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High Standards of Exceptional Service and Consistency

Interview with Allan Wong,
General Manager, Pan Pacific Tianjin Hotel

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Dear Readers,

Few foreigners working in Tianjin have experienced the transformation that China has undergone over the past two decades. Allan Wong came to China 23 years ago to start his career in the financial sector. He tried not to limit his abilities as he likes to delve into different facades that are beyond his job description. As a result he has overlooked land acquisition, projects construction and management of sites. He is the Pan Pacific Tianjin Hotel General Manager and a leader with all-round experience. Allan introduces to us his hotel, located beside the river bank and very close to the Ancient Culture Street.

The most important sports event in China at national level is the National Games of China that is held every four years. Tianjin is hosting the competition this year from August 27th to September 8th, and all business will be affected. The local government has taken the opportunity as well to transform the different aspects of the city.

The economy, overall, is seemingly healthy and is doing better than the downgraded expectations for the month. Chinese economy in most aspects during July either reached or surpassed expectations. China's GDP grew at a faster-than-expected 6.9% year-on-year in the first two quarters, well above the government's target for the year of 6.5%.

We dedicate the Feature Story of this issue to the Regional Comprehensive Economic Partnership (RCEP), a regional free-trade agreement (FTA) mostly between Asian countries, including Australia and New Zealand. As Donald Trump withdrew the United States from the Trans-Pacific Partnership (TPP) pact after eight years of negotiations rounds, its future is now unknown. Most analysts believe that RCEP will become an alternative to TPP and the economic centre-piece of 21st century. When the RCEP negotiations finish, it will become the world's largest free-trade zone, involving a population of 3.4 billion people with a total Gross Domestic Product of \$21.4 trillion, about 30 percent of the world's GDP.

This edition comes with many other interesting articles. You can learn how to identify a good location for your home or office using Ancient Feng Shui philosophy and the effects of China's New Cyber Security Law that took effect on June 1st, 2017.

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Mary Smith
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近几年，天津以其特别的城市风貌和巨大的发展潜力吸引了越来越多的外国人到访、生活和工作，但了解天津过去二十年风云变幻的外国人并不算多，黄耀锦 (Allan Wong) 先生便是这少数中的一位。在中国生活23年有余的他早先就职于财务部门，现任天津泛太平洋大酒店总经理。在对话中，我们不仅了解到很多有关天津泛太平洋大酒店的信息，更从有着深厚中国阅历的黄总口中了解到他对天津的认识与感情。在这个盛夏的尾声——8月27日至9月8日，天津将作为第13届全国运动会的东道主欢迎四面八方的来宾。此次运动盛会也将为本地带来巨大的经济效益和发展机遇，在本期杂志中，您还将了解有关区域全面经济伙伴关系 (RCEP) 的深入解读以及它与TTP的关系；对家居摆在在意的读者可以跟随“风水”知识的角度一探古老风水文化的“讲究”；日前出台的《网络安全法》对企业 and 个人的生活又有哪些影响？赶快打开本期《津衛商務》了解详情吧！更多精彩内容，请访问我们的网站www.businesstianjin.com或关注我们的微信公众号：[business_tianjin](https://weixin.qq.com/r/business_tianjin)。



◀ **High Standards of Exceptional Service and Consistency**
Interview with Allan Wong, General Manager, Pan Pacific Tianjin Hotel

Allan Wong came to China 23 years ago to start his career in the financial sector. He tried not to limit his abilities as he likes to delve into different facets that are beyond his job description. Rather than be limited to one category he prefers to get an understanding of many other aspects of the hospitality sector. As a result he has overlooked land acquisition, projects construction and management of sites. He is a very special General Manager with all-round experience.

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◀ **Effects of China's New Cyber Security Law in Business**

The newly enhanced and stricter China's Cyber Security Law took effect on June 1st, 2017. It aims to provide safety measures to shield Chinese data from cyber terrorism and hacking. The provision will uphold state security as they regulate the Internet based on national laws..

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◀ **What is Jetpack and how does it work?**

The jetpack, also known as rocket pack and rocket belt, is a device that uses gas jets (or sometimes liquid) to propel a person wearing it on the back through the air. Jetpacks have been around for decades, but those devices are more advanced today than ever before. The idea dates back to 1960s when the concept of flying machine emerged from sci-fi. As the technology developed, a dream of jetpacks has come true.

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Tianjin News

A Taste of Shangri-La



Shangri-La Hotel, Tianjin held an exciting and innovative meeting fair coupled with a guest appreciation party aptly called "A Taste of Shangri-La" on 30 June 2017. The hotel asked guests to experience their expansive and versatile meeting and banqueting facilities including flexible set-up space, offering countless options, including seamless integration with the Kerry Centre complex and gardens and its distinguished service and culinary offerings. Shangri-La's unique style allows guests to plan and recommend their ideas and then work with experienced operators to see their creative thinking evolve into reality.

"Annual Most Influential Branded Hotel" for Tangla Hotel Tianjin



World Hotel Association the 9th "Continental Diamond Award" Ceremony was successfully held in Haikou. Tangla Hotel Tianjin received an award for the "Annual Most Influential Branded Hotel". Tangla Hotel Tianjin carries out Tangla brand core values of "Harmony, Elegance, Excellence and Serenity". After face-to-face survey with other hotels, Tangla Hotel Tianjin got an excellent score and won "Annual Most Influential Branded Hotel" of "Continental Diamond Award". Carrying this honor, Tangla Hotel Tianjin will go on striving to combine the finest wishes from nature and the art of modern hospitality, to create an environment to rest and relax your heart and soul in "harmony, elegance, excellence and serenity."

Tianjin: Cashless city



Tianjin municipal government signed a cooperation agreement with China's major e-payment provider Ant Financial, part of the Alibaba Group, to turn Tianjin into a "cashless city". Ant Financial will promote mobile payments, and Tianjin University of Commerce and Tianjin University of Finance and Economics will build the first "no cash campus". Tianjin is the third Chinese city that has announced plans to go cashless. Ma said he hopes the construction of cashless Tianjin will help Alibaba become deeply involved in the coordinated development of the Beijing-Tianjin-Hebei region, and he expects the company to help Tianjin become a significant driver of China's digital economy.

Bullet train service linking Beijing & Xiongan New Area commences



The first bullet train linking Beijing and the Xiongan New Area departed from the Beijing South Railway Station on Thursday. It was the first of four high-speed services scheduled to run daily. The journey takes 1 hour and 50 minutes. The D6655 left at 8:08 am and made its first stop after 80 minutes at the new area's Baiyangdian Railway Station. The train's terminal is Baoding Railway Station in Hebei province, where it arrived at 9:58 am. The service also stops at Bazhou West, Baigou and Xushui stations, which are all in Hebei.

Take-out food now available in Bullet trains



As of July 17th, 27 high speed train stations are providing food ordering service to their bullet and high-speed train passengers. All food prices are the same as for eat-in food. Because it is a new service, some foods are slightly discounted. From July 17, bullet train and high speed railway passengers have been able to place orders on the 12306 app. There are 27 pilot high speed train stations providing the ordering service, including Beijing, Tianjin, Guangzhou, Nanjing, Hangzhou, Xi'an, Shenyang, Changchun, Wuhan, Jinan, Fuzhou, Xiamen, Changsha, Chengdu, Chongqing and Lanzhou. If passengers encounter problems with the take-out food, they can complain on the 12306 website.

FINANCE

Topping expectations in Q2 by growing 6.9% GDP



It said that second-quarter GDP growth was 6.9% against the prior year, and that comes as investors watch the world's second-largest economy for any signs of slowdown amid concerns over high debt levels. Economists polled on average had expected 6.8% growth in the April to June period against the same time last year, compared to the first quarter's 6.9%. With two quarters of GDP expansion at 6.9% against a lower full-year target, the Chinese government will now have greater tolerance of slower growth in the second half of the year.

U.S. bank card companies ready to operate soon in China



US based payment card companies, including American Express (AXP.N), MasterCard (MA.N) and Visa (V.N), are preparing to submit license requests to operate in China within months, according to three people with direct knowledge of the matter. The long wait for the U.S. companies is, though, unlikely to end soon. It may take as long as two years or more for the companies to clear all official scrutiny, including from banking regulators, and for them to pass a security review, as well as meeting other conditions. The people said the applicants would be subject to intense scrutiny by the banking regulator as well as security agencies. The companies will also have to set up extensive local infrastructure.

China has become important market for Walt Disney International



China has become one of the most important markets for the Walt Disney company, said Andy Bird, chairman of Walt Disney International for the upcoming Disney fan event D23 Expo. "China is incredibly important, where we have invested an enormous amount of time, people, resources and money, in growing our business over the last decades," said Bird. According to Bird, not only will more Disney movies come to China, but also more cooperation between Disney and China is in the cards. Disney is conscious of relating to Chinese consumers, whether it is telling Chinese stories, using Chinese actors or filming in China

Sunac purchases Hotels and Theme Parks to Wanda



The conglomerate run by China's richest man is offloading a hefty chunk of its assets to pay down debt. The move suggests a switch to an asset-light mode - virtually unprecedented in China - as well as preparation for a possible stock listing. Dalian Wanda will sell 76 hotels and a 91% stake in its 13 theme parks to Sunac China, which has itself been on an acquisition spree. Sunac Real Estate Group will pay 33.6 billion yuan to buy the hotels outright, while parent Sunac China will spend 29.6 billion on the theme-park stake.

\$9trillion bond market opens up to foreign investors



A long-awaited scheme enabling foreign investors to buy and sell Chinese bonds has been launched. The Bond Connect programme is Beijing's latest attempt to open up its financial markets and attract foreign capital. China's \$9 trillion bond market is the third-largest in the world, but only 2% of Chinese bonds are foreign-owned. Initially, Chinese bonds can be bought by banks, insurers and fund managers via Hong Kong. Buying Chinese bonds - essentially Chinese government and corporate debt - will give investors greater access to investments denominated in the Chinese currency, the yuan or renminbi.

Stripe strikes global partnerships with Alipay & WeChat Pay



Silicon Valley startup Stripe has partnered with digital payment providers Alipay and WeChat Pay to enable merchants using its platform globally to accept payments from hundreds of millions of Chinese consumers. Starting Sunday, the partnerships allows online merchants using Stripe to integrate the ability for Chinese users to pay with Alipay and WeChat Pay on their websites, the company said. Stripe hopes the integration will help boost its revenues by allowing clients to tap China's vast consumer market, where credit cards account for only a fraction of online spending, the company said.

Chinese airlines lure Russian pilots with lucrative pay



More Russian pilots are choosing to work for Chinese airlines because of lucrative pay and attractive benefits. The monthly salary for pilots in China is between \$17,000-25,000, more than quadruple than in Russia. Additionally, the pilots fly around 80 hours per month in China, while in Russia they fly around 90 hours. There are 81 Russian pilots working in China's airline industry. Over the next 20 years, China will need 4-5,000 airline pilots each year, according to aviation experts. As of end-2016, the number of foreign pilots with valid licenses issued by the Civil Aviation Administration of China reached 2,628.

LAW & POLICY

War on 'Chinglish' to prevent translation gaffes



China has long been known as the land of the confused tourist, with instructions on public notices using phrases like: 'Be careful to hit your head.' But poorly translated English - or what is otherwise known as Chinglish - is set to become a thing of the past following the launch of a new national standard. Authorities announced this week that the national standard would be rolled out in 13 public areas, including transportation, entertainment, medicine and financial services. "English translations should prioritise correct grammar and a proper register, while rare expressions and vocabulary words should be avoided."

GENERAL

Second-tier cities increasingly popular among job-seekers



While major cities like Beijing, Shanghai, and Guangzhou remain popular for job seekers, China's second-tier cities are gaining popularity, especially among the post-90s generation. The report that Hangzhou and Shenzhen have become the most attractive city for white-collar workers and university graduates, respectively, after Beijing and Shanghai. Meanwhile, Guangzhou is losing its competitive edge compared to Hangzhou and Shenzhen - where internet giants Alibaba and Tencent are headquartered.

Shareable luxury handbags



Online users can now rent handbags including brands like Louis Vuitton, Gucci, Chanel and Dior. Depending on the quality and type of bag, users can pay anything from 99 yuan to 1,878 yuan. The company, Dou Baobao, asks that users pay an additional 30-50% deposit on the overall market price of the bags. Dou Baobao founder Cheng Kaiwen said that his business model has "economic and environmental" benefits, and said that such services could help Chinese users distinguish between fake and real goods in an increasingly saturated market. While shareable luxury services already exist in the US and Japan, social media are sceptical about whether this business model can have any measure of success in China.

CHINA IN THE WORLD

Don't look down! Terrifying skywalk opens in Chongqing



Check out this amazing walkway which has opened recently. The v-shaped skywalk has a glass bottom so that visitors who are brave enough to take a stroll on it can see through the floor to the ground more than 120 metres below! The structure is the longest of its kind in the world, sticking out almost 70 metres from the side of a sheer cliff. No more than 30 people are allowed on it at any one time.

Direct flights between Beijing and Lisbon



HNA Group announced that its subsidiary, Capital Airlines, has launched a direct air link between China and Portugal. The agreement to launch a direct flight from Beijing to Lisbon was signed during Prime Minister Antonio Costa's visit to Beijing in October 2016 and the new route was unveiled at the inauguration ceremony that was held on July 11 in Lisbon, Portugal. The debut flight is scheduled to take place on July 25, 2017.

46.5% of rich people might immigrate



A total of 46.5 percent of China's high net worth individuals, or those whose wealth is valued above \$1.5 million, are considering immigrating overseas, according to an industry report released Sunday. The report, jointly issued by the Hurun Research Institute and Visas Consulting Group, said that 9 percent of the HNWI have applied for or are in the process of applying for immigration visas. The yuan's depreciation and tightened control over the property market in the first-tier cities are factors for the trend, it said.

70

Up to **70%** discount will be given away to online shoppers in line with the celebration of Singles Day on November 11th of this year 2017. Increasing online activities for single people have been observed, thus making this holiday the biggest online event in the country.



2,000

The Celts celebrated the "Samhain" feast **2,000** years ago which has evolved into Halloween celebration that the Chinese people are also going to observe on 31st October, 2017. In China, modern celebration also includes decorating homes with spooky figures and characters.



28

Up to **28** kilometers of Japanese creeper plant that had been planted in 2013 continuously provides shade and shelter to passers-by as well as commuters and visitors. In 2017 update, the viaduct of green creepers grew into lush features in Chengdu. It not only provides shade and oxygen but also a boost to the scenery.



50,000

More than **50,000** relics have been recently excavated and discovered through an ongoing archaeological excavation located in the Yuanmingyuan Ruins. As of July 2017, the archaeological team explored up to 22 scenic spots in the area with the discovery of relics that showcased creativity and culture.



首先让我们来看一组生活方面的数据。成都市中心城区二环路高架桥建成于 2013 年，近年来“爬山虎”长满了桥墩，让整个二环路变成了全长 28 公里的绿色走廊。最近专家考古队对圆明园遗址进行了考古发掘，这次考古活动发现了 5 万多件遗物，成果丰硕。我国手风琴参赛选手在今年 5 月 15 日至 21 日举行的第 54 届德国克林根塔尔国际手风琴比赛上包揽了四项大奖，另国际乐手侧目。目前，我国广西大约有 33 万人正在种植茉莉花；截至 2017 年 7 月，茉莉花茶业贸易价值达 65 亿元人民币，预计未来几年仍会增长。

54

Chinese accordion players dominated the **54th** Klingenthal International Accordion Competition which was held in Germany in this year 2017. From 78 competitors, the Chinese participants bagged 4 first prizes in all. The legendary accordion player, Cao Xiaoqing, this year marked a milestone.



100

Up to **100** women took part in performing exquisite embroidery skills during the July 7th, Liupanshui Summer Cultural Festival. The annual event's opening ceremony welcomed women from the Miao or Bouyei ethnic groups. Some of the participants are embroidery experts while others have mastery on laran or wax printing in Chinese.



52

The World Heritage Committee earlier decided to make the Gulangyu historic international settlement of Xiamen as the **52nd** Chinese site to enter their list. China's Gulangyu has made significant progress, proving that Fujian Province reached a new level in protecting cultural relics and making a new cultural construction.



330,000

Approximately **330,000** people are currently employed in growing jasmine for the blossoming jasmine tea business in Guangxi, China. As of July 2017, the tea business is known to value up to 6.5 billion Yuan and is expected to grow more in the coming years.



77,469,000

If you have wondered how many companies exist in China, you will be surprised with the answer! According to the information by Administration for Industry and Commerce released in 2016, the number of China's companies is **77,469,000**. As China is home to **1.4 billion** citizens, the previous number is reasonable.



12000

China is one of the best countries for foreign investment. The report for 2015 revealed that the number of newly registered companies has significantly increased during this year. Every day in 2015 China was richer by about **12,000** new companies.



92.32

China's information technology sector has significantly progressed over the last few years. The information released in 2016 show that IT expenditures in the banking sector were **92.32** billion Yuan. It is expected that the number will increase to about 135 billion Yuan by 2020.



5,18

You have probably had the chance to buy the parking site for your vehicle. Hong Kong top executive paid **5.18** million HK dollars in order to keep his parking spot in the urban area of the city. This is a new record in China regarding the amount spent on the parking site.



下面的数字可能会令你惊叹我国经济发展之迅速——我国移民人数在 2016 年达到近 281 万人。在 2015 年，我国平均每天新增注册公司 12000 家；另据我国工商行政管理总局 2016 年发布的资料显示，我国注册公司总数为 7746.9 万家。信息技术行业发展也非常迅速，仅银行业在 2016 年就在 IT 方面支出 9232 亿元。另外，未来五年内我国预计将向“一带一路”项目投资 5 万亿美元。

281

According to the official report for China, the number of migrants in 2016 was nearly **281** million. Between them, 65% were males in their late 30s with the average salary of 475\$ per month.



100

China's popular jewellery shop Chow Tai Fook announced their plan for opening **100** new retail locations. This step was contemplated after a significant rise in profits by about **3.9%** during 2016.



5,000,000,000,000

OBOR (One Belt, One Road) is China's silk-road initiative. It is a new project in the country which needs about **5 trillion** USD in the next five years. It means that China will need help from the world's banks to finance this initiative.



24000

Conglomerate HNA group renders world trade more than exciting. The popular corporation, which is the owner of Hainan Airlines and 20% of Hilton Hotels, leased 2 more office lots in the emblematic 88-storey Two IFC building of Hong Kong, thus tripling its total space in the building to **24,000** sq ft.



Most aspects reached or surpassed expectations

By Anthony Lawry

在刚刚过去的7月份，我国整体经济水平与各项数据承稳重势，绝大多数数据都达到或超出了早前预期。据中央监测数据显示，在前六个月内增幅快于预期水平，国民生产总值同比增长了6.9%，达到38.2万亿人民币。如前所述，这个数字远远高于预期的6.5%的目标。我国今年6月份的CPI指数相较前一季度有所上升，为1.5%，零售额和工厂生产值则远高于预期，分别为11%和7.6%。此外，上半年的PMI采购经理指数为51.5，较去年同期上涨了1.7%。

另一利好趋势是，中国商品的国际输出与消费较大，早这方面上半年同比增长6.9%。与其相关的工业生产增长率在4月和5月保持在6.5%之后上升至7.6%。工业产值增长较快，大大增强了我国经济逐渐稳定的迹象。

综合来看，今年上半年我国经济的一个特点是有关部门处理金融市场失衡的协调程度和统一性，大大确保了经济的中长期平稳增长，潜在的增长水平可能比早前预期更强。总体而言，过去的一个月内大多数经济数据稳中有升，超出预期，整体呈健康发展。

According to statistics from the Chinese government and several analysts following the matter, the Chinese economy in most aspects during the month of July either reached or surpassed expectations set by government officials. China's GDP grew at a faster-than-expected 6.9%

Growth held up yet inflationary pressures declined and liquidity moderated

year-on-year in the first two quarters, well above the government's target for the year of 6.5%. Furthermore, indicators which are important for determining whether or not the economy is healthy such as industrial output, retail sales and fixed-asset investment remained at high levels, according to the National Bureau of Statistics.

As per the centrally measured figures, China's economy expanded faster-than-expected over the first six months with gross

domestic product (GDP) rising 6.9% year-on-year to about 38.2 trillion Yuan (\$5.6 trillion), data from the NBS showed. As previously stated, this was much higher than the target of 6.5 for the year implying sound macro and microeconomic policy being implemented despite the economic and political turmoil throughout the world.

China's consumer price index (CPI), a main gauge of inflation, rose 1.4% on average from January to June this year according to the National Bureau of Statistics. Furthermore, the figure in June stood at 1.5% flat from the previous month but an increase from April's 1.2% and March's 0.9%. However, CPI declined 0.2% month-on-month due to lower food prices, said the bureau. Urban investment in June remained steady with 8.6 per cent annual growth rate - which was slightly better than what economists had predicted.



Also pointing to higher levels of global consumption of Chinese goods is the fact that China's value-added industrial output touched 6.9% year-on-year in the first half of the year. This was clearly an improvement on the 6.8% for the first quarter and the 6% registered for the same period of 2016. In June, industrial-production growth increased to 7.6% after staying at 6.5% in April and May. The faster expansion of industrial output has largely added to signs of gradual but continued stabilization of the Chinese economy at large.



As for factory output and retail sales, they came in well ahead of expectations which had been pegged at 7.6 and 11 per cent growth respectively. Higher global demand for China's products will help the country contain its massive debt levels which is currently 277 per cent of GDP. While the month of July did not necessarily see these debt

Despite the fact that economic data mostly met and in some instances surpassed expectations for the month of July, Chinese markets have been mostly down for the month of July with many reaching the 10% loss threshold met for the continuation of trading on a day to day basis. Nonetheless, because of these mechanisms that halt trading when

a stock falls more than 10%, losses on these equities were alleviated and a crisis or mass continuous selloff was averted for the moment. However, this information should be understood in context of the notion that most trading on the stock market towards the end of the second decade of 21st century is mostly conducted by computer algorithms or algos for short hand. These algos have created a situation in which the Chinese market is not necessarily reflective of the economy since economic data and stock prices do not appear to be in sync with one another.

Regardless, the economy overall is seemingly healthy and is doing better than the downgraded expectations for the month. The most impressive feature of the first half of the year has been the degree of coordination and uniformity from authorities in dealing with imbalances in financial markets. This has had the desired impact on the real economy and is a huge step in the right direction in ensuring that medium-and longer-term growth is placed on a more stable footing.

Growth held up yet inflationary pressures declined and liquidity moderated. This means potential growth levels could be stronger than previously estimated. In terms of growth drivers, there are signs of a rebound in private business activity which is not government directed. This is different from rebounds we saw during the past five years which were mostly government fueled and infrastructure focused. Overall, the past month has demonstrated itself to be quite a positive one. **E**

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China And The Regional Comprehensive Economic Partnership

By Harold Murphy

就在一年前，亚太地区贸易自由化和经济一体化还是呈现出两条不同的发展路径，即东盟主导、中国积极推进的区域全面经济伙伴关系协定（RCEP）和美国力推、排斥中国和印度两个大国在外的跨太平洋伙伴关系协定（TPP）。随着新总统特朗普上台，美国于今年初宣布退出跨太平洋伙伴关系协定，中国主导的区域全面经济伙伴关系协定在亚太地区的影响力和作用就显得更为重要。

区域全面经济伙伴关系协定是以东盟为主导，包括东盟十国与中国、日本、韩国、澳大利亚、新西兰、印度共 16 个成员的区域自由贸易协定机制。其建设目标是消除内部贸易壁垒、创造和完善自由的投资环境、扩大服务贸易，还将涉及知识产权、竞争政策、争端解决等多个领域。2011 年 2 月，在第十八次东盟经济部长会议上，参会国部长讨论了如何与其经济伙伴国共同达成一项综合性的自由贸易协议，会议最终产生了组建 RCEP 的草案，这是 RCEP 概念被首次提出。今年 7 月 18 日至 28 日，《区域全面经济伙伴关系协定》第 19 轮谈判在印度海德拉巴举行。从 2011 至 2017，区域全面经济伙伴关系已经顺利走过了 7 个年头，每一轮会议都达成了利于各方的实际成果。参与 RCEP 标志中国自贸区建设迈入一个新的阶段，需要从内外政策上积极应对可能带来的影响。我国将进一步在组织内部发挥自身优势，推进 RCEP 各国间的合作迈向新高度。

Introduction

As Donald Trump withdrew the United States from the Trans-Pacific Partnership (TPP) pact, after eight years of negotiations, its future is now unknown. But there is another agreement that most analysts believe will become an alternative to the TPP and the economic centrepiece of 21st century, namely the Regional Comprehensive Economic Partnership (RCEP). Unlike the TPP which included 12 countries from the Asia-Pacific, Latin America and North America, but excluded China and India, the RCEP is a regional free-trade agreement (FTA) mostly between Asian countries including Australia and New Zealand. When the RCEP negotiations finish, it will become the world's largest free-trade zone, involving a population of 3.4 billion people with a total Gross Domestic Product of \$21.4 trillion, about 30 percent of the world's GDP. With the projected economic growth in China, India and Indonesia by 2050, the GDP of RCEP member countries could reach over \$100 trillion, double the projected GDP of TPP member countries.

RCEP Explained

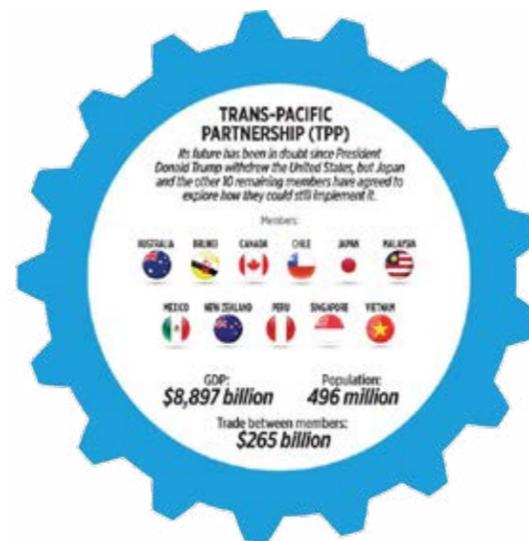
Regional Comprehensive Economic Partnership (RCEP) is a comprehensive multilateral agreement between the ten member states of the Association of Southeast Asian Nations (ASEAN) and six states with which ASEAN has existing free trade agreements: Australia, China, India, Japan, South Korea and New Zealand. ASEAN member states include Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, the Philippines, Singapore, Thailand and Vietnam. This is a proposed free trade agreement with the main purpose of improving trade matters between the sixteen countries. These include lowering of tariffs and other trade barriers between the member countries which will be especially beneficial to RCEP members that currently do not have free trade agreements: China-India, Japan-Korea and Korea-India.



The Round 5 RCEP Meeting in Singapore, 2014

While the RCEP was introduced during the 19th ASEAN Summit in November 2011 in Indonesia, talks were formally launched in November 2012 at the ASEAN Summit in Cambodia. Since then, dozens of negotiation rounds have been held with the plan to finish the deal by the end of 2017.

RCEP will become the new cornerstone of free trade including exclusively the Asia-Pacific region



Recent developments at the 13th round in New Zealand include a sudden impasse by China pushing for the dismantling of the Indian three-tier approach to tariff reduction. By this approach, ASEAN countries are being offered a 65% tariff reduction immediately, followed by another 15% of reduction over the next 10 years. A 42.5% reduction in Indian tariffs is proposed to China, Australia and New Zealand. These countries will offer India 42.5 per cent, 80 per cent and 65 per cent tariff lines reductions respectively.

RCEP's key points as stated in the Guiding Principles include the following:

- 1) "RCEP will cover trade in goods, trade in services, investment, economic and technical co-operation, intellectual property, competition, dispute settlement and other issues."
- 2) "RCEP will have broader and deeper engagement with significant improvements over the existing ASEAN+1 FTAs while recognizing individual and diverse circumstances of the participating countries."
- 3) "Negotiations should aim to achieve the high level of tariff liberalization through building upon the existing liberalization levels between participating countries."
- 4) "RCEP will be comprehensive, of high-quality and consistent with WTO rules and all service sectors will be subject to negotiations."

An overview of rounds held since the formal launch of negotiations is given in the following table:

Round No:	Period	Location
Round 1	9-13 May 2013	Darussalam, Brunei
Round 2	23-27 September 2013	Brisbane, Australia
Round 3	20-24 January 2014	Kuala Lumpur, Malaysia
Round 4	31 March-4 April, 2014	Nanning, China
Round 5	21-27 June 2014	Singapore
Round 6	1-5 December 2014	New Delhi, India
Round 7	9-13 February 2015	Bangkok, Thailand
Round 8	5-13 June 2015	Kyoto, Japan
Round 9	3-7 August 2015	Nay Pyi Taw, Myanmar
Round 10	12-16 October 2015	Busan, South Korea
Round 11	14-19 February 2016	Bandar Seri Begawan, Brunei
Round 12	17-29 April, 2016	Perth, Australia
Round 13	June 2016	New Zealand
Round 14	15-18 August 2016	Vietnam
Round 15	11-22 October 2016	Tianjin, China

5) "Negotiations will cover the four pillars of promotion, protection, facilitation and liberalization."

6) "Participants will be ASEAN members and FTA Partners. After completion of negotiations, countries other than the 16 states may join."

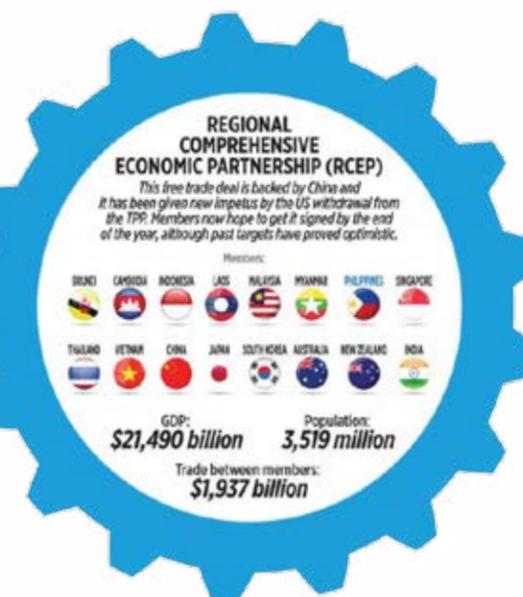
zero tariffs on the goods and even a big part of the tariff reductions will take place over a longer period. The included goods will be at about 90% of all goods. TPP would also be a more comprehensive agreement, including labour, environmental and intellectual property rights, whereas the RCEP is primarily based on trade matters and tariff eliminations. 

RCEP vs. TPP: The Difference

TPP requires legislative ratification of at least six countries, making up 85% of the TPP member states' GDP which means the participation of US lawmakers is mandatory. Out of the sixteen potential member states of RCEP, seven are signatories of the TPP: Australia, Brunei, Japan, Malaysia, New Zealand, Singapore and Vietnam.

RCEP, which until now was in the shadow of TPP, will become the new cornerstone of free trade according to experts, including exclusively the Asia-Pacific region for now. But some differences still exist between these two ambitious pacts. The TPP, for instance, proposed removing tariffs completely on 90% of all goods from the first day the agreement comes into existence and eventually including 100% of goods at zero tariffs later. RCEP does not predict

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High Standards of Exceptional Service and Consistency

Interview with Allan Wong,
General Manager, Pan Pacific Tianjin Hotel

By Emily Casey

珀斯天鹅河, 巴厘岛海神庙, 河内西湖, 新加坡滨海湾, 厦门筼筮湖.....欲一览泛太平洋区各地美景, 首选当然是下榻泛太平洋大酒店。南至巴厘岛, 北至中国, 东抵加拿大, 西达新加坡; 泛太平洋酒店及度假村的足迹遍布北美西海岸、澳大利亚和整个亚洲地区。泛太平洋是亚洲和环太平洋地区的酒店领军品牌, 不仅分布广泛, 而且位置绝佳, 每家泛太平洋大酒店都坐落于所处城市的核心区域或著名景区, 并为您提供高级住宿设施和服务; 无论是交通便利程度还是周边景区布局甚至是从房间向外眺望的景致都让您满意。

泛太平洋酒店、度假村和高级服务式公寓, 已在多个地区和国际舞台上得到认可, 例如获得世界旅游奖、AAA 四钻大奖、《康德纳斯旅行者》杂志金牌大奖和读者评选奖。泛太平洋品牌将在中国继续拓展市场, 并且相信通过酒店的高品质服务, 客户会更加了解品牌并持续选择入住世界各地的泛太平洋大酒店。

早在 2014 年就开业的天津泛太平洋大酒店不仅继承了泛太平洋大酒店品牌的无数优点, 更是结合了天津本地特色, 为每位住客提供一流星级服务。现任酒店总经理黄耀锦 (Allan Wong) 先生已在中国工作二十余载, 曾任品牌酒店财务总监职务, 是少有的拥有多部门经验的酒店总经理。他不仅了解泛太平洋大酒店, 更懂得如何让天津泛太平洋大酒店与天津这个独具特色的城市协同发展、完美融合。

泛太平洋大酒店名不虚传——这里的太平洋风情是给顾客带来全新体验的奥秘所在, 顾客在此可以放松心情, 舒缓身心。在与黄总对话之初, 他就表示: 天津泛太平洋大酒店致力于为客户带来舒适的入住体验。酒店所有客房和套房都经过精心设计, 将优雅家具、迷人景观和现代舒适完美融合。

除此之外, 天津泛太平洋大酒店尽最大努力满足住客各类需求: 在这里, 您可以在任何时间去 24 小时开放的健身房健身, 与此类似的个性化服务还有很多。黄耀锦先生认为未来的中国酒店市场竞争将更为激烈, 提供优质的服务、满足客户所需才是脱颖而出之良策。

为了给客户带来最佳体验, 天津泛太平洋大酒店不仅在陈设服务方面做出努力, 更考虑到了员工的工作与生活的平衡, 如此一来, 每位员工可以发挥最大的工作热情与服务水准, 为客户带来最佳体验。黄总特别提到天津泛太平洋大酒店一流的团队是他的“取胜法宝”, 在这里的每一位员工都发挥着自己的重要作用, 是他们的卓越表现铸就了品牌成功。

谈及酒店的便利与特色之处, 黄耀锦先生表示, 天津泛太平洋大酒店坐落于津城最美的区域, 毗邻海河、天津古文化街、天津天后宫和天津中山公园等著名景点, 其优越地理位置使住客可以最大程度地利用闲暇时间一览天津美景, 领略风情。

本月末, 天津即将迎来全国运动会, 此时入住天津泛太平洋大酒店, 在共襄盛会的同时纵享天津特色美景, 不失为一个绝佳的选择。

Few foreigners that work in Tianjin have experienced the transformation that China has undergone in the past two decades.

Allan Wong came to China 23 years ago to start his career in the financial sector. He tried not to limit his abilities as he likes to delve into different facades that are beyond his job description. Rather than be limited to one category he prefers to get an understanding of many other aspects of the hospitality sector. As a result he has overlooked land acquisition, projects construction and management of sites. He is a very special General Manager with all-round experience.

You started your career as a financial controller and today you are General Manager. How has the transition been?

I started off as a financial controller and moved on as a General Manager. From the early 1990's till today if you study the background of CEOs' in America most of them have financial backgrounds. It's not only about how much revenue we can bring in, it's more about how much of that can be

converted into profit. I believe my financial experience has given me an edge in the market.

How do you manage to bridge owners' expectations, keep the team motivated and ensure customer satisfaction?

Pan Pacific Tianjin Hotel is owned by our group company and it is managed by our

sister company. We try to be the best to maintain the highest possible standards in terms of providing guest service, maximizing financial return





We try to be the best to maintain the highest possible standards in terms of providing guest service

my achievements. I have a wonderful team that makes things happen. At the Pan Pacific we simplify so that my staff can focus on maintaining a better work-life balance so that they can give priority to guests. We try to focus on following through all the services that the guests request for.

and protecting the ownership assets. We balance these three aspects well which provides us with the stability we need to try out new things so as to enrich the experience of our guests.

As for team motivation, I'm really proud to say that I have an amazing team. We work well together as we have built a lot of trust within the group.

What are the facilities and special benefits that Pan Pacific Tianjin Hotel offers to its guests?

I think hotels offer their guests more or less the same services and the defining factor is where they decide to place emphasis. At Pan Pacific hotel we focus on providing our guests with a memorable experience. We emphasize the guests' comfort and convenience. We want our guests to remember the Pan Pacific experience so that they will continue to choose our prestigious hotel brand whenever they travel.

Tell us about the unique location of Pan Pacific Tianjin Hotel.

We are located in the most beautiful part of the city. The Tianjin municipality has spent a lot of resources to maintain this area of the

city and it is one of the most scenic and attractive places. Guests can walk close to the river bank giving Tianjin a European touch. The Pan Pacific hotel is very close to the Ancient Culture Street which is a must-visit attraction in Tianjin. By being so conveniently located our guests can maximize the time that they spend here in the city.

The hospitality sector is very competitive. How do you stay ahead of your competitors?

China has a very competitive landscape. The hospitality sector is no different. I have to thank my team for

Tell us something about actions, events and activities planned by Pan Pacific Tianjin Hotel to attract and retain guests.

We did a number of events in 2016 and early 2017. We here at Pan Pacific like to maintain an exceptional level of quality. We like to deliver what we have promised. Our events are something the guests look forward to. The Appreciation Dinner that was held last year was received very well. Guests were very happy with the services we provided. The high standards of exceptional service and consistency are what make us stand out and keep our guests coming back.



Club Floor Suite

I'm really proud to say that I have an amazing team

This month marks the beginning of National Games of China. How does Pan Pacific Tianjin Hotel plan to attend to the large number of people coming to visit Tianjin?

It's a city event which will have a large number of guests visiting. We aim to offer our guests a wonderful place to relax and recuperate with services catered to their every need. Pan Pacific is a chain with branches all over the world from Canada all the way to Vietnam. We offer our customers a unique service. The Pan Pacific experience is something we hope the customers will hold and remember forever. For example, we have a 24-hour gym and other minor services that provide great guest satisfaction. Little actions taken with the guests in mind go a long way in terms of fulfilling their needs.



Club floor King Riverview

Tianjin has been recently awarded the title of being the 10th most "business friendly" city of China. What else should Tianjin do to be one of the top 3 in this rank?

I think Tianjin should encourage more talented foreign professionals to come and work in the city. It is necessary to make Tianjin more attractive to international travellers and make them feel that this is a great place to work and develop their career.

What is next for Pan Pacific Tianjin hotel?

We try to develop our brand presence in China as it's not yet that significant. We have many hotels in Singapore and Australia. These are two popular destinations which the domestic Chinese travellers frequently travel to. We want them to always choose Pan Pacific when they travel to these destinations as well. We can only do this if we can familiarize our brand and make it synonymous with a memorable experience.

What is your secret to keep a stable and well trained team?

I make an effort to do team building exercises to reinforce the trust that we have with each other and to make them feel that they are an integral part for the team to function well. If any of the staff fall apart, the team will collapse just like a domino. I encourage them not to work with a department mentality but to step outside that mindset and work as a collective. If all the staff work together we can succeed in our purposes and even go further. I always make sure to recognize achievements and motivate them to work with enthusiasm.

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

It's going to be more competitive - everyone is looking to improve



services but we need to figure out how this will happen. I think good service should be recognized and encouraged. Of course the government has an important part to play in terms of investments, infrastructures and providing concessions. The hospitality industry is no longer the main focus but it is vital for travelers who expect a valued service so the hotels should step it up to cater to the needs of the guests.

You have seen the transformation of Tianjin over the past years. Where do you think the city should focus to maintain its successful developmental spree?

Firstly, I think foreign professionals have a vital role to play to further Tianjin's success. I think the government should encourage expats to come and allow them to work in China. Secondly, I think the government should provide incentives to encourage people to work in the city instead of migrating to other parts of China or abroad. This will

increase the level of income of local people and allow them to spend more money in the hospitality industry.

Could you let us know something about your management style?

I focus more on results so I like to mentor my team members. It's important to work with your team, train, coach and guide the team in the best way possible to get the most out of each individual so that each department can deliver the highest service and quality to guests.

I prefer using the term partner as opposed to employer as I feel it encourages them to do better and be more persistent with their tasks. I encourage them to work harder on equal grounds away from the traditional setup which is limited to an employer and employee relationship. Everyone has an important role to play which is vital for us to work smoothly and maximize our potential.

How do you balance your strengths and weaknesses?

Every leader has a great team backing them up. My team makes me a strong individual. The team that I have here at the Pan Pacific is undoubtedly the best. They are aware of their strengths and weaknesses and they understand that it is acting as a team that makes us effective and enables us to reach our goals.

What are your future goals, both professional and personal?

Professionally, I want to see my carrier advance and grow further. I have two wonderful kids who I adore and watching them grow is amazing. In terms of personal goals, my main focus is my family. **E**

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Pacifica Private Room



Hai Tien Lo Private Room



Pacific Ball Room



Gym Centre

EFFECTS OF CHINA'S NEW

C Y B E R
S E C U R I T Y
L A W
IN BUSINESS

By Rose Salas

早在去年 11 月 7 日，十二届全国人大常委会第二十四次会议审议并通过了《网络安全法》，该法于 2017 年 6 月 1 日起施行。该法的正式通过和实施意味着中国在信息化时代的网络安全方面将有法可依，并将开启一个网络安全的新纪元。《网络安全法》全面和系统地确立了各个主体包括国家有关主管部门、网络运营者、网络使用者在网络安全保护方面的义务和责任。另外，它确立了保障网络的设备设施安全、网络运行安全、网络数据安全、以及网络信息安全等各方面的基本制度。除此外，法律也明确规定了中央政府有权直接控制境内在线运营的公司。中国有着 4 亿移动互联网用户，因此我国也被视为最大的电商市场。因此，该法的施行多少也对众多公司经营造成了一定的影响，公司经营者需要深入了解法规详情，才能合法保护自身信息和合法利益。

举例而言，根据新法规定，“关键信息基础设施的运营者在中华人民共和国境内运营中收集和产生的个人信息和重要业务数据应当在境内存储。因业务需要，确需向境外提供的，应当按照国家网信部门会同国务院有关部门制定的办法进行安全评估；法律、行政法规另有规定的，依照其规定。”对于跨国公司在境内的信息系统，一旦被认定为关键基础设施，将不能随意将数据进行跨境传输。该条规定会对境外机构在国内的业务和信息系统产生重大影响。

对于《网络安全法》的实施，很多境外专家认为这将使得外企在华开展业务的风险大大提高。大企业担心投资回报是否还可以继续，小企业则忧心在激烈的市场竞争中如何生存发展。但无论如何，该法确实在保护信息数据及个人信息起到了极大的积极作用，我们将持续关注。

The newly enhanced and stricter China's Cyber Security Law took effect on June 1st, 2017. According to analysts, it aims to provide safety measures to shield Chinese data from cyber terrorism and hacking. One instance to explain this is when Edward Snowden, a US whistle blower, uncovered that US was spying on communications from multinationals. The attack of WannaCry Malware also affected more than 30,000 institutions like major universities last month, causing their systems to be infected and be put to risk. The provision will uphold



state security as they regulate the Internet based on national laws.

Implementation of this stricter law will allow the central government to have direct control over Internet-based companies that are operating in the country. Since China has almost 400 million smartphone users, they are considered as being the world's largest market for e-commerce and Internet-based services. Due to this, it garnered mixed reactions from business sectors claiming that it is a threat to international business. Nevertheless, despite speculations that the changes it will bring about to world economy have been declared counterproductive in so many ways, the government did not make further delays to implement the law. The objective is to penalize any online information that is deemed damaging to national honour and is a disturbance to economic or social order.

Implementation of this law will allow the central government to have direct control over Internet-based companies in China

Let's enumerate the major effects of this law in business:

1. The law includes data localization that would require Critical Information Infrastructure operators to store whatever personal information and data they may gather in mainland China. They have to acquire government certifications if they need to transfer the data outside. Any data that should be passed on outside the border must be reviewed and approved. As a result, the government will have more direct control on the over-all operations

of Internet-based companies in the country. This means that network operators should censor information that are considered "banned" or "critical".

2. The new legislation will require Network Operators to provide technical support to security authorities when conducting criminal investigations and defending national security. This will require network service providers to provide back door access upon request. There will be a vast access to all information such as name, date of birth, identification numbers, address, phone numbers and biometric information from all state-owned competitors should network security incidents take place. They must work within the country's organizations to ensure the integrity of their network's security.

3. International companies who want to gain a foothold in the Internet



business within China will need to adhere to restrictions of this law. Non-compliant companies can be impacted by this "great firewall" because it will be hard for them to trade in the country. For compliance, companies should align their business practices based on regulatory requirements of the law. They must pass security assessments annually. Increased penalties will be given to violators who will attack or jeopardize this cyber law.

4. It gave China an immense scope of advantage. Chinese companies

can now control and operate cloud-related services in the Internet world. Foreign companies will have to deal with the rigorous process of new cyber security law to protect the country from increasing threats of cyber terrorism through cross-border flow of information.

This Cyber Security Law created noise in the business world. International firms believe that if this law will continue to dominate, the risk of doing business in China will be too high. There are questions arising as to whether additional investments

by multinationals will be needed to ensure compliance. Small-scale companies have fears as to whether they can survive having business given these new provisions. Foreign firms are convinced that the law can knock billions of dollars for cross-border trades.

Disregarding the confusion that it created, business experts in Beijing strongly agree that Cyber Security is very crucial to national security. These changes though may be overlooked as a threat to international businesses and innovation and are only safety measures in preventing cyber snooping and data protection for their citizen's privacy. The ripples it will generate are something we should watch out for. **E**

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- This law may force businesses to reveal trade secrets and technical specifics about their products to Chinese authorities.
- Risk of information being passed on to or intercepted by Chinese competitors.
- Procurement for 'critical information infrastructure facilities' must first pass a security assessment and receive government certifications.
- Smaller companies will find it extremely tough to survive in the market.





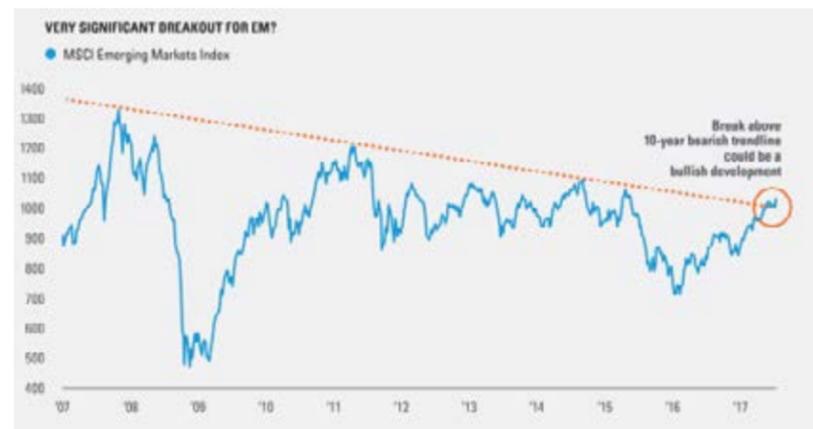
Will a US Market Crash Bring Down China?

By Anthony Lawry

最近大家都非常关注我国 A 股和新兴市场的走向，试图在众多的经济数据与指征中一窥未来发展走向。虽然新兴市场的积极发展势头正盛，但受到以美国为首的发达国家的经济衰退因素印象，很多投资者还是很难相信这一上升趋势可以持久，深恐 08 年经济下跌重现。目前特朗普领导的美国政府多方受挫，新的医疗改革预计很难通过美国参议院许可。众议院头号民主党人南希·佩洛西 (Nancy Pelosi) 表示：“特朗普医保是打着医保法案的幌子施行亿万富翁的减税方案。这是劫贫济富的逆向罗宾汉。”虽然自特朗普上任以来，美国股市上涨了近 15%，但作为世界第二大经济体的中国，无论如何规避都很难不受到美国风吹草动的影响，更不用说股市本就起伏无常，有消有涨，投资者需要意识到这一经济繁荣泡沫背后的危机。

In this space last month, the emerging market fund by MSCI referred to as iShares Emerging Market ETF (EEM) was extrapolated upon regarding the inclusion of Chinese A shares or large companies within China that were previously barred from being invested in, at least directly, by foreign investors. Since the inclusion of these shares, the fund has found itself in significant positive territory rising around 5% or ballooning from about \$41.14 a share

to \$43.70 a share. Of course though, this cannot entirely be attributed to Chinese A-shares since a number of significant Chinese stocks have been down as of late.



As a general note, emerging markets have benefitted till date from the surprise that came along with a weakening US dollar at least comparatively as many speculated at the beginning of the year that the US dollar would be even stronger than what it is now in turn having negative reverberating effects on the EEM fund. What also came as a surprise was very strong corporate earnings and modest valuations. But investors want to know if this rally for emerging markets is still in its early innings or closer to the ninth. One

major positive suggesting it's early in the game is that the MSCI EEM index is in the process of breaking out of a bearish trendline going back nearly 10 years as can be seen in the chart below. This suggests that a major change in the negative trend is taking place and emerging markets could proverbially put more points on the board. That, obviously, includes China as well which has seen a much better July than previously anticipated.

While attempting to sort out all signals from the noise, it is difficult to believe that we are headed for years of high positive gains for emerging markets, not because of anything inherently wrong with emerging markets, but rather because of the way in which developed economies, particularly the United States, may bring down the rest of the world again like in 2008. Now this is not a prediction that the sky is going to fall tomorrow but it is important to be cautious when US markets are reaching highs consistently for months on end. In reality, too many strange signs are occurring in the market for this analysts' view and to determine that we are not due for some significantly turbulent waters ahead. One specific event underlines extreme weaknesses in the Trump trade which is that of healthcare reform in the Senate being now looking very unlikely to pass.

This was signaled earlier this week when Senate Majority Leader Mitch McConnell decided to pull the most recent iteration of repealing and replacing Obamacare. While this may seem unrelated, reasoning behind Trump trade was the anticipation of tax cuts. Without Congress being able to cut subsidies in Obamacare, these tax cuts cannot be passed with the so-called budgetary reconciliation that Republicans were hoping to



pass it through with. Budgetary reconciliation basically means that if the bill doesn't add to the deficit, then they only need a simple majority or 51 senators to pass the bill. Without this, they need 2/3rds. Budgetary reconciliation for tax cuts is not achievable without cutting almost \$1 trillion from healthcare subsidies and it does not seem likely that Republicans, with a slim majority in the Senate, will be able to convince Democrats to join them in tax cuts for millionaires and billionaires. Because of this, the Trump trade is, not entirely, but very closely approaching its death.

This may seem insignificant but US equity markets rose by almost 15% since Trump's ascendency into power. When will investors wake up and realize this trade is over? Some are trying to rationalize that the current valuation of US markets as a whole is justified now by strong company plans, strong earnings and basically strong essentials. This would be funny if the ramifications of such an already inflated market were not so dire. It is because of this that emerging markets and really the world as a whole is in high danger of at the very least

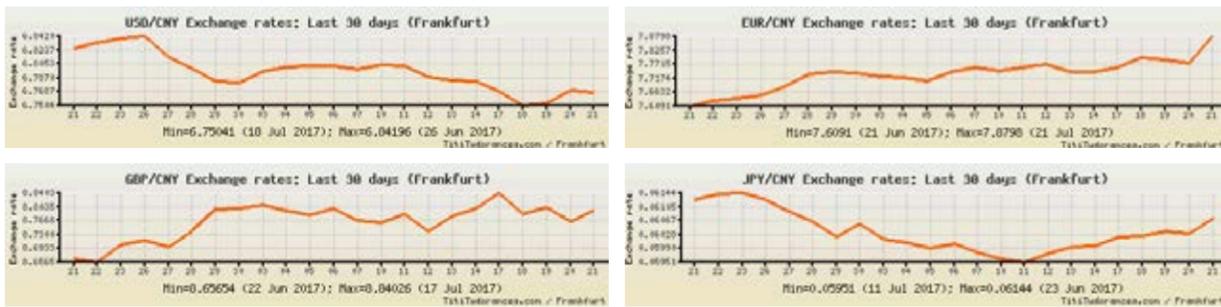
a market correction if Trump and the Republicans cannot figure out how to pass some sort of Obamacare subsidiary reduction. Again though, these chances are small.

Perhaps investors will continue to put their head in the sand regarding the ballooning of US equities without a real convincing justification of its pricing. China, as the world's second largest economy with huge ties to US markets, is most at risk of this problem. Remember, people were talking about how inflating the market was before the Trump trade. Let's not lie to ourselves that some money in equity markets can still be made. Perhaps they will balloon even more. But let's also not lie to ourselves that a day of reckoning will eventually come which is especially important for Chinese equities given the volatility already inherent in their fluctuations. **B**

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“People were talking about how inflating the market was before the Trump trade”

Stocks and Shares



A new look for BADALI

By Vivian Zhao, Analyst, JLL Research

Apple Creates Executive Post for Chinese Business



Apple has gone ahead to appoint Isabel Ge Mahe as the managing director for greater China area in an attempt to focus the company's target of increasing its market share in the country. Creation of the new executive post will facilitate the current 20 percent of Apple's sales which originate from China and will spearhead attempts to increase sales in the world's largest consumer market for smart phones. While Apple faces steep competition from its Chinese counterpart Huawei, Apple thinks its new director may have an edge as Mahe is originally from Shenyang, an area in China's northeastern Liaoning Province. She also holds an MBA from the University of California in Berkeley, one of the most coveted business degrees in the world. The new director will be headed out of Shanghai.

Source: Nikkei Asian Review

Lufax Chooses Singapore for New Platform

Lufax, China's second-largest marketplace lender, has been planning to launch a wealth management platform since last year which has now finally chosen Singapore as the destination of the venture. The Monetary Authority of Singapore (MAS), one of Singapore's financial regulators, has authorized Lufax via the finalizing of the process through official licensing to begin its operations, making it the first Chinese firm to be authorized by the regulator. Since having been launched in 2011, Lufax has originated some 200,000 loans worth \$2.5 billion. The new platform will initially enable mainland Chinese and subsequently Southeast Asian consumers to invest in overseas markets using exchange traded funds (ETFs) and equity products. However, Lufax will operate under an offshore license which means it can only cater to people with offshore bank accounts, thus effectively preventing most Singaporeans from investing through the platform.

Source: Business Insider



Microsoft Cooperate With Baidu to Build Software for Self-Driving Cars



Microsoft announced an expanded partnership with its long-time rival, the Chinese search giant Baidu, to help push self-driving cars into the mainstream. Notably while Microsoft has long worked with auto manufacturers to build software for Internet-connected cars, this is the company's first push into self-driving vehicles specifically. Earlier in July, Baidu unveiled Apollo, an open-source operating system for self-driving cars that any car company can use for free. At the time, Baidu announced that Nvidia, Ford, Intel and Microsoft, among others, had signed up to contribute to the Apollo project and maybe use it in their own vehicles. The idea is that by working together, self-driving cars will get safer and faster. The Microsoft Azure cloud computing service has the computing horsepower to handle that heavy computational load, plus it's available in more countries than its rivals at Google and Amazon. By using Azure, Baidu and its partners can make Apollo available almost anywhere in the world, says Zhang.

Source: Financial Times



天津河西区尖山八大里,是指红星里、红升里、红霞里、红山里、曙光里、红光里、金星里、光明里,这里有着建国初期天津盖起来的第一批高档住区。1954年冬天,这片区域建起一批试点职工宿舍楼,也有外贸局、交通银行等单位,曾经热闹非凡的曙光里市场也坐落在此。按照图纸设计,宿舍楼一个单元由2到5间房组成,但由于当时的条件不允许,实际为一个家庭设计的房间分成了很多家,成为“伙单”,几家人住在一个单元里,共用厨房和厕所。

2012年2月,曾经辉煌一时的尖山八大里地区开始拆迁,目前已拆迁部分涉及到红光里、金星里、曙光里,承载着几代人记忆的八大里将旧城换新颜,有着新的规划和布局。2014年河西区推出11宗重点土地,其中最引人关注的是位于解放南路黑牛城道两侧的“新八大里”地块,该区域规划共分为八宗土地,之间相距较近,基本覆盖了黑牛城道沿线至海津大桥。该区域未来将打造成河西新的商业、住宅中心,而此区域因为距离老八大里仅一街之隔,这八幅地块也被冠以“新八大里”的称呼。

“新八大里”是连接文化中心、解放南路、天钢柳林三大区域的黑牛城道两侧地区,该地区紧邻海河、复兴河,交通便捷,配套完善。此处将打造成集企业办公、商业休闲、宜居社区功能为一体的城市中心商务区:在住宅方面,八大里地区的住宅面积将占整体规划面积的35%,是最大的用地形式。在商业布局方面,八大里北有下瓦房-南楼商圈,东临天津湾商业综合体,南部则是搬迁后重建的“曙光里市场”。此外,天津文化中心、银河购物广场、彩悦城、凯德MALL购物中心、阳光新生活广场、怡乐天地、天津博物馆、美术馆、图书馆、大剧院、阳光乐园等十多处大型休闲购物场所也大力提升了八大里的区域价值。在轨道交通方面,八大里东临解放南路,紧邻已开通多年的地铁1号线“土城站”。中环线、快速路将尖山地区南北包围,市民出行将更为方便。

拥有众多良好条件的八大里地区将有望成为天津新的城市中心,惠及广大人民生活与经济发展。

Five decades ago, Tianjin saw the first batch of high-quality residential buildings in Hexi district and the area was called “Badali”. “Ba” is known in English as eight and eight residential communities - Hong Xing Li, Hong Sheng Li, Hong Xia Li, Hong Shan Li, Shu Guang Li, Hong Guang Li, Jin Xing Li and Guang Ming Li were established at that time. After 50 years of development and with more and more commercial properties, cultural and entertainment, education, healthcare and other facilities built in Hexi district these high-end properties of the past became less functional, less comfortable and were viewed as being out-of-date. As a result, the government planned to start demolishing Badali's buildings and renovating the area in 2012. Two years later, eight land plots which are right across Jiefang South Road from Badali were put up for sale with the objective of establishing a “New Badali”. As of today, five domestic developers have purchased six of these eight land plots with the intention of building a new commercial and residential center in Hexi district.

Multiple Mixed-Use Projects Expected In New Badali

Although it contains large tracts of traditional housing and commercial retail projects, such as Shu Guang Li market, Badali is no longer able to meet people's demands for a better quality of life. Five well-known domestic developers have now been developing the New Badali area in Hexi district since 2014. Development of New Badali will highlight this traditional area not only with regard to accommodation but also with regard to other sectors of commercial real estate such as office space, retail space and so on.

Residential space will form the largest part of New Badali development (approximately 35% of total GFA for New Badali). Total residential GFA (gross floor area) will reach 1.1 million sqm in eight land plots. Residential projects are under construction on land plots 2 to 7 and the first 5,130 units should be completed by end-2017 with another 2,400 units expected in 2018.

In the office sector, seven high-quality office buildings are expected to enter the market by 2019 and an office building developed by Tianjin Bohai State-owned Assets Management Co Ltd will become the first to enter the



market in the first half of 2018, thus adding 40,600 sqm to the Tianjin office market. New Badali is around four kilometers from Youyi Road business area and three kilometers from Chentangzhuang business area. As we continue to track Tianjin's real estate market, we find that no new high quality office building entered Youyi Road submarket after 2014 and that the two aforementioned areas are dominated by old Grade B and Grade C buildings. High-quality office buildings in New Badali will provide

more options for tenants who are looking to upgrade their office space.

Several department stores and shopping centers such as Friendship Department Store, Galaxy International Shopping Center and Ele Life Center are located within three kilometers of New Badali. So the large area of new retail property in New Badali will have the benefit of many new residents but will have to compete with the already established nearby retail area along Youyi Road.

Land Plot Number	1	2	3	4	5	6	7	8
Developer	n/a	Tianjin Bohai State-owned Assets Management Co Ltd	Peking University Resources Co Ltd	China Overseas Property Co Ltd	China Overseas Property Co Ltd	Tianjin Real Estate Development Management Group Co Ltd	MCC Real Estate Group Co Ltd	n/a
Residential (sqm)	80,000	130,000	110,000	130,000	130,000	80,000	190,000	250,000
Office (sqm)	20,000	40,600	57,500	67,000	77,000	90,000	46,000	20,000
Retail (sqm)	50,000	50,000	60,000	80,000	50,000	90,000	70,000	90,000
Serviced Apartment (sqm)	70,000	40,000	110,000	120,000	80,000	150,000	90,000	50,000
Hotel (sqm)	-	-	60,000	-	-	40,000	-	-
Others (sqm)	-	20,000	20,000	-	10,000	10,000	30,000	80,000
Total Built-up Area (sqm)	220,000	280,600	417,500	397,000	347,000	460,000	426,000	490,000

New Badali Will Benefit From Heavy Investment in Infrastructure

New Badali is located on both sides of the Heiniucheng Road and on the west side of Jiefang South Road. This convenient road network provides easy access to areas west of New Badali such as to The Tianjin Cultural Center, Tianjin Olympic Center and Tianjin Water Park areas, all of which lie within a 15-minute drive radius. Access to north of New Badali, to such areas as Nanjing Road-Xiaobailou CBD takes only eighteen minutes by car and access to Jinbin Avenue, one of the main access routes to the Tianjin Binhai New Area, takes twelve minutes.

Beginning in 2000, the local government invested heavily in constructing metro lines that ran through the greater part of Hexi District and New Badali will also benefit from this. People in New

Badali can easily access Tucheng Station and Chentangzhuang Station on Metro Line 1 which opened in 2006. Metro Line 6, Phase 2, which is under construction and is planned to open by end-2017 can be accessed by the Heiniucheng Road Station in the area. Apart from this, Metro Line 8, construction of which should start in 2018 and be completed in 2023 and Metro Lines 10 and 11 which are in the planning stage, will also open stations in the New Badali area. It is estimated that almost 380,000 sqm GFA of office space will enter the area by end-2019. If all this office space and residential buildings are taken up, we estimate an additional 25,000 people employed in the area along with 6,500 families and traffic congestion might become a challenge. However, with constant advances in the development of public transport, any such future challenge is expected to be overcome.

Other New Geographical Centers Emerge

In addition to New Badali in Hexi, new geographical centers have emerged in succession in multiple districts of Tianjin. For example, West railway station area in Hongqiao district is trying to become a modern business centre integrating top-grade companies in multiple fields, including retailing, entertainment, hotels, trading and logistics. This is in addition to new developments in Binhai and many other areas around the city. More people in Tianjin will benefit from high-quality residential accommodation, larger office space, premium shopping centers and department stores and better public infrastructure. **B**

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Dealing with Counterfeiters in Cosmetics Market

By Samuel Sabastanski, China IPR SME Helpdesk

根据贸发局 2016 年《中国护肤品及化妆品消费者调查》数据显示，我国内地女性逐渐养成化妆习惯，特别是年轻（20-30 岁）的女性受访者（88%）。另一方面，内地男性也开始有护肤的习惯，63% 的受访男性日常习惯使用洗面奶、乳液或面霜。近年来在中国经济快速发展的情况下，化妆品行业也一直保持着快速增长。据 Euromonitor 资料显示，护肤品在 2015 年零售额达 1,608 亿元，彩妆为 251 亿元，同时护肤品的同比增长率为 6.7%，彩妆为 10.9%。基于中国人口庞大的基数以及未来城镇化的发展趋势，可以预料未来的内地化妆品市场将更为广阔。此时希望进入中国化妆品市场、在这块蓝海中分得一块蛋糕的外资企业需要注意哪些问题呢？

国际品牌以其知名度和优良品质受到广大内地消费者喜爱，及早在中国注册登记商标、产品外观以及设计、专利等可以保护化妆品企业自身合法权益。此外，在中国国内仅仅注册商标与知识产权并不足以完全维护生产商的利益。大量的假冒“山寨”产品利用品牌本身的知名度以次充好流向市场，不仅对消费者造成了伤害更对商家造成了难以挽回的损失。因此，和有关部门协同合作打击制假售假不良商家非常重要。

除了和监管部门合作打击假冒商品，与电商合作也是重要的抑制假货的方式。淘宝、京东、苏宁等大型电商同样面临假货频现的问题，他们非常欢迎与正规企业合作。另外，注意给自己的产品设计独特的包装也是很重要的，一些假冒产品为逃过海关的法眼，用真瓶装假商品流入市场，有一些生产制作外包装的企业也制作多余的外包装卖给其他商家。这类情况在药品行业较为常见，现在也开始出现在化妆品市场。遇到这样的侵权问题时，中小企业主可以向工商局、质检局等有关部门举报，如遇重大假冒情形，更可以向法院起诉要求赔偿。

INTRODUCTION

As with companies in any economic sector, cosmetic firms have much to gain from early protection of their IPR. Registering IP with Chinese authorities and customs before beginning any type of business activity in the country potentially saves SMEs a lot of money as being able to build strong cases against any local firms which may try to steal their IP is only possible when IP is registered in China. Many would-be infringers, however, will move straight to counterfeiting and begin to create knockoff products in the hopes of profiting from SMEs hard work. In these cases, early IP registration is not always enough. Instead, complementary to early IP registrations, SMEs should also adopt a strategy which seeks to defeat counterfeiters through both attrition (by making counterfeiting extremely difficult to accomplish) and offensive action (by coordinating with authorities to conduct raids and launch investigations to halt infringement).

"SOFT" PREVENTION METHODS

IPR registrations, online sweeps and consumer education

An SME's first step in fighting counterfeiting should always be prevention, halting counterfeiters before they have a chance to create fake products which will erode an SME's profit margins and public goodwill. To this end, nothing is more effective than registering IP early. Registering trademarks, industrial designs, patents, etc. with relevant Chinese authorities can give SMEs powerful legal recourses in case of an infringement. For larger counterfeit manufacturers with proper factories capable of churning out thousands of counterfeit products a day, the risk of seizure of assets by administrative agencies or customs and awards of damages (or jail time) from People's Courts pose a significant deterrent.

Once SMEs have hit the market, they should keep in mind to regularly conduct sweeps of notorious markets in major cities and e-commerce websites to look for fakes. Searching for products identical or similar to SMEs' own products on foot or online (using both Chinese and English-language search terms) regularly can identify counterfeiters and wipe them out before their operation has time to reach maturity.

For e-commerce websites, collaboration with major ecommerce platforms such as Taobao or Suning Yigou can greatly augment these efforts. These platforms are usually ready and willing allies as they themselves face liabilities for sales of fake products. Many of these websites have dedicated anti-fake departments and streamlined counterfeit reporting mechanisms. Simply announcing a partnership with one of these sites can be enough to discourage counterfeiting by making European SMEs' brand seem like a hard target.

Finally, awareness of the danger of using fake cosmetics has increasingly spread from savvy consumers to everyday buyers due to Chinese authorities' diligence in quality testing as well as recent, high-profile cases of counterfeiting. Loyal customers are willing to go to great lengths to ensure that products they purchase are authentic. Arming consumers with high-quality Chinese-language anti-counterfeiting materials allows consumers to educate themselves and avoid fakes, thus channelling sales back to the SME.

"HARD" PREVENTION METHODS

Creating counterfeiting bottlenecks

All of the above methods will strike at counterfeiters' distribution and sales. But what about the packaging and bottles in which cosmetics are stored? How do counterfeiters gain access to these and how can they be stopped?

Fortunately, products with distinctive shapes are also easily identifiable by customs and thus easier to protect. However, none of the above methods will prevent counterfeiters from gaining access to the packaging and bottles which allow their products to fool consumers. To do so, SMEs will need to understand where these bottles come from and how these sources can be cut off.

First, some smaller-scale counterfeiters may rely on rebottling to produce fake cosmetics. Paying for empty bottles from genuine cosmetics and refilling them with fake products ensures that the external appearance of cosmetics matches that of genuine products entirely, thus allowing counterfeit products to fool customs officers and any observer who fails to subject the contents to laboratory testing. The limitation of this approach is the difficulty involved in

acquiring these bottles which means that these counterfeiters usually cannot expand beyond small-scale. To prevent this type of counterfeiting, brands can incorporate relatively simple security elements for external packaging, such as seals and distinctive wrapping.

Nothing is more effective than registering IP early

Secondly, local manufacturers which have not been carefully bound by *non-disclosure, non-use, non-circumvention (NNN) agreements* can always produce extra bottles and containers to be sold to counterfeiters at a discount. This practice is more common within the pharmaceutical industry but still exists within the cosmetics industry. In this case, your manufacturer becomes a key part of the counterfeiting production chain. To prevent this type of counterfeiting, SMEs can carefully limit the number of moulds given to or used by their manufacturer, can carefully monitor the factory's output, or can even



remove moulds between production runs. All of these steps can be complicated depending on the size and resources of the manufacturer but will pay for themselves by halting the flow of fake cosmetics bottles.

Thirdly, some counterfeiters may be illegal factories with their own means of producing bottles and packaging. These counterfeiters have significant assets and employees, making them prime targets for administrative procedures and liquidated damages in court proceedings. SMEs will need to identify fake cosmetics' distribution chains to find these producers, gathering evidence before striking rapidly and forcefully. Alternatively, use of complicated *authenticity verification systems* (such as a number of 3rd party-verified codes, holographic tags or RFID tags) can vastly complicate the production process for counterfeit goods.



ENFORCEMENT TOOLS

Once a counterfeiter has been identified, there are several potential courses of action available to an SME. The fastest is *administrative actions through the SAIC, SIPO, AQSIQ or customs*, which allows the relevant authority to rapidly hear a case and take action. In some cases, Helpdesk experts have witnessed SMEs report infringers to relevant administrative authorities only to have the latter reply that officers would arrive at the SME's office within the hour. The disadvantage of using administrative actions is that these bodies are not empowered to issue damages.

Regularly conduct sweeps of notorious markets in major cities and e-commerce websites to look for fakes

SMEs can also seek *criminal enforcement at People's Courts*, though this type of sanction is usually reserved for large-scale counterfeiting and requires rock-solid (notarised) evidence. More reasonable SMEs will likely turn to *arbitration* which can quickly and cheaply end counterfeiting (especially from larger-scale counterfeiters with more assets to lose). Finally, *civil actions through the People's Courts* can handle complex issues for which administrative authorities cannot and can issue liquidated damages decisions—although the costs and time associated with doing so are normally substantial.



CONCLUSION



Despite their illicit nature, counterfeiters are much like regular entrepreneurs in their profit-seeking activities. Taking legal action to alter counterfeiters' cost-benefit analysis through administrative or civil proceedings can often put a swift end to counterfeiting by larger producers. Strictly controlling the production of products and product packaging as well as creating packaging that is difficult to imitate by counterfeiting, can furthermore drastically complicate the counterfeiting process. Beyond thorough and early registration of IP, these long-term strategies can squelch counterfeiting and boost revenue streams for responsible SMEs operating in China. **B**

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Announcement On Special Tax Investigations, Adjustments And Mutual Agreement Procedures

(PART 1)

2017年3月17日,国家税务总局(以下简称“税务总局”)发布了《国家税务总局关于发布〈特别纳税调查调整及相互协商程序管理办法〉的公告》(简称“6号公告”),明确了特别纳税调整的风险管理、立案调查调整、复议及相互协商程序相关规则及处理等事项。6号公告自2017年5月1日起施行。《特别纳税调整实施办法(试行)》(简称“2号文”)相关规定及其他若干相关法规同时废止。6号公告开宗明义提出要加强对企业关联交易相关的利润水平的监控,通过特别纳税调整监控管理和特别纳税调查调整,促进企业税法遵从。一方面,6号公告规定了一整套实施特别纳税调查调整的程序,包括:重点关注企业及调查立案,调查程序,提交资料及举证,结案及税款缴纳,以及国际救济程序—相互协商程序。6号公告也重申了关于企业自行调整的相关规定。另一方面,6号公告规定了与特别纳税调查调整相关的方法等实施细则,包括:转让定价方法,股权转让的转让定价管理,无形资产的转让定价管理,劳务的转让定价管理,以及一些特殊交易或事项的特别纳税调整方法(如来料加工、隐匿关联交易、抵消关联交易等)。

On 17th March 2017, the State Administration of Taxation (“SAT”) issued Announcement on Special Tax Investigation, Adjustment and Mutual Agreement Procedures (“Announcement 6”) to step up and enhance administration on transfer pricing, adding to the framework of Announcement 42¹ and Announcement 64².

Announcement 6, effective from May 1st, 2017, will replace Chapter 4, 5, 11 and 12 of Circular 2³, Circular 363⁴, Announcement 54⁵, Circular 188⁶ and Announcement 16⁷.

A comparative study will be performed in the below sections by comparing and contrasting the similarity and differences of the aforementioned circulars and announcements.

1 Announcement 42 refers to SAT Announcement on the Enhancement of the Reporting of Related Party Transactions and Administration of Contemporaneous Documentation, SAT [2016] No. 42, issued on June 29, 2016.
2 Announcement 64 refers to SAT Announcement on the Enhancement of the Administration of Advance Pricing Agreements, SAT [2016] No. 64, issued on October 18, 2016.
3 Circular 2 refers to SAT Circular on Implementation Measures for Special Tax Adjustments (Trial Implementation), Guoshuifa [2009] No.2, issued on January 8, 2009.
4 Circular 363 refers to SAT Circular on Strengthening the Monitoring and Investigation of Cross-Border Related-Party Transactions, Guoshuihan [2009] No. 363, issued on July 6, 2009.
5 Announcement 54 refers to SAT Announcement on Monitoring and Administration of Special Tax Adjustment, issued on August 29, 2014.
6 Circular 188 refers to SAT Circular on Strengthening the Transfer Pricing Follow-up Administration, Guoshuihan [2009] No. 188, issued on April 16, 2009.
7 Announcement 16 refers to SAT Announcement regarding Enterprise Income Tax Matters on Outbound Payments to Overseas Related Parties, SAT [2015] No. 16, issued on March 18, 2015.



1. SPECIAL TAX INVESTIGATION

Provisions for special tax investigation are included in Article 2 to Article 14, Article 23 to Article 29 and Article 37 to Article 46 of Announcement 6. Comparative study for this section is addressed on the following three aspects:

- More targeted enterprises for special tax investigation
- More detailed methodology for analysis and evaluation of related party transactions
- Increased scrutiny and flexibility for the investigation of special tax adjustment
- Enhanced administrative regulations

(a) More targeted enterprises for Special Tax Investigation

Based on the target enterprises for special tax investigation mentioned in Circular 2, Announcement 6 further expands the target enterprises listed as below:

- Enterprises whose shared benefits are not proportional to the allocated costs;
- Enterprises that have related party transactions with affiliates in countries (jurisdictions) with low taxation;
- Ratio of debt investments accepted by the enterprise from its related parties in proportion to equity investments exceeds the prescribed standards; or
- Enterprises in a country (jurisdictions) where the actual tax burden is less than 12.5% established by a resident enterprise or a resident enterprise controlled by a Chinese individual that is and not distributing profit or distributing less profit due to reasonable business needs.

Tax authorities are likely to attach greater attention to both the inbound & outbound remittance of royalty fees & intra-group service fees

- Tax planning or tax arrangement of the enterprise lacks reasonable business purposes.

Article 5 specifically mentions that tax authorities are empowered to make special tax adjustments to non-tax resident enterprises.

(b) More detailed methodology for analysis and evaluation of related party transactions

Announcement 6 infuses major updates to quantitative and qualitative analysis and evaluation of related party transactions as below:

- **Article 23:** The tax authorities shall select the party with a relatively simple function as the testing object when analyzing and evaluating the related party transactions of investigated enterprise;
- **Article 24:** Public information shall be used as a priority by tax authorities in comparative analysis;
- **Article 25:** More statistical methods are introduced for analyzing and evaluating whether related party transactions are in line with an arm's length principle, including choices of arithmetic method, weighted average method or quartile division method etc. according to the actual situation, to calculate the

average or inter quartile range of the profit or price of comparable enterprise on an annual basis or on a weighted average basis for multiple years;

• **Article 26:** In the absence of comparable enterprise or transaction, tax authorities may make adjustments on the value of materials and equipment that have not been priced by related parties of an enterprise. Tax authorities may make comparative adjustment on the difference of working capital resulted from the value adjustment of materials and equipment. However, tax authorities shall reselect a comparative enterprise when the adjustment of profit level exceeds 10%.

• **Article 27:** When analyzing and evaluating whether the related party transactions of investigated enterprises are in line with an arm's length principle, regional factors such as cost savings and market premium etc. shall be taken into account if the selected comparative enterprise is in a different economic environment of the investigated enterprise. Tax authorities shall select a reasonable transfer pricing method to determine the contribution level of profitability as a result of regional factors.



(c) Increased scrutiny and flexibility for the investigation of special tax adjustment

Similar to Circular 363, Article 28 of Announcement 6 stipulates that enterprises engaged in single production such as tolling or contract manufacturing etc., or engaged in distribution, contracted research and development businesses, shall in principle maintain a reasonable profit level. The aforementioned enterprises shall prepare local files in the loss-making year for supervision and administration by tax authorities, regardless whether the thresholds for contemporaneous documentation have been achieved. Moreover, tax authorities may make special tax adjustments to the said enterprises for their risks and losses resulted from incorrect decision-making, under-capacity, slow-selling products and failure in research and development etc. that shall be borne by the related parties of the enterprises.

In contrast with Article 40 of Circular 2, Article 29 of Announcement 6 not only required tax authorities to make special tax adjustments to restore the offsetting related party transactions as mentioned in Circular 2 but also requested that hidden related party transactions shall be restored and adjusted, if they may lead to a reduction in the overall tax revenue of the state.

Circular 2 merely required the investigated enterprise, its related parties and other relevant enterprises that are comparative enterprises to provide information to tax authorities upon request. Article 6 of Announcement 6 expands the obligation parties to other enterprises that are relevant to the investigated enterprises, for example, customers and suppliers.

Announcement 16 required that all outbound payments to overseas related parties that do not perform any function assume any risk or lack of substantial business activities are not tax deductible when calculating the Enterprise Income Tax payable whereas Article 37 of Announcement 6 allows outbound payments to overseas related parties that do not perform any function assume any risk or lack of substantial business activities but comply with an arm's length principle could be tax deductible.

(d) Enhanced administrative regulations

Announcement 6 also supplements some administrative regulations including:

- The following enterprises can be excluded as target for special tax adjustment for the time being by reaching consensus with tax authorities after preliminary

discussion, excluding the years and related party transactions that are not covered by the advance pricing arrangement:

- Enterprises that have already submitted the Letter of Intent for Discussing and Signing an Advance Pricing Arrangement to the tax authorities and have applied for retroactive application of advance pricing arrangements for the previous years; or

- Enterprises that have submitted an Application for Renewal of an Advance Pricing Arrangement to tax authorities.

- An enterprise can pay taxes at its own discretion before receiving the Notice on Special Tax Investigation and Adjustment. To pay taxes at its own discretion, an enterprise shall fill in the Tax Payment Form for Self-assessment of Special Tax Adjustment.

Please note that enterprises that are audited for special tax adjustment by tax authorities no longer need to prepare contemporaneous documentation for the 5-year follow-up administration period under Announcement 6 unless they have reached the thresholds as required by Announcement 42. **E**

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How to Manage and Control Your Team's Performance the Night before Deliverable



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在公司团队作战的项目工作中，临时抱佛脚显然是最糟糕的工作状态，通常我们都会为每个工作项目精心策划、提前准备并且为临时突发状况留足时间以便积极应对。但是在实际工作中，事情往往没有那么顺利，你一定会遇到一些时间紧、任务重的工作需要在短期内全部完成。这种时候如何协调团队合作，如何发挥每个人的力量在项目交付期内搞定所有内容就非常考验领导者的能力了。笔者恰好经历过这样的一次“突击”团队工作并成功完成，以下几点经验希望可以帮到大家。

首先，每个项目最终的结果都是为客户解决问题、排除问题的，所以在最开始的时候确保团队的每位成员都清楚最终目标是成功完成项目的第一步。明确最终目标之外，还需要明确每一阶段的工作节点，在大目标中设置小目标的方式可以给团队成员更大的成就感并鼓励大家继续完成接下来的任务。在团队合作中，为每个人分配适合他们的工作并清晰划定工作范围可以保障大家的办事效率，最大限度降低沟通成本，节省时间。但降低沟通成本并不意味着拒绝沟通，相反，开诚布公地提出问题，共同讨论可行解决方案有助于推动项目进展。作为团队领导者，你还需要懂得适时鼓舞士气：让大家看到目标越来越近，成功近在咫尺，并肯定每个人的工作成果。同时，领导者还要记得定时查看工作进度，根据一切变化情况对未来的步骤做出调整。

如果下一次命运和你开了一个玩笑，短期内必须完成某项任务的话，不妨试试我提到的方法，切记在忙于工作时不要忘了你的终极目标。

In business, it is normal practice to have tight schedules and after a few years spent working people usually learn what the best solution is, namely do not work the night before the deadline. Over time, this takeaway allowed me to develop efficient solutions when it came to dealing and planning the team's work.

While facing a project, it is generally very useful to space out and have a clear mind to approach the big picture problem, which lately will be segmented in a multitude of smaller and more

manageable tasks. With a clear list of action items in mind, start prioritizing the most relevant items and allocate duration to each task so to fill in the schedule. This way it is possible to rip the benefit of developing a neat war plan and of creating a baseline against which to benchmark progress. Getting at this point ensures pretty much meeting a deadline. Improvements can include considering some contingency and celebrate victory afterwards.

Real life, as we all know, has a strange sense of humour and sometimes it is impossible to avoid working late on a project due tomorrow. Work progress will be underwhelming during execution, team will get tired and frustration will increase, but the deadline will not move. As the environment changes, it is impossible to apply the old frameworks and the need to develop a new strategy becomes apparent.

It was during my MBA that I started experiencing such situations more often given the intensity of academic life. One of the reasons behind the high workload is to push individuals to work in teams realising that it is the only way to accomplish large tasks. The great positive side is learning how people - including me - behave under stress so as to develop strategies to become effective quickly. And so we did. Take as an example leading the preparation of a marketing plan for a large French firm working in FMCG with deadline on the 14th of February, a project for which we started working only 10 days earlier due to mid-term exams. It was clear since the first weekend spent on the project that it was going to call for every minute of the time allowed.

As envisaged, my team and I found ourselves working the night before the deadline but at that point it was easier to manage and control the team's performance during the last sprint by paying attention to few simple actions:



Make sure the big picture is clear to everyone

- During the last hours, it is all about execution and problem solving, so from the very beginning it is important to have a clear direction towards which the whole team is rowing.
- Defining all the steps till success helps clear the unknowns so the whole team will know exactly how to get to the end.
- I find very useful during long hours of niche problem solving to step back, have the team look at the final aim and decide on whether the solution or the time spent are acceptable.

Have clearly defined roles with assigned tasks, expectations and responsibilities

- Clear directions for team members remove the need for re-planning, task switching and time consuming discussions.

Communicate problems openly and quickly

- There is no time to hide mistakes or to over-discuss topics. Being upfront with the team helps in creating the right atmosphere for them to ask for help and be loud and clear about roadblocks.

Continually track progress

- Check the status of the activities against predictions as it helps control the situation while increasing responsiveness to inputs and fire-fighting capacity.

With a clear list of action items in mind, start prioritizing the most relevant items and allocate duration to each task so to fill in the schedule



Make one master list of action items that need to be completed

- Having one deliverables master list sets the tone for the discussion as it is a baseline against which to check progress.
- It is satisfying for many people to cross completed actions off lists till everything is completed and that motivation becomes extremely important towards the end of the project.
- It acts as a count-down toward the end, you can picture it as the light at the end of the tunnel revealing itself – and motivating the team!

Reallocate resources quickly as they free up

- All the planning in the world cannot avoid last minute changes. A team leader in such a situation should have a 36000 ft. view of the project and be quick to reallocate resources according to the needs thus wasting no time.

Motivate the team

- Motivation is fuel for brains, more than caffeine. Highlight how everyone is learning from the experience, how important the job done is or how close is the end since these are all useful tactics to make the most of the resources available.

Check the room

- Making a visual check of what is going on in the room helps the team leader understand the energy available and the attitude. This important piece of information can be utilized to plan the next motivation round, pull people back on track and retouch projections.
- Checking the progress with team members is necessary to update the master to-do list so as to have a better understanding of the direction taken.

Having a clear approach to the last mile can be the differentiator factor between having successfully met the deadline and missing it. We managed to submit our marketing plan a few minutes before the closing hour and the discussion that followed was very rewarding, as was the whole experience of achieving something that seemed completely out of reach. Next time when real life requires you to work the night before deliverable, be prepared to go to war by not losing sight of the target, being responsive to changes and caring for the team. **B**

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By Anne Shore

树大招风,企业大了也有抗不住的突发情况。不论你的产品如何过硬、服务如何好,一旦出现了广大民众不买账的事件,苦心经营积累多年的信誉大概就会扫落一地。正如本期杂志“HR”栏目的中文部分提到的,优步(Uber)在发生性骚扰、高管与司机吵架事件后没有做好适当的危机公关,致使公司负面形象扩大,造成了不可挽回的损失。在互联网自媒体爆炸的今天,一个企业的口碑主动权已经不掌握在自己手里,而是掌握在大众的每一条转发和发帖中。面对危机如何巧妙应对,将事件化不利为有利,已经成为了每一位公司危机公关人员的必修课。那么如何才能做好一名合格的危机公关呢?

顾客喜欢诚实守信的商家,不谈真相,何来信任?此时有效、智慧的沟通是让消费者了解真相、避免谣言损害公司利益的重要方式。沟通不仅是在当事人和调查者之间展开的,更需要通过各个层面与公众进行交流。去年的4月5日,和颐如家酒店少女遇袭事件发生后,相关事件的消息在网络上迅速传播开来,大家一致要求如家酒店追查事故真相并作出表态。然而如家酒店的态度是“冷处理”:酒店官方微博回复语气冷淡,官方用词过多,并且没有第一时间向受害者道歉及解释,甚至提供给钱删帖这样的无理要求。事后的发布会也多次“戏耍”媒体,给出“无可奉告”的回应,犯下多个危机公关的致命错误。

危机公关虽然在平时不起眼,但是在公司遇到突发事件时却能力挽狂澜,救团队于水火,是每位管理者都需要考虑问题。

A crisis can occur in any business at any point of time. Any untoward happening within the business can give rise to a crisis. Such situations need to be handled effectively and with a lot of care since any crisis can adversely affect the reputation of a brand.

The reputation of any business is built over a considerable period of time and is something which is very valuable for any brand. However, a single crisis or a mismanaged crisis situation can damage that

Communication is very important after a crisis in order to repair all the damages done and restore relationships

reputation which has been earned over the years. Hence, proper crisis management should be of integral importance in any business.

Effective marketing plays a very important role in this regard. Businesses can use proper marketing to effectively handle such crisis situations and keep the overall brand reputation intact.

What gives rise to crisis situations?

A host of unprecedented and unwanted happenings can lead to crisis situations. Rumours which are detrimental to the overall brand image, problems with the quality



and a negative impact on the overall brand reputation.

Hence, all business organisations should take appropriate measures to tackle such situations. A proper crisis management policy should always be in place in every business.

Crisis management with effective marketing

Marketing plays a very important role in crisis management. A number of marketing techniques can be used to deal with crisis situations effectively.

Positive marketing of the brand through proper communication with customers is very important during a crisis. Customers always value honesty. Hence, communicating with them in an upfront manner in the face of any crisis works really well. Customers will be able to place their trust on the brand and this in turn will definitely help businesses retain their brand image and reputation in the market.

Here are a few ways in which businesses can use proper marketing to manage crisis situations effectively.

of products, defects in products, negative customer feedback, loss of customers, accidents taking place on the job, strikes, a negative image portrayed by media, and a number of other similar events can eventually lead to a crisis.

Managing crisis situations

Most companies often do not realise the indications of a crisis situation which is about to arise. It is only after the occurrence of the event do companies realise that they are facing a crisis situation. A considerable amount of unrest is created amongst employees. This often leads to a sort of panic which subsequently leads to wrong decisions being taken and an overall mismanagement of the crisis situation.

Such mismanaged crisis situations can eventually lead to a host of unwanted outcomes like reduction in the overall productivity of workers, lower sales, lesser profits, additional costs to manage the damages caused due to a crisis

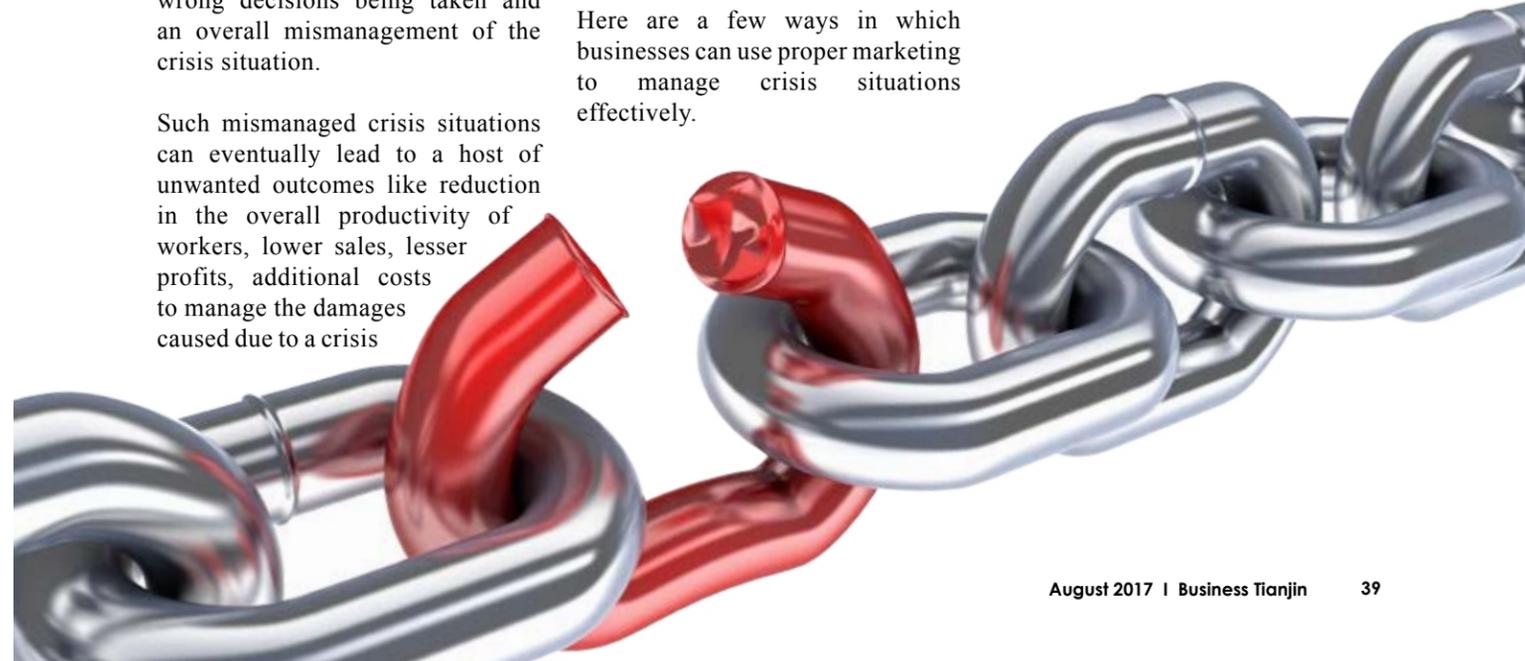
• **Proper communication:** Effective communication is the key to proper crisis management. Communication should take place at all the three stages i.e. before, during and after the crisis.

It is very important for companies to identify the indications of an impending crisis and communicate effectively. Steps can also be taken to prevent the crisis in this manner.

During an ongoing crisis, communication should take place at all levels, within the business and with customers as well. This can prevent any additional misunderstanding. Representatives of the company should never hide from the public eye in the face of a crisis. All employees should be kept informed about the crisis. There should be an open forum where discussions can take place. This will prevent the spreading of false rumours and the formation of misconceptions.

Similarly even customers should be provided regular and updated information regarding the present crisis situation.

Communication is very important after a crisis in order to repair all the damages done and restore relationships.



• Acknowledge the problem:

The problem or issue which the business is facing should always be acknowledged in public. Being honest does create a good impression amongst customers. They should also be told how well the issues are being managed. Even if there isn't a concrete course of action decided yet, they should at least be told that the problem is being looked into.

• Responding quickly:

There are various questions and doubts which arise not only amongst the public and media but also amongst employees within the company. A constructive and timely response is very essential in such cases. This definitely puts people's mind at rest and eases out the tension considerably.

• Having an efficient PR team:

An efficient team of workers should be delegated the PR management tasks. This team will handle all queries, complaints or requests and ensure that they are responded to quickly. They can work out an elaborate communications strategy using which they will safeguard the brand image and also deliver the right message to the public.

• Having a spokesperson:

The spokesperson will be the face of the company during the crisis period. However, companies should ensure that the spokesperson is efficient and trained to handle the crisis situation well. The company spokesperson must regularly communicate with the media and handle them efficiently. This will surely increase the confidence which customers, employees and shareholders have in the brand.

• Postponing other marketing campaigns:

All other marketing campaigns and product launches should be postponed till the crisis period is over. Marketing of other products of the same brand can remind the customers of the ongoing crisis.

• Conducting public relation activities throughout the year:

Public relation activities give companies an opportunity to mould people's perception about the particular brand. If a good perception is created then it will surely build people's trust in the brand. This will enhance the brand's general goodwill and people are definitely going to support the brand during a crisis. It will also

become lot easier for the company to get support from the shareholders at the time of crisis.

These marketing techniques if adopted and executed properly during any crisis situation in the company are sure to give excellent results. Thus, a proper crisis management plan with effective marketing should definitely be a part of the crisis management strategy of every company. **E**

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How does China CRS impact high net worth individuals



Kelvin Lee, PwC Tianjin

近日，税务总局联合财政部和“一行三会”共同签发了正式版的《非居民金融账户涉税信息尽职调查管理办法》，标志着全球范围内金融账户涉税信息自动交换的“统一报告标准”（CRS）在中国正式落地。该《管理办法》要求在境内设立的金融机构于今年7月1日起开展对存量以及新开金融账户的尽职调查工作，以识别非居民金融账户，收集并报送账户相关信息。这也意味着作为非税收居民个人，在CRS参与国家或地区境内的金融机构，持有或控制的金融账户的涉税信息，将被定期自动交换回该个人税收居民所在国家或地区的税务当局。

鉴于高净值客户在全球的产业布局多样性以及在各国家居留时长的复杂性，其税收居民身份的判断通常也更为复杂。我们建议寻求专业税务意见以准确填报自己的税收居民身份。高净值客户应根据自身金融资产所在地的具体规定，谨慎填写金融机构提供的自我认证表格。另外，高净值客户需及早审视与完善自身及名下资产的全球税务合规，避免潜在税务风险，并及时作出调整。

In brief

Recently, the State Administration of Taxation (SAT), the Ministry of Finance and the "one bank and three commissions" jointly issued the Administrative Measures on Due Diligence Procedures for Non-residents' Financial Account Information in Tax Matters (the Measures), which earmarks the official implementation in China of the Common Reporting Standards (CRS) relating to the global automatic exchange of financial account information.

The Measures require financial institutions established in China to carry out due diligence procedures on preexisting and new financial accounts starting from July 1, 2017 (specifically, financial institutions should complete due diligence

procedures on high value and low value preexisting individual financial accounts before December 31, 2017 and December 31, 2018, respectively) to identify financial accounts held by non-residents, collect and submit relevant account information. Earlier, China has committed to be the 2nd batch of jurisdictions to implement CRS and will complete the first round of automatic exchange of financial account information by September 2018. In the meantime, the Measures require the account holders (including individuals and entities) to provide relevant information to the financial institutions truly, timely, accurately and completely. Such information includes the tax residency of the account holder or the relevant controlling person.

In detail

What is the impact of CRS?

CRS requires participating jurisdictions to implement a uniform reporting standard for their financial institutions, and commence information exchange with the other CRS participating jurisdictions on the financial accounts information collected on their residents within the committed time period, with the aim to achieve automatic exchange of tax information so as to deter and combat tax evasion by taxpayers using offshore accounts.

Currently, 100 jurisdictions have committed to implement CRS, of which 50 (including BVI and Cayman) have committed to exchange the first round of

information by September 2017, and the rest (including China, Hong Kong and Singapore) committed to exchange the first round of information by September 2018.

In other words, under CRS, if an individual holds or controls financial accounts in financial institutions in CRS participating jurisdictions and such individual is not a tax resident of that participating jurisdiction, the relevant information in respect of these financial accounts would be automatically exchanged to the tax authority(ies) in the jurisdiction(s) where that individual is a tax resident.

What is the impact of the Measures?

The promulgation of the Measures provides formal legal basis and administrative guidelines for the implementation of CRS in China, which indicates that China is ready to exchange information with other CRS participating jurisdictions.

As the next step, China will gradually establish information exchange relationships with other CRS participating jurisdictions to exchange information either multilaterally or bilaterally. Specifically, the 100 CRS participating jurisdictions mentioned above can achieve information exchange with other CRS participating jurisdictions using either multilateral or bilateral approaches.

Most jurisdictions (such as China) that use multilateral approach are required to sign both the Convention on Mutual Administrative Assistance in Tax Matters (Multilateral Convention) and the Competent Authority Agreement. If the CRS participating jurisdictions of the Multilateral Convention have intentions

CRS aims to achieve automatic exchange of tax information

to collaborate, they can establish partner relationship to achieve information exchange. China has indicated that she is willing to establish information exchange partner relationship with as many jurisdictions as possible. With those jurisdictions which use the bilateral approach (such as Hong Kong), China would have to sign separate bilateral competent authority agreements with each of them to establish partner relationship to achieve information exchange.

Who will be impacted by CRS?

There are two groups of people that may be impacted by CRS: non-China tax residents who hold or control financial accounts within China where tax-related information of these financial accounts would be exchanged with the CRS participating jurisdiction(s) where they are tax residents according to the Measures; and China tax residents who hold or control financial accounts in CRS participating jurisdictions where

tax-related information of these financial accounts would be exchanged with China according to the local CRS rules of those jurisdictions. These people may include, but not limited to:

- 1) Foreign individuals from CRS participating jurisdictions, who work in China and hold financial accounts in China;
- 2) Overseas Chinese who are residents of CRS participating jurisdictions other than China and hold financial accounts in China;
- 3) Chinese individuals who hold financial accounts in CRS participating jurisdictions other than China;
- 4) Chinese individuals who hold more than 25% of the shares of a company which has financial accounts in CRS participating jurisdictions other than China;
- 5) Chinese individuals who hold shares of listed companies through securities companies in CRS participating jurisdictions other than China;
- 6) Chinese individuals who hold cash value insurance contract or annuity contract issued by CRS participating jurisdictions other than China;
- 7) Chinese individuals who are settlors, trustees, beneficiaries of a trust or who have ultimately effective control over a trust established in CRS participating jurisdictions other than China.

The takeaway

We suggest high net worth individuals to go through the following steps to analyse the potential CRS implications to them and take proactive actions:

1. Accurate determination of tax resident status

Holding a passport or permanent residency in a jurisdiction does not necessarily mean that the individual is a tax resident of that jurisdiction or only a tax resident of that jurisdiction. The definition of tax resident varies from jurisdiction to jurisdiction, and usually involves comprehensively technical analysis qualitatively (e.g., factors such as, the family of the individual, centre of economic interests, etc.) and quantitatively (such as the number of days of the individual reside in that jurisdiction).

Given that high net worth individuals have assets and investments globally and may stay in different jurisdictions throughout the year, it could be complicated for these high net worth individuals to accurately determine their tax resident status. They are recommended to seek professional tax advice to accurately report their residency status. The OECD official website has provided the definition of tax resident of all the CRS participating jurisdictions for the reference of taxpayers and financial institutions.

2. Detailed sorting of overseas financial accounts

Based on the above determination, high net worth individuals are suggested to sort out the financial

accounts which they held or controlled in financial institutions in CRS participating jurisdictions where they are not tax resident to determine the CRS reporting requirement according to local CRS rules of that jurisdictions. According to the Measures, reportable financial institutions include depository institutions, custodial institutions, investment entities, specified insurance companies and their branches as defined. Specifically, financial institutions include not only banks, but also securities companies, futures companies, securities investment funds or private equity funds, insurance companies with cash value insurance contract or annuity contract, insurance asset management companies, trust companies and other eligible institutions.

High net worth individuals should carefully fill in the self-certification form provided by financial institutions according to the local CRS rules of jurisdictions where the financial accounts are located.

3. Overall assessment of potential tax risks associated with overseas assets

Although the tax authorities of each CRS participating jurisdiction is still exploring how to effectively use the exchanged tax information of overseas financial accounts held or controlled by their tax residents under CRS, we believe an ever-improving tax administration system based on information transparency will become a reality soon.

In light of this, high net worth individuals should review and improve the tax compliance status of their global assets as soon as possible. They are recommended to seek professional tax advice to identify any potential tax and compliance risks and make timely correction or adjustment. **B**



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Workplace Harassment and Role of HR

By Betsy Taylor

在国内叫车软件“滴滴”风头正盛发展迅猛之时，海外叫车 APP 的“老大”Uber（优步）却麻烦不断：先是 Uber 联合创始人兼 CEO 卡兰尼克与 Uber 司机吵架爆粗口被拍，后有总裁杰夫·琼斯宣布辞职，更令女性朋友愤怒的是 Uber 公司人力资源部门对性骚扰申诉置之不理——一名离职女员工苏珊·芙勒 2 月在网上发出了自己在 Uber 工作时遭到性骚扰和性别歧视的经历，当时公司竟然忽略她的申诉。她向人力资源部汇报了事件之后，却被告知由于这是“初次违规”，因此不会采取进一步行动，而且人力资源部还建议她应该尝试加入公司内部的其他团队。此篇文章在网络广传，Uber 遭到猛烈抨击。Uber 此前特别是在对待女性的问题上有过一系列的争议事件，这只是最新近的一起。这次事件促使 Uber 执行长卡兰尼克进行两波调查，215 件性骚扰和其他指控的相关申诉也因而曝光。

无论后来调查结果如何，恶劣影响已不可避免，这样大的一家高市场份额的叫车服务公司因性骚扰和种族歧视问题受到重创，其人力资源部有着不可推卸的责任。事实上，性骚扰问题在职场中长期存在，每个公司的 HR 都会面临处理这类争端和投诉的困扰。性骚扰事件的处理结果不仅会影响员工“军心”与去留，更会影响到企业形象和长远发展。

作为员工，在工作中如果遇到任何形式的歧视或骚扰，都拥有举报该恶劣行为的权利。作为公司的 HR，人力资源部需要制定有关骚扰申诉的程序，这不仅可以帮助受害人有效解决问题，而且还对那些潜在的性骚扰行为人产生预防警示作用。在必要时，人力资源部也应采取实际行动，对骚扰行为人提出警告或停职等处理。

歧视无小事，性骚扰不堪其扰；只有人力资源部充分发挥自己的作用，公司才能长远健康发展。

Workplace is an environment where people work towards one cause, profit or nonprofit purposes that may be an office or factory.

What is workplace harassment?

Workplace harassment can be defined as any act of harassing either verbal or physical based on sex, gender, religion or race and any unlawful form of discrimination. Harassment issues are most difficult and sensitive matters for HR to handle professionally. Whenever a harassment complaint is launched with HR, the department has to act and resolve the matter as soon as possible and in the manner that is most satisfactory for the employee.

Types of harassment

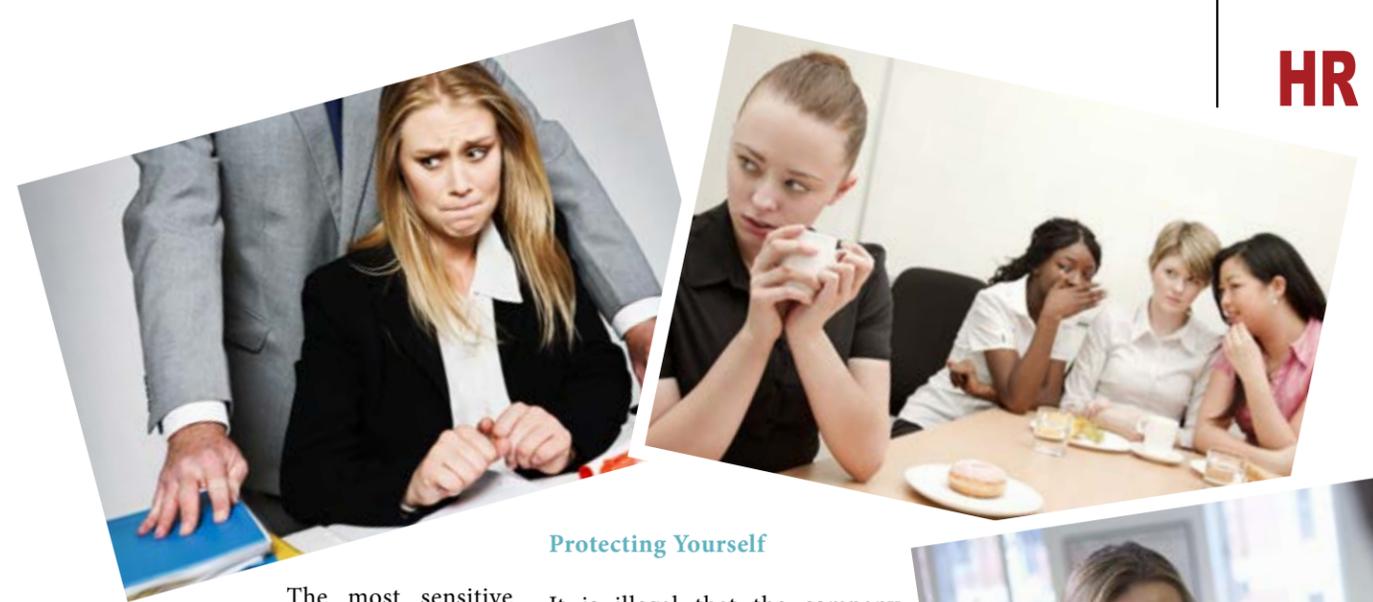
Workplace harassment has several components and cannot only be

limited to sexual harassment but also includes calling out names, offensive jokes, ridicule treatment, insults, assaults and threats that may be physical. The harasser can be one's boss, manager/supervisor of the department, co-employee or even a non-employee.

A person may be a victim of harassment in terms of his race and originality belonging to a certain country. Some may be harassed just for being a front door receptionist because of looks or gender. Women are mostly the victims of harassment. Many female employees are offered to spend time with boss/manager/supervisor in order to excel in their careers.

The role of HR

One of the most important parts of complaints is keeping the private information shared by the employee, confidential, yet investigating the matter properly. Sometimes employees come up with the request for no action to be taken against the concerned person; this appears to be quite a challenge for the HR department because investigating may involve other employees. HR department must make the employee aware that it is the responsibility of HR professionals not only to resolve the issue first hand but also by helping others that may also be experiencing the same circumstances.



The most sensitive form is sexual harassment. HR department must make sure that employees can come forward if harassed sexually at any point and to resolve the matter with confidentiality, sensitivity and professionalism.

Filing a complaint

If someone is being harassed on the basis of sex, race, religion or any other unlawful matter, the employee must report it to the HR department; first, he/she needs to see the harassment policy of the company. Sometimes it happens that the person to report to is the one who is harassing actually. In such a case the matter may be reported to the person higher in the chain of command.

Reporting Harassment Protects Rights

When a harassment complaint is reported and that results in a change of employment action such as demotion, getting fired, relocated or denied a raise then the employer can be held responsible. But if the employer shows reasonable care and provides corrective measures to resolve harassment and provides an opportunity to file the harassment case, the employer cannot be held liable. The point is that the employee needs to know that he possesses the right to work in a harassment free environment.

Protecting Yourself

It is illegal that the company retaliates against the person who filed the complaint. This being illegal never means that retaliation won't happen and then such incidents may be reported to the person who is investigating the matter.

Preventative measures

HR department is responsible for drafting out a clear harassment policy and follow it whenever a complaint is filed. If the complaint goes unaddressed, the credibility of employer weakens. If the harassment continues, the employee is not helped through it or snubbed for complaining then the company can be held liable.

The employee needs to know that he possesses the right to work in a harassment free environment

HR department needs to clearly outline procedures for filing complaints of harassment and as for the investigation and resolution of complaints, all the employees and managers/supervisors must be trained and well aware that they are confident and have the right to work in an environment that is discrimination or harassment free.



An employee when first hired may not know about the behavioral boundaries where HR department is responsible for training them. They must sign the written acknowledgments that will be properly attached in their personal files for future purposes if involved in any such matter. Counseling or warnings in oral or written form may be communicated to the accused person in case of minor harassment but as for severe harassment, suspension or discharge from duty may be ordered.

HR department has so much to deal with other matters but harassment or discrimination issues are very sensitive and confidential and they bring a huge responsibility on HR department to resolve such cases professionally without harming the victim. **E**

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What is Jetpack and how does it work?

By Max Rogers

前阵子大家或许都看过一段疯传的视频：一个人背着沉重的“背包”，在“背包”动力的作用下飞了起来，并在空中盘旋许久。像超人一样脱离地心引力的影响不借助大型飞行器独立飞天的梦早已有之，我国早在明代就有一位万户将鞭炮绑在椅子上，试图通过此举升上天空。虽然最终结果很悲催，但是精神可嘉。成型的个人飞行器最早的设计来自于1919年俄罗斯发明家 Aleksandr Fyodorovich Andreyev，但直到1960年第一款个人飞行器才以贝尔火箭背带（Bell Rocketbelt）的形式正式露面。不幸的是，个人飞行器的成本过于高昂，而飞行时间又太短，因此这项发明所引起的激动情绪在当时很快就消散了。2008年，来自瑞士的“火箭人”Yves Rossy首次使用其设计的一种动力翼套装飞越了瑞士的阿尔卑斯山。在技术发达的今天，我们终于实现了这个梦想：新西兰的马丁飞机公司付出了巨大研发努力，其研发产品马丁喷射背包是一种实验性的飞机，在2008年7月29日于实验飞机协会在美国威斯康辛州奥旭旭市举办的实验飞机协会航空冒险者聚会中公布，虽然产品名称为“喷射背包”，但它却不是使用喷射动力或火箭动力。这台飞机被联邦航空总署归类为实验性超轻量飞机。不同于以往的喷射背包，马丁喷射背包是第一个被认为是可实用化的产品。它历经27年的开发，使用汽油（高级汽油）引擎与两具导风管扇来提供升力。售价大约十万美元一台。马丁飞机公司计划于2010年向10位顾客交付第一批喷射背包。能够一飞冲天固然是好事，但是这项新产品也有一定的安全隐患。当飞行人员离开地面后，如何保证其安全成为了一个最大的问题。好在仍有很多专家在继续钻研，努力为人类自由飞行寻求解决之道。或许在不久的将来，我们将有望真的实现人人飞行自由。



Martin Jetpack

The jetpack, also known as rocket pack and rocket belt, is a device that uses gas jets (or sometimes liquid) to propel a person wearing it on the back through the air. Jetpacks have been around for decades, but those devices are more advanced today than ever before. The idea dates back to 1960s when the concept of flying machine emerged from sci-fi. As the technology developed, a dream of jetpacks has come true.

Where are the jetpacks used?

The jetpacks have mostly been used in extravehicular astronauts' activities so far. Despite a great development of technology over the past decades, many obstacles and issues remain the same. Those include the challenges of Earth's gravity and Earth's atmosphere, as well as a low energy density of the fuels we have at our disposal. By the way, the human body isn't being adapted to fly in a natural manner. All of this makes the field of use limited to the military, astronautics, and science.

Yet, we can expect to see jetpacks designed for commercial use in the coming years. One of them is the Martin Jetpack. This single-person aircraft is meant to be the most practical and safest OPHAVs in the world. It can be flown either manned or unmanned. There is also an option which involves the use of a mule train. Despite its name, Martin Jetpack doesn't use a jet pack for lift indeed, but some kind of ducted fans.

What types of jetpacks exist and how do they work?

Liquid-fuelled jetpacks

Those flying devices were developed by Aleksandr Andreyev in 1919. Although a patent of this liquid-fuelled jetpack was issued later, it has never been constructed or tested. The device in question should have used oxygen and methane to work and had 3-foot long wings on both sides.

Hydrogen peroxide-powered jetpacks

These engines are powered by nearly pure hydrogen peroxide, running on the decomposition reaction of this liquid. This scalding mixture serves as a reaction mass in jet rockets.

Turbojet packs

In this case, the traditional kerosene fuel runs a turbojet engine that is mated to the packs of rockets. The turbojet packs feature high efficiency, great propel height, and a flight duration of several minutes. On the other hand, they are very expensive and have complex construction.

One of the most known jetpacks of this kind is Yves Rossy's jet wingpack. This jetpack has rigid wings made of carbon fibers and is powered by 4 small jet engines that use kerosene.

Hydrojet packs

Hydrojet packs have a completely new approach to jetpack technology. In fact, those packs use water as a propulsion fluid because of the fact the water has a high density. Here, engine, fluid, and fuel supply is separated from the flying apparatus. The water is conveyed to the jet nozzle pack through a flexible long hose. These devices use Jet Ski technology as the power plant that operates in a large body of water, such as a pool, lake, or ocean, to provide the required propulsion. **E**

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Architecture

FENG SHUI



How to Identify a Good Location for Your Home or Office

“寻龙分金看缠山，一重缠是一重关，关门如有八重险，不出阴阳八卦形。”——去年上映的视效口碑爆棚的盗墓题材电影《寻龙诀》给大家留下了深刻印象，自带“网红体质”的它改编自迅速火遍大江南北的网络盗墓小说《鬼吹灯》，但本文开头的胡八一每次破解迷阵反复念叨的这段话在原著中并未出现，这句口诀其实源于唐代风水大师杨筠松的《撼龙经》。原文为“寻龙千万看缠山，一重缠是一重关，关门若有千重锁，定有王侯居此间。《撼龙经》为龙脉风水的权威经典，被誉为“中国古代测绘学之最”。其书专言山龙脉络形势，分贪狼、巨门、禄存、文曲、廉贞、武曲、破军、左辅、右弼九星，是了解与运用龙脉风水、快速振兴家业的最佳典籍。龙脉是风水学中最高端、最有全局观的精髓，它不仅存在于名山大川，也存在于平原、城市，是历代定都、选宅、开商铺的重要参考。时至今日，风水文化在当代生活中依然有它的一席之地，并且影响广泛。

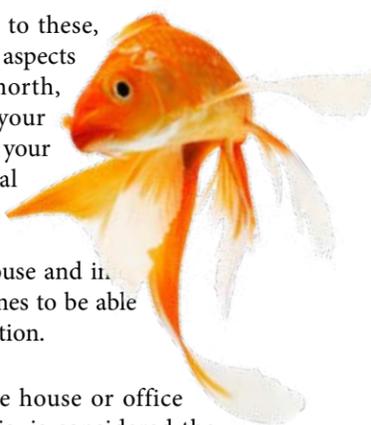
在当今社会，风水的用武之地主要在“选宅”方面。无论是选择居所还是公司地点，风水都能发挥它的作用。一般来说，居室座北面南为佳，若有山河地势，则北背山南面水处为佳。风水哲学还讲究天地间各元素的平衡，如此方能带来好运。如果你的宅邸前有一片土地，可以考虑开掘一个小池塘，加入水的灵动。在主入口前不能直通街道，也不宜正冲拐角，以免带来霉运。如果不幸门前恰有此物，可以围种花草树木用以“缓冲”。

Traditional Chinese philosophy emphasizes the importance of attaining balance between essence, energy and spirit. In this philosophy, the spirit moves the energy, which in turn moves the essence. Having a balance of energy is vital for a healthy mind and body. Extrapolating this thought, and as the energy flows through everything which surrounds us, it becomes important to have a balance of energy in our surroundings, our house and garden, and our interior space.

First things first, when deciding on building or buying a new home, the location and immediate surroundings of the potential places is very important. Ancient texts describe how to successfully find a harmonious space

for the new house. According to these, you have to identify four main aspects of the surroundings, on the north, south, east and west sides of your house. Having all these around your house would create a beneficial protective space, where energy and good luck can flow harmoniously towards your house and in your life. Following are guidelines to be able to identify such a powerful location.

Generally, the direction of the house or office on which the main entrance is, is considered the south, while the opposite part is the north. To the north of the house it is best to have a hill, mountain or a big building (when living in a city), which symbolizes Black Turtle of the North, which protects the back of your building. The energy of the black turtle offers power support. Having no such protection can cause the house and inhabitants to face big challenges. Ideally there should be a wide enough space between your house and the black turtle structure.



Tips for Achieving Feng Shui in your home



Entry And Exterior
Keep entries clear and uncluttered to invite opportunity in.



Family Room
Create balance with a variety of furniture shapes and light sources.



Bathroom
Don't let good fortune slip away: Keep drains out of sight.



Bedroom
Conceal large mirrors and electronics to inspire tranquility.



Kitchen
Inspire clean energy (and eating!) by decluttering.

To the south, before the main entrance, it is very good to have a generous space, like a field when living in nature, where the Chi will flow and gather. Also a river or street with gentle curves will bring more harmony your way. Be careful just that the street doesn't come directly towards your home, or that there are no other sharp angles facing the entrance, as all these could induce negative energy. If this is already the case with your plot of land, you can try to plant some trees in front of the street or the sharp corner, to diminish these negative effects. Also, to the south after the plane land, it is a good sign to have a small hill or building, which generally would represent the Scarlet Phoenix of the South. When your building is placed in nature, a sea or lake in front strengthens the Chi even more!

You have to identify four main aspects of the surroundings, on the north, south, east and west sides of your house

The sides of the house – east and west – both represent two other energies. On the left side of the house (when looking from the front entrance towards outside), is the direction of the Green Dragon of the East, which would also be formed by hills in nature, resembling a dragon's back, or buildings when your home or office is placed in the city. It is very important to identify a harmonious dragon shape in this direction, as it will influence the energy of your home to a



great extent. If there is really no structure to the left, you should put up some trees, or a structure symbolizing the dragon's energy on this side of your lot.

On the right side of the house is the direction of the White Tiger of the West. This again could be symbolized by natural or man-made structures, but these ones should be less high than the dragon of the east, as the tiger shouldn't overpower the dragon energy. Also, as the old sayings go, you should not disturb the tiger, meaning that towards the east side of your house, the activities should be less than in other parts. **E**

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2017 Art TEDA @ TEDA 1984 Cultural Creative Space



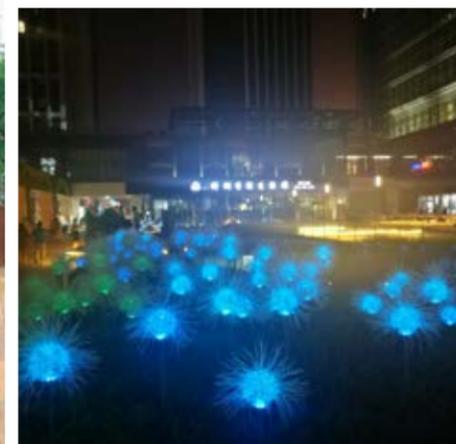
To enhance its culture and art feature, TEDA 1984 Cultural Creative Space, as the main venue of 2017 Art TEDA, was decorated by the organizers.

Entering 1984 Commercial Street, you can see the main stage. It seats at a square field right in front of TEDA Gallery and TEDA Creative Hall. Its uneven structure ensures its infinite possibilities to transform. Another branch stage transformed from containers is built near Fada Street. Its thick industrial style will serve the rock and electronic music performances well.

Seen from the north of the branch stage near Fada Street, 700 visually-shocking "worriers" interact metallic luster -- they are the work of Liu Baicun, an artist from Taiwan. Inside the block, eight horses are spotted at the corners of the block, they are created respectively by eight well-known artists.

To beautify the day and lighten the night, Huang Mengqin, a Taiwan artist, designed 500 "dandelions" "planted" at the block that decorate the streets with other plants during the day and light 1984 Street at night, creating a romantic atmosphere.

More than 10 Taiwan artists and artisans will be demonstrating their excellent works in 2017 Art TEDA, most of which, specially made for the art event, will meet their spectators for the first time.



When FOOD Meets ART @ Shangri-La Hotel, Tianjin



It was a Michelin Feast at Shangri-La Hotel, Tianjin, on 6th and 7th of July and it happened to be an extraordinary culinary experience for all the lucky people who were able to get a ticket to this exclusive lunch / dinner or afternoon tea.

The fragrances and flavours of south of French Riviera creative cuisine will still linger in the memory of the guests for a long time. Chef Colagreco's dining concept is "an event in which you share your life, your smile and your food", and it became a reality at the Horizon Club, 32nd floor wherein it introduced all the guests to the epitome of the culinary world.

Guest savored in level 32 dining room the delights of two-star Michelin chef Maruo Colagrecos French Riviera influenced cuisine led by Daniel Smeenk, head chef of Maruo's Azur restaurant at Shangri-La Hotel, Beijing, and enjoyed 270-degree view of the Haihe River and Tianjin's mix of dazzling new and quaint old buildings. The set dinner menu was simply amazing!

"Dine with the stars, among the stars!" said Jens Corder, the hotel's general manager, and we fully agree. It was really beyond the guests' expectations!

During their time in Tianjin, the AZUR team conjured up a Michelin-starred treat for all those who crave a rich *afternoon tea experience*, complemented by several varieties of cheese from Fromager de Peking and wine appreciation courtesy of Kerry Wines.

芦笋与西柚沙拉配以橘味酸奶酱汁
Asparagus and grapefruit salad, citrus and yoghurt vinaigrette



来自森林的烩藜麦搭配蘑菇，马铃薯及法香泡沫
The Forest: quinoa risotto, mushrooms, potato, parsley foam



和牛西冷牛排搭配红椰菜，菜花及焦糖小干葱
Wagyu striploin Mbs 8 Red cabbage, cauliflower and caramelized shallots



藏红花牛奶慕斯，香橙冰霜及杏仁泡沫
Naranjo en flor: saffron, orange, almond



Mr. Frederik Deman

General Manager
Wanda Vista Tianjin

Wanda Vista Tianjin is pleased to announce the appointment of Frederik Deman as the General Manager of this leading luxury hotel in Tianjin.

Frederik Deman will oversee the overall operation of Wanda Vista Tianjin and lead the executive teams to achieve continuous growth, and reinforce the positioning as the leading luxurious hotel in Tianjin. Frederik Deman's career spans over 25 years and his most recent position was General Manager of Sofitel Singapore Sentosa Resort & Spa. During his two and half year's tenure in Singapore, Frederik has been a tremendous force in acquiring and growing business for the hotel, and led the team to create unparalleled experience for guests around the world and also raised hotel's ranking on Tripadvisor.com to No.1.

A Belgian national, Frederik Deman is well-versed in French and Dutch in addition to English and also knows German, Romanian and Spanish. He will lead the 295-room luxury hotel which is an exquisite paradise of hearty hospitality and oriental culture in the cosmopolitan style to create more unforgettable memories for the guests around the world.



Mr. Tim Warren

Headmaster and Secondary School Principal
TEDA International School

Tim has joined TEDA International School as Headmaster and Secondary School Principal. Previously an administrator in the Washington State, USA, public school system, he has served as principal of international schools in southern China, Morocco and Colombia. Bringing nearly 20 years of academic leadership experience to TEDA, Tim is excited to join this team of committed educators devoted to meeting the needs of our diverse community. Tim and his wife, Diane, who also teaches at TEDA, have two adult children, both of whom are graduates of international schools and now attending universities in California



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01.07.2017
King Key Golf Club and the Ritz-Carlton Tianjin
16th Charity Golf Tournament and Annual US Independence Day Celebration

AmCham China Tianjin celebrated the 241st year of American independence with its 16th Annual Charity Golf Tournament as well as a banquet with almost 300 guests.

The tournament, held at the King Key Golf Club, brought together almost 40 golfers. The winners of the day included:

- 1st place:** Yuan Qiang & Jiang Han
- 2nd Place:** Xia Qingshan & Wuxian
- 3rd Place:** Jun Hwang & Jeff Xue
- Longest Drive:** Xia Qingshan
- Nearest to Pin:** Yuan Qiang & Preston Thomas
- Most Accurate Long Drive:** Wang Haijun
- Best Putters:** Yuan Qiang & Jiang Han

Later in the day, in the courtyard of the Ritz-Carlton, the July 4th banquet kicked off with delicious food, cold beverages, a live band, lucky draw and games for the kids. This year's event even included a live cabaret show!

AmCham Tianjin Chapter would like to thank all the sponsors for helping raise money for the Tianjin Jian Hua Autism Rehabilitation Center. A sincere thank you to our Golden Sponsors: Schneider Logistics (Tianjin) Co., Ltd., Tianjin Custom Wood Processing Company Ltd., Boeing Tianjin Composites Co., Ltd., The Ritz-Carlton Tianjin and Air Canada; Beverage and Entertainment Sponsors: 1421 Wine, We brewery, Pan Pacific Tianjin and TAVA; Hole Sponsors: Bluestar AMG, Jones Lang LaSalle (Tianjin), Tianjin Selen Science and Technology Co., Ltd., Million Link (Tianjin) International Trade Co., Ltd. and Crown Relocation and other sponsors.

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



Upcoming Events:

Tianjin Monthly Executive Breakfast Briefing
Date: Aug. 17th **Time:** 7:15-9:00
Venue: Four Seasons Hotel Tianjin

Tianjin's Third Annual Joint Chamber Golf Tournament
Date: Sep. 16th **Time:** 9:30-20:30
Golf Tournament Venue: Tianjin Fortune Lake Golf Club
Awards Banquet Venue: Tianjin Renaissance Lakeview Hotel



European Chamber
中国欧盟商会



22.07.2017
Joint Chamber Briefing - Dialogue with Tianjin Administration of Foreign Expert Affairs: Demystifying China's New Work Permit Policies

The European Chamber Tianjin Chapter together with AmCham Tianjin and German Chamber in Tianjin held this dinner briefing on June 22 regarding new work permit policies interpretation. This event provided executives with the rare opportunity to have the laws governing their businesses directly explained by the local government, while also allowing for active interaction in the form of a Q&A.



23.07.2017
F&T Discussion Forum – Accounting & Assurance: New Accounting Standards on Revenue and Leasing and Common Issues during Auditing

Do you know the latest changes in accounting standards? Do you have any doubt in preparation of financial statements? European Chamber Tianjin Chapter invited the accounting professionals from PwC to sort them all out for participants by sharing their views regarding the changes in accounting standards and common issues during auditing and practical case studies.

Upcoming Events:

European Chamber Annual Business Gala Dinner 2017
Date: Oct. 20th

European Chamber Annual Business Gala Dinner is delicious, fun and rewarding altogether. We entertain over 200 members and friends every year for 11 years now. Dress up and indulge yourself in the air of festivity and celebrate the 60th Anniversary of the European Union with us. Enjoy an evening of excellent cuisine, interactive EU Culture quiz and breath-taking lucky draw prizes. The Gala Dinner provides a quality networking time for you to socialize with our members and invited guests, and a perfect opportunity to make new contacts, entertain key clients and get-together with your colleagues.

* For ticket purchasing, please contact Ms. Catherine Guo by 022-5830 7809.



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



22.06.2017
Seminar - Joint Chamber Briefing: Demystifying China's New Work Permit Policies



On Thursday June 22nd, German Chamber of Commerce Tianjin, along with AmCham China, Tianjin and the European Chamber of Commerce Tianjin, hosted a briefing on China's new work permit policy for foreigners at the Four Seasons Hotel. While this new policy has streamlined the process of gaining a work permit, there remains some confusion regarding its details, and how businesses can take advantage of it to attract new talent.

In order to alleviate some of that confusion, we have invited Mr. Li Zong Jing from the Tianjin Administration of Foreign affairs, to give members an in-depth understanding of policy changes. This event provides executives with the rare opportunity to have the laws governing their businesses directly explained by the local government, while also allowing for active interaction in the form of a Q&A.

In addition, this event featured a 3-course, western-style dinner with free flow beverages of wine, coffee, tea, and soft drinks.

Upcoming Events:

Breakfast Seminar - B2B Premium Brand's Growth Strategy in China – Stay Premium or Tap into Mid-Market
Date: Aug. 18th **Time:** 07:30 – 09:30 **Venue:** TBC

Special Event – Interchamber Welcome Back BBQ Networking
Date: Aug. 25th **Time:** 18:30 – 21:00 **Venue:** Four Seasons Hotel Tianjin

Kammerstammtisch Tianjin
Date: Aug. 30th **Time:** 19:00 – 22:00 **Venue:** Bavaria Beer Keller (Italian Town)

Room 1502, Global Center,
No. 309 Nanjing Road,
Nankai District, Tianjin
Tel: +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口18号

New Dynasty

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



Qing Wang Fu

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

Riverside Chinese Restaurant

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

JIN House

A: 7/F, Four Seasons Hotel Tianjin, 138 Chifeng Road, Heping District, Tianjin
T: +86 22 2716 6262
 津韵·中餐厅
 和平区赤峰道138号天津四季酒店7层

Bazndei Yunnan Food

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

Japanese

Kawa Sushi Lounge

A: 7/F, Four Seasons Hotel Tianjin, 138 Chifeng Road, Heping District, Tianjin
T: +86 22 2716 6262
 川·寿司酒廊
 和平区赤峰道138号天津四季酒店7层

Café Vista

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

Seasonal Tastes

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

Seitaro

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

Bowbow Sushi Japanese Restaurant

A: Xiannong Area, 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

S6U

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



Dongsir Hotpot

A: Cross of Binjiang Rd & Shanxi Rd
T: +86 22 2331 9777
 懂事儿火锅
 和平区滨江道270号(滨江道与山西路交口, 麦购商场对面)

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)

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

Ciolo Italian Restaurant

A: 9/F, Four Seasons Hotel Tianjin, 138 Chifeng Road, Heping District, Tianjin
T: +86 22 2716 6263
 意荟·意大利餐厅
 和平区赤峰道138号天津四季酒店9层

La Sala Lobby Lounge

A: 2/F, Four Seasons Hotel Tianjin, 138 Chifeng Road, Heping District, Tianjin
T: +86 22 2716 6261
 四季·大堂酒廊
 和平区赤峰道138号天津四季酒店2层



Brasserie Flo Tianjin

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

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

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

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 & Grill

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

Le Loft

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

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四樓

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

Milan Restaurant

A: The cross of Chongqing Rd & Xinhua Rd, Heping District
T: +86 22 6097 6768
 米兰意食尚
 和平区重庆道与新华路交叉口

LE CROBAG - Tianjin Store

A: Room 107, Buliding A2, Binshui West road, Nankai District
T: +86 22 2374 1921
 LE CROBAG 面包(奥城店)
 南开区奥城商业广场A2商7

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



UPI

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

UPI

天津市和平区解放北路189号, 靠近新太原道一侧(近丽思卡尔顿酒店)

Hopeland international kindergarten Meijiag Campus

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

Hopeland international kindergarten Shuishang Campus

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

International Schools



International School of Tianjin

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

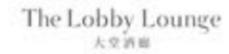


Wellington College International Tianjin

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



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

Gusto Bar

A: 9/F, Four Seasons Hotel Tianjin, 138 Chifeng Road, Heping District, Tianjin
T: +86 22 2716 6264
 9吧
 和平区赤峰道138号天津四季酒店9层

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

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



KIDS 'R' KIDS Learning Academy, Tianjin No.1

O: 8:00-17:00
A: Yunjin Shijia Community, No.65, Ziyang Rd, Zhongbei Zhen, Xiqing Dist, Tianjin
T: +86 22 5871-6901
 +86 22 5871-6900

Wechat: KidsRKidsTianjin

W: www.kidsrkids.com
 www.kidsrkidschina.com
E: contact-tianjin@kidsrkidschina.cn
 凯斯幼儿园, 天津雲锦幼儿园
 西青区中北镇紫阳道65号雲锦世家内

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

LE CROBAG - Teda Store

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

BARS



Happy Soho Live Music & Dance BAR

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

Education



Tianjin TEDA Maple Leaf International School

A: No. 71, 3rd Avenue, TEDA
T: +86 22 6200 1920
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SERVICES

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Sheraton Tianjin Binhai Hotel

A: No. 50, 2nd Avenue, TEDA
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F: +86 22 6528 8899
W: sheraton.com/tianjinbinhai
天津滨海喜来登酒店
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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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A: No. 86, 1st Avenue, TEDA
T: +86 22 6628 3388
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开发区第一大街 86 号



Crowne Plaza Tianjin Binhai

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Economic Area, Tianjin
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天津市空港经济区中心大道 55 号

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HEALTH



Ascott TEDA MSD Tianjin

A: No.7 Xincheng West Road,
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T: 400 668 1066
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Yue Spa

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T: +86 22 6628 3388
开发区第一大街 86 号天津滨海假日酒店 15 层

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TEDA Binhai Area, Tianjin 300457
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300457

Gyms

Eco-City International Country Club

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South Ying-Cheng Island, Tianjin
T: +86 22 6720 1818
生态城国际乡村俱乐部
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
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The junction of Hongqi Lu and Anshan Xi Dao. Tel: +86 2305 0530

Beijing Airport Terminals 2/3 - Tianjin

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

TEDA-BEIJING AIRPORT Shuttle Bus ¥90 one way

TEDA - Beijing Airport Terminals 2/3

06:45, 08:45, 14:45, 17:15. 1st Avenue, TEDA.
Tel: +86 22 6620 5188

Beijing Airport Terminals 2/3 - TEDA

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

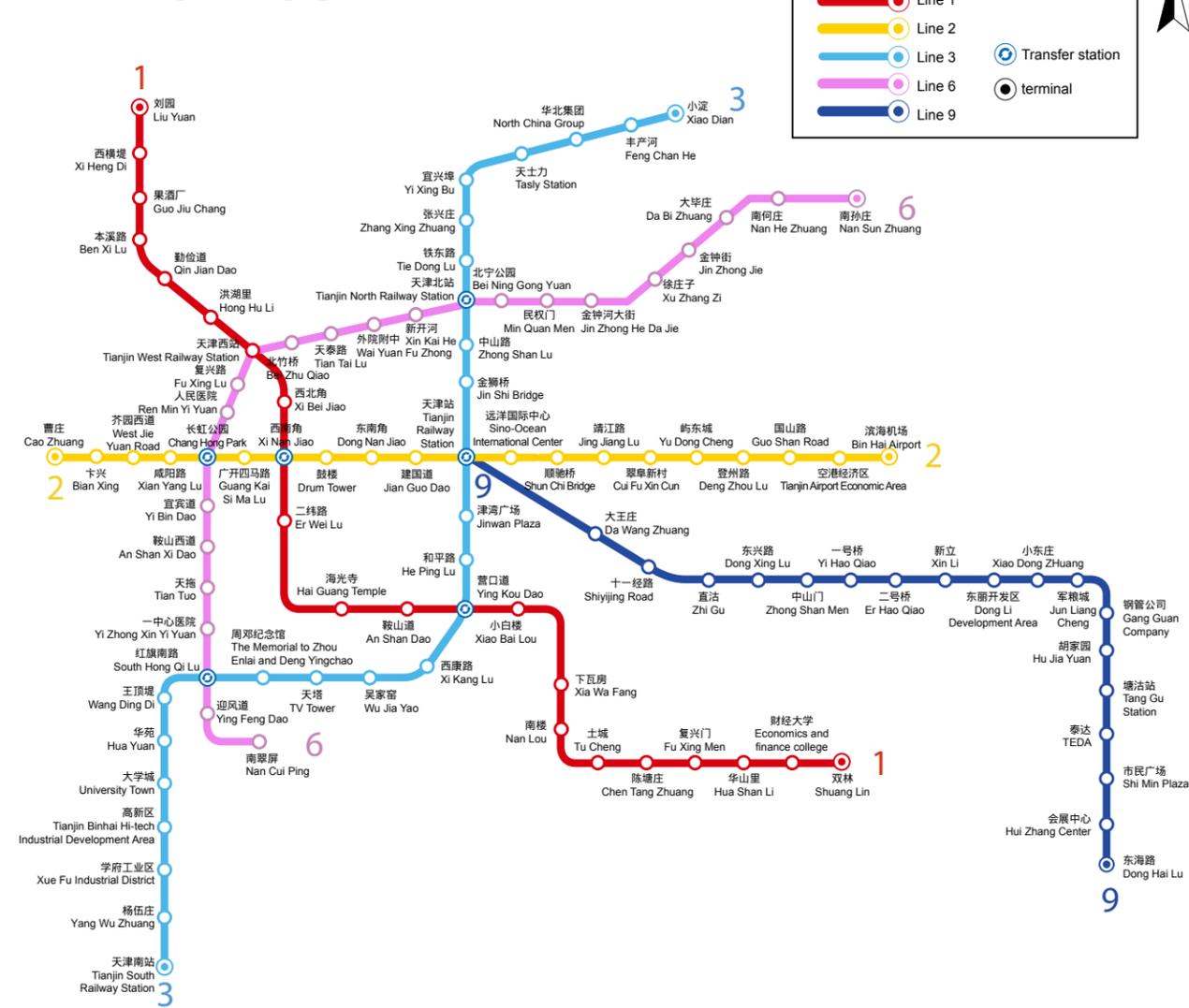
Wuqing ~ BJS (¥39 - ¥66)

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 MAP



Time to Dance

By Nadia N.



舞蹈从古至今都是人类生活中必不可少的一种活动，古文《诗·大序》中有曰：“诗者，志之所之也。在心为志，发言为诗，情动于中而形于言。言之不足，故嗟叹之。嗟叹之不足，故咏歌之。咏歌之不足，不知手之舞之足之蹈之也。”由此可见，语言和歌声不能表达的内容，最终通过舞蹈可以实现，舞蹈是人类传情达意甚至表现生活内容的重要方式。我国有着悠久的舞蹈文化，本世纪 70 年代，在中原地区河南舞阳贾湖新石器文化遗址，发现了 8000 年前的七孔骨笛十余支，从骨笛的出现，我们可以推定当时的舞蹈必定进入了比较高的层次，因为我国古代歌、舞、乐是密不可分的。在原始群体的劳动中，音乐主要是节奏，舞蹈是有节奏的形体动作，乐器则是劳动工具的改变、变形。宁夏西部山区牛河梁出土了 5000 年前红山文化的“女神庙”、祭坛和积石冢群址，其中女神头像完整地保存着，是目前所见最早的女舞蹈家的塑像。而女神主管祭祀，是沟通人神的桥梁，其手段则是舞蹈。在后来的历史发展中，舞蹈有了更高级的形式和更多的审美功能。唐朝的“霓裳羽衣舞”，“胡旋舞”在历史上赫赫有名，自宋以来又在各地发展出了舞龙舞狮一类有着象征意义和祈福内涵的舞蹈。舞狮通常又两名舞者协同合作进行，他们身披特质的狮形外褂，模仿狮子的动作，进行“采青”“登高”等表演，带来步步高升等美好祝福。舞龙的规模则更加庞大，一般由几十人同时进行，每人各举一节执杖，共同支撑长龙在空中蜿蜒而行，和着鼓乐之声，为大家带来吉祥如意。现在世界越来越小，我们已经可以接触到世界各地不同的舞蹈形式，但是学习中国传统舞蹈仍不失为修身养性及了解我国文化的一种极佳的方式。

China is a country with vast and beautiful culture and dancing is what China also features plenty of variety. Even when talking about Chinese traditional dancing, majority of people will not remember any particular dance because Chinese dance has many variations and a long history.

Chinese dance in fact started quite a long time ago - about 6000 years ago. This number was gotten by archeologists after discovering pottery shards displaying the ritual dancing. As people living on the territory of modern China survived with hunting, ritual dances included their hunting weapons - spears, shields, etc.

China has 56 ethnic minorities and each of them is characterized by a number of some special traits like

clothing, singing or dancing. Of course many dances of ethnic minorities in China (just like many different cultures outside China) share common themes like love, hate, rivalry, jealousy, festivity as well as matrimonial bliss and the communal bond. The communal bond plays a crucial role in many ethnic dances, and of course, one of the main reasons for the ritual performance of these ethnic dances during festivals is to reinforce social cohesion among the group (the term of "connection" or "guangxi" is still extremely important in China). Folk dance is one of the most cherished forms of art among Chinese people, together with singing. In a way, folk dance can be interpreted as the simplest and most immediately available form of informal theatre and perfectly reflects the mentality and the culture.

Among thousands and thousands of various traditional dancing styles in China, there are several most famous and popular ones, like Lion Dance, Dragon Dance and Court Dance. These three styles have become a certain name card of Chinese dancing.

Lion Dance is by far the most popular folk dance performance in China. Ancient Chinese have always seen a lion as a guardian figure. That is why lion statues often appear at the entrances of banks, hotels and other



establishments. The lion also has symbolic significance in Buddhism - another reason for the typical Chinese to admire this proud beast. Lion Dance is generally performed with only 2 dancers wearing one lion costume. In northern China, Lion Dance is usually performed by acrobatic dancers to express all the ferocity and grace of the lion. Colors of the Lion costume are usually royal - yellow, red or orange. In Southern China, lion is a symbol of a protector from evil spirits. For the purpose of fighting evil beings, when Lion Dance is performed in Southern China, the Lion has a single horn and a mirror on his forehead to slay the evil and reflect the light as he goes.

Dragon Dance is another favorite of Chinese people. Dragons, as is well known, are symbols of dignity, power and wisdom in Chinese culture and they have nothing to do with their Western equivalents. Some historians connect the symbol of the dragon with the Emperor himself or at least with the impression that the latter wanted to give. Traditionally the mock dragon is used for Dragon Dance and depending on the length of the dragon up to 60 dancers can be used to animate it. The performance requires dancers to be extremely skillful - dancers support the mock dragon with poles and raise the lower

China has 56 ethnic minorities and each of them is characterized by a number of some special traits

dressed in feather. In order to make his fantasy come true, concubines of Tang Dynasty were made to perform the dance to the Emperor upon awakening.

half and turn the dragon as needed to suggest the swooping motion. Dragon dance is most frequently performed during Chinese New Year or Spring Festival and can be seen not only in China but on all kinds of China towns all over the globe.

There are countless types of dances in China and each of them has a significant meaning and, probably, a whole legend behind it. So studying Chinese traditional dancing is the most beautiful way to understand Chinese culture. **E**

Another Chinese dance is the **Court Dance**. Created, written and choreographed by Tang Dynasty Emperor Xuan Zong (712-756), the dance is also known as the Feather Dress Dance. Costumes are adorned with soft feathers, suggesting lightness and flight. The dance is created by the emperor based on the legend about an emperor who dreams that he travels to the moon and there, in a palace, sees a group of beautiful, heavenly virgins

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MA HUATENG & TENCENT

A BIOGRAPHY OF ONE OF CHINA'S GREATEST ENTREPRENEURS

(CHINA'S LEADING ENTREPRENEURS AND ENTERPRISES)

Author: Leng Hu

还记得你第一次上网聊天用的是什么聊天软件吗？有的人会说：MSN，但大多数人肯定会回答：当然是 QQ 啦。在 2011 年之前的十年左右的时间里，QQ 可以说是每个中国互联网用户的必备品。你的第一次网上虚拟交易用的是 QQ 币，QQ 劲舞团成为了你中学时代对游戏的强烈记忆。在 80 后 90 后迈入社会之时，微信的出现几乎取代了 QQ 的地位并且以其更为方便快捷的操作体验征服了国人的手机。在这个父母老人都会用微信的时代，微信和 QQ 产品的母公司——腾讯可以说是独霸中国大众在线沟通平台的唯一龙头老大；其幕后的掌舵人正是中国企业界“二马”之一的马化腾（Pony Ma）。

《马化腾与腾讯：中国最伟大的企业家之一的传记（中国一流企业家和他的企业）》这本书正是国外朋友了解这位中国互联网界风云人物的一扇窗。书中配有丰富的图片，详细介绍了马化腾在创建腾讯之前的经历以及腾讯公司建设过程中的点滴。这本“口袋书”也非常便于阅读，详实的资料记录在一本 70 多页的书中，你可以在工作之余、饭后睡前随时翻阅它。这大概是第一部关于马化腾的英文著作，想一窥腾讯帝国和马化腾人生经历的读者不要错过哦。

Of the three founders of the BAT (Baidu-Alibaba-Tencent) trinity, **Pony Ma** (Ma Huateng) has the most least intriguing backstory. He has the most middle-class background with a father who was a cadre and accountant for the Hainan Port Authority. He attended the best middle school in Shenzhen and successfully completed the *gaokao* to attend Shenzhen University. After graduating he worked for Runxun Communications Development Company from 1993 to 1999 and then founded Tencent in January 2000.

Ma's rise may have been easiest on him personally, but that does not mean his story is without interest. Tencent has risen to become perhaps China's single world-class software company, with its WeChat app far superior to its Western equivalent Whatsapp. Indeed, Ma largely symbolizes the growth of Shenzhen from a fishing village to China's most dynamic and tech-driven city. (He moved there in 1984 when the city had less than a million people. Between 1995 and 2005 it grew from 2.39 million to 8.41 million). And the story of Tencent's evolution from knock-off purveyor to tech leader also demonstrates the development in the Chinese economy.

This book then is the first examination of the life of Pony Ma and his rise to international prominence. What emerges is the portrait of an entrepreneur and tech enthusiast who proceeds carefully and methodically.

Within a year of founding Tencent was making a profit (at a time when Alibaba hadn't even found a way to monetize) and it has carefully charted the vicissitudes of the tech market since then with both nimbleness and vigor. Many tech companies might have fallen by the wayside, for example after introducing charges for registering or being plagued by spam and hackers, or being investigated for allowing online gambling (through its Q coins), but Ma's analytical skills and business savvy attitude are considerable. He may not have the inspirational charisma of Jack Ma, but he has the intellectual firepower and the will to lead Tencent.

As for the book itself, it is a decent portrait of Pony Ma's actions and Tencent's development for those who might be relatively new to him. It is however a pocket-portrait, coming in at just seventy-plus pages. There are numerous paragraphs that simply cry out for a less cursory treatment. So you will read that "Tencent's five founders avoided being crushed by dangers that followed the opening of the market. After their failures, they would actively encourage each other; after every attempt, they would always find users willing to accept them," it asks as many questions as it answers. *What dangers? What failures? Encourage how? Accept them how?*

But perhaps this book simply wants to be the first on the English-speaking market to have, in tech terms, first-mover advantage. It is a good introduction to Pony Ma, certainly, but anyone interested enough to buy a book on him is likely to want more. Until then, this one will do.



By Mike Cormack

“动物园”、“木樨园”、“大红门”……对于老北京人而言，这些名字不仅仅是地名或站点那么简单，而是贯穿了多年生活的批发市场和便宜实惠商品的购物中心。不过早在 2014 年，有关部门就发出了要把北京的“非首都”功能纾解到周边地区的决定。根据这一规划，“动物园”、“木樨园”、“大红门”等批发市场将被迁出北京，全市人口也将控制在 2300 万以内，天津、河北等临近城市区县则将得到拓展。作为北京发展规划的一部分，北京各区的“拆墙打洞”整改城市环境的专项治理行动也在今年春天陆续开展了，首当其冲的自然是热闹的三里屯、方家胡同、五道营胡同等酒吧和小店聚集地。

3 月 16 日，朝阳区封堵了三里屯附近 20 户“开墙打洞”酒吧，并立即恢复楼体结构，在楼前铺设绿地。有些酒吧存在无证经营的情况，有些店面的开设则影响了周围居民的生活或破坏了墙体结构。无论每个被关酒吧背后的故事如何，它们都曾有着年轻的气息和自由的魅力。当然了，被关停的只是其中的一小部分，继续合法经营的酒吧依然吸引着人们聚集的脚步。

在作为这项治理运动的组成部分，现在拥挤的北京将变成未来的行政、金融、传媒和科技之都，北京将摆脱无序发展的和“低端”的创业企业。在这个整改的大潮中，无数“打工仔”“打工妹”也将随着企业的迁出而离开这座城市，未来的北京大概不会再是外来年轻人寻梦的天堂。但是北京的活力有目共睹，它从未停止前进的脚步。十年前，三里屯还不曾存在，十年后，北京这座城市将会以何种全新的面貌迎接到来的访客，让我们拭目以待。

There has been much gnashing of teeth recently amongst the ex-pat community in Beijing as favourite bars around the city have been shut down. In an unusual but perhaps characteristically Chinese intervention strategy, the local city management have literally bricked up the entrances to former dive bars and hole-in-the-wall restaurants. The logic seems to have been: "We're not closing you down - we're just preventing you from having any customers". Photos

Beijing never stands still; its regeneration

spread on social media of chenguan bricking the entrances to locations like Fang, Cheers and Anchor Bar, across areas like Sanlitun and Wudaoying Hutong.

The bars that were bricked up were apparently not operating

legally. It might have been they had subcontracted a lease, or were using a commercial building for F&B purposes without the right licenses and permissions. We likely won't ever know what the full story was. Previous closures, such as affected the Sanlitun late-night joint The Den, allegedly concerned properties owned by the People's Liberation Army, which cannot legally be used for commercial purposes. Again, what the true story of the situation is, or



was, will probably never be known. But an educated guess suggests that illegal structures and unlicensed structures are being swept from central Beijing.

This upset people with fond memories of fun nights in dingy establishments. Well, sure. It can be fun getting drunk on knock-off booze in a ramshackle environment for half the price, and, if you're young, the after-effects will probably not be too bad. The mildly "speakeasy" environment of such bars, the thrill of being in some legal grey area, also has its charms. El Nido bar in Beijing's Andingmen, with its minimal décor and good range of import beers, satisfied both the thrillseeker and the cheapskate in me - especially when compared to the RMB80 bottles of Paulaner beer I was subjected to at a lakeside Houhai bar. Sanlitun at one time was rife with dodgy bars. It was part of the charm. It was a little wild, a little on the edge.

But these days are gone now. The changed atmosphere has been noticeable ever since live music venue Dos Kolegas was raided in 2014, where those present were forced to undergo drug tests. A recent round

of raids happened just a few weeks ago, with the popular microbrew bar and restaurant Great Leap amongst the afflicted. The message was unmistakable: everyone had to clean up their act; the party was over.

It's easy to lament the passing of cheap characterful joints, especially if they're in a city you're just visiting for a few years. But consider - how would you feel if a bar or restaurant opened in your street, which didn't meet the right safety codes or which put up illegal structures? You probably wouldn't be too pleased. And consider also the legal and political implications of these dubious establishments. Sanlitun might no longer be the playground it once was, but if Beijing gains propriety and a stronger rule of law, it should all be worth it. There's nothing stopping good legitimate bars from being there. We should welcome the higher standards they bring. This doesn't have to mean fancy hotel bars. (Unless you like that sort of thing, in which case go right ahead). You can still get everything, from Japanese whisky bars (like Ichikura) to live music joints like the East Shore Live Jazz Café and Mao Livehouse, craft beer bars like Great Leap and Jing-A Taproom and cocktail joints like Mai Bar.

Another factor behind the bricking-up, however, is that the people most affected seem to have been migrant workers. Usually they are the people with the least capital, who therefore were willing to use dodgy landlords and to bypass bureaucracy. But with



Live music venue Dos Kolegas was raided in 2014

the Beijing government determined to control the burgeoning population, it has implemented measures affecting the newcomers. Again, one can see the point. As with the closing of the Zoo Market, Beijing's newcomers are being pushed to the fringes or out entirely. This is perhaps harsh, but the strain on resources for those who live in Beijing is huge. There simply aren't enough good hospitals and schools for all those who would like to live there.

Like every major city, Beijing never stands still; its regeneration, and future, coincides with its present and past in an uneasy, febrile mix. This dynamism is itself part of its charm. When I first visited in 2008, just before the Olympics, it was an entirely different city. (The Sanlitun shopping area didn't even exist then). If you don't stop and look around once in a while, you could miss it. **B**

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摄影源自：绝策品牌设计 - 齐凯

MEA - Rider's Dreamland

Horses, used as working animals for transportation in history, have close relationship with humans. Equestrian contest requires riding skills, speed, endurance and jumping ability.

Metropolitan Equestrian Academy (MEA) was founded on 1st July, 2016, attracting many local fans. It grew rapidly and becoming an important equestrian club in Tianjin, with more than 60 students so far. National Games selected Metropolitan Equestrian Academy for equestrian competitions.



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MEA holds an internal contest on monthly basis, including ground pole, 30-50cm show jumping, 60-85cm show jumping and other competitions. The first three winners are rewarded and qualified for Tianjin Equestrian League Contest. Sponsored by Tianjin Equestrian Association, Tianjin Equestrian League Contest will be held on a monthly basis. Initiated by MEA and other eight equestrian clubs, the league contest invites riders from Beijing and Tianjin for competition aiming for a solid foundation of equestrian talents.

www.metropolitanpoloclub.com

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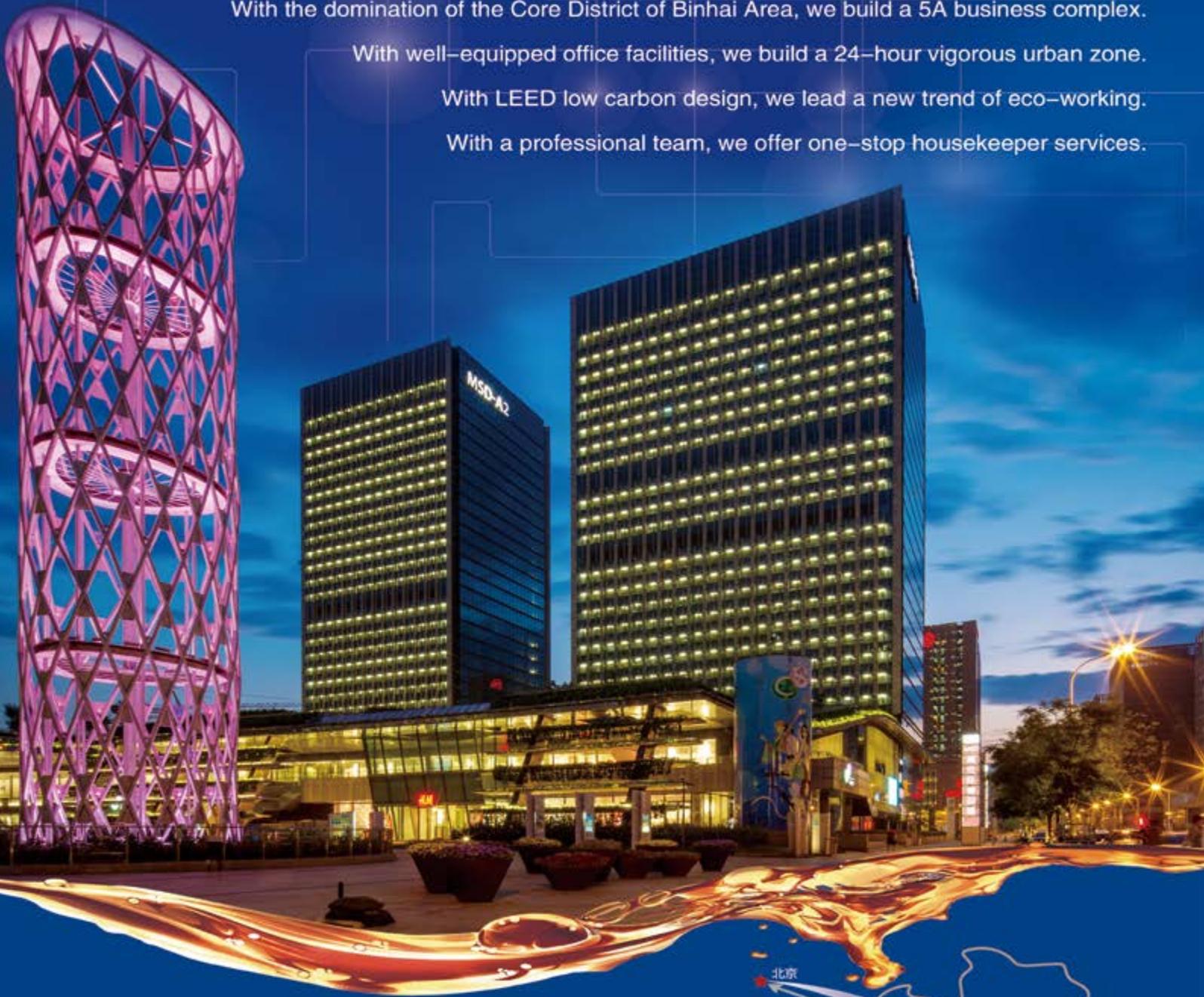
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