
The **New Air Pollution Prevention and Control Law** is promulgated (superseding those of 1995 and 1987). It includes vehicle and ship emission prevention and control, and outlines minimum and maximum fines for specific violations of the law.

2001 December 26
The State Council approves the **National 10th Five-Year Plan for Environmental Protection**, allocating 280 billion RMB to air pollution prevention over the term. This accounts for 40%, the lion's share, of 700 billion RMB budgeted for all upcoming environmental protection endeavors.

2003 March 01
The **Indoor Air Quality Standard** is formulated for the purpose of protecting public health and preventing and controlling air pollution. Similar to the Ambient Air Quality Standard, this new Standard specifies indoor air quality parameters and testing methods. It is applicable to residential and office buildings.

2005 October
AFP reports that air pollution data published by the Chinese Academy for Environmental Planning concur with those of the World Bank. Namely, **the CAEP blames air pollution for 411,000 premature deaths** (mostly lung and heart-related diseases) in 2003. The Central Government pledges a 125 billion USD investment to clean up the air and polluting industries.

E-OLYMPICS

n Air Quality

2000-2006

Nearly 200 large Beijing factories, including the massive gas provider and polluter Beijing Coking and Chemical Works, **are relocated to neighboring provinces** to clear the air for the Olympics. Thousands of smaller, inefficient factories are permanently shut down.

2007 February

The World Bank, in cooperation with Chinese scholars, **publishes**

Cost of Pollution in China: Economic Estimates of Physical Damages. Beijing successfully lobbied the World Bank to omit sensitive data on air pollution effects that "could cause social unrest".

2007 August 17-20

Beijing holds a pre-Olympic traffic ban test one year before the Games. Despite allowing approximately one million fewer vehicles on the roads this weekend, pollutant levels do not significantly decrease. Officials attribute the result to a lack of winds and precipitation, noting that without the ban, air quality would have been far worse throughout the weekend.

2007 December 25, 27, 28

Air pollution levels at locations across Beijing hit a maximum 500 of 500 on the city's Air Pollution Index (API). On the 28th, 11 of 26 monitoring stations across Beijing reported an index of 500, and 22 of the 26 exceeded 300. According to the US government, "values over 300 trigger health warnings of emergency conditions. The entire population is more likely to be affected."

2007 December 31

On the last day of 2007, **Beijing experiences its 246th Blue Sky Day**, just surpassing its yearly goal of 245. A Blue Sky Day occurs when the most abundant pollutant's levels do not surpass 100 on the API. For this Olympic year, the bar has been raised to 70% of the time, or 256 Blue Sky Days.

2008 January 5

Beijing Shougang Group, **one of China's leading steel manufacturers** and also the city's major polluter, **extinguishes the fire in one of its four blast furnaces** as part of its pledge to cut its normal output in half during the Olympics. Shougang plans to reduce emissions of sulfur dioxide, soot and dust by 49.18%, 50.32% and 49.22% respectively in 2008. The loss in production will amount to near 2.6 billion CNY.

Volume 2

Day One

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 offers exclusive seminars on diverse management and leadership topics.

Never before have there been so many books and magazines about management, so many seminars, such large training budgets. We have famous business schools and more MBA programs and graduates than ever.

So much for the quantitative side. But what about the content? What is taught concerns leadership and management by name and terminology; however, an analysis of the content proves otherwise. Never before have we had so little consensus about what the right answers are, or even what the right questions are.

Business schools, in line with their raison d'être, teach business administration. Subjects include production, corporate finance, human resources, marketing, international relations, corporate strategy and corporate structure. The word *management* can be prefixed or suffixed to no end, but this does nothing to change the situation: schools teach production, not the management of production.

Do not misunderstand me: I consider all these subjects to be important. We can never know too much about them and can never have too many people with a sound education in these subjects. It must, however, be said that technical education is not enough, and that aspiring managers must also learn how to transform knowledge into benefit, and most importantly how to do so in an organization.

The changes in society that we are facing today and which are already under way are huge challenges to managers of all organizations. Clarity of thought, precision of action, exemplary behavior and credibility of management are daily put to the test. Even the changes in markets, technological developments, and the need for innovation in products, production, distribution, and information systems present immense challenges of considerable complexity. The crucial problem area will lie in the social consequences of these changes. We will not only produce, distribute and consume different things in a different way; we will work, learn, teach, know, do, speak and have to listen to different things in a different way; we will have to act differently and treat others differently; and above all we will have to manage differently.

These factors all have to do with management – a term I employ to cover the controlling, directing and developing functions of a society. Here I make no major distinction between leadership and management (though we will do so in a future issue).

The context of management is the organized society, a society in which all humans act in the context of an organization, whether consuming or producing, learning or teaching, bringing children into the world or burying the dead.

Our changing society will soon exhibit an economy in which raw materials and manual work will not be the main resources as they have hitherto been; rather, knowledge will be the crucial component for achieving performance and creating affluence. I therefore suggest understanding management as the transformation of knowledge into performance and benefit.

In many industries, knowledge – including abilities and skills – is already the key resource. But unlike other resources, it goes home every evening. The employees from our engineering and sales departments go home in the evening, and we hope they come back the next morning. In some cases, they don't come back. They get more attractive offers from more attractive employers, and our resources are lost.

In many industries, knowledge – including abilities and skills – is already the key resource. But unlike other resources, it goes home every evening.

When we hire new people we try to hire the very best employees we can afford. "How can we lay out the foundation for a long lasting co-operation with mutual benefits?" is what this article is all about.

Day One

"We hire incompetent people!" Sounds a bit shocking, doesn't it? Yet when someone is initially hired and reports to work on hour one, day one, he or she is usually incapable of performing any task to support the mission and goals of our company. We hire people for their potential, the future contributions we think they will make after they've been trained and motivated. As new hires enter your organization for the very first time, they are incompetent.

A new employee is a very fragile thing. How we treat him or her during the first few days, weeks and months tends to cast the die for a successful or unsuccessful career.

The processes, systems and techniques we use to orient and train these new employees are absolutely critical in determining how fast they become trained (competent) and how motivated (willing) they become to use those new skills to the best of their ability.

When we study the psychological make-up of a new employee, we find the following: they are very enthusiastic, thankful for being hired, anxious to make a good impression, willing to learn, and generally optimistic – that's the good news. Think how lucky organizations are to have that kind of raw material from which to build a strong, dedicated employee.

The bad news is that too many employees become unhappy, unmotivated, disloyal – and they depart. We label that process *personnel turnover*. Turnover is one of the most costly and debilitating problems in organizations today; in the aggregate, it costs billions of RMB per year.

Allow me to perform an autopsy on this all-too-routine tragedy and offer a few proven solutions to prevent it.

Each new employee brings the aforementioned positive attributes to work that first day; however, just under the surface lies low self-esteem. New employees are uncertain; they don't know even the most basic facts about the corporate culture. They know full well that they are seen as the new kids on the block and are destined to make foolish errors and ask a raft of "stupid" questions before they earn the respect of their co-workers and supervisors. If we were to take an employee's "self-esteem temperature" the first day on the job it would, no doubt, be quite low. I have found this inevitable low self-esteem to be the biggest single challenge to training new employees or long-time employees in new jobs.

It is an established fact that people learn more, develop faster, and make fewer mistakes when their self-esteem is high. So try this: ask

It is an established fact that people learn more, develop faster, and make fewer mistakes when their self-esteem is high.

your new hire to report to your office at 8:30AM on day one; you be there at 8:15AM. When he walks in at 8:30AM (rest assured he will not be late the first day), he has presented you with a golden opportunity to deal with this low self-esteem issue. Say something like, "Good morning, Peter, I appreciate your getting here on time. I know dealing with new traffic patterns, unfamiliar bus schedules, and such complications is not easy. We honor punctuality here; we are getting a good start on your orientation."

When you reflect on what you have done, this is what falls out. Initially the new employee was nervous, unsure, apprehensive. The only task he was given was to be in your office by 8:30AM. He did it! Praise him tactfully and you will boost his self-esteem significantly. It's easy to do; the hard part is realizing we have been getting to work routinely for years and have completely forgotten how confused we were on our very first day.

Next, immediately let the new employee know what to expect during the orientation and training program. Chart a clear course from A to B, which represents the point at which we describe the employee as "trained" or competent to perform the job at a minimally acceptable level.

One key figure of this training program is an estimated completion date. The last time I hired a personal secretary I projected six weeks to complete the training program. In other words, I set in the new employee's mind that she will be at point B in six weeks. That's

what we call "creating clear expectations", a very important motivational ingredient.

The truth is that I personally expected to have the new secretary at point B in five weeks, not six. I can expect such performance because I went through the trouble to check her references thoroughly; I studied our projected workload for the next few months; I have planned my work to include the quality time I will need to get my new secretary trained in five weeks. But I keep this real date to myself.

The first few days are designed to get the newcomer comfortable in the industry, company, department and office. This process is as old as Methuselah, so I won't devote any space to it here.

After your new employee has been "in-processed" you begin to introduce him to the tools of the trade – computers, telephones, copiers, regulations, policies – ad infinitum. Once you have familiarized him with the tools, he begins to use them to accomplish discrete, bite-sized tasks. Soon the tasks link together into more complex tasks, and finally, they integrate into some coherent whole and we say with the beat of a drum and a crash of cymbals, "You are now trained. Welcome to the ranks of the competent."

Let's go back and look closely at what's happening to my secretary's self-esteem as we pursue the five-week program. She soon perceives that she's ahead of schedule – up goes her self-esteem. The boost in self-esteem actually improves her ability to learn, which moves her along at an ever-increasing rate. This improved performance tends to boost her self-esteem even more, and the process continues to feed itself.

The perceptions that invariably grow out of a positive and rewarding experience are deeply rooted in the new employee's value system:

1. I am doing very well in this new job.
2. I enjoy coming to work.
3. My supervisor has a genuine desire to help me succeed.
4. I am confident that this early success portends a long-term successful career with this organization.
5. Yes, I clearly made the right decision in accepting this position. This company is a great organization.

6. No, the other job offers I had (and still may have) are no longer of interest to me.

Upon reflection, we have created this situation by creating a set of expectations and then ensuring that the new employee exceeded them. We call that winning, and winning is fun.

Here is an ethical question: Did we manipulate the new employee? I discuss this question a lot in our seminars. The purist may argue yes; the pragmatist would say no. As a practicing pragmatist I have never seen anyone who posted a resounding victory in the world of work, and had fun doing it, who afterwards had felt manipulated. Plan for success and you will succeed.

The perceptions that invariably grow out of a positive and rewarding experience are deeply rooted in the new employee's value system.

If you are not convinced that this day-one method works, let me paint the dismal picture I see all too often. I am going to overstate the case slightly to make the point:

The new employee shows up at 8:30AM and his boss is ten minutes late. The boss communicates, non-verbally, that he has more important things to do than waste time with a "green bean". After a few perfunctory comments the new employee gets shuffled off to another employee who is either unwilling, unable or both to show him the ropes: "I have to go to staff meeting."

The new employee enters what is termed "incidental, informal, on-the-job training." It usually is formalized by the phrase "You work with Mike for a few days; he will tell you what you need to know."

The organization has no training standards, no documentation to assure that all the various tasks have been learned, no audit trail to establish accountability, no acknowledgment that the employee understands the task and, worst of all, no expectations of what success looks like (point B in five or six weeks). His untrained trainer says, "If you don't understand something, just ask." That sounds wonderful, but trust me, it's fraught with danger.

The new employee's self-esteem has already hit rock bottom, yet we say, "Ask, if you don't understand." This is awful! First, he may not know enough to know he doesn't understand. Second, if he thinks he doesn't understand (blow number one to self-esteem), he has to advertise that fact to the people he most wants to impress by asking another stupid question (blow number two to self-esteem). So he doesn't ask and he makes a mistake because he didn't ask (blow number three to self-esteem). It doesn't take a very astute person to see the result. These blows create the following perceptions in the value system of the new employee:

1. I am not doing very well in this new job.

2. I really don't enjoy coming to work.

3. My supervisor is always too busy to help me succeed.

4. I am not sure I am going to make it through the probation period.

5. No, I am not sure I made the right decision in accepting this job.

6. Yes, the other job offers I had are now of great interest to me. I think I will give company X a call to see if that position is still available.

If company X says "yes" you have personnel turnover – an organizational form of infant mortality. Your employee leaves, and you start the whole mess again with another new hire. Overstated? Perhaps a tad. But it's worse when your employee calls company X, finds the position is not available, and stays – all the while feeling trapped, cheated, and yes, manipulated.

While it's true that school is never out for the professional, this initial state of incompetence should have a defined window of time, after which the employee knows he has successfully been "trained".■

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BUSINESS CHINESE LESSON

Volume 3

THE FIRST MEETING WITH A CHINESE CLIENT

第一次与中国客户会面

How to voice each tone:

1 = monotone, flat note

2 = rising tone, like a question in English

3 = fluttering tone, like a ball that bounces and rises, or a frog's croak

4 = falling tone, like a direct command

TERMINOLOGY:

1.	会面	hui4 mian4	meeting
2.	介绍	jie4 shao4	introduce
3.	你	ni3	you (informal)
4.	您	nin2	you (formal/polite)
5.	你好	ni3 hao3	hello
6.	早上好	zao3 shang4 hao3	good morning
7.	我是	wo3 shi4	I am
8.	名字	ming2 zi	name
9.	公司	gong1 si1	company, firm
10.	客户	ke4 hu4	client
11.	酒店	jiu3 dian4	hotel
12.	公关经理	gong1 guan1 jing1 li3	public relations manager
13.	总经理	zong3 jing1 li3	general manager
14.	问候语	wen4 hou4 yu3	greetings
15.	认识	ren4 shi	meet
16.	高兴	gao1 xing4	happy, glad, pleased
17.	荣幸	rong2 xing4	honor
18.	先生	xian1 sheng1	sir, mister (Mr.)
19.	女士	nv3 shi4	madam, missus (Mrs.)
20.	名片	ming2 pian4	business card
21.	交换	jiao1 huan4	to exchange
22.	与	yu3	with
23.	这是	zhe4 shi4	this is
24.	能否	neng2 fou3	can I
25.	得到	de2 dao4	have, get
26.	期待	qi1 dai4	hope, look forward to
27.	感谢	gan3 xie4	thanks, appreciate
28.	再	zai4	again
29.	下次再见	xia4 ci4 zai4 jian4	see you next time
30.	经常联络	jing1 chang2 lian2 luo4	let's keep in touch
31.	宝贵时间	bao3 gui4 shi2	precious time
32.	交流	jiao1 liu2	communicate
33.	抽出	chou1 chu1	make time

Part I. Introducing yourself 自我介绍 zi4 wo3 jie4 shao4

Hello! I'm X, General Manager of Y company.

你	好!	我	是	X,	Y	公	司	的	总	经	理。
ni3	hao3!	wo3	shi4	X,	Y	gong1	si1	de1	zong3	jing1	li3。

Good morning, My Chinese Name is X, Public Relations Manager at Y hotel.

早	上	好,	我	的	中	文	名	字	叫	X,	是	Y	酒	店	的	公	关	经	理。
zao3	shang4	hao3,	wo3	de1	zhong1	wen2	ming2	zi4	jiao4	X,	shi4	Y	jiu3	dian4	de1	gong1	guan1	jing1	li3。

Part II. Greetings 问候语 wen4 hou4 yu3

Nice/pleased/happy/glad to meet you.

很	高	兴	认	识	你。
hen3	gao1	xing4	ren4	shi4	ni3。

It's an honour to meet you.

很	荣	幸	认	识	你。
hen3	rong2	xing4	ren4	shi4	ni3。

Part III. Exchanging business cards 交换名片 Jiao1 huan4 ming2 pian4

Mr. X, can I exchange business cards with you?

X	先	生,	我	能	与	您	交	换	一	下	名	片	吗?
X	xian1	sheng1,	wo3	neng2	yu3	nin2	jiao1	huan4	yi2	xia4	ming2	pian4	ma1?

Mrs. X, I want to exchange business cards with you.

X	女	士,	我	想	和	您	交	换	名	片。
X	nv3	shi4,	wo3	xiang3	he2	nin2	jiao1	huan4	ming2	pian4。

Mr. X (manager), this is my business card. Can I have your business card?

X	经	理	这	是	我	的	名	片,	能	否	得	到	您	的	名	片?
X	jing1	li3,	zhe4	shi4	wo3	de1	ming2	pian4.	neng2	fou3	de2	dao4	nin2	de1	ming2	pian4?

Part IV. Farewells 分别用语 Fen1 bie2 yong4 yu3

Hope to meet you again.

期	待	与	您	再	见	面。
Qi1	dai4	yu3	nin2	zai4	jian4	mian4。

Let's keep in touch.

经	常	联	络
Jing1	chang2	lian2	luo4

See you next time.

下	次	再	见
Xia4	ci4	zai4	jian4

Thanks for your precious time to communicate with me.

感	谢	您	抽	出	宝	贵	时	间	与	我	交	流。
Gan3	xie4	nin2	chou1	chu1	bao3	gui4	shi2	jian1	yu3	wo3	jiao1	liu2。

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

BULLET (D) TRAIN

TJ ~ BJ (¥42 - ¥51)

Train	Departs	Arrives
D532	06: 35	07: 44
D552	06: 40	07: 49
D534	07: 47	08: 56
D536	09: 45	10: 54
D538	10: 50	11: 59
D540	12: 44	13: 50
D542	14: 10	15: 19
D544	15: 44	16: 53
D546	17: 36	18: 45
D548	19: 16	20: 25
D550	20: 39	21: 48
D554	22: 17	23: 23

BJ ~ TJ (¥42 - ¥51)

Train	Departs	Arrives
D531	06: 10	07: 19
D533	08: 05	09: 14
D535	09: 21	10: 30
D537	11: 15	12: 24
D539	12: 20	13: 29
D541	14: 15	15: 24
D543	15: 45	16: 54
D545	17: 13	18: 22
D547	19: 10	20: 19
D549	20: 45	21: 54
D551	21: 58	23: 07
D553	22: 36	23: 48

TRAINS

BJ~TJ~TEDA (¥40 - ¥50)

Train	Departs	Arrives
N251	06:15	06:56
L503	16:15	16:56

TEDA~TJ~BJ (¥40 - ¥50)

Train	Departs	Arrives
T536	07:18	08:18
L504	18:03	18:50

LIGHT RAIL

TJ ~ BINHAI (¥6)

Train	Zhong Shan Men	Dong Hai Lu
First	06: 30	07: 23
Last	21: 00	21: 00

* Trains run every 15 minutes, 8 minutes during peak hour.

METRO Tianjin

Metro line 1

Metro line 1 is from Liu Yuan station to shuang Lin station. It crosses Bichen, Hongqiao, Nankai, Heping, and Jinnan districts.
Price: ¥2-5 depend on the different stops
Hours: 06: 20 - 21: 30
Tel: +86 22 6028 6777

No. 1 Metro Stops:

Liu Yuan
1.Xi Heng Di → 2.Ben Xi Lu → 3.Qin Jian Dao → 4.Hong Hu Li → 5.Xi Zhan (West Train Station) → 6.Xi Bei Jiao → 7.Xi Nan Jiao → 8.Er Wei Lu
9.Hai Guang Si → 10.An Shan Dao → 11.Ying Kou Dao → 12.Xiao Bai Lou → 13.Xia Wa Fang → 14.Nan Lou → 15.Tu Cheng
16.Chen Tang Zhuang → 17.Fu Xing Men → 18.Hua Shan Dao → 19.Cai Jing Da Xue (Tianjin Univ. of Finance & Economics)
Shuang Lin

AIRPORT COACH Tianjin ~ Beijing

Tianjin ~ Beijing airport

***¥70** one way*

04: 00, 05: 00, 06: 00 then every 30 minutes until 17:30
Address: Air China ticket office of the junction of Nan Jing Lu and Shan Xi Lu.
Tel: +86 22 2311 0782

Beijing Airport ~ Tianjin

***¥70** one way*

07:00, 08:00, 09:00 then every 30 minutes until 23:00
Exit on the first floor at Gate15, cross the road, you will see buses and look for the one with “Tianjin” on it.

TAXIS Tianjin

3km	4km	5km	6km	7km	8km	9km	10km	11km
¥8	¥9.7	¥11.4	¥13.1	¥14.8	¥16.5	¥18.2	¥19.9	¥20.8
12km	13km	14km	15km	16km	17km	18km	19km	20km
¥25	¥27.6	¥30.1	¥32.7	¥35.2	¥37.8	¥40.3	¥42.9	¥45.4

CUT OUT AND CARRY THESE TABLES

FLIGHTS

FROM Tianjin

Domestic

DEST	DEP	ARR	Flight No	Days
Changchun	12:40	14:05	CZ3695	.2...6.
Changsha	13:00	15:10	BK2811	1234567
	16:00	18:15	CZ3729	.2...6.
Chengdu	13:30	15:55	CA1421	1234567
	15:00	17:30	3U8862	.23.567
Chongqing	12:10	14:30	3U8864	1234567
	17:10	19:10	PN6238	1.34567
Dalian	08:45	09:40	GS7211	1234567
	10:45	11:50	GS7571	1.3.5.7
	13:20	14:20	CZ3695	.2.4.6.
	18:05	19:05	GS7657	1234567
	20:05	21:00	GS7657	.23456.
	21:40	22:30	CZ3730	.2...6.
	23:25	00:15	CZ6334	..3.5.7
Guangzhou	08:00	10:45	CA1317	1234567
	12:25	15:15	CZ3134	1234567
	13:30	16:15	HU7201	1234.67
	17:20	21:45	CZ3158	1234567
	18:20	21:10	CA1395	1234567
	21:20	00:20	ZH9490	7
Haerbin	15:05	16:55	SC4953	.2.45.7
	15:05	16:55	CA4953	.2.45.7
	16:05	17:45	MU5681	1234567
Haikou	06:00	09:20	BK2843	1...5.7
	14:30	19:00	CZ6368	.2.4.67
	16:40	20:20	HU7669	1234567
	18:20	21:05	BK2849	.2...6.
	22:50	02:10	BK2849	...4...
Hangzhou	08:10	10:00	CA1577	1.3..6.
	10:45	12:25	MU2298	1234567
	14:05	15:45	MF8126	1234567
	16:50	19:55	SC4878	1..4.6.
	16:50	19:55	CA4878	1..4.6.
Hohhot	09:40	10:40	CA4717	1234567
	09:40	10:40	SC4717	1234567
Kunming	13:00	17:50	BK2811	1234567
	13:30	18:00	CA1421	1234567
Nanchang	14:30	16:20	CZ6368	.2.4.67
Nanjing	07:45	09:20	BK2823	.2.4.6.
	12:15	14:00	CZ6166	1234567
	18:05	19:40	GS7665	1.3.5.7
Ningbo	20:50	22:40	MU5682	1234567
Qingdao	08:10	09:10	GS7669	1234567
	09:35	10:35	SC4718	1234567
	09:35	10:35	CA4718	1234567
	16:45	17:45	SC4778	..3.5.7
	16:45	17:45	CA4778	..3.5.7
	17:50	18:50	GS7723	1234567
	19:40	20:40	CA4778	1..4...
	19:40	20:40	SC4778	1..4...
Sanya	14:15	18:00	BK2827	.2.4.6.
Shanghai	08:00	09:45	HU7205	1234567
	08:20	10:05	CA1533	123456
	10:50	12:35	FM9132	1234567
	10:50	12:40	HO1136	1.....7
	15:40	17:25	CA1523	1234567
	16:40	18:20	MU5148	1234567
	16:55	18:45	CA1527	...45.7
	16:55	19:00	CA1527	.2.....
	17:30	19:10	FM9130	1234567
	19:30	21:20	HO1138	.2.4.6.
	20:10	22:00	FM9134	1234567
	20:55	22:45	HO1136	..3....
Shenyang	08:00	09:10	GS7457	.2.4.6.
	10:00	11:20	GS7677	1234567
	10:55	12:10	3U8861	.23.567
	19:35	20:45	NS3204	1234567
	19:35	20:45	3U3204	1234567
	22:30	23:40	3U3232	1.3.5.7
	22:30	23:40	NS3232	1.3.5.7
Shenzhen	08:30	11:40	HU7203	1.3456.
	12:55	16:05	CZ3722	1234567
	08:20	11:35	CA1319	.2.45.7
	15:00	18:00	CA1371	1234567
	16:50	20:20	ZH9936	1234567
	19:40	23:10	ZH9936	....5..
Taiyuan	09:00	10:00	GS7471	1234567
	11:40	12:35	HU7607	1234567
	11:40	12:35	GS7607	1234567
	13:50	15:00	GS7678	1234567
	15:00	16:15	BK2853	..3....
Wuhan	12:15	15:50	CZ6166	1234567
	18:20	20:05	CZ6333	..3.5.7
Xiamen	08:10	12:15	CA1577	1.3..6.
Xi'an	11:45	13:35	GS7609	1234567
	14:50	16:30	GS7447	.2.4.6.
	15:40	17:30	GS7475	1234567
Yanji	08:00	10:45	GS7457	.2.4.6.
Yantai	15:20	16:10	GS7755	1.3.5.7
Zhengzhou	08:20	09:50	GS7577	1.3.5.7

International

DEST	DEP	ARR	Flight No	Days
Hongkong	08:35	11:50	KA1103	1234567
	08:35	11:50	CA103	1234567
	09:10	12:10	HU8082	.2.4.67
	09:10	12:10	HX164	.2.4.67
Incheon	13:15	16:00	KE862	1234567
	16:50	19:35	KE864	.2.45.7
Nagoya	14:15	18:00	JL788	1234567
	14:30	18:20	NH114	1234567

TO Tianjin

Domestic

ORIGIN	DEP	ARR	Flight No	Days
Changchun	13:40	15:20	ZH9254	1234567
Changsha	19:05	20:55	CZ3730	.2...6.
	21:10	23:10	BK2812	1234567
Chengdu	07:45	09:55	3U8861	.23.567
	19:40	21:50	3U3232	1.3.5.7
	19:40	21:50	NS3232	1.3.5.7
	21:00	23:20	CA1422	1234567
Chongqing	09:30	11:40	3U8863	1234567
	14:20	16:05	PN6237	1234567
Dalian	10:10	11:10	GS7212	1234567
	12:20	13:20	GS7572	1.3.5.7
	14:05	15:00	CZ3729	.2...6.
	15:10	16:10	CZ3696	.2.4.6.
	16:40	17:35	CZ6333	..3.5.7
	19:35	20:35	GS7658	1234567
	21:30	22:30	GS7658	.23456.
Guangzhou	07:55	10:50	CA1396	1234567
	08:50	11:40	CZ3133	1234567
	11:50	14:45	CA1318	1234567
	12:20	16:25	CZ3157	1234567
	17:10	20:00	HU7202	1234.67
	17:40	20:30	ZH9489	7
Haerbin	18:30	20:10	MU5682	1234567
Haikou	10:00	13:10	BK2844	1.3.5.7
	21:00	00:20	HU7670	1234567
	21:20	00:40	HU7670	1.....7
	21:55	01:30	BK2850	.2.4.6.
Hangzhou	08:05	09:45	MU2297	1234567
	11:35	13:15	MF8125	1234567
	13:10	16:15	SC4877	1..4.6.
	13:10	16:15	CA4877	1..4.6.
	15:30	17:20	CA1578	1.3..6.
Hohhot	08:00	09:00	CA4718	1234567
	08:00	09:00	SC4718	1234567
Kunming	18:35	23:10	BK2812	1234567
	18:50	23:20	CA1422	1234567
Nanchang	11:40	13:40	CZ6367	.2.4.67
Nanjing	08:40	10:20	ZH9253	1234567
	10:10	11:35	BK2824	.2.4.6.
	20:10	21:50	GS7666	1.3.5.7
Ningbo	13:35	15:20	MU5681	1234567
Qingdao	08:05	09:05	CA4717	1234567
	08:05	09:05	SC4717	1234567
	09:50	10:55	GS7670	1234567
	18:00	19:00	SC4777	1..4...
	18:00	19:00	CA4777	1..4...
	19:20	20:20	GS7724	1234567
Sanya	09:00	12:30	CZ3695	.2.4.6.
	18:50	22:10	BK2828	.2.4.6.
	22:45	02:00	BK2828	1.3.5.7
Shanghai	08:00	09:50	MU5149	1234567
	08:00	09:55	FM9131	.2345.7
	08:05	10:05	HO1135	1.....7
	10:40	12:25	HU7206	1234567
	13:55	15:50	MU5147	1234567
	14:40	16:35	FM9129	1234567
	16:40	18:45	HO1137	.2.4.6.
	17:20	19:15	FM9133	1234567
	17:35	19:30	MU5189	1234567
	18:10	20:10	HO1135	..3....
	18:25	20:25	CA1524	1234567
	19:20	21:25	HU7208	....5..
	19:45	21:40	CA1528	.2.45.7
	20:45	23:25	9C8813	123.567
Shenyang	11:35	13:00	NS3203	1234567
	11:35	13:00	3U3203	1234567
	11:50	13:10	GS7678	1234567
	12:55	14:15	3U8862	.234567
	13:00	14:20	GS7458	.2.4.6.
Shenzhen	09:05	12:10	CZ3721	1234567
	12:20	15:40	ZH9935	...4567
	12:30	16:00	HU7204	1.3456.
	12:40	16:00	CA1398	.2.45.7
	19:00	22:00	CA1372	1234567
Taiyuan	16:20	17:15	HU7608	1234567
	16:20	17:15	GS7608	1234567
	18:50	19:50	GS7472	1234567
	22:35	23:45	BK2854	..3....
Wenzhou	16:20	19:05	NS3204	1234567
	16:20	19:05	3U3204	1234567
Wuhan	08:20	11:30	CZ6165	1234567
	20:50	22:40	CZ6334	..3.5.7
Wuxi	18:00	19:30	MF8117	.2.4..7
Xiamen	13:15	17:20	CA1578	1.3..6.
Xi'an	14:05	15:45	GS7610	1234567
	15:10	17:00	GS7476	1234567
	19:00	20:40	GS7448	.2.4.6.
Yanji	11:15	14:20	GS7458	.2.4.6.
Yantai	10:10	11:10	GS7462	.2.4.6.
	19:00	20:00	GS7756	1.3.5.7
Zhengzhou	13:20	14:50	GS7578	1.3.5.7

International

ORIGIN	DEP	ARR	Flight No	Days
Hongkong	12:50	16:05	CA104	1234567
	12:50	16:05	KA1104	1234567
	17:00	20:00	HX163	..3.56.
Incheon	10:30	11:20	KE861	234567
	14:55	15:45	KE863	.2.45.7
Nagoya	10:00	12:25	NH113	1234567
	10:00	12:25	CA6672	1234567
	10:45	13:05	JL787	1234567

AIRLINES CODE										
ZH	Shenzhen airline	3U	Sichuan Airlines	HU	Hainan Airlines	MF	Xiamen Airlines	HX	Hong kong Airlines
BK	Okay Airways	NS	Northeast Airlines	SC	Shandong Airlines	FM	Shanghai Airlines	KE	Korean Air
CZ	China Southern Airlines	PN	West Air	MU	China Eastern Airlines	HO	Juneyao Airlines	JL	Japan Airlines
CA	Air China	9C	Spring Airlines	KA	Dragonair Airlines	NH	All Nippon Airways		

CUT OUT AND CARRY THESE TABLES

DINING

Western Food

Broadies Tavern
5 Bar Street (Jiu Ba Jie)
Youyi Road, Hexi District
Tel: +86 22 8837 0933
部落地西餐酒吧
河西区友谊路风情街5号

Buffalo
Entrance No.5, TEDA Football Field
5th Avenue, TEDA
Tel: +86 22 66282666
水牛石西餐厅
天津经济技术开发区第五大街
泰达足球场五号门南侧

Mediterranean Restaurant
212 Wei Di Dao, Tong Lou
Hexi District
Tel: +86 22 2351 9102
Hrs: 10:30 - 21:00
地中海边西餐厅
河西区佟楼围堤道212号IN城市

Harvest Book & Coffee
101 Gate 3, Building 27, Jiuhua Block,
Huayuan, 191 Yingshui Rd, Nankai
District
Tel: +86 22 2373 3461
Hrs: 08:00 - 23:00
哈维斯特咖啡
南开区迎水道191号久华里27号楼
3门101

Pan Shan Grill & Wine
2/F Main Building
Sheraton Tianjin Hotel
Zijinshan Road, Hexi District
Tel: +86 22 2334 3388 ext.1820
Hrs: 18:00 - 23:00
盘山葡萄酒扒房
河西区紫金山路天津喜来登大酒店
主楼二楼

Parrot Restaurant & Bar
88 Huanghai Lu, Dongying Xiao Qu
TEDA
Tel: +86 22 6620 1663
Hrs: 10:00 - 24:00
鹦鹉西餐厅酒吧
天津经济技术开发区黄海路88号
东英小区

Tapas Meiziwei
2 Shuishang Park Road, Nankai District
Tel: +86 22 2391 7058
Fax: +86 22 2392 8095
Hrs: 11:00 - 24:00
Tapas 美滋味西餐厅酒吧
天津市南开区水上公园南路2号

T.G.I. Friday's
Teda International Club Hotel
72 Fu Kang Lu, Nankai District
Tel: +86 22 2300 5555
Hrs: 10:00 - 02:00
星期五餐厅
南开区复康路7号增2号
泰达国际会馆

La Seine Café FR
Magnetic Plaza, Area B. Shop 7-9
Ling Bin Lu, Nankai District
Tel: +86 22 2385 5018
Hrs: 10:30 - 21:00
塞纳咖啡屋
南开区时代奥城商业广场B区7-9
(凌宾路奥体中心对面)

Paris Village FR
E-2, Bar Street, 16, You Yi Road
Hexi District
Tel: +86 22 2836 0352
Hrs: 11:00 - 00:00
巴黎乡村
天津河西区友谊路16号
酒吧街E-2号

Le Tube De Cristal FR
Zero Island, Mei Jiang Nan
You Yi Nan Lu, Hexi District
Tel: +86 22 2804 8899
Hrs: 12:00 - 22:00
水岸爵士公馆
河西区友谊南路梅江南零号岛

C'est la vie French Restaurant FR
Third Floor, Bldg D, Shang Gu
Tian Ta Lu, Nankai District
Tel: +86 22 2341 9808
巴黎餐厅 餐厅
天津市南开区天塔道
上谷商业街D座3层

Kiessling Western Restaurant GE
33 Zhejiang Road, Heping District
Tel: +86 22 2330 0330
起士林西餐厅
和平区浙江路33号

Pizza Hill IT
Magnetic Plaza, Building B
Lingbin Avenue, Nankai District
Tel: +86 22 2385 5025
天津嘉喜来比萨餐饮有限公司
南开区凌宾路奥城商业广场B区
North of Yongan Road, Roman
Gardens, Hexi District
Tel: +86 22 2324 8387
Hrs: 10:30 - 22:30
河西区永安道北侧罗马花园底商

The Pizza Box IT
Fu Kang Hua Yuan, Jin Sha Li
Wang Ding Di, Nankai District
Tel: +86 22 2367 1318
比萨香西餐厅
南开区王顶堤富康花园

Asian Food

Seitaro JP
BinGuan Xi Lu, Hexi District
Tel: +86 22 2835 5588
Hrs: 11:00 - 22:00
清太郎日本料理
河西区宾馆西路
Zi Jin Shan Lu, Hexi District
Tel: +86 22 2335 0909
Hrs: 10:00 - 22:00
河西区紫金山路喜来登大酒店
6-10, Third Ave., TEDA.
Tel: +86 22 6529 9522
Hrs: 10:00 - 22:00
第三大街世纪新村底商6-10号

Ginza JP
1F Caesar Palace
46 Qi Xiang Tai Lu, Hexi District
Tel: +86 22 2352 1270
Hrs: 11:00 - 14:00, 17:00 - 22:00
银座日本料理
河西区气象台路46号恺撒皇宫大酒
店一楼

Rengaya JP
Dickson: 18 BinShui Dao,
Hexi District
Tel: +86 22 28130537
炼瓦家
河西区宾水道18号帝城大酒店1F
International Building: 1st Floor
75 Nanjing Lu, Heping District
Tel: +86 22 2330 8118
和平区南京路75号国际大厦1F
TEDA: Shop 2 Friendship Store
19 Huanghai Lu
Tel: +86 22 2532 4584
开发区黄海路19号
友谊名都底商2号

Sake n Sushi Bar JP
11F, Holiday Inn Binhai Tianjin
No.86, First Avenue, TEDA
Tel: +86 22 6628 3388 ext. 2730
Hrs: 11:30 - 23:00
寿司吧
天津滨海假日酒店11层

Charm Sea Restaurant CH
Huang He Dao, Nankai District
(Beside DaTong Mansion that opposite
to Huanghe Cinema)
Tel: +86 22 2763 8878
魅力东海大酒店
天津市南开区黄河道
(黄河影院斜对面大通大厦旁)

Hanjinbai Seafood CH
Han Jin Bai Haixian Dajiulou
985 Dagu South Lu, Hexi District
Tel: +86 22 8832 6666
Hrs: 11:00 - 22:00
瀚金伯海鲜大酒楼
河西区大沽南路985号

Peng Tian Ge CH
8 Hong Qi Nan Lu, Nankai District
Tel: + 86 22 2395 6666
鹏天阁
南开区红旗南路8号

You Peng Seafood CH
63 Tiantai Lu, Hebei District
Tel: +86 22 2663 5555
友鹏海鲜大世界
河北区天泰路63号

Feiteng Yuxiang Restaurant CH
42 Zhongshanbei Lu,
Hebei District
Tel: +86 22 2646 9607
沸腾鱼乡酒家
河北区中山北路42号河北饭店后院

Gou Bu Li CH
322 Heping Lu, Heping District
Tel: +86 22 2303 1118
狗不理
和平区和平路322号

Bai Jiao Yuan CH
303 Nanmenwai Da jie,
Heping District
Tel: +86 22 2722 8043
百饺园
和平区南门外大街303号

Golden Elephant Thai Restaurant TH
78 Guangdong Road,
Hexi District, Tianjin
(Behind Yonghe Dou Jiang Fang)
Tel: +86 22 23287801
金象苑泰国餐厅
天津市河西区广东路78号
(永和豆浆坊后侧)

YY Beer House TH
3 Ao men Lu
(Behind International Building)
Heping District
Tel: +86 22 2339 9634
Hrs: 10:30 - 02:00
粤园泰餐厅
和平区澳门路3号(国际大厦后)

Alibaba Indian Restaurant & Bar IN
2F, Sports Hotel, Sports Center,
90 Wei Jin Nan Rd,
Nankai District
Tel: +86 22 2391 6368
阿里巴巴印度餐厅酒吧
南开区卫津南路90号体育中心体育
宾馆2楼

NIGHTLIFE

Bars

Babi Club
83 Qiongzhou Rd, Hexi District
Tel: +86 22 8381 6006
芭茫俱乐部
天津市河西区琼州道83号

Bingo Club
117 Changde Rd, Heping District
Tel: +86 22 2311 1133
和平区常德道11号(蓝天宾馆院内)

Broadies Tavern
5 Bar Street Youyi Road, Hexi District
Tel: +86 22 8837 0933
Hrs: 18:00 - 02:00
部落地西餐酒吧
天津市河西区友谊路风情街5号

Chat's Bar
1F Hyatt Regency Tianjin Hotel
Tel: +86 22 2331 8888
聊天廊酒吧
凯悦酒店1层

Cherry Blossom
148 Jie Fang Lu, Heping District
Tel: +86 22 2339 3889
樱花酒吧
和平区解放路148号

Feli's Bar
12 Zhangde Lu, Heping District
Tel: +86 22 2312 4526
Hrs: 18:00-03:00
和平区彰德道12号

Hank's Sports Bar &Grill
First floor, Bldg B, Shang Gu,
Tian Ta Dao (TV Tower Rd),
Nankai District
Tel: +86 22 2341 7997
天津南开区天塔道上谷商业街B座一层

JV'S Bar
1F, Main Building
Sheraton Tianjin Hotel
Zijinshan Road, Hexi District
Tel: +86 22 2334 3388 ext. 1845
Hrs: 17:00 - 01:00
JV'S 酒吧
河西区紫金山路天津喜来登大酒店主楼一楼

Lotus Blue Bar & Restaurant
197 Jie Fang Bei Lu, Heping District
Tel: +86 22 8975 5555
兰莲花酒吧
和平区解放北路197号

Lynda's Place
225 Jiefang Rd, Heping District
(Jiefang Rd and Kaifeng Rd)
Tel: +86 22 8155 8566
Hrs: 20:00-03:00 weekdays
20:00-sunrise weekends
和平区解放路225号(解放路与开封道交口)

Myth Music House
-1F, International Building,
75 Nan Jing Lu, Heping District
Tel: +86 22 2313 1366
神话音乐酒吧
和平区南京路75号国际大厦负一层

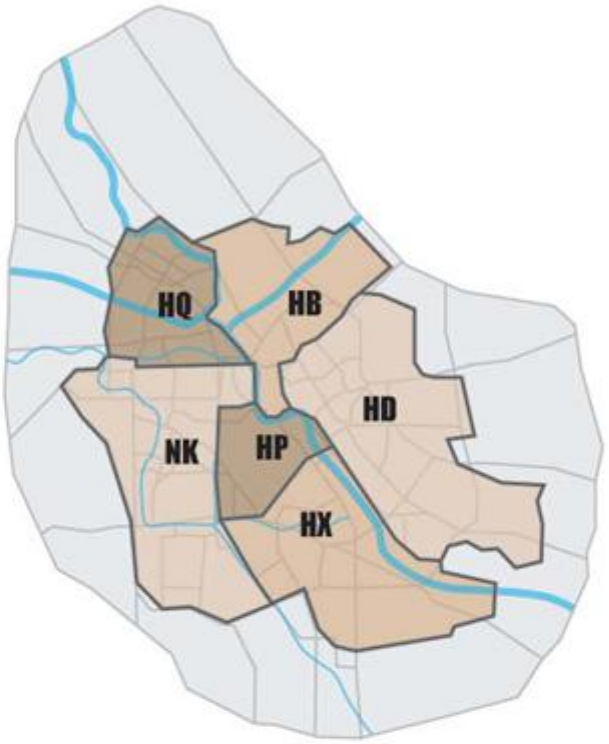
Rainbow Restaurant & Pub
12 Yanhe Rd, Hexi District
Tel: +86 22 2355 9898
Hrs: 19:00-02:00
彩虹西餐厅&酒吧
河西区沿河路12号

Scarlet
Luanshi Jiaren 3F Bolian Building
155 Weijin Road, Heping District
Tel: +86 22 2355 6223
乱世佳人
和平区卫津路155 号
博联大厦三楼

Sunshine Lounge
1F, Holiday Inn Tianjin,
288 Zhongshan Rd, Hebei District
Tel: +86 22 2628 8888
Hrs: 20:15-23:15
假日饭店阳光酒廊
河北区中山路288号

The Tavern Pub
9D, Third floor, Bldg B, Shanggu,
Tian Ta Rd, Nankai District
Tel: +86 22 2341 9696
第九客栈
天津南开区天塔道上谷商业街B座3层9D

Tianjin City Map



Districts

HB = Hebei
HD = Hedong
NK = Nankai
HP = Heping
HQ = Hongqiao
HX = Hexi

FR = French IT = Italian GE = German JP = Japanese CH = Chinese TH = Thai IN = Indian

SERVICES

Chambers

European Chamber
Tianjin Chapter
601, Building A4, Magnetic Plaza
West Binshui Road, Nankai District
Tel: +86 22 2352 0011
Fax: +86 22 2353 1011
Tianjin@eucce.com.cn
中国欧盟商会天津分会
南开区宾水西道与水上东路交口奥城商业广场A4大厦601室

German Business Circle Tianjin
Deutscher Unternehmerkreis
Tianjin, DUT
Office 803, Huake Center
3 Kaihua Road
Huayuan Industrial Area,
Tianjin 300384
Tel: +86 22 8371 7855
Fax: +86 22 8371 7859
天津德国人联谊会
天津市华苑产业区开华道3号华科创业中心803室

The American Chamber of Commerce, Greater Tianjin Branch
Room 402, Hyatt Regency
219 JieFang Nan Lu, Hexi District
Tel: +86 22 2312 2517 ext. 402
Fax: +86 22 2312 2519
www.amchamtianjin.org
美国商会天津分会
河西区解放北路219号天津凯悦酒店402房

Tianjin Japanese Association
Rm 607, International Building
75 NanJing Lu, Heping District
Tel: +86 22 2313 2522
www.tjja.net
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
6 BinShui Xi Dao, Nankai District
Tel: +86 22 2395 7991
天津韩国商会
天津市南开区宾水西道6号
枫林宾馆1楼

Tianjin Korean Society
1F Feng Lin Hotel
6 Bin Shui Xi Dao, Nankai District
Tel: +86 22 2395 6600
天津韩国人会
天津市南开区宾水西道6号
枫林宾馆1楼

Hotels

Astor Hotel
33 Tai Er Zhuang Road
Heping District
Tel: +86 22 2303 2888
利顺德大饭店
和平区台儿庄路33号

Crystal Palace Hotel
28 You Yi Rd, Hexi District
Tel: +86 22 2835 6666
水晶宫饭店
河西区友谊路28号

Dickson Hotel
18 Bin Shui Dao, Hexi District
Tel: +86 22 2836 4888
帝城大酒店
河西区宾水道18号

Geneva Hotel
28 You Yi Lu, Hexi District
Tel: +86 22 2835 2222
津利华酒店
河西区友谊路28号

Golden Crown Hotel
18 Nan Jing Rd, Hexi
Tel: +86 22 2303 8866
金皇大酒店
河西区南京路18号

Golden Ocean Hotel
338 Nanjing Rd, Nankai District
Tel: +86 22 2746 6666
金泽大酒店
南开区南京路338号

Harbor Center Hotel
240 Zhang Zi Zhong Rd, Heping
Tel: +86 22 2302 6888
天津港湾中心酒店
和平区张自忠路240号

Holiday Inn Binhai Tianjin
86 First Avenue, TEDA
Tel: +86 22 6628 3388
天津滨海假日酒店
开发区第一大街86号

Hyatt Regency Tianjin
219 JieFang Bei Lu, Heping District
Tel: +86 22 2330 1234
天津凯悦酒店
和平区解放北路219号

Nikko Hotel Tianjin
189 Nanjing Road, Heping District
Tel: +86 22 8319 8888
Fax: +86 22 8319 2266
天津日航酒店
和平区南京路189号

Holiday Inn Tianjin Hotel
288 Zhong Shan Rd, Hebei
Tel: +86 22 2628 8888
假日饭店
河北区中山路288号

Renaissance Tianjin Hotel
105 Jian She 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 TEDA Hotel & Convention Centre
29 Second Ave., TEDA
Tel: +86 22 6621 8888
天津万丽泰达酒店及会议中心
天津经济技术开发区
第二大街29号

Ruiwan Jinjiang Hotel
2527 1st Ave., Xin Gang, Tang Gu
Tel: +86 22 2578 0001
天津瑞湾锦江酒店
塘沽区新港一号路2527号

Sheraton Tianjin Hotel
Zi Jin Shan Road, Hexi District
Tel: +86 22 2334 3388
喜来登大酒店
河西区紫金山路

Tian Bao International Hotel
368 JingMen Ave, Baoshui District
Tel: +86 22 2576 1588
天津天保国际酒店
保税区京门大道368号

Tianjin Hopeway Business Hotel
79 Jin Tang Rd, Hedong District
Tel: +86 22 5829 9999
天津财富豪为酒店
河东区津塘路79号

Tianlun Rega Jinbin Hotel
135 An Shan Rd, Heping District
Tel: +86 22 2837 4872
天伦瑞嘉晋宾大酒店
天津市和平区鞍山道135号

TEDA International Club Tianjin
7 Fu Kang Lu, Nankai District
Tel: +86 22 5869 5555
泰达国际会馆
南开区复康路7号

TEDA International Hotel & Club
8 2nd Ave TEDA
Tel: +86 22 2532 6000
泰达国际酒店暨会馆
开发区第二大街8号

Apartments

Astor Apartment
33 Tai Er Zhuang Lu, Heping District
Tel: +86 22 2303 2888
利顺德公寓
和平区台儿庄路33号

Crystal Palace Hotel Apartment
28 You Yi Lu, Hexi District
Tel: +86 22 2835 6666
水晶宫饭店公寓
河西区友谊路28号

Golden Crown Hotel Apartment
18 Nan Jing Lu, Hexi District
Tel: +86 22 2303 8866
金皇大酒店公寓
河西区南京路18号

Sheraton Apartment
Zi Jin Shan Lu, Hexi District
Tel: +86 22 2334 3388
喜来登公寓
河西区紫金山路

Somerset Olympic Tower
126 Cheng Du 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

Tianjin International Building
75 NanJing Lu, Heping District
Tel: +86 22 2330 6666
国际大厦
和平区南京路75号

Travel Agencies

Tianjin Comfort Travel Co., Ltd
7F, United Building A, 51
South Youyi Lu, Hexi District
天津康辉旅行社有限责任公司
河西区友谊北路51号合众大厦A座7层

Tianjin CITIC International Travel Co., Ltd
57 Nanjing Lu, Heping District
Tel: +86 22 2316 1795
天津中信国际旅行社有限公司
和平区南京路57号

Tianjin China International Travel Service
22 Youyi Lu, Hexi District
Tel: +86 22 2835 8866
天津中国国际旅行社
河西区友谊路22号

SERVICES

Banks

Bank of China
80 Jie Fang 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 Communications
35 Nanjing Lu, Hexi District
Tel: +86 22 2340 3512
交通银行天津分行
河西区南京路35号

Bank of Tianjin
15 Youyi Lu, Hexi District
Tel: +86 22 960 296
天津银行
天津河西区友谊路15号

CITIC Bank Tianjin
14 Nanjing Lu, Hexi District
Tel: +86 22 2302 8889
中信实业银行天津分行
河西区南京路14号

China Bohai Bank
201-205 Machang Lu, Hexi District
Tel: +86 22 5831 6666
渤海银行
天津市河西区马场道201-205号
Magnetic Branch
Building No. 1 Magnetic Area, Bin Shui West Road, Nankai District
Tel: +86 22 5839 1358
渤海银行奥城支行
南开区宾水西道奥城商业广场1号楼

China Construction Bank
19 Nanjing Lu, Hexi District
Tel: + 86 22 2340 1616
中国建设银行天津分行
河西区南京路19号

China Merchants Bank Tianjin Branch
55 North You Yi Lu, Hexi District
Tel: +86 22 8328 0810
招商银行天津分行
河西区友谊北路55号

Industrial & Commercial Bank
123 Wei Di Dao, Hexi District
Tel: +86 22 95588
中国工商银行天津分行
河西区围堤道123号

The Hongkong & Shanghai Banking Corporation Limited, Tianjin Branch
No.1 Ocean Shipping Plaza,
Haihe Dong Lu, Hebei District
Tel: +86 2420 7888
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

Supermarkets

Carrefour
Long Cheng Store
138 Dong Ma Lu, Nankai District
Tel: +86 22 2726 9696
家乐福
龙城店：南开区东马路138号
He Dong Store
160 Zhang Gui Zhuang Lu,
Hedong District
Tel: +86 22 2412 2020
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Tel: +86 22 2302 2008
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Hrs: 09:00 - 22:00 (Sat)
Hrs: 10:00 - 22:00 (Sun)
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Chinese Spring Festival Traditions

The Chinese Spring Festival (春节chun1 jie2), is considered the most important festival by the Chinese people, a time for family members to reunite, akin to Christmas in much of the West. Chinese living away from home (usually for work or school) traditionally return home before the festival's eve. This time of year, beginning about half a month before the Spring Festival, is the busiest and most hectic for the transportation and travel industries. One finds thousands of returnees in every airport, railway station and long-distance bus station across the nation.

According to the Chinese lunar calendar, the Spring Festival begins on the 1st day of the 1st lunar month – Lunar New Year – and ends on the 15th day of the 1st lunar month, called the Lantern Festival (元宵节 yuan2 xiao1 jie2). The most important days of these two weeks are Spring Festival Eve and the first three days of the holiday. This year the Spring Festival begins on 7 February. The government stipulates that employees receive seven days off for the Chinese Lunar New Year. And from this year, workers receive seven days off beginning on Spring Festival Eve, according to the new national holiday schedule.

Many customs have accompanied the Spring Festival throughout history. Some are still followed today, while others have declined. This month we take a look at a few of the Chinese Spring Festival traditions.

On the 8th day of the 12th lunar month (la4 ba1), many families make *la ba porridge* (腊八粥), a delicious porridge made with glutinous rice, millet, jujube berries, lotus seeds, beans, longan and ginkgo.

After *la ba*, store owners become busy as everybody goes out to purchase necessities for the new year. Common ingredients not only include oil, rice, flour, chicken, duck, fish and meat, but also fruit, candies and nuts. Decorations, new clothes and shoes for children, as well as gifts for the elderly, friends and relatives, are all on the shopping list.

The 23rd day of the 12th lunar month is called Preliminary Eve (小年夜 xiao3 nian2 ye4). At this time, people would offer a sacrifice to the kitchen god. Most families now just prepare food for themselves.

On the 24th day of the 12th lunar month, families start to clean the inside and outside of their homes, as well as their clothes, their linens and all their utensils. Fresh new clothes and sheets commemorate the fresh new year.

On the 29th day of the 12th lunar month, families begin decorating their cleaned rooms in an atmosphere of rejoicing and festivity. Door panels and gateposts are covered in *Spring Festival couplets* (春联 chun1 lian2), black or gold Chinese calligraphy on red paper that expresses wishes for a bright future and good luck for the new year. *Door-god* (门神 men2 shen2) images are also often posted on the front door to ward off evil spirits and welcome peace and abundance. Diao4 qian2 (吊钱), red paper cutouts that often hang in windows and beside doorways, can been seen in all parts of the city – a decorating tradition established right here in Tianjin. Small *diaoqian* cost only one or two jiao apiece. Auspicious characters or images on the *diaoqian* are said to bring good luck and safety in the coming year. The character for happiness (福 fu2) is a must. *Fu* on paper can be pasted normally or upside down, for in Chinese, "reversed *fu*" (fu2 dao4 le) is a homophone for "*fu* has arrived". Large, red lanterns

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are often raised on each side of the front door, and brightly colored new year paintings may be hung on the walls. In an ancient Chinese Myth, the 年 (nian2, year) was believed to be an evil demon who fed on humans during the Spring Festival. The Chinese would hang red *diaoqian* and *menshen* to ward off the *nian*.

On the 30th day of the 12th lunar month – Spring Festival Eve (除夕夜 chu2 xi1 ye4) – a reunion dinner (年夜饭 nian2 ye4 fan4) is held. Members of the whole family from near and far get together to celebrate. The meal is more elaborate than usual, and in the past families had prepared it at home. In southern China, more than ten dishes are usually served, including chicken, fish and bean curd: in Chinese, their pronunciations, ji1, yu2 and dou4 fu1, respectively, also mean luck, abundance and richness. In northern China, most reunion meals feature dumplings that are made and eaten by the whole family. But today, families increasingly choose to go to a restaurant for their reunion dinner. The price for one table (10 guests) in Tianjin ranges from 800 to 6000 CNY, depending on the quality of dishes, service and restaurant.

After dinner the whole family will sit together, chatting and watching the Spring Festival Gala broadcast on China Central Television (CCTV). This show is essential entertainment for Chinese both at home and abroad.

Families will stay up to greet the New Year. Spring Festival Eve is celebrated with firecrackers (鞭炮 bian1pao4, a fine Chinese invention). Lighting firecrackers was once the most-practiced custom during the Spring Festival. People believed the sound produced could help drive away evil spirits. But since the government imposed stricter controls on security, noise and pollution, setting off firecrackers has been completely or partially forbidden in some cities. Tianjin, thankfully, is not on the list. Children here can still enjoy the thrill of setting off firecrackers on Spring Festival Eve.

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The 1st day of the Chinese New Year (大年初一 da4 nian2 chu1 yi1) is usually spent paying new-year visits. Waking up on the first of the year, everybody dresses up and leaves the home to extend greetings to relatives, friends, neighbors, classmates and colleagues.

Children expect and receive money in red envelopes (红包 hong2 bao1) as a New Year's gift from their elders. Another Chinese folktale says that a goblin named 祟 (sui4) – same sound as 岁 (sui4, year) – would specifically visit children on New Year's Eve and touch their foreheads, causing illness. To drive away the *sui*, or rather to bribe it, parents would give token money to their children, and some would tie the money to the foot of the child's bed with a red thread. This money is called 压岁钱 (ya1 sui4 qian2), roughly translated as "sui-suppression money", the sui here meaning *year* or *age*.

In the old days, *yasuiqian* was given in the form of one hundred copper coins strung together on a red thread. It symbolized the hope that one would live to be a hundred years old. Today, money is placed inside red envelopes in denominations considered lucky and given to wish good luck and wealth. During the Chinese New Year, *hongbao* are typically given by seniors and grown-ups (usually the married ones) to the visiting children and juniors. A similar custom also exists in Japan, where a monetary gift, called otoshidama (お年玉), is given to children by their relatives during the New Year period. A white envelope is used there instead, with the name of the recipient written on the back. Nowadays, children often use *hongbao* to buy school supplies such as books, backpacks and pencil cases.

People in northern China will eat *jiaozi* (饺子 dumplings) for breakfast, as *jiaozi* also sounds like the phrase "bidding farewell to the old and ushering in the new". The dumplings are shaped like the gold ingots (元宝 yuan2 bao3) of ancient China, so people eat them and wish for money and treasure. Southern Chinese eat *nian2gao1* (年糕 a New Year cake made of glutinous rice flour), because the term can also mean "a higher year".

The 2nd day of the Chinese New Year（大年初二 da4 nian2 chu1 er4）is usually for visiting the family of the wife if a couple is married. Tianjinese began calling this the son-in-law festival (姑爷节 gu1 ye2 jie2). On this day, the son-in-law should accompany his wife and children, bringing gifts (traditionally Tianjin dim-sum, called *jingbajian*, which is filled with eight ingredients: hawthorn, rose, greengage, sugar, sweetened bean paste, jujube paste, salt and raisin) to visit his mother- and father-in-law to thank them for their great contribution. In the past, husbands spent this festival with their in-laws at home, chatting, playing cards, eating and drinking. Now, with higher salaries and a larger expendable income, many son-in-laws take their elders out to travel around Tianjin. You can see the men and their elders walking alongside Hai He River, the Five

Here are some popular Spring Festival greetings:	
新年快乐 (xin1 nian2 kuai4 le4)	Happy New Year
恭喜发财 (gong1 xi3 fa1 cai2)	Congratulations and be prosperous (financially)
万事如意 (wan4 shi4 ru2 yi4)	May all go well with you
心想事成 (xin1 xiang3 shi4 cheng2)	Hope you get what you long for
生意兴隆 (sheng1 yi4 xing1 long2)	May your business be prosperous
岁岁平安 (sui4 sui4 ping2 an1)	Peace all year round
一帆风顺 (yi4 fan1 feng1 shun4)	Wishing you every success
步步高升 (bu4 bu4 gao1 sheng1)	May you be promoted (at work)

Avenues, Tian Hou Palace, Drum Tower and even perusing book and department stores. After sightseeing, son-in-laws will invite the family to dine at restaurant or hotel and later go for karaoke or to a teahouse to watch comedic crosstalk (相声 xiang4 sheng1). All these bills should be paid by the son-in-law. According to the statistics from the Tianjin Civil Administration, of approximately 320 Chinese-foreigner marriages occurring in Tianjin each year, most are between a Tianjin girl and a foreign guy (most often from the US, Canada or Britain). If you are a newcomer to Tianjin and one of these foreign son-in-laws, you'd better take note of these traditions to get along well with your wife's family!

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On the 3rd day of the Chinese New Year (大年初三 da4 nian2 chu1 san1), Tianjinese usually eat 合子 (he2 zi1), a round dumpling unlike the crescent-shaped *jiaozi*. 合 has the same pronunciation as 和 (harmony), so Chinese consume their wishes for a peaceful, harmonious new year.

On the 5th day of the Chinese New Year (大年初五 da4 nian2 chu1 san1) families continue to make and eat *jiaozi*. In making dumplings, nipping the edges of a round piece of dough expresses a hope to keep the mouths of gossips sealed shut.

The 15th day of the Chinese New Year, the Lantern Festival (元宵节 yuan2 xiao1 jie2), marks the end of the Spring Festival. Families eat 元宵(yuan2 xiao1), a kind of sweet dumpling made with sticky rice flour with a sweet filling. An interesting tradition on this day is the posting of riddles, called Lantern Riddles. Riddles are written on pieces of paper and posted on lanterns or walls. Anyone who solves the riddle receives a prize. Tianjin Paradise (Tianjin Le Yuan) located in the Youyi Road, Hexi District, holds such an activity.

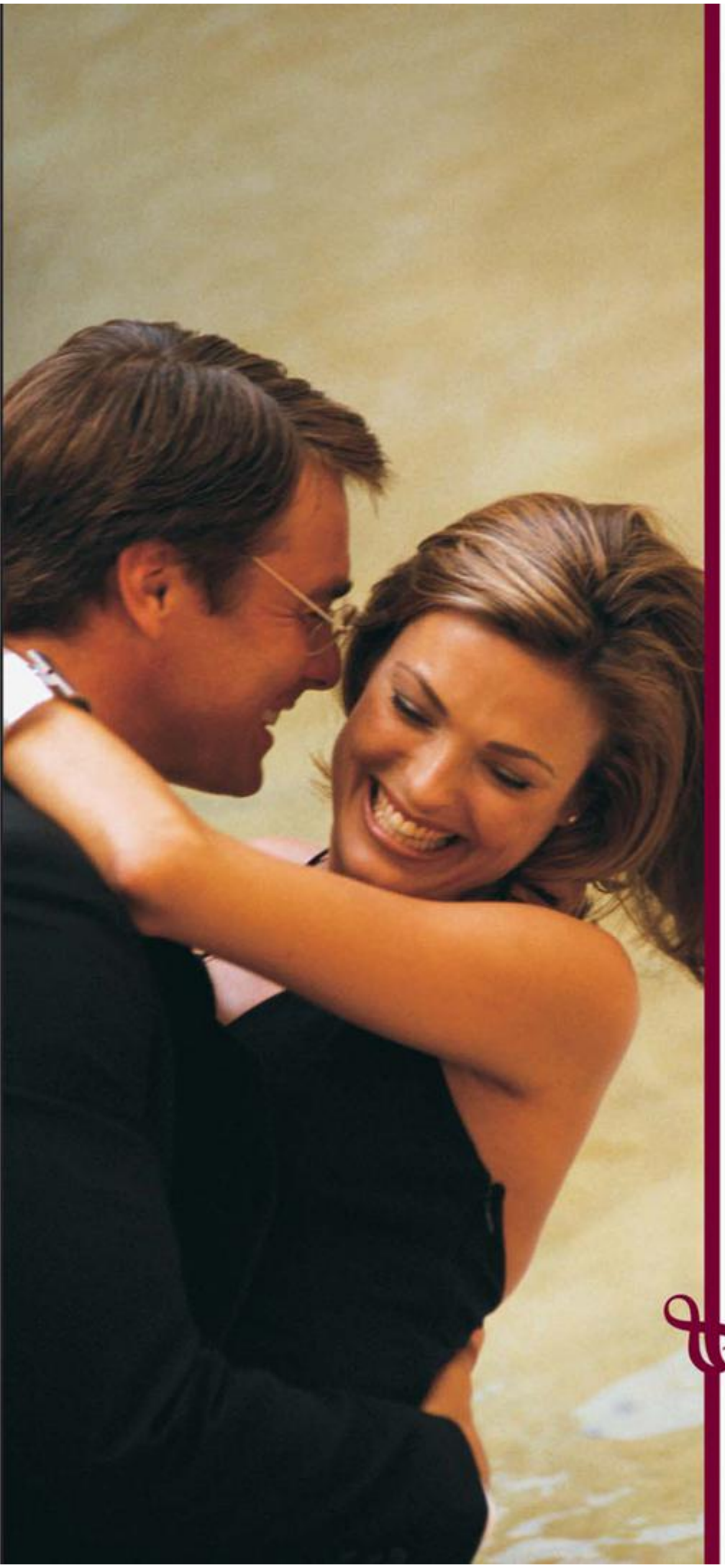
Spring Festival traditions continually change and adapt to match living standards. For instance, traveling is becoming fashionable during the Spring Festival vacation. My friend Mr. Bao, who works in a joint venture, said, "We used to spend Spring Festivals at home, and this year we are planning to go to other cities (Hainan or Yunnan) in China, and next year I will bring my family abroad during the Spring Festival." Data from the National Travel Bureau shows that domestic travelers numbered 90,320,000 in 2007, an increase of 13.5% from 2006.

Sending a New Year's mobile phone SMS has become quite popular as well. China's two biggest carriers, China Mobile and China Unicom, estimate that Chinese will send approximately 14 billion text messages during the seven-day Lunar New Year holiday in 2008. Last year Tianjinese sent over 350 million text message greetings on the eve of the Chinese Lunar New Year, raking in huge profits for the two service providers.

Now a large portion of the middle class spends the Spring Festival Eve on-line. At this time of year many websites strive to create an atmosphere that welcomes the New Year, presenting spring couplets and images of celebration. In the web community, you can "taste" virtual dumplings and roast virtual ducks, enjoy temple fairs, read riddles and couplets, even set-off fireworks (click the mouse for explosive sounds and festive greetings)!

A series of traditional activities – including lion dancing, dragon lantern dancing, lantern festivals and temple fairs – will be held over the course of the holiday. To check them out, visit the Ancient Culture Street (古文化街 gu3 wen2 hua4 jie1) or Drum Tower (鼓楼 gu3 lou2) both located on Cheng Xiang Zhong Lu, Nankai district.

Regardless of how or where you celebrate this Spring Festival, it's best enjoyed by seeking out the aspects of the holiday that interest you most. Wish you 新年快乐 and may you be prosperous in this year of the rat!■



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