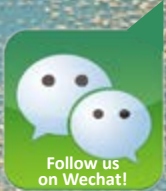


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14

Providing Exceptional Experiences

Jason Stinson
General Manager of Shangri-La Hotel, Tianjin

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March 2018

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Dear Readers,

We bring you a lot of interesting articles and stories in this issue. February was the shortest month of the year, and the Chinese New Year holidays made us feel that March came much earlier from a business perspective.

Australian Jason Stinson, General Manager of Shangri-La Hotel Tianjin, and his team have worked hard during these past months to apply a culinary innovation as part of a hotel-wide invigoration drive from the month of March. Shangri-La Hotel Tianjin plans to relaunch two signature restaurants after refreshing their menus and gourmet concepts, namely Café Yun and Shang Palace.

We interacted with Jason at the splendid view of the Horizon Club top floor for our cover story. Passionate about Tianjin after having been in Shanghai for his previous assignment, Jason knows very well the incredible history and many facets of Tianjin, a world-class city as he describes it, even though he has been only few months here. His principle is Do the best to be the best, and his greatest satisfaction is to see his colleagues succeed in their careers, and these make him an extraordinary person.

Our economy update report shows that China continues its move from a manufacturing based economy towards a more consumption based economy driven by domestic demand. President Xi Jinping wants the country to play a bigger role in innovation and pushing forward technologies.

Don't miss the Feature Story to know the reason why Xiong'an New Area will be crucial for the millennium to come. The Xiong'an New Area is being built as a model of how to manage population expansion effectively, as well as serve to showcase how human development, resource utilization and environment can co-exist in perfect harmony.

Challenges that women face in modern day China are such that many other places around the world may not understand fully. Read our Art & Leisure column that is dedicated to all women working in China to commemorate 8th of March, Women's Day. Conflicts faced by women between their careers and family are paramount.

You can read other interesting stories, such as how to design email campaigns as the most cost-effective and influential way of boosting your revenues, an in depth research report of the important China-Pakistan Economic Corridor, and why sleep deprivation is extremely dangerous to not just employers but employees as well.

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Mary Smith
Managing Editor | Business Tianjin Magazine
managingeditor@businesstianjin.com

新年在短暂又欢乐的二月时光中过去,三月带着春日的气息向我们迎面走来。在本月刊中,首先要向您介绍的是天津香格里拉大酒店的总经理史健森先生,来自澳大利亚的他有着多国大型酒店的工作阅历,并且对中国市场有着独特的见解。现在,他带着自己丰富的经验和精益求精的精神来到天津,与香格里拉团队一同为每位顾客带去最优质的酒店服务!

在经济板块,您将读到有关中国从制造业经济转型为内需拉动型经济的相关信息。对大家普遍关注的雄安新区,请翻阅特色故事栏目,那里有翔实的内容供您了解。本月,我们迎来了3月8日“三八妇女节”,因此“Art & Leisure”栏目特别聚焦女性的生活、工作问题,带大家走近中国女性的世界。

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◀ Providing Exceptional Experiences Jason Stinson, General Manager of Shangri-La Hotel, Tianjin

Jason Stinson is very passionate about Tianjin, and makes us feel as though he is a local soul. From the splendid view of the top floors of Shangri-La Hotel, Tianjin, walking the streets around the city and along the river, and knowing its limits through the subway, he follows the principle of *doing your best to be the best*. Jason is a humble person who wishes to be an appropriate role model for his colleagues. One of his greatest satisfactions is to see them succeed in their careers.

See Page 14



◀ Be Self-Motivated When You Are Striving Towards Success Steve Jobs Life Story

Let me tell you a story about a young man who was raised to become just another ordinary, average work man. But deep within he knew that just like a small fire cannot give much heat, a weak desire could not produce a great result. So he took his first step towards becoming one of the most successful people in the world. An entrepreneur and innovator as he was, he made a huge breakthrough in modern technology and sparked a revolution while building one of the world's valuable companies, Apple. You can guess now, he was Steve Jobs.

See Page 24



▲ Modern Use of Glass

Though present for a long time in the history of architecture, glass pervades the contemporary style owing to being one of the most defining parts of modern architecture as a whole. Glass – the material which allows nearly perfect transparency while still insuring an optimal interior comfort, glass which can reflect the outside environment or just allow a translucent flow of natural light while retaining privacy... The diverse and often times creative use of glass in architecture is astounding and modern technology has brought it to a more economical and energy sustainable level.

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Tianjin News

81-year-old Chinese woman graduates from Tianjin University



If you ever thought you were too old for technology, you might want to take a leaf out of Xue Minxiu's book, the 81-year-old Chinese woman who was recently awarded a bachelor's degree in e-commerce. What makes the achievement even more notable is that until just a few years ago, the octogenarian from Tianjin had almost no computer skills. Xue's story was well received online, with plenty of social media users praising her hard work and dedication. "It's never too late to study," a person wrote on Weibo. "Young people, what's your reason of not studying and working hard?"

Tianjin built first community Sponge Park



Tianjin's first sponge park has been built in Nankai district's Santan Xili community. All the materials used in the sponge park have outstanding water holding capacity and permeability, and the park uses a concave herbaceous field and grassed waterways to absorb water like a sponge on rainy days and seep water on dry ones. It also uses a green ecology landscaping concept.

House fund is available for foreigners who are working in Tianjin



Notification of Concerning Policies on Housing Provident Fund for Foreigners to Work in Tianjin issued recently by Tianjin government shall take into effect on February 1st, 2018. Foreigners who have already signed labor contracts with the employers registered in Tianjin and have already obtained Foreigner's Work Permit in the People's Republic of China or Foreign Permanent Resident ID Card in the People's Republic of China shall enjoy the same treatment of housing provident fund policy with Tianjin citizens.

Magnitude-4.3 quake hits Tianjin, Hebei and Beijing felt the tremors



A magnitude-4.3 earthquake hit Langfang City, Hebei Province. Tremors were felt in Tianjin and Beijing. China Earthquake Networks Center said the quake struck Yongqing County, Langfang City at 6:31 pm. The epicenter was monitored at 39.37 degrees north latitude and 116.67 degrees east longitude at a depth of about 20 km, according to the center. Hebei province is home to the city of Tangshan, which in 1976 was hit by the most devastating earthquake in modern Chinese history.

FINANCE

WeChat allows users to link overseas credit cards



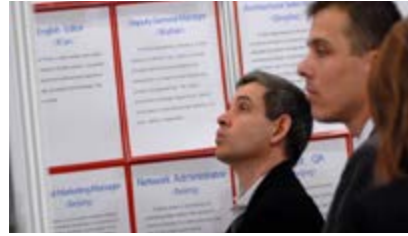
Expats living in mainland China and residents of Hong Kong, Macao, and Taiwan are now allowed to bind and activate WeChat Pay accounts with credit card services provided by MasterCard, Visa, and JCB. Now WeChat users without a Chinese bank debit account or a credit card can activate WeChat for mobile payments in China, Tencent said in a statement, adding that users will need to download the mainland-WeChat version to open up services. After activating WeChat payment account, expats, just like the hundreds of million Chinese WeChat users, are able to pay for a cab via an app, rent sharing bikes, or place orders for takeaway food.

Shenzhen, Shanghai and Beijing the most livable cities in China



Shenzhen, Shanghai and Beijing have been named the three most livable cities in China. According to the Chinese Cities Livability Development Index Report, jointly released by three institutions, including the Chinese Academy of Social Sciences, the coastal city of Shenzhen led the 2016-2017 table with a general score of 0.706. Shanghai, the nation's financial centre, and the capital city of Beijing followed, with scores of 0.662 and 0.660 respectively. The report measured 287 major Chinese cities and compared their performance in five areas: economic development, social management, residents' livelihoods, innovation and entrepreneurship, and ecological environment.

A city government wants to hire foreigners



Qingdao plans to hire foreign employees in government departments and public institutions this year, according to the city's human resource and social security bureau. A guideline gave the greenlight to state-owned enterprises and institutions, as well as government departments under the city's administrative regions, to recruit qualified foreigners in permanent or short-term job positions, or hire them as technical directors or consultants. An official at the bureau said Qingdao is seeking strategic scientists who have the capability to attain major scientific breakthroughs and lead the trend in science, or scientists engaged in research of frontier issues or cross-discipline studies.

Apple accepts Alipay payments in 41 China stores



Apple has accepted payments using Alipay at its 41 stores in the Chinese mainland, announced Alipay on its official social media account. It is the first time that Apple's offline outlets have accepted third-party mobile payments at any of its 500 global stores apart from its own Apple Pay. So far, China is Apple's second largest market in the world. According to Apple's financial report in 2017, with the contribution from the Chinese market accounted for 20 percent of Apple's total sales. Among Apple's 500 global retail stores, 49 are based in China including 41 in the mainland. Following the United States, China has the largest number of Apple outlets in the world.

Chinese Liquor brand started to sell perfume



A liquor company in China has been selling perfume in what industry experts say is a bid to sniff out a new, younger market online. Though Luzhou Laojiao, a well-known distiller of baijiu, has been offering the new scent on their website since August, netizens caught a big whiff of the news. Though bearing a baijiu brand, the perfume skips on the pungent aromas associated with the grain alcohol and instead settles on a floral mix of peach blossom, peony and lilac, according to the product description. It sells for 139 yuan for a 30 ml bottle.

Three Chinese cities on world's richest list



According to the World's Wealthiest Cities list released by the South African market consultancy New World Wealth earlier this month, a total of three Chinese cities entered the top 10 — Beijing, Shanghai and Hong Kong. The market research firm gauges the total amount of private wealth based on property, cash, equities and business interests. Government funds are excluded from the figures. Beijing came fifth on the list with a total wealth of \$2.2 trillion, which was the highest ranking among all the nominated Chinese cities. Shanghai caught up with Beijing to arrive at sixth place with a total private wealth reaching \$2 trillion. Dislodged by Los Angeles, Hong Kong took eighth place on the list with a total wealth of \$1.3 trillion.

China lists 'sensitive sectors' on overseas investments



China's top economic planner on Sunday released a full list of "sensitive" areas where it intends to restrict overseas investments, putting a specific curb on deals related to real estate, hotels, cinema, entertainment, sports clubs. Weapons' development, manufacturing and maintenance, multinational water resources exploitation, and news media were also included on the list, confirming previous draft rules unveiled in November. The tighter restrictions will also apply to private equity funds that have no investments in the "real economy". The list of restricted sectors came into effect on March 1st.

Men's grooming and fashion business takes off in China



Appearance matters more now than ever before because there are simply so many careers for males that are directly linked to looks, industry insiders said. According to a survey report earlier by China UnionPay Co, China's bankcard association, 23pc of people born in the 1990s spend more than 5,000 yuan a month on online shopping, topping all other age groups. And 23pc of male consumers, and 15pc of women consumers, spend more than 5,000 yuan a month on online shopping. The younger generation's purchasing habits and their increasing role in omnichannel e-commerce are key. Males' spending on skincare products rose 24pc from 2014 to 2015, compared with the 11pc growth in overall skincare product spending.

LAW & POLICY

Hip hop dancers and actors with tattoos banned from appearing on television



China is cracking down on television programs that feature "tattoo artists, hip-hop culture, subculture (non-mainstream culture) and funeral culture (decadent culture)". Gao Changli, director of the administration's publicity department, outlined four "Don't" rules: Absolutely do not use actors whose heart and morality are not aligned with the party and whose morality is not noble; Absolutely do not use actors who are tasteless, vulgar and obscene; Absolutely do not use actors whose ideological level is low and have no class; Absolutely do not use actors with stains, scandals and problematic moral integrity.

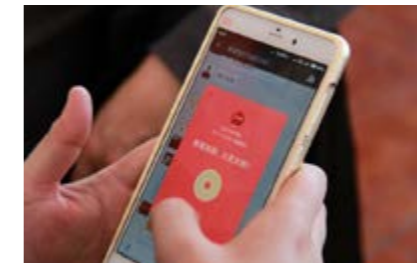
China to issue 5-year visas for foreigners of Chinese origin



Many ethnic Chinese living outside of China will be able to apply for visas valid for much longer stays from today, as the country tries to attract overseas Chinese to live and do business in China. Following changes to visa rules, foreigners of Chinese origin will be able to apply for visas valid for multiple entries over a period of five years, up from one year previously. The changes will also see validity periods for residency permits for these foreigners extended from three years to five. A foreigner of Chinese origin refers to either a former Chinese citizen who has obtained foreign citizenship, or the children of present or former Chinese citizens.

GENERAL

WeChat report reveals New Year holiday trends



From Feb 15 to Feb 20, more than 768 million people participated in sending and receiving hongbao, or red packets, an increase of 10 percent year-on-year, according to a statement released by WeChat on Feb 21st. In the domestic market during the New Year holiday, users spend most in retail sector, restaurant and traveling, according to WeChat. During the six-day holiday period, a total of 229.7 billion messages were sent on WeChat and 2.8 billion posts made on WeChat Moments. The use of video and audio calls reached 17.5 billion minutes.

Tsinghua takes top ranking among mainland universities



Tsinghua University tops 600 mainland universities in 2018 according to the Academic Ranking of World Universities (ARWU), one of the four globally recognized university ranking systems. The analysis also shows that Beijing ranks first among the cities in China boasting top quality post-secondary institutions, with 24 of the top 100 universities located in the Chinese capital. The province of Jiangsu ranks 2nd with 17, while Shanghai sits 3rd with 10 of the top 100 schools. The ranking uses four main indicators, including talent training, scientific research, contribution to society and internationalization.

CHINA IN THE WORLD

Self-service machines unveiled at airports and sea ports



A total of 34 self-service printing devices for exit-entry administration records were on February 1st put into service at the city's aviation and maritime hubs. These machines can be found at Shanghai Pudong International Airport, Shanghai Hongqiao International Airport, Shanghai Port International Cruise Terminal and Wusongkou International Cruise Terminal. The devices, which are free to use, are expected to bring greater convenience to travelers who need to apply for tax refunds, travel reimbursement, visa cancellation and other related matters.

Beijing gives money to drivers parking cars at home



Don't drive your cars, you will get money for it, the city of Beijing has told private car owners to encourage people to use public transit. China Beijing Environment Exchange, a platform for carbon trade, pollution rights trade and other exchanges, launched the service of Lvxingzhe (green drivers). Private car owners access the service through a WeChat account. Subscribers to the service need to have a gadget installed to their vehicle to keep records of their driving days and calculate energy consumption, the exchange said in a statement. Each car owner will get 0.5 yuan per day for not driving their cars, the exchange said.

Police using facial recognition glasses to help them spot suspects



Chinese police have gone high tech in the fight to catch criminals, donning digital glasses that help them spot suspects in a crowd within seconds. Transport police in Zhengzhou were given the glasses in preparation for the year's largest migration. The glasses work by using a camera that allows the officer to compare mug shots to the individual in question. It will allow them access to basic information on the suspect including name, gender, and ethnicity address. The technology can also provide them with more private information such as whether the suspect is on the run from the law, the address of the hotel they are staying in and their internet usage.

7-year-old boy earns good money by teaching yoga



A seven-year-old boy in Zhejiang province has earned more than 100,000 yuan by teaching yoga. Sun Chuyang, or Mike, from Wenling in Taizhou city, learned yoga for three years and received a certificate for yoga teaching one year ago, becoming the youngest yoga teacher in China, or perhaps the world. He has trained more than 100 students. His mother said that Sun took the road to yoga as a way to fight autism. Sun was found to suffer from slight autism after he was put in a day care center when he was two years old. To help heal him, his mother closed her apparel store and took him to practice yoga.

Chinese cough syrup went viral overseas



A Chinese traditional cough syrup, called Nin Jiom Pei Pa Koa, is becoming even more popular among New Yorkers in this flu season. According to an article published by the Wall Street Journal last week, Alex Schweder, an architect and professor of design at Pratt Institute suffering a cough about ten days, felt better only in 15 minutes after he drank a bottle of Nin Jiom Pei Pa Koa, which was recommended by his girlfriend who first learned about the herbal supplement nearly 30 years ago when she was living in Hong Kong.



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5,000

More than 80% of single women in China believed that a worthy partner should make a monthly salary of at least 5,000 Yuan, according to Chinese online dating giant Zhenai.com.



75

A Chinese consumer can choose from around 75 Electronic Vehicle models, more than any other country. In 2017, it has surpassed U.S. on the highest number of electric vehicles on the road.



100

In 2017, China had at least 100 unicorns. These are private companies worth \$1 billion, which are mostly in the e-commerce and technology-driven industries.



123

A total of 123 restaurants from China were listed in the prestigious French-based La Liste which ranks the world's 1,000 finest establishments. Among the list is Huai Yang Fu, a restaurant at Andingmen in Beijing, well known for its Huaiyang cuisine.



5000元：据中国在线婚恋交友网站称，中国80%以上的单身女性认为，中意的伴侣应该至少月入5000元。**75**：2017年，中国已超越美国，成为世界上电动汽车数量最多的国家。大家可以选择的电动汽车约有75种，比任何国家都要多。**285**：中国正在建设285座新生态友好城市。**123**：有123家中国餐厅登上法国著名的La Liste榜单，其中有北京的淮扬府餐厅。**10**：世界上收入最高的20名足球运动员中，有10名在中国效力。其中一名是奥斯卡·多斯桑托斯，他是上海上港集团足球俱乐部的中场大将。**100**：2017年，中国至少有100家独角兽公司，这些公司大多从事电子商务和高科技产业。**9.02亿**：根据微信的统计数据显示，每天有9.02亿微信活跃用户，其中有2亿用户使用微信支付在线购买产品。

10

Of the 20 highest paid footballers in the world, 10 of them are based in China. One of them is Oscar dos Santos Emboaba Júnior who plays as an attacking midfielder for Chinese club Shanghai SIPG and the Brazil national team.



285

This is the number of new eco-cities that are being built across China, starting with the construction of Liuzhou Forest City which will absorb almost 10,000 tons of carbon monoxide produced annually.



902

WeChat reports boast of 902 million daily active users, with 200 million users utilizing WeChat Pay to purchase products online.



50,776

China, the second-largest movie market globally, has a total of 50,776 movie screens after a rapid expansion in theater networks.



CONTINUE ITS GROWTH MOMENTUM

By Morgan Brady



纵观 2018 年年初的经济水平，我国的各项指数依然保持良好的增长势头，其中销售经理指数从 1 月份的 52.1 上升至 52.5，这反映出了今年年初中国的销售水平和经济增长的信心。价格上涨、招聘岗位增多的利好消息影响了大部分行业。与此同时，中国钢铁市场上的标准普尔指数反映出了对钢铁的低需求。尽管销售经理指数良好，制造业环境也不错，但情况并非完全明朗，因为中小企业的信心指数已跌至 2017 年 3 月以来的最低水平。根据路透社进行的一项调查结果显示，有 70 多家机构的经济学家认为今年经济增长将趋向放缓。

北京政府去年为支持基础设施建设发展划拨了大量的财政支出，这是高增长率背后的一个主要原因。早在 2017 年的 12 月，世界银行就提高了对中国经济增长的预期，对 2018 年和 2019 年的增长预估分别为 6.4 和 6.3。世界银行同时指出了房价的不确定性：由于信贷条件更加苛刻，房地产市场增长有可能趋向放缓。另一方面，国际货币基金组织预计，2018 年和 2019 年经济增长指数分别为 6.6 和 6.4。

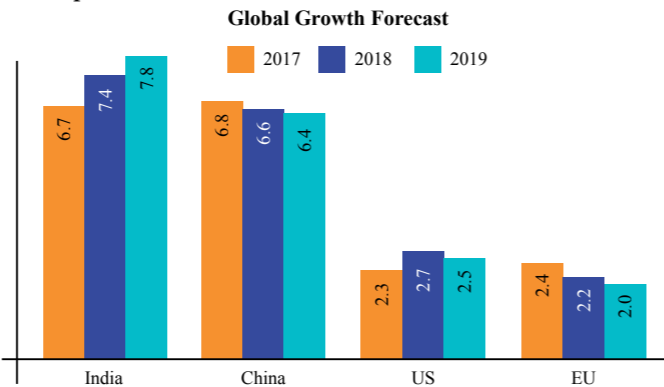
此外，不少分析师认为，随着美国推进经济改革，许多企业会发现美国的商业环境愈加适宜发展，这可能会导致资本从中国国内流向美国本土，使美元上涨、人民币下跌，并对中国经济增长产生负面影响。同时，中国人民银行宽松的货币政策会有所收紧，这可能会影响我国的货币贬值。而美国反对中国的保护主义政策也可能形成制约中国经济发展的另一个因素。自 2017 年末开始，美国对中国的各个企业开始进行知识产权调查，并限制从中国进口钢材。其他受影响的行业还有铝和太阳能电池等。不过这种调查不太可能导致两国之间的贸易战，尤其考虑到双方利益攸关，合作依然良好，毕竟美国仍然是中国的主要进口国，而中国依然是美国的主要债权国，合作还是主流。

虽然挑战一直存在，中国仍将继续从制造业经济转向以拉动内需为导向的消费型经济，2018 年中国经济预计将在平稳中有所增长。

In a positive development, the Chinese Sales Managers index, which measures the sentiment of sales managers in the economy, has risen up to 52.5 points in January from a reading of 52.1 points last December. This reflected higher confidence in upcoming sales levels and economic growth in China this year.

Similarly, China's Satellite manufacturing index has shown the best reading in months, indicating better manufacturing conditions, especially as the prices are rising, and companies are hiring more. The positive sentiment covered most sectors but a low reading of The S&P Global Platts China Steel Sentiment Index reflected low expectations of high demand in the upcoming months for steel mills.

But despite the better sentiment by sales managers and better manufacturing conditions, the picture was not entirely bright, as the confidence of small to medium enterprises has fallen to its worst level since March 2017.



GROWTH MAY BE SLOWED DOWN THIS YEAR TO ADDRESS KEY RISKS

According to the results of a survey conducted by Reuters, the opinions of economists from 70 institutions have reflected a bias towards slower economic growth this year as the government continues in its effort to crack down on risks associated with heavy debt and focus on a more sustainable long term growth.

The government in Beijing had indulged in vast spending last year to finance infrastructure development and this was a factor behind higher growth rates last year.

Back in December 2017, the World Bank had raised its 2017 growth outlook for China but kept the outlook same for 2018 and 2019 at 6.4 and 6.3 respectively. This is also due to China's effort to set controls on credit and lending.

World Bank has also pointed to uncertainty regarding housing prices, which was among the factors leading to modest projections. The real estate market could slow down also as a result of tighter credit conditions.

IMF, on the other hand, expected growth to increase moderately and rise above forecasts due to synchronized global recovery that has not been witnessed since 2010. The IMF projected an economic growth of 6.6 and 6.4 in 2018 and 2019 respectively.

MANY ANALYSTS SHARE THE SAME VIEW

For many analysts at global institutions, there was concern regarding a less accommodative monetary policy by the People's Bank of China, how that could impact credit in the country as well as the value of currency. A tightening of monetary policy could also lead to higher risk of credit default.

As the US moves forward with its reform, many businesses will find that business conditions in the US are becoming more favorable. This could lead to capital outflows from China to the US, causing the dollar to rise and the Yuan to fall, as well as negatively affect China's growth.



PROTECTIONISM MAY BE ANOTHER FACTOR RESTRICTING GROWTH

Very early on, even before Mr. Trump became President, he had signaled a protectionist policy against China during his presidential campaign. Late in 2017, the US launched an investigation into intellectual property rights practices by Chinese businesses as well as restricting steel imports from China to the US. Other protected products include aluminum and solar cells from China. The US policies are likely to have a negative impact on China's economic growth since it is the largest exporter in the world and exports constitute 20% of its GDP.

In January 2018, the US released a report depicting China's violations of the World Trade Organization policies. Moreover, an in-depth examination of the relationship between American and Chinese businesses led to the conviction of the Chinese product Sinovel in case of stealing trade secrets from the superconductor corp.

But this escalation from the US is not likely to lead to a trade war between the countries, especially considering how the two sides are better off cooperating than competing in global markets. The US remains a key importer from China, and China remains a key creditor to the US. In addition, need for cooperation stems not only from the mutual economic benefit but also from the need to resolve geopolitical tensions that require global coordination and response, such as the case of the North Korea peninsula.

CONCLUSION

China continues its move from a manufacturing based economy towards a more consumption based economy driven by domestic demand. President Xi Jinping wants the country to have a bigger role in innovation and is pushing forward technologies. Yet, there are hurdles along the way.

Changes in the credit cycle seem to be taking off as China moves towards tighter monetary and credit conditions. Typically, bankruptcies might occur in less solvent businesses. But in case they do, the government is likely to prevent this from becoming a wider scale effect. Other factors include potential trade wars and changes and turbulence in global demand levels.

But although analysts are expecting slower growth in 2018 due to cracking down on credit, it can be better considered as a controlled growth, where businesses have to adjust. Despite the crackdown on debt by the government, growth momentum is still strong, and the effect is likely to be limited unless interrupted by major economic or geopolitical events. **E**



Xiong'an New Area Crucial for the Millennium to Come

By Harold Murphy

自去年4月1日设立新区的消息公布以来，雄安一直是舆论追逐的焦点。半年多来，尽管相关的规划尚未披露，但随着各项工作的稳步推进，新区的整体轮廓正日渐清晰。

中央雄安新区位于中国河北省保定市境内，地处北京、天津、保定腹地，规划范围涵盖河北省雄县、容城、安新等3个小县及周边部分区域，对雄县、容城、安新3县及周边区域实行托管。在雄安设立新区是以习近平同志为核心的党中央作出的一项重大的历史性战略选择，是继深圳经济特区和上海浦东新区之后又一具有全国意义的新区，是千年大计、国家大事。预计到2020年，新区对外骨干交通路网将基本建成，起步区基础设施建设和产业布局框架基本形成，雏形初步显现；到2030年，建成绿色低碳、信息智能、宜居宜业，具有较强竞争力和影响力，人与自然和谐共处的现代化城市。届时，雄安新区将成为一座环境优美、交通便捷、设施先进、令人向往的宜居城市。同时，通过对户籍、住房、教育、医疗等领域的改革，新区还将对年轻人充满吸引力：工资收入不低，居住成本不高，还能享受到优质的公共服务。

雄安新区选址在雄县、容城、安新三县，其中一个很重要的考量就是白洋淀。在普遍干旱缺水的华北平原，有着200多平方公里水域的白洋淀，是极其稀缺的生态资源。这片天然的大湿地被誉为华北之肾。新区囊括了白洋淀整个水域，从某种意义上说，新区正是因淀而生。就在去年的2月23日，中共中央总书记习近平在实地考察雄安新区建设规划时，专程前往白洋淀。他说：“小时候读小兵张嘎的故事，就对这里十分神往。”在考察过程中，他多次强调，建设雄安新区，一定要把白洋淀修复好、保护好。

雄安新区地处华北平原，一马平川，距北京、天津各100公里，城际高铁20分钟，高速只有1小时车程。更重要的是，首都新机场即将建成，未来的机场快轨，必然通往雄安新区。十八大后，中央推进京津冀协同发展有两项战略举措，其一是建设北京城市副中心，即北京市搬到通州；其二就是建设河北雄安新区。二者将形成“首都北京”新的两翼。

雄安的新区规划建设将用最先进的理念和国际一流的水准进行城市设计，建设标杆工程，打造城市建设的典范。

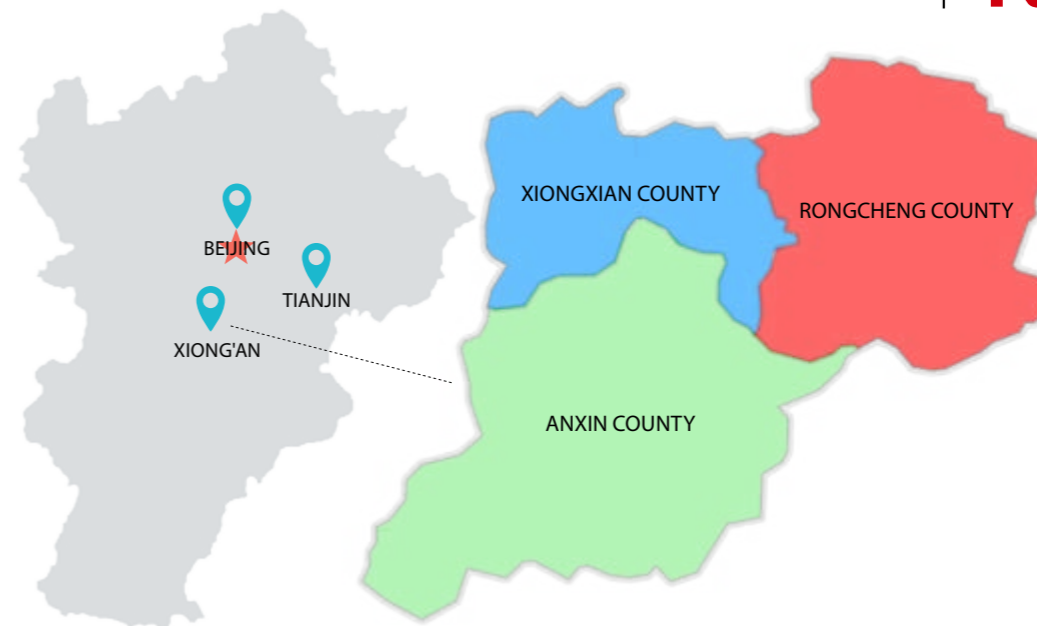
The Xiong'an New Area is a new state-level district that has been created out of the Anxin, Xiongxian and Rongcheng counties in Baoding Area of the Hebei Province of China. First conceived in 2014 as a brainchild of the General Secretary of the Communist Party of China, Xi Jinping, the project was announced in April 2017. Conception and planning of this area was done secretly and only when its development was announced on Xiwen Lianbo, a TV news program of the state-owned China Global Television Network (CGTN), was it made public.

This is the latest of the so-called “state-level new areas” in China, which are urban districts that have been assigned the status of special economic zones with the support of central governments. These new areas are granted certain privileges by the State Council so that they can attract the necessary foreign direct and local investment that will boost the local economies.

PURPOSE

The apparent purpose of development of the Xiong'an New Area is to seamlessly decongest Beijing and encourage settlement into the new economic area. Beijing's infrastructure is already groaning under the massive strain it takes on a daily basis in terms of transportation, environment, housing and social amenities. Water shortages, traffic gridlocks and overcrowded train stations are a permanent feature of the capital city, as is the perennial sight of residents wearing face masks to combat the effects of smog.

So pushing some of the influx away from Beijing down to the south seems to be a logical solution to the problem. The Xiong'an New Area, which will initially be a 100 square kilometres development, will eventually cover an area of 2,000 square kilometres. This is nearly triple the size of Singapore's



Xiong'an New Area — Initially about 100 square km — Middle term about 200 square km — Long term about 2,000 square km

land mass as well as that of New York. Developers say it will be a city that will be built virtually out of nothing, totally eclipsing what today is mainly marshland, a lake and small shanty towns. It is meant to be a city just like Beijing or Shenzhen, with the same privileges that are found in the capital city.

Businesses and institutions that are not deemed necessary to the functioning of Beijing as the capital of China will be encouraged to move to the new city. Already, there is very heavy demand for land in the Xiong'an New Area, so much so that the provincial government has suspended the allocation and sales of new lots to intending buyers as a result of skyrocketing prices and activities of speculators.

INFRASTRUCTURAL PLAN

The infrastructural plan has been designed in such a way so as to avoid some of the mistakes that were made with Beijing, where infrastructural development did not keep pace with the city's expansion, and where consideration for the effects of such expansion on the environment were realized belatedly.

XIONG'AN NEW AREA IN HEBEI

A seven-point target plan has been developed to guide the development of the Xiong'an New Area (See above).

Eco-protection is to be made the top priority during construction so as to preserve some of the existing components of the ecosystem such as the Baiyangdian freshwater wetlands. Renowned building and architecture experts and urban planners are to be brought in to design and build the city, which is expected to provide the template for future urban construction. Local authorities have been tasked with preventing illegal purchases and construction projects.

Two expressways, the G45 and G18, connect Xiong'an to Beijing and Tianjin. The road network will be expanded, and a rail system will also be built to connect Tianjin, Beijing and Shijiazhuang (Hebei's capital). This will put Xiong'an within 30 minutes of each of these cities.

There are also plans to connect the new town by air with the construction of the Beijing Daxing International Airport.

7 POINTS TARGET PLAN

- Make the new town as environmentally green as can be;
- Create and preserve the ecology of the area;
- Develop high-end industries and cultivate new kinetic energy;
- Provide high-quality public services;
- Build a green transportation network which is convenient for users;
- Push institutional reform to motivate market vitality;
- Establish a new platform for foreign cooperation;

XIONG'AN NEW AREA AS A CRUCIAL STRATEGY FOR THE MILLENNIUM

The Chinese government states that the Xiong'an New Area will be a crucial strategy for the next Millennium. This may not be far from the truth, as President Xi Jinping is championing the cause of development of this area personally. The Xiong'an New Area will be built to function like the special economic zones that currently exist in Shenzhen and Shanghai Pudong, but with better efficiency in terms of infrastructure and management of human and material resources. The Xiong'an New Area is going to be built to serve as a model of how to manage population expansion effectively, as well as serve to showcase how human development, resource utilization and environment can co-exist in perfect harmony.

This will therefore be the model of urbanization and industrialization of China as we head deeper into the Millennium. **B**

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天津香格里拉大酒店于 2014 年开业，自开业以来就一直备受消费者的青睐与喜爱，长期跻身各大酒店榜单榜首。截至目前，酒店已经迎来了三位总经理。于去年 11 月就任的总经理史健森先生 (Jason Stinson) 出生于澳大利亚，在澳大利亚昆士兰科技大学取得了工商管理学位后他投身酒店行业。25 年的酒店职业生涯中，史健森先生先后在澳大利亚、印度及中国多家豪华酒店担任高级管理职位，积累了丰富的从业经验，对于中国市场有自己深刻独特的认识和见解。出任天津香格里拉大酒店总经理之前，他曾担任上海静安香格里拉大酒店驻店经理一职，在任职的两年期间，为提升客人体验、发掘战略合作伙伴以及酒店业绩增长做出了很大贡献。丰富的国内外营销经验与资历帮助他在天津开拓市场，与酒店团队一同打造优质的服务体验。

天津香格里拉大酒店在本地酒店排名中一直名列前茅，这背后离不开工作人员的辛苦付出。总经理表示，优质的服务和优秀的员工是保持卓越的不变秘诀。除此外，完善的设施与优越的地理位置也使酒店锦上添花。这一切综合起来促成了完美的客户体验。为了满足客户的高标准和高质量，酒店在顾客的安全、卫生方面毫不马虎。为了使顾客享受到一流的住宿体验和服务，酒店的培训部门为员工提供了全方位的培训，确保每位员工合格上岗，带给客户更好的服务。可见，对员工的投资是酒店得以备受青睐的重要因素。

在员工的培养与发展方面，酒店依托香格里拉品牌的强大网络为员工提供了很多职业发展机会。另外，酒店也把员工像家人一般对待。农历新年期间，酒店举行了开放日，欢迎大家与自己的父母、孩子一同来到酒店，在这里就餐、游戏。“这不仅是对同事们表示感谢，更是对那些支持我的同事们的家庭表示感谢”，史健森说。

在营销方面，除了常见的社交媒体、固定的营销团队外，酒店内部还有一种企业文化，那就是所有的管理层都会对营销做出实际的支持。“我们会与顾客在线分享在这里发生的美好故事”，这一切都使得我们的线上形象与营销与众不同。

作为全球最大的酒店集团之一，香格里拉酒店集团从未停止创新脚步。今年，酒店推出了全新升级版香格里拉手机应用程序，只要您是贵宾金环会会员，就可以在下载应用程序后，通过香格里拉手机应用程序预订客房并办理入住或退房手续，并获得贵宾金环会奖励积分。

对于来访天津的客人，史健森总经理非常推荐大家到临近的原英法租界区走走。沿着海河观光也是一个不错的选择，从酒店走到“天津眼”再返回来，一路你可以感受到天津深厚的文化与历史。

在与史健森总经理的交流中，我们可以感受到他对香格里拉大酒店的热情，他那凡事做到最好的行事准则，以及他谦虚的态度。他希望可以给自己的员工树立一个良好的榜样——事实上，他做到了，并且非常出色。“展望未来，我们期待着在今年 8 月庆祝酒店的四岁生日。”愿天津香格里拉大酒店在他与员工的共同努力下，迎来蓬勃发展的 2018 ！



Providing Exceptional Experiences

Jason Stinson
General Manager of Shangri-La Hotel, Tianjin

By Evelyn Rubenstein

Talking with Jason, who is so passionate about Tianjin, makes us feel as though he is a local soul. From the splendid view of the top floors of Shangri-La Tianjin, walking the streets around the city and along the river, and knowing its limits through the subway, he follows the principle of doing your best to be the best. Jason is a humble person who wishes to be an appropriate role model for his colleagues. One of his greatest satisfactions is to see them succeed in their careers.

Shangri-La Hotel Tianjin has been recently ranked #1 or #2 in Tianjin market in most popular reviews websites. What is the secret behind this great performance?

The secret is great staff and excellent service. That is the foundation of success for any quality international luxury hotel experience. In addition to these elements, as part of the Tianjin Kerry Centre, we have a wonderful facility and a prime location in the city centre on the banks of the Haihe River. So, a great product, committed staff and excellent service lead to a tremendous guest experience.

You received great reviews for your personalized and great service. How do you manage social media?

The foundation is delivering excellent guest experiences from the heart. In addition we have a dedicated marketing team who formally manage social media both at the corporate and at hotel level in terms of engaging content generation, quality imagery and distribution. Within the hotel we have a culture where all our senior executives and managers actually support and are part of this process. Organizationally we have a defined approach to manage our image online wherein we respond to queries from our guest and share the wonderful products and stories with our guests and with our partners online. So, I think this hotel-wide contribution at every level helps make such a difference to our online positioning.

You have a background in sales and marketing. So, how do you plan to use your influence and manage in this direction?

I started my career in the hotel operation 25 years ago - mixing cocktails, clearing tables, carrying bags and so on. During this time

A great product, great staff, great service all lead to a tremendous guest experience

I've had many different wonderful experiences all over the world through hotels. I spent a lot of time in sales and marketing after my operations experience and that has provided me with valuable insight as to how to create partnerships,

inside and outside the hotel linking community, business and government opportunities to our Hotel. I enjoy creating win-win solutions and opportunities to promote this amazing city and the product to China and globally.

What initiatives do you take to exceed guest's expectations?

Our guests stay with us for very different reasons. During the week, of course we're in the middle of Tianjin, so we cater to corporate guests.



Horizon Club Lounge



Swimming Pool

The Horizon Club lounge here is a beautiful facility and it offers arguably the finest a-la-carte breakfast in the city. The Club offers an incredible perspective of destination Tianjin - where it stands now, its history and where it is heading in future.

We've just celebrated the Chinese New Year period so many guests visited to relax with their families, to enjoy and reconnect with themselves and their loved ones. For us, it meant providing exceptional service, like organizing a great Chinese New Year dinner overlooking the Haihe River where they could relax and rejuvenate. Providing excellent service is about understanding each guest in providing not just the basics, but finding an opportunity to go the extra mile based on what's important for them. And that's why our staff is important - they are there at every single touch point and make such an incredible difference to our guests.

We even have guests who now choose to call us home and stay as long term Resident's in our Shangri-La apartments.

How do you motivate your team to provide great service?

When I speak with our new colleagues I've discovered that training, development and growth are key motivators. So we provide career growth and opportunity, not just in the hotel here, but through this great network of our 50+ properties around China and indeed globally.

Recently we had a wonderful family day before Chinese New Year, where we invited all the colleagues families into the hotel. It was an open day where people came in with their parents and with their children. We had games, and we served them a delicious lunch. It was an opportunity for us to say thank you not just to the

colleagues, but also to the families that support our colleagues who then come in to support our guests. This was an example of how our team engages with colleagues and their families in a meaningful way to show our deep appreciation of their commitment to our guests and business.

You have successfully launched flagship hotels. Can you tell us a bit about that?

In my career I've been very fortunate to have had the opportunity to work outside of my home country, Australia. During the early 2000's it was an incredible experience for me being in China and launching a flagship property in Shanghai. Then I moved to Mumbai, India, where I was posted for nearly four years launching a luxury hotel. And then coming back to China in 2010, again I was part of hotel openings in Shanghai.



We opened the Shangri-La Tianjin in August 2014 and are still very much on a growth trajectory. It's a fresh and new product here and I'm proud to be the third General Manager. Moving forward, we are looking forward to celebrating our fourth birthday in August this year.

What other dining experiences do you want to further explore and what new offers and promotions would you like to announce?

On 8th of March we have a new seasonal menu launching in our award winning Cantonese restaurant Shang Palace, Chef Oliver Lai and our team are ready to welcome you the restaurant and would encourage you to also experience one of our excellent private dining room that is perfect for entertaining. Of course, it is the Women's Day so in both restaurants, the health club and spa we've some very exciting promotions and offers for guests and patrons. Café Yun has a completely new buffet experience launching on the same day which is a must try!

The Horizon Club lounge here is a beautiful facility and it offers arguably the finest ala carte breakfast in the city

In March we'll continue with our monthly wine-makers dinner program at the Chef's table in the Horizon Club. Then there is the incredible Eiffel Tower afternoon tea in our lobby lounge that has been recently launched by Executive Chef Yvan Collet, who is Parisian.

In what way do you continue to innovate without losing the Shangri-La brand's timeless appeal?

The company started the first hotel in Singapore in 1971, 46 years ago, so we have a very rich heritage in Asia. Now we have more than 50 hotels in China and we have a global footprint that is extending around the world. The secret to the company's success

is excellent locations - we have prime city locations as we're experiencing here in Hedong and Haihe River and service from the heart that creates a home away from home experience.

In terms of innovation, design, food & beverage concepts, wellness experiences, social media, connectivity, technology, are all elements that we continue to evolve. One recent example is the Shangri-La Mobile App which has recently launched. We are actually one of the first hotel groups to do so. From reservation to mobile check-in and mobile check-out to earning special rewards as our Golden Circle members this is an amazing technology application.

Shangri-La as a group is a global company that very much operates according to family values. These values actually are a part of the culture of every hotel that we're in. So, as a General Manager my responsibilities are to ensure that the culture we have as an organization is, properly shared

and understood and filtered through all of our layers of management and all of our colleagues.

20 years ago, wellness wasn't necessarily the most important thing about staying in a hotel. Now as we open new hotels, as we have done in Tianjin we've actually created a city sanctuary. So, we created a resort-like environment with an infinity pool, and one of the largest health club facilities in the city that includes daily classes, personal trainers a tennis court, sauna and steam room.

As we host our wine-maker dinners in the Horizon club we see great interest from the city for the finer things in life; great food, amazing wines from around the world and to engage and learn from these personalities that represent these brands and experiences.

At the end of the day the foundation of our business is excellent service. When we enter the market we ensure that our product and services have an extra dimension, an extra touch, something that shows the market that we are really at the forefront of understanding our guest and providing the best service in the city that we're in, including Tianjin.

How do you manage to meet the high standards of discerning clients?



We are part of the Shangri-La group. So as an organization we have our core values and core practices, standards that we ensure that are not compromised: quality, health, hygiene safety of our guests and colleagues.

We have our human resources and training department and within every operational area of the hotel we have designated trainers our whole management team is involved in training, coaching and guiding our colleagues. We know by investing in training that we ensure consistency of our standards and quality which means better service for the guests.

We spend a lot of time not just on the basic standards, but also with our colleagues to help them understand our guests and to empower our colleagues so that when they see an opportunity they can go the extra mile for the guest.

We are training and investing in our staff, in a way that Shangri-La would do around the world. We strive to provide great guest service and value for money at the premium end of the market and this is really the foundation of what will sustain our business and how we move forward.



What attractions will you recommend to guests coming to Tianjin for a short visit?

I have been very much enjoying exploring Tianjin. I think the city has an incredible history. So many facets of this city are untold stories.

Directly across from us we have the former British Concession, and adjacent to it the French Concession. I would highly recommend a walk down Bank Street. Some of the oldest buildings in the city are here along Jiefang Road, including the Kinchen Bank, the original HSBC, the first foreign bank in the city, Banque de l'Indochine, and Church of St. Louis, one of the oldest structure in French Concession. They are all directly across the road from us built in the late 1800's and early 1900's.

One of the things I can highly recommend from the hotel is the Tianjin Eye challenge. It's actually a 10km roundtrip walk along the river front to the Tianjin Eye and back. Enroute the ancient culture street is an amazing precinct that connects you to what is unique about Tianjin. There's local food, an incredible Daoist temple, again there's history that is a thousand years old and more. And a new precinct I've discovered in my 3 months here is the incredible arts and museum precinct. Around the Tianjin Grand Theatre you've an incredible world class performance complex, the Tianjin Museum and the Tianjin Art Museum to enjoy.



One of the fun things about China and Tianjin is the high-speed train network. To be on a train that's traveling more than 300km/hr. in any given direction - I think is incredible. These are all world-class experiences and something that's highly recommended.

What aspects of your life have greatest influence in your decisions?

Well, family is the most important thing to me. I'm a family person and I've a wife, a 16 year old daughter and 14 year old son who have always supported me, and my career. So, I'm very fortunate to have an incredible family that supports me, that provides me a foundation that allows me to do my job.


Within Shangri-La I've had incredible mentors who have provided me the opportunity to grow and evolve with the company. This is my first General Manager posting after my 3-year assignment in Shanghai as the Resident Manager so I've been very lucky to have mentors who have provided me a path forward.

Do you live by any particular motto or mantra that you follow?

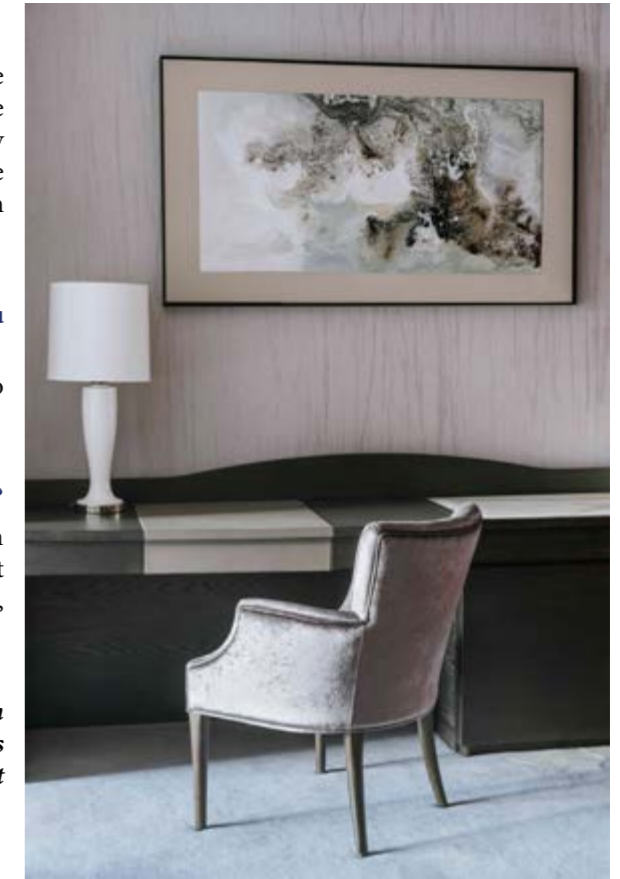
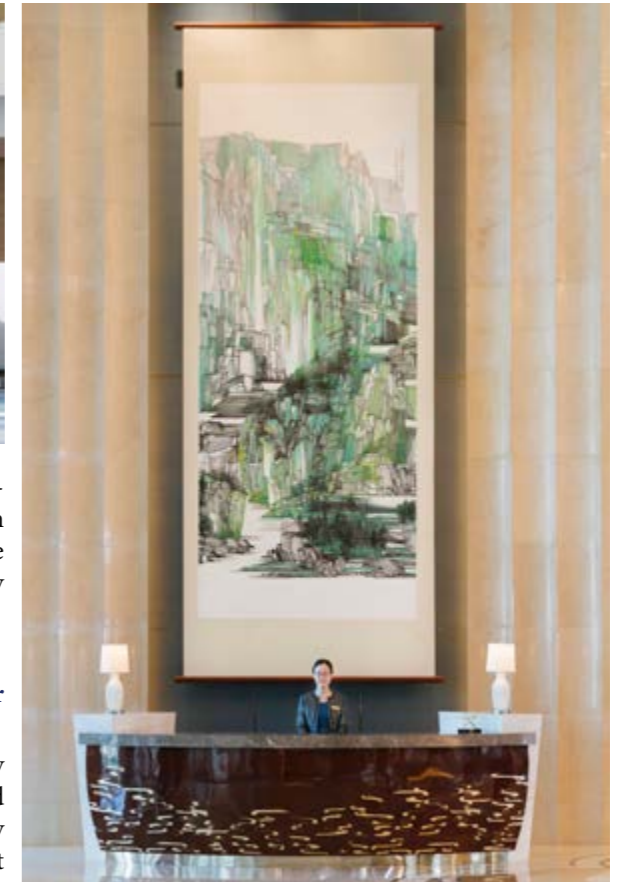
Try to look after people and do your best to be your best. Do your best to help another person.

When you're at work, what is it that puts a smile in your face?

Happy guests. Seeing a delighted guest is the reason I'm in hotels. When I know our colleagues created a special moment and went the extra mile for another colleague or another guest, this is what makes me happy.

Thank you so much Jason for your time. We're glad to see such a lovely hotel and get to know more about your tremendous experience and plan to make Shangri-La Hotel Tianjin the best hotel in town. Thank you! 

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China-Pakistan Economic Corridor

A Game-Changer for the Region

By Harold Murphy

相信很多人还对汶川地震后巴基斯坦对我国灾区的援助记忆犹新。当时巴基斯坦是捐赠帐篷最多的国家之一，帐篷总数超过两万顶。地震发生两天后，巴基斯坦总统穆沙拉夫即亲临中国驻巴大使馆，向中国人民表示亲切慰问，他说：“中国兄弟需要什么东西，我们就提供什么东西。”穆沙拉夫表示，巴基斯坦遭遇南亚大地震后，中国的援助令巴基斯坦人民“记忆犹新”。这个将“中国是巴基斯坦的坚定盟友”写在小学课本上的国家，被我们亲切地称为“巴铁”。这就足见两国双边关系是多么地友好坚固。2013年5月，李克强总理访问巴基斯坦时提出“中巴经济走廊”远景规划。初衷是加强中巴之间交通、能源、海洋等领域的交流与合作，加强两国互联互通，促进两国共同发展。中巴经济走廊通过全方位、多领域的合作，有助于进一步密切和强化中巴全天候战略合作伙伴关系。它以瓜达尔港、能源、交通基础设施和产业合作为重点，既是“一带一路”倡议的样板工程和旗舰项目，也为巴基斯坦的发展提供了重要机遇，是中巴开展务实合作共同打造“命运共同体”的关键内容。

中巴经济走廊是具有针对性的“双赢”战略。从巴国方面看，“中巴经济走廊”建设将直接为当地民众提供大量工作机会，有效改善巴国基础设施滞后，助力巴国改善电力供给，推动巴国渔业、农产品、纺织等产品“走出去”，帮助巴基斯坦摆脱经济困境的重大机遇。从中国方面看，“中巴经济走廊”带动了沿线一大批能源、电力、公路、铁路等基建重大项目；中巴商贸、物流、教育等方面将迎来良好的合作机遇。从中巴能源需求看，“中巴经济走廊”从陆路开辟了通向中东的门户，以此为枢纽可把中国、波斯湾和阿拉伯海连接起来，开辟一条绕过马六甲海峡的内陆能源通道。

总体而言，“中巴经济走廊”有着举足轻重的战略意义。它可以拓展运输新通道，保障能源安全；促进经贸合作，带动经济发展，并扩大地缘影响力。是惠及双边的战略合作。



The China-Pakistan Economic Corridor, or CPEC, is an extensive and ambitious group of construction projects in Pakistan, which include the construction of railways, railroads, special economic zones and energy plants, as well as cooperation in the fields of agriculture, technology and science between China and Pakistan. Initially established on 22nd May, 2013, the economic corridor which is valued at \$62 billion is still under construction.

The main objective of CPEC is to modernize Pakistan and its economy and part of the projects - that have been used to transport Chinese cargo to Gwadar Port - are already operational.

CPEC CONTRIBUTION TO PAKISTAN'S ECONOMY

The anticipated impact of CPEC on Pakistan's economy is enormous. Even the initial CPEC value of \$46 billion equals to almost 20% of Pakistan's GDP and has the same value as all foreign direct investments in the country since 1970. According to Pakistani officials, CPEC will create more than 2 million new jobs until 2030 and add 2-2.5% to the country's GDP growth.



CPEC is the largest investment Pakistan has attracted since independence, and the largest project undertaken by China in any foreign country. It is expected to be a game-changer for the region and is likely to transform Pakistan into a regional economic hub.



MOTORWAY AND RAILWAY PROJECTS

Construction of highways and railways is a major part of the China-Pakistan Economic Corridor in order to rapidly modernize Pakistan's transportation network. Projects include connection of seaports in Karachi and Gwadar with China and Central Asia, a motorway between the cities of Karachi and Lahore, while other parts of the transportation network will be completely rebuilt and modernized.

The main railway line between Karachi and Peshawar will be rebuilt for train speeds up to 160 km per hour and the whole railway network will be extended to also include China's Southern Xinjiang Railway.

ENERGY PROJECTS

Energy infrastructure has long been a major problem for Pakistan's economy, wherein shortages amount to around 4,500MW. Pakistan's energy shortfalls have led to power cuts of up to 12 hours per day and this has negatively impacted the country's economic growth by an estimated 2% annually.

Modernization and upgrade of the existing energy infrastructure by CPEC is expected to generate over 10,000MW of energy by the end of 2018.

The main source of energy will be generated from fossil fuels, although projects that utilize renewable energy sources such as wind-power, hydroelectric and solar farms are also part of the project.

CPEC is the largest investment Pakistan has attracted since independence, and the largest project undertaken by China in any foreign country

AGRICULTURE, SCIENCE AND TECHNOLOGY PROJECTS

CPEC also includes projects in fields other than transport and energy infrastructure. For example, cooperation in the field of agriculture is proposed which includes distribution of agricultural equipment and mechanization and fertilizer production projects.

Science and technology projects are guided by a special Economic and Technical Cooperation Agreement signed between China and Pakistan. Projects in this field include oceanic and space research, technology and logistic parks such as the 500-hectare "Pak-China Science, Technology, Commerce and Logistic Park" near

Approved CPEC Projects to be Constructed	
China-Pakistan Joint Cotton Bio-Tech Laboratory	Jhimpir Wind Power Project
Mansehra Muzaffarabad Mirpur Expressway	Main Line 2 And 3 Railway Overhaul
China-Pakistan Joint Marine Research Center	Matiari To Faisalabad Transmission Line
Hubco Coal Power Plant Project	Matiari To Lahore Transmission Line
Gwadar East Bay Expressway	Salt Range Coal Power Project
Gwadar Hospital	Suki Kinari Hydropower Project
Gwadar International Airport	Thar Engro Coal Power Project
Gwadar-Nawabshah LNG Terminal and Pipeline Project	Thar Block II Coal Power Project

Islamabad, and construction of a \$44 million Pakistan-China Fiber Optic Project to upgrade Pakistan's telecommunication network.

FINANCING OF CPEC PROJECTS

Many of the projects proposed under CPEC are based on concessionary loans, such as the infrastructure projects worth \$11 billion. Loans will be provided by Industrial and Commercial Bank of China, Exim Bank of China and China Development Bank at an interest rate of 1.6%.

Several projects under the CPEC enjoy interest-free loans for Pakistan, such as the construction of the East Bay Expressway, energy power plants, hospitals etc.

However, some energy projects which total \$15.5 billion are constructed by Chinese-Pakistani firms and don't fall under the 1.6% interest rate for projects developed by Pakistan's government. An example is the Balloki Power Plant which is considered a private sector investment, financed by Chinese banks at subsidized rates, while Pakistan has the obligation to purchase electricity at a prespecified price.

CONCLUSION

The China-Pakistan Economic Corridor is a game-changer for Pakistan, but it will also allow China to interact with various parts of Asia, the Gulf countries and Africa through a cheaper and more secure way. CPEC is also considered as a major plank of Xi Jinping's Belt and Road Initiative and is potentially the initiation of the Silk Road to connect Europe, Asia and Africa. **B**

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Be self-motivated when you are striving towards success

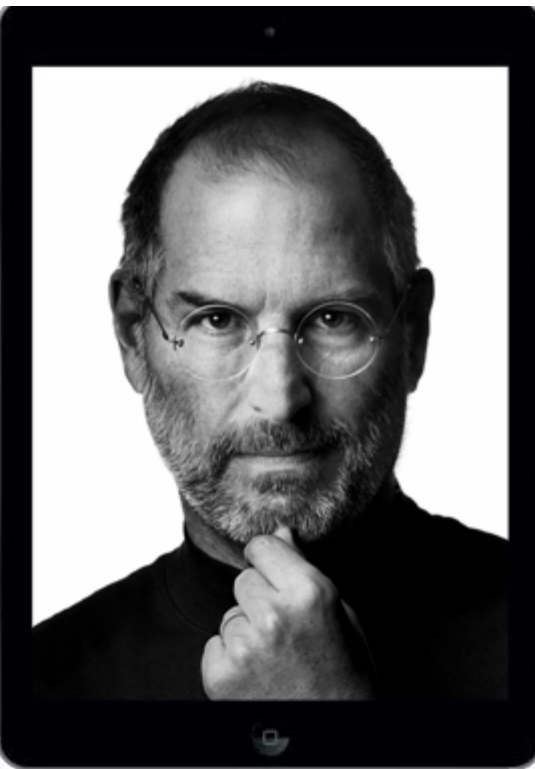
Steve Jobs Life Story

By Fanny Bates

知名市场经理彭蒙说过，她会给三种人升职，第一种就是有自我驱动力的人。这种人体内自动安装马达，有饱满的热情和理想，他们会主动去寻找问题、解决问题，不需要领导指派任务，不需要外部激励自己就能燃烧起来。但遗憾的是，并不是所有人都有责任心，也并非和你自身利益挂钩你就能有责任心，外在环境和因素只是辅助因素，而你内心的想法和认知才是产生驱动力的源泉。史蒂夫·乔布斯就是一位有想法有梦想并且拥有强大自驱力的人。

19岁那年，乔布斯只念了一学期就因为经济原因而休学，成为雅达利电视游戏机公司的一名职员。但梦想的脚步并未停止，21岁的乔布斯与26岁的斯蒂夫·沃兹尼亚克在自家的车库里成立了一家公司。公司的名称由乔布斯定为苹果。而他们的自制电脑则被认为“苹果I号”电脑。经过多年努力，苹果公司占据了庞大的市场份额，但由于经营理念不同，乔布斯于1985年9月17日离开苹果公司。被自己创办的公司“炒鱿鱼”的确不是一个小打击。但乔布斯内心的自我激励和驱动力从未消失，他继续着相关事业，成立了皮克斯动画，并于1996年成功回归苹果。在他的身上，我们可以明显看到自我驱动的激励作用是多么地强大。

祝愿每个有梦想的人都找到自己的自驱力，在实现梦想的道路上成功抵达自己心中的目标。



Let me tell you a story about a young man who was raised to become just another ordinary, average work man. But deep within he knew that just like a small fire cannot give much heat, a weak desire could not produce a great result. So he took his first step towards becoming one of the most successful people in the world. An entrepreneur and innovator as he was, he made a huge breakthrough in modern technology and sparked a revolution while building one of the world's valuable companies, Apple. You can guess now, he was Steve Jobs.

So how did he light the spark within himself? When he was 17 years old, he bought a mirror. Everyone in his house wondered: "Why do you need a mirror?" That day, he read a quote that inspired him through his lifetime: "If you live each day as if it was your last, one day you'll probably

be right." It made a huge impact on him and he decided to place the mirror in his room, and every day when he woke up, he would look in the mirror and ask himself: "If today was the last day of my life, would I want to do what I'm about to do today?" When there were too many days in a row with the answer "No", he knew he needed to self-motivate himself to change something.

Self-motivation is the individual's ability to continue achieving goals, despite inevitable obstacles and problems. Unlike external motivation, which is activated by other people, self-motivation lies within us and it depends on whether we will see the problem as a failure or a challenge. Self-motivation begins in early childhood, by building first working habits, by delaying current satisfaction for long-term profit, rationally setting goals and having a strong will and putting in efforts

to realize them. Sometimes, just by focusing on role models, you will solve one of the biggest challenges in self-motivation, and get one more step towards success. Here are some of the most important things to consider when we strive towards our own self-motivation process:

- Habits that we carry from our childhood;
- Goals that we've set a long time ago;
- Time which is perishable and irreplaceable;
- All relevant costs that we need to consider when taking certain action;

Self-motivation happens spontaneously. If our goal is very important or very tempting to us, we will react. For example, if we are very hungry, thirsty or cold, we will immediately be motivated to take certain action to overcome this unpleasant feeling. There is a story about a famous philosopher, Socrates, who was once asked to explain what success is. To demonstrate it, he asked a young man to follow him on the river and ducked him into the water. The young man struggled really hard to get some air, and eventually, Socrates let him go. He then explained to this young man that just like his strongest desire was to get some air, he will need to have that kind of desire for success. And that's the great secret.

So the story of self-indulgence is not easy and predictable because all of us won't react in the same way towards the same stimuli. Generally speaking, we all have great potential for achieving many goals, but success depends on how important they are to us, or how much we really care about them.

Sometimes it's easier for everyone to take action when we are threatened or are about to lose something important. For example, when we are running out of time to accomplish some task, we feel the pressure that pushes us to act. That pressure is actually our fear that those actions will have negative consequences. Namely, if the deadline is far away, it seems to us that we have a lot of time ahead of us, and there won't be enough triggered energy, even though that's actually a natural endowment within us.

Our self-indulgence is strongly influenced by our attitudes and beliefs about ourselves and the world around us. If we think we are capable of achieving a goal or solving the problem, there's a great chance that we will get involved in such activity. But if we think we are not able to do it, it's almost certain that we won't even try because we are still condemned to failure. That's why we need to have some kind of trigger, something kept inside ourselves, some secret, unexplainable force that is known just to us. And we can activate it only by using the same pattern, our secret pattern.

That secret force was inside Steve Jobs's mind when he was striving towards success. Some of his employees and friends say that he was a workaholic and very strict when it came to business. He even gathered a team wherein the main goal was to study the feelings of excitement when a customer opened a box and found his products inside. He strongly relied on emotions and self-motivation. He also had one more important thing on his mind, namely time. Time is perishable and cannot be saved for latter use or reversed. So, cherish your living days as if they are the last. **B**

“ If today was the last day of my life, would I want to do what I'm about to do today? ”



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Inbound FDI Grows

By Morgan Brady

China is becoming increasingly attractive for foreign investors for a variety of reasons. From access to rare earth metals, whose exports are limited by China, to admittance into growing Chinese markets, the motivations are plenty. At the same time, China's reach abroad is becoming more and more consolidated. Today, China is the largest world exporter. It has become a key global supplier that is entrenched in very long supply chains.

Inbound FDI Grows in January

In January, the Chinese Ministry of Commerce reported an increase in inbound foreign direct investment, as foreign companies sought to do business on Chinese land. The Inbound FDI in January reached 80.63 (12.67 billion USD) billion Yuan, up from 74.94 Yuan reported in December 2017. The number of companies seeking to operate in China reached 5,197 companies in January, which is the best record in 3 years.

The high-tech sector was the one that benefited the most, as it received an increased flow of funds. The high tech manufacturing sectors industry received 93.5% more funds than in the previous year, with communication equipment and electronics getting the lion's share of the increase. The amount invested reached 9.95 billion Yuan.

High-tech service industry also benefited as 7.35 billion Yuan were

invested there. In addition, R&D, design, and information services experienced sizable increase in investments on a yearly basis. The main sources of investments include the US and Singapore, which increased their investments by at least 50%.

The high-tech sector was the one that benefited the most

Businesses are encouraged to proceed with their operations on China's land, due to the availability of cheap production inputs as well as access to thriving markets.

Measures by the Government

This increase in inbound FDI comes after the Chinese government noticed a pattern of increased outbound FDI and decreased inbound FDI, and sought to encourage investors to come to China. It released the "Notice

on promotion of foreign investment growth" to alleviate constraints on foreign investments locally and introduce measures to regulate outbound FDI.

Key FDI goals for China included reducing entry barriers, developing supporting policies, fostering a better investment environment of national-level development zones by expediting approval for manufacturing companies, facilitating movement of foreign workers in and out of China, and improving the business environment in general. Steps to help this happen included producing the Catalogue for Guidance of Foreign Investment Industries, and Free Trade Zone Negative List.

These efforts have largely been fruitful as China ranks 3rd on the A.T. Kearney Foreign Direct Investment Confidence Index scoring 1.83 points out of 3, coming only after US and Germany (which moved up two ranks in 2017 from the previous year).

利用外资是我国对外开放基本国策的重要组成部分，是我国互利共赢开放战略的成功实践。据我国商务部统计，2017年1-11月期间，全国新设立外商投资企业30815家，同比增长26.5%；实际使用外资金额8036.2亿元人民币，同比增长9.8%（折1199.1亿美元，同比增长5.4%）。其中，东盟、欧盟对华投资都增长迅速，“一带一路”沿线国家对华投资新设立企业3529家，同比增长42.8%。整体来看，我国对外商投资的吸引力较强，吸引外资规模始终保持全球前三，基本面总体稳定。

为进一步优化外商投资环境，相关部门也做出了努力：一是出台综合性政策措施。国务院先后出台了《关于扩大对外开放积极利用外资若干措施的通知》《关于促进外资增长若干措施的通知》，明确了新形势下积极吸引外资政策导向。二是进一步放宽外资准入。今年7月实施的新版《外商投资产业指导目录》将限制措施减少近三分之一，自贸试验区进一步扩大了开放试点。三是促进内外资企业公平竞争。对外商投资企业同等适用产业支持政策和创新支持政策，按照统一标准审核业务牌照和资质申请，给予内外资企业公平机会参与标准化工作。四是优化利用外资结构。为外商投资先进制造、高新技术、节能环保、现代服务业等领域提供各类支持政策。

在外商积极投资国内企业的同时，人民币跨境投资呈稳中有降的趋势。2017年，我国境内投资者共对全球174个国家和地区的6236家境外企业进行非金融类直接投资，累计实现投资8107.5亿元人民币，同比下降28.2%。尽管如此，中国的对外直接投资依然在全球范围内保持高速增长，根据去年7月份的投资数额来看，中国的对外直接投资仅次于美国，位居全球第二。

整体来看，随着中国在全球范围内的经济扩张，全球金融及各产业也将更加依赖中国的发展。

Outbound FDI

Outbound FDI from China had been increasing quickly, on the other hand, and China reached the 2nd place in terms of highest outbound FDI globally. This promoted the government to develop regulations to restrict the outflow of capital and introduce restrictions.

Regulations have banned investments in industries that threaten national securities, core military technologies, gambling, and sex industries. Additionally, investments in countries at war, and investments in the real estate sector, hotels, entertainment, and sports industry, have been limited. Investments that give China competitive advantage such as in R&D centres and in high tech are encouraged.

Measures have been successful as the outflow of capital has decreased by 40.7% from 2016 to 2017. But despite this, China's outbound FDI remains significant on a global scale, as 11% of

FDI assets around the world belong to China. In July 2017, Chinese direct investment abroad reached 23 USD billion. Only the US outranks China in this regard.

Despite the decline in Chinese direct investment between late 2015 and early 2017, capital outflows are expected to decrease, particularly to sectors encouraged by Chinese regulations. Significance of those investments lies in that they have the potential to alter global supply chains. Today, they account for two thirds of global trade.

This potential can be mostly seen in the infrastructure related to the Belt and Road initiative (BRI), as well as technology and know-how investments. Those investments are encouraged by the Chinese government since they give leverage to Chinese companies and the Chinese economy as a whole. Yet, they might lead to geopolitical tensions given that increased competitiveness

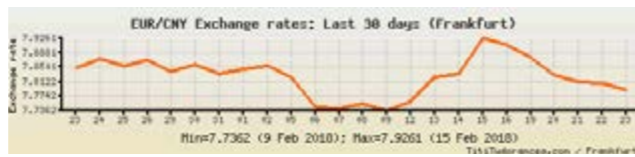
of Chinese companies abroad will warrant measures to restrict their expansion by affected foreign governments.

Conclusion

China has been active in limiting capital flows to the rest of the world, and today it is attracting funds to its land with its large bond market. But although China's regulations have limited capital outflows to the rest of the world, the effect is likely to be short-term. Essentially, regulations will most likely alter the path that capital outflows take and lead those funds to other industries, rather than restrict them. This will make the global supply chain even more dependent on China's production. With China's expansion in the global economy, the global financial system will also be more reliant on Chinese capital. 

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Stocks and Shares



China-USA Trade Deficit Hits Record, Fueling Trade Fight

Xiaomi Launches Redmi Note 5, Redmi Note 5 Pro, Mi TV 4 in India

Apple to Build a Second Data Center in China

UnionPay expands business across the world



Workers installing solar panels in New Mexico. President Trump has approved solar tariffs for the next four years, a trade action aimed at Chinese imports.



Xiaomi India product lead Jai Mani, Xiaomi co-founder and vice president Wang Chuan, Xiaomi India Managing Director Manu Jain and Xiaomi India global Vice President and Product Manager Sudeep Sahu (L to R) hold newly launched Xiaomi smartphones during a promotion event in New Delhi, India, Feb. 14, 2018



Aerial view of the Apple Data Center in Mesa near Phoenix, Arizona, US on August 6, 2017.



Union Pay credit cards.

The gap between Chinese goods imported to the United States and American goods exported to China rose to \$375.2 billion last year, up from \$347 billion the prior year. The growing trade deficit stemmed largely from the strength of the United States economy, which helped American consumers afford more imported electronics, clothes and appliances. The trade deficit figures could strengthen the resolve of Mr. Trump's trade advisers, who want the United States to take a more aggressive stance on trade. After rolling out trade actions on washing machines and solar panels that were nominally aimed at China, the administration is considering sweeping action to protect American intellectual property from Chinese incursions.

Source: The New York Times

Chinese tech giant Xiaomi launched Redmi Note 5, Redmi Note 5 Pro phones and Mi TV 4 series of televisions at an event in New Delhi, India. The biggest highlight of the new Xiaomi smartphones is the presence of the large 5.99 inch 18:9 display, the self-light module, as well as the large 4,000mAh battery. The new smartphones will be exclusively available on Flipkart in the country, apart from Mi.com and the Mi Home retail stores. The Redmi Note 5 and Redmi Note 5 Pro would be available in India at a starting price of 156 US dollars (INR 9,999) and 218 US dollars (INR13,999) respectively.

Source: Xinhua

Apple will build its second data center in China at Ulanqab City in the Inner Mongolia Autonomous Region. As Apple's first data center in north China, it would commence operation in 2020 and offer iCloud services on the Chinese mainland. Last year, Apple set up a data center in the southern province of Guizhou, its first in China, which is also expected to come online in 2020. Apple began transitioning to the state-controlled data center in order to comply with Chinese laws regarding data hosting. The Chinese government requires the data of Chinese citizens to be held within the country.

Source: CNBC

With nearly 20 million cards issued outside China in 2017, China UnionPay now has a much stronger presence overseas. Statistics from UnionPay International showed that the total number of UnionPay card holders outside China had reached 90 million by the end of 2017. These card holders live in 48 countries and regions. About 25 million cards were issued in the countries along the Belt and Road routes. A lot more foreigners were found using UnionPay cards to consume in China. The cities of Hangzhou, Chengdu and Xiamen reported the fastest growth in transaction volume in 2017. Starting from last September, the transaction volume made by overseas card holders had exceeded the cross-border transaction volume made by Chinese card holders.

Source: Xinhua

YOUR EMAIL MARKETING SUCCESS

By Anne Shore



电子邮件营销 EDM, 即 Email Direct Marketing 的缩写, 是一个广泛的定义——凡是给潜在客户或者是客户发送电子邮件都可以被看做是电子邮件营销。然而电子邮件营销这个术语也通常涉及到以下几个方面: 以加强与商人和目标客户的合作关系为目的发送邮件, 从而鼓励客户忠实于他或者重复交易; 以获得新客户和使老客户立即重复购买为目的发送邮件; 在发送给自己客户的邮件中添加其它公司或者本公司的广告; 通过互联网发送电子邮件是在用户事先许可的前提下, 通过电子邮件的方式向目标用户传递价值信息的一种网络营销手段。电子邮件营销是利用电子邮件与受众客户进行商业交流的一种直销方式。同时也广泛的应用于网络营销领域。电子邮件营销是网络营销手法中最古老的一种, 可以说电子邮件营销比绝大部分网站推广和网络营销手法都要老。

但是随着大家收到的电子邮件越来越多, 不少邮件都石沉大海, 没有起到应有的做用, 发挥自身效果。所以要想成功的进行电邮营销, 需要有所策略。首先, 需要明确实施邮件营销的目的。其次要建立企业邮件列表数据库。再次, 要选取合适的电子邮件营销平台。最后要注意邮件营销创意设计。这包括邮件页面的设计, 邮件链接指向网站的着陆页的策划设计。标题有助于引起接收者的兴趣, 直接决定了邮件的打开率。在内容的编排上, 要考虑客户体验。留有退订功能, 不一定有很多人会真正退订, 却符合了许可式邮件营销的规则。最后, 发送及后期数据分析, 监测邮件列表的注册转化率、退订率、邮件的到达率、打开率等等, 这样可以改进选择受众和发送邮件的技巧。

此外, 针对不同客户群体设计不同的邮件种类, 对你的邮件进行个性化的设计, 对移动平台进行邮件优化都是好的邮件营销方法。

Email Marketing is the most cost-effective and influential way of boosting your revenue. Designing email campaigns demand a lot of time and effort and all of this will make good only when the email conversion rates and your subscribers' score shoots up.

Let's face it, every email in the inbox holds attention for fraction of a second, which is exactly why every email must be formatted potentially, such that it holds value to your customers.

This particular article aims to cover significant notions on how to achieve success with email marketing and your brand's digital growth.



How to Track your Email Marketing Success

You must be familiar with certain key metrics derived in Email Marketing. But the crucial part is how you make the most out of those metrics.



Size of the list

If your email list size is huge, you will somehow be driven away from your target audience (loyal customers). That is because many marketers make the mistake of sending the same email to a huge number of subscribers, not considering whether the content is relevant to each and every person or not.

On the contrary, if your email list is smaller, you will be more focused towards building high-quality content, interesting subject lines, catchy graphics and personalized content. All of these steps will eventually result in high email open rates and audience engagement.



Click-Through Rate (CTR)

How many recipients actually clicked the link in your email tells a lot about the quality of content included and its potentiality. Most of the analysis will depend solely on this metric. Higher the click-through rate, higher will be the revenue.

High-quality crisp content, catchy graphics, and precise call-to-action will boost CTR.

$$\text{CTR} = \frac{\text{Numbers of Clicks}}{\text{Numbers of Delivered Emails}}$$



Delivered Rate

Next crucial factor of email marketing metrics is 'Deliverability' of your emails. Number of emails that were truly delivered to the recipients measures your 'Delivered Rate'. With the help of this metric, you will come to know of useless or bad addresses, so you will have more potent list. Delivered Rate also reflects the relationship of your domain with spam filters.

$$\text{Delivery Rate} = \frac{\text{Email Send} - \text{Email Bounced}}{\text{Email Send}}$$



Conversion rate on landing pages

The master of email marketing success is 'Conversion Rate' as it is directly related to sales. It is the rate that shows how many visitors of landing pages actually signed up or made a transaction on the given website. Conversion rate reflects on how many leads and clients you generated through your email campaign. In a nutshell, it measures your campaign's overall success or failure.

Your landing page must be in accordance with the content of your email promotion. For example, if your email contains some offer, the landing page must direct the recipient to the offer page and not to the homepage or elsewhere, wherein they might just leave the website.



Open Rate

Email Open Rate is the first step towards the success of your email campaign. By monitoring this metric, you will get an idea of how strong your campaign is and also your shortcomings. Low-quality subject lines and improper time of sending emails are two main culprits of decreased Open rate.

$$\text{Open Rate} = \frac{\text{Email Opened}}{\text{Email Send} - \text{Email Bounced}}$$



Churn rate

Last but most influential metric of email marketing success is the Churn rate. This number tells how many recipients unsubscribed or issued spam complaints regarding your emails.

Higher churn rate signifies that your content is just not relevant or appealing to the viewers. Moreover, your reputation as a sender is also at stake. The frequency of your emails and the content quality should be your two main concerns here.

If a particular email campaign caused a huge drop in your subscribers' rate, you know that your content or design was just irrelevant to the recipients.



Growth of Email List

If you are a marketer, you will know how tedious it is to come up with new innovative campaigns so as to connect with your audience better. The goal here is not only to get new recipients to the list but also keep them interested and engaged throughout.

High-quality content that actually holds some value to your customers is the key to higher engagement. Apart from this, other tactics entail coming up with exciting offers, interesting news, personalized products and services, so on.

Keys to improve Quality of Email Campaigns

1. Segmenting your Campaign

Segmentation of email campaign simply means separating your subscribers based on distinct factors like active, inactive, age, transaction history, gender, browsing history, etc.

2. Personalized emails

After segmenting your email list, now you can send personalized content that is interactive and influencing. This can be done by retargeting customers by providing similar options which they have browsed or adding the first name on the subject line and so on.

3. Trial and Error method

Improve the KPIs by using trial and error method. One example of this method is by testing of subject lines. Design emails with 2 different subject lines and send those emails to a specific group of active recipients. Figure out what are the highest performing emails and then send those to other participants.

The same procedure can be done to test your content, graphics, call to action, etc.

4. Mobile Optimization

Design of your email promotions needs to be responsive. It is quite obvious, most of the emails today are opened on smartphones or tablets.

A non-responsive page is just going to spike up your unsubscribe/spam rates and refrain recipients from communicating with your brand. Mobile Optimization and user-friendly interface must be the main focus of marketers.

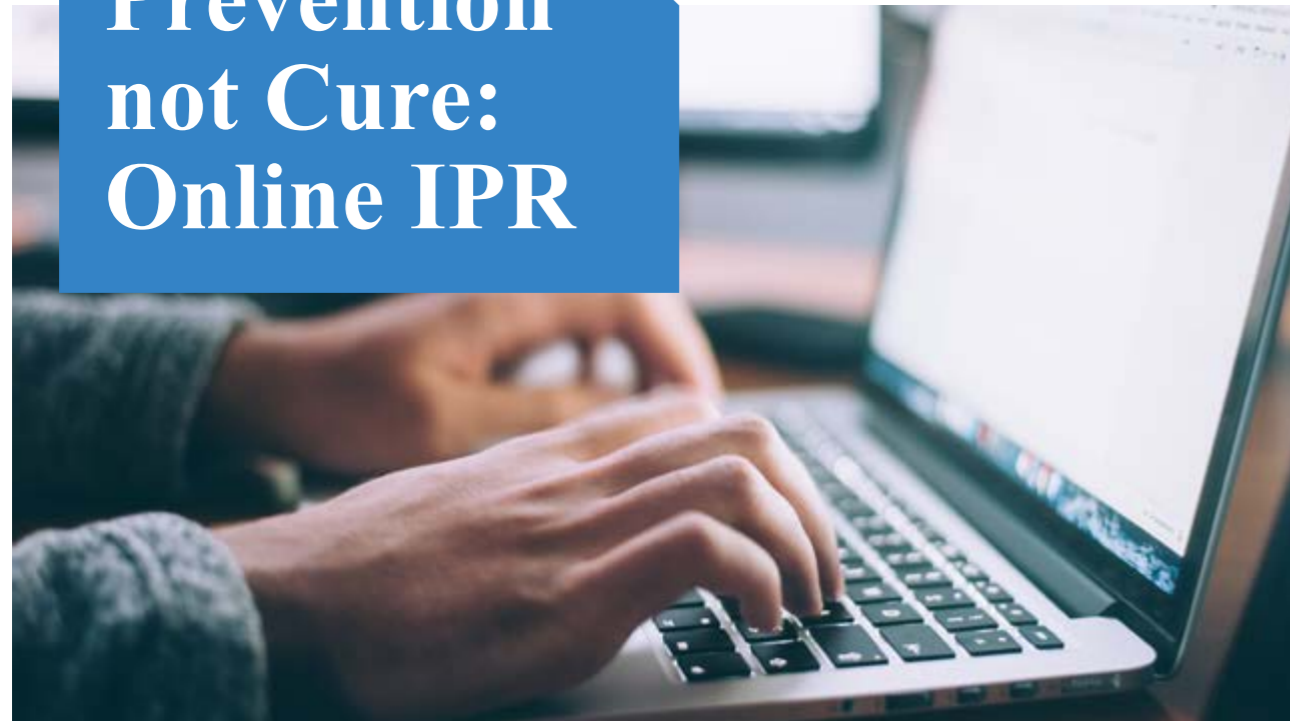
Final Words

Each business needs to focus on personalized data and providing relevant offers to your customers. A brand that wants to be in the limelight within short time-span will primarily focus on the growth of email list, whereas an ecommerce business will care about the increase in conversion rates. Ponder upon metrics that are most important for your business and strive to improve them month after month. **B**



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Prevention not Cure: Online IPR



我国作为一个人口大国，目前拥有约13多亿人。据统计，截至2016年年底，中国互联网用户已经达到了惊人的7.31亿，约占中国人口的一半多。这个数量是东南亚互联网用户的三倍。根据中国互联网络信息中心 (CNNIC) 的数据，目前中国互联网用户的比例为53.1%。另据互联网用户增长趋势显示，我国互联网的使用频率将在未来几年继续进一步增长。目前电子商务在中国蓬勃发展，预计到2020年电商将占到零售总额的25%左右，而在欧洲，这一比例仅仅约为10%。此外，随着互联网普及率、品牌知名度和忠诚度的提升，中国的在线零售必将持续扩大。

毫无疑问我国电子商务的发展前景令人振奋，也为欧洲中小企业提供了在中国发展的好机会。但挑战与机遇同在，侵权问题依然严重。

第一种形式是域名侵权，常见的侵权方式有：1. 域名抢注，即注册与公司产品或商标名称相同的域名，目的是将域名以高价出售给品牌所有人。2. 虚报：犯罪分子自称授权经销商，冒名顶替进行商业活动。3. 犯罪分子通过电邮等手段获取信用信息和用户名。4. 谎称某企业要求注册与你的商标或公司名称相同的域名，引诱你与他们合作。5. 注册类似域名。这些域名与合法企业的域名有拼写上的相似，给人一种错觉。

所以，我们建议在中国开展业务之前，最好先在这一潜在市场注册域名。这可以在未来为您节省大量的财力物力。

China possesses a population of over 1.3 billion people; of these, there were 731 million Internet users in China by the end of 2016 – this is approximately a little over half the population of China and three times the number of Internet users in South-East Asia.

The share of Internet users in China now equals to 53.1% according to the state-administered China Internet Network Information Centre (CNNIC). Trends also suggest that Internet use in China is set to experience further growth over the coming years.

E-commerce is well developed in China today, and is predicted to account for around 25% of total retail purchases by the end of 2020, in contrast with about 10% in Europe. Furthermore, as wealth, Internet penetration, brand awareness and loyalty spread, online retail in China is also set to expand.

What Does This Mean For Your Business?

There are undoubtedly many reasons to be cheerful at the prospect of rising e-commerce trends in China. Not only will this provide European SMEs with opportunities to expand in a region with rising consumer demands, but it also offers the chance to do this relatively cheaply, without the start-up costs associated with opening a physical office.

However, there are several challenges that European SMEs should be aware of when establishing their virtual gateway into the China market.



Domain Name Infringement

Domain name infringement exists in many forms. The most common ways that third parties tend to infringe domain name/s are:

Cybersquatting	False affiliation	Phishing
Registering domain names that are identical to your company's product or trade mark names, with the purpose of selling domain names back to you (the rightful owner) at a premium price.	Criminals presenting themselves as authorised resellers.	Attempting to acquire credit information and usernames via electronic communication (fraudulent e-mails containing fake links). The term 'phishing' is a portmanteau of 'password' and 'fishing'.
Slamming	Traffic diversion	Typosquatting
Fraud whereby resellers of domain name registrars contact European companies, claiming that another client of theirs has requested the registration of domain names identical to your trade mark or company name. Their objective is to encourage you to place a domain name registration using their company.	Using a typosquarred domain name to redirect traffic intended for your website.	Registering domain names that are either visually similar to your domain name or are mistyped (one key off on the keyboard). Omitting or doubling characters also counts as typosquatting.

E.g. If www.Europe.eu is the domain name, www.europ.eu could be the typosquatted domain (visually similar); or if www.Europe.eu is the domain name, www.Euripe.eu could be the variant (the letter 'i' is close to 'o' on the keyboard and might thus be a common misspelling).

Case Study: IKEA's Domain Name Dispute In China



The first foreign domain name dispute in China took place in June, 2000, when Beijing CINET Information Co., Ltd. (CINET) registered the domain name www.ikea.com.cn with the CNNIC.

Inter Ikea Systems B.V. (IKEA), a world-renowned Dutch home accessories company, already owned several trade mark registrations under the name IKEA in China, and had been using these trade-marks commercially in China for several years. IKEA filed a suit against CINET as soon as the company found out that CINET had been using a domain name incorporating its company name. IKEA requested that CINET's domain name should be suspended.

Outcome

The Beijing Second Intermediate People's Court held that since domain names were increasingly related to trade marks with the rise of e-commerce, CINET had acted illegally wherein it knowingly used a well-known trade mark to conduct commercial activity. The use of IKEA's name was also held to constitute unfair competition and trade mark infringement. Furthermore, the panel discovered that CINET also held several other domain names, many of which used other famous commercial names, including Cartier, Tiffany and Hertz. As a result, CINET was accused of having registered www.ikea.com.cn in bad faith.

This decision has been hailed as a valuable case providing important guidelines in dealing with cyber-squatting in China. It also demonstrates that foreign parties are able to enforce their IP rights in Chinese courts.

Take-Away Messages for EU SMEs

Register domain names in potential future markets in China and Asia before establishing your business there. This can save considerable time and money later on, and can also act as a value-adding business strategy;

- Domain names in China generally operate under a first-to-file (F2F) system, which grants the right to a domain name to the person who files it first – regardless of the date of its invention;
- To save time and money it is advisable to do some research on domain name arbitration before entering China;
- A domain name registration typically costs EUR 50-100 per year; the price of one domain name dispute typically equals the price of 10 domain name registrations.

Learn how to register a domain name, choose a registrar, and recover an infringed domain name in China using our e-learning module and our guide to online IPR in China.



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

Awesome Tips from e-Commerce Experts

By Rose Salas

Growing a business is something that doesn't happen overnight. You have to carefully strategize your plans and think of ways that would lead to conversion. Since competition gets tougher and tougher each day, you have to position your business above it. With all the available sources here and there, you might never know what will really work best for your business model. What better way to grow your e-commerce business than to learn from experts! Read on and see what can be practically applied to your online store.

1 Master WeChat to Increase Consumer Communication

WeChat has become a very important tool for building brands. You can engage your consumers and fans when you know how to maximize its functions. For example, you can show your new products and offers to your network by adding catchy content. Good content can include photos with text, videos, or audio message. You can interact with your audience by making a shout out, thanking them for the likes or asking those simple questions that can make them interested about your store and later on buy your products.

When you have a loyalty program, this is the best tool to use because it allows you to have a personal conversation with the customer. It provides a unique and friendly way of communication, thus making them feel that you connect with them as a valued customer. Have a QR code? Then WeChat is the best tool! If you put your codes in your social media, website, product, and packaging, customers can quickly find you and connect with you in an instant.



本期我们将继续给大家介绍一些电子商务的实际可用的干货，分享一些电子商务专家的营销技巧。

如果你正在电子商务的创业大军中，一定非常了解微信在其中的重要作用，微信作为中国人手一个的个人使用账号，已经深入到了大家生活的方方面面——小到沟通交流，大到付款购物以及使用各类的小程序，微信都在中国老百姓的生活中占据了不可或缺的地位。所以作为电子商务的创业者，如果你能从微信上获取消费者的信任，并与消费者保持微信沟通，离营销成功也就不远了。

作为企业家，运营一个有效的微信公众账号当然是最好的，在这里，你需要运用图片、文字、视频等多种元素相结合来推广自己的产品和服务。在微信公众账号中，最好结合运用多种后台服务和设置，向消费者提供更多的信息与服务。与此同时不要忘记二维码的妙用，它可以取代很多的链接，将消费者快速吸纳到你的公众平台中，并逐步转化为实际客户。

现在商家往往不怕投诉，反而更担心网络上的负面消息。所以，迅速的反馈对于商家来说是非常重要的，消费者在网络上的一句话、一个字都会影响到更多的消费者的选择。因此了解顾客的反馈、最大程度地与他们进行沟通是可以有效提升竞争力。

在维护好客户的同时，保持硬件系统的更新也非常重要。作为电子商务企业主，硬件是基础支持，所以不断更新设备，防范黑客袭击，也是我们必须重视的问题。

如果你是一个淘宝商家，或者依托于某些平台进行销售，那么在该平台中的信誉就成为了你的企业形象和最重要的名片。所以，重视企业自身在平台中的声誉是非常重要的。它直接影响着企业的销售额。

与此同时，作为创业者，精神劲头不能懈怠。永远保持追求成功的动力与心情，才会让你更有可能接近成功。

2 Value Your Customer's Feedback



Customers give appreciation when you transact with them well. If a customer leaves a good feedback, respond and thank them right away! You can even offer some discount codes as an appreciation for the good feedback they've given you. Good feedbacks are like gems, they shine! While it is inevitable to come across a customer that gives a bad feedback, do know that it's not the end of your good online reputation. Negative feedbacks can be a great scale to know which area you need to grow and what you need to focus on. With the right response, negative feedbacks can turn to positive things and be a guide for improvement of your business. If you receive one, acknowledge and give resolution or ask how you can make them change their impression.

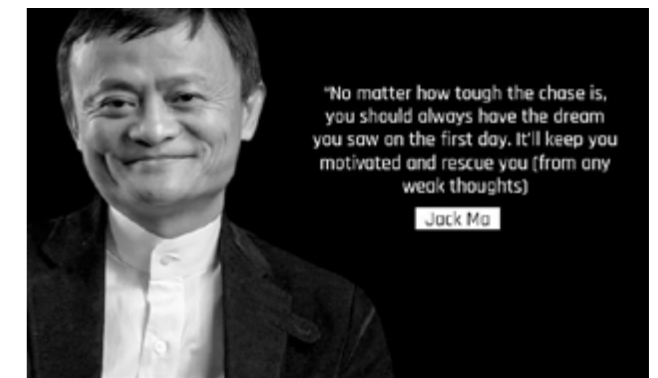
4 Always Stay Up To Date



Do not settle for something that you've been used to. In the online world, new tools and trends pop up and a once very useful approach can become a weak approach soon. How do you know? Keep updated. For example, if you have ads, keep checking and monitoring them. Check people's comment because they can give you a hint on who your competitor may be or if your business is going in a good direction. Check technology tools, new marketing strategies and approach. Follow your competitors and keep updated with their new growth hacks. Never stay behind!

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btianjin.cn/180309

3 Get addicted to Success



One of Jack Ma's very inspiring quotes say, "No matter how tough the chase is, you should always have the dream you saw on the first day. It'll keep you motivated and rescue you (from any weak thoughts)." – Jack Ma

Getting addicted to success will always enable you to overcome roadblocks and frustrations. No matter what challenge you may face, keep chasing your dreams, and think that you are a few steps away from it! Keep reaching milestones and when you feel you can no longer get by, think of the person who once became an object of rejection who is now the richest man in China - Jack Ma or Ma Yun, a Chinese Businessman and Philanthropist who is the founder and executive chairman of Alibaba Group.

5 Be Part of Communities and Forums



Some e-commerce stores do not actively participate in forums. But, when you do e-commerce, you must join in communities where you can build a reputation. For example, if you are selling clothes and beauty products, you can join Meilishuo. It is what they refer to as the "Chinese Pinterest". By joining, you can increase traffic to your website and alleviate your marketing strategies.

How do you find these tips for your business? Find out what works and spend most of the time optimizing it and you'll surely be the next successful e-commerce entrepreneur! **B**

Double Taxation Agreements Interpretation Updated



Kelvin Lee, PwC Tianjin

为统一和规范我国政府对外签署的避免双重征税协定（简称“税收协定”）的执行，进一步完善税收协定中“常设机构”，“海运和空运”，“演艺人员和运动员条款”以及“合伙企业适用税收协定”的规则，2018年2月9日，国家税务总局发布了《关于税收协定中执行若干问题的公告》（国家税务总局公告2018年第11号，以下简称“11号公告”），适用于2018年4月1日及以后发生纳税义务或扣缴义务需要适用税收协定相关条款的事项。

首先，在常设机构条款有关问题方面，公告明确，不具有法人资格的中外合作办学机构，以及中外合作办学项目中开展教育教学活动的场所构成税收协定缔约对方居民在中国的常设机构。公告同时明确，常设机构条款中关于劳务活动构成常设机构的表述为：“在任何十二个月中连续或累计超过六个月”的，按照“在任何十二个月中连续或累计超过183天”的表述执行。

其次，在海运和空运条款方面，重新定义了“从事国际运输业务取得的收入”。11号公告中“从事国际运输业务取得的收入”的定义明确以程租、期租形式出租船舶或以湿租形式出租飞机（包括所有设备、人员及供应）的租赁收入属于国际运输业务收入。

11号公告还指出，企业从事以光租形式出租船舶或以干租形式出租飞机，以及使用、保存或出租用于运输货物或商品的集装箱等租赁业务取得的收入不属于国际运输收入，但根据中新税收协定第八条第四款，附属国际运输业务的上述租赁业务收入应视同国际运输收入处理。

第三，在演艺人员和运动员条款方面，明确了“会议发言”不属于演艺人员活动，官方解读中也进一步举例说明了会议发言的范围，如“外国前政要应邀来华参加学术会议并发言不属于演艺人员活动”。与此同时，公告将参加“电子竞技”运动纳入运动员活动的范围。此外，还明确在演艺人员或运动员直接或间接取得所得或演出活动产生的所得由其他人收取的情况下，需依据税收协定和缔约国国内法确定征税权。

最后，在合伙企业适用税收协定问题方面，如果合伙人为税收协定缔约对方居民，则该合伙人属于税收协定适用的范围，该合伙人中国负有纳税义务的所得被缔约对方视为其居民取得的部分，可以享受协定待遇。依照外国（地区）法律成立的合伙企业不属于《企业所得税法》第一条规定的排除范围，应适用《企业所得税法》的规定。

11号公告的出台为纳税人提供了具体的清晰指引，有利于企业完善税务立场，明确预计商业计划的税务影响。

China's current interpretation regarding the implementation of double taxation agreements (DTA) are mainly reflected in the "Notice Issued by the State Administration of Taxation (SAT) Releasing the <Interpretation of the Articles in the DTA between China and Singapore and the Relevant Protocols>" (Guoshuifa [2010] No. 75 or Circular 75). The interpretation in Circular 75 is also applicable to other DTAs concluded by China if the provisions of the relevant articles in those DTAs are the same as those in the China-Singapore DTA.

The SAT issued SAT Public Notice [2018] No.11 (Public Notice 11)

The Chinese tax authorities would use "183 days" to implement the term "6 months period"

on 9 February 2018 to update its interpretation of a few articles under DTAs concluded by China and clarify the DTA treatment of partnerships for the first time. Public Notice 11 will take effect from 1 April 2018. The major updates are as follows:

- Permanent establishment (PE) article: Clarifying that Sino-foreign

cooperative education institutions/programs would constitute a PE in China; and the "6 months period" threshold for a service PE is interpreted as "183 days";

- Shipping and air transport article: Amending the scope of international transportation income;
- Artists and sportsmen article: More comprehensive interpretation of the article;
- New interpretation for DTA treatment of partnerships and partners.

Public Notice 11 may have impact on non-residents who are engaged in Sino-foreign cooperative



education institutions/programs in China or provide services in China, international transportation companies, non-resident artists/sportsmen who carry out relevant activities in China and domestic/foreign partnerships and their partners who derive income from China. They are suggested to review their cross-border business models and evaluate the potential tax implications. It is also important for them to pay attention to the interpretation in Public Notice 11 that deviates from international practice as well as the unclear issues. Where necessary, they may need to come up with solutions to mitigate the potential negative impacts.

PERMANENT ESTABLISHMENT ARTICLE

Public Notice 11 clarifies that the foreign party of a Sino-foreign cooperative education institution that is established in China without a legal person status or the establishment or place where the education activities of a Sino-foreign cooperative education program are conducted would be considered as having constituted a PE in China. Foreign parties of



Sino-foreign cooperative projects in China should pay close attention to this new interpretation and review their business models in China. The relevant China corporate income tax (CIT) and individual income tax (IIT) implications may be complex.

Under the China/Singapore DTA, the term of "a period or periods aggregating more than 183 days within any 12 months" is used for the determination of a service PE. This term is also commonly used in China's newly signed DTAs over the past decade. However, in many DTAs signed by China in the early years, the determination of a service PE is based on the term of "a period or periods aggregating more than 6 months within any 12 months". In practice, the local-level tax authorities and non-resident taxpayers often have disputes on how to calculate the 6-months period. Public Notice 11 clarifies that the Chinese tax authorities would use "183 days" to implement the term "6 months period". This long-awaited explanation is very friendly and will be greatly welcomed by non-resident taxpayers.



SHIPPING AND AIR TRANSPORT ARTICLE

Turning to the implementation of the shipping and air transport article, it is international practice (including the commentary to Organization for Economic Co-operation and Development (OECD)'s Model Tax Convention) that international transportation income would include income from international transportation by ships/aircraft as well as income from voyage charter, time charter and wet lease of ships/aircraft. The SAT Public Notice [2014] No. 37 (Public Notice 37) also provides similar interpretation from the perspective of China's domestic tax law.

However, Circular 75 has excluded the income from voyage charter, time charter and wet lease from the scope of international transportation income but instead classified them as income from ancillary activities. Further, Circular 75 imposed a cap of 10%, i.e. the income from ancillary activities could be eligible for the DTA benefits only if it is less than 10% of the enterprise's gross income.



The above-mentioned interpretation in Circular 75 was inconsistent with international practice.

We are pleased to see that Public Notice 11 has taken the international practice into consideration and classified the income of voyage charter, time charter and wet lease as income from international transportation eligible for the relevant DTA benefits. However, it should be noted that income from bare-boat lease, dry lease and container lease still falls within the scope of ancillary activities income, which should not exceed 10% of the total international transportation income in order to enjoy the DTA benefits. Circular 75's interpretation regarding the shipping and air transport article will be entirely replaced by the new interpretation in Public Notice 11.

The new interpretation of Public Notice 11 is a major breakthrough for non-resident international transportation enterprises. In the future, they will no longer need to worry about whether their voyage charter, time charter and wet lease income can be eligible to DTA benefits in China as long as they properly perform record filing in accordance with Chinese tax authorities' requirements.

ARTISTS AND SPORTSMEN ARTICLE

Public Notice 11 provides more detailed guidance on the enforcement of the artists and sportsmen article under DTAs and clarifies the scope of activities covered by this article. It also elaborates on how this article shall apply to situations where the artists/sportsmen directly or indirectly derive income from China, and where such income is partially or entirely paid to other individuals or companies rather than to the artists/sportsmen. The general principle is that China has the taxing right over the relevant income from the activities taking place in China regardless of whether or not such income is actually received by the artists/sportsmen. The explanatory notes to Public Notice 11 has



provided three examples (including a symphony orchestra, a case whereby the artists/sportsmen are employed by a one person company, and a tax avoidance scheme under which the income was paid to other individuals/companies instead of directly to the artists/sportsmen) in order to illustrate how this article shall be applied in real cases.

The interpretation in Public Notice 11 on this article is generally consistent with the commentary to the OECD Model Tax Convention. However, in practice when it comes to specific cases (especially for cases involving income indirectly received by artists/sportsmen from China, artists/sportsmen employed by a one person company, income partially or entirely received by other individuals or companies, etc.), the tax treatment may be quite complicated and should be dealt with by reference to various provisions under China's CIT Law and IIT Law.

DTA TREATMENT FOR A PARTNERSHIP AND ITS PARTNERS

Partnerships established in China

Under China's CIT Law and IIT Law, a partnership established in China is not a taxable entity. Instead, each partner is the taxpayer in relation to the income allocated from the

partnership. Public Notice 11 clarifies that, for a partnership established in China, if its partner is a tax resident of the other contracting jurisdiction, the portion of the income derived by the partner from sources in China may be eligible for the DTA benefits in China.

However, Public Notice 11 has not set out further guidance on how to assess whether or not a non-tax resident partner would have constituted a PE in China. This gives rise to uncertain issues such as whether the income earned by a non-resident partner from China is active income or passive income, and which DTA articles (e.g. permanent establishment, business profits, dividends, interest or capital gains, etc.) shall apply to such income. These issues remain to be clarified by the SAT.

Partnerships established outside China

Under China's CIT Law (i.e. the domestic law), a partnership established outside China ("foreign partnership") is regarded as a non-resident enterprise. Public Notice 11 clarifies the DTA treatment for a foreign partnership under the following two scenarios:

Scenario 1: If the foreign partnership is treated as a tax resident of the other contracting jurisdiction and liable to tax in that jurisdiction (i.e. the partnership is being treated as a taxable entity), then the partnership may enjoy the DTA benefits in China as a tax resident of that other contracting jurisdiction.

Scenario 2: Where income derived by a foreign partnership is treated as income earned by its partner (i.e. the partnership is being treated as a tax transparent entity) under the domestic law of the other contracting jurisdiction, the Chinese tax

authorities will grant the DTA benefits to the partners of the partnership only if the DTA between China and the other contracting jurisdiction clearly stipulates that under the above-mentioned circumstances, the partners who are tax residents of the other contracting jurisdiction may enjoy the relevant DTA benefits. According to the wording of Public Notice 11, it seems that under Scenario 2, only partners who are tax residents of the same jurisdiction as the partnership can enjoy the DTA benefits in China. In other words, partners who are tax residents of a third tax jurisdiction are not eligible for the DTA benefits in China.

Partners who are tax residents of a third tax jurisdiction are not eligible for the DTA benefits in China

The interpretation for Scenario 1 provided in Public Notice 11 (where the partnership is treated as a taxable entity in the other contracting jurisdiction) is consistent with international practice and is generally accepted by tax authorities and taxpayers in most jurisdictions.

However, the interpretation for Scenario 2 provided in Public Notice 11 (where the partnership is treated as a tax transparent entity in the other contracting jurisdiction) is very stringent. So far, amongst more than 100 DTAs entered into by China, only the DTA with France explicitly states that, for a partnership established in France and treated as a tax transparent entity in France, the partners who are French tax residents may enjoy the relevant DTA benefits under the China/France DTA. In other words, for a partnership that is established in a jurisdiction other than France and regarded as a tax

transparent entity in that jurisdiction, neither the partnership nor its partners can enjoy any DTA benefit in China.

THE TAKEAWAY

Circular 75 has been in force for more than seven years. The updated interpretation on DTA treatment stated in Public Notice 11 is pretty significant. It is expected that it will have a widespread impact on tax residents from all DTA jurisdictions.

It is worth noting that the DTA treatment of foreign partnerships has long been an uncertain issue. It appears that the interpretation in Public Notice 11 has completely closed the window for any foreign partnership or its partners to enjoy China's DTA benefits if the partnership is regarded as a tax transparent entity in its home jurisdiction (unless otherwise specifically stipulated in the relevant DTAs). Although most of the DTAs concluded by China do not contain a provision regarding the DTA treatment of a partnership, it is generally accepted internationally that when a partnership is treated as a tax transparent entity in its home jurisdiction, its partner shall be allowed to enjoy the DTA benefits. As such, the interpretation of Public Notice 11 is apparently too strict and deviates from the international practice. It remains to be seen how other DTA jurisdictions will react to China's interpretation and practice in this respect. **□**

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Recent Development on Amendments of the

DRUG ADMINISTRATION LAW



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就在去年 10 月，国家食品药品监督管理总局（CFDA）发布了“《中华人民共和国药品管理法》修订版草案（草案征求意见稿）”（下文简称“修订草案”），拟取消 GMP/GSP 认证，实行药品上市许可持有人制度。由药品上市许可持有人，对药品安全、有效和质量可控承担法律责任。

修正案草案征求意见稿对现行《药品管理法》增加 6 条，修改 9 条，删去 2 条。主要修改内容包括：**1. 全面实施药品上市许可持有人制度。**草案征求意见稿总结了药品上市许可持有人制度试点经验，全面落实药品上市许可持有人制度。明确取得药品批准文号的申请人，为药品上市许可持有人。药品上市许可持有人可以自行生产经营药品，也可以委托他人生产经营。药品上市许可持有人对药品临床前研究、临床试验、生产经营、不良反应报告等承担全部法律责任。**2. 取消 GMP、GSP 认证。**认证被取消后，取而代之的是“全面实施药品上市许可持有人制度”，上市许可持有人将对药品安全、有效和质量可控承担法律责任。**3. 落实行政审批制度改革要求。**将临床试验机构由认证改为备案，药物临床试验审批由明示许可改为默示许可，生物等效性试验实行备案管理。取消药品生产质量管理规范认证、药品经营质量管理规范认证制度。将原料药和辅料修改为与药品一并审批。**4. 落实处罚到人要求。**对存在资料数据造假和被吊销许可证的单位及其直接负责的主管人员和其他直接责任人员，十年内行业禁入；因药品安全犯罪被判处有期徒刑以上刑罚的人员，终身不得从事药品的研制、生产、经营、进出口活动。药品上市许可持有人、研制单位、生产企业、经营企业、医疗机构故意实施违法行为，存在重大过失、违法行为情节严重、性质恶劣或造成严重后果以及其他严重不良社会影响的，对单位直接负责的主管人员和其他直接责任人员处以其上一年度从本单位取得的收入百分之三十以上一倍以下的罚款。

为确保《创新意见》相关改革措施尽快实施，此次《药品管理法》只是局部修改，对法律篇章结构调整、药品定义和分类、药品全链条和全生命周期管理、监管措施细化等暂未涉及；专利链接、专利期补偿等探索和试点工作暂不列入，将按程序报请全国人大常委会授权。下一步，食品药品监管总局将加快《药品管理法》全面修订工作进程，上述内容将在修订草案中予以充分体现。

To deepen the reform of drug evaluation and approval system, encourage innovations in drugs, and safeguard rights and interests of the public with regard to drug consumption, China Food and Drug Administration (the “CFDA”) has published series of pharmaceutical laws and regulations recently. Among others, the most notable is the *Drug Administration Law of the People’s Republic of China (draft for consultation)* (the “Draft”) promulgated on October 23rd, 2017, due to several major reforms in the area of drug registration and administration.

According to the Draft, China will fully adopt a drug Market Authorization Holder (the “MAH”) system, the approval regime of clinical trials will be simplified, and overseas trial data will be accepted in drug registration, though an on-site check by CFDA might still be applied.

1. Implementing Drug Marketing Authorization Holder System

As early as in 2015, the document Guo Fa [2015] No.44 (*Decision of the Standing Committee of the National People’s Congress on Authorizing the State Council to Carry out the Pilot Drug Marketing License Holder System in Certain Places and Relevant Issues*) proposed to launch a pilot MAH scheme. In 2017, the State Council issued an effective notice (*the Circular of the General Office of the State Council on Promulgating the Pilot Program for the Drug Marketing Authorization Holder System (Guo Ban Fa [2016]No.41)*) (the “Pilot Program”), dated May 26th, 2016, formally authorizing a trial plan for new drug MAH system in ten provinces: Beijing, Shanghai, Tianjin, Hebei, Jiangsu, Zhejiang, Fujian, Shandong, Guangdong, and Sichuan. Pharmaceutical research institutions and individual researchers in these provinces can submit an application for clinical trials or marketing authorization registration. Applicants obtaining marketing authorizations and approval documents can become MAHs and take legal responsibility for clinical trials, production, and marketing, which was previously not allowed.

According to the Draft, a new article is introduced as Article 5, reading “the State runs the drug marketing authorization holder system, and parties authorized to launch drugs on the market shall bear legal liability for the controllable safety, effectiveness and quality of drugs”,

10 pilot provinces/municipalities for MAH



which means that the MAH system will be rolled out nationwide soon.

(1) Qualification of Marketing Authorization Holder

Article 31 of the Draft provides that “a MAH shall be an applicant that succeeds in obtaining a drug approval number”, which does not clearly state the scope of subject for being an applicant.

According to the Pilot Program for the System of MAH issued in 2016, applicants include all drug research institutes in the pilot administrative region and researchers working in the pilot administrative region concerned with the nationality of the People’s Republic of China. However, in accordance with the *Measures for the Administration of Drug Registration (revised version)* promulgated on the same day of the Draft, there should be a requirement that the domestic applicant for the registration of the drug shall be

a pharmaceutical manufacturer or Research & Development institution (the “R&D institution”) in China and that the overseas applicant should be foreign legal pharmaceutical manufacturers. Therefore, if the Draft is implemented simultaneously with the revised Administration of Drug Registration, natural persons may not be able to become MAH.

(2) Separation of Drug Marketing Approval and Drug Manufacturing Approval

For a long time, China has been implementing the system of binding drug manufacturing approval and drug marketing approval according to current Drug Administration Law¹. Under this system, R&D institutions may obtain new drug certificates. However, if they want to put the drugs into production, they must invest a lot of money into self-built factories and production lines to obtain drug manufacturing

1. Drug Administration Law (2015) Article 31: “Production of a new drug or a drug admitted by national drug standards shall be subject to approval from the drug regulatory department under the State Council, and a drug approval number shall be issued for it.”



licenses, GMP certificate, in the end, applying for drug approval numbers. Due to lack of capital for R&D institutions, therefore, most of them are more inclined to transfer their R&D achievements to pharmaceutical manufacturers in the form of technology transfer. For R&D institutions, the cost of self-built is too expensive, and the transfer of technology may lead to a low return rate on R&D investment. Both approaches are not the best choice.

Now, the Draft has made a major improvement of this system. In accordance with Article 31 of the Draft "Where a drug marketing authorization holder manufactures drugs on its own, it shall have obtained a drug manufacturing certificate; where it distributes drugs itself, it shall meet the requirements on drug distribution as stipulated in this Law; where it entrusts a drug manufacturing or distributing enterprise with the required qualifications to manufacture or distribute its drugs, it shall enter into an entrustment agreement with the entrusted enterprise to clarify rights, obligations and duties of each party, in order to ensure that the manufacturing or distribution activities of the entrusted enterprise comply with the requirements set

out in this Law", this article formally separates the listing of drugs from the manufacture approval, which encourages R&D institutions. In the meantime it is also good news for those without research and development capabilities' in pharmaceutical factories.

(3) Change of MAHs

All along, there are no laws and regulations on the issue whether the MAHs can be changed or transferred, which urgently needs a solution due to the actual needs for transfer, inheritance, M&A and dissolution in practice.

In the Draft, it officially said that "Changing the drug MAH requires the satisfaction of the requirements set forth in this Law and shall

be subject to the approval of the drug regulatory department under the State Council", which means changing or transferring the MAH is legally feasible in future.

This improvement has brought us in line with international standards, establishes the long-term development trend of the MAH system, and promotes the development of Chinese medical science.

(4) Obligation of Re-evaluation of MAH

The current Drug Administration Law stipulates that the drug regulatory department under the State Council shall re-evaluate the drugs that have been approved for manufacturing and marketing². However, the Draft attributed the drug re-evaluation obligations in Article 34³ to the MAHs and has further stipulated in the same article that "Where a drug MAH fails to perform its obligations of re-evaluating drugs as required, the drug regulatory department under the State Council shall order it to carry out such re-evaluation. The said department may directly organize the reevaluation of drugs in question when necessary".

Although the Draft does not directly impose strict legal liabilities on the MAH for not performing drug re-evaluation obligations, MAH should pay adequate attention.



2. Drug Administration Law (2015) Article 33: "The drug regulatory department under the State Council shall organize experts in pharmaceutical, medical and other fields to evaluate new drugs and re-evaluate the drugs having already been approved for production."

3. Drug Administration Law (2017 draft version) Article 34: "Under any of the following circumstances, a drug MAH shall re-evaluate the drug voluntarily:

(5) Legal Liabilities of MAH

The Draft sets clear legal liability for the MAH. Article 94 of the Draft stipulates that "any MAH that violates the provisions of Article 32 in this Law shall be fined more than CNY 100,000; where the case is serious, it shall be ordered to suspend production or business operation for rectification, with its drug approval document withdrawn as the worst measure taken; where a crime is constituted, its criminal liability shall be investigated."

In addition to the aforementioned legal liability clause of Article 94, the Draft also adds corresponding liabilities in the relevant legal obligations and liabilities provisions of the MAH, e.g. Article 71⁴, 72⁵, 80⁶. At the same time change the "drug manufacturer" to "MAH" in the relevant provisions, e.g. Article 90⁷, 91⁸, 93⁹.

It is noteworthy that although changes are reasonable in the relevant clauses mentioned above, the manufacturing factories which are only authorized for production are likely to evade the relevant legal liability on this ground.

At present, Shanghai, Fujian and other pilot cities have issued specific guidelines and material requirements for applying for the MAH. Once the Draft is implemented, the system of the MAH will greatly enhance the innovation initiative of drug R&D institutions, reduce the cost

of R&D investment, release the production capacity and promote innovation and development of pharmaceuticals.

2. Cancelling Certificates of GMP and GSP

Article 10 of the Draft has cancelled the requirement that drug manufacturing enterprises shall acquire the certificate of GMP and modifies to "Drug manufacturers shall comply with the Good Manufacturing Practice for Drugs formulated by the drug regulatory department under the



Article 31 formally separates the listing of drugs from the manufacture approval, which encourages R&D institutions.

State Council based on this Law, establish and improve their own quality management system, and ensure compliance at all times during production processes".

Meanwhile, Article 16 of the Draft has cancelled the requirement that drug supply enterprise shall acquire the certificate of GSP, while it changes to "Drug distributors must deal in drugs in accordance with the Good Distribution Practice for Drugs formulated by the drug

regulatory department under the State Council based on this Law".

Cancellation of GMP and GSP certification actually reflects the changes in regulatory thinking of drug regulatory authorities from "certificate-oriented" to "regulatory-oriented". Simplification of administrative examination and approval has reduced administrative procedures and has saved administrative resources. However, legal liabilities of pharmaceutical manufacturers and distributors have not been lightened by the simplification. In accordance with the Article 79 of the Draft, "any drug manufacturer, drug distributor, institution for non-clinical safety study, institution for drug clinical trial or contractual research institution that does not implement the Good Manufacturing Practice for Drugs, the Good Distribution Practice for Drugs, good practices

4. Drug Administration Law (2017 draft version) Article 71: "The State applies a system of report on adverse drug reaction. The MAH, drug manufacturers, drug distributors and medical institutions shall make constant investigations into quality, therapeutic efficacy and reactions of the drugs produced..."

5. Drug Administration Law (2017 draft version) Article 72: "Drug testing institutions of the MAH, drug manufacturers, drug distributors and medical institutions or their staff members shall accept technical instructions given by drug testing institutions set up by the local drug regulatory departments."

6. Drug Administration Law (2017 draft version) Article 80: "Any MAH, drug manufacturer, drug distributor or medical institution that, in violation of the provisions of Article 34 of the Law, purchases drugs from the enterprises without a Drug Manufacturing Certificate or Drug Distribution Certificate shall be ordered to make corrections, and have the drugs illegally purchased confiscated, and shall concurrently be fined not less than two times but not more than five times the value of the drugs illegally purchased; the illegal gains, if any, shall be confiscated. If the circumstances are serious, the Drug Manufacturing Certificate, Drug Distribution Certificate, or the practice license for the medical institution shall be revoked."

7. Drug Administration Law (2017 draft version) Article 90: "The MAH, drug distributors or medical institutions that offer or accept, in private, the rake-offs or other benefits in the course of purchasing and selling drugs or the MAH, drug distributors or their agents that offer money or things of value or other benefits to leading members, drug purchasers, physicians, or other related persons of the medical institutions where their drugs are used shall be fined not less than CNY10,000 but not more than CNY200,000 by the administrative departments for industry and commerce, and the illegal gains therefrom, if any, shall be confiscated. If the circumstances are serious, the administrative departments for industry and commerce shall revoke the business licenses of the MAH or drug distributors and inform the drug regulatory departments of the matter, which shall revoke their Drug Manufacturing Certificate, or Drug Distribution Certificate. If a crime is constituted, criminal liabilities shall be prosecuted in accordance with the law."

8. Drug Administration Law (2017 draft version) Article 91: "Any leading members, purchasers or other related persons of the MAH or drug distributors that, in the course of drug purchasing or selling, accept money or things of value or other benefits offered by the MAH, distributors or their agents shall be given sanctions in accordance with the law, and the illegal gains therefrom, if any, shall be confiscated. If a crime is constituted, criminal liabilities shall be prosecuted in accordance with the law."

9. Drug Administration Law (2017 draft version) Article 93: "The MAH, drug distributors or medical institutions that violate the provisions of the Law and thus cause harm to users of drugs shall bear the liability for compensation in accordance with the law."

of non-clinical drug research or good practices of clinical drug trials as required shall be given a warning and ordered to make corrections within a time limit.

If it fails to do so within the time limit, it shall be ordered to suspend production or business operation for rectification and shall concurrently be fined not less than CNY 5,000 but not more than CNY 20,000. If the circumstances are serious, the Drug Manufacturing Certificate or Drug Distribution Certificate shall be revoked, and the institution for non-clinical safety study, institution for drug clinical trial, or contractual research institution concerned shall be prohibited from carrying out non-clinical safety studies of drugs or clinical trials of drugs for five years. Where a crime is constituted, criminal liability shall be investigated". It can be concluded that it puts higher and more stringent requirements to the pharmaceutical manufacturers and distributors.

3. Simplification of Administrative Approval of Clinical Trials

(1) Admittance to Drug Clinical Trial Institutions from Qualification to Record-filing

Another important reform in the Draft is reflected in Article 29 with respect to clinical trial of drug, which states that "Clinical trials shall be carried out in clinical



trial institutions with necessary infrastructure. Clinical trial institutions shall be subject to administration by record-filing, and specific measures for this purpose will be formulated by the drug regulatory department under the State Council and the health administration under the State Council together". According to the current *Drug Administration Law and the Criteria for the Quality Control of Clinical Trial of Drugs*, drug clinical trial agencies shall be qualified and accredited by the relevant authority.

With respect to legal liability, Article 79 of the Draft states that clinical trial institutions do not conform to Good Clinical Practice ("GCP") will be served a warning and ordered to correct within the prescribed time limit, as well as "where an institution for drug clinical trial fails to file a record as required under Article 29

of this Law or a bioequivalence test is conducted without filing a record as required under Article 29 of this Law, the party concerned shall be ordered to make corrections and be warned, and may also be fined less than CNY 100,000".

The draft for comment version of specific regulation *Administrative Provisions on Drug Clinical Trial Institutions* has been published by CFDA on 26th October, 2017.

For this reform, CFDA officially said that record-filing is not to lower the access standards. On the contrary, this measure has actually raised the standard. Each filled clinical trial institution will receive a record-filing number, and the relevant authority will conduct routine supervision on these institutions.

(2) Changes of Clinical Trial Approval from Express Permission to Implied Consent

The Draft stipulates the approval of clinical trial in Article 29 that "the drug regulatory department under the State Council shall decide whether to agree on the clinical trials or not within 60 working days from the date on which an application for proceeding to clinical trials has been accepted; the applicant may carry out clinical trials if the said department fails to issue a



10. Drug Administration Law (2017 draft version) Article 29: "after the research and development of a new drug has been examined and approved by the ethics committee, the dossier on the research and development of the new drug, including the research and development methodology, quality indicators and results of pharmacological and toxicological tests, and samples thereof shall, in accordance with the provisions of the drug regulatory department under the State Council, be truthfully submitted to the said department for approval before clinical trials are conducted."

Simplification of administrative examination and approval has reduced administrative procedures and has saved administrative resources

to Article 79 in order to comply with good practices of non-clinical drug research or good practices of clinical drug trials as required.

The Draft emphasizes the legal responsibility of non-clinical safety evaluation research institutes, drug clinical trial institutes and contract research organizations in case of data infringement in Article 95¹², as well as the direct imposition against chief directly in-charge and other personnel directly held liable Article 96¹³.

5. Conclusion

There is no doubt that this modification is a significant improvement in the reform of drug regulatory regime in China and it is in line with international standards, but it also faces numerous challenges. Overall, the drug R&D institutions, distributors and manufacturers will be greatly benefited from this reform and it will optimize resource allocation. **E**

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notification within the required time limits". The reform posed new challenges to the ethics committee, under which the ethics committee becomes a prerequisite for approval of clinical trials according to Article 29¹⁰.

In addition, what requires special attention recently is that CFDA released a decision on Adjusting Relevant Matters Concerning the Administration of Imported Drug Registration (the "Decision"). According to the Decision, in case of a drug subject to an international multi-center clinical trial ("IMCCT") of drugs to be conducted in China, the phase I clinical trial of the drug is allowed simultaneously, and the requirement on the drug subject to the clinical trial to have been registered overseas or have entered a phase II or III clinical trial shall be cancelled, except for biological products for prevention. Upon completion of the IMCCT of a drug in China, an applicant may directly file a registration application for

marketing. For a new chemical drug or innovative therapeutic biological drug that is applied for clinical trial and marketing as an imported drug, the requirement on the drug to have obtained a marketing license issued by the country or region where the drug's overseas pharmaceutical manufacturer is located shall be removed. This improvement has greatly accelerated the progress of registration of imported drugs as well as to facilitate Chinese parties' early participation in IMCCT.

These are major moves by the CFDA to come more close to international standards since officially joining the International Council for Harmonisation of Technical Requirements for Pharmaceuticals for Human Use (ICH)¹¹ in 2017.

4. Definitude and Concretization of Legal Liabilities

Comparing the current Drug Administration Law, the Draft adds legal liabilities of CRO according

11. The International Council for Harmonisation of Technical Requirements for Pharmaceuticals for Human Use (ICH) is a project that brings together the regulatory authorities of Europe, Japan and the United States and experts from the pharmaceutical industry in the three regions to discuss scientific and technical aspects of pharmaceutical product registration.

The purpose of ICH is to reduce or eliminate the need to duplicate the testing carried out during the research and development of new medicines by recommending ways to achieve greater harmonisation in the interpretation and application of technical guidelines and requirements for product registration. Harmonisation would lead to a more economical use of human, non-human animal and material resources, and the elimination of unnecessary delay in the global development and availability of new medicines while maintaining safeguards on quality, safety, and efficacy, and regulatory obligations to protect public health.

ICH guidelines have been adopted as law in several countries, but are only used as guidance for the U.S. Food and Drug Administration.

The CFDA has finally succeeded in joining ICH in 2017 as its eighth global regulator.

12. Drug Administration Law (2017 draft version) Article 95: "where an institution for non-clinical safety study, institution for drug clinical trial, contractual research institution, drug marketing license holder, drug manufacturer, drug distributor, or medical institution is found to have violated laws by falsifying materials or data, or its license is revoked due to its violations, its chief directly in-charge and other personnel directly held liable shall be prohibited from being engaged in the research, development, production, distribution, import, export, and use of drugs for ten years. Any individual who has been sentenced to fixed-term imprisonment or more serious punishment as a result of drug safety offenses shall be prohibited for life from being engaged in the research, development, production, distribution, import, export, and use of drugs".

13. Drug Administration Law (2017 draft version) Article 96:

"where an institution for non-clinical safety study, institution for drug clinical trial, contractual research institution, drug marketing license holder, drug manufacturer, drug distributor, or medical institution is found to have violated any provisions in this law, the entity shall be punished according to the aforesaid provisions in this chapter, and its chief directly in-charge and other personnel directly held liable shall also be imposed a fine that is more than 30% of his or her income obtained from the entity in the preceding year and less than 100% of this income, if the case falls under any the following circumstances: 1. Where it intentionally violates the law or is guilty of culpable negligence; 2. Where the violation is serious and bad in nature; or 3. Where the violation results in bad consequences or causes other seriously negative impacts on the public."

Modern Use of Glass

玻璃在建筑史中已经存在了很长时间，它弥漫着浓重的现代风格，成为现代建筑中最重要的部分之一。这种材料在保证最佳的室内舒适度的同时，仍然能保持近乎完美的透明度，可以帮助室内带来更多的光线，并且能反射外界环境，同时保证隐私。玻璃在建筑中的多样和创意利用，为人们的现代生活带来了更多的便利，也让人惊叹于它的可塑性。从使用规模来讲，对于玻璃而言，人们首先想到的是建筑空间中使用它可以达到最大限度的自然采光，尤其是在考虑到建造大型的玻璃表面时。现在的办公大楼常常会采用玻璃幕墙，它们不仅可以提供宽阔的视野，更可以为大楼节省很多能源。有时候玻璃可以用于建筑的构件，墙会阻挡视野，但玻璃可以让观众从特定的角度观赏建筑师所设计的景色，创造出一副独特的画面。玻璃的不同材质也可以带来不同的效果：全透明玻璃有助于采光，而磨砂玻璃或半透明的玻璃则可以在保持采光能力的基础上为保护隐私做出贡献。现如今随着科学技术的发展，玻璃的防撞击和阻燃能力都得到了提升，易碎的特性也得到了很大程度的解决。此外，玻璃可以在可持续发展方面有更大的作为。未来我们在生活中可能会更多的用到玻璃，以更加先进的方式去设计和使用这一独特的建筑材料。

Though present for a long time in the history of architecture, glass pervades the contemporary style owing to being one of the most defining parts of modern architecture as a whole. Glass – the material which allows nearly perfect transparency while still insuring an optimal interior comfort, glass which can reflect the outside environment or just allow a translucent flow of natural light while retaining privacy... The diverse and often times creative use of glass in architecture is astounding and modern technology has brought it to a more economical and energy sustainable level.

From the point of view of scale, maybe the first thing about glass in architecture that comes to mind is its ability to fill interior space with lots of natural light, especially when considering large glazed surfaces. Often these surfaces, found usually in a living room in a residential house, or in a curtain wall system of an office building, not only illuminate the space naturally, but also offer a wide, even panoramic, view of the exterior, which could be views of nature or of surrounding urban area or city skyline. So, intrinsically, glass is also related to perspective and vantage points. Thus, it allows visual connection between the interior and the exterior - another symbolic part of the use of glass, namely relating and connecting.

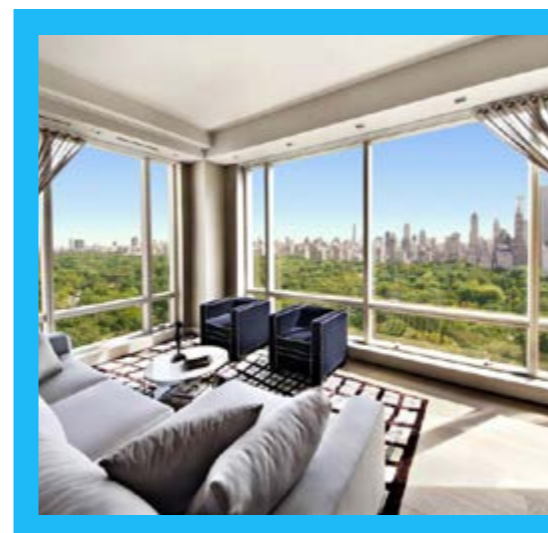


Large glazed surfaces



Small glass windows

On the other hand, a different approach to large-scale glazed openings described before is the use of small glass windows, appearing in a full wall which can very poetically frame a specific point of interest from the exterior: a tree, a building or a mountain. These so called Zen views have the exact opposite effect of panoramic views: the surrounding full wall hides the view, and only lets the viewer perceive the selected point of interest from a specific angle in a specific frame, creating a painting-like feel to it.



Going forward from the different application of glass through the scale of glazed openings in the façade, we come to the physical properties of the material itself. The use of glass can be fine-tuned for specific needs, taking advantage of different degrees of transparency and reflectivity that it can have. From the perfect transparent panoramic views of a penthouse or a street level shopping glass façade - open, barely existing, open and inviting into interaction - to the opaque yet translucent glass used for openings which need to hide private quarters of a building, yet still allowing natural light to enter the space, albeit in a soft filtered manner.

These two different qualities also define the nature of light inside: the first, creating strong contrasts and sharp shadows, the second offering a balanced and soft light and atmosphere inside. Also used for different degrees of privacy is glass with full or partial reflectance: for example a building with commercial ground floor may choose a perfectly transparent glass for its shopping level, while increasing the reflectance of the glass gradually in its more private upper floors. The reflective glass also doubles up as a light filter, and often glass can be darkened for the same purpose.

Glass also became more and more varied in use to the complementary technological solutions developed over time: different materials used for the joinery, like wood, metal etc. and different technological solutions holding the glass, from the classic joinery to curtain wall systems, minimalistic anchor details of glass panels and so on. Solutions abound even from the energetic points of view: 3 or more layers of glass can provide a good thermal coefficient, and are thus more sustainable energy wise. The internal or external shading

systems, ventilation solutions, technical details provide relief to even the most arid or hot climate. Glass can be treated and produced with different degrees of protection against impact or fire. All in all, for any given scenario there is likely already a solution available, so creativity can run free with the use of glass in architecture, as it surely already has.



Glass skyscraper

Even more creative designs come in form of different applications of curved or structural glass. Why not make a concrete slab appear like floating? It has been done, using transparent structural glass for the building's structure and envelope. Since then, structural glass has been used in all sorts of inspired designs, ranging from other floating structures to glass slabs on which you can walk and see underneath the building, for example, on skyscraper console or in bridges crossing very tall canyons.

Nowadays, glass has been literally used creatively in architecture, whether by shape, properties or colour, as the exquisite examples of decorative glass produced in Murano. Feel inspired and use glass in a modern way in your home or designs! The technology is here to implement it! **E**

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Lack of Sleep is Sapping Productivity

By Betsy Taylor



不少人现在都有睡眠不足或失眠的困扰。噪音或光照干扰睡眠，高温或严寒影响睡眠，卧具不适如过硬或者被褥过厚或过薄都影响睡眠。改换睡眠环境如住院或住旅馆也可以引起失眠。同睡者尤其是鼾声大的同睡者也是导致失眠的原因之一。为自己或亲人的疾病焦虑、害怕手术、亲人亡故、为考试或接受重要工作而担心等都有是暂时性失眠的常见原因。睡眠不足，会直接导致我们思维迟缓、头脑紧张、注意力不集中、行动迟缓、厌烦、忧虑、倦怠，对工作缺乏热情，使工作主动性与工作意愿下降，从而降低工作效率。而且睡觉时间不够的人行动迟缓，注意力不集中，反应迟钝，运动技巧更差。另外，瞌睡还会导致平衡能力和深层感知能力受损。

改善睡眠不足，提升工作效率还是有很多方法的。多睡一会儿当然是最有效的，那么什么时间入睡合适呢？根据你需要起床的时间往前推 8 个半小时，就是你需要上床睡觉的时间了。尽量每天都在同一个时间段睡觉，这样身体代谢会更加有规律，排毒活动才能有有条不紊的进行。作为管理人员或企业管理人员，在考量提升工作效率方面，可以为员工提供一些健身福利，比如为员工办健身卡鼓励员工锻炼，在办公室内设置健身仪器等。锻炼可以很好的帮助员工调节身心，有助于员工收获高质量的睡眠体验，让第二天工作时精力充沛。这样员工“睡不够”的问题才能很好解决。如果一些人加班时间太久，给员工一个带薪年假也是不错的安排。此外，杜绝在睡前饮用含咖啡因的提神饮料、睡前尽量不要进行太激烈的运动，多多从事阅读、听轻音乐、香氛、沐浴等让身体放松的活动更有助于解决睡眠不足的问题。

Sleep deprivation is extremely dangerous not just for employers but also employees, costing companies in billions, and leaving the workers prone to depression, heart conditions, obesity and headaches.

Being an HR professional, you will most likely be interested in finding new means that could help boost productivity and work quality among your company employees. Studies suggest that there is a very simple step that employers can

take to achieve these objectives: promoting sound sleeping habits.

Well rested and fresh employees report that they are less stressed, happier and much more focused on their jobs as compared to their sleep-deprived colleagues.

Unfortunately, most American workers are not getting sufficient amount of sleep at night. According to the surveys conducted by the Better Sleep Council, around 49% Americans feel that they do not get

enough sleep, whereas 56% of the employed US citizens experience at least one indication of insomnia on a regular basis. Moreover, around 79% of the surveyed state that they would feel much more prepared for the workday with one extra hour of sleep every night. Clearly, healthy and sound sleeping habits are an imperative issue for several employees.

Lack of sleep can be detrimental to the health of your workers. The adverse side effects associated with



poor sleeping habits include low moods and irritability, depression, decreased critical thinking skills, low mental alertness and several chronic conditions like diabetes and heart diseases. Moreover, poor sleeping habits are linked with increased amount of employee absenteeism.

What Can Be Done?

So, what can you do here? If you intend to have a big picture, ensure you have an open discussion with your tired team so that you could easily determine how to remedy this kind of a situation.

Wellness programs happen to be a great approach to boost healthy habits among your workers, including their sleeping habits. Most workers should be aiming for approximately 8 hours of sleep every night. Sleeping promotion programs can be added to your company's wellness program if poor sleeping habits tend to be an issue among your workers.

There are healthcare centres out there that can also provide insomnia screening and treatment, as well as sleep learning programs and therapy sessions for workers. If there is a medical problem that causes sleep deprivation, these professionals can surely help to uncover it.

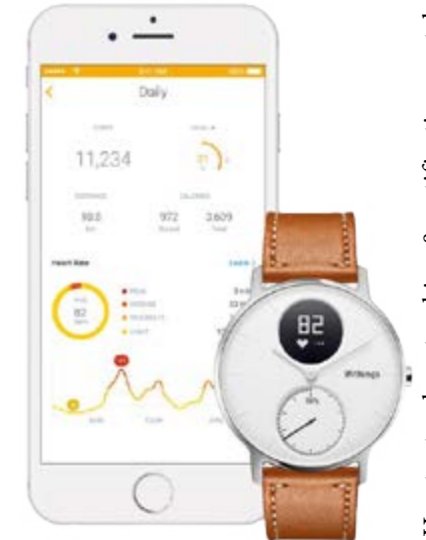
Furthermore, it is crucial for employers to adopt company-wide policies that boost sound sleeping habits. These include notable policies that are useful in bringing down the workplace stressors and boost a healthy work-life balance, like capping their weekly work hours, allowing workers to work from the convenience of their home once in a while, and giving them paid time off to fully recharge their energy.

Offering your employees flexibility and convenience to boost their physical activity levels and engage in workouts during the workday can also be quite beneficial. This can vary from having standing workstations or walking meetings, to encouraging lunchtime workouts like doing yoga, exercises, walking or running. Having increased physical activity can certainly help with sound sleeping habits.

HR managers may also consider having an office-wide sleep challenge program, coming with incentives for all those workers who make time for sleep. One other great option would be to offer your employees stipends for sleep-boosting activities, such as gym memberships, massage therapy, and insomnia treatment.

Can Technology Help?

Technology can be extremely beneficial in promoting healthy sleeping habits among your company employees. Several latest wearable tech devices are accessible that can aid people track as well as monitor sleeping habits. Such devices help provide an insight into why an employee may not be sleeping well at night, and underscore the significance of sound sleep at night. You can always consider offering them with wearable tech devices as part of your company's comprehensive wellness program.



Heart rate, sleep tracking & notifications watch

Do not Push Yourself Too Hard - Sleep

Pushing late into the night happens to be a health as well as productivity killer. The short term efficiency gains that you may have from skipping your sleep routine to work more are hastily washed away by the harmful effects of sleep deprivation on your ability to focus, lower moods, and access to high-level brain functionality for days to come. The negative effects of sleep deprivation are just so great that even drunk people outperform those who lack sleep!

Furthermore to improving employee retention as well as reducing absenteeism, sound sleeping habits among employees can also have an insightful impact on your company's revenue. Studies indicate that poor sleeping habits of your employees can result in productivity loss of approximately \$2280 per worker, each year.

Because sound sleeping habits are an essential aspect of a healthy lifestyle, employers should think about addressing the aspect of sleep at their wellness centres and onsite clinics. Make sure to have a wellness program that helps promote healthier lifestyles for not just employers but also employees. **B**



Goodbye tire changing

Imagination or reality

By Fanny Bates

相信大家都看过电影《金刚狼》，影片中男主角铮亮的钢爪和强大的自我修复能力一定让大家印象深刻。其实我们也有自我修复的能力——不管你信不信，最著名的自我修复材料其实是我们的皮肤。如果皮肤被划伤，很快它就可以不治而愈。然而，如果轮胎瘪了，可就不会那么幸运了。不过哈佛大学约翰·保罗森工程与应用科学学院（SEAS）的研究人员最近开发了一种与天然橡胶相当的可自我修复的新型橡胶，或许可以在未来应用于汽车轮胎，这样即使在荒郊野岭我们也不用担心了，轮胎可以在行进中自我修复，减少车祸的发生。

哈佛大学博士后研究员蔡立恒与中国四川大学客座教授吴金荣及两位同事一起，决定研发一种具有共价键和可逆键的混合橡胶。由于这两种键像油和水一样难以混溶，研究人员开发了一种分子绳来将它们结合在一起，允许它们在分子尺度上均匀混合，从而制造出一种透明、坚韧、可以自愈的橡胶。当力作用在普通橡胶上时，在某些应力点会发生开裂。混合橡胶拉伸时，则会在整个材料中产生一种裂纹，这种裂纹与裂缝相似，但通过纤维束连接在一起。裂纹会重新分配应力，不会导致灾难性的破坏，而一旦应力释放，材料就会恢复到原来的形状，并且自己愈合起来。研究人员尚未完全理解这种橡胶为什么在拉伸时会出现裂纹，希望通过更多的研究对自愈橡胶的性能进行探索，开发出可实际应用的自愈聚合物。

Imagine a situation that is well known to all drivers. You are driving to work in the rush hour, you are already late and suddenly your tire goes flat. The situation causes you anguish and discomfort, especially when you don't have enough time to solve the problem. It seems that a research team from Harvard University, John A. Paulson School of Engineering and Applied Sciences (SEAS), has developed a new solution to the problem that has been here since the first modern car appeared in 1886, a new hybrid tire.



A world free of flat tires and car accidents caused by tire changes would be a dream come true for many people

HOW DO SELF-HEALING MATERIALS WORK?

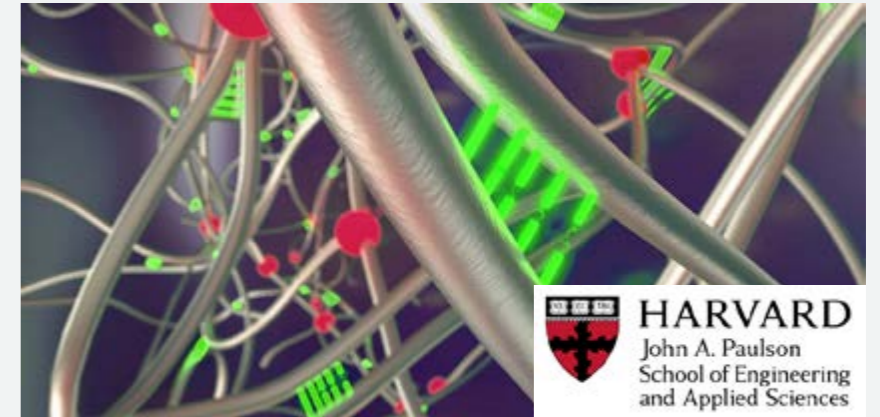
The best-known self-healing material is, believe it or not, our skin. If you cut yourself, your skin will heal with no trace within a week. However, if a tire goes flat or you crush your car, you won't be that lucky. In the early 2000s, scientists began conducting studies on materials that could behave like our skin and repair the internal damage by themselves.

So how does it function? Basically, a self-healing material has tiny microcapsules filled with glue-like chemicals. So when the damage happens, the microcapsules open and the chemicals inside start pouring out and the crack seals up. The first artificial self-healing materials were polymers, plastics made from long, repeating molecules, so if a crack emerged, it was automatically repaired. In addition to this type of self-healing material, there are also materials with a kind of internal "vascular" circulation similar to blood - shape-memory materials and reversible polymers.

A NEW TYPE OF SELF-HEALING HYBRID TIRE

When we talk about car tires, minimum tire standards require rubber to pass tests which are conducted when the tire is new. A premium tire will continue to achieve these standards long into its life, while cheaper rubber will reduce these standards and eventually will become worn out. These kinds of problems could be a matter of past.

Self-healing technology is not something that is new in our modern world, but it tends to be very difficult to apply to materials like rubber because it is a solid material. Take, for example, a typical simple rubber. When force



is applied to it, a crack usually appears at certain stress point. Rubber is made of polymers which are connected with permanent bonds. These bonds are very strong; however, a true challenge is to try to reconnect them.

As reported by Harvard SEAS, Li-Heng Cai, a postdoctoral fellow at SEAS and corresponding author of the paper, explained this by saying that: "Previous research used reversible hydrogen bonds to connect polymers to form a rubber but reversible bonds are intrinsically weaker than covalent bonds. This raised the question, can we make something which is tough but can still self-heal?"

In order to make rubber self-healing, researchers tried to change the very nature of this material, making the bonds stronger and more efficient. They made a "molecular rope" which actually combines two types of bonds, covalent and reversible. By creating this rope, they mixed the unmixable bonds in a homogenous way. When stretched, this new type of rubber would develop creases and fine cracks, which would redistribute stress and allow the material to go back to its original form, thus combining both types of bonds.

Cai, along with Jinrong Wu, a visiting professor from Sichuan University, China, and senior author David A. Weitz, Mallinckrodt

Professor of Physics and Applied Physics, developed a hybrid rubber with both covalent and reversible bonds. However, his theory wasn't successful because he wasn't lucky enough to provide valid experiments, Harvard reports say.

Benefits of this discovery would be numerous, especially when it comes to industries that rely on dry, tough materials like rubber. Research has also been done on the field of robotics, computer technology, stretchable electronics, damping materials and many other optical devices. However, a world free of flat tires and car accidents caused by tire changes would be a dream come true for many people. Instead of having a spare tire and conducting tire replacement, the only thing you should do is drive long enough on the road so your tire "cures" itself. However, scientists agree on one fact - a lot of work still needs to be done so that this material would be ready for commercial use. **B**

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U.S. COMPANIES IN CHINA INCREASINGLY UPBEAT ON ECONOMY DESPITE ONGOING REGULATORY CHALLENGES

Latest AmCham China survey developed in collaboration with Bain & Company also finds greater optimism about future of U.S.-China relations



Confidence within the American business community toward China's economy is strengthening, despite significant concerns about the regulatory environment, according to a new survey released today by the American Chamber of Commerce in China in partnership with Bain & Company.

The 20th edition of the China Business Climate Survey Report also shows increasing optimism in U.S.-China relations despite the possibility of Trump Administration action against Chinese trade and investment practices. Some 36 percent of respondents believe relations between the two countries will improve this year, compared with 17 percent last year, possibly influenced by the perceived success of President Trump's visit to China and that of President Xi Jinping's earlier trip to the U.S.

"Regarding the economy, there is cautious optimism that the 'new normal' rate of growth is sustainable for the foreseeable future, providing opportunities for business to expand,"

said William Zarit, Chairman of the American Chamber of Commerce in China. "Nevertheless, the survey continues to paint a troubling picture of the regulatory environment in China. The best that can be said of this year's data is that there appears to be a bottoming out of sentiment from the very low levels plumbed over the past few years. There continue to be challenges and areas of disagreement, but by offering our candid assessment of the environment our members operate in, we hope we can contribute to the healthier and more sustainable development of China's economy."

This is the 20th year that AmCham China has surveyed its members on the business environment in China, and the fourth year it has partnered with Bain for data collection and in-depth analysis. This survey was conducted between Oct. 23 and Nov. 26, 2017, and was sent to 849 member company representatives, of which 411 completed a significant portion.

For many member companies, 2017 represented a recovery in terms of performance. Some 64 percent of them reported revenue growth, up from 58 percent last year and 55 percent in 2015. For 2018, the average forecast for GDP growth was 6.3 percent, up from the 2017 prediction. Nearly six in 10 companies rank China among their top three investment priorities, up from the previous year but still below the historical average.

On the other hand, regulation remains a concern for many, with 75 percent of members continuing to feel foreign companies are less welcome in China than they have been in the past. Although down from 55 percent last year, some 46 percent

feel foreign companies are treated unfairly compared to local companies and, for the third year running, respondents cited inconsistent regulatory interpretation/unclear laws and enforcement as the top challenge to doing business in China. For the first time, compliance risks made the list of the top challenges companies expect to face in 2018.

The survey also found:

- One-third of members plan to expand their investment in China by more than 10 percent in 2018
- 45 percent of respondents report domestic competitors are more attractive to job hunters, up from 36 percent last year
- Rising costs and changes in the regulatory environment are the prime reasons 23 percent of respondents say they have moved or plan to move capacity from China
- 67 percent of Consumer companies see China as either the leading edge of digital technology in their field or more advanced than other markets



24.01.2018

F&T Discussion Forum Series I: 2017 Activities Review & 2018 Work Plan

Finance and taxation are commonly concerned topic for chamber members. In order to better utilize this platform and serve the member well in 2018, the European Chamber Tianjin Chapter organized this roundtable to listen to our members' opinion and agree on the agenda of activities in 2018. **Mr. Mike Wang, CFO of Standard Chartered Global Business Services Co., Ltd.** has chaired the forum and **Ms. Wang Zhanjun, Senior Manager from PwC**, was elected as Vice Chair. Seminars concerning the mentioned topics will be arranged separately this year and the schedule will be available soon. Stay tuned!



26.01.2018

HR Practical Training Series I: Risk Management and Practical Drafting of HR Relevant Legal Documents

The European Chamber Tianjin Chapter will launch a series of HR practical training sessions this year on monthly basis in the aim of helping HR to develop legal senses and mitigate risks. The first training session this year was held on Jan. 26 and specifically illustrated the confusing points in HR relevant legal document drafting. Session covered the drafting of labor contract, confidentiality agreement, non-competition agreement, training agreement, etc. Training schedule will be released shortly on chamber official website.

Upcoming Events:

- >> **Government Dialogue Salon** Time: Middle of March
- >> **HR Practical Training Series II: Employee Accident Handling** Time: March 16th
- >> **F&T Series: Breakfast Seminar on Cash Repatriation (English version)** Time: March 22nd
- >> **F&T Series: Afternoon Seminar on Cash Repatriation (Chinese version)** Time: March 22nd
- >> **Exclusive Logistics Plant Tour to IKEA Distribution and Tianjin Huayu Co., Ltd.** Time: March 29th

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

Upcoming Events:

Intellectual Property Rights (IPR) Protection in the Era of Localization

Date: March 6th
Venue: The Astor Hotel, Tianjin

Breakfast Seminar: Empowering tax functions for the future with technologies

Date: March 9th
Venue: The Astor Hotel, Tianjin



Interpretation of Labor's Related Policies of Foreign Enterprises and Employees in Tianjin

Date: March 14th
Venue: GCC Tianjin Office

Breakfast Briefing - Einkommensteuer, Sozialversicherung und private Vorsorge für deutsche Expats

Date: March 15th
Venue: TBC

Kammerstammtisch Tianjin

Date: March 28th
Venue: 3 Kronen 1308 Brauhaus Tianjin

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
 盛宴全日制西餐
 开发区第二大街 50 号
 天津滨海喜来登酒店 1 层



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

BARS

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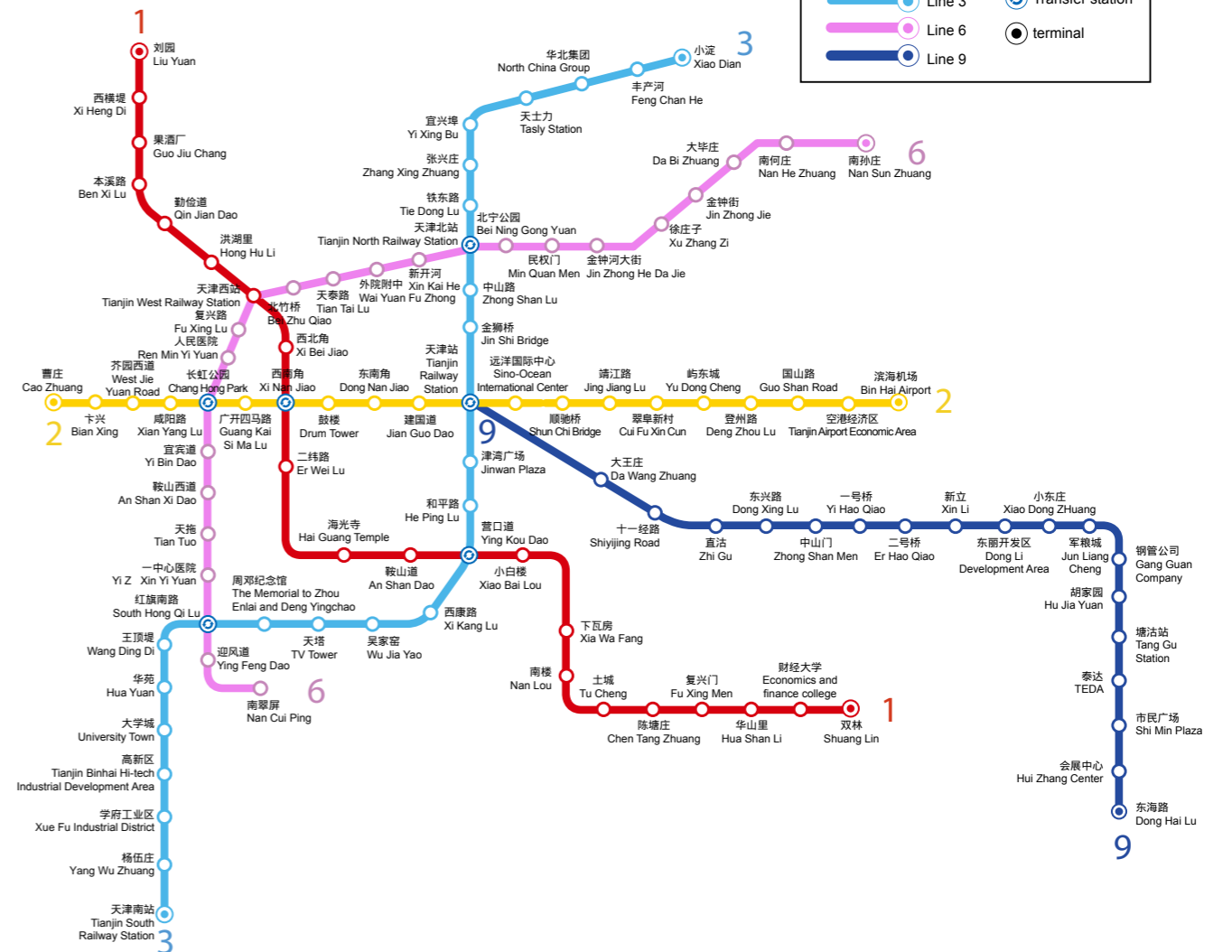
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TJ ~ BJS (¥55 - ¥93)			BJS ~ TJ (¥55 - ¥93)		
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C2002	06:18	06:53	C2001	06:01	06:36
C2108	22:52	23:27	C2107	23:05	23:40

TG ~ BJS (¥66 - ¥93)			BJS ~ TG (¥75 - ¥239)		
Train	Tanggu	Beijing	Train	Beijing	Tanggu
C2584	09:04	09:58	C2281	07:23	08:20
C2594	20:26	21:21	C2593	20:26	21:31

Wuqing ~ BJS (¥39 - ¥66)			BJS ~ Wuqing (¥39 - ¥66)		
Train	Wuqing	Beijing	Train	Beijing	Wuqing
C2202	06:54	07:19	C2203	07:31	07:55
C2246	21:27	21:52	C2245	20:56	21:20

TIANJIN SUBWAY MAP



Being a Woman in Modern China

By Demi Guo

如今时常听到身边的女士们感叹：现如今，做女人好难。女性面临着结婚生育及工作家庭的多方压力，在争取女性话语权的道路上一直不断努力着。在中国，女青年常常被问及的问题就是“结婚了没有呀？”中国是人口大国，与人口基数成正相关的是，中国正在快速成为单身大国。一项新调查显示，去年单身人口达到2亿，有超过36%的单身女性选择不婚。虽然男女同工同酬、男女平等的观念已得到了宣传，但女孩到了适婚年龄不婚的话，依然会被社会舆论和家庭关系所绑架。

中国传统认为女性应在家相夫教子。没收入的女性受到婚姻和丈夫的约束。现代女性有经济来源，这让她们可以选择单身生活。如今中国女性更注重情感联系，而非物质财富，多数人不会接受缺乏感情的婚姻。人口学家认为，中国现代女性的独立是未婚人口持续增加的主要原因之一。不少单身女性认为不结婚也很幸福。但女孩的家长却不这么认为，大多数家长希望自己的女儿尽早成家，30岁成为了一个结婚的“坎”，超过90%的女性会在30岁之前结婚。

中国女人的第二大特点与工作相关。在这方面，我国的特点是：女人不缺工作，但缺好工作；中国女人很勤劳，但收入很低。首先，中国女性的劳动参与率多年来都是全世界最高的。据世界劳工组织估计，2016年中国女性的劳动参与率超过63%（世界平均水平不足50%）。如果仅从此角度考虑，中国女性毫无疑问已经站在了世界的顶端。然而，中国女性有了遥遥领先于其他国家的劳动率，收入情况却不乐观。中国性别工资差距正在不断扩大：在最近的十多年时间里，高学历女性其与同等条件下的男性之间的工资差距均呈扩大趋势。

中国女性面临的挑战和问题在长期内是无法消除的，女同胞们仍然会在回家过年时被亲戚盘问，在工作职场中面临挑战。或许通过我们的共同努力，可以给自己一个更好的未来！

China's biggest and most important festival, the Spring Festival, has just passed! A large majority of population was traveling back to their hometowns to celebrate the break with family.

At this time of the year, single women may have a much harder time enjoying this annual reunion, especially those who haven't even found a boyfriend and have already hit the average age of marriage, which is around 26 years old. These women, more often than not will be blundered by questions such as, "Do you have a boyfriend, no? How come?", "When are you going to get married? You're not young anymore!", and also the classic, "My friend's son is quite handsome, how about I set you two up on a date?"

Chinese women more often than not will have to endure this kind of pressure from their family if they stumble back home without a man on their shoulder. So, for today's topic of discussion we will be talking about being a woman in today's China.

Marriage

Marital pressure on single women in their mid twenties has become a social phenomenon in China. The term "剩女", literally translating to 'left-over woman', has been coined to describe a woman in just such a position. In addition, there have been movies, TV shows, and commercials that have been found to use this term, as seen in the picture below, taken for the popular movie '剩者为王', *Sheng*

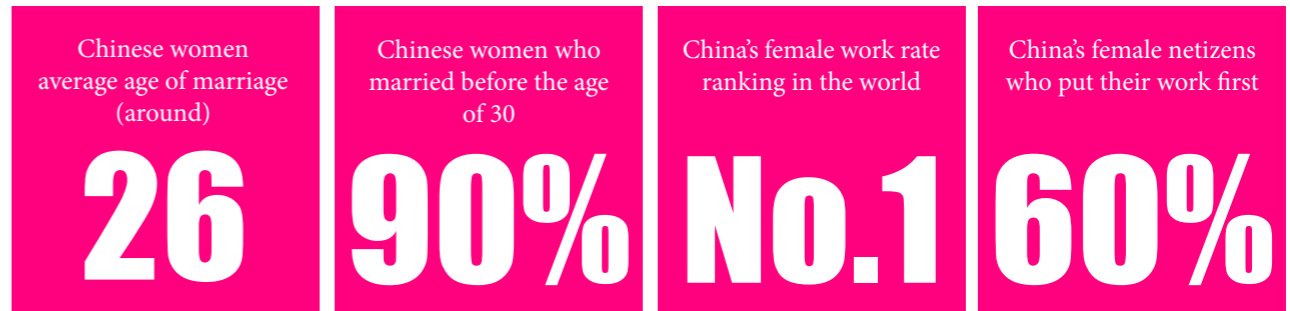


'The Last Woman Standing'

The movie, 'The Last Woman Standing', tells the story of a successful business woman who has long desired to find love but faces the pressure of marriage, and has finally met the perfect one!

To a certain extent, the pressure of marriage faced by women comes from the conflict between traditional culture and rapid development of society. In ancient China, marriage was more about two families coming together, rather than two people. Through marriage, two people make their families more powerful, as well as keeping the family line intact. There is an interesting saying in China that a man in his forties is like a blooming flower, but a woman in her forties is nothing more than soybean residue, therefore it is better for women to get married before their physical condition begins to decline.

A survey held by the Chinese Women's Federation in 2016 shows that the average age of marriage in China is 26 and over 90% women are married before the age of 30. However, with the rise of female education in conjunction with increased job opportunities, women in China have started becoming more



The conflict between family and career is the driving factor that holds women back from landing senior management positions



independent, and have their own attitude toward marriage. As a result, more and more women have begun moving to big cities, which are more open and inclusive.

Work

In modern day China over 70% of women are in the workforce, ranking first in the world's female work rate. However, remuneration of Chinese women is often lower than that of a man's, and the space for career advancement is also greatly limited. In 2014, a global management consulting provider, by means of a survey done by Bain Company found that the number of women becoming chief executives in China is only 1/15th compared to that of men. Respondents believe that the conflict between family and career is the driving factor that holds women back from landing senior management positions.

The government promotes and supports 'wide-ranging employment',

to not exclude women, but lacks family tax benefits and subsidies. Because women are more commonly found performing most household tasks in China, they will generally encounter the ever endearing 'family-career conflict' that women in general face.

If you want to be a full-time mother or a full-time wife, you may feel particularly insecure without any personal wages or social security. A survey given out to thousands of working professional women showed that 60% of female netizens put their work first, as being the most important aspect of their lives. Many women put their career first, because they believe love may not be reliable, and they need to guarantee their independence.

In summary, challenges that women face in modern day China are that which many other places around the world may not understand fully. In context of Chinese culture as well

as the ever growing population of professional female workers, conflicts faced by women with regard to their careers and family are paramount.

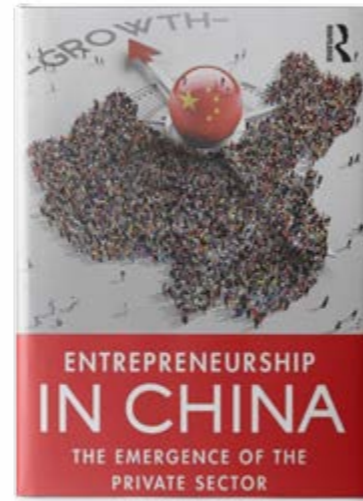
Challenges these women face from their families dealing with marriage and having children before their age catches up is also something quite unique to China, whereas in the Western world there may be more leeway and understanding given to women between the ages of 20 and 30. With the arrival of the Chinese New Year and Spring Festival, an overbearing sense of pressure begins to amount for single women in China. It is a good thing there is so much delicious food for them to enjoy while struggling to drown out the everlasting questioning about finding a man and starting a family! **E**

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ENTREPRENEURSHIP IN CHINA

THE EMERGENCE OF PRIVATE SECTOR

Author: Andrew Atherton and Alex Newmann



中国的商业文化与发展在中国古代的历史发展的进程中，占据了重要的一席之地，在新中国成立后，私营经济的发展也构成了我国经济发展的重要动力。考察和了解中国的私营企业的发展历史及现状对了解中国崛起有着关键作用。但正如作者 Atherton 和 Newmann 在书中提到的那样，商人在古代历史中的地位实际非常之低。在过去，“市农工商”的等级划分使得中国形成了一种侧重于考学为官的文化，而不重视工商业的发展。这导致了过去经济停滞，甚至使得国民积贫积弱。清朝灭亡后，商业与商人的情况有了改观。在新中国成立，尤其是改革开放以后，企业家的精神被逐渐重视，商人的生活地位日益提高，现在的中国市场氛围已经越来越鼓励创业精神，很多年轻人都投入到了创业大军中，中小企业蓬勃发展。根据 Atherton 和 Newmann 的考察，中国有几种主要的商业模式：一种以温州和浙江为代表，他们以网络为基础，主要从事劳动密集型的低成本手工业产业。另一种以广东和珠江三角区域的企业为代表，他们利用海外华侨，特别是香港和台湾地区的资本进行发展。还有一种是基于北京、上海等地的经济发展和技术水平来进行创业的模式。不少大城市的企业着眼于融资，例如小额贷款到风险投资和天使投资。本书对企业家和商业行为的考察主要是从创业增长的角度来了解的，虽然没有更多地提及大的社会背景，但即便如此，本书也非常清晰地给大家一个了解中国的渠道。

China's entrepreneurial culture is well known, but rarely has it been so precisely dissected and analyzed as in this book. An examination of development, context, form, people, governance and future of Chinese entrepreneurship, it is a highly useful examination of one of the key components underlying China's rise.

Looked at historically, the very notion of an entrepreneurial Chinese is, as Atherton and Newmann suggest, in fact rather an odd one. The emphasis on Confucianism, a rigid hierarchical society and the educational emphasis on the official exam developed a culture focusing on legal and philosophical precepts, rather than the needs of commerce or industry. This led to economic stasis, military weakness, fall of the Qing Dynasty and the 1949 Revolution. After this, private commerce virtually disappeared.

Yet, after 30 years of Maoism, entrepreneurship flourished as a result of reform and opening up. The authors are careful to note that success

of market reforms and liberalization were not preordained and had to be fought for. Yet once undertaken, entrepreneurship flourished to a degree probably never before seen in history. The precise forms it has taken are discussed with exacting detail and academic rigor, which means this book is less concerned about telling a story or advance a hypothesis than to simply uncover the reality of the situation. But this is the nature of the book - it is more of an exploration than an argument.

What do the authors find? They find a great deal. They look at the various models of entrepreneurship, from the Wenzhou/Zhejiang model (network based, labour intensive, low cost) to the Guangdong/Pearl River Delta model (utilizing capital from "the overseas diaspora, especially Hong Kong and Taiwan") and the innovations based around Beijing, Shanghai, Shenzhen, and Jiangsu/Zhejiang. They look at financing, from shadow banking to micro-lending to venture capital and angel investors. They look at the business culture, from its key

influences (Confucianism, Daoism, communism, globalization) to its key dimensions (individualism/collectivism, uncertainty avoidance) and the masculine culture of Chinese business.

The book, however, sometimes neglects the broader context. Entrepreneurial behavior is only ever defined in the business sense, in terms of starting businesses and increasing output. That is fine, but it might have been wise to consider how famine and disasters forced everyone to make the most of what they had, to leverage opportunities, and to maximize their personal benefits - in other words, to behave entrepreneurially. Without it, the authors are left noting the state entirely replacing the market after 1949, and then marveling at the awakening of business drive in 1978. But the nature of their approach is to define qualities and quantities. This gives the book great clarity, though not perhaps the broadest perspective.

Chinatown Idea

By Mike Cormack



如果你喜欢看老电影，那么一定看过著名美国导演罗曼·波兰斯基执导的《唐人街》。这部电影于1974年6月20日在美国上映，由杰克·尼科尔森、费·唐纳薇主演，是惊悚悬疑的电影风格。

《唐人街》是美国黑色电影的经典之作，拥有复杂的情节、浓郁的怀旧气息以及侦探片所固有的悬疑氛围。导演波兰斯基为影片注入了阴冷彻骨的风格，而高水准的剧本，导、演、摄影以及配乐都使该片散发着浓厚的经典气息。电影讲述了1937年的洛杉矶唐人街，警员杰克因不满警局内部的黑暗，辞职当起了私家侦探。一个自称莫拉雷太太的女子请杰克调查丈夫的外遇，杰克发现霍利斯·莫拉雷原来是当地水利总工程师，正在为兴建水坝问题和当地农民争执。随后有人给了杰克一些证明莫拉雷偷情的照片，隔天早上真正的莫拉雷太太艾弗琳却找上门来要求杰克停止调查莫拉雷。事情变得越来越迷离，不久霍利斯·莫拉雷死在了自家的水池，机敏的杰克感觉事情越来越不简单。在他调查的过程中，令人难以置信的真相接连浮出水面：随着城市的扩张，需水量的增加，一股势力试图将欧文山谷的农民的土地并入洛杉矶。这令我们联想到了北京的迅速扩张——随着城市化进程的加快，北京周边的郊区地区都在迅速地建起高楼大厦，村庄与耕地变为了高价楼盘。

电影《唐人街》中的描述多少会令人联想到中国，然而实际的中国发展情况确实另一幅景象。这里的发展不是某种势力的阴谋诡计，而是城市扩大进程的需求。希望未来有人能拍摄出真实的中国城市发展供大家了解。

Though China is gaining an ever-greater piece of the global cinema industry, with Wanda for example buying AMC Entertainment in 2011 to make it the biggest theater operator in the United States, the country's representation in films remains, I think, tokenistic, or a matter of seeking favour from the powers that be. It's all very well having a Chinese supporting actor in some comic book action blockbuster, or having some locations set in Beijing or Shanghai or Hong Kong, but this is not really enduring art. By this, I

mean it's not something that speaks about human existence, whether contemporarily or historically, or about the broader human condition.

Few films have presented a city with as jaundiced a view as *Taxi Driver* (1976) did when it presented New York as an open sewer, in the year of the bicentennial of the USA no less, but the film remains a towering artistic achievement. It is brutally honest about aspects of human condition - namely, alienation, loneliness, repression and violence - and it captures aspects of the city



Taxi Driver (1976)



Chinatown (1974)

at that particular time, when porno theatres clustered in commercial areas and when crime seemed an inescapable plague.

There haven't been many films to openly depict the negative aspects of life in modern China that have made it into the Western consciousness. The only one I really know of is *Lost In Beijing* (2007), starring Fan Bingbing. It's rather a guerilla film, shot on location throughout the capital, and taking in low level corruption and sexual abuse. But a great, realistic, depiction of modern China in popular art on par with *Taxi Diver* is something we're still really waiting for.

I personally have had a few ideas on how to do this, but for some reason can't find a way to get them to work. I'll

give you the outline of what I thought was my best idea for a film or book, and explain why it didn't seem to work.

Have you ever seen the

film *Chinatown*? It's a 1974 film starring Jack Nicholson and Faye Dunaway. The Chinatown of the title is more a metaphorical state than a real location - where police are helpless because they don't know what's going on, where any action might aggravate rather than help. It is basically a fictionalized re-telling of the California Water Wars caused by the expansion of Los Angeles in the early twentieth century. As the city outgrew its water supply, water from the Owens valley to the north was brought in on an aqueduct through subterfuge and deceit on a grand scale, destroying the agriculture and bankrupting farmers in the Owen Valley. In the film, the land value of the farmlands would however boom once incorporated into Los Angeles, a fact that the powerful - with knowledge of strategy - sought to benefit from.

When I saw *Chinatown* almost ten years ago I was utterly captivated by it. The script by Robert Towne is legendary, often studied as an exemplar of the craft,

and as this was the start of the rapid expansion of the Beijing subway system, it struck me that there could be an exact parallel between the land value of the Los Angeles farmland and villages in the outskirts of Beijing that were rapidly gaining subway stations.

As they would now become commuter suburbs, land values would surely soar. The only problem, of course, would be to get farmers and villagers out of the way so developers could build suitable apartment blocks. So you could do a modern re-telling of Chinatown, but set in Beijing! This would, as in the film, require shady deals, corrupt officials, bumbling or complicit law enforcement, thugs, mysterious behind-the-scenes pullers-of-strings, and a protagonist somehow unraveling the truth of what is going on.

The last aspect was my main problem is thinking how to create a parallel. As I am British, the protagonist would have to be Western, someone gradually uncovering the truth of what is going on. But this sets up an unpleasant, even racist, dichotomy. The hero, the savior, the bringer of truth and justice, would be Western; the crime and the corruption would be Chinese. This would be frankly ridiculous. But I couldn't make my hero Chinese, because I could only write the story in English, and it would seem ridiculous to have Chinese characters not talking in Mandarin. Also, I really didn't know any Chinese person well enough to set the film around them - to know how they would react to uncovering these kinds of events. I tried it with the hero having a Chinese assistant to guide them, but that meant them leading an ignorant foreigner around, which would have been even worse.

This problem has proved insurmountable - I just can't think how to get around it. If anyone can, you're welcome to use this idea. I won't even ask for a credit. All I ask is for there to be better and more realistic representations of modern China in popular art like books and movies. **B**

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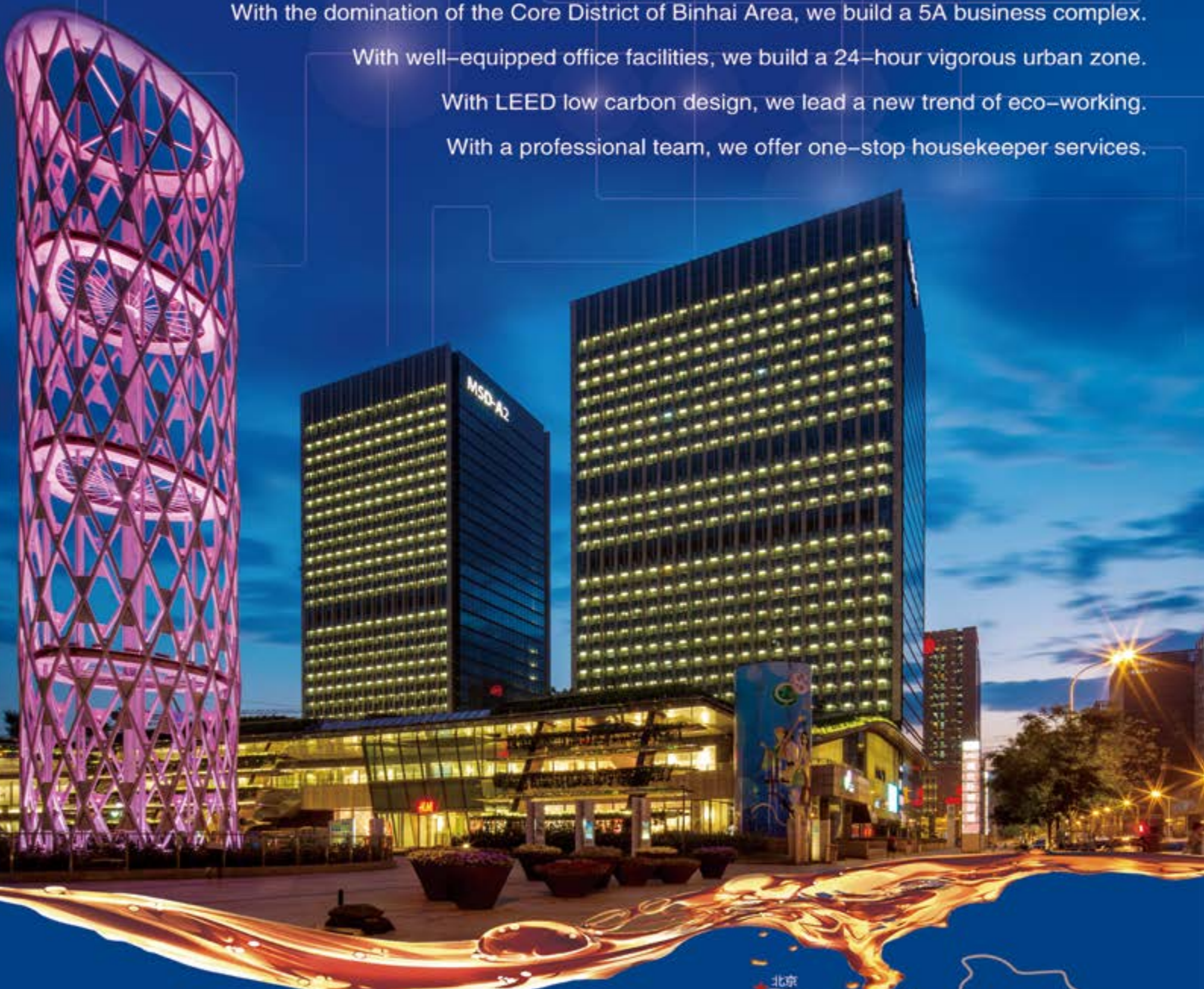
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With the domination of the Core District of Binhai Area, we build a 5A business complex.

With well-equipped office facilities, we build a 24-hour vigorous urban zone.

With LEED low carbon design, we lead a new trend of eco-working.

With a professional team, we offer one-stop housekeeper services.



400-668-1066 VIP

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