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Going Above and Beyond Guest Expectations

Exclusive interview with Hugo Montarini
General Manager of The Ritz-Carlton, Tianjin

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Dear Readers,

In this month's issue of Business Tianjin, we have made an attempt to cover almost every aspect of business, ranging from news, finance and real estate to marketing and technology.

Our cover story features an interview of Hugo Montarini, General Manager, The Ritz-Carlton, Tianjin, the most glamorous hotel in Tianjin.

Under Dialogue, Natalie Ebdon of the healthcare sector presents her views on the level of care and facilities offered and Biz Brief brings you up to date with all the latest happenings around the city in the fields of law, finance, telecom and the country's participation in the world.

Our feature story this month is particularly interesting as it compares two emerging economies, India and China, and our technology section brings out the usefulness of drones in various spheres of life. The book review section presents a discussion of the recent literary rage 'Wish Lanterns'. If you intend to launch a creative industry in China, our article on IPR protection would definitely prove helpful to you.

Read how to evolve into an effective team manager under HR, how to analyze the market and conduct market research under management, viability of Chinese ETFs' under Investment and business etiquettes that you must follow in order to break ice as a businessman in China. There is plenty on the shopping front too with a discussion on Google's re-entry into China which would spell the end of Baidu's monopoly and modernization of shopping malls to make them more appealing to present-day customers.

Updates on various countries' chambers present in the city have also been provided, particularly interesting among them being the European Chamber's efforts at building business matches between Chinese and western firms.

We round up this issue of Business Tianjin with new appointments around the city and wish you all the luck. Don't forget to visit our website www.businesstianjin.com and follow us in our official Wechat account (ID: **business_tianjin**) for more information.

Mary Smith

Yours Sincerely,

Mary Smith

Managing Editor | Business Tianjin Magazine

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Business Tianjin /November 2016



◀ Going Above and Beyond Guest Expectations

Exclusive interview with Hugo Montanari, General Manager of The Ritz-Carlton, Tianjin

Hugo Montanari is an elegant and mature hotelier who has joined The Ritz-Carlton, Tianjin, after having gained experience of strong hotel leadership in several continents. Having a rich pedigree in international hotel management, Hugo Montanari has enriched the iconic The Ritz-Carlton, Tianjin with his 12 years of operational excellence. Business Tianjin spoke exclusively with Mr. Montanari about his principles, ideas, future plans and, of course, Tianjin.

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◀ Expanding Healthcare Horizons Dialogue with Natalie Ebdon Clinic Manager of Raffles Medical Group, Beijing, Tianjin and TEDA

Beginning her career in healthcare over 25 years ago as a nurse in Australia, Natalie Ebdon is now Clinic Manager of Raffles Medical in Beijing, Tianjin and TEDA. She has been working in China since 2002 wherein she joined the International SOS Assistance Centre as an evacuation nurse and later moved into healthcare management. Now responsible for the overall business of three clinics, as well as their day to day operations, Ebdon strives to deliver a service based on international quality standards, compliance with local regulations and to bring high quality customer experience.

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◀ Drone technology set to revolutionize industry

Drone technology is nothing new, it's been around since the early 80's with applications mostly in the military and government sectors. But with recent investment, heavy research and improved legislation, drones have begun to revolutionize industries and play a part of our lives everywhere you look!

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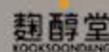
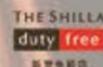
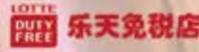
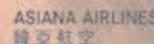
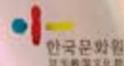
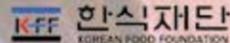
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Tianjin News

Holiday Inn Tianjin Aqua City Won Three Awards



Holiday Inn Tianjin Aqua City was honoured to receive the "Golden-Olive Awards – China's Best Popular Hotel, China's Best MICE Reception Hotel, China's Best Business Hotel" at the 2016 Beautiful China Hotel Leaders Summit. At the same time, the hotel Director of Sales and Marketing, Ms. Parisa Li was named "Outstanding Hotel Director of Sales and Marketing". Holiday Inn Tianjin Aqua City won the awards and support from discerning guests who consistently acknowledge the brand image and impeccable services. The hotel is well equipped with advanced conference facilities, state-of-the-art equipments, comfortable and elegant rooms and friendly and efficient services, making it an ideal venue for business travelers.

Hyatt Regency Tianjin East gave great support to WTA Tianjin Open



"Begin the dream, battle your heart". The third edition of the Tianjin Open took place from 10th to 16th October 2016, and Hyatt Regency Tianjin East as the sponsor gave great support to WTA. 2016 WTA Tianjin Open Player Party was held at Hyatt Regency Tianjin East on 10th October 2016, with the tournament's stars, including Zhang Shuai, Agnieszka Radwanska, Monica Puig and Svetlana Kuznetsova attending this stylish party with cheongsam and Tianjin's famous calligrapher taught the players to write "heart" in Chinese.

PANTRY'S BEST bring more joy to dessert lovers



In the year 2016, PANTRY'S BEST has been authorized by Walt Disney as China's official baked goods category licensee. Disney is dedicated to bringing unique and heart touching experience to consumers around the world which is found in line with PANTRY'S BEST "delivering happiness" concept. Meanwhile, Disney's stringent requirement on co-branding partners happened to coincides with PANTRY'S BEST's attitude of excellence. As a result, from 2016 PANTRY'S BEST has been authorized to distribute the characters of Disney classic animated cartoons such as "Frozen", "Zootopia", "Winnie the Pooh", "Alice in Wonderland" and "Beauty and the Beast" Dessert.

Axus Polo Team won the Inaugural Fortune Heights Nations National Cup



Autumn rain fell unrelentingly at the South Field of Tianjin Goldin Metropolitan Polo Club today, but it failed to dampen the spirits of Grand Finalists Fast Fish and Axus, two 10-12 goal Asian polo teams facing off under heavy skies to fight tooth and nail for the first ever Fortune Heights National Cup. Both sides had earned the right to contest the final after beating their opponents yesterday in a couple of exciting matches. At the closing medals ceremony, Ignacio Kennedy from team Axus was awarded the tournament's MVP for his three runaway goals in today's final. Birthday boy Derek Reid was called upon to present the prize of Best Pony and this time it went to Genius.

Tianjin latest Chinese city to restrict property purchases



Tianjin has become the latest Chinese city to restrict property purchases, the city government says, as second- and third-tier cities across the country try to cool rising home prices. In a statement posted on its website, the city said it would stop people who do not have the "hukou" residence permit for Tianjin from buying a second property in downtown area. Down payments for non-residents in downtown locations will also have to be no less than 40% of the purchase price, it added, without saying what it had been before. Tianjin is the newest second-tier city to introduce measures to restrict home purchases in response to surging home prices. Nanjing, Hefei, Suzhou, Xiamen and Hangzhou have introduced similar measures.

More robots for Tianjin industries



The annual output of the robotics industry in Tianjin is expected to be worth 12 billion yuan by 2020, with the total number reaching 60,000 robots, according to the Tianjin Municipal Commission of Industry and Information Technology. At present, the scale of robotics industry in Tianjin has reached 3 billion yuan and there are more than 100 robot production companies, with a capacity of more than 1,000 robots. Traditional labor-intensive companies are introducing robots to lower labor costs and develop into high-end manufacturing industry. A unit of Markor Furniture Group, which is located in Tianjin Economic and Technological Development Area, estimated that it could cut labor costs by 50 percent with the application of robots.

FINANCE

Marriott hotel group to double presence in China



Marriott International Inc - the newly-merged company that is the world's biggest hotel group - plans to double its presence in China, the firm announced on Sept 23rd. The Maryland-based group announced the same day its completion of the acquisition of Starwood Hotels & Resorts Worldwide Inc, following approval from the Chinese Ministry of Commerce on Sept 20th. Marriott International now operates a total of 260 properties in China, with another 300 in the pipeline. Research firm Euromonitor International estimated that it enjoys a leading market share of 4.1 percent in Chinese market, followed by Homeinns Hotel & Management at 4 percent and China Lodging Group at 3.9 percent.

IMF announces that SDR included RMB from October 1st



The International Monetary Fund (IMF) announced on Friday that its Special Drawing Rights basket of currencies for the first time included the renminbi as of Oct 1st. "The expansion of the SDR basket is an important and historic milestone for the SDR, the Fund, China and the international monetary system. It is a significant change for the Fund, because it is the first time since the adoption of euro that a currency is added to the basket," IMF Managing Director Christine Lagarde told reporters at the IMF headquarters in Washington on Friday.

China will improve access for foreign companies



China's State Council said on Saturday that the country is committed to improving access for foreign companies in China, as part of "a new round of high-level opening up". According to a statement released on Saturday following a State Council meeting chaired by Premier Li Keqiang, the Chinese government will create an environment for fair competition for foreign firms. In future, except for certain sensitive industries in which access for foreign companies is restricted, foreign investments would only require registration rather than approval. The statement did not offer details on how the new system would work. It also said the Chinese government would take further steps to improve market entry for foreign companies.

China to remove price control over salt market



China has decided to remove administrative price controls on the salt market to foster competition, the country's top economic planner announced on Sunday. The move will put an end to the nation's 2,000-plus-year state monopoly in the salt industry. Ex-factory, wholesale and retail salt prices will be decided by the operating costs of businesses, product quality and market conditions, rather than the government, starting Jan. 1st, 2017, according to a statement released by the National Development and Reform Commission.

Female investors rise to the top of venture capital companies



The largest venture capital fund ever raised by a woman isn't in Silicon Valley or even the United States. It's in Beijing and is run by a former librarian who keeps such a low profile that she's a mystery in China. Chen, 46, is part of an unusual group of female investors who have risen to the top of the venture business in China and have helped fuel the country's technology boom. They've backed some of China's most successful startups and their influence is growing as they raise more money, recruit other women and sow the seeds of the next generation of technology companies.

China Life invests in Starwood hotels



Starwood Capital Group sold a stake valued at about \$2 billion in US hotels to China Life Insurance Co, extending a streak of Chinese investment in overseas lodging properties and travel-related businesses. China Life, the country's largest life-insurance company, will be the lead investor in the properties with sovereign-wealth funds and others also owning a piece of the 280 select-service hotels in 40 US states, Starwood said in a statement on Tuesday. The whole portfolio is valued at more than \$3 billion, according to Starwood. The Greenwich, Connecticut-based firm, which last year sold New York's luxury Baccarat hotel to another Chinese insurer, will continue to be the asset manager.

China's Weibo overtakes Twitter in market cap



Chinese social media giant Sina Weibo overtook its US counterpart Twitter in market capitalization for the first time ever during trading on Monday. Nasdaq-listed Sina Weibo saw its market value rise to about 11.32 billion US dollars at one point during trading on Monday, while that for Twitter, which is listed on the New York Stock Exchange, stood at about 11.22 billion US dollars at the same time. It is the first time that the Chinese microblog service has outperformed its US counterpart in market cap. Sina Weibo's share price closed at 52.91 US dollars per share while that for Twitter stood at 16.73 US dollars with the former lagging behind the latter by about 600 million US dollars at market close.

Law & Policy

Beijing to cut number of new cars



Beijing's transport authority on Tuesday said that the city will limit the number of cars on road to 6.3 million in 2020, as part of efforts to reduce traffic congestion. According to Beijing Municipal Commission of Transport, the number of new license plates available to registered drivers, currently handled through a monthly lottery, will be reduced from the current 150,000 a year to 100,000 in 2018. The total number of cars on road in Beijing was 5.62 million by the end of 2015.

China launches pilot work permit program to attract top foreign talent



A pilot program meant to replace two previous permits that foreigners are required to get in order to work in China with one shows that the country welcomes foreign talent, said analysts. The program will be launched on November 1st in Chengdu, capital of Southwest China's Sichuan Province. The program will merge the two permits, one for "foreign employees" and another for "foreign experts," into one, according to the Bureau of Foreign Experts Affairs in Chengdu. The program will be enforced nationwide in April 2017, the State Administration of Foreign Experts Affairs (SAFEA) said in September.

TELECOMS

Unicom 'likely' to report profit slump



China Unicom Hong Kong Ltd said it expected to report on Friday an 80 percent slide in its profit for the nine months through September, due partly to higher selling and marketing expenses. In a statement to the Hong Kong Stock Exchange on Tuesday, mainland's second-largest telecom service provider forecast its nine-month profit at 1.6 billion yuan (\$240 million), down 80.6 percent from a year earlier. First half profit had plunged 80 percent to a 16-year low after raking up the expenditure while marketing its fourth-generation (4G) network.

GENERAL

Facebook and Google are welcome back to China



Will Facebook and Google come back to China? The Chinese government says they can, as long as they "respect China's laws". Ren Xianliang, deputy director of Cyberspace Administration of China said: "China's Internet development has always maintained a policy of openness. As for foreign Internet companies, as long as they respect China's laws, don't harm the interests of the country and don't harm the interests of consumers, we welcome them to enter China, where they can together share the benefits of China's developing Internet."

Apple says it will open a second research facility in China



Apple Inc. plans to open its second research and development center in China, a move that could help bolster the tech giant's presence in a lucrative market. The Cupertino, Calif., company said it would open a facility next year in the manufacturing hub of Shenzhen. In a statement, Apple said the center would allow the company's engineering team to "work even more closely and collaboratively" with its manufacturing partners. "The Shenzhen center, along with the Beijing center, also aims at strengthening relationships with local partners and universities as we work to support talent development across the country," Apple said.

CHINA IN THE WORLD

China launches 2 astronauts on its longest space mission



In the latest move in its ambitious space program, China launched a manned spacecraft from the Gobi Desert on Monday morning. Images broadcast on CCTV showed the astronauts giving a salute seconds before launch and 15 minutes later they could be seen on the live feed clasping their gloved hands, apparently sign of a successful launch. The spacecraft, called Shenzhou-11, is to dock with an orbiting space laboratory launched last month. The astronauts are expected to stay in the Tiangong-2 lab for 30 days before returning to Earth, the deputy director of China's Manned Space Agency, Wu Ping, said before the launch.

British Airways to cancel Chengdu route



Starting in January, British Airways (BA), one of the largest UK carriers, will suspend its services between London and Chengdu, the booming second-tier city in Southwest China's Sichuan Province. In a note on Wednesday, BA said that "we regret that we have decided to suspend the Heathrow to Chengdu route. We have a proud tradition of flying to China, but despite operating this route for three years we have found that it is not commercially viable." The route's final flight will be on January 13th departing from Chengdu.

X-ray use for security is halted



Checkpoints at airport and train stations in Sichuan give up radiation screening after safety outcry. Shuangliu International Airport in Chengdu, Sichuan Province stopped using X-rays in public security checks on Thursday, according to Gong Yitao, a staff member in the airport's publicity department. On Wednesday, after the ministry issued the circular, all railway stations in Chengdu stopped using X-rays, according to Tian Xiaochuan, an official at Chengdu Railway Station North. The circular was issued by the ministry after many passengers complained that X-rays posed a health threat.

More young Chinese studying abroad



A report says the number of Chinese primary and middle school students who have chosen to study overseas has risen sharply in recent years. Experts warned that Chinese parents should be more rational and cautious before they make such an important decision for their children. China Education Online or eol.cn, the largest education portal website in China, published the Report of Development and Trends of Studying Abroad of China in 2016 on Friday, which shows that the fast rise in the number of Chinese middle and primary school students studying abroad.

Train maker renews plans to build 600 km/h Maglev Train



China's top train maker is making a fresh attempt to build a magnetic levitation train that can reach speeds of up to 600 km/h — or nearly two-thirds the cruising speed of some commercial passenger planes — six years after a previous pilot program was shelved. China Railway Rolling Stock Corp. Ltd. (CRRC) said that subsidiary CSR Qingdao Sifang Co. Ltd. will build the trains and a test track that is at least 5 km long, the official China Central Television reported on Sunday. Unlike traditional trains, maglev trains use magnets to lift the railroad cars above the tracks and move the train forward. CRRC did not reveal a timetable for its latest project.

China appoints Yao Ming as ambassador to Mars



Basketball star and internet celebrity Yao Ming has been appointed China's ambassador to Mars. Ming won't have to pack his bags though, instead carrying out his duties from Earth, as he promotes the country's first mission to the Red Planet in 2020. The 2.29 meter tall sportsman will help to generate interest and support for China's bid to send a rover to Mars to join NASA's Curiosity spacecraft. Eleven ambassadors have been recruited by China, including science-fiction writer Liu Cixin and coach of the women's Olympic volleyball team Lang Ping. Boyband TFBOYS are also enrolled as ambassadors. Here's hoping they're still considered boys by 2020.

11.3

According to September statistics, China's government spending has been up 11.3 per cent year on year, signalling positive growth pace.



5,000

Starbucks CEO announced goals to double the number of Starbucks Coffee chain stores by the year 2021, aiming to make the store count reach more than 5,000.



1

E-commerce giant Alibaba and retail heavyweight Suning plan to invest 1 billion yuan in a new joint venture to set up a new e-commerce firm in Chongqing to intensify competition with JD.com



6.7

China's economy grew at an annual rate of 6.7 per cent in the third quarter of this year, falling in line with Beijing's growth target of 6.5-7 per cent in 2016.



2

Starwood Capital Group sold a stake in US hotels valued at \$2 billion to China Life Insurance, signalling a positive relationship and more potential opportunities across a wide range of real estate asset classes in the coming years.



10.8

Wal-Mart Stores Inc raised its stake in China's leading e-commerce marketplace, JD.com, from 5.9 per cent to 10.8 per cent. This comes as a move to improve Wal-Mart's understanding of consumer shopping behaviour to help crack the China market.



18

It took only 18 days for Xiaomi Corp to sell over 1 million mobile phone handsets in India, making it the largest market outside of China.



The State of China's Economy

By Anthony Lawry



As has been the case over the last number of months, economic data coming out of China indicates that the state of overall Chinese economy is mixed. Because of this, analysts looking at China's economic outlook and future of Chinese growth are uncertain at its most benign characterization. While recent data suggested that factory output prices increased in the month of September for the first time in five years, a negative Chinese trade report for the same month negatively shocked equity markets in Europe and the United States.

In an incredibly negative turn of events, exports for the month of September decreased by a large 10% compared to last year's September export figures and imports also unexpectedly fell, thus questioning whether or not domestic consumption demand was maintaining high levels of growth which the country enjoyed in August of this year. In spite of this negative monthly data, China's economy, nonetheless, has shown indications of a lukewarm stabilization, yet analysts still question if this is the so-called 'soft-landing' economists and business leaders are hoping for. That is to say, the data has yet to confirm whether or not

In spite of this negative monthly data, China's economy, nonetheless, has shown indications of a lukewarm stabilization.

China's economy will continue to incrementally slow or if a hard crash is yet to metastasize.

Regardless, the large degree of stimulus or capital injection into the economy has eased the minds of investors and officials alike. Billions of dollars have been flowing into markets, really, for the past eight years in what is largely viewed to be the continuation of China's capital lifeline. In mid-October, the People's Bank of China injected nearly \$32 billion into open-market operations. To a large degree, these policies have been an extraordinary success for the continuation of unprecedented levels of growth in spite of the worst global recession since the Great Depression, the 2008 Financial Crisis. Nonetheless, questions arise as to whether or not capital injections will

continue as Chinese state-owned enterprises have accumulated around \$18 trillion in debt. While this debt-fueled growth is truly a global trend since the 1970s and has been the ending of the gold-backed US dollar, this provincial, corporate and national debt still has many investors worried. Nonetheless, Chinese firms and central authorities have eased markets with much talk of deleveraging these large levels of debt.

Other less looked at economic data has also been somewhat of a cause for concern. 10-year bond yields declined to a 12-year low falling by nearly 2.64%. This is the lowest level of 10-year bond yields since Bloomberg began collecting data on Chinese bonds in 2006. Any rudimentary macroeconomic textbook would suggest one indicator of recession is the flattening of what is called the yield curve. Rather, times of economic prosperity are more evident when short-term yields (one to two year maturities) are low and long-term yields (ten year maturities and longer) are high. The flattening of this curve or when long-term yields decrease while short-term yields increase is typically an indication of an economic slowdown. It is when the curve is inverse (short-term yields high with



long-term yields low) that an economy is facing a recession or even a depression. While a number of relatively healthy economies, like the United States, have been facing flattening yield curves, it should still be considered a cause for concern.

Again though, nefarious signs can be overshadowed by positive ones. A Reuters' poll of 58 economists concluded that China's GDP rose to 6.7% in the third quarter of 2016, a similar growth level to that of the first and second quarter. These same

economists suggested that China will be able to meet its GDP growth targets for the rest of the year and may do so for 2017 as well. In spite of this, figures that make up GDP growth have counterintuitively slowed over the past month including freight volume, passenger traffic, and the number of floors under construction. While calculating these figures into actual growth can be tedious, they also tend to be more accurate of the overall economic picture than mere GDP numbers. Furthermore, these figures are used to correlate directly with GDP figures, but diverged from GDP figures around 2012 according to Capital Economics.

Regardless, this space will be tracking both figures closely over the next month. Overall, gauging the degree to which China is growing or if

China is actually not growing at all can be a complicated and dizzying spectacle. There is little doubt that the Chinese economy has hit a few bumps in the road over the past few years and forecasting any country's economic outlook is becoming even more difficult in a global economic environment defined by uncertainty and in turn volatility. There are a number of pieces that need to fall into place in the upcoming months for China to continue the moderate levels of success they have been enjoying over the past few months. As of now, it is almost up to the viewers and their level of pessimism or optimism as to whether or not China's economy is headed towards more economic calamity or if the economy has finally been corrected and is careening towards stabilization or healthy economic growth. **E**

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Will India become the next China?

Battle of the world economic superpowers

By Annie Ly

It is incontestable that in today's world the battle to become the most preeminent global super power is currently a two sided match between China and the USA. Yet, India has long been considered a nearly-super power on the cusp of similar status with elements of its economy that harness great potential for it to become a true challenger in the ring. Often underestimated due its inability to 'get its act together' to be considered a real threat, this month we look to the aspects of the country's industries and power that leading economic powers should pay more attention to if they are to keep hold of the reins.

The game changer

Since Narendra Modi took to the helm as India's Prime Minister in May 2014, the country has seen positive change towards rapid economic growth and improvement of foreign relations. Both factors come hand in hand and must work in sync if India is to be taken seriously as a player on the world stage.

As an artful salesman, Modi has been able to spread his personable brand on foreign tours seeking to reshape the contours of foreign diplomacy. Prior to his ascension, India's place in terms of foreign relations has been viewed as disengaged and cautious towards the wider world. However, Modi is a real game changer that does

peak China's interest when it comes to trade relations. As the leader of the world's biggest democracy, it comes as no surprise that India has looked towards Western countries to strengthen relations. In particular, Modi's recent visits to the US, Switzerland and Mexico position the country as a worthy nuclear state. Currently not a member of the 48-state Nuclear Suppliers Group (NSG), entrance would give India clear gains and access to a market in which to sell its own top civilian technology. Further, closer ties with America give China some cause for concern, playing into the Pentagon's efforts to counterbalance China's influence.

Leveraging soft power

Modi is clearly, on the surface, very popular in the public eye. Here, India's sources of soft power should not be underestimated in its ability to peacefully disrupt the current world order. The Indian diaspora already reaches far and wide globally with the expatriate community helping to disseminate Indian culture and traditions. More specifically, in terms of higher education, many Indians travel further afield to qualify for university degrees and eventually settle in these respective countries. It is these global connections and sources of soft power that allow India to project culture and give Modi the foot in the door to practise what has been termed 'yoga diplomacy'; the image of a peaceful disrupter.

How to solve the issue of efficiency?

China's economic growth in recent years is down to a number of factors, one of which is most certainly the efficiency of an authoritarian state to accelerate the progress of implementing policy or establishing necessary infrastructure. Land for factories, offices and apartments are more easily obtained whilst bullet trains and modern highways are constantly being worked on and appear to spring up everywhere. India must demonstrate that democracy does not equate to sluggishness and inefficiency.

The paths to growth

As domestic consumption in India accounts for more than half of the country's GDP (57 per cent), government budgets reflect this demand by focusing on stimulating rural demand to sustain the trend. In terms of Government reforms in the face of the current global economic slowdown and increasing uncertainty, India has certainly displayed strong resilience. Farm loans, crop insurance and health insurance schemes have proved highly beneficial to rural farmers. Alongside spending on rural infrastructure, these measures will improve capacity building at a grassroots level and in turn alleviate poverty. The resulting demand boost will likely sustain domestic demand over the longer term.

Internal demand in India is unprecedented. According to the latest World Economic Forum's Global Competitiveness Report, it has the third largest market size. At a time when global slowdown appears to be

Modi is a real game changer that does peak China's interest when it comes to trade relations.

affecting more mature economies, it is now that India must capitalise on domestic consumption to drive forward. A focus on India's millennials to lead this growth will also be beneficial. With 440 million millennials, it has been estimated that around two per cent of India's population is already part of the urban middle classes (those with an annual income of \$11,000) – and that's expected to rise in the future.

The potential to tap into this market to drive domestic consumption is great, especially as mobile connectivity and e-commerce continues to become more pervasive in the country. The way in which products and lifestyle can be marketed to this growing and crucial market is likely to catch up with similar trends currently apparent in China. It is certainly a place where domestic companies can capitalise on growth whilst simultaneously playing catch up to its Asian rivals.



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People power

Finally however, it should not be overlooked that the current state of affairs for majority of the Indian population does not align with the lifestyles of the urban middle class. India still has much to do to improve health standards, education and labour market efficiency on the whole. In health and primary education, for example, India comes in at 98th of 144 economies, whereas China sits in 46th place. In higher education, India stands at 93rd, with China ahead in 65th. And in terms of labour market efficiency, India does not even make it into the top 100: it stands at 112th out of 144 measured economies; China finishes 37th.

The potential for India to catch up is great. However the reality shows that the chasm between India and China is deep. It will not be enough for India to surpass China in terms of economic growth. It must do more to overturn political inefficiencies that present barriers to business growth. Further, it must drill down to the core of how to take care of people that will clearly be the main drivers of success if it is to play a real role on the world stage. ■



THE RITZ-CARLTON

TIANJIN

Going Above and Beyond Guest Expectations

Exclusive interview with Hugo Montanari
General Manager of The Ritz-Carlton, Tianjin

By Nadia N.

Hugo Montanari is an elegant and mature hotelier who has joined The Ritz-Carlton, Tianjin, after having gained experience of strong hotel leadership in several continents. Having a rich pedigree in international hotel management, Hugo Montanari has enriched the iconic The Ritz-Carlton, Tianjin with his 12 years of operational excellence. Business Tianjin spoke exclusively with Mr. Montanari about his principles, ideas, future plans and, of course, Tianjin.

You have been managing top profile hotels in different countries. After this tremendous experience, what brought you to mainland China?

Firstly, what's brought me to China is curiosity. I have been quite fortunate to have been given the opportunity to work in different countries and with people of different backgrounds, therefore China appealed from that perspective as well. I was born in Italy but have been working and living in Bangladesh, India, Papua New Guinea, Dubai, USA, Switzerland and many other countries. However, all in all, I have spent most of my life in Asia. When I received an invitation to work in China, I agreed, and my first hotel - The Ritz Carlton, Yalong Bay - was located in Sanya, Hainan. It was



Share the same values and maintain family-like environment among the team.

an amazing experience living in the new environment, exploring Chinese culture, meeting people from diverse backgrounds while managing the resort. The next step of my experience in China has been Tianjin, where I greatly enjoy my life and work.

Having experienced living and working in several continents, what are some crucial aspects of integrating in new culture in terms of hotel management?

In my view, there are three main aspects. When coming into a new culture that is other to yours, respect is vital. Differences in culture bring along differences in food, language, habits, ways of thinking and taking decisions. As a result while managing the hotel, you need to be respectful and tactful. Another key skill is the ability to adapt: to surroundings, to the way people think and act, new ideas and suggestions. Occasionally, I am truly fascinated by the new "out of the box" ideas that my colleagues come up with and this is due to the absolutely different perspective that they have. Lastly, patience is another significant aspect of being a hotelier in China. Patience and seeking to understand my team while having language barrier and different ideas, is a key to successful performance in the hotel.

The hotel industry is still growing and rapidly developing in China. How do you maintain your staff and build up your team in such a fast-changing environment?

First of all, I build it up as a family and out of mutual respect. Taking the position of General Manager of the hotel, I still consider myself as being a part of the team, and of course, we are there to take care of our guests, to satisfy them and answer their expectations. To achieve this goal, I need to take care of my team. With the fast-changing hotel industry in China and variety of opportunities there are, it is necessary to share the same values and maintain family-like environment among the team. People will definitely stay if they see clear goals and understand the way of personal development. That's why I have frequent development conversations during which we discuss plans about what we can do for them in the future. You must stick by your word. The result is all members of the team realise their opportunities through confidence

and knowledge. Overall, we were very pleased: the staff turnover has reduced to less than 13% this year.

The Ritz-Carlton, Tianjin is certainly one of the most famous and glamorous hotels in China and the world. What are the main factors in your opinion that influence customers to choose The Ritz-Carlton, Tianjin?

It is definitely a combination of several factors. To start with, we have a wonderful building -- one of the most beautiful ones in the city. We thank our ownership group for that -- they have invested heavily in this project and even brought in a French designer. When arriving at the hotel, everyone experiences this "wow" factor. However, it is only a first impression.

Most importantly, we have our three-step service. At the first stage, we always warmly greet our guests by

Patience is a significant aspect of being a hotelier in China.

their name and provide them with a warm welcome. The second step is anticipation and fulfillment. Our team goes above and beyond to provide our guests with practically anything they require. For instance, picking up documents from the business district, bringing left luggage from the airport and so on -- everything will be done without delay on special request. And as for the third step, we always give every guest a fond farewell using their name as well.

It's this kind of top quality service that increases our memorability and establishes loyalty amongst our customers. The Ritz-Carlton, Tianjin is a luxurious hotel with corresponding prices and our guests are expectedly looking for value

for money. Their expectations go way beyond the beautiful decor and facade. If the guest is willing to pay more to stay at The Ritz-Carlton, Tianjin we need to satisfy even their unexpressed wishes and expectations.

The Ritz-Carlton, Tianjin not only has great rooms, but also features several recreation and dining facilities that are well-known among locals and expatriates alike. What tools do you use to manage them and maintain top level service?

First, we have Flair - the bar and restaurant - featuring a wide collection of spirits and drinks and serving South-East Asian cuisine. Secondly, we have two restaurants - Zest and Tian Tai Xuan. Breakfast, lunch and dinner for our guests as well as Sunday family brunches are served in Zest. Our Chinese restaurant, Tian Tai Xuan, serves a mix of Cantonese cuisine and Tianjinese local food.



Our team goes above and beyond to provide our guests with practically anything they require; everything will be done without delay or special request.

As for organising and managing different departments, The Ritz-Carlton, Tianjin has a guidance team, each member of which is specialised in a role: Chef, Food and Beverage Director, Director of Rooms, HR Director, Engineer, Sales and Marketing Director. Each of them is a leader of their own teams, taking care



of their own divisions. As a General Manager, I also spend a lot of time in each department mentioning the details that make a difference. To ensure best quality service, we have a clear training plan for each of our ladies and gentlemen when they join on board to help them understand the relation between people and processes.

What are the most significant specialties and services that The Ritz-Carlton, Tianjin offers to guests?

As The Ritz-Carlton, Tianjin welcomes a lot of families on weekends, the hotel offers a variety of specialties for children. Firstly, when you check in you are going to find a

tent in your room for your little son or daughter – The Ritz-Kids Safari - where they can play (they are also given a torch) and even sleep with their teddy bears. Kids are also given a special passport giving them the opportunity to play treasure hunt around the hotel. We find it's very important to make sure that kids can have a great time at The Ritz-Carlton, Tianjin. Secondly, it is the unique feeling of coming into the castle-like building of The Ritz-Carlton. It is combined with the residential feel - each guest gets this warm feeling of being at home while sitting at the lobby, entering the Club Lounge or staying at their room rather than feeling like they're just in a hotel.

What do you think needs to be done to develop Tianjin and its lively hospitality industry?

As for The Ritz-Carlton, Tianjin it is located in the city centre and can be easily accessed from main city's most important locations - airport, railway station, Wudadao and so on. In my view, having worked in actual resort The Ritz-Carlton, Sanya, I would describe The Ritz-Carlton, Tianjin as an urban resort. A lot of guests are already coming to enjoy their time. However, it is important to bring up Tianjin not only as a business destination, but also a touristic one. Neighbouring Beijing, Tianjin has large number of historical places and attractions. It is truly a great place to visit for both Chinese and international guests. This is where Tianjin hotels are required to continue to market it in order to both drive up the rate and attract more tourists in Tianjin.

Tell us more about upcoming events and new services that The Ritz-Carlton, Tianjin will have in future.

In terms of events, we have a strong focus on food. For the moment, our executive chef is practicing a very

special ritual: making eight courses for eight people. He does it in a small location in the hotel, while cooking amazing dishes created by himself and sharing stories about his life and experiences. We had great success with this ritual in October and we are planning on holding it again in November and December. Also this year we are planning on holding a spectacular Christmas celebration. Alongside all the festivities, we are going to have a giant gingerbread city, made by our pastry chef. As for services, we are looking into creating a number of special experiences for



our guests - concerning food, rooms and special offers.

The Ritz-Carlton, Tianjin has expanded and opened The Ritz-Carlton Hotel Company's second residences in its China portfolio, The Ritz-Carlton Executive Residences, Tianjin. Tell us more about these projects.

On September 28th we had the grand opening of The Ritz-Carlton Executive Residences and we believe this is something new in terms of

exclusivity for Tianjin. Residences are made to maintain and to ensure total privacy of our guests. They also feature great number of facilities - library, meeting room, breakfast room, movie room, gym, sauna and so on. Even if The Ritz-Carlton Hotel and The Ritz-Carlton Residence share the same decor and design, the latter has its own service team and doubles most of the hotel facilities. The Residences also feature bigger living space (90 to 300 sqm), air purification units, high quality appliances and absolute privacy. It gives a very comfortable, exclusive, yet elegant feeling.

We know that you are a family-orientated man. Can you tell us more about how you and your family spend time in Tianjin?

I have two children, and along with my wife, we are enjoying living in Tianjin. In fact, it is to my children that I owe the idea of focusing on families and kids in The Ritz-Carlton, Tianjin and bringing more ideas concerning them. As for my family, all of us spend a lot of time travelling around the world. Both of my children were born in different countries so as children of the "third generation", they adapt to local culture, food and language pretty quickly. They are very lucky to have amazing opportunities to play with children from different countries. As for my wife and me, we enjoy doing sports. This is a way for me to unwind and get more fresh ideas. Also, we enjoy exploring new things, such as food, restaurants and places. I firmly believe that before assuming that you dislike something, you need to give it a try first. It also goes for traveling - Guilin, Xi'an, Kunming, etc. - such a wonderful country has a lot to offer.

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Dialogue with Natalie Ebdon
Clinic Manager of Raffles Medical Group
in Beijing, Tianjin and TEDA

Expanding Healthcare Horizons

By Michelle Port

Beginning her career in healthcare over 25 years ago as a nurse in Australia, Natalie Ebdon is now Clinic Manager of Raffles Medical in Beijing, Tianjin and TEDA. She has been working in China since 2002 wherein she joined the International SOS Assistance Centre as an evacuation nurse and later moved into healthcare management. Now responsible for the overall business of three clinics, as well as their day to day operations, Ebdon strives to deliver a service based on international quality standards, compliance with local regulations and to bring high quality customer experience.

As Raffles Medical Group is born out of a recent merger with International SOS, Ebdon speaks to us about the benefits of this expansion for healthcare in Asia as well as giving us insight into healthcare trends for the future.

What factors contributed to the company's decision to establish the joint venture with Raffles Medical Group and International SOS in China and Cambodia?

Raffles is now truly a pan-Asian healthcare company. With our operations in Singapore, Hong Kong, Shanghai and Osaka, the joint venture continues to expand Raffles services to nine new locations. As Raffles celebrates 40 years of caring for patients and clients and working with all partners to deliver the care and service that Raffles is well known for, we are now well placed to meet their diverse and comprehensive needs across Asia.

Tell us a bit about the services and locations of Raffles Medical Group.

Raffles Medical Group is the largest private medical group in Singapore, owning and operating medical facilities that are fully integrated. Since its founding in 1976, RMG has grown consistently to serve more than 2.2 million patients in Singapore and over 6,500 local and multi-national corporate companies spanning all industries each year.

Across Asia, Raffles Medical provides a range of services including general practice, medical checkups, specialist services, health screening, dental services, in-patient services, traditional Chinese medicine, Japanese clinic and pharmacy services.

Following the joint venture, Raffles Medical is now in 13 cities, namely

This model promotes peer reviews to achieve higher standards of medical excellence and accountability.

Singapore, Beijing, Shanghai, Hong Kong, Shenzhen, Nanjing, Tianjin, Dalian, Osaka, Hanoi, Ho Chi Minh City, Vung Tau and Phnom Penh. The service levels and medical care in each clinic adhere to the same high standard based on established protocols developed over 40 years of medical experience and practice.



Raffles Medical is well known for their excellent and dedicated medical team. Please, talk about them and their experience. How is the team organised?

At Raffles Medical, we pride ourselves on our group practice model, where staff and doctors are centrally accounted for and work as a team, pooling their knowledge, skills and expertise to ensure that our patients receive the most appropriate treatment and care. This model promotes peer reviews to achieve higher standards of medical excellence and accountability.

It also enables us to provide team based patient-centred care, putting the interests of the client and patient first and gives us a unique advantage and value proposition of being



We are really focusing on Telemedicine; technology that allows us to see and treat patients from the comfort of their home.

flexible in tailoring, integrating and efficiently managing a package of services customised to the unique needs of our corporate clients.

What is the key to managing such an experienced and professional medical team to deliver its best?

We all share the same goals -- to provide the best care to our patients. Because of this shared goal, we work hard as a team to ensure that our

focus is always on patient experience as well as delivering services in line with best medical practices for optimal clinical outcomes.

I think the key to managing any team is a shared vision. This, combined with effective communication, ensures that our patients always receive the best care and have a great experience in our clinics.

What benefits can your corporate customers get from this expansion of services?

Courtesy of its expansion, Raffles Medical will have more than 100 medical facilities across 13 cities in Asia. This will allow our clients to have greater accessibility to a growing number of medical centres and even hospital services. For a start, we are offering "Green Channel" to access Raffles Medical specialist services in Singapore and "Green Channel" to access Raffles Medical International vaccination services through their airport clinics, especially in cases where vaccines are not available in China.

With 40 years of experience in medical provision, Raffles Medical offers a full range of integrated medical services with a comprehensive range to support corporate patients in the areas of workplace health, travelling staff support, airport medical, medical advisories, travel medicine etc. As such, our corporate clients will enjoy a greater range of products to support their entire workforce, Chinese and foreign, as well as the exciting new fee structures across a range of areas.

What technical developments have happened recently at the sites you are managing?

We are really focusing on Telemedicine, meaning technology that allows us to see and treat patients from the comfort of their home, office or site clinic. Through Telemedicine

our patients, wherever they may be, can have access to our doctors, and not just the doctors based in Tianjin, but also our family doctors and specialists in Beijing.

How would you evaluate the current situation in the health industry in China?

It is an exciting time in the healthcare industry as China "opens" up the gateways for private facilities/services. The government has increased their focus on healthcare reform and has committed to develop a stronger primary healthcare system with greater accessibility to quality healthcare.

There is still considerable need for wider education of the population on the benefits of general practice or "family medicine". A strong understanding of family medicine and it's a holistic approach to healthcare will allow community clinics to flourish and alleviate some of the demand on the current hospital based system.

The Chinese are looking for improvements in the healthcare options available to them as well as the overall quality of service provided. Areas like quality time with doctors, reduced waiting times and value for money are all areas of interest.

What is next for the future of the industry?

We will continue to see the unfolding of the current 5 year healthcare plan. In major cities, we are already seeing changes in regulations. One example is that in some cases doctors are now allowed to work in more than one medical facility. This is significant as it gives experienced doctors from the 3A (top tier) hospitals the opportunity to share their expertise at a more community level.

We will also see an increase in private healthcare providers, which



will drive competition and in turn improve overall quality and service scope, giving people more and better healthcare options.

What are your thoughts about lower number of expats in China and domestic rivals taking significant market share in this sector?

It is true that we are seeing a change in expatriate demographics in China. In some cases a shift away from the "typical expat" to locally hired foreigners has also been observed. However there is also a growing Chinese middle class, middle and senior managers working for both foreign and Chinese companies who are also looking for new healthcare options.

Healthcare is still very much a growing market in China and Raffles Medical's goal is to provide high quality healthcare that is accessible and affordable to a broad mix of population.

What are some of the things Raffles Medical is doing to maintain its strong position?

China is a priority for Raffles Medical and we have a strong focus on continuing to provide the same

high quality services to our clients and expanding on our programs and services for their entire workforce. Longer term, Raffles Medical is expanding its footprint in China with a 400-bed hospital opening in Shanghai in 2018 and growing the number of facilities we have in China overall.

Can you tell us about any exciting new projects that are currently in the pipeline at Raffles Medical Group?

Raffles Medical is very pleased to be opening a 400-bed tertiary hospital in Shanghai, Pudong in 2018. This hospital will provide a wide range of specialist services with state of the art medical technology to serve the needs of the local and international community.

What are your own personal goals for the coming months and years?

As a member of the Raffles Medical China Executive Committee, I will be focused on supporting Raffles Medical growth and continuing to build relationships and solutions for our clients as their trusted healthcare partner. 

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Chinese ETFs Still Hold Key to Returns

By Anthony Lawry

Electronically Traded Funds (ETFs) are one of the best assets for any investor. ETF-based portfolios nearly always outperform portfolios targeting specific equities and there are less fees associated with them than mutual funds. ETFs also tend to provide higher returns than fixed income assets or bonds. Also, China is still one of the best investment opportunities in the developing market arena. Since the market bottomed out in the summer of 2015, a number of Chinese ETFs have generously provided 75% to 100% returns on investments. Yet, with the promise of returns comes an expected amount of risk. And even if an asset are deemed risky, it may not even have the potential to provide even 5% in yields.

The lack of returns and dividends from world equities has been a problem facing investors for a number of months now. Ever since a “levelling out” of major indices in the wake of an “Everything Bubble”, the confusion surrounding what investments are exposed to risk and which are not has only exacerbated the problem. Yet, emerging market equities, particularly ETFs, are still the best investing mechanism for gaining returns. Also, if risk is something you’re not willing to stomach, it should be recognized that not all ETFs are created equally and not all ETFs have the same amount of risk.

Common Chinese Investments

For the learned investor, there are a number of go-to Chinese ETFs that should be familiar. For those looking at direct exposure to China, familiar Chinese ETFs include iShares FTSE China 25 Index Fund (NYSE: FXI), iShares MSCI China Index Fund (NYSE: MCHI), and SPDR S&P China ETF (NYSE: GXC). Yet, a closer examination of these funds by a number of metrics according to investment research and management firm Morningstar Inc. shows a different picture of these relatively successful funds.

ETFs also tend to provide higher returns than fixed income assets or bonds.

All of these popular investment opportunities have a higher risk-to-return ratio, all of which are rated as having five out of five bars in risk and two to three bars out of five for returns. Dividends vary from 2% to 2.6%. Of course these are go-to options for a reason; from the bottom of 2015’s market crash, they have all recovered a significant majority of their losses. These are the most popular Chinese ETFs by volume and

market value, but again better options are out there for those looking for returns with lower levels of risk.

A Few Alternatives

For those looking for returns with a lesser degree of risk and 100% direct exposure to Chinese equities, Guggenheim China All-Cap Fund (NYSE: YAO) and Guggenheim China Small Cap ETF (NYSE: HAO) are two ETFs from Guggenheim Partners. To begin, Guggenheim China All-Cap Fund (NYSE: YAO) seeks investment results that correspond generally to the performance of an equity index called the AlphaShares China All Cap Index. Diversification of assets includes notable Chinese companies including Tencent Holdings Ltd., Alibaba Group Holding Ltd., China Mobile Ltd. And the China Construction Bank totaling 24.15% of its entire portfolio all of which are long holdings. Its yield distribution sits at 3.26% with \$24.2 million in total net assets. The returns for this fund are high sitting at five out of five while the level of risk is rated at four out of five. In spite of its ‘all-cap’ nomenclature, it is mostly targeting large-cap equities.

As for Guggenheim’s Chinese small-cap counterpart, the fund has an 8% return year to date. As opposed to the all-cap Chinese fund, Guggenheim’s small-cap fund is much more diversified with the number of equities in which it holds. The top ten equities in which it invests in

only accounts for 12.88% of the entire fund. In total, the ETF invests in more than 300 different Chinese small-cap firms, all of which are individually worth less than \$2 million in market value. Over the past year, the ETF has progressed by more than 10% and upwards of 9% over the past five years.

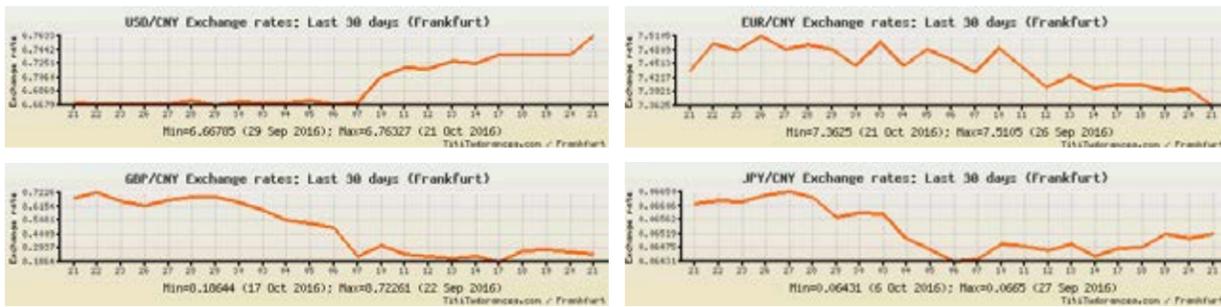
Finally, one under-performing Chinese ETF that looks like it could be poised to increase in valuation is KraneShares CSI China Internet (NASDAQ: KWEB). As is evident by the name, this is essentially a technology sector large-cap fund including well-known equities such as Alibaba Group Holding Ltd., Tencent Holdings Ltd., Baidu Inc., and a number of lesser-known companies such as JD.com Inc., and NetEase Inc. Together, these top five investments make up 46.10% of the entire fund’s portfolio. The fund will normally invest at least 80% of its total assets in equity securities of the underlying index, or in depositary receipts representing securities of the underlying index. If one is inclined to look at China’s economy with a positive eye, this looks like an attractive fund especially considering its up nearly 10% for the year.

In general, it should be considered that China still remains somewhat of a risky market to invest in given the global and domestic uncertainty which could lead to volatility. Yet, with a healthy amount of risk comes a steady flow of returns. It is merely up to the investor to look at specific funds whose calculated risk corresponds with their own personal risk appetite and China provides a number of options no matter what kind of chance you’re willing to take. Risk can be perilous, but also extremely profitable. **E**

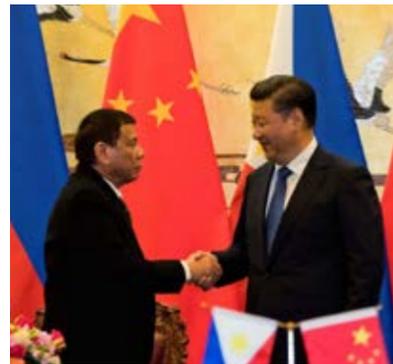


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Stocks and Shares



The Philippines President Duterte Signs \$13.5 Billion in Deals with China



The president of Philippines Rodrigo Duterte signed a series of multi-billion dollar deals with China's President Xi Jinping for a number of investment-related projects between the two leaders' countries. Deals include \$6 billion in soft loans to Philippines from the Chinese government in addition to another \$3 billion in credit mechanisms that would eventually be made available by private Chinese banks. The deals came after President Duterte announced the end of economic and military ties with the United States proposing that a new geopolitical alliance between China, Russia and the Philippines had been established. The deal also included \$15 million in drug rehabilitation centers in order to help President Duterte in his "war" on drug dealers and drug users.

Source: The Inquirer

Chinese Company LeEco Looking to Make Inroads in the US

Chinese conglomerate LeEco, a huge presence in the Chinese electronics industry, officially launched two smartphone models — Le Max 2 and Le S3 — and four TVs in its Super 4 line in the United States market. As one of China's largest smart phone and television producers, LeEco has been poised to target in on US consumers and is now seen to be executing these plans into actions. Earlier this year, LeEco acquired Vizio, the largest U.S. maker of TVs for \$2 billion. As had

been predicted, the acquisition was just the beginning of LeEco's over-arching strategy to internationalize its products and globalize its market targets. By building its brand on American soil, LeEco can begin to increase the broadness of its platform, described by itself as the combination of Amazon, Apple, Paramount Pictures, Tesla, Uber and Netflix.

Source: CNBC



Valiant Sold to Chinese Consortium



Valiant Machine and Tool, launched in the 1950s by Windsor's Solcz family, has been sold to an unnamed investor based out of China. The buyer, whose name cannot be revealed until the deal is finalized, is expected to take over the firm within 60 to 90 days. In total, Valiant employs more than 1,500 workers around the world. In spite of local fears that jobs will begin to move overseas, Canada's Automotive Parts Manufacturers' Association believe this is not only a good move for the company, but for the Canadian automotive industry as a whole. The move creates an opportunity for Valiant, owned by the Solcz Group Inc. to move in the Asia-Pacific market, which is predominantly dominated by other Asian companies. The acquisition is widely viewed to be a part of the general trend of Chinese companies buying up foreign companies in the automobile supply chain.

Source: CBC News

Byron Chong
General Manager
Four Seasons Hotel Tianjin



Excitement around the opening of Four Seasons Hotel Tianjin is attributed to the appointment of Byron Chong as the property's General Manager. A 20-year hospitality industry veteran with Four Seasons across six countries, Byron Chong was previously the Hotel Manager of Four Seasons Hotel Guangzhou before his transition to Tianjin. With a wealth of experience in hospitality service and management, he is leading the pre-opening property to welcome guests to Tianjin's new economic and social hub at the end of 2016.

Byron Chong joined Four Seasons in Hong Kong in 1996, where his passion for exceptional service and commitment to excellence were well recognized. Subsequently, he got transferred across Shanghai, Cairo, Maldives, Singapore, Maui and Guangzhou. His experience and contributions to strengthening the brand have positioned him commendably to lead the team at Four Seasons Hotel Tianjin.

"Whatever the address, we are committed to delivering the same high-quality experience that guests enjoy at any Four Seasons hotel anywhere in the world," says Byron Chong, "Four Seasons, the global standard-bearer of modern luxury travel, brings the extraordinary of the world to Tianjin."

Rising above the heart of central business district and surrounded by architectural reminders of the city's fascinating East-meets-West history, Four Seasons Hotel Tianjin brings the best of the world to this international port city – the gateway to North China.

Simon Song
Executive Chef
Four Seasons Hotel Tianjin



Recently, Four Seasons Hotel Tianjin appointed Simon Song as the Executive Chef. With his distinct culinary mastery, Simon brings a wealth of experience to the hotel and his unique passion for real, honest food that is authentic and speaks to the senses. Before his transition to Tianjin, he was the Executive Chef of Four Seasons Hotel Beijing for two years.

This dedicated executive chef has had a lifelong love affair with food since his teenage years, developed while working in a cafeteria. After graduation from culinary school, he trained extensively with renowned Master Chef Tony Bilson. "Tony Bilson was a huge influence in my career. He led me along the right direction and guided the way I see things," Chef Song said.

Chef Song's entrepreneurial spirit and love of food have taken him far, from the tables of a cafeteria to some of the most prestigious kitchens in the world, working for such prominent restaurant groups and luxury hotel chains as the Minor Food Group International, Aman Resorts International and Four Seasons Hotels and Resorts. Chef Song's flair for South Asian, Cantonese and Western cuisines will be on full display in a range of buffet and a la carte menus as he stands on the threshold of a distinguished career.

Alternative retail channels force malls to adjust

By Lesley Chai, Senior Analyst, JLL Research & Michael Hart, Managing Director of JLL Tianjin



There has been growing excitement in China about retail sales which have grown at a double-digit pace for more than the past decade. One result is the construction of a large number of new shopping malls, so many in fact that we don't believe they will all survive. At the same time, the Chinese have been one of the most aggressive nations at embracing on-line shopping. If that wasn't enough competition, outlet malls have begun to emerge offering shoppers a discount on a number of well-known foreign brands in a single location. Finally, with approximately 100 million Chinese citizens traveling abroad annually, many are shopping abroad for themselves and others and they return not only with merchandise, but with increased expectations around what a retail experience should be. In the industry this new competition is summarized as the three "O's" referring the Online, Outlet and Overseas competition that domestic retail outlets now compete against. In this article we explore more details around each of these competing categories and how Chinese malls are adjusting.

ONLINE SHOPPING

There are a broad range of players in online shopping. Giants like Tmall and JD.com sell a wide variety of products whereas others focus on specific submarkets. Two examples are VIPshop.com which focuses on discounted fashion products and Jumei.com which specializes in cosmetics.

Most consumers understand the convenience of shopping online, with a wide variety of products

on offer, often at lower prices and with delivery included. But a comparison of online sales versus general retail sales shows just how serious this competition is in Tianjin. From 2013-2015, annual increases in retail sales have ranged from 6-14% year on year, while online retail sales have grown from 62-95% year on year. Admittedly, the base for online sales is much lower, but the adoption rate has been rapid.



ONLINE RETAIL SALES VS. GENERAL RETAIL SALES

Tianjin	Online Retail Sales (RMB/billion)	Growth Rate y-o-y	Retail Sales (RMB/billion)	Growth Rate y-o-y
2013	7.1	79.8%	447.0	14.0%
2014	12.5	62.1%	473.9	6.0%
2015	24.4	95.2%	524.6	10.7%

▲ Source: Tianjin Statistics Bureau

OVERSEAS SHOPPING

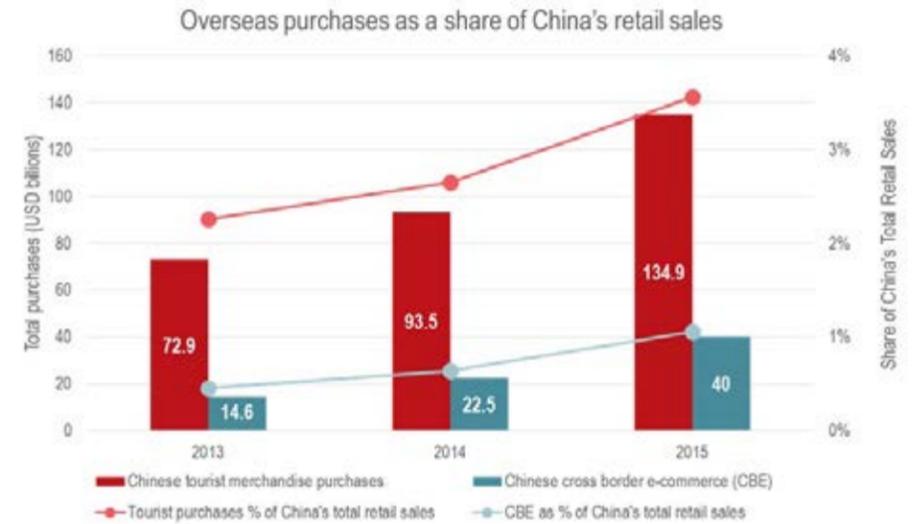
Anecdotes abound regarding Chinese shoppers overrunning luxury outlets in key global cities as they snap up luxury goods that are comparatively cheaper than they are at home. But just how much do the Chinese spend abroad and what impact does that have on retailers at home?

The Ministry of Commerce and others have estimated that Chinese consumers purchased nearly USD 135 billion of goods as they traveled abroad in 2015, effectively double of what they had spent in 2013. We believe purchases abroad are driven by the novelty of shopping while on holiday, the abundance of brands that are not available at home and lower prices, driven basically by China's own high taxes on imported luxury goods. For these reasons, not all shopping abroad can be considered a direct loss to shopping malls back in China, but there is an argument that lowering of luxury taxes in China would help to generate more retail sales in malls within China.

OUTLET MALLS

Outlet malls have also quickly expanded in both Tier I and smaller cities. Certainly, not all outlet malls have been successful, but for those who have, they seem to have found a model they can replicate.

Consumers have been



▲ Source: Ministry of Commerce, iChoice, Nomura Research
*Total retail sales figures exclude automobiles and gasoline

There is an argument that making luxury taxes in China lower, would help generate more retail sales in malls within China.

attracted to outlet malls that offer a range of brands with a wide selection of stock and lower prices all in a compact location, generally in the suburbs of major urban areas.

In 2015, Tianjin Florentia Village, a 70,000 sqm high-end outlet mall located in a suburban area between Tianjin and Beijing achieved sales of RMB 26 billion. This was equal to the sales of the city's highest grossing shopping mall in Tianjin, Joy City which was located in the city center and was double its size at 164,000 sqm. Clearly outlet malls are an attractive retail option for Chinese consumers.



MALL OWNERS MAKE ADJUSTMENTS

With more malls under development and with retail competition coming from these other avenues, what are mall owners doing to stay relevant and competitive? They are largely focusing on tenant mix changes, delivering a better service standard and atmosphere and doing a better job in initial mall design.

Consumers have been attracted to outlet malls that offer a range of brands with a wide selection of stock and lower prices

Customer Service & Design

In 2016, we surveyed around 30 malls in Tianjin and we noticed a significant difference in malls that had opened in 2014 and earlier

and those that opened in 2015 or later in terms of factors related to customer service. Some factors such as abundance of elevators and clear sightlines allowing shoppers to see what was on higher floors were

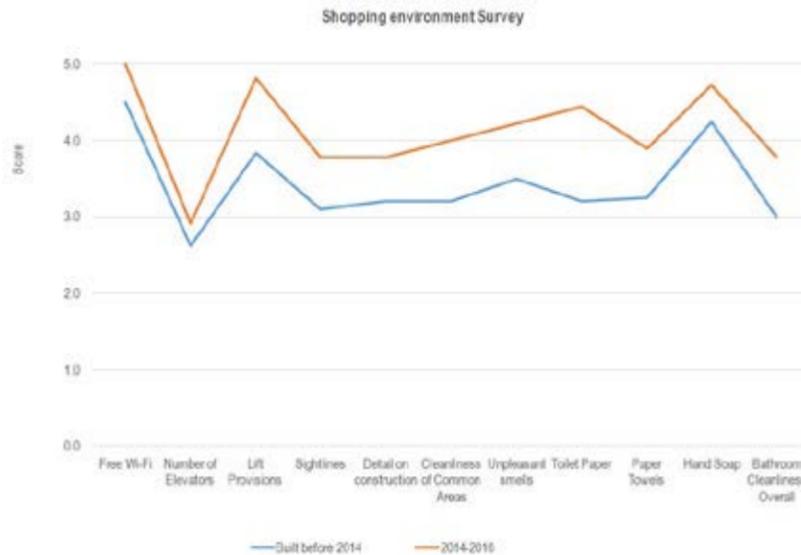
clearly the result of better design and construction. But newer malls also scored better in areas that were largely around the attitude and execution of customer service such as having clean bathrooms and common areas or providing wifi. It is important to note that as Chinese consumers continue to go abroad and spend a significant amount of time shopping on their trips, they will return with higher expectations for a retail experience and amenities in retail outlets.

Tenant mix

To maximize revenues, mall operators have always needed to keep a close eye on tenant performance and tenant mix, monitoring the sales of each shop carefully and being ready to replace non-performers quickly. They have also needed to



▲ Tenant mix change



ensure the right balance of tenant types such as fashion, entertainment and food and beverage outlets to encourage shoppers to spend more time and ultimately more money in the mall on each visit.

Many malls in Tianjin adopted traditional anchor tenants such as ice rinks, cinemas and KTVs to lease large areas and encourage longer visits. Now they are making other changes including:

- Focusing on kids' education such as Wall Street English and Sesame Street English. Xueersi, an education company for primary school students. Taekwondo clubs and instrument classes are often found in more community focused malls.

- Offer adult education including handicraft stores, painting classes, dancing and cooking clubs. Cheer Market and No. 5 Parking in Joy City are typical examples of this change.

- food and beverage outlets since restaurants suffer less competition from online sales. Bookstores with coffee shops, bakeries, snack stores and foreign food restaurants have expanded, reflecting a change in consumers' taste. Examples include Paris Baguette, Baskin-Robbins, Meet Fresh, Japan's Matcha store (甘免庵), Element Fresh and Withwheat.

LIKELY RESULT

While the retail landscape is getting increasingly competitive due to new completions and 3 O's, shopping malls that are able to adapt to new retail trends by introducing attractive experiential brands, a broad range of food and beverage options and provision of a convenient and comfortable shopping environment, still have a place in the market. Expect to see improvements in a retail mall near you soon. **B**

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▲ Public Space



IPR Protection in China for Creative Industries

Know Before You Go

By China IPR SME Helpdesk

China's rapidly expanding consumer market creates both opportunities and challenges for European businesses in creative industries. Ideas and designs are the lifeblood of creative businesses and infringement can be particularly costly and damaging. Because creative ideas and designs that are not adequately protected can often fall victim to infringement by potential Chinese clients or Chinese competitors, European businesses are sometimes reluctant to enter the China market and build relationships with Chinese partners. However, by effectively using the Chinese IP system and taking a few key steps, you can protect your company's IP and foster successful partnerships in China.

There are three key IP issues often faced by creative businesses in various sub-sectors of the creative industry in China including in architectural design, product design, graphic design, web-design, brand design, photography and cinematography, writing, etc. These are copyright, design patents and trade secrets.

COPYRIGHT

As in Europe, copyright in China is automatically awarded upon the creation of a copyrightable work. Copyrightable works include: architectural or engineering drawings; works of fine art; applied art; literary works; music or sound recordings; dramatic or cinematic works; compilations; software, etc. It is important to remember that copyright protects only the expression of an idea, not the idea itself.

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

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

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

DESIGN PATENTS

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

You need to keep your design secret and ensure that it is safe until you have applied for a design patent in China. If you disclose your design

anywhere in the world (in any way) before you apply for a design patent in China, you will be ineligible for protection in China.

TRADE SECRETS

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

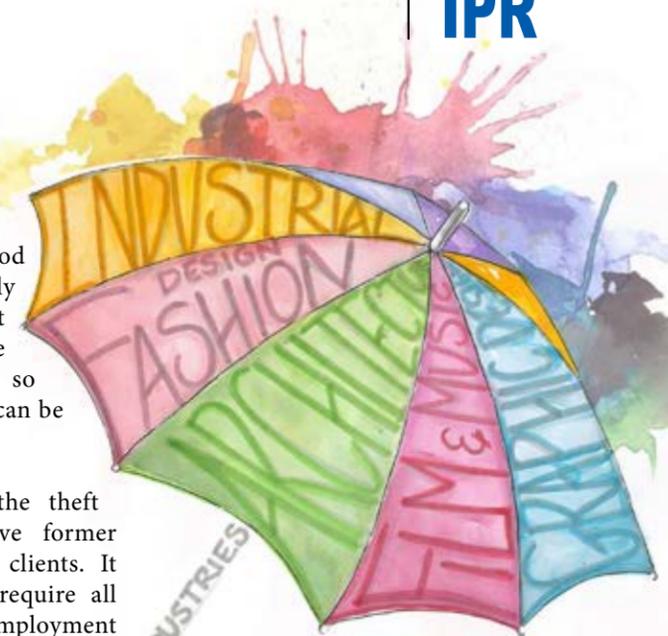
Copyright registration in China is inexpensive, easy, and generally recommended.

Prevention is the key to protecting trade secrets. Although legal action is available, it is often difficult and not always feasible to prevent

the dissemination of sensitive information once it has been disclosed. It is a good practice to periodically catalogue what potentially valuable trade secrets you may have so that proper precautions can be taken.

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

It is also a good practice to insist that third parties, including potential clients or suppliers, sign a confidentiality agreement before you start negotiations or transfer documents. Sometimes, however, a potential client may refuse to sign a confidentiality agreement because they may consider such a request as "hostile". It is recommended that companies should insist on an NDA, as not using an NDA will qualify your documents as non-trade secrets – as you will not have protected your



confidential information in accordance with Chinese law.

PREVENTATIVE MEASURES FOR PROTECTION OF IP

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

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

Your IP is most protected when properly registered. Design patents, invention patents, utility models, and



trade marks must all be registered for them to be protected in China. Although copyrights do not need to be registered, registration is useful in the event you need to enforce your copyrights. It is important to have a plan in place to determine which IP you will register and to take proper measures for IP you will not register.



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

TAKEAWAY MESSAGE

Though seemingly daunting, with a few simple preventative steps and appropriate registration of rights, your creative work can be adequately protected in China. Remember these key points:

- Use **preventative measures**: don't wait to take action. Most of the steps described above should be taken before entering the Chinese market. If you wait until a problem arises, there is a chance that it will already be too late to take action.
- Use the system: **register your IP in China**. China has a robust, effective IP enforcement system. Registered IP should include copyrights and design patents, as well as others such as invention patents and trade marks.
- Use contracts: protect your business from inside out. Include **contracts and agreements** with all involved parties, including employees, partners and clients to properly protect your trade secrets. **E**



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

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What is the future Google Strategy in China?

By Anne Shore

Yes, you heard that right. Google has plans to get back into China for obvious reasons. There are twice as many people using the Internet in China than there are permanent residents in the United States of America, which means Google can reach masses of people and sell out. Another piece of good news for Google is the fact that the number of Internet users in China is growing at the fastest rate as compared to that of any other country in the world! What else is needed to provoke Google to come back?

Google China History

Since now there are efforts being made for the return of Google to the world's most populated country, it is of interest to know why Google left China in the first place. You might have guessed right!

Google shut down its operations in China in 2010 after it, along with dozens of other companies, became a victim of cyber attack coming from within China. Reports say that Google later found out that a number of Chinese got their Gmail accounts hacked. That was it and Google couldn't take it anymore!

After the 2010 breach, Google decided to reverse course. The government demanded that Google should filter its search results. Instead of doing that Google directed the Chinese traffic to Hong Kong's search engine. It was this move that became the ultimate

Google has got some of the best brains in the world.

reason for Google's exit from China. Literally, within months there were millions of users who could not access Google's services.

Social Media

In some countries such as Russia, there are always requests issued by the government for companies to take down a wide range of content that does not conform with the country's policies.

American senior staff attorney, Lee Rowland is of the opinion that companies shall abide by the government's requests regarding any sort of content, if it means that they can still deliver their services to the population.

Therefore Google and all other major social networking sites submit a very detailed transparency report on an annual basis in which they display the number and kind of content takedown requests that they have received. They also publish the number of requests that they have complied with. Furthermore, companies are known to submit their rationale for coping with such requests.

With the era that we are living in, it has somehow become a need of the hour to monitor online activities. There is a growing tension that terrorist and extremist groups also use the same social media platforms and hence many European governments are also very interested in monitoring the Internet. Every year, companies that are working European countries receive government requests for content takedowns. Reports say

that the number of such request is increasing every year and the main reason is to ensure Internet security.

Probably that's something Google, similar to many other social media sites, has realized now and is therefore ready to start the Chinese endeavor again!

Google, Its Comeback and Strategy

Well no doubt Google has got some of the best brains in the world. We say so because the world has witnessed Google tackling such issues and coming out of them quite competently. It won't be the first time when Google would be making efforts to re-enter a territory that it had left previously.

A couple of years ago, Pakistan had banned Youtube because of some controversial content having been displayed. In an attempt to lift the ban implemented by the government of Pakistan, Google launched a localized version of Youtube. And this lifted the ban!

Although the number of takedown requests increases every year, companies leave no stone unturned to get engaged with the governments that issue them. That is the exact case between Google and China. As it is preparing to re-enter the country, Google is hiring for dozens

of positions. There are also reports of Google working towards an agreement with the government: it offers to bring an app store which will only provide apps that have been approved by the Chinese government. In such a case both the parties would be satisfied and can work in harmony. With such marketing, Google has a long way to go! There is no place like China for foreign companies to do business!

If Google comes back to China, there is no doubt that Google's business would get a boost to a great extent. And that is because of the large market available here in China. The expansion of Google will allow it to access a huge number of Internet users and deliver to them more information than they have right now.

Benefits to China

Well, it would be wrong to say that only Google is benefitting from its comeback. Of course there are plenty of benefits coming China's way too.

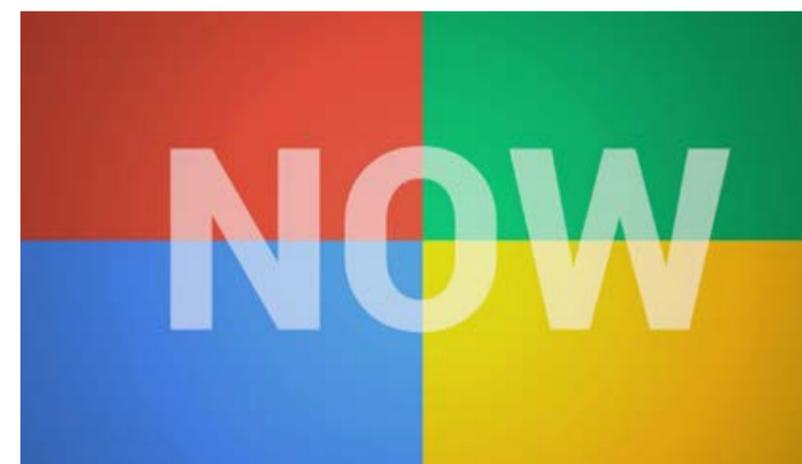
Millions of Chinese netizens are disappointed by the services being provided by 'Baidu', the largest search engine company in China. After Google left the country, Baidu left no opportunity to loot the citizens. Yes, that's right. An example of Baidu's incompetence is the fact

it started charging people with advertising fees without any principles. The company can do that because it has already established its monopoly in the country. Therefore, if Google comes back and starts charging people in the right way, millions of Chinese would be happy!

Another strong voice comes from Chinese academics because they believe in intellectual freedom. They really welcome Google's return and the reason is that with Google they have access to Google scholar and so they can review and download loads of academic papers. Otherwise, they have to go through other low quality databases for academic purposes.

Conclusion

In a nutshell, Google's comeback seems to benefit both China and Google. But the truth lies in the fact that for many companies such as Google and millions of Internet users in many countries, the tradeoff remains the same: accessibility to more information comes with the cost of government control on a continuous basis exerted through foreign Internet Companies. **B**



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One More STEP to the Negative List Scheme



Manuel Torres
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On September 3rd, 2016, the National People's Congress Standing Committees of the People's Republic of China (the "PRC") adopted the Decision on Revising Four Laws Including the Law of the People's Republic of China on Wholly Foreign-owned Enterprises (in Chinese 《关于修改〈中华人民共和国外资企业法〉等四部法律的决定》) (the "Decision"), which will take effect on October 1st, 2016.

Currently, except for enterprises registered in the free trade zones, the foreign-invested enterprises and those enterprises invested by Taiwanese ("FIEs") shall obtain prior approval from the Ministry of Commerce ("MOC") and its local counterparts for their incorporation and rendering major changes. However, upon the effectiveness of the Decision, after the special administrative measures is announced by the State (the "National Negative List"), the FIEs not in the

National Negative List shall adopt record-filing procedure for incorporation and changes, while for the FIEs in the National Negative List, the current administrative approval procedure will still apply.

Specifically, for each type of FIEs not in the National Negative List, the decision shows following items will be switched to record-filing procedure:

On the same day of the publication of the Decision, MOC released the Interim Measures for the Record-filing Administration for the Incorporation and Change of Foreign-invested Enterprises (Draft for Comment) (in Chinese 《外商投资企业设立及变更备案管理暂行办法》(征求意见稿)) (the "Draft for Comment") soliciting for public comments before September 22nd, 2016. This Draft for Comments addresses the specific administrative requirements, procedures and other issues in relation to the implementation of the Decision.

Types of Enterprise	Items require record-filing
Wholly Foreign-owned Enterprises ("WFOE")	<ul style="list-style-type: none"> - The establishment; - The separation, merge and other major modification; and - The extension of the operation period.
Sino-Foreign Equity Joint Ventures ("EJV")	<ul style="list-style-type: none"> - EJV agreement, contract and articles of association; - The extension of operation period; and - The termination of an EJV contract.
Sino-Foreign Cooperative Joint Ventures ("CJV")	<ul style="list-style-type: none"> - CJV agreement, contract, and articles of association; - Significant modification to the CJV contract; - The assignment of the entire or partial rights and responsibilities under the CJV contract; - The entrustment to a third party for the operation of a CJV; and - The extension of the operation period.
Enterprises invested by Taiwan compatriots	<ul style="list-style-type: none"> - The establishment.

Applicable scope of the Draft for Comments

According to the Draft for Comments, the record-filing procedure will apply to the FIEs that are not covered under the National Negative List (the "Applicable Enterprises").

The incorporation and changes of the Applicable Enterprises are required to be administrated by record-filing.

Record-filing procedures

The Draft for Comments stipulates a relatively flexible time frame for the required record-filing.

- At Incorporation Stage: It can be performed either after obtaining the name reservation notice before the issuance of the business license, or 30 days after the issuance of the business license.
- For record-filing of modification: It shall be performed within 30 days after the decision or resolution of such change has been made.

The Draft for Comments classifies the record-filing items into seven categories, among which, some items which are not requested by MOC are now to be recorded, such as modification of business types, project nature, information of the ultimate controller, resource of funds, etc.. Detailed requirements may be further clarified by the MOC.

All applications for record-filing shall be submitted via online record-filing system. The record-filing authority will perform a formal examination towards the integrity and accuracy of the submitted information. For applications that fall into the scope of record-filing, the competent authority shall complete the record-filing within 3 working days. After receiving the notice for the completion of record-filing, the Applicable Enterprises or their investors can obtain a receipt for such record-filing.

Foreign investments which may involve anti-monopoly and

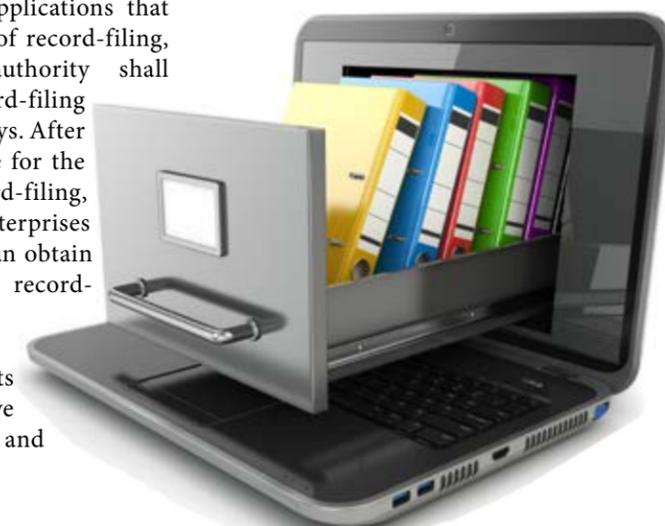
national security review shall be subject to anti-monopoly and security review in accordance with relevant laws and regulations.

It seems that the central government intends to implement the record-filing procedure nationwide from 1st October, 2016. However, the National Negative List, which is needed for the implementation of the Decision, has not been issued yet.

Besides, currently the articles of associations of FIEs, EJV contracts and CJV contract will become effective only after approved by competent authorities, same as the modification. As the administrative measures of examination and approval will be partially replaced by record-filing from 1st October, 2016, the above mentioned agreements, contracts and articles of association shall be reviewed and modified to meet the formalities under the new administrative regime.

Garrigues will keep a close eyeswatch on the practice and the final version of the Draft for Comments and keep you posted.

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Effective Team Management Skill

By Betsy Taylor



A manager functions as the top supervisor in a specific department of an organization and carries out a variety of duties. You've got a new team or you're creating one; either way, the first step to leading a team effectively is to establish your leadership, as a manager, with each team member.

For a manager, it is important to make a positive and strong first impression and to begin building integrity with his new team. Having creativity in capturing other's attention is an important requirement that should be present in a team manager. Leading an effective team management involves many important elements that one should go through to cultivate a high-performance team.

How well do you delegate?

Delegation is one of the most important and effective management skills. Without the ability to delegate effectively, one cannot advance management. The first step in learning how to delegate is to think through the job and decide exactly what is to be done. The second step in delegation involves setting performance standards; your job as a manager is to develop your people and delegation is the means that you use to bring out the best in the members of your team. After that, one has to determine a schedule and a deadline for getting the job done.

While talking about these steps, we must consider some important keys to effective delegation that include:

1. Picking up the right person, whose abilities match with the requirement of the job.
2. Being clear about the task.
3. Ensuring the person to whom you are delegating understands the task.

You need to delegate in such a way that people in your team feel confident and obliged towards their job.

Team Communication Skills

Communication is critical and is driven by the team leader who works with the team to establish basic principles and bring the team together so that it can accomplish its goals. Effective team communication can develop both professional and personal development by helping the team to learn how to manage conflicts in positive ways. Strong team communication skills help in raising chances of good ideas being shared openly by your team members. If the team communication skills are poor then team members might be

The first step to lead a team effectively is to establish your leadership, as a manager, with each team member.

hesitant to share their ideas and practices in fear of being rejected and criticized.

As a team manager, one should be likely to conduct meeting sessions with their team members in order to lead an effective and productive team and for that a manager must go through some very crucial elements that include:

- **Brainstorming:** The purpose of brainstorming sessions is to work as a group to define a problem and find through creative thinking the best group decisions for a plan of action. It is a powerful technique for problem-solving, team building and is also a creative process.

Brainstorming enables people to suggest new ideas. Your job as a manager is to encourage everyone to participate, to prevent others from criticizing anyone's suggestion, and most importantly to record every suggestion. Use brainstorming well and you will see excellent results in improving the team.

- **Active listening:** As we all know, active listening is an essential aspect of effective team management. A





task, some may find it challenging and others who are already experts may be looking for other opportunities to manifest more of their skills. Either way, your role is to develop all of your people and help them become better at what they do, and the best way to it is to give them your feedback, may it be negative or positive. Giving feedback is one of the greatest tools in the manager's toolkit to motivate his team and make them understand that we all make mistakes; it's a part of life. The key is to learn valuable lessons from those mistakes.

Giving feedback is one of the greatest tools in the manager's toolkit to motivate their team.

manager should have the ability to block out any distraction during the periods of communicating with his team.

Develop and Motivate Your Team

Each of your team members will have different outlooks on every

As a leader, it's your job to set clear goals to bring reinforcement among the members of your team and once you've done that, then make sure that everyone knows exactly what those goals are, what their relative

priority is, and what the team's role is in reaching those goals.

Your behavior should be firm with your team members, neither too lenient nor too strict but your team should always feel free to clear any confusion or discuss anything regarding the job with you. You need to be clear, honest and prompt when dealing with them and should always keep a bird's eye-view over them. Appreciation is an influential key so recognize their efforts. The manager should always appreciate the team for doing a better job. Smile, pay attention, and show respect at every encounter. **B**

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G20 2016 CHINA



Kelvin Lee, PwC Tianjin

G20 leaders recommit to tax cooperation in context of GROWTH, BEPS, & TRANSPARENCY

In brief

The 11th G20 Summit was held in Hangzhou, China on 4-5 September 2016. Under China's presidency, this year, the G20 committed to the theme and vision "Towards an innovative, invigorated, interconnected, and inclusive world economy". Prior to this Summit, the Business 20 (B20)¹ submitted the 2016 B20 Policy Recommendations to the Chinese president XI Jinping during the opening of the B20 Summit.

In 2016, the B20's policy recommendations focused on structural measures to promote robust, sustainable, balanced and inclusive growth in the global economy amidst the age of globalisation and regional economic integration. Along this theme, the B20 made a tax policy recommendation to the G20, specifically, using tax as a means to support inclusive growth.

At the conclusion of the G20 Summit, the G20 Leaders' Communique² was endorsed by the G20 leaders, setting

out the key consensus and agreed actions from the two-day talks in Hangzhou. In the Communique, the G20 Leaders, among other items, reiterated the importance of international tax cooperation in the context of growth, but also referred back to Base Erosion Profit Shifting (BEPS), automatic exchange of financial information, transparency and non-cooperative jurisdictions, as well as capacity building. There was also a reference to China's establishment of an international tax policy research centre for international tax policy design and research, which is being coordinated by China's Ministry of Finance.

Since January 2016, PwC China has supported the B20 discussions and drafted the recommendations in our capacity as the "Financing Growth" taskforce Knowledge Partner. This issue of our Tax News Flash summarises the key points from the B20's tax policy recommendations to the G20 and the G20's agreed actions going forward.

In detail

B20 2016 POLICY RECOMMENDATION TO THE G20

The B20 made 20 principal policy recommendations to the G20 against the theme and vision "Towards an innovative, invigorated, interconnected, and inclusive world economy". The B20 strongly encouraged the G20 to develop more effective and efficient global economic and financial governance by adopting consistent and aligned tax policies to drive inclusive growth (Recommendation 8 of the 20 principal policy recommendations).

The B20 stressed the importance of tax as a consideration in cross-border transactions, especially with respect to infrastructure and investment. The B20 also suggested that G20 members work together to ensure that "tax systems do not act as unnecessary barriers or inhibitors to growth

and thus lead to a misallocation of financing or investment resources". The solution to this was for governments to consider using tax as a "tool to support growth and encourage institutional investment, particularly in relation to long-term infrastructure projects".



Three actions were put forward by the B20 for the G20's consideration:

- Adopting tax policies that support cross-border debt financing and equity investment;
- Ensure that the tax policies in the implementation of the BEPS project are consistent and aligned between the developed countries and the developing countries; and
- Enacting tax policies that benefit both tax authorities and taxpayers because they engender heightened cooperation, coordination, and exchange of information among tax authorities

The expected value following such actions would be improving the administration and efficiency of tax systems to encourage and increase cross-border debt financing and equity investment flows. The B20 also called for (1) a commitment from the G20, OECD and G20 governments by the end of December 2016 to undertake further work on how tax systems can be improved to support inclusive growth; and (2) to set up a working group to further explore the means by which tax systems can be used to support inclusive growth and develop terms of reference by end of June 2017.

The Policy Recommendations to the G20 and the B20 Financing Growth Taskforce Policy Paper can be downloaded from the link:



G20 LEADERS' COMMUNIQUE, HANGZHOU SUMMIT

Following the G20 Summit in Hangzhou on 4-5 September 2016, a Communique was endorsed by the G20 leaders setting out the key discussion points and agreed actions. Other than reiterating tax cooperation in the context of growth, the G20 also referred back to BEPS, automatic exchange of financial information, transparency and non-cooperative jurisdictions and capacity building.

In particular, the G20 addressed the B20's tax policy recommendations and emphasised the "effectiveness of tax policy tools in supply-side structural reform for promoting innovation-driven, inclusive growth, as well as the benefits of

The B20 strongly encouraged the G20 to develop more effective and efficient global economic and financial governance by adopting consistent and aligned tax policies to drive inclusive growth.

tax certainty to promote investment and trade". Interestingly, in this respect, China was reported to establish a tax policy research centre for international tax policy design and research, an initiative to be coordinated by the Ministry of Finance.

The takeaway

As one of the B20's Knowledge Partners supporting one of the five task forces ("Financing Growth") for B20 2016, PwC China conducted research and analysis, facilitated discussions, and drafted the policy recommendations, including the tax policy recommendations, for the Financing Growth task force. The B20's tax policy recommendations to the G20 considered and raised many issues and considerations following the BEPS final reports such as concerns over potential inconsistency and alignment in domestic tax policies, the increased compliance on taxpayers and how the increased cooperation, coordination and exchange of information between tax authorities should lead to benefits for taxpayers and tax authorities alike.

It will be interesting to see what further actions that the G20, OECD and G20 governments may take in the coming year, and how China's Ministry of Finance will establish and run the tax policy research centre for international tax policy design and research. **B**



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▲ 2016 G20 Hangzhou Summit

Endnote

1. The B20 is an engagement group by which the global business community engages G20 leaders on issues such as financing growth, small business promotion, trade and investment, and infrastructure development. It provides a significant platform for the international business community to participate in global economic governance and international economic and trade regulation. Centred on B20 taskforce meetings and the B20 Summit, it supports the work of the G20 by hosting focused policy discussions and developing policy recommendations for the G20 geared towards strong, sustainable, balanced and inclusive growth in the global economy.
2. http://www.g20.org/English/Dynamic/201609/t20160906_3396.html

Drone technology set to revolutionize industry

By Michael Levy

Drone technology is nothing new. It's been around since the early 80's with applications mostly in the military and government sectors. But with recent investment, heavy research and improved legislation, drones have begun to revolutionize industries and play a part of our lives everywhere you look!

As the world continues to go paperless, automated and robotized, Unmanned Aerial Vehicles (UAVs) are set to continue to take tasks and jobs from humans; just as computers and robots have done for the last few decades. In a recent article in the Telegraph, according to Professor Moshe Vardi, robots will take most human jobs within 30 years, with unemployment set to skyrocket over 50%!

So where will Drones make their impact?

Back in 1849, Austria sent balloons filled with bombs to attack Venice. In 1900, drones were used in military training. Drones were developed and used during both World War I and World War II.

It is 2016 and Domino's is trialing a land based UAV to deliver Pizza to its customers, Amazon is researching drone technology for its deliveries and a Chinese company is manufacturing the first ever flying car! Well, not a car exactly, but a self automated, manned personal transportation drone called the Ehang.

Shipping

Some of the most costly and labor driven challenges faced by the shipping industry involve timing. Industry service standards are increasing every day while customers expect their delivery within a day or two. Amazon has already established its drone shipping program which is called Amazon Prime Air. According to Amazon, this program will offer less than 30 minute delivery times. Many companies are exploring similar possibilities. Factors such as public safety, liability and theft or damage to the drone are amongst some of the concerns. Land based Domino's drones are set to be worth over \$30,000!

Agriculture

Drones in agriculture are used to complete a lot of time consuming missions in a short time. Farmers spend a long time checking their crops and harvest, fence lines and

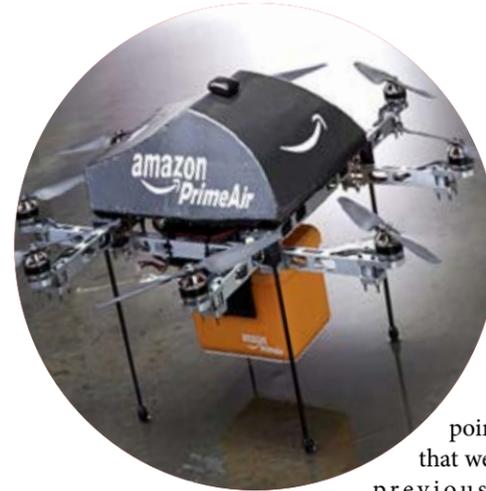


fields. It takes a drone around 20 minutes to fully survey an area of 1 square mile.

Drones can provide images of each and every single plant. They can provide pictures showing the condition, quality and ripeness of the crops. But this is just the beginning. Drones can also spray water and insecticides without human interference. Companies like Precision Hawk and Delair Tech are heavily invested in such technology.

Architecture and construction

Architects can use drones to create 3D rendering of buildings which they intend to construct. It brings a whole new level of capability into the design phase. Drones can provide information and images from vantage



points that were previously inaccessible. Mounted sensors can provide readings which give architects the best possible information on which to base their decisions. During actual construction phase drones can assist with assessment and surveying. They can also provide imaginary and actual images of the building in its place and in relation to the surrounding buildings and places.

Media

In the world of media often the best shots get the story. Journalists are utilizing drones for taking photos and videos of otherwise inaccessible places. A recent article in poynter.com suggested 2016 will be the breakout year for drone journalism. Drones allow reporters to get right in the midst of action and provide coverage of accidents, demonstrations, war zones, natural disasters and dangerous environments.

Engineering

Drones can be used in different aspects of engineering. They can be used in oil industry, maintenance, electricity and lots of different aspects. Nowadays, professional civil engineering firms' use drones to help them with road constructions, airport planning, railway track maintenance and infrastructures.

Communications

Remember Project Loon that was launched by Google back in 2013? -Remember Facebook's Internet.org project? -These projects used drones to bring Internet to rural and remote areas around the world. According to Google, more than half of the world's population is still without Internet. Areas in Africa, Asia and South America are still without any sort of communication with the outside world. With the help of drones, companies are connecting the world in new and amazing ways!

Filming

Drones are now used in the film making industry. Directors and film makers use drone to shoot stunning scenes which were impossible to obtain until now. Aerial footage was used in the shooting of some of Hollywood's biggest blockbusters such as Skyfall (2012), The Wolf Of Wall Street (2013), The Expendables part 3 (2014), Cahppie (2015), Spectre (2015), Jurassic World (2015) and Captain America: Civil War (2016).

EMS / Medical

Drones have the potential to save lives. From the battlefield to natural disaster relief, drones have no fear and will enter any environment. They will be fitted with technology to easily scan for survivors and analyze their vital signs. They could be fitted with life saving defibrillators and resuscitation equipment and can be sent right into disaster zones. In 2012 a drone was used to deliver a vital aid package following the Haitian earthquakes. Testing in remote areas is well underway by some American companies.



The future is bright!

As you can imagine, the future is bright for drone technology. With other areas of research like automation, robotics and artificial intelligence, it won't be long before we see drones taking over low altitude skies and changing the way we live and think. We haven't even mentioned the possible positive environmental effects of using drones over outdated internal combustion driven technology. ☑

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How to analyze your market and conduct a marketing research within 7 days



Marwan Emile Faddoul
(Managing Partner
NFG Consulting LLC)



It takes time, a proper team and a lot of money to conduct an in-depth market research. Most start-up companies do not have the internal resources to prepare a well-developed study and cannot afford an external consultant to do the job.

One program our firm offers is the Qadisha Accelerator Program known as QAP, where we help start-ups and small companies acquire the basic management knowledge for them to develop on their own a proper infrastructure for their business.

In today's article we will share with you essential tips to help you conduct within 7 days a proper market study that will help

you better understand your customers' needs and behavior, your competitors' advantage and disadvantage along with your market size and market shares.

Remember, 87% of start-ups close down within the first two years simply because they didn't know their market well and didn't develop the proper solution for their customers. Therefore, identifying buyers and understanding their pain points is the initial investment that any company should work on.

In principle there are 5 necessary steps that should be applied to conduct proper research.

1 DEFINE WHAT YOU ARE LOOKING FOR

The Chinese market is big and it takes years to understand it well, so eventually we need to be specific for what we really want to know.

To be able to do that, two steps should be elaborated. First of all we need to understand our baseline.

Internally, we should identify our expertise, what we, our partners and coworkers are good at, can develop and deliver. On top of that, we should present the main resources that are at our disposal.

Externally, we need to know the opportunities we have in that market. One simple way to achieve that is to take a quick view at the latest economic news in the region. Another deeper way is to pinpoint the trend around us, understand the sectors that are going up and the ones that are being newly created. Find out where the government is pumping money and the reasons behind it, also find out where people are investing and how they are marketing themselves.

After identifying our baseline, we need to specify and clarify the primary target which we aim to attain. For example if we want to conduct a market research about the size of the market of tires in China, we need to identify the products we care to develop. Are our tires used for trucks, cars, scooters or others? Is our material half-steel, full-steel or other? We also need to identify our customers and our geographic location. The more specific we are the better and faster it would be for us to complete the puzzle we are trying to build. Eventually, the aim is to reduce time, money and energy while conducting research.

2 DEVELOP A PROPER TIMEFRAME FOR YOUR WORK

A lot of work must be done in a short period of time. Therefore, it is important to develop a proper framework that will help us reach our objectives. For each section of our structure a timeframe must be allocated. Do remember to retain a maximum number of four to five days for your entire timeframe.

Find out where the government is pumping money and the reasons behind it, also find out where people are investing and how they are marketing themselves.

3 LIST THE TYPES OF SOURCES

Many sources can be presented both online and offline that could help us develop our research. Nonetheless, it is important to utilize proper resources that wouldn't cost us money and would answer the questions we are looking for. If we are talking about online sources, the most reliable sources are companies' websites, World Bank data and the ministries websites, for example the ministry of education, transport, foreign affairs, etc. Reuters for financial information and Google scholar (with use of VPN) could also be useful sources to get information that would support our research. In some occasions and when it is hard for us to find the data we are looking for, blog sites on specific topics could be a way to collect our facts.



For offline sources, the easiest and fastest way to collect data would be cold calls. For more accurate information conducting interviews and surveys would be a proper source. However it is important to prepare questionnaires well in advance before running any interview. The more specific the questions are the better the answers would be. Despite these offline sources, school, university and business network as well as chamber of commerce could be used as useful roots for our research.

Identifying buyers and understanding their pain points is the initial investment that any company should work on.



4 CONDUCT RESEARCH

In this step we start developing our research. However, this should be done after defining what we are looking for, building our timeframe and structure, and presenting the sources that could be used for our study. These first three steps should take about one to two days, leaving four to five days to conduct the research.

5 DO A REALITY CHECK

When we develop the answers to our questions, recognize our target market and understand their needs and pain points and also when we spot our competitors' strength and weakness, we need to review the big picture of our study and make sure that the outcome is presented in a logical and significant manner. This final step should not take more than a day to review our research and present our conclusion. **E**

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2016 SPG Pro Appreciation Party @ The Astor Hotel Tianjin

To appreciate the consistent support from all VIP guests and media, a cluster SPG Pro Downton Abbey themed Appreciation Party was held jointly by The St. Regis Tianjin, The Astor Hotel, a Luxury Collection Hotel, Tianjin, The Westin Tianjin, Sheraton Tianjin Hotel and Sheraton Tianjin Binhai Hotel at Victorian Lounge of The Astor Hotel Tianjin on September 23rd. SPG Pro is an award-winning loyalty program for meeting travel professionals. There were more than 100 VIP guests including local key media that participated in this exciting event.

The Victorian Lounge was decorated in British style at night to make all guests feel as though they were crossing the channel to England. Delicate and charming flowers, flickering candle lights, sapphire table flag...all created the feeling of walking around the classic Downton Abbey. Immersing in the eye-catching live Waltz dancing show and Jazz performance, the valued guests, conference organizers, travel agencies, administrative assistants and main stream media enjoyed the night in the laughter of interactive games and dazzling lucky draw prizes. The party ended with the Haihe Cruise tour.

Mr. Ugur Talayhan, the Managing Director of The Astor Hotel Tianjin, The Westin Tianjin and Sheraton Tianjin Hotel said: "We sincerely appreciate the loyalty and great support from every one of our partners, clients and media in Tianjin. We receive countless positive feedbacks from our customers and guests in our five Tianjin properties. SPG Pro members will fully optimize their benefits from this updating program. Let's create a bright and better year 2017 together."





Marriott International's Expanded Portfolio of 30 Leading Hotel Brands

The most iconic and visionary name in hospitality, Marriott International, Inc., expanded to include 30 of the most desirable and prestigious hotel brands with the addition of the Starwood Hotels & Resorts portfolio on Sept 26th.

At a time when travelers place even greater emphasis on enriching and personal experiences, they can now choose from the most diverse selection of hotel brands ever. With more than 5,700 hotels and 1.1 million rooms in over 110 countries across the globe, guests now have access to the best hotels and resorts wherever they travel.



Martin L. Leclerc, General Manager of The St. Regis Tianjin, celebrating with associates Marriott International's successful completion of the acquisition of Starwood Hotels & Resorts Worldwide, Inc., creating the world's largest hotel company while providing unparalleled guest experience.

Ugur Talayhan, Managing Director of The Astor Hotel, a Luxury Collection Hotel, Tianjin, The Westin Tianjin and Sheraton Tianjin Hotel, greeted customers and guests at a cocktail reception to celebrate Marriott International's successful completion of the acquisition of Starwood Hotels & Resorts Worldwide Inc., bringing together 30 leading brands to ensure Marriott will have the right brand in the right place to serve guests wherever they travel.



Ross Grinter, General Manager of Sheraton Tianjin Binhai Hotel is providing guests with special amenity items in celebration of Marriott International's successful completion of the acquisition of Starwood Hotels & Resorts Worldwide Inc. The new company will operate or franchise more than 5,700 properties and 1.1 million rooms, representing 30 leading brands from the moderate-tier to luxury in over 110 countries.



22.09.2016

Tianjin Business Match-Making

Following up the successful launch of the first-ever Business Match-Making event in late May, European Chamber Tianjin Chapter together with German Chamber Tianjin hosted another match-making in September. This quarterly based event aims to bring together the elites from various industries and bridge the needs between enterprises. Stay tuned! Another match-making is forthcoming. Meet People and make connections here!

23.09.2016

European Chamber Training Series: Excel training on Data Estimation and Business Decision Analysis

What is the best price? How do you determine the wages and performance of the sales? How can you get the maximum benefit? Such problems not only need experience, but also a set of data decision making method. The European Chamber Tianjin Chapter invited Microsoft MVP Mr. Xue to deliver the course on how to make the best business decisions using Excel.



13.10.2016

F&T Seminar: Tax and Legal Challenges Arising from Global Employee Mobility

Under the economic development, employee mobility certainly will be more competitive and complicated given the availability and locations of the talents and thus effective talents deployment will become the key to a business' success. In order to be effective, companies need to coordinate each aspect properly. The European Chamber Tianjin Chapter invited the experts from PwC, who shared the latest global mobility and IIT trend, by using various case studies, explore solutions to some of the typical issues and challenges other companies face in the mobility process.



41F, The Executive Center, Tianjin World Financial Center, 2 Dagubei Lu, Heping District, Tianjin 300020.
Tel: +86 22 5830 7608
Email: tianjin@european-chamber.com.cn
Website: www.european-chamber.com.cn

15.10.2016
Tianjin Panshan Golf Club

With tremendous support from our main sponsors: Diamond Dental, Air Canada, Barnes Group, Ningfa Group, Rockfield Decoration and Huatong, Tianjin's Second Joint Chamber Golf Tournament was successfully held at Tianjin Panshan Golf Club on October 15th. This was the second golf tournament organized together by AmCham China, Tianjin and Hong Kong Chamber of Commerce in Tianjin. Jon Reed, Vice-Chair of AmCham Tianjin's Executive Committee opened the event with announcing the rules. Michael Yeung, Chairman of HKCCC together with Jon Reed, hit the colored ball which marked the tee off of the tournament.

After an exciting day of golf, members and guests enjoyed an appetizing awards dinner at the Jixian Marriot Hotel. We also would like to thank all the beverage, media, hole and prizes sponsors. All in all, it's all golfers and guests helped create such a successful night.

Tianjin's Second Joint Chamber Golf Tournament



Upcoming Events:

Tianjin Monthly Executive Breakfast Briefing

Date: November 17th **Time:** 7:15-9:00 **Venue:** Tangla Hotel, Tianjin

Women Professional Committee (WPC) Lunch

Date: November 24th **Time:** 12:00-14:00 **Venue:** TBD

AmCham China, Tianjin Annual General Meeting and 2016 Appreciation Reception

Date: December 1st **Time:** 16:00-21:00 **Venue:** TBD

Room 2918, 29F, The Exchange Tower 2
189 Nanjing Lu Heping District
Tel: +86 22 2318 5075 **Fax:** +86 22 2318 5074
www.amchamchina.org

22.09.2016

Special Event: Interchamber Business Match – Making Evening



For those who don't like the simple networking events or whose schedule is too tight the German Chamber together with the European Chamber arranged a Business Match - Making Event in the Paulaner Restaurant in Tianjin on September 22. During these interactive sessions more than 30 participants had the chance to build up business contacts and socialize. The evening ended in a pleasant atmosphere with German beer and finger food.



13.10.2016

Special Event: Seminar - Enterprise VAT Management in Post VAT Reform Era

With the nationwide transition from BT (Business Tax) to VAT (Value-Added Tax) on May 1 2016, the Chinese government undertook the final step from replacing BT system since 2012. Although VAT in its principle can eliminate the inefficiency of BT with its international competitiveness, it does impose more specific rules than BT and brings the complexity to taxpayers than ever before. Since May 2016, a set of regulations have been continually released by government as supplemental to the core rules.

In order to give an overview about these new regulations Mr. Eckin Xu and Ms. Lucy De from KPMG Tianjin held a seminar on Enterprise VAT Management in Post VAT Reform Era in the office of the German Chamber of Commerce in Tianjin, with 15 participants joining the event.



Upcoming Events:

Roundtable Industry 4.0

Date: TBC **Time:** TBC **Venue:** GCC Office Tianjin

German Ball 2016

Date: November 12th **Time:** 18:00 **Venue:** Kempinski Hotel Beijing Lufthansa Center

Special Seminar – “China in those days”

Date: November 19th **Time:** 17:00 – 19:00 **Venue:** TBC

Seminar - Urteile der Pekinger Arbeitsgerichte im Jahr 2015 – Eine Big Data Analyse

Date: November 24th **Time:** 15:00 – 17:00 **Venue:** TBC

Kammerstammtisch Tianjin

Date: November 30th **Time:** 19:00 – 22:00 **Venue:** Drei Kronen 1308 Brauhaus Tianjin

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

DINING

TIANJIN

Chinese



Tian Tai Xuan

A: 1st and 2nd Floor, The Ritz-Carlton, Tianjin, No. 167 Dagubei Road, Heping District, Tianjin
T: +86 22 5809 5098
 天泰轩中餐厅
 和平区大沽北路167号天津丽思卡尔顿酒店一楼和二樓

Din Tai Fung

A: No. 18, the junction of Zi Jin Shan Lu and Binshui Dao, Hexi District
T: +86 22 2813 8138
W: dintaifung.com.cn
 鼎泰丰
 河西区滨水道与紫金山路交口18号

New Dynasty

A: 2F, Renaissance Tianjin Lakeview Hotel No.16 Binshui Road, Hexi District, Tianjin
T: +86 22 5822 3388
 天宾楼
 河西区滨水道16号万丽天津宾馆2层



Qing Wang Fu

A: No. 55, Chongqing Road Heping District
T: +86 22 8713 5555
 +86 22 5835 2555
E: info@qingwangfu.com
W: qingwangfu.com
 庆王府
 和平区重庆道55号

Riverside Chinese Restaurant

A: 3F, Holiday Inn Tianjin Riverside Phoenix Shopping Mall East Haihe Road, Hebei District
T: +86 22 2627 8888 ext. 2211
 海河轩中餐厅
 河北区海河东路凤凰商贸广场天津海河假日酒店3楼

Bazndei Yunnan Food

A: Joy City IF Street - B3, Nankai District, Tianjin
T: +86 22 87897222
 坝美云南菜
 南开区分门外大街大悦城if如果街IF-B3

YU FEI YU Roast Fish

A: No. 59, 3F, North Area, Joy City, No.2 Nan Men Wai Street, Nankai District
T: +86 22 86665282
O: 11:30 - 21:30
P: 80 - 100
Wechat: haoshuihaoyu
weibo: 鱼非鱼官方微博
 鱼非鱼(天津大悦城店)
 南开区南门外大街2号大悦城北区3层59号

Japanese

Café Vista

A: 1F, Wanda Vista Tianjin, 486 Bahao Road, Da Zhi Gu, Hedong District
T: +86 22 2462 6888
 美食汇全日餐厅
 河东区大直沽八号路486号天津万达文华酒店一层

Seasonal Tastes

A: 1F, 101 Nanjing Road, Heping District
T: +86 22 2389 0168
 知味全日餐厅
 和平区南京路101号一层

Seitaro

A: 2 F, Sheraton Hotel Tianjin Zi Jin Shan Lu, Hexi District
T: +86 22 2731 0909
 清太郎日本料理
 河西区紫金山路喜来登大酒店

Bowwow Sushi Japanese Restaurant

A: Xiannong Area, Intersestion of Hebei Road and Luoyang Road, Wu Da Dao, Heping District, Tianjin
T: +86 22 58352860
 宝寿司
 和平区河北路与洛阳道交汇西北角先农大院内

SôU

A: 49F, Tangla Hotel Tianjin, No.219 Nanjing Road, Heping District
T: +86 22 2321 5888 ext.5106
 思创
 南京路219号天津唐拉雅秀酒店49楼

Thai

YY Beer House

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

Always Thai Restaurant

A: Tian Xi 22/23- 133.Ao Cheng Plaza, Nankai District, Tianjin
T: +86 18602289919
 泰香来东南亚主题餐吧
 南开区奥城商业广场天玺22/23-133

Western

Promenade Restaurant

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

A: 1F, The St. Regis Tianjin No. 158, Zhang Zizhong Road Heping District
T: +86 22 5830 9959
O: 06:00 - 22:00
 河岸国际餐厅
 和平区张自忠路158号天津瑞吉金融街酒店一层(哈密道正对面)



Riviera Restaurant

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

A: 1F, The St. Regis Tianjin. No. 158, Zhang Zizhong Dao, Heping District
T: +86 22 5830 9962
O: 11:30 - 14:30; 17:00 - 22:00.
 蔚蓝海餐厅
 和平区张自忠路158号天津瑞吉金融街酒店一层



ZEST

A: 1 F, The Ritz-Carlton, Tianjin, No. 167 Dagubei Road, Heping District, Tianjin
T: +86 22 5809 5109
 香溢 - 全日餐厅
 和平区大沽北路167号天津丽思卡尔顿酒店一楼

Brasserie Flo Tianjin

A: No.37, Guangfu Road Italian Style Town, Hebei District
T: +86 22 2662 6688
 福楼
 河北区意大利风情区光复道37号

Element Fresh Restaurant

A: 1F Joy City, Nanmen Wai Dajie, Heping District
T: +86 22 8735 3372
 天津新元素餐厅
 天津市南开区南马路大悦城一楼



blue frog (Riverside 66)

A: Unit 3009, Riverside 66, No.166 Xing ' an Road, Heping District
T: +86 22 23459028
 蓝蛙(恒隆广场店)
 和平区兴安路166号恒隆广场3009室

blue frog (Joy City)

A: 1F-J02, Joy City, No.2 Nanmen Wai Dajie Street, Nankai District
T: +86 22 27358751
 蓝蛙(大悦城店)
 南门外大街大悦城如果街1F-J02

Prego Italian Restaurant

A: 3F, The Westin Tianjin, No.101, Nanjing Road, Heping District
T: +86 22 2389 0173
 Prego意大利餐厅
 和平区南京路101号天津君隆威斯汀酒店3层

Qba - Latin Bar & Grill

A: 2F, 101 Nanjing Road, Heping District
T: +86 22 2389 0171
 Q吧 - 拉丁酒吧&烧烤
 和平区南京路101号二层

Pan Shan Grill & Wine

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

Spectrum All-Day Dining

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

Maxim's De Paris

A: No.2 Changde Dao, Heping District
T: +86 22 2332 9966
 马克西姆法餐厅
 和平区常德道2号

Pizza Bianca

A: No.83 Chongqing Lu, Min Yuan Stadium, Heping District
T: +86 22 8312 2728
 比安卡意大利餐厅
 和平区重庆道83号民园体育场内

Churchill Wine & Cigar Bar

A: 1F, Wanda Vista Tianjin, 486 Bahao Road, Da Zhi Gu, Hedong District
T: +86 22 2462 6888
 丘吉尔红酒雪茄吧
 河东区大直沽八号路486号天津万达文华酒店一层

DINING

Blufish Restaurant

A: 1st Floor, Lotte Plaza, No.9 Leyuan road, Hexi District
T: 022-58908018
O: Sunday - Tuesday 10:00-21:30
 Friday - Saturday 10:00 - 22:00
 布鱼Blufish法式餐厅
 越秀路与乐园道交口银河国际购物中心乐天百货首层F&B-1-2

Trolley Bar & Grille

A: Aocheng Plaza, Tianjin 22/23-119, Nankai District, Tianjin
T: +86 15222091582
 乔尼西餐厅
 南开区奥城商业广场天玺22, 23号楼底商119



Bistro Thonet

A: No.55 Chongqing Road, Heping District
T: +86 22 8713 5555
E: info@qingwangfu.com
W: qingwangfu.com
 庭悦咖啡
 和平区重庆道55号庆王府院内

1863 Bistro & Terrace

A: 1F Astor Wing, The Astor Hotel, A Luxury Collection Hotel, Tianjin No. 33, Tai'er Zhuang Lu Heping District
T: +86 22 2331 1688 ext. 8918
 1863别致西餐厅&花园
 利顺德翼, 和平区台儿庄路33号天津利顺德大饭店豪华精选酒店一层

Café Majestic

A: 1F Haihe Wing, The Astor Hotel, A Luxury Collection Hotel, Tianjin No. 33, Tai'er Zhuang Lu, Heping District
T: +86 22 2331 1688 ext. 8910
 凯旋咖啡厅
 海河翼, 和平区台儿庄路33号天津利顺德大饭店豪华精选酒店一层

Cholito Spanish Cuisine and Bar

A: Crossing of Hebei Lu and Luoyang Dao, Heping District
T: +86 22 5835 2833
 西班牙餐厅&酒吧
 和平区五大道河北路与洛阳道交口

Le Loft

A: Cross of Nanjin Lu and Jinzhou Dao, Heping district
T: +86 22 2723 9363,
 +86 18702200612
 院
 和平区南京路与锦州道交口

Glass House

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

Café Venice

A: 2F, Holiday Inn Tianjin Riverside Phoenix Shopping Mall East Haihe Road, Hebei District
T: +86 22 2627 8888 ext. 2271
 威尼斯咖啡厅
 河北区海河东路凤凰商贸广场天津海河假日酒店2楼



Inasia Restaurant

(Olympic Stadium Store)
A: 4F, A-Hotel, Olympics Gym, Nankai District, Tianjin
T: +86 22 2382 1666/2233
 美轩亚萃餐厅(水滴店)
 南开区水滴体育馆A-Hotel四楼

Browns Bar & Restaurant

A: No.108-111, 1st Floor Min Yuan Stadium, Heping District
T: +86 22 88370588/88370688
E: info@browns-tj.com
 勃朗斯英式酒吧餐厅
 和平区重庆道83号民园广场西楼一层108-111号

Bars

The St. Regis Bar

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

A: 1F, The St. Regis Tianjin. No. 158 Zhang Zizhong Road, Heping District
T: +86 22 5830 9958
O: 09:30 - 01:30.
 瑞吉酒吧
 和平区张自忠路158号天津瑞吉金融街酒店一层



FLAIR Bar and Restaurant

A: 1 F, The Ritz-Carlton, Tianjin, No. 167 Dagubei Road, Heping District, Tianjin
T: +86 22 5809 5099
 FLAIR餐厅酒吧
 中国天津市和平区大沽北路167号天津丽思卡尔顿酒店一楼

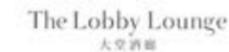
O'Hara's

A: Astor Wing, The Astor Hotel, A Luxury Collection Hotel, Tianjin No. 33, Tai'er Zhuang Lu Heping District
T: +86 22 2331 1688 ext. 8919
 海维林酒吧
 利顺德翼, 和平区台儿庄路33号天津利顺德大饭店豪华精选酒店一层

China Bleu

A: 50F, Tangla Hotel Tianjin, No. 219 Nanjing Lu, Heping District
T: +86 22 2321 5888
 中国蓝酒吧
 南京路219号天津唐拉雅秀酒店50层

SERVICES



The Lobby Lounge

A: 1st Floor, The Ritz-Carlton, Tianjin, No. 167, Dagubei Road, Heping District, Tianjin
T: +86 22 5857 8888 ext. 5091
W: ritzcarlton.com/tianjin
 大堂酒廊
 中国天津市和平区大沽北路167号天津丽思卡尔顿酒店一楼

WE Brewery

A: 4 Yi He Li, Xi An Road Heping District, Tianjin
T: +86 18630888114
W: www.webrewery.com
WE Brewery酒吧
 和平区西安道怡和里4号

He Beer

A: Weihua Li, Tong An Road, Heping District, walk 20m after you turn right from old Alibaba.
T: 15522186426
O: From 4pm till late.
 和喝精酿啤酒吧
 和平区同安道卫华里小区内底商见云霄餐厅右转20米

Education



NEW YORK KIDS CLUB

A: 2nd Floor, Happy City Center, Hexi District, Tianjin
T: +86 22 8827 5200
 +86 22 8827 0200
Hotline: 400 666 0522
W: www.nykidsclub.com
 www.nykidsclub.com.cn

Wechat:

纽约国际儿童俱乐部天津文化中心
 纽约国际儿童俱乐部
 河西区乐园道9号彩悦城阳光乐园二层

Hopeland international kindergarten Meijiang Campus

A: No. 7 Huandao East Road, West side of Jiefang South Road, Tianjin
T: +86 22 5810 7777
 华兰国际幼稚园(梅江园)
 解放南路西侧环岛东路7号

Hopeland international kindergarten Shuishang Campus

A: No. 46, Xianguang Street, Weijing South Road, Tianjin
T: +86 22 2392 3803
 华兰国际幼稚园(水上园)
 卫津南路霞光道46号

Hopeland international kindergarten Haiyi Campus

A: No. 5 Cuiibo Road, Meijiang Bay, Tianjin
T: +86 22 6046 2555
 华兰国际幼稚园(海逸园)
 梅江湾翠波路5号

Jeff's House Kindergarten

A: No. 77, Munan Dao, Heping District
T: +86 22 2331 0236/0636
 杰夫幼稚园
 和平区睦南道77号(近河北路)

SmartKidz International Tianjin

A: 5F, Building C, He Zhong Building, You Yi Bei Lu, Hexi District
T: +86 186 2230 2923(English)
 +86 186 22303272(English)
 +86 186 2235 9571(Chinese)
 +86 186 2230 3926(Chinese)
E: thai.enc_cn@yahoo.com
W: Smartkidz-tj.com
Fax: +86 22 8386 0969
 天津童慧国际学校
 河西区友谊北路合众大厦C座5层

International Schools



International School of Tianjin

A: Weishan Lu, Jinnan District
T: +86 22 2859 2001
W: www.istanjin.org
 国际学校天津分校
 津南区津南微山路



Wellington College International Tianjin

A: No. 1, Yide Dao, Hongqiao District
T: +86 22 8758 7199 ext. 8001
M: +86 187 2248 7836
E: admissions@wellington-tianjin.cn
W: wellington-tianjin.cn
 天津惠灵顿国际学校
 红桥区义德道1号

Tianjin International School

A: No.4-1, Sishui Dao, Hexi District
T: +86 22 8371 0900 ext. 311
 天津国际学校
 河西区泗水道4号增1



SERVICES

Hotels

★★★★★Hotels



Renaissance Tianjin Lakeview Hotel

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



THE RITZ-CARLTON
TIANJIN

The Ritz-Carlton, Tianjin

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



ST REGIS
TIANJIN

天津瑞吉金融街酒店

The St. Regis Tianjin

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

THE WESTIN
TIANJIN

天津瑞隆威斯汀酒店

The Westin Tianjin

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



HYATT REGENCY
TIANJIN EAST

天津东郊凯悦酒店

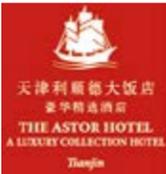
HYATT REGENCY
TIANJIN EAST

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



Sheraton
TIANJIN HOTEL

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



The Astor Hotel, A Luxury Collection Hotel, Tianjin

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



BANYAN TREE
TIANJIN RIVERSIDE

Banyan Tree Tianjin Riverside

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



Holiday Inn Tianjin Riverside

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



Holiday Inn Tianjin Aqua City

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



Shangri-La Hotel, Tianjin

A: No.328 Haihe East Road, Hedong District Tianjin, 300019 China
T: + 86 22 8418 8801
天津香格里拉大酒店
河东区海河东路 328 号

PAN PACIFIC TIANJIN HOTEL

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



Hotel Nikko Tianjin

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



Hotel Indigo Tianjin Haihe

A: No.314 Jiefang South Road, Hexi District, 300202, Tianjin
T: +86 22 8832 8888
F: +86 22 8832 6868
天津海河英迪格酒店
中国天津市河西区解放南路 314 号

Tianjin Goldin Metropolitan Polo Club

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



Tangla Hotel Tianjin

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



Wanda Vista Tianjin

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

Yi Boutique Luxury Hotel Tianjin

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

Shan Yi Li Boutique Hotel

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

Serviced Apartments



The Ritz-Carlton Executive Residences, Tianjin

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

SERVICES

HEALTH



The Lakeview, Tianjin-Marriott Executive Apartments

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



Fraser Place Tianjin

A: No. 34 Xing Cheng Towers Ao Ti Street, West Weijin South Road, Nankai District
T: +86 22 5892 0888
E: sales.tianjin@frasershospitality.com
天津市招商辉盛坊国际公寓
南开区卫津南路西侧奥体道星城 34 号楼



Somerset International Building Tianjin

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

Somerset Olympic Tower Tianjin

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

Somerset Youyi Tianjin

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



Ariva Tianjin Binhai Serviced Apartment

A: No. 35 Zi Jin Shan Road, Hexi District
T: +86 22 5856 8000
F: +86 22 5856 8008
www.stayariva.com
滨海·艾丽华服务公寓
天津市河西区紫金山路 35 号

Astor Apartment

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

Sheraton Apartment

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

IT



NNIT (Tianjin) Technology

A: 20 F, Building A, JinWan Mansion, No.358 Nanjing Road, 300100 Tianjin
T: +86 22 58856666
W: www.nnit.cn
天津恩恩科技有限公司
南开区南京路 3 58 号, 今晚大厦 A 座 20 层

Real Estate



Jones Lang LaSalle

A: Unit 3509, The Exchange Mall Tower 1, No.189 Nanjing Road, Heping District.
T: +86 22 8319 2233
W: joneslanglasalle.com.cn
仲量联行天津分公司
天津市和平区南京路 189 号津汇广场 1 座 3509 室

CBRE Tianjin

A: 42F, Units 12 & 13, Tianjin World Financial Centre Office Tower, No. 2 Dagubei Road, Heping District.
T: +86 22 5832 0188
W: cbre.com.cn
世邦魏理仕天津分公司和平区大沽北路 2 号天津环球金融中心津塔写字楼 42 层 12-13 单元

Associations

TICC (Tianjin International Community Centre) Association

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

Chamber of Commerce

European Chamber

A: 4108, Tianjin World Financial Center, 2 Dagubei Lu, Heping District
T: +86 22 5830 7608
E: tianjin@european-chamber.com.cn
W: european-chamber.com.cn
中国欧盟商会天津分会
和平区大沽北路 2 号天津环球金融中心 4108 室

American Chamber

A: Room 2918, 29F, The Exchange Tower 2, 189 Nanjing Lu Heping District
T: +86 22 2318 5075
F: +86 22 2318 5074
W: amchamchina.org
中国美国商会天津分会
和平区南京路 189 号津汇广场 2 座 2918 室

German Chamber

A: Room 1502, Global Center, No. 309 Nanjing Road, Nankai District,
T: +86 22 8787 9249
E: tianjin@bj.china.ahk.de
中国德国商会天津办事处
南开区南京路 309 号环球置地广场 1502 室

Serviced Office



The Executive Centre

Asia-Pacific's Premium Serviced Office Provider
A: 41F, Tianjin World Financial Center 2 Dagubei Road, Heping District Tianjin
T: +86 22 2318 5111
W: executivecentre.com
天津德事商务中心
和平区大沽北路 2 号天津环球金融中心津塔写字楼 41 层



Regus Tianjin Centre

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

Regus Golden Valley Centre

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

Hospitals



Raffles Medical Tianjin Clinic

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



Tianjin United Family Hospital

A: No.22, Tianxiao Yuan Tanjiang Dao, Hexi District
T: +86 22 5856 8500 (Reception)
24 Hour Emergency:
T: +86 22 5856 8555
W: ufh.com.cn
天津和睦家医院
河西区潭江道天潇园 22 号



Women's and Children's Specialized Health

A: No.21, ShuiShangGongYuan East Road, Nankai District
T: +86 22 5898 2012
400 10000 16
W: amcare.com.cn
美中宜和医疗集团天津美中宜和妇儿医院
南开区水上公园东路 21 号

Arrail Dental Tianjin International Building Clinic

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

Gyms

Powerhouse Gym

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

Leo GYM

A: 3 Floor, Olympic Center Stadium Swimming Diving Hall, Binshui Xi Dao, Nankai District
T: +86 22 6097 6681
W: leogym.com.cn
力奥健身
南开区滨水西道奥林匹克游泳跳水馆

DINING

TEDA & TANGGU

Brazilian

Salsa Churrasco

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

Chinese

Fortune Restaurant

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

Wan Li Chinese Restaurant

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

Yue Chinese Restaurant

A: 2F, Sheraton Tianjin
Binhai Hotel
No. 50, 2nd Avenue, TEDA
T: +86 22 6528 8888
ext. 6220/6222
采悦轩中餐厅
开发区第二大街 50 号
天津滨海喜来登酒店 2 层

Japanese

Sake n Sushi Bar

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

Kasumi

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

Italian



Bene Italian Kitchen

A: 2F, Sheraton Tianjin Binhai Hotel
No. 50, 2nd Avenue, TEDA
T: +86 22 6528 8888 ext. 6230/6232
班妮意大利餐厅
开发区第二大街 50 号
天津滨海喜来登酒店 2 层

Western

Brasserie Restaurant

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



Feast All Day Dining Restaurant

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

BARS



Happy Soho Live Music & Dance BAR

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

Education



Tianjin TEDA Maple Leaf International School

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



TEDA International School

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

SERVICES

Hotels



Renaissance Tianjin TEDA Convention Centre Hotel

A: No. 29, 2nd Avenue, TEDA
T: +86 22 6621 8888
天津万丽泰达酒店及会议中心
开发区第二大街 29 号



Sheraton Tianjin Binhai Hotel

A: No. 50, 2nd Avenue, TEDA
T: +86 22 6528 8888
F: +86 22 6528 8899
W: sheraton.com/tianjinbinhai
天津滨海喜来登酒店
开发区第二大街 50 号



HILTON TIANJIN ECO-CITY

A: No. 82 Dong Man Zhong
Lu, Sino-Singapore Eco-City,
Tianjin, P.R. China 300467
T: +86 22 5999 8888
F: +86 22 5999 8889
E: tianjin.ecocity@hilton.com
W: tianjin.ecocity.hilton.com
天津生态城世茂希尔顿酒店
天津市中新生态城动漫中路 82 号

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天津滨海假日酒店
开发区第一大街 86 号



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Economic Area, Tianjin
T: +86 22 5867 8888
天津滨海圣光皇冠假日酒店
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Tianjin
T: +86 22 6621 8888
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天津经济技术开发区第二大街 29 号

HEALTH



Ascott TEDA MSD Tianjin

A: No.7 Xincheng West Road,
Tianjin Economic-Technological
Development Area, Tianjin
T: +86 22 5999 7666
天津市经济技术开发区新城西路 7 号

Office Space



TEDA MSD

A: 6F, TEDA MSD-C1, No.79,
First Avenue, TEDA, Tianjin, China.
T: 400 668 1066
泰达 MSD
天津经济技术开发区第一大街 79 号
泰达 MSD-C1 座 6 层

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Hotel & Convention Centre
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T: +86 22 6570 9504
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Yue Spa

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T: +86 22 6628 3388
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Hospitals



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TEDA Binhai Area, Tianjin 300457
T: +86 22 65377616

天津经济技术开发区第一大街 79 号泰达 MSD-C 区 C2 座 102 室, 300457

Gyms

Eco-City International Country Club

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天津生态城中新大道 5681 号 (营城湖半岛)

Holiday Inn Binhai Hotel Fitness Center

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T: +86 22 6628 3388 ext. 2960
天津滨海假日酒店健身中心
开发区第一大街 86 号天津滨海假日酒店 15 层

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Tianjin - Beijing Airport Terminals 2/3

04:00-18:00, runs every hour. Tian Huan Distance Bus Passenger Station
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Beijing Airport Terminals 2/3 - Tianjin

07:00, 08:00, 09:00, 10:00 then every 30 minutes until 23:00.
Exit on the 1st floor at Gate 15 / Terminal 2 and Gate 1 / Terminal 3.
Tel: +86 10 6455 8718

TEDA-BEIJING AIRPORT Shuttle Bus ¥90 one way

TEDA - Beijing Airport Terminals 2/3

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Tel: +86 22 6620 5188

Beijing Airport Terminals 2/3 - TEDA

10:30, 13:00, 18:30, 20:30. Exit on the 1st floor at Gate 15 /Terminal
2 and Gate 1 / Terminal 3. Tel: +86 10 6455 8718

BULLET (C) TRAIN

TJ ~ BJS (¥55 - ¥93)

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

BJS ~ TJ (¥55 - ¥93)

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

TG ~ BJS (¥66 - ¥93)

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

BJS ~ TG (¥75 - ¥239)

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

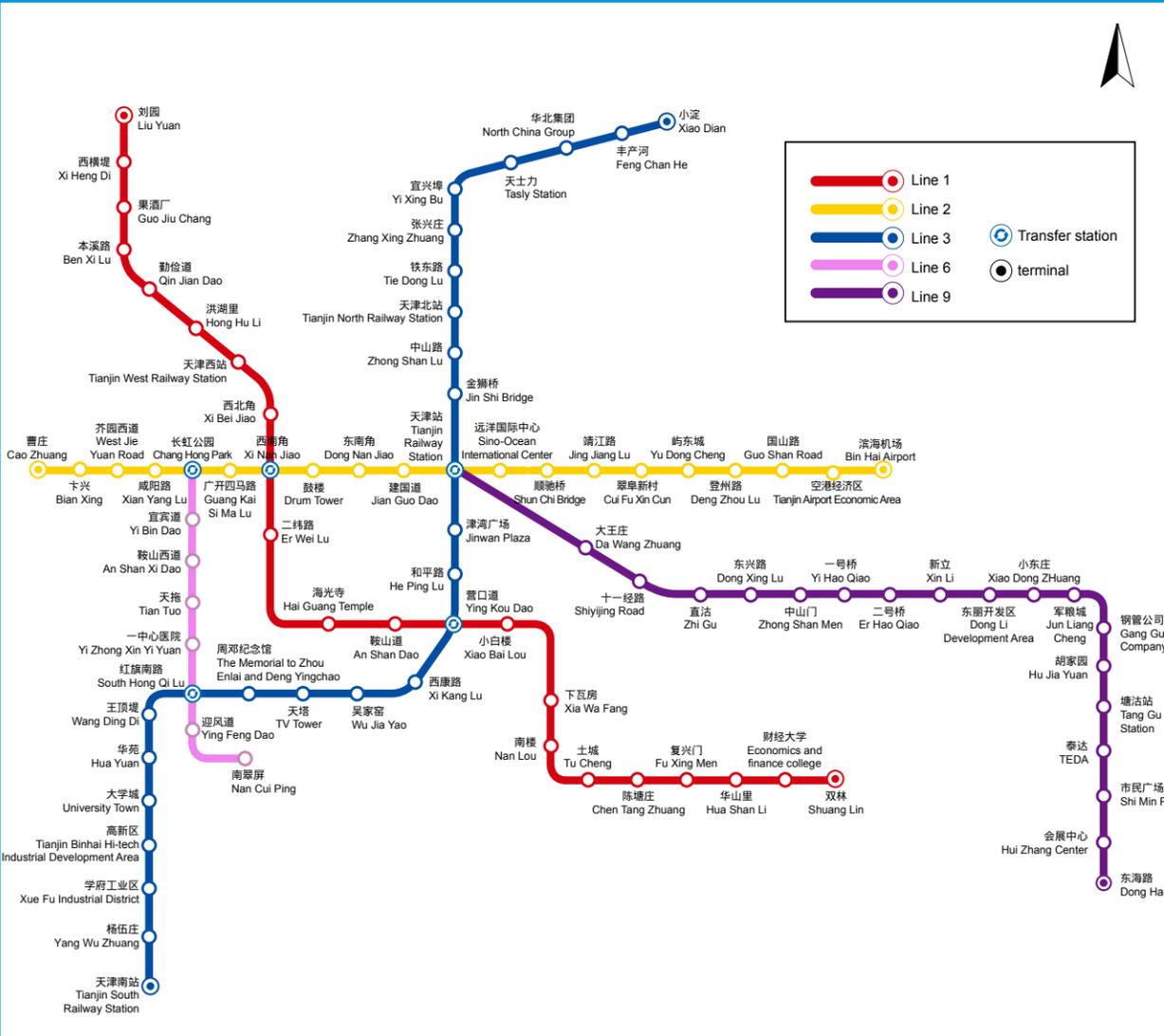
Wuqing ~ BJS (¥39 - ¥66)

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

BJS ~ Wuqing (¥39 - ¥66)

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

TIANJIN SUBWAY





WHEN IN ROME, DO AS THE ROMANS DO

By Nadia N.

(Part I)

In China, some behavioural patterns considered to be “common decency” in Western countries may be less commonly accepted. Surfing through reviews of Chinese cities and tourist attractions, comments regarding cultural differences are way more popular than actual useful information for newcomers and visitors. It is not a secret - growing number of expats in China has caused a more than desired number of social and cultural misunderstandings in international society. But, fortunately, both locals and foreign guests can most of the time distance themselves from somewhat alien culture in such big cities as Beijing, Tianjin, Shanghai and other cosmopolitan cities. But when it comes to business, the picture starts to change significantly. Close contact and deep understanding of one another’s culture becomes crucial. And, while Chinese people have already gotten a more or less clear image of Western business customs, foreign colleagues are still trying to solve this mystery that is Chinese business etiquette. Adjusting yourself to a new method of establishing contact, negotiations, signing contracts and maintaining relationships is vital if one decides to open up new opportunities in China.



Art of conversation

With a straight approach and “value for time” while taking decisions, overseas businessmen forget being patient and giving another party time to consider is required. Discussion about contracts, business affairs and deals are not desired while having meals, going to KTV or spending time at the bar, though you can bring it up in the end of the dinner or a casual meeting. A brief mention of your intentions and plans is enough for insightful Chinese business men to understand the importance of the issue. Though, even while casual discussion on common topics, like travelling, entertainment, art and geography, there are some pitfalls. Firstly, it will be greatly appreciated if you can use at least 1-2 words in Chinese - respect for the culture and the effort you’ve made will be admired. Secondly, avoid touching sensitive subjects like Taiwan or Hong Kong independence, praising Japanese, mentioning your excitement over Beijing (if in Tianjin), criticising Mao Tse Dong and Deng Xiao Ping and, overall, talking about politics in general is truly risky. Of course, you will not face opposition or aggression - Chinese don’t show emotions openly - but any good impression you’ve made so far will disappear.

Social before business

It is important to understand that your investor, boss or future partner is, above all, a person who has interests, hobbies, political views and so on - and, you’d better share it with him! Chinese business is hardly based on money relationships, but most importantly, connections that have been established to last for years. That’s why finding an investor or partner is an actual challenge - business connection are often made based on a strong recommendation from the “inner circle”. Consequently, maintaining good relationships with many Chinese people is a key - you never know, where beneficial work proposals can come from.

to be followed when giving business cards as well - holding it with both hands (face of the card directed to the receiver) and you should respectfully give it to the most senior person first and then move down the line. By understanding this simple rule of seniority, you can spare yourself many embarrassing moments and, as a result, minimise the risk of being taken as “another impolite foreigner”.

MianZi or The Face

Face, or simple honour or reputation, is a very sensitive subject, therefore do not provoke anybody’s loss of face! Instead, you need to treat your business associates with due respect and politeness. One of the brightest examples of differences between Western and Chinese etiquette are presents: buying the same presents for everyone, regardless of position, is very rude. So, you ought to get better and more expensive gifts for senior people and less valuable ones for junior employees. Also, greetings are often based on hierarchy too, so in order to avoid any uncomfortable situations, wait for Chinese partners to perform the gesture - handshake, invitation to sit down - instead of taking initiative.

Seniority

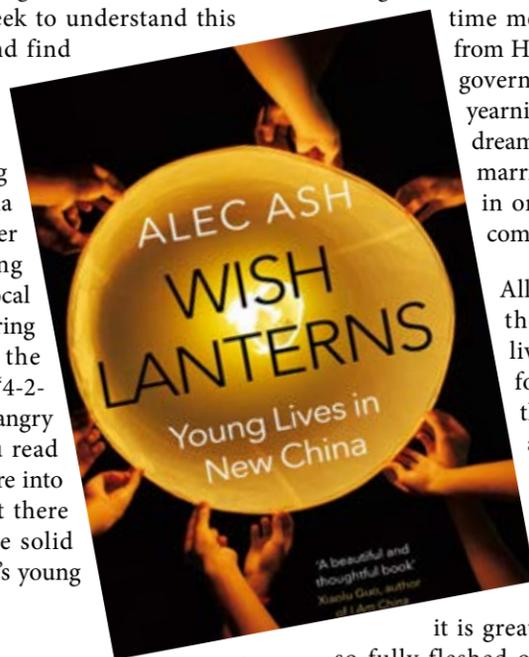
No, there are definitely no castes in China, but status is something Chinese people don’t joke with. That’s why addressing people by their correct position (“Manager X.,” “Chairman X.,” etc.) is more appropriate than standard Mr or Mrs. It goes together with entering any room in hierarchical order - the person entering the room first is automatically considered to be a leader of the business group. Hierarchy is something that needs

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ALEC ASH WISH LANTERNS

Young Lives in
New China

The hopes, dreams, desires and life paths of young Chinese are a matter of great interest to advertisers and marketers who seek to understand this burgeoning youth market and find better ways to sell to it. Yet oddly, there has been little in English addressing China's young beyond demonstrating and validating common media tropes: the tuhao rich, the ever increasing numbers studying abroad (with their effects on local housing markets), those enduring the horrors of the gaokao, the "little emperors" born in the "4-2-1" family system, the fenqing angry youth and sometimes (if you read these things) the rebels who are into Western rock and metal. But there has been little giving a more solid identity and persona to China's young – until now.



Alec Ash's "Wish Lanterns" is a very welcome book. It traces the lives and aspirations of six young Chinese, all from the millennial who converge in Beijing from various parts of the country. There's Lucifer, a wannabe rock star

(you might have seen him in Dos Kolegas); Snail, from a village in Anhui who arrives to study but finds his time more taken up in Internet bars; Fred from Hainan, the daughter of a mid-ranking government official; Mia, a hipster with a yearning for self-expression; Xiaoxiao, who dreams of entrepreneurship and settles into marriage; and Dahai, who gets caught up in online dissent before life beats some compromise into him.

All the characters are skillfully drawn, their actions reflecting their inner lives and vice versa. Ash follows the fortunes of each, chapter by chapter, their stories rich with telling details and illustrative incidents. Some will be familiar to anyone with Chinese friends of that era (arduous study, Journey to the West, political indifference, a desire to live more fully than their parents), though it is great to see that their lives and feelings so fully fleshed out. While one would have liked a broader character range (all are clever, all converge in Beijing), their stories are different enough to be broadly representative of a generation struggling to make its way in a new, ungenerous, unmapped world.

Quotes of the Month

Attitude is a little thing that makes a big difference.

~Winston S. Churchill

Think before you speak. Read before you think.

~ Fran Lebowitz

Experience is a hard teacher because she gives the test first, the lesson afterwards.

~Law Vernon

Having an Ayi

By Mike Cormack



Having an ayi is a worrying thing. It is not just entrusting the care of your young child to a stranger (though there is that) but it means being an employer and having, to all intents and purposes, a domestic servant.

Coming from what you might call the skilled working classes (all of my male relatives are engineers and offshore oil workers – in my father's generation, they were all fishermen), having someone working for me was worrying. On the one hand, you fear being an exploitative capitalist, ill-using a local and profiting from gross inequalities. I don't want to be one of those foreign whiners, complaining about how lazy the staff is, how she only works fourteen-hour days and how she doesn't really need one day off a month.

On the other hand, being a new parent made me anxious to do the best for my daughter, wanting to ensure that anyone caring for her did things the way my wife Shelley and I felt was right. Not being accustomed to having nannies or cooks or child minders, this was all a new experience for me and striving to get the right balance was not always easy.

You have to learn when to let go, when to trust the ayi, when to step in, and when to insist on what you want.

When Jenny was just a new baby, my job always had me working long

hours where I usually got home about 8pm to 9pm. So Shelley and I decided it was best to get an ayi to help her out during her maternity leave. If the ayi was good, she could think about returning to work but she would be able to keep an eye on the ayi and get her accustomed to our ways first of all. The ayi we hired was in her early 50s, which seemed ideal, and had considerable childcare experience which was evident from the way she fed and winded our daughter Jenny at her interview.

Unfortunately, despite the fact that she had the skills to be a good nanny, the ayi did not want to do housework, wanted all her meals cooked for her and seemed puzzled that we were not rich. (This should have been immediately apparent from our rather basic apartment). She did look after Jenny in a competent manner but it



was interesting to see where professionalism ends and parenting begins. There was a definite sense of the ayi treating Jenny as a job.

I don't want to criticize her too much - she was certainly competent - but there seemed no affection from her. If Jenny cried, Shelley and I would leap up to see what was wrong whereas the ayi would first finish what she was doing. She never seemed affectionate towards Jenny - she didn't

sing to her or call her name or babble the childish pleasantries which most people burble to babies. She was in the pricier range of ayis, which seemed fair because she worked seven days a week (she lived in with us), but after a week, she also said that she wanted her salary every 26 days, not monthly. This was the final straw so we let her go.

On reflection, we were scammed. We used an agency to find the ayi who required a month's salary as payment. By the ayi making it impossible to



work with us, they ended up getting six week's salary for a week's work. Repeat that business model with enough staff and you have some serious profit.

After that, we found another ayi through personal recommendation. She was also in her 50s, hard-working, good at cleaning and cooking, though less experienced at childcare. No-one will be perfect, of course, but it is a curious process to invite someone to live with you and be responsible for something so dear to you. It is a learning process for us, too, of course. You have to learn when to let go, when to trust the ayi, when to step in and when to insist on what you want. For example, when Jenny

was older, we would all take her to the nearby park where lots of families congregated. Jenny would happily play with the other children and share her toys but the ayi discouraged this, anxious that grasping hands might steal or break things! But we were less pessimistic, so here we insisted that Jenny share and play with other kids.

You have to adjust to having someone in your household, too. Our apartment wasn't big (the one we had in Beijing was twice the price and half the size of our previous place in Tianjin's Tanggu district) so we had to work together. I taught her how to make spaghetti Bolognese, for example, and one time she labored to make me scampi and fries. Shelley and I likewise always stocked up on the green tea she liked and took Jenny places every Saturday and Sunday so she could have some respite.

To my surprise, I enjoyed having her live with us. She was particularly good with Jenny, being affectionate and highly competent, and her cooking was great (her tudou niurou was heavenly). It was yet another China learning curve but one I can heartily recommend - if you get the right person!

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BIZ FUN



It was only after I set up the "good ideas" box, I found out how few people with good ideas the company has!



2016 is winding to an end, and traditionally companies thank their colleagues with an end-of-year celebration. Let Shangri-La Hotel, Tianjin's team of regional specialist chefs create a feast for your party to see off the year in style, with great food and with lots of fun!

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