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14

Tailor-made Guest Experiences

A Dialogue with Hugo Zhang

General Manager

Renaissance Tianjin Lakeview Hotel &

The Lakeview, Tianjin-Marriott Executive Apartments

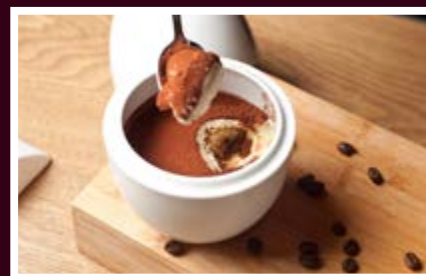
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米兰意食尚 Milan Restaurant

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Dear Readers,

This month we have on the cover a top executive who is originally from Tianjin. How to make each guest feel at home is his main target. He is always thinking about how to meet customer requirements, how to leave them feeling satisfied, and how to go above and beyond their expectations. Hugo Zhang, General Manager of Renaissance Tianjin Lakeview Hotel & The Lakeview, Tianjin-Marriott Executive Apartments, derives great satisfaction from the recognition of each guest and this realization of self-worth has led him to the conclusion that this is the cause he would like to work for. He combines his 25 years experience in the hotel industry with fresh ideas to truly make his guests feel at home.

We also have a conversation with Paul Gills, ex-executive of Price Waterhouse Coopers who has been teaching at Peking University for ten years now. Most of his classes today are for MBA students from China and all over the world. He got his PhD with a thesis on the development of the accounting profession in China and the contribution of the Big Four. He won an award from EMFD and EQUIS for the best doctoral thesis in that year.

The life story of Warren Buffett, the chairman and CEO of Berkshire Hathaway, one of the best financial advisors of all times and the richest person in the world is what we have chosen for our Inspirational column. As he said, *it's not necessary to do extraordinary things to achieve extraordinary results*. You can read some of the best business strategies which you can steal from him and apply to your own entrepreneurial goals and desires.

You also could find a review of the book written by our friend Dr. Ross Colquhoun and published by Tianjin University Press titled "Dementia and You: Care and Management". It is based on his original English book "Dementia and You: Care, Protection and Reducing Risk" that has been researched and rewritten for Chinese readers over the past 3 years.

There are many others interesting articles this month, and I invite you to read after having checked our content page. We are sure you will find topics that will help you in your professional and personal life during your stay in Tianjin.

Visit our website www.businesstianjin.com and follow us on our official Wechat account (ID: **business_tianjin**) for a complete list of articles and information.

Mary Smith

Mary Smith
Managing Editor | Business Tianjin Magazine
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在六月刊中，我们依然为大家带来了众多商务资讯与干货。打开“封面人物”，你会读到来自一位在酒店业奋斗逾25年的资深经理的宝贵分享。万丽天津宾馆暨天津万豪行政公寓总经理张振宇先生在工作中贯彻“以人为本”的理念，在待客时用自己的真诚与智慧让顾客感受到真正的“宾至如归”；他在不断探索的过程中，收获了每一位客人给与的肯定和认可，这莫大的幸福感与价值感鼓舞着他带领万丽团队为更多宾客带去家一般的服务与温暖。

你还将读到普华永道前合伙人保罗·吉尔斯(Paul Gills)的专访。拥有多年金融业工作经验的他现任北京大学访问教授，任教期间，他主要针对MBA学生开设课程。最近，他还成为了美国公众公司会计监督委员会(PCAOB)常务咨询组成员，负责就制定审计准则提供咨询与意见。采访中他还与我们分享了四大会计事务所在中国的表现。

对股市风云及传奇人生事迹感兴趣的朋友，一定要读一读本期有关巴菲特的介绍。家中有老人的朋友，不妨看看由天津大学外籍专家罗斯·可胡恩著的《痴呆症与你——护理与应对》，你可以在新书介绍专栏找到相关详细内容。

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A Dialogue with Hugo Zhang
General Manager, Renaissance Tianjin Lakeview Hotel & The Lakeview, Tianjin-Marriott Executive Apartments

Being from Tianjin himself and having a clear passion for quality customer service, Mr Zhang is more than capable of guiding his associates in giving guests that authentic local experience. He combines his 25 years experience in the business with fresh ideas to truly make his guests feel at home. Business Tianjin spoke to him to discuss future promotions, core values and the importance of being able to embrace change.

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◀ **Great Ideas You Can Steal**
From One Of The Richest People In The World

A philanthropist, great entrepreneur and a man who is regarded as being one of the best financial investors of all times once said that it's not necessary to do extraordinary things to achieve extraordinary results. That man, the third richest man in the world, has a lot to offer when it comes to business ideas and strategies.

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◀ **Smart Tattoos**
Electronic Devices Control

If you see a man with a tattoo, you would probably think he's dangerous or even cool. The art of tattoos has become much more than just being a drawing; it represents one's status, attitudes, and beliefs. But until now, we couldn't imagine a tattoo representing a wearable tech device which transforms you into one big microchip. In future, tattoos could become much more than drawings and inscriptions.

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Tianjin News

Riverview Place Builds a Secret Jungle on its 3rd Anniversary



Riverview Place, on the banks of the River Sea, built a Secret Jungle 2 this spring, which is likely to be full hope and sincerity to complement the spring air. You don't need go outside the city and explore the secret area in nature jungle without tramping over the hill and dale, which also adds a new holiday-spending option for the citizens in Tianjin. Work on The Secret Jungle 2 began on April 30th and will last for nearly two months. Besides the nearly 400m2 immersive jungle experience with interactive device being the most attracting part, on the same day it is also Riverview Place's 3rd birthday, which makes this holiday event more colourful and opens up a new beginning for the 2018 reform of the venue.

2nd Anniversary Celebration @ Metropolitan Plaza Tianjin



On April 28th, 2018, Metropolitan Plaza Tianjin held a grand celebration to mark its 2nd anniversary, and built a fantastic dream world for citizens all over the city, comprising of a duplex carousel of over eight meters. During the celebration ceremony for the 2nd anniversary of MPT, the mall and its merchant representatives proposed a toast to MPT's thriving business and broad customer base, and they shared an ultra-large cake with on-site customers as part of the celebrations.

Tianjin Released New Plan to Attract Talented People



On May 16th, Tianjin released a new talent introduction policy - "Haihe Yingcai" Action Plan, which includes direct settlement of undergraduates who have not crossed the milestone of 40 years. It also entails direct settlement of titles of associate senior and senior titles, and conditional comparison of graduates of higher vocational colleges. What differs from other cities after the release of the policy is that like in the past, number of people who settled in Tianjin has reached 300,000. Faced with the "surge" and the arrival of newcomers, Tianjin immediately made detailed provisions on the 18th, adding conditions for the "archival transfer" to the planned settlement of no-work and unnamed housing.

Tianjin to Start Testing 5G



Chinese regulators have given the green light to Chinese telecom operators to test 5G in major cities. State-run operators, which also happen to be the largest three in China — China Unicom, China Mobile, and China Telecom — will begin setting up 5G networks in 16 cities for testing. China Unicom will begin testing the 5G network in 16 cities including Beijing, Tianjin, Qingdao, Hangzhou, Nanjing, Wuhan, Guiyang, Chengdu, Shenzhen, Fuzhou, Zhengzhou, and Shenyang. China Mobile will conduct external field test and set up more than a hundred 5G base stations in each of the following five cities: Hangzhou, Shanghai, Guangzhou, Suzhou, and Wuhan.

NBA China Opens First Lifestyle Center in Tianjin



China and Hongkum Group announced the opening of the country's first NBA-themed lifestyle complex in Wuqing, Tianjin, on April 25th. Hall of Fame member Dominique Wilkins, NBA China's CEO, David Shoemaker, NBA China's CFO, Wayne Chang and Hongkum Group's president Yuan Chun participated in the opening ceremony. The centre covers 12,000 square metres and offers fans regulation-sized basketball courts for recreational use, a basketball-themed children's entertainment centre with interactive games and an NBA retail store.

Tianjin to Set Up 100 Billion Yuan AI Funds



Tianjin plans to set up a multibillion-dollar fund to spur development of the artificial intelligence (AI) industry, in what is the latest and probably also the largest effort by a single Chinese city amid the country's push to fulfill its ambition to become a world leader in AI by 2030. Tianjin will establish a 100-billion Yuan fund to speed up development of new generation AI technologies, the city announced at the World Intelligence Congress on May 16th. The money will be raised from financial organisations in China and abroad, as well as from private enterprises and other market players, it said. The AI industrial fund is part of Tianjin government's grand plan to "speed up the development of the smart technology industry".

Second World Intelligence Congress Held in Tianjin



Researchers, entrepreneurs, and policymakers gathered at the second World Intelligence Congress held in Tianjin on May 16th to explore the field of artificial intelligence (AI). The three-day conference focuses on new development and policies in AI and aims to gather participants including tech firms like Baidu, Alibaba, JD.com, Microsoft, Huawei, and iFlytek. The congress includes forums, exhibitions, and competitions for unmanned cars and drones.

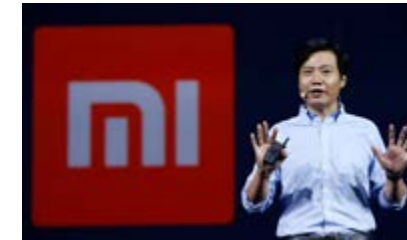
Tianjin Eco-City Marks 10th Year with Festivities



Flanked by rows of leafy trees and other Singapore-inspired park greenery, more than 1,000 runners from the Beijing-Tianjin-Hebei area took part yesterday in the inaugural Sino-Singapore Tianjin Eco-City (TEC) Eco Run. The event capped a weekend of festivities celebrating the 10th anniversary of the bilateral project. The 30 sq km township had welcomed its first residents in 2012, with the population swelling to 30,000 in 2015. Today, it has more than 70,000 residents.

FINANCE

Xiaomi Files for World's Biggest IPO since 2014 in Hong Kong



Xiaomi Corp became the first major company to use Hong Kong's new rules for going public, filing for what's expected to be the world's biggest debut since 2014. The Chinese smartphone maker is taking advantage of changes in the former British colony that allows companies with different share classes to now list in the city. While the filing didn't say how much Xiaomi is expecting to raise in the initial public offering, it's expected to be at least \$10 billion, people with knowledge of the matter have said, and could value the business as high as \$100 billion.

Robot Deliveries Projected To Replace Couriers in 10 Years



This month, residents of Beijing's Haidian district may have the opportunity to receive shipments of online purchases from robots or drones instead of human couriers. The automatic delivery devices, withstanding numerous tests and adjustments totalling to a distance extending to 7,000 kilometres, have recently been put into small-scale production by a new technological firm headquartered in Haidian district. Within 10 years, robots will replace couriers to deliver 80 percent of parcels, according to a forecast by the global management consulting firm McKinsey & Company.

Shanghai's Robot Bank: World's First Human-Free Branch



Xiao Long, or "Little Dragon", is not your typical employee — she's a robot at China's first fully automated, human-free bank branch. As guardian of the bank, she talks to customers, takes bank cards and checks accounts (she comes complete with a PIN pad) and can answer basic questions. After a quick initial chat with Xiao Long, customers pass through electronic gates where their faces and ID cards are scanned. On future visits, facial recognition alone is enough to open the gates and call up customer information. Inside, automated teller machines help with services such as account opening, money transfer and foreign exchange. A second robot waits inside the barriers, and there is a VR room and video-link, should customers want to talk to a mortal..

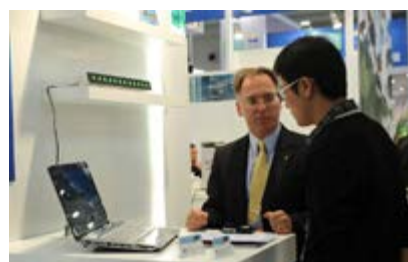
IT Employees Earn Most in China



Annual salary in IT sector in 2017 was over 130,000 Yuan, highest among all industries. It's the second time that the sector surpassed the previously most profitable financial industry. The annual salary in IT rose 8.7% over 2016, while the financial industry recorded 4.6 percent growth, the lowest among all industries. The reason IT sector can offer best salary with sound growth rate is because the industry is in step with the direction of China's economic transformation and upgrading, with demand for talent exceeding the supply.

LAW & POLICY

China Simplifies Process for Foreign Enterprises



China will further simplify the process of setting up foreign-invested enterprises to promote its high-standard of liberalization and facilitation of trade and investment, the State Council decided at an executive meeting chaired by Premier Li Keqiang on Wednesday. One-stop service and a single required form will be needed to file and register a foreign-invested enterprise. The whole process will be conducted online and free of charge. This practice, which will take effect on June 30th, is expected to significantly shorten the time required to start a foreign-invested enterprise.

WeChat Announces Stricter Rules on External Links



Tighter restrictions on external links announced by WeChat on Friday might be a "blow" to video platforms that pose threats to it, an industry insider told the Global Times on Sunday. According to a statement posted on its WeChat official account on Friday, the social media platform said that it would further restrict external links to protect users' privacy and optimize customers' experience. The statement said "external links must not spread content containing audiovisual programs in any form without obtaining related government certificates." It is estimated that at least 21 videos platforms, including kuaishou, Douyin and Pear video will be affected by this decision.

Hainan Looking For 1 Million New Residents



Hainan is offering subsidised housing and fast track work visas as part of an ambitious campaign to attract 1 million new residents by 2025, as it seeks to become the new poster child for the country's opening up and economic development. With the current population of about 9.3 million, the southern province, which was recently chosen by President Xi Jinping to become China's largest free-trade zone, is hoping to woo its first 200,000 newcomers by 2020, according to a plan released on Sunday by the provincial government. The island welcomes "qualified" technicians and other skilled people from around the world and across China – including Hong Kong, Macau and Taiwan – all of whom are invited to apply for permanent residency in Hainan for themselves, spouses and children, it said.

China Links Citizen's Domestic and Overseas Marriage Registration Information



The central government has enabled information sharing of marriages registered both in China and abroad in its latest effort to improve the accuracy of verifying any citizen's marital status and effectively prevent bigamy. The Ministry of Foreign Affairs will include information of marriages registered at China's embassies and consulates in other countries to the national database for marriage registration run by the Ministry of Civil Affairs, the MCA said in a statement.

GENERAL

American Airlines Axes Chicago-Beijing Flights



American Airlines plans to axe its non-stop service between Chicago O'Hare International Airport and Beijing Capital International Airport before the end of the year with the route's final westbound flight expected to take off on October 20th, 2018. The announcement comes as part of America's winter schedule reshuffle. According to the airline, it will seek a "dormancy waiver" from the US Department of Transportation (DoT) on the service. American Airlines will continue to operate its two other services

CHINA IN THE WORLD

Beijing to Have Unmanned Metro Line



Beijing will build the unmanned automatic metro line, an initiative which was discussed by the Committee for control and management of state property of China. Unmanned will be the 12th branch, which is located in the Northern part of the city and crosses Beijing from East to West. Its length is 29.4 km, along which there will be 21 stations, 14 of which will interchange. The authorities have not yet announced the date of construction, however, according to local media, the new metro line can earn in Beijing by 2021.

Sleepy Students in the Picture at High-Tech School



High school students in one Chinese school may want to think twice before dozing off in class. Artificially intelligent cameras with facial recognition tools will be watching. The Hangzhou No. 11 Middle School has installed a "smart classroom behavior management system", which captures students' expressions and movements, and analyzes them with big data to make sure they're paying attention. The system will be able to tell if students are reading or listening - or napping at their desks. It can detect expressions like happiness, repulsion, fear, anger and befuddlement.

China First Home-Built Aircraft Carrier Completes Sea Trials



The 50,000-ton carrier is China's second and is due to be commissioned before 2020, following the arrival of its air complement. China's first aircraft carrier, the Liaoning, was bought as a mostly empty hull from Ukraine and was commissioned in 2012 along with its flight wing of Chinese J-15 fighter jets. Both carriers are based on the former Soviet Union's Kuznetsov class design, with a ski jump-style deck for takeoff and a conventional oil-fuelled steam turbine power plant. China is seen as striving to overtake the U.S. as the dominant naval power in Asia and already boasts the world's largest navy in terms of number of vessels.

New Beijing Airport to Meet Requirements by September 2019



Beijing's second international airport will meet navigation conditions by the end of September 2019, paving the way for its opening shortly after. The Beijing Municipal Commission of Housing and Urban-Rural Development shares that construction of the airport is progressing on track, with a target to be completed by the end of 2018 and that the gateway will meet navigation conditions by September next year. A local media report also quotes local authorities as saying that operations will begin on 1st October, 2019.



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据4月份的数据显示，3月份的下行表现只是暂时的。4月份出口额明显高于预期，同比增长12.9%，同时进口额也在4月有所增加，高出预期6.3个百分点。在出口产品中，科技产品出口功不可没，占到了我国出口总量的一大部分。尽管数据利好，但一些经济学家仍然警告实际业绩可能比去年4月的数字有所下降。

今年4月，我国的贸易顺差为287.8亿美元，虽然低于去年同期水平，但仍高于3月份出现的贸易逆差。

尽管贸易保护主义升温使得贸易环境日益紧张，但中国对美贸易账户4月份取得221.9亿美元的盈余。与外贸看涨的数据不同，中国的外汇储备低于预期。4月份外汇储备减少了179.7亿美，为五个月来的最低水平。尽管世界最大的两个经济体美国和中国之间的贸易争端可能会对外汇储备和经济增长构成压力，但监管机构向投资者保证这一争端的影响是可控的。

贷款方面，就国内业务而言，银行仅在4月份就提供了11.8亿元人民币的贷款，高于预估的11亿元，同时高于3月份的11.2亿元人民币。

从以上数据可见，除了外汇储备波动之外，我国经济似乎正从3月份的下行中回升。贸易战带来的风险是许多经济学家共同关心的问题，但风险基本可控，我国政府也正在采取适当措施防止贸易战对经济增长造成负面影响。

China's Exports Regain Strength

Data releases over the month of April proved that weak numbers printed in March were temporary. Exports showed more than expected strength, and imports also increased in the month of April. Exports increased by 12.9% on a year on year basis, 6.3 points higher than expected. This has been a considerable improvement from the 2.7 decrease in March.

Tech products formed the lion's share of Chinese shipments abroad as they led the growth in exports.

While the numbers revived optimism about robust growth, some economists still warned that the performance may have decreased from the same figures in April last year.

In the period from January to April, collective growth in exports reached 16.5 percent, whereas imports increased by 19.6 percent. China's trade surplus was USD 28.78 billion in April, 2018. Although it is lower

than what it was a year ago, it is still higher than figures in March when China had a trade deficit of (4.983) billion USD. China's trade surplus has reached thus far in 2018 (until April) 77.87 billion USD, declining significantly from the trade surplus for the period from January till April in 2017 as it was USD 101.72 billion.

Imports, on the other hand, grew by 21.5 percent, beating expectations of 16 percent growth. This is also an improvement from last month wherein imports grew by 14.4 percent.

China's Trade Surplus with America

Despite growing tensions regarding the prospects of a trade war and the rise of protectionism, China's trade account with America recorded a surplus of USD22.19 billion in April, which is around USD6.76 billion higher than March's surplus of USD15.43. However, the surplus remains much lesser than the surplus in January that was pegged at \$80.4 billion.

By Morgan Brady

Foreign Reserves Decline in April

Unlike foreign trade performance figures, China's FX foreign reserves were below expectations. The country's reserves fell by \$17.97 billion in April, against expectations of a decrease by \$10 billion. April's foreign reserve numbers recorded the lowest level in five months, in the shadow of a strengthening dollar against most major currencies, as measured by the US dollar index, which rose around 2% last month.

In April, FX reserves stood at \$3.125 trillion, the lowest number since November 2017. The State Administration of Foreign reserves attributed the decline to the dollar's strength and to the correction in asset prices, as can be witnessed in major indices.

Some analysts considered that this drop could be a sign of easing regulations on capital outflow. However, others thought that the strengthening dollar was the main (and only) culprit. The numbers still remain within the regulators' desired range, and such fluctuations can occur at this time of the year due to seasonal effects.

The Chinese government has indeed eased restrictions on capital outflow, as it has allowed investors to invest more in global financial markets. It also allowed foreign investors to



The Chinese government has indeed eased restrictions on capital outflow

invest in different Chinese securities such as equities, bonds, and commodity futures. Those two moves will stimulate both capital inflows and outflows.

And while the trade dispute between the largest two economies in the world – the US and China – can weigh on both FX foreign reserves and economic growth, the regulator assured investors that the impact of this dispute is manageable.

China's gold reserves also dropped to \$77.788 billion in value by the end of April, down from \$78.419 billion at the end of March.

Banking Loans Rise

In terms of domestic activity, the demand for loans increased as banks provided 1.18 billion Yuan (US\$248.7 billion) worth of loans in April alone. This was higher than forecasts that had been placed at 1.1 billion Yuan and higher than March's increase of 1.12 billion Yuan.

The key factor behind this rise was the effort of the government in attempting to stimulate the economy to counter the effects of trade frictions between China and the US.

Thus far in 2018 (until the end of April), banks have collectively provided 6.04 trillion Yuan in loans, which is higher than the collective loans provided in the same period in 2017 by 13.5%.

The rise in loans provided has been continuous as the numbers have been increasing each year. Chinese economy is moving up in its credit cycle, as the demand for credit remains strong, which indicates robust economic activity. This rise has taken place during times when the government is maintaining its control over lending to manage credit risk.

Conclusion

Apart from fluctuations in FX foreign reserves, Chinese economy seems to be rebounding from its slow activity in March. April's data provides more evidence that the decline in March was due to seasonal factors. The risk of trade war is a shared concern among many economists. Yet, the risk is largely manageable, and the Chinese government is taking appropriate measures to prevent any negative impact on economic growth. Growth remains solid for this year, and projection of 6.8% growth rate or even higher may very well be realized by the end of 2018. **B**

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Rapid Growth of Mobile Payments

A Role-Model for the World

中国移动支付增长迅速，成为全球业界“楷模”

By Morgan Brady

2017 年，支付宝和网购、高铁和共享单车被评为中国新四大发明，这不得不说的是一件令人自豪的事情。根据去年第一季度支付体系运行总体情况报告显示，移动支付业务保持了快速增长：2017 年初我国在线销售额达到 1.4 万亿元人民币（2220 亿美元），比 2016 年高出 32%。预计 2018 年，中国移动支付市场交易规模还有望保持较长时间的中高速增长。中国移动支付市场的确在全球都处于领先地位。

我国目前拥有超过 7 亿智能手机用户，超过 35% 的智能手机用户偏好移动支付，而约 32% 的人仍然喜欢使用传统的支付方式，如现金。在这 7 亿人中，有超过 4 亿人口是千禧一代，这个庞大的群体易于接受新鲜事物和应用。随着打车、外卖等软件的广泛应用，手机支付已成为年轻人最主要的支付方式。在中国移动支付市场上，支付宝和微信支付占据了龙头大哥地位，霸占了九成市场份额——微信支付用户达 4 亿，电商领域排名第一的支付宝目前有超过 4.5 亿实名用户。仅剩下一成用户量供小米、华为、三星、苹果支付等竞争。在中国移动支付市场上，就连 17 年年初进入中国的 Apple Pay 也没有办法挤进前十，经营惨淡。

中国移动支付走近千家万户，不仅方便了国人，还震惊了外国人：一段配有中国乞丐挂着二维码乞讨的照片在外国流传，大家纷纷惊讶于我国移动的超前性——连乞丐都要扫码了？那么我国和国外的移动支付发展情况差别有多大呢？如果我们将中美的移动支付进行对比，无论是在用户规模还是用户接受度上，中国都已经后来居上。原因主要是由于美国的信用卡发展已经十分完善，用卡消费已经纳入了美国消费者的生活习惯，而对于中国来说，信用卡消费并未替代现金成为消费者主流的支付方式，支付宝、微信支付则带来了实实在在的便捷体验。

如今，我国已经是移动支付技术和规则的输出国。蚂蚁金服在 25 个国家和地区有超过 2 亿境外用户，微信支付也在 10 多个国家和地区实现落地。中国移动支付真正做到了领先世界。

Adoption of mobile technology in China can be used as a role-model by the rest of the developed world. With hundreds of millions of smartphone users, innovative companies and the general population's acceptance of technological change, China has become not just the largest eCommerce market in the world, but is also one of the top players in the segment of mobile payments.

The way Chinese firms integrate mobile payments in the every-day life of people is quite remarkable. Chinese consumers can now scan-and-pay on the go, order and pay for a taxi with their smartphone or easily split the bill among friends when going out. Other countries in the world lag significantly behind China in adopting mobile technologies to make life easier, which emphasizes China's ongoing transformation from a cheap-labor manufacturing economy to an innovative and highly-technological service economy. The following graph compares the value of mobile payments between the US and China – the value of US mobile payments appears completely dwarfed and insignificant when compared to the Chinese market.

Synergy of China's Retail Market and Mobile Payments

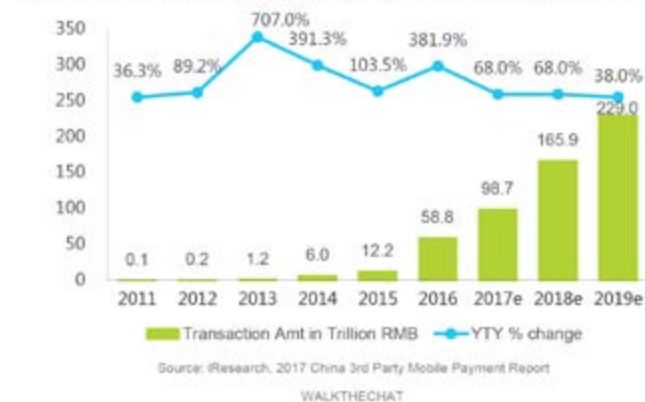
China's retail market is unlike any other in the world – not only because of the sheer number of competitors, but also because of the way mobile

payments and eCommerce integrate to push growth forward. China is already the largest eCommerce market in the world, with online sales reaching 1.4 trillion Yuan (\$222 billion) in the beginning of 2017 – 32% higher as compared to 2016, according to a report published by PwC China. In the following graph, we show you how the trend in offline retail spending looks like. While offline spending is expected to grow as well, growth rate is much slower when compared to eCommerce. In addition, note that there exists an overlap between offline retail spending and mobile payments – number of goods and services bought offline are still paid for using mobile payment solutions such as scan-and-pay.

With more than 400 million millennials, a demographic group which undoubtedly prefers mobile payments and online shopping over traditional brick-and-mortar shops, China can expect the growth of eCommerce and mobile payments to continue, along with further developments in the sector of mobile and digital payments. In fact, Chinese government is preparing an eCommerce law – the first of its kind in the country – which is expected to deal with customer protection, online payments security and digital intellectual property rights.

According to Goldman Sachs, online sales are expected to account for a

2011-2019 China 3rd Party Mobile Payment Transaction Volume



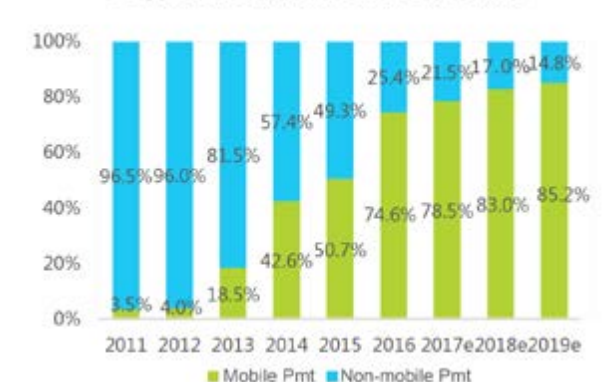
whopping 25% of the total retail sales by 2020. Currently, the percentage is still pretty high and hovers around 17% as of 2017. Rapid growth of eCommerce attracts a growing number of international brands to China, which aim to focus solely on online-only business model. And with eCommerce come mobile payments, which totaled \$13 trillion from January to October 2017, according to official data. This is around 40% more as compared to 2016, and the growth rate doesn't seem to show signs of slowing down.

Variety of Mobile Payment Options for Chinese Shoppers

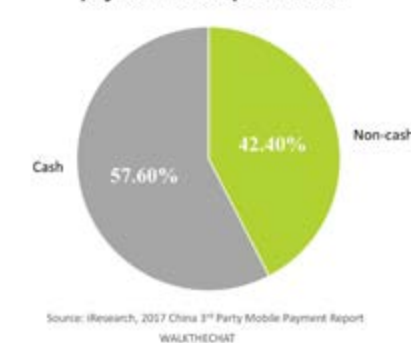
With more than 700 million smartphone users, using mobile payments is a very convenient option as compared to cash or credit cards for many Chinese consumers. According to China Internet Network Information Centre, more than 35% of smartphone users prefer mobile payments, while around 32% still prefer to use traditional means of payments such as cash. When comparing the actual market share of mobile and non-mobile payments, the former experienced a lightning-fast growth over the last few years and is expected to account for as much as 85% of the total payment's market share.

Chinese consumers have also embraced the option to use mobile

2011-2019 Mobile vs. Non-Mobile Payment % Market Share in China



How do Chinese consumers pay for in-store purchases?



payments for offline shopping. In fact, in most large cities in China, it's hard to find a physical product or service that cannot be paid by a mobile device. WeChat, a platform owned by Tencent, is one of the most widely used apps in this regard. With around 1 billion monthly active users, WeChat offers the possibility of conveniently paying with mobile phones in an offline store. Simply scan the product's code with the app and your purchase is done. According to China Channel, over 90% of users have already used WeChat's feature to pay in offline stores.

However, a cornerstone in the rising popularity of mobile payments in China has been Alibaba's IPO in 2014. The company facilitates payments for its popular eCommerce platforms – Taobao and Tmall – through Alipay.

WeChat's main rival – Alipay – is still the market leader of mobile payment

solutions with a market share of around 39% as compared to 33% for WeChat, according to World Core for the previous year. Apple Pay, Xiaomi Pay and Huawei Pay lag far behind with a combined market penetration of 8%.

In addition to dominating the domestic market, Alipay and WeChat Pay have also been interested in international expansion by providing the opportunity for millions of Chinese outbound tourists to use their services in foreign countries.

But popularity doesn't come without drawbacks. China's central bank recently proposed strict rules for mobile payments and set daily spending limits for scan-and-go payments. This move may take its toll on the rapid growth of mobile payments, but nevertheless we can expect that mobile payments will further increase their market share over the coming years. The combination of technological know-how, innovation and large number of millennials and middle-class creates a significant support for mobile payments in China. This can be used as role-model for other countries that wish to popularize mobile payments and eCommerce in their domestic market. **B**

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每个出门在外的人，都希望在万家灯火点亮的夜晚，能拥有一份宾至如归的亲切和温暖。对于商务人士而言，还需要一个可以专注于工作的环境；对于家庭旅客而言，方便家人休闲娱乐的空间同样重要。如果你来到天津，希望能找到满足以上几点的酒店，不妨选择万丽天津宾馆。这里位置优越，交通便利；美食美景兼具，你可以享用中西美食，尽览东湖风光；与此同时，更有一支专业的服务团队，在万丽天津宾馆暨天津万豪行政公寓总经理张振宇先生的带领下，恭迎您的光临。

张总自 1993 年初入酒店行业，至今已逾 25 年，每天都会迎来形形色色的客人，和他们共同经历身在异乡的点点滴滴。如何让每位客人感受到宾至如归的入住体验，成了他每天最重要的课题。他说，正是在这种不断探索的过程中得到的每一位客人给与的肯定和认可，使他收获了莫大的幸福，同时自我价值的不断实现，更让他意识到这将是自己愿意一生为之不懈奋斗的事业目标。

谈及万丽酒店带给宾客的感受，张总表示，万丽酒店品牌将商务旅行视为难得的探索良机，每次入住都是对传统商旅体验的颠覆。趣意、地道、独特（Intriguing, Indigenous, Independent），围绕着万丽品牌的核心价值观，导航员们将会引领每一位客人发掘本地的奇妙惊喜，在大堂吧尽享美食美景与音乐的多重体验，深入体味正宗的本地生活或是一些民间艺术，让旅客——也就是探索者们，能够尽享闲暇之余的美妙时光。

除了酒店，张总还主理天津万豪行政公寓——“You don't stay here, you live here”，这里更像是客人的家。无论是环境、设施还是服务，万豪行政公寓都会让客人感受到家一般的温馨。客人进出公寓时总会收到前台同事家人般的亲切问候，客人遇到需要帮助和解决的问题也会第一时间想起前台的同事。每个月组织的公寓客人聚会，可以让他们彼此熟悉，逐步由邻居变为好友，使这里像一个大家庭一样和睦，温馨。

每位不凡的领导者身上，都有其独有的特质或经历。张总同样如此。谈及成功经验，他说真正能给企业带来源源不断发展动力的是市场份额稳步提升和忠诚而富有经验的人力基础，这一切都离不开万豪集团不忘初心，“以人为本”的核心价值观，“我们照顾好我们的员工，我们的员工就会照顾好我们的客人，我们的客人就会再次回来”，在酒店全体员工的共同努力之下，用了仅仅 5 个月的时间就实现了酒店全年的预算指标，宾客整体满意度分数超最高目标 12 分，社交媒体认可度全年上升 14 名，员工满意度调查超出目标 6%。

随着国家经济的不断发展，天津旅游业也有非常好的发展趋势。不论是两年一届的夏季达沃斯论坛，还是去年举办的全运会、“一带一路”会议、矿业大会，又或者是刚刚结束的智能大会，这么多大型的会议活动均选择了天津这座城市，由此可见天津的发展潜力，也在一定程度上促进了旅宿业的发展。张总认为，作为一座城市对外交流的窗口，这种不断开放的市场环境对业内人士来讲既是机遇也是挑战，酒店仍须不断发展、提升自己的服务品质，以应对蓬勃发展的天津市场。

一个人的工作能力往往是综合能力的体现，张总在工作之余也有很多兴趣爱好。其中最喜欢的还是品尝各个国家及地区的美食美酒，并分享给自己的团队，从中激发出更多新鲜的灵感并产生新颖的创意。除此之外，他提到读书的重要性。“读万卷书，行万里路，识万般人也丰富了我工作之余的闲暇生活”。未来，他希望能有更多的时间陪伴家人。

Tailor-made Guest Experiences

A Dialogue with Hugo Zhang
General Manager, Renaissance Tianjin Lakeview Hotel & The Lakeview, Tianjin-Marriott Executive Apartments

By Bethany Marshall



Being from Tianjin himself and having a clear passion for quality customer service, Mr Zhang is more than capable of guiding his associates in giving guests that authentic local experience. He combines his 25 years experience in the business with fresh ideas to truly make his guests feel at home. Business Tianjin spoke to him to discuss future promotions, core values and the importance of being able to embrace change.

Can you tell us how you started off in the hospitality industry and what made you realize that this was the career you wanted to pursue?

I have been working in the hotel industry for almost 25 years. I joined the Sheraton Tianjin Hotel straight from university.

Everyday our hotel welcomes a variety of guests and we are constantly asking ourselves, 'how do we make each guest feel at home?' During my 25 years experience, I have always been left thinking how to meet customer requirements, how to leave them

feeling satisfied, and how to go above and beyond their expectations. It's during this time, that I have gained great satisfaction from the recognition of each guest and this realization of self-worth led me to the conclusion that this is the cause I would like to work for.

I have gained great satisfaction from the recognition of each guest



Take us through the luxurious Renaissance Tianjin Lakeview Hotel & the Lakeview, Tianjin -Marriott Executive Apartments. What would your guest experience upon entering your door right until they check out?

Renaissance brand views business travel as a rare opportunity to explore and so each stay is a different take on the traditional business experience. Upon arrival, guests are received and shown round by a member of navigator. Just by looking at its core values, 'intriguing, indigenous, independent', you can see that we deliver different experiences for different customers every time. Take our lobby lounge, for example. We have different weekly activities. Sometimes it's opera, like the Beijing Opera, and sometimes there are clay figures or local folk art to give to travelers. We are all about allowing our guests to experience authentic local culture and cuisine.

"You don't stay here, you live here." Marriott Executive Apartments are more like the guest's home. Whether it is the environment, the facilities or the service, they all contribute to allowing our guests to feel that homely warmth. When guests enter or leave the apartment, they always receive warm greetings from our colleagues at the front desk. If at any point they need any help, our guests will remember that those friendly faces are their first point of call.

Every month there are different parties and activities to allow our guests to get to know each other. For example, last month we took guests to the Great Wall, this month we will go fishing and next month, we may have a BBQ. It all depends on the season as to what activity takes place. At first,

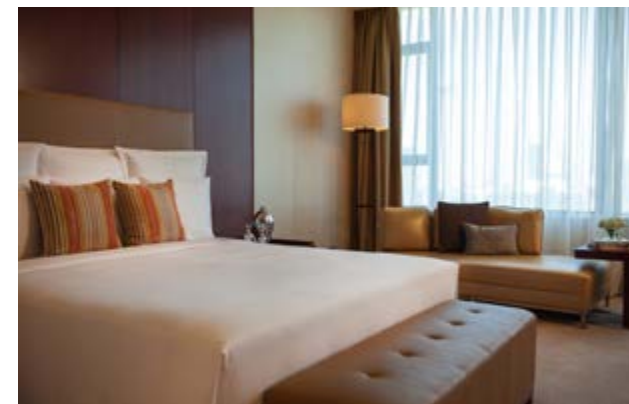


the guests just get to know each other but then they often become good friends. We are like a big family here.

Are there any special events coming up?

Yes, we are holding an event called the 'GDOD' on June 5th. That means 'Global Day of Discovery'. Every year Renaissance Hotels in more than 35 countries will participate in this annual celebration where all of our hotels around the world come together to dare travelers to make the business of travel a little less usual and discover the soul of neighborhoods around the globe.

This time we have arranged 30 guests to go to Tianjin Ancient Culture Street. We will have a "discovery" of a famous Tianjin traditional folk art "Clay Figurine Zhang" (泥人张) and make a clay figure accompanying by a teacher.



What special promotions can we find in the hotel?

Every month our restaurant has different promotional offers. At the moment, every Friday and Saturday evening we have promotions on BBQ and lobster. The lobster is 'all you can eat'. Eating as much as you can for a set price is hard to find in Tianjin. The guests love it. There is also a tomahawk* steak menu which includes a set menu for 3-4 people. You only need to pay for the price of the beef - salad, soup, and snacks are all free. We have set menus for different ages, different styles, and different prices as guests in this age are all about exploring different tastes. Not only these, but we have also prepared 2 kinds of rice dumpling gift box for the Dragon Boat Festival. One is inclusive of 8 rice dumplings and 1 bottle of wine, one is homemade rice dumpling in Zhaoqing style.



What do you consider as being your most meaningful career highlights and your proudest achievements?

There are many truly happy moments but I cannot call that as proud moments. The SPG Group and the Intercontinental Hotels Group have allowed me to share in their successes. In half a year, we met the targets for the whole year's budget. Our quality of service has been praised too, and we received a high of 12 points from the GSS (guest satisfaction survey), jumped up 14 places on TripAdvisor and even increased our ESS (employee satisfaction survey) by 6%. 'If we take good care of our associates, they'll take good care of our customers and the customers will come back.' One of our core value is 'putting people first' and we know that our guests are the foundation of the Marriott International. We never forget what we are aspiring to achieve.

Apart from TripAdvisor, where else can we find the Renaissance Tianjin Lakeview Hotel?

At Ctrip, Booking.com, Agoda and we also have our own official website. Last year, Marriott International established a joint venture with Alibaba Group named "Fliggy" to redefine the travel experience for the travelers from all around world. We must 'embrace change' in order to stay current.

What role did you play in the hotel's recent success? How do you motivate your team?



As I said before, we have 5 core values. We put people first. 'If we take good care of our associates, they'll take good care of our customers and the customers will come back,' right? So that is where the success comes from. We pursue excellence, so we go that extra mile. We embrace change. We act with integrity. We serve our world. How we do business is as important as the business we do. We have our team and they are fully supported so I think it is a joint effort. We all have the same goal.

What are your thoughts on Tianjin's growth and potential with regard to tourism? Do you think Tianjin is on its way to becoming a major player in the world hospitality circuit?

Tianjin has 600 years of history but recently the tourism industry has been developing fast. In recent years, more and more people are coming to stay in Tianjin during holidays such as Labor Day, Tomb Sweeping Festival, and even at weekends. Well-known events are also playing their part. Every two years Davos is held in Tianjin, we have had the Belt and Road Initiative, the World Intelligence Congress and just last year we saw the National Games take place here which chairman Mr Xi attended and even had a meeting in this very hotel. This hotel is fast becoming a window to the outside world and so there are bound to be many challenges that we will have to overcome.

What challenges do you think the open marketing environment will pose on the quality of service?

In the past few years, many hotels have opened in Tianjin. The habits of guests aren't the same as they were before. In such a scenario, what would be our requirements? Embrace change. For example, the hotel has been open 8 years and they already need to change the carpet in the lobby. They will also have to make changes to the floors, to the wallpaper etc. Regarding customer service, we will have to adapt and improve to provide greater associate support.

Please tell us your preferences and hobbies that you pursue during your leisure and free time.

I like to experience different food and wine. My colleagues and I often share our experiences and give each other suggestions. I also enjoy reading but I live by the proverb that knowledge comes from books, and from experience of the world. So, I do both.

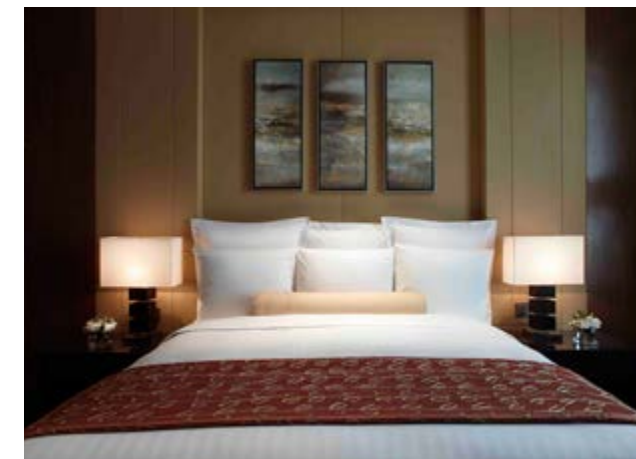
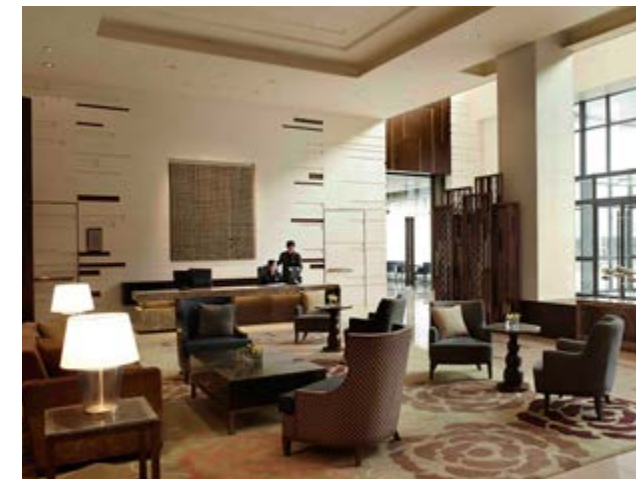
How does your experience of travelling influence your ability to cater to guests and make them feel more at home?

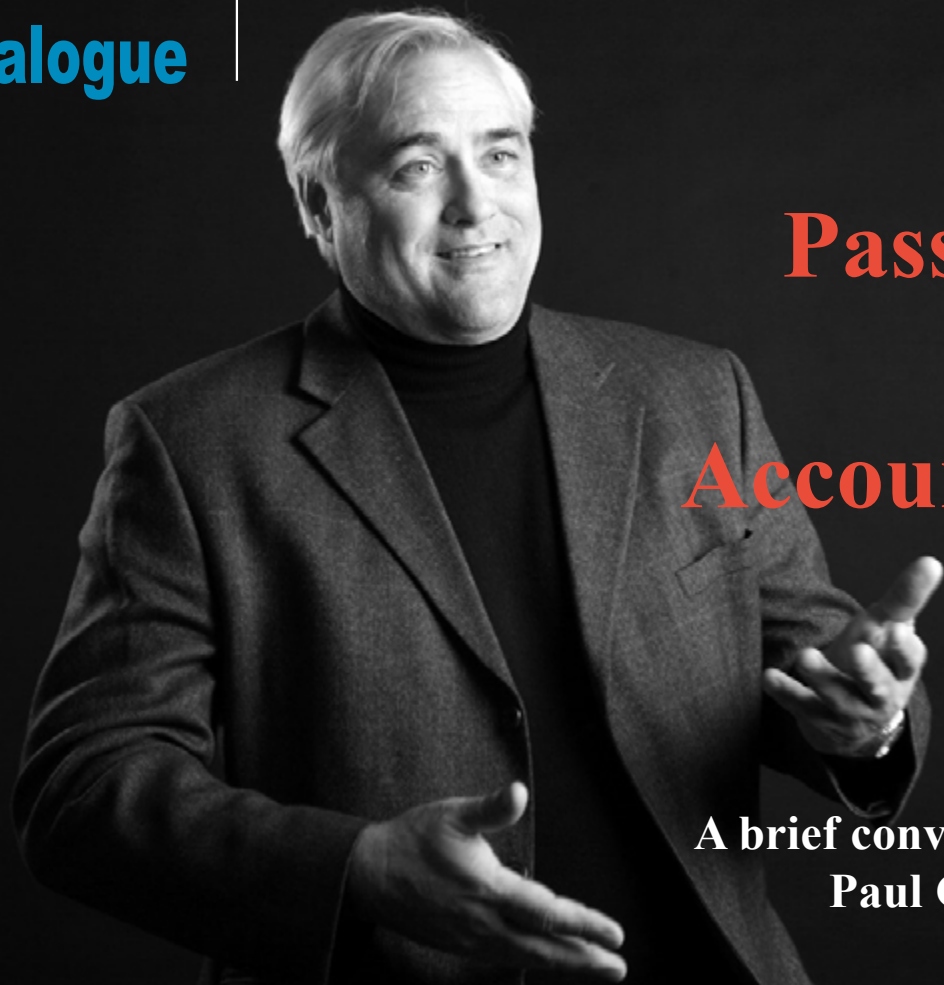
We have a saying here, it's 'show empathy.' We respect that each and every guest has their own religion. For example, those from the northwest may have a different belief and we commit to meeting each guest's requirements. Each guest experience is tailor-made.

Thank you so much for your time, Mr Zhang. We were touched by your modesty with regard to your success and how thoughtfully you cater not only to your guests, but also to your team. We look forward to hearing about events at the Renaissance Tianjin Lakeview Hotel in future, thank you! **B**

* The tomahawk steak is cut from the fore-rib with the entire rib left attached.

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Passionate About Accountancy

A brief conversation with Paul Gills, ex-PwC

如果你搜索有关“审计”、“概念股”等金融专业术语，往往会看到各大时评中引用普华永道前合伙人保罗·吉尔斯 (Paul Gills) 的评论见解。拥有多年金融业工作经验的他现任北京大学访问教授。本期我们荣幸与吉尔斯教授近距离接触，了解他在金融领域的精彩人生。

有时候，一个机缘可以改变某个人未来的人生轨迹，吉尔斯就是这样的。在报选大学专业时，他最初打算学地质学，但参加了一个会计课后，他改变了自己的想法，于是一路从会计学学士读到税务硕士。毕业时，恰逢美国 70 年代左右，当时还有 8 家大型会计事务所，经过多轮合并后成为了四个，他加入了其中最小，但最具潜力的一家——普华永道，因为这里有最好的客户资源，付费最高的合作伙伴。

在 50 岁事业有成后，保罗·吉尔斯从普华永道提前退休，而后回到神学院学习神学，并继续在会计领域深造。在这个普通人开始颐养天年的年纪，他则攻读博士学位，并于当年赢得了 EMFD 和 EQUIS 颁发的最佳博士论文奖。

吉尔斯最早被普华永道派至新加坡工作，在海外的工作时间基本占去了其职业生涯的一半。而后普华永道派遣他来到中国工作，当时是 1997 年，PwC 在中国只有 500 名员工，而今，这一规模已经超过了一万名。在北大任教期间，他主要针对 MBA 学生开设课程，不仅有中国学生，还有不少外国学生。

谈及四大会计事务所——德勤、普华永道、安永、毕马威在中国的表现，吉尔斯说这四大巨头都在中国取得了不错的成绩，表现良好。目前，普华永道仍然是中国最大的会计事务所，同时令两家国内本土事务所已攀升至第二及第三名。四巨头在跨国公司和在海外上市的中国企业中发展不错，但在本土企业方面表现不佳。更多深入见解，不妨细细阅读下文，查看我们这位会计业元老的精彩问答。

What drew you to accountancy in the first place - were you particularly business-oriented or numerate as a high school student, for example? Did you specialize in tax?

When I started college I planned to major in geology, but took an elementary accounting class and it really appealed to me. I never did take a class in geology, and accountancy became my passion. After an undergraduate degree in accounting, I did a master in tax and then joined Price Waterhouse.

Can you describe the accounting industry in the mid 1970s, when you first qualified? Which were the main firms at the time and what were their reputations/specializations? (I'm not sure when they all merged into the Big 5 etc). And how did it all work without Excel?

When I came out of school there were still eight large accounting firms that later merged and came down to five and then became four when Arthur Andersen imploded. I joined the smallest firm - Price Waterhouse that had the biggest and best clients and the highest paid partners.

Why did you go back to complete a PhD in computing in 2011? What was your PhD thesis on?

I took early retirement from PwC at age 50, one of the great perks of the firm. I played a lot of golf, got my handicap way down, but then it became boring and work-like. So I went back to school, first to seminary to study theology.

I very much enjoyed the academics and decided to get a PhD. I thought it would take too long to do a doctorate in theology so I went back to accounting. It still took the same amount of time. I did my thesis on the development of the accounting profession in China and the contribution of the Big Four. I won an award from EMFD and EQUIS for the best doctoral thesis that year.

What led you to work in Asia, and what was the time scale of you doing so? What professional and industry differences did you find in Singapore and China as compared to the US?

I was heavily recruited out of college, and narrowed it down to two choices. The United States Marines wanted to make me an officer and send me to Southeast Asia. Price Waterhouse's recruiting brochure also promised

that I could see the world, but without shooting anyone. So I joined PW and two years later was sent to Singapore. I ended up working in international tax for most part of my career and lived abroad about half of it. I was sent to China by PW because in 1997 it appeared to be the next big thing. PW had about 500 people in country when I arrived. Today they have over 10,000 so it was the next big thing.

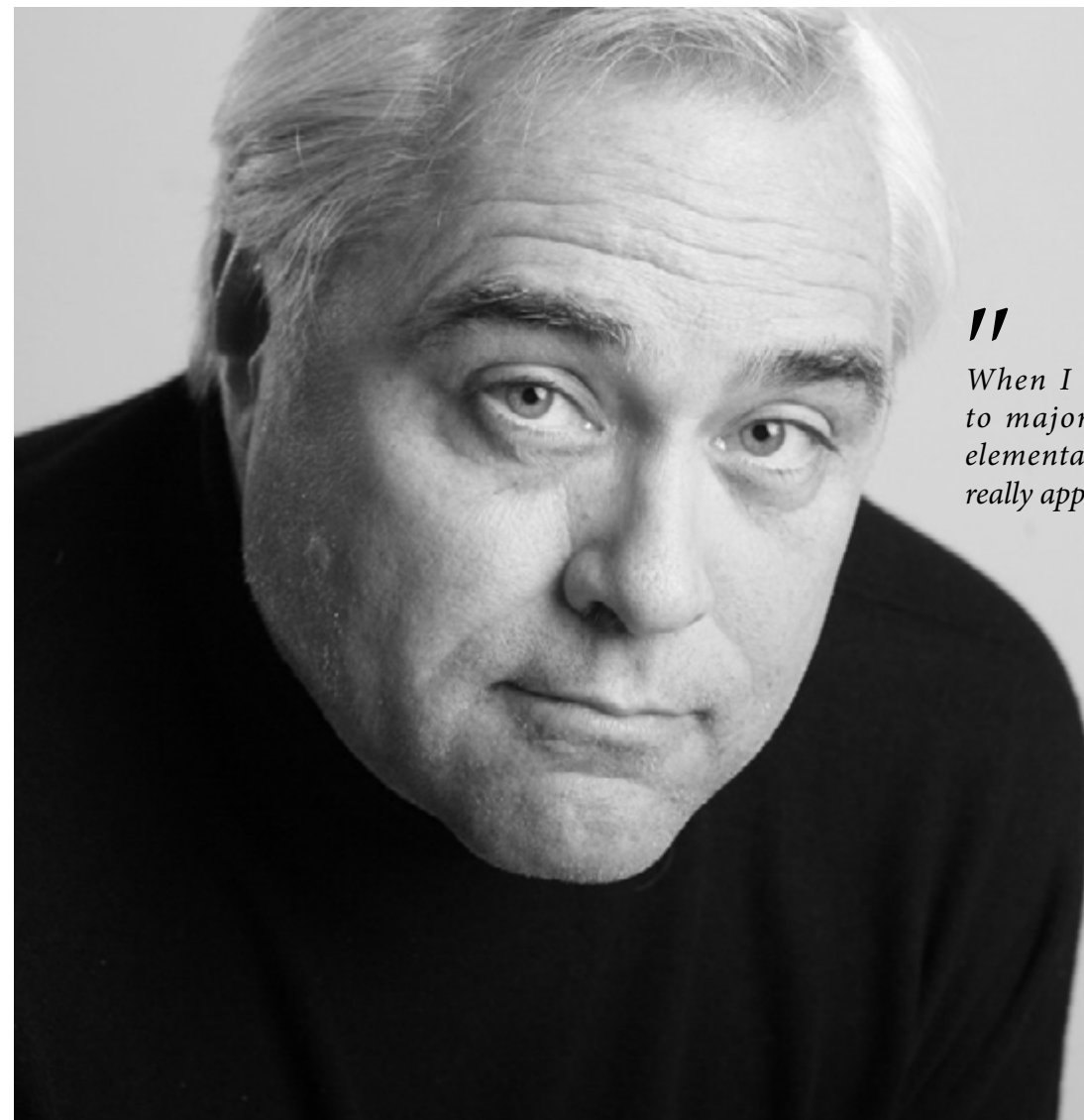
China is new to professional accounting. While China quickly adopted most international accounting and auditing standards, one of the bigger challenges has been adapting those standards to Chinese business practices.

What do you teach at Peking University? Is this relevant to Chinese or international students?

I have taught at Peking University for ten years now. Most of my classes today are for MBA students. About half the students are Chinese and the rest come from all over the world. Many foreign students study in China - some on exchange for a semester and others for their whole MBA degree.

How successful have the Big 4 been in China? Are there any domestic competitors?

The Big Four have been very successful in China, building huge practices. Local firms have been doing better in recent years. Today, PwC is still the largest accounting firm in China, but two local firms (affiliated with second tier international firms) have climbed into second and third place, with the other Big Four firms trailing. The Big Four prospered with



When I started college I planned to major in geology, but took an elementary accounting class and it really appealed to me.



multinationals and overseas listed Chinese companies, but have done poorly with listings on China's stock exchanges.

Does the partnership structure of the Big 4 let them fully localize in China? How does it work structurally or legally?

The Big Four expanded in China using joint ventures with state controlled CPA firms. A few years ago the Big Four were required to restructure into limited partnerships with local control. In practice, however, the firms tend to run China, Hong Kong, and often other Asian locations as a single practice.

Are Chinese enterprises which float in the NYSE or the NASDAQ able to cope with the rigors of the PCAOB? What are the issues for Chinese enterprises in terms of their disclosures?

Chinese companies that list in the US are usually audited by the Big Four or US CPA firms, although the only requirement is that the auditor should be registered with the PCAOB, which is the regulator of auditors of US public companies. China has blocked the PCAOB from inspecting the work of Chinese auditors (including the Big Four in China). That has weakened investor protection and has created tension between the countries. China is concerned that allowing foreign regulators to inspect the work of Chinese accountants would impinge on its national sovereignty and could also possibly reveal state secrets.

With Wanda and HNA being forced to fire-sale assets, how are their audits getting passed?

Wanda is audited by EY and HNA by PwC. A fire sale of assets does not prevent audits getting done. The auditors will assess whether the companies are going bankrupt, which

basically involves assessing whether they have enough liquidity to last another year.

Congratulations on having become a Member of the Standing Advisory Group of the PCAOB - What does this involve?

I was on the Standing Advisory Group for two years. The primary responsibility of the group is to advise on the setting of auditing standards. I was more involved in the issues related to China. I have also testified twice before the US China Security and Economic Commission about the problems with Chinese companies listed on US exchanges. **B**

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10.4

China's leading grocery retailers will be growing at double the rate of China's total grocery retail market by 2022. A forecasted growth of **10.4%** by 2022 from 5.8% overall market growth is marked due to innovations in grocery shopping.



30

Rates of mobile Internet services will be cut by at least **30%** before the end of 2018, as domestic data roaming fees will be abolished. This move is meant to speed up broadband, bring down Internet rate and achieve high-speed broadband access in both urban and rural areas.



2.9

Revenues of China's education sector is expected to grow from ¥1.64 Trillion in 2015 to **¥2.9 Trillion** in 2020, according to Deloitte. Because of the high-demand for English language curriculums, private school operators observed the rise of its enrollees to almost 150 percent in the past decade.



70

The Chinese online career platform Zhaopin presented the results of its nationwide survey with over 50,800 white-collar participants. As reported, **70%** of the respondents have already started moves to get into better job opportunities after the Chinese New Year Holiday. 56.7% have already updated their resumes and actively looking for new jobs.



82

82% of Premium beauty brands such as LVMH and Estée Lauder now have an official store on Alibaba's Tmall which is China's largest B2C e-commerce platform. The rate is up from 55% in 2015. Tmall adoption rate has been 97% since 2015.



4

There are more than **4 million** new cancer patients in China or close to 12,000 diagnosed per day. While China still relies on chemotherapy as its primary cancer treatment, the country is moving further ahead on biotech, hosting 116 global trials of chimeric antigen receptor T cell (CAR-T) immune treatment.



59

Starting May 1st, 2018, citizens from **59** countries can enter Hainan province visa-free for a month as it is building its tourism industry. Big groups can be accommodated at its international hotel-conference center resorts.



80

Didi, a Beijing-based start-up currently holds more than **80%** of China's ride-sharing market which is expected to reach ¥380 Billion by the end of the year. Now without Uber as its main competitor, Didi is focusing on profitability by dialing back passenger subsidies.



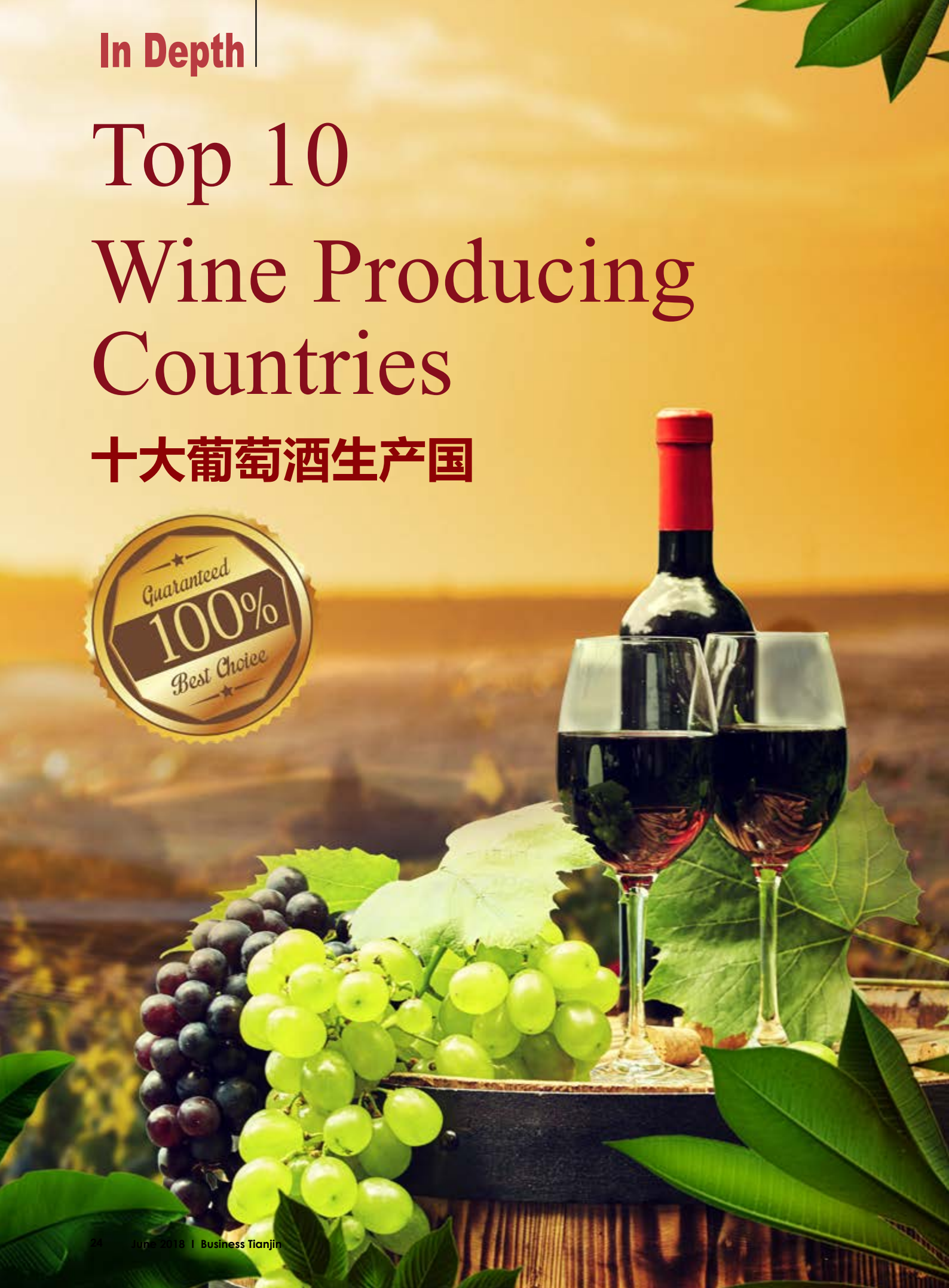
703

There are **703** ski resorts in China, a number which grew by 8.82% as compared to 2016. Most of these resorts are located in the northeastern region, with the province of Heilongjiang having the most at 124.



Top 10 Wine Producing Countries

十大葡萄酒生产国



了解市场经济学的朋友一定听说过帕雷托法则，它告诉我们，80% 的销售都来源于 20% 的顾客。这大概和 10% 的美国人拥有 90% 的财富一个意思。用于葡萄酒产地，这一理论也可以完美契合——百分之八十的葡萄酒都来源于以下几个国家和地区：意大利、法国、西班牙、美国、澳大利亚、阿根廷、中国、南非、智利、德国、葡萄牙、俄罗斯、罗马尼亚、巴西、匈牙利。

我们都知道法国以葡萄酒闻名世界，但是殊不知意大利才是世界第一大葡萄酒出口国。意大利以其葡萄酒的高产量闻名于世，而且葡萄酒种类繁多，超过 2,400 种。与法国原产地命名保护制度（AOP）类似，意大利也有自己的葡萄酒分级体系，对产地、品种、种植方法和酿造方法等方面作出了要求。巴罗洛 (Barolo) 被称为意大利葡萄酒之王，产自于意大利西北部的皮埃蒙特 (Piemonte) 产区。巴巴莱斯科 (Barbaresco) 与巴罗洛 (Barolo) 是兄弟产区，其葡萄品种也是内比奥罗 (Nebbiolo)，较为细致高雅。1981 年 Barolo 和 Barbaresco 成为全意大利最早的 DOCG 级葡萄酒法定产区。

法国是世界著名的葡萄酒产地，其生产葡萄酒的历史悠久。法国最古老的超一级酒庄是吕萨吕斯酒庄。法国法律将法国葡萄酒分为 4 级：法定产区葡萄酒、优良地区餐酒、地区餐酒、日常餐酒。其中，法定产区葡萄酒占全部产量的 35%，优良地区餐酒占 22%，地区餐酒为 15%，日常餐酒为 38%。法国葡萄酒之所以最好，是因为法国在葡萄品种、气候、土壤、湿度、葡萄园管理和酿酒技术上述决定葡萄酒好坏的 6 大因素上具备天赐优厚的条件。

中国有着广阔的适合生产酿酒葡萄的区域，气候条件也较为合适，即使在新疆吐鲁番高至 45 度的高温中，或通化低至 -40 度的低温中，也能种植出绝佳的葡萄。据记载，真正可查的关于中国葡萄酒的文字记载是在汉武帝时期——张骞出使西域归来的时候，我国的葡萄种植与酿造业已经开始了规模性发展，但是随着汉朝的衰败，葡萄酒产业也衰落了一段时间，直到魏晋南北朝时期，才又逐渐发展起来。唐朝是葡萄酒的成熟时期，唐太宗李世民曾写过一首诗，赞赏魏征的葡萄酒酿造技艺；之后，葡萄酒经过了宋朝和元朝的发展，达到了鼎盛时期。目前根据国际葡萄与葡萄酒组织的最新数据显示，我国的葡萄种植总面积在 2000 年至 2011 年间，几乎增长了一倍，该数据同样证明了，自世纪之交以来，我国已成为全球第六大葡萄酒生产国。

By Morgan Brady

As with many other phenomena, wine production in the world is subject to the power law, or in other words, the Pareto principle. Only 10 countries produce 80% of the wine supplied around the world. Italy, France, and Spain are the leading countries in terms of total production, in respective order. But the picture would be different if the vineyard acreage was considered, as Spain would top the list instead of Italy.



No. 1 ITALY

According to 2016 statistics, Italy topped the list of global wine producers with production of 48.4 million hectoliters produced (or 50.9 million hectoliters according to other estimates). On an average, Italy contributes to a third of global production per year. It contains the oldest wine producing regions in the world and produces a rich variety of wines. Quality of Italian wine kept the demand for it soaring even during the times when production was at its lowest. Barolo and Barbaresco are amongst the most desired brands of Italian wine.



No. 2 FRANCE

France's wine production was also affected due to high temperatures, as it dropped from 45.2 mhl in 2016 to 36.7 in mhl. The country is famous for its many wine regions such as Bordeaux, Beaujolais, Burgundy, and Alsace. However, wine is produced all over the country. France is known for its high grade red and white wines, not to mention the sparkling wine, Champagne.



No. 3 SPAIN

With more than 1.7 million hectares of planted land, Spain is among the top wine producing countries in the world. Quality of Spanish wine has improved significantly with time, as it moved from commercial wine production to a more sophisticated quality of wine, such as the one produced in regions like Priorat, Montsant, and Mallorca. Still, wine lovers can choose from among different levels of quality as there is a wide variety of brands by different producers, such as Valdemar Inspiración Valdemar Maturana Tinta, Torres Mas La Plana, and Compañía de Vinos Telmo Rodríguez Altos de Lanzaga.



No. 5 AUSTRALIA

Australia is among the world's top ten producers, albeit that its production is less than its rivals, averaging around 12 million hectoliters per year. This, however, does not say much about the wide variety of wines there, produced by both established and new producers. Henschke Shiraz Eden Valley Hill of Grace Vineyard 2012 is considered the top vineyard wine produced in Australia, although there are other equally important brands, such as Sami-Odi, and Yarra-Vally.



No. 4 THE UNITED STATES

The United States ranks fourth on the list. The country is known for its very ancient history of producing wine, going back more than 300 years. Wine production in the US has remained steady over the last years, averaging around 22-23 million hectoliters. Previously, only a few states were famous for producing wine, namely California, Washington, Oregon, and New York. But today, there are vineyards in just about every state, although the old ones still maintain some lead over the others. Among the famous brands are Beringer California Cabernet Sauvignon, Morgan Metallico Chardonnay, and A to Z Oregon Pinot Gris 2013.



No. 6 ARGENTINA

In recent years, Argentina has been rising as one of the major global exporters of wine. On an average, the country produces about 13 million hectoliters, albeit that its production declined in 2016 and 2017. The main wine producing regions in the country include Mendoza, Salta, Neuquén, Río Negro, Catamarca, La Rioja and San Juan. And the top grape is Malbec. Cabernet Sauvignon, Merlot, Bonarda, are other high quality brands of red wine.



No. 7 CHINA

As consumption in China grew, so did wine imports to the country, which attracted attention and encouraged local production, thus increasing the country's production and helping it to rise in the global wine market. The main wine regions are Shandong province, Hebei Province, Beijing, Tianjin, and Shanxi province. And the average annual production of the country is 11 million hectoliters.



No. 9 CHILE

Wine production in Chile goes way back in time, as the Spanish and the French had brought their variety of wines into the country a few decades ago. Today, the country produces around 10 million hectoliters per year. Famous brands include Cabernet Sauvignon, Chardonnay, Carménère, and Pinot Noir.



No. 8 SOUTH AFRICA

Wine production in South Africa goes back four centuries. However, it is still considered as a newcomer to the wine market given its way of labeling the bottles. Due to the country's hot climate, the grapes ripe fully and produce high alcohol wines. Production is mostly concentrated in the southwestern part of the country which is called the Western Cape. Among the famous wines are Sauvignon Blanc, Chenin Blanc, and Pinotage.



No. 10 GERMANY

The European country produces around 9 million hectoliters annually and is ranked tenth in terms of global production. Among the top brands are Riesling 'La Roche' 2013, Spätburgunder Blanc de Noir 2014, and Grauburgunder 2014. Due to the German climate, German wine has a distinct light and lively taste that is different from other wines. Among the most famous regions are Ahr, Franken, and Hessische Bergstraße. **[3]**

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Great Ideas You Can Steal

From One Of The Richest People In The World

By Fanny Bates



A philanthropist, great entrepreneur and a man who is regarded as being one of the best financial investors of all times once said that it's not necessary to do extraordinary things to achieve extraordinary results. That man, the third richest man in the world, has a lot to offer when it comes to business ideas and strategies. Leading an austere and calm life, he has earned so much money that he could buy an entire country. But despite being so rich, he continues to live in the same house he bought 50 years ago for 31,500 dollars. For some people, he is a true genius and a man who spent 15 years securing the podium of richest people. So here are some of the best business strategies you can steal from him and apply to your own entrepreneurial goals and desires.

沃伦·巴菲特对我们的启示

“股神”、“全球最会赚钱富翁”，这些与财富挂钩的头衔自然归属于我们都熟知的世界富豪沃伦·巴菲特。巴菲特的成功并非“空穴来风”，这和他的家庭教育息息相关。

巴菲特 6 岁时就以 4.6 美分的价格购买可口可乐瓶，然后再用 10 美分的价格倒卖出去，同时还骑着自行车在社区送报纸，这也是纸媒兴盛年代很多美国人童年的共同经历，是家长培养孩子财商的第一步。他送报纸并不是因为家穷，从开小卖部的爷爷辈开始，他家就算是殷实的中产阶级。10 岁时的巴菲特就对股票非常着迷。在他父亲的办公室里，巴菲特经常目不转睛地盯着那些放在镀金专柜里的股票和债券单据，一看就是好长时间。巴菲特小的时候对自己做什么事情都充满信心。他在 11 岁时买入了希戈石油公司前身的 3 股优先股，每股买入价 38 美元。结果该股跌了 30%，巴菲特在涨回 40 美元时匆忙卖掉了。几个月后，这家公司的股票涨至 200 美元，巴菲特首次试水“折戟”可能是触发他学习价值投资的契机。长到十几岁小巴菲特，每个月的收入已经达到了 175 美元，比当时大多数的成人都多。

后来，哈佛大学拒绝了他的入学申请，但自从怀揣 9800 美元上哥伦比亚大学以来，每年他的资金增长率都超过 61%。26 岁时，他就创办了自己的投资公司，实现了财富自由。如果按照 2007 年的汇率，以及中国的经济水平，26 岁的巴菲特已经是千万富翁。

据福布斯统计，巴菲特目前的个人净财富约为 846 亿美元，在亚马逊 CEO 贝索斯和比尔·盖茨之后，位列全球首富榜第三位。但巴菲特在 50 岁以后才成为亿万富翁，99% 的净身家都是 50 岁以后挣得。

一个人一生如果想要获得过人的成就，注定与读书和终生学习形影不离。这个品质在巴菲特身上体现到了极致。巴菲特一生致力于学习和研究股票投资，在专注学习这一件事情上他极为专注。他从小就开始阅读和学习所有与股票投资相关的书籍。在他读遍了父亲所有的收藏后，他来到了哥伦比亚大学的图书馆，在书本的海洋里求知若渴的阅读。而终生读书和学习，更是巴菲特坚持了一生的习惯和信仰。

1. IT'S NEVER TOO EARLY TO START

He made his first investment when he was only six years old, by reselling Coca-Cola bottles for 10 cents while buying them for 4.6 cents. At that time, he couldn't even imagine that forty years later he would have a total empire under his feet. But he always had so much confidence in what he was doing. While his friends were playing and dreaming of becoming Hollywood actors one day, he was buying his first stock for 98, when he was only eleven. Later on, he even stated that he regrets having started so late. When he was a teenager, he was already raking about \$175 a month, which was more than most adults. When he was 26, he launched his own investment company, and the empire was born.

2. TIME IS A VALUABLE RESOURCE

Bill Gates once stated that the most important lesson about time spending was what he actually learned from this entrepreneur. "A day has only 24 hours. He is aware of this. He does not allow his schedule to be filled with meaningless meetings", said Gates. His desk is filled with books and he spends 80% of his day reading. His distance from technology and using a flip phone rather than a smartphone gives him time to go through every financial idea and problem. We all love the immediacy and want results without having to wait for them. But in business, things don't function like this. Some ideas just take time to implement, and no matter how fast we bring them into play, they just need time to earn wings. By learning to respect our time and the time needed to put into action a business idea, we can avoid making errors that can stagger our business strategies. This financial mogul appreciates his time so much that he even auctions a "power lunch", so people can bid to have lunch with him and listen to his useful and productive advice.

The most recent winner of this power lunch paid \$2,345,678!

3. THE PRICE IS WHAT YOU PAY, BUT THE VALUE IS WHAT YOU GET

When he was 35, he bought a textile company on the brink of bankruptcy and succeeded in transforming it into a profitable company with 270,000 employees. For some reason, people intend to pay much attention to price, rather than value. He saw a great opportunity and grabbed it, by not paying attention to how much this company cost. If you work hard and are dedicated to producing a valuable brand or service, people will acquire it, without price being the main factor in their decision whether or not to buy it. To implement this golden rule, highlight the value, not the price.

4. GAMES ARE WON BY PEOPLE WHO FOCUS ON WHERE THEY PLAY ON THE FIELD, NOT THE SCOREBOARD

This is one of the most important lessons you can learn from a man who started his financial career as a

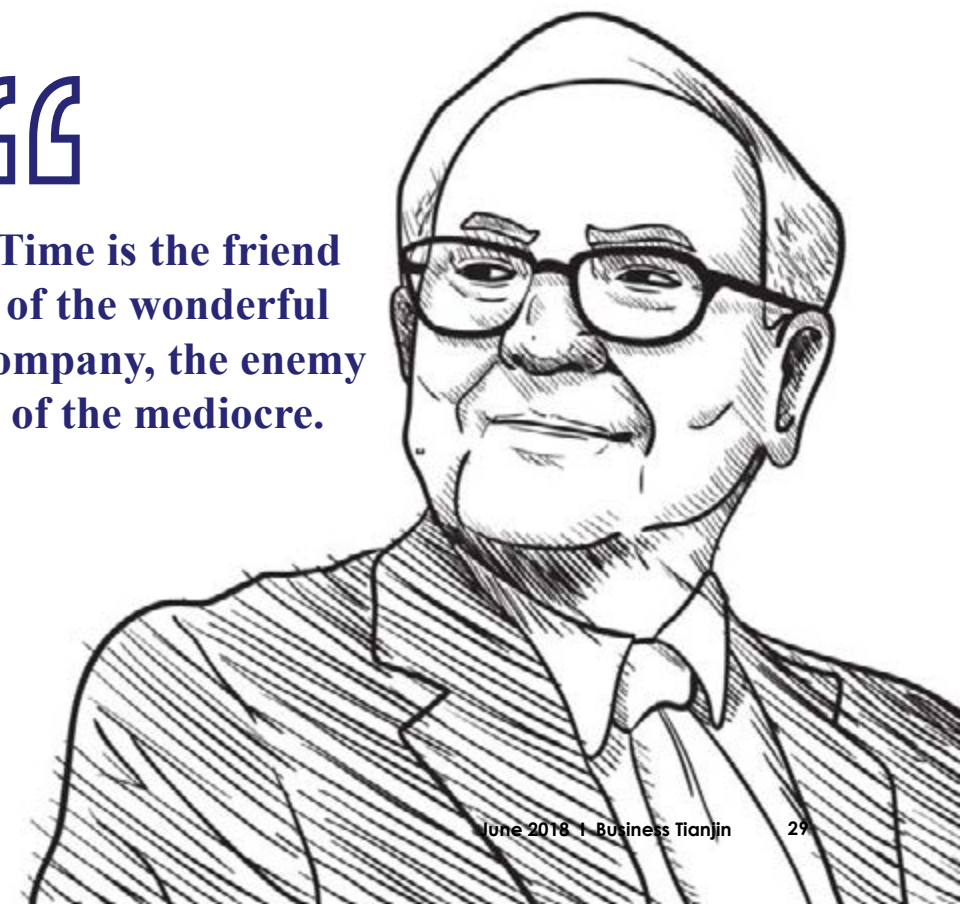
teenager. Capitalize your knowledge and apply it to the things you do well, and avoid the risk of being overworked in a bad business. You do not have to be an expert at everything, but you have to know what you are good at and do not go out of that area. If your current strategy doesn't bear fruit, focus on long-term strategies. Implement day to day actions. The result that matters is the final championship, the final goal, and not that one game that you seem to be losing right now.

If you haven't already guessed who this businessman is, this is the life story of Warren Buffett, the chairman and CEO of Berkshire Hathaway, the third richest person in the world and one of the best financial advisors of all times. **B**

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Time is the friend of the wonderful company, the enemy of the mediocre.



Emerging As the Largest AI Player in the World

商汤科技——全球最大的 AI “玩家”

By Morgan Brady

如果这样向你介绍：SenseTime（商汤科技）是一家致力于引领人工智能核心“深度学习”的技术突破，构建人工智能、大数据分析行业解决方案的科技创新公司。你可能会一脸迷茫地耸肩：这跟我有什么关系？那我们换个说法：如果你使用过美国、Faceu、小咖秀等一些美颜 APP 里可爱的面部特效，用过小米手机的人脸分类相册、在中国移动、京东钱包、招商银行等平台使用过人脸扫描功能进行过身份验证，那么实际上你已经是商汤的用户了——在这些应用背后，商汤默默提供算法支持。2017 年 7 月，商汤宣布完成 4.1 亿美元 B 轮融资，创下公开报道中全球人工智能领域单轮融资最高纪录。商汤用亿级的用户体量和百亿级人民币估值，再次证明人工智能的商业化应用“钱途无量”。

商汤强大的技术，已经吸引了包括云南省公安厅、广州市某公安局、国家卫星气象中心、国家测绘地理信息局卫星测绘应用中心、海航集、Oppo 手机、vivo 手机、奇酷科技、微博、分众金融、苏宁等大型单位及企业成为了他们的用户。除了上述客户，商汤还在智慧安防领域布局，与东方网力、公安三所等合作，屡屡破获重大案件。

商汤基于自主研发的深度学习平台，输出全套人工智能视觉技术，包括成像处理、感知、识别，服务于金融、平安城市、机器人、无人驾驶等多个行业。在传统金融及互联网方面，商汤科技则推出了基于人脸识别的远程身份验证云服务，通过获取人脸照片（现场或远程）和证件照片上传至云

端进行人证比对，用于判别是否为同一人。因安全需要，商汤科技的活体认证可通过设备端不断抵御和过滤身份认证云平台攻击，以确认用户是否被假冒。票据识别系统解决方案可帮助商场、电商识别消费者的重要消费信息。如客户不希望数据存在其他公司的云中，商汤会提供无线解决方案，将云服务器交给客户。商汤公司高层在分享中介绍，深度学习主要要做到四点：1、首先要有优秀的网络设计，调参师；2、大量的应用场景数据，就好比炼丹所需要的大量原材料；3、大规模集群训练平台，相当于深度学习的“炼丹炉”；4、优秀的应用端性能优化能力——应用平台，能够消化并提升深度学习成果。商汤的产品也用实力向我们证明了其深度学习的成功和领先地位。

China's objective is to move from a manufacturing economy to an economy where technology is among the leading sectors, if not the leading one. And the country seems to be well on its way to achieving this goal. Currently, the leading technology sector is artificial intelligence (AI), which is enabling machines to learn on their own and perform more and more sophisticated tasks. Chinese companies are showing great potential in this area, particularly SenseTime, an AI unicorn, which is emerging at the top as one of the most prominent ones.



SENSETIME WINS BIG IN ITS FUNDING ROUNDS

SenseTime was founded in 2014 by a professor named Tang Xiaoou at the Chinese University in Hong Kong, and his team of scientists and engineers. Recently it has become the highest valued AI Company in the world. Last April, the company secured \$600 million in funding, whereas last year it secured \$410 million. The most recent fundraising round estimated the value of the company to be at \$4.5 billion. Among the investors are the technology giant Alibaba (which can support SenseTime with its cloud services), the Singaporean state investment firm Temasek Holdings, and retailer sunning.com.

SENSETIME'S RISE TO THE TOP

SenseTime specializes in analyzing both faces and images, and works in the surveillance arena. Its surveillance software is used in more than 100 billion mobile devices made in China and its system is regarded as being the world's biggest surveillance system. The company also provides other technologies such as autonomous

The combination of strong hardware and software enables the company to maintain its leadership in the AI sector

driving, text recognition, medical image recognition, remote sensing, and video analysis. In its three years of operation, it managed to attract major clients from the public and private sectors such as the Chinese ministry of public security, China Mobile, HNA group, Nvidia, Honda, UnionPay, and Huawei technologies. Globally it has a large base of around 400 customers.

The company's role is vital in achieving Beijing's strategy of becoming a leader in AI by the year 2030. It now has offices in Beijing, Shenzhen, Shanghai, Hangzhou, Chengdu, Kyoto and Tokyo, whereas its headquarters are located in Hong Kong.

Back in 2017, the company had plans to conduct an IPO and open a research and development center in the United States. The IPO still has not taken place yet, and the firm is not in a hurry, given the amount of funding it has received in both rounds and its appeal to investors. Earlier in 2017, the company had signed an agreement with U.S. Chip manufacturer to make AI-enhanced chips.

PARROT: THE DEEP LEARNING PLATFORM

SenseTime has its own deep learning platform called Parrot. It supports industries in leveraging deep learning by supporting wide-scale networks, mega data studies, and complex applications. This platform is supported by a supercomputing center that significantly increases the efficiency of R&D in AI by reducing costs and supporting intensive research in algorithms. The combination of strong hardware and software enables the company to maintain its leadership in the AI sector. AI technology provided by SenseTime is used by different industries such as financial services, healthcare industry, education, retail, and smart phone.

SENSETIME IS OUTPERFORMING ITS RIVALS

Companies like Google and Facebook, have technologies that are similar to SenseTime. However, the Chinese AI leader outperforms the two in terms of revenue, number of clients, and business domains. In terms of Chinese companies, SenseTime has also become larger than giants like Baidu, Alibaba, and Tencent holdings, even though they are all developing facial recognition technology. China has many AI specialized companies,

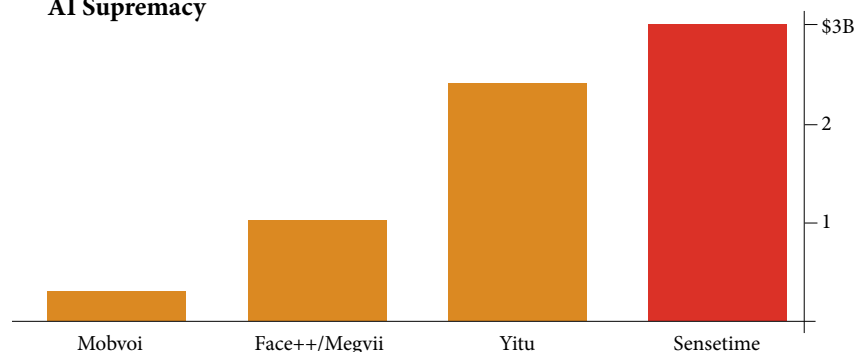
such as Mobvoi, Face++/Megvii, and Yitu, but SenseTime remains the biggest in terms of valuation.

The company's performance since its inception has been nothing short of outstanding, with a rate of growth in revenue at 400% per year. The company's payback period ended in 2017 when it turned profitable. It currently plans to increase its headcount to around 2000 by the end of this year (2018) from around 1300 employees. Other plans include building five supercomputers in many cities to support its services.

CHINA'S PLAN TO BECOME A GLOBAL LEADER IN THE AI SECTOR

Last year, the Ministry of Industry and Information Technology announced its plans to develop the AI sector in a document that it published. The overarching goal was to increase manufacturing efficiency by 10% by the year 2020. The Chinese government hopes that developments in AI will enable machines and robots to handle different types of tasks such as helping disabled

AI Supremacy



people, reading X-ray images, and making manufacturing eco-friendlier, ultimately leading to wide-spreading benefits that penetrate into all aspects of economic activity.

Companies like SenseTime and other companies working in the sector are major players in this plan and are likely to receive support from the government along the way.

CONCLUSION

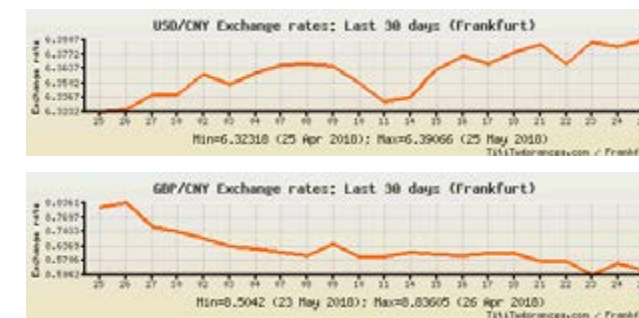
China is poised to become a world leader in the AI sector. The biggest companies in this sector are performing well and are faring better than their foreign counterparts. SenseTime has become the largest

player in the sector and it is currently building the required infrastructure to support the government's vision for the year 2020. There is no shortage of investors who are willing to hold a stake at a thriving company, and the company is definitely promising in terms of revenue and future growth. **B**

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SenseTime Co-Founder Xu Chiheng demonstrates surveillance software of his company on a laptop



Starbucks Aims To Increase Stores & Revenue in China Over 5 Years



Starbucks coffee with whipped cream

Starbucks Corporation has aimed to more than triple its revenue and almost double its number of stores in China over the next five years. The company announced plans to build 600 new stores annually over the next five years in China to double the number of existing stores to 6,000 spread over 230 cities. Starbucks at present operates about 3,300 stores in 141 cities in China and employs 45,000 employees. It is opening new stores every 15 hours. Over the next five years, Starbucks ready-to-drink business in China is expected to expand to more than 400 major Chinese cities across more than 125,000 points of distribution in partnership with Tingyi, a leader in China's ready-to-drink beverage category.

Source: China Daily

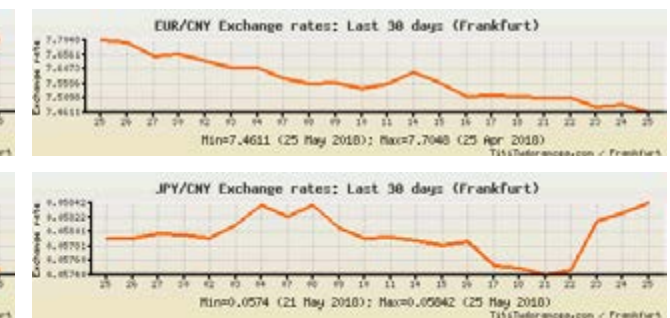
Hangzhou to Build More EV Charging Infrastructure



A technician from State Grid Shanghai Municipal Electric Power Co inspects the charging piles, or power ports, in a parking lot before they are put into operation

The East China city of Hangzhou plans to build 50 public battery swap stations and 3,000 charging piles by 2020 to speed up adoption of new energy vehicles (NEVs). By 2020, residents in the city will be able to find electric vehicle charging facilities within a radius of less than one kilometer. Currently, Hangzhou has charging networks with a service radius of 2 km in main urban areas and 900 meters in core urban areas. Hangzhou was one of the first Chinese cities to promote the use of NEVs. Annually, electric vehicles help reduce 15,000 tonnes of fuel consumption and 34,000 tonnes of carbon dioxide emissions in the city.

Source: China Daily



Chinese Tech Giant on Brink of Collapse in New U.S. Cold War



ZTE's logo on a building in Shanghai

ZTE had ceased "major operating activities" after the Trump administration banned the company last month from using components made in the United States. One of China's most internationally successful technology suppliers, with about \$17 billion in annual revenue, ZTE is facing a death sentence. The Commerce Department has blocked its access to American-made components until 2025, saying the company failed to punish employees who had violated trade controls against Iran and North Korea. The company has 75,000 employees and does business in more than 160 countries. It is the No. 4 smartphone vendor in the United States. And its telecommunications gear supports the digital backbone of a great swath of the developing world.

Source: The New York Times

DiDi Tightens Ride-Sharing Services Regulations after Passenger Killing



People are using DiDi App

Chinese leading on-demand mobility platform Didi Chuxing announced a new string of regulations to enhance passenger safety after the death of a passenger. The company has made it compulsory for drivers of its key ride-sharing services to pass a facial recognition test when they start service each day. For its Hitch service, all personalized tags and ratings features, which were designed to increase social networking, will be taken down. Meanwhile, the service will be suspended for night trips between 10:00 p.m. and 6:00 a.m. The DiDi Hitch service was suspended on May 12th for a safety overhaul after a female flight assistant was killed on May 6th by a DiDi Hitch driver, which aroused public concerns over the safety of ride-sharing services.

Source: Xinhua

China 12: China's cities go global

中国 12 强：全球格局下的中国城市

By Lesley Chai, Assistant Manager, JLL Research

在过去的十多年中，仲量联行（JLL）持续关注着我国各大城市的房地产市场发展趋势，并基于自身专业知识为大众提供了一系列的相关报告。今年四月，仲量联行发布了中国城市系列研究的最新报告《中国 12 强：全球格局下的中国城市》，这也是该系列的第五份报告，重点分析了中国大陆领先城市的未来竞争力。此次，仲量联行不仅考量了城市规模、财富、经济增长率和连通性等“传统”指标，还独具创新地加入了城市“未来竞争力”的评估指标，其中包括人才、创新、宜居性和房地产市场透明度等在内的多项类别。

在这 12 个城市中，北京和上海在“传统”和“未来竞争力”指标上都占据主导地位，是全球城市挑战者。二者凭借庞大的规模及高度集中的财富，在众多排名中都占据榜首。北京在教育、创新和“新一代”企业方面的表现优于上海，而上海则在其优越的宜居性、环境、与周边城市的融合度以及高度活跃的商业服务行业方面表现优异。北京和上海在未来五年内将跻身全球最具影响力的全球城市。

深圳和广州作为中国大陆的“创业型城市”，在中国的 12 个重点城市中同样举足轻重。这两个城市在生活质量、连通性和人才储备等领域都展现出强劲实力，广州在传统指标上成绩突出，而有着“中国硅谷”之称的深圳在创新创业方面吸引了大量国内顶尖人才，这不仅大力推动了深圳的发展，更使这个城市在多项衡量指标上迎头追赶北京和上海，实力可观。

报告中上榜的其余八个城市为杭州、南京、苏州、武汉、天津、成都、重庆和西安。其中前四个城市被归类为中国的“驱动型城市”，它们与全球制造业和产业发展有着紧密的联系。后四个城市——天津、成都、重庆和西安都是富有活力的区域龙头经济体和经济增长源。这些城市在传统指标上表现很好，但随着中国的经济模式不断向价值链上游移动，这些城市需要通过培养和留住人才、培育“新一代”企业等举措来增强其未来竞争力，从而实现更长期的发展。

天津市政府已经通过开放的户口政策来吸引人才落户天津地区。与此同时，不断完善的基础设施也在改变着这座城市的面貌，新开通地铁线路、公路方便了市民生活。教育方面也与国际接轨，天津茱莉亚音乐学院的建设以及国际学校的入驻与发展更吸引了外国优秀人才来津发展。在环境保护方面，政府已关停 9,081 家对水源与空气造成严重污染的工厂，并在 2017 年改造、搬迁了数千家工厂以减少污染。天津正在从各个方面为提升城市竞争力积极做准备，相信在未来的报告中，我们可以看到天津城市发展的新成果与新面貌。

For over a decade, JLL has tracked the evolution of China's cities and market trends in the real estate market. We published a series of reports, China 30 in 2007, China 40 in 2009, China 50 in 2012 and China 60 in 2015. Each of these reports was to help our clients understand with increasing depth the broad mix of cities and economies in China. Since the release of JLL's China 60: from fast growth to smart growth, China's economy and society have continued to develop and the country has entered a “new era” of innovation, internationalisation. China's cities are looking outwards in greater numbers and are gradually standing on the world stage. JLL has identified 12 mainland cities in its new report China 12 that are at the forefront of this movement.

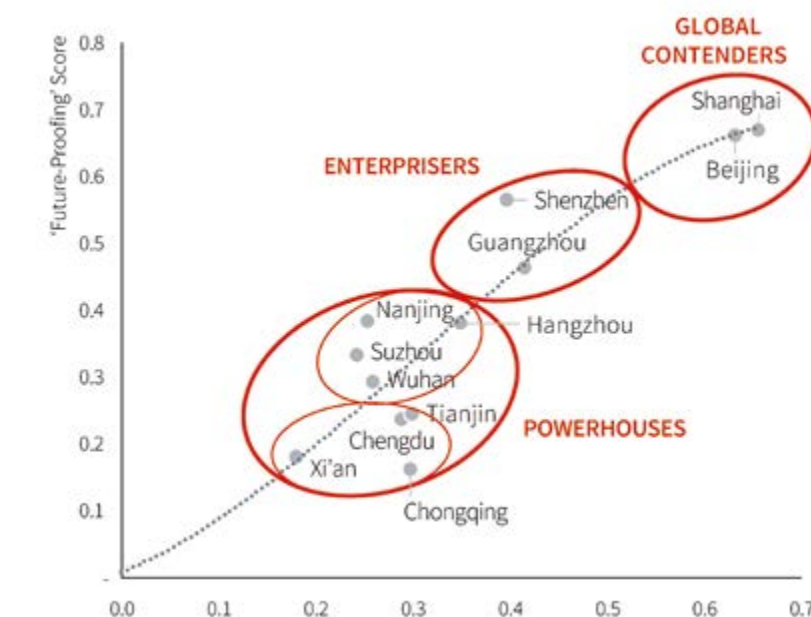
China's cities have shifted towards a new development model, transforming to a more sustainable and better-suited way to growth in a globalised economy instead of only depending on high levels of investment and fast growth.

- China's ‘Global Contenders’ – Shanghai and Beijing – unsurprisingly stand out among the China 12 on key future-proofing metrics. This duo is on track to join the elite group of the world's most globally connected and powerful cities within the next five years. A further boost to their innovation capabilities, a deepening of their talent pools and improvements in environmental quality will help them make the next step up.

- Shenzhen is one of the key China 12 cities to watch. While Shanghai and Beijing remain ahead of the pack, Shenzhen is catching up and scores well on its ‘future-proofing’ credentials. Its ‘Enterpriser’ economy is attracting talented domestic migrants and Shenzhen's track record of developing innovative corporates is driving the city forward.

- Fellow ‘Enterpriser’ city Guangzhou does well in both ‘traditional’ and ‘future-proofing’ measures and is prioritising R&D, biotech and IT, as well as financial services and advanced manufacturing, which will provide momentum going forward.

- Among the next set of ‘Powerhouse’ China 12 cities, Hangzhou, Nanjing, Suzhou and Wuhan are the most prominent. Benefiting from enhanced connectivity and rapidly developing business ecosystems, they



Source: China 12, JLL, 2018

are forming (with Shanghai) a truly global mega-cluster of innovation along the Yangtze River corridor.

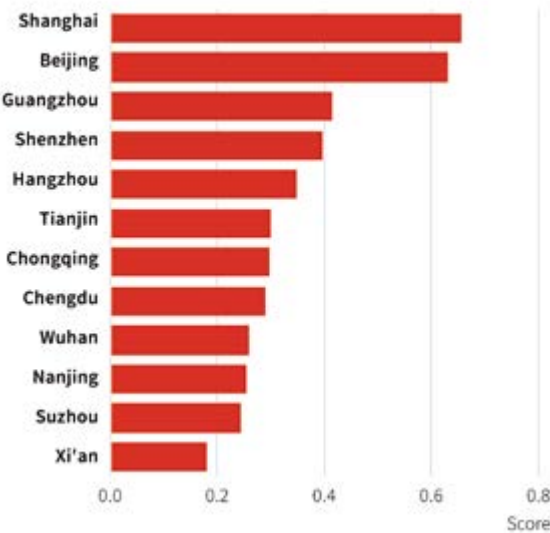
- The remaining China 12 cities – Tianjin, Chengdu, Chongqing and Xi'an – are highly dynamic ‘Powerhouse’ economies and impressive engines of growth. They score well on ‘traditional’ measures of performance, but they will need to reposition themselves as China moves up the value chain, by cultivating and retaining talent, attracting entrepreneurs, battling pollution and supporting ‘next generation’ companies.

Looking specifically at Tianjin, we found the city continued performing well in ‘traditional’ metrics, including total GDP, retail sales and population. Tianjin's GDP stood at RMB 1.86 trillion, ranking No.6 after Shanghai, Beijing, Guangzhou, Shenzhen

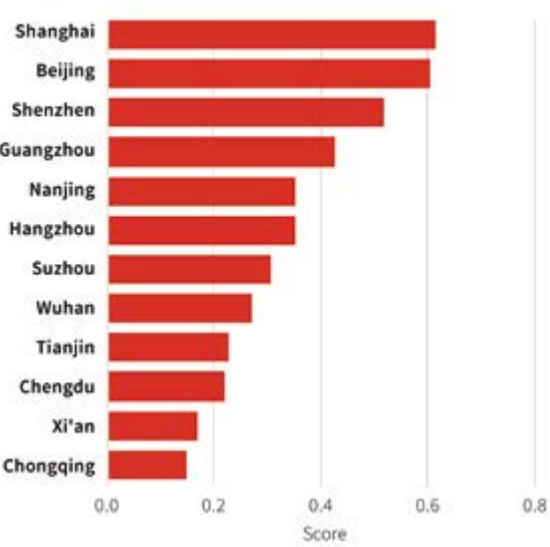
and Chongqing. The permanent population reached 15.62 million in 2016, which could largely support Tianjin's consumption and total retail sales. As a traditional industrial city, the manufacturing industry contributed 44.8% of production in 2016. The services industry kept increasing and contributed 56.0% of GDP by 2017, although the percentage is still lower than most China 12 cities.

Tianjin – Competitiveness Cobweb

JLL 'Traditional' Metrics Index



JLL 'Future-Proofing' Metrics Index

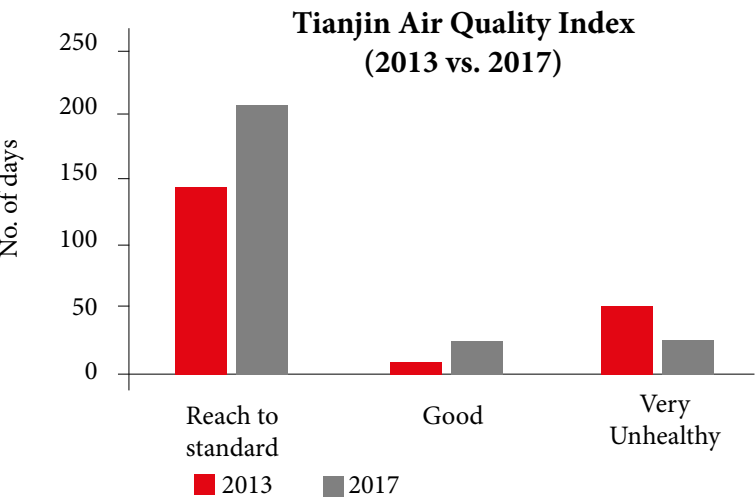


Among the nine categories in JLL's 'future-proofing' model, which are highlighted in the "competitiveness cobweb" graphic, Tianjin scored high in education, talent and cluster.

• Tianjin is attractive in education resources as it has many leading universities and educational institutions, such as Nankai University and Tianjin University, as well as international schools, including Wellington College, which could attract foreign professionals and executives to stay in the city with their families.

• Intercity linkages in Tianjin were also improved. The Yujiapu high-speed rail station was completed in 2015. This resulted in Beijing, Tianjin Wuqing, Tianjin Centre and the Binhai New Area being well connected with travel times of under 70 minutes and helped Tianjin better benefit from the improvement in the Jing-Jin-Ji cluster.

	Metro Stations	Metro Lines
2010	38	Line 1, Partial Line 9
2011	39	Line 1, Partial Line 9
2012	82	Line 1, Partial Line 2, Partial Line 3, Line 9
2013	86	Line 1, Partial Line 2, Line 3, Line 9
2014	87	Line 1, Line 2, Line 3, Line 9
2015	80	Line 1, Line 2, Line 3, Partial Line 9
2016	112	Partial Line 1, Line 2, Line 3, Partial Line 6, Line 9
2017	112	Partial Line 1, Line 2, Line 3, Partial Line 6, Line 9
May 2018	126	Partial Line 1, Line 2, Line 3, Partial Line 6, Line 9



Note: Good: AQI<50; Reach to standard: AQI<100; Very unhealthy: AQI>200
Source: Tianjin government, JLL

Tianjin scored relatively low in liveability, environment and infrastructure.

• Tianjin ranks No. 10 out of 12 cities in environment due to poor air quality in the whole Jing-Jin-Ji area. During 2017, the Tianjin government worked hard to improve the quality of the urban environment; for example, the Tianjin government closed 9,081 factories that heavily polluted water and air and reformed or relocated thousands of factories to reduce pollution in 2017. The local government is also adjusting the city's industry structure to fundamentally solve the pollution problem.

• In the infrastructure index, we focus on both physical and digital connectivity. Tianjin got a pretty good score in the high-speed rail index and ranked in the middle for metro network length (it was 166

km by August 2017). Tianjin saw the completion of a new metro line, the south part of Metro Line 6, in early 2018 (after the report data was collected), linking several office buildings, retail projects and major residential communities, including Galaxy International Shopping Centre, the future Dacheng Shopping Mall and the Meijiang residential catchment.

However, Tianjin got the lowest score of all the 12 cities in the measure of broadband connections, with just 185 connections per 1,000 people. Tianjin also suffered from limited international flights (only about 19 destinations), as it is so close to a bigger, more established airport in Beijing.

In 2017, Tianjin GDP annual growth decelerated to 3.6%, which may upset some investors or talents working and

living in the city. However, we can see many positive changes taking place beyond just the base GDP statistics.

To attract talents, the local government adjusted policies by accepting a broader range of Hukou applications. Tianjin also keeps improving infrastructure: Metro Line 5 is expected to open no later than end-2018. Together with Metro Line 6, it will form a loop around Tianjin and give residents more convenience. Several development programmes are ongoing. For example, Juilliard School, a world-leading music school, is going to open its first overseas campus in Yujiapu in late 2019. Once opened, the school is expected to welcome more talents in art and it will improve the popularity of the Yujiapu area and Tianjin. More Grade A office buildings and high-quality shopping malls are coming on stream to follow the economic growth and increase the city's liveability.

The China 12 report named Tianjin one of China's 12 most competitive cities, with the potential to do much more. It also highlighted some areas the city leaders should focus on to ensure Tianjin remains one of China's most appealing places to live and do business.

For more detailed information on the China 12 and the key strengths of Tianjin and other leading cities, you could download the report via our WeChat Mini-Program. **B**

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The Future of Wine Anti-Counterfeiting

Advice from Experts

葡萄酒打假，专家有话说

By Alex Bayntun-Lees, China IPR SME Helpdesk

近年来，中国葡萄酒市场和消费快速增长。目前，中国已经成为世界主要的葡萄酒消费国。2017年，我国成为世界第一大葡萄酒消费国，这一排名反映出中国的葡萄酒消费者群体正在迅速壮大的事实。与此同时，消费者在选择葡萄酒时已经从过去单一的区分国产酒和进口酒，到区分来自哪个国家的哪个产区以及开始寻找最知名的酒庄，品质在中国消费者心目中的地位更为重要；而一批国产葡萄酒企业、酒庄也做出了高质量的个性化产品，得到了国内外的认可，这也对欧洲葡萄酒生产商构成了巨大的挑战。假冒红酒对市场 and 品牌名誉危害重大，防范伪劣假冒葡萄酒的出现就极具意义。

早在2011年，法国波尔多葡萄酒行业协会就一直对中国超市和葡萄酒商店出售的葡萄酒进行随机抽检，以建立一份假酒数据库。当时，法国曾就关于承认波尔多的专属葡萄酒产地称号与中国进行洽谈，经过四年的努力，中国终于承认“Bordeaux”波尔多葡萄酒的产地品牌，也藉此成为由法律认定并受保护的地理标志。协会亚太区负责人 Thomas Jullien 在中国参加活动时就曾表示，“对我们来说，被中国政府认可可是相当重要的。要知道在法国也有香槟、干邑不同种类葡萄酒，他们都有原产地保护，却都未得到中国政府的承认。我们波尔多是第一个，也是非常罕见被中国政府承认的原产地保护。这证明我们不仅受到政府认可，也是市场认可的结果，我们非常看重”。

但全球红酒产地广泛，仅靠一两个如 CIVB 这样的组织不足以完全杜绝侵权犯罪的发生。经验丰富的诉讼人 Paolo Beconcini 博士认为，葡萄酒行业与中国品牌保护委员会联合打假可以有力重挫假酒制造商，此外，充分发挥中国知识产权法律体系的作用，严惩大规模制假售假商贩，并向社会宣传其危害及影响，震慑潜在制假罪犯，也是可取途径之一。



Wine counterfeiting in China is at a critical stage for the European wine industry. In recent years we have had a taste of what Chinese consumption means to European producers, with over a quarter of billion litres of European wine consumed annually by what represents only a fraction of the potential market in China. As the market moves from commodity and gift wines to drinking 'table' wine, so do the counterfeiters, flooding supermarkets and restaurants with wines bearing (often validly registered) appellation marks which have no connection to the liquid inside the bottle.

Chinese palates are at a crucial developmental stage, and exposure to poor quality counterfeits of European wine not only damages profits, but also poisons the reputation of European producers in the Chinese marketplace. Competition with domestic producers is already fierce, and Europe's wine industry can no longer afford to stand by and let this threat go unchallenged.

At the same time, producers do not stand alone in the fight against counterfeiting, and national agencies such as INAO, as well as regional regulatory bodies such as the CIVB are working in tandem to register GIs and combat the most obvious fraudsters. These two organisations are a minority however, and their pockets alone are not deep enough to fund a comprehensive campaign. Without support of more organisations, and ultimately the producers they serve, they can only do so much to slow the poisonous effects of counterfeiting in China.

Enforcement expert Thomas Jullien and his team have worked for years for the CIVB to combat counterfeiting through traditional IPR protection, focusing on GI registration and enforcement to protect as many producers as possible under these invaluable collective marks. They have struggled however, with the lack of knowledge of wine and wine counterfeiting which is common amongst officials in China's 2nd and 3rd tier cities and have struggled to



persuade reluctant officers to shut down even relatively large scale infringers.

Experienced litigator Dr. Paolo Beconcini tells us that this is a problem which can be remedied, provided the wine industry appoints representatives to attend working groups with committees such as the Quality Brands Protection Committee of China (QBPC), and Interpol's China and South-East Asia Trafficking of Illicit Goods and Counterfeiting Sub-directorate. These groups, among others, provide industry representatives with an effective platform from which they can address enforcement officials and educate them on how best to recognise genuine products and identify counterfeits in their respective jurisdictions, thereby ensuring greater chances of cooperation and increasing chances of independent action.

Dr. Beconcini also advocates a more direct approach to dealing with larger infringers, putting the full weight of the Chinese IPR legal system, bulked out by Beijing's enthusiasm to tackle food and beverage counterfeits. For long term success, large scale counterfeiters should be made example of, with litigators seeking the greatest penalties and the greatest publicity, thereby sending a message to would-be infringers that such actions will not go unpunished.

Selling wine in China is not just about filling orders and shipping products, it is a complete project

Other experts, such as Nick Bartman have offered alternative solutions which take advantage of China's continual development and strengthening of consumer protection laws. A spate of food and beverage scandals in recent years has led to the rapid development of a competent, reactive enforcement authority which can operate independently of producer instruction, requiring only proof of mislabeling of bottles and intent to mislead consumers as to the origin and quality of the products in question. The genius of this method lies in its simplicity, requiring only a letter of complaint (ideally drafted by a qualified legal professional) to the local enforcement bureau, after which the investigation and prosecution will be dealt with entirely by local officials.

As Bartman points out however, selling wine in China is not just about filling orders and shipping products, it is a complete project. With the level sophistication displayed by the now well established counterfeiting industry, it is important for the wine industry as a whole to remain vigilant, monitor the market for counterfeit

products and react intelligently and effectively against threats to their collective interests.

What all our experts agree on however, is that all efforts to combat infringement are hindered at present by lack of concrete data of the situation on the ground. I myself would be hesitant to instruct experienced businesses or legal professionals, but from the information and opinions gathered over the course of this series, it seems that lack of data has paralysed the wine community, members of which are unwilling to commit resources without concrete evidence of the damage caused by counterfeiting.

Of course, this is by no means a simple task, the expertise exists, in organisations such as Wine Intelligence¹ and other experienced industry research bodies capable of delivering comprehensive market reports². With the European wine industry losing traction in the Chinese market, a first step needs to be made, whether or not this is it, the European wine industry needs to cooperate, step up, and take the fight to the infringers who threaten their livelihoods, as well as the safety of their customers. **B**

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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.



Middle Class: The Booster of Ecommerce Business

中产阶级——电商消费主力军

By Rose Salas

最近两年，中国游客买断日本、挤爆韩国、攻占欧洲奢侈品店的新闻屡屡见诸报端，或许可看作是中国民众财富增长购买力增强的一个现实佐证。据统计，全球中产阶级成年人的数目已由 2000 年的 5.24 亿名增至 2015 年的 6.64 亿名，相当于成年总人口的 14%；按照测算，中国的中产阶级虽然只占全国成年人口的 11%，但按绝对值计算却是全球最多，达 1.09 亿名，超过美国的 9200 万名。数据还显示，自 2000 年以来，中国中产阶级的财富大幅增长 330% 至 2015 年的 7.3 万亿美元，占全国财富的 32%。虽然目前对中国中产阶级规模的估算各个报告或公开发布的数据不尽相同，但从消费市场的反馈及经济考量标准来看中国民众确实更“富”了，自 2014 年涌起的海淘浪潮也可窥见中国消费市场蓬勃发展的势头，而中国本土多家跨境电商的崛起也足见中产阶级日益强大的消费需求和购买能力。

根据麦肯锡的最新研究报告，到 2022 年，中国的城镇人口有 76% 将进入中产大军——具体而言，就是家庭年收入 9000 到 3 万 4000 美元之间（6 万到 22 万 7000 元人民币）。这部分家庭收入中有一大部分都去向了淘宝等电商购物平台，那么谁在电商市场中更倾向于购买货品呢？是男性还是女性？过去我们往往倾向于认为女性才是消费的主力军，诚然，现今无论是宝妈还是单身女性，每年的消费支出都是非常可观的；但网购同时也为男性打开了一扇大门，他们可以不受客服影响地无拘无束地自由浏览各类商品，并且选择自己需要和喜爱的物品。把购物车填满再清空，然后等待收货的过程，也使很多人感到兴奋。中产阶级在购物方面也有一些特别“倾向”，健康补品或体育运动类产品，在中产阶级的消费额中占很大一部分，休闲度假和旅行等产品也后来居上，成为中产阶级的消费主流之一，汽车配饰和奢侈品等等更成为受到高阶人士欢迎的消费品。商务部研究院国际市场研究部副主任白明表示，中产阶级是投资和消费的主力，中国中产阶级人数近年来迅速增长确实从一方面反映出了国家的经济发展情况。阿里京东等巨头每年造的购物节成交额连年攀升，蜜芽等垂直电商的大促活动也屡创销售新高。从这两年大热的跨境电商的相关数据来看，中产阶级更坐实了消费主力的名号。

The middle-class population is driving big growth in the sales success of E-commerce. In the recent online trend, higher percentage of shopping is contributed by growing demands of consumers from the middle class. Not only does it focus on the local brands, but even the luxury brands are becoming a usual necessity for them. Popularity of big online shopping sites like JD worldwide and Tmall Global have provided access to foreign brands without a hitch. The cross-border shopping rate is expanding remarkably due to the convenience of purchasing high-quality goods in the shortest delivery time possible!



Let's take a look at these interesting facts:

- Jack Ma mentioned in one of his annual reports that the middle-class population almost reached 300 million and will become 500 million within a decade. That is almost size of the entire US!
- Household income of the middle-class is continually increasing and is getting more capable of acquiring expensive, superior and upmarket goods.
- Setting up of small sized and midsize foreign companies in Alibaba platform enticed the Westerners to participate in the biggest online shopping event known as Singles' Day.
- Chinese market exceeded the worth and value of the US, thus being hailed as the World Leader in E-commerce, thanks to the growing force of the middle-class!



In a report and study made by the consulting company McKinsey, the mass middle class earns an income between US\$9,000 and US\$16,000 per year. It is predicted that by the year 2022, more people will climb the ladder and comprise the upper middle class that could earn between US\$16,000 and US\$34,000 a year.

As for consumption, it will grow to a whopping 9% per year until 2020. The spending pattern of each household will drive more demands in producing high-quality goods both in local and international ecommerce shopping stores. As their lives become better, the need to have convenient and upgraded lifestyle also calls for time-management and speedy service in most aspects. This is the leading reason as to why they are being regarded as the game changer in the e-commerce business - because the more time they can save for buying their personal things online, the more time they could have to spend with their families, especially during the season when their careers are peaking.

Who buys more things in this group - men or women? I interviewed a guy who was in his late 30s in a managerial position and in the upper middle class. I asked him who shops more, if it is him or his wife. Without any hesitation he said, "I do!" For him, since "shopping" is not a thing in his vocabulary, and "sophistication" is his strong suit, online shopping gives him the liberty to pick top of the line items with privacy and security. I came across an entrepreneur/mompreneur in her early 30s and said that even though mall shopping is a great way to relax and de-stress, online shopping gives her an excitement while juggling the responsibility of work and fulltime mom duties. She cannot be thankful enough to have her groceries delivered at her doorstep a few hours before she needs them! These people and more of them in the so-called middle class are

boosting the e-commerce business because they are called the new generation spenders, considering that they have high incomes and low debts in their profiles.

Spending habits of the middle class can be also seen in health, wellness and longevity products. Private health care can be very expensive and takes a big portion of the middle-class income. So, if anything is beneficial to their health, they can spend as much as they please. Holiday pleasures, vacation and travel escapades are also their favourite R & R. For those that are in the upper middle class, cars and luxurious accessories are popular items. These people regularly allot a certain budget to cater to their lifestyle needs.



It is true that the middle class in China has swelled and has become the fastest growing in the world. And with the Internet use that has skyrocketed for more than a decade, it cannot be denied that they contribute largely to the popularity and successful outcome of online business. A big thank you to these people who make the Internet world an exciting rollercoaster ride! ☺

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Find Out More on VAT Rate Cut

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Kelvin Lee, PwC Tianjin



2018 年 3 月 28 日，国务院常务会议研究确定三项深化增值税改革措施。从 2018 年 5 月 1 日起，降低增值税税率、提高工业企业和商业企业小规模纳税人年销售额标准、对部分行业实施留抵税额退还。4 月 4 日，财政部、国家税务总局先后发布《关于调整增值税税率的通知》、《关于统一增值税小规模纳税人标准的通知》，即 32 号文、33 号文，对上述三项改革措施中的两项进行明确。两份通知内容已从 2018 年 5 月 1 日起执行。

根据 32 号文规定，此次降低税率的范围并不限于会议提到的“制造业、交通运输、建筑、基础电信服务、农产品”。值得注意的是，税率降低的同时，32 号文也对出口退税率进行相应调整：原适用 17% 税率且出口退税率为 17% 的出口货物，出口退税率调整至 16%；原适用 11% 税率且出口退税率为 11% 的出口货物、跨境应税行为，出口退税率调整至 10%。

针对出口企业跨 5 月 1 日前后的跨期业务，32 号文根据生产企业和外贸企业出口退税计算原理的不同，分别给予了过渡性安排。生产企业在 2018 年 7 月 31 日前出口涉及降低税率的货物或者跨境应税行为，依旧按照 17% 或 11% 计算出口退税；外贸企业在 2018 年 7 月 31 日前出口涉及降低税率的货物或者跨境应税行为，如果购进时销售方已按照 17% 或 11% 税率缴纳增值税，外贸企业依旧按照 17% 或 11% 计算出口退税。

33 号文规定，自 2018 年 5 月 1 日起，小规模纳税人标准为年应征增值税销售额 500 万元，这将工业企业和商业企业的年销售额标准分别由 50 万元和 80 万元上调至 500 万元。

据此，我们建议大家做好以下工作已顺利应对调整：财税部门将继续发布后续文件，对降低税率和提高小规模纳税人年销售额标准中的操作问题进行明确，纳税人应密切关注。增值税税率调整将对纳税人收入、成本、费用、税金及附加、利润等一系列财务指标产生深远影响。相关纳税人应合理测算上述影响，结合企业自身情况处理跨期业务，考虑是否对现有合同条款进行修订，重新议定价格条款，并适时调整业务系统和核算系统。出口企业应充分利用过渡政策，在过渡期内完成相关货物的出口或完成跨境应税行为，以适用较高的出口退税率。可转回企业应充分行使 33 号文赋予的选择权，依据自身盈利水平、上下游纳税人情况等因素，选择继续保留一般纳税人身份还是转为小规模纳税人。

On 28th March, 2018, the Standing Committee Meeting of the State Council (the Meeting) introduced and confirmed three measures to deepen the VAT reform commencing from 1st May, 2018: lowering VAT rates, raising the annual sales revenue threshold of small-scale industrial and commercial VAT taxpayers, and allowing a one-off VAT refund on the excess input VAT credit for specific industries. We had previously analysed these measures and had also predicted that follow-up tax circulars would be issued by fiscal and tax authorities very shortly.

On 4th April, 2018, the Ministry of Finance and the State Administration of Taxation jointly released the “Notice relating to Adjusting the VAT Rates” (Caishui [2018] No.32, Notice 32) and the “Notice relating to Unifying the Standard for Small-scale VAT Taxpayers” (Caishui [2018] No.33, Notice 33) respectively, to clarify two of the three measures mentioned above. Notice 32 and Notice 33 will be effective from 1st May, 2018. We will now provide a detailed interpretation on Notice 32 and Notice 33, analyse the significant impact on taxpayers, and advise taxpayers on responding proactively.



IN DETAIL

REDUCE VAT TAX RATES

According to Notice 32, the scope of lowering tax rates is not only limited to “manufacturing industry, transportation, construction, basic telecommunication services, as well as agricultural products” as mentioned in the Meeting. All industries that are currently subject to 17% and 11% (including goods, labour services, services, intangible assets, and fixed assets, etc.) will be adjusted to 16% and 10% respectively. It should be noted that VAT rate of imported goods will also be adjusted accordingly from 1st May, 2018.

From 1st May, 2018, besides the zero rates the number of VAT brackets will be three - 16%, 10% and 6%. Combining that with the request of “simplifying the VAT rate brackets from three to two” raised by Premier Li Keqiang in the 2018 Government Work Report, we expect that VAT rates will be further adjusted in China in future.

We summarise VAT rates for different taxable activities before and after adjustment as follows: (see Appendix).

SPECIAL TREATMENT FOR INPUT VAT CREDIT OF PURCHASING AGRICULTURAL PRODUCTS

Starting from 1st May, 2018, input VAT credit rate for purchasing agricultural products will be reduced

from 11% to 10%. In addition, due to the specific nature and importance of the agriculture industry, there has always been special treatment for input VAT credit on purchasing agricultural products under China's VAT regime. For example, after cancellation of 13% VAT rate in 2017, sale of agricultural products was subject to 11% VAT. In order to maintain the level of input VAT credit claim by deep-processing agricultural enterprises on purchasing agricultural products, taxpayers purchasing agricultural products for taxable activities subject to 17% output VAT can claim an additional 2% input VAT credit on top of the stipulated 11% input VAT. This is to ensure that credit amount for agriculture produce will remain unchanged after lowering the VAT rate of agriculture products.

This special treatment has been extended under Notice 32. Although input VAT credit rate for purchasing agricultural products will be reduced to 10%, taxpayers purchasing agricultural products for taxable activities subject to 16% output VAT can still claim the additional 2% input VAT credit on top of the stipulated 10% input VAT, i.e., a total of 12% input VAT credit amount. This is undoubtedly good news for enterprises involved in deep-processing agricultural service.

ADJUSTMENT OF THE EXPORT REFUND RATE

Notice 32 also adjusts the export refund rate according to the reduction on VAT rates:

- Export refund rate will be adjusted to 16% for export of goods and cross border VAT taxable activities that are originally subject to VAT rate and export refund rate of 17%;

- Export refund rate will be adjusted to 10% for export of goods and cross border VAT taxable activities that are originally subject to VAT rate and export refund rate of 11%;

Meanwhile, Notice 32 has not adjusted the export refund rates for certain goods whose export refund rates are lower than their applicable VAT rates.

For export enterprises which have VAT taxable activities that cross over 1st May, 2018, Notice 32 has provided transitional treatments to manufacturing enterprises and foreign-trading enterprises respectively according to their different export refund calculation principles. Manufacturing enterprises can continue to use 17% or 11% to calculate their export refund amount for export of goods or cross-border taxable activities that occurred before 31st July, 2018; foreign-trading companies can continue to use 17% or 11% to calculate their export refund amount for the export of goods or cross-border taxable activities that occurred before 31st July if they have paid 17% or 11% VAT on purchasing goods.





ISSUES TO BE CLARIFIED FOR TAXABLE ACTIVITIES THAT CROSS OVER 1ST MAY, 2018

Other than the export refund treatments as mentioned above, Notice 32 does not provide any transitional policies for taxable activities that cross over 1st May, 2018. After Notice 32 is effective, if there is any discrepancy between any relevant former provisions and this circular regarding VAT rates, this circular shall prevail. However, due to the diverse situation of taxpayers in their actual businesses, there are still many issues that need to be clarified in the follow-up circulars, including:

- What applicable tax rate should be used for activities that commence before 1st May and end after 1st May -- we suggest to use the time the tax obligation arises as the standard in determining the applicable tax rate.
- How to issue invoices for activities that cross over 1st May -- we suggest to use the time the tax obligation arises as the standard for taxable activities that the taxpayer has already paid VAT based on the old VAT tax rate. The taxpayer should be allowed to issue the invoice using the old VAT rate if the invoice is required to be issued after 1st May. Accordingly, if red letter VAT invoices (credit

invoices) are required to be issued for sales return, sales allowance, etc., the rate should follow the one in the original VAT invoice.

- For goods purchased before and sold after 1st May, whether the amount of input VAT on the purchases which have already been claimed according to the old VAT tax rate should be transferred out -- we suggest that if the seller has already paid VAT according to the old tax rate, the input VAT should not be transferred. If there is a change in the use of fixed assets that input VAT have already been credited according to the old tax rate before 1st May, or if there is a change in the use of fixed assets purchased before 1st May where input VAT cannot be claimed on the original purchase but can be claimed after the change in use, further clarification is required as to whether the old tax rate or the new tax rate should be used in transferring out or claiming the input VAT credit.

UNIFYING THE ANNUAL SALES REVENUE THRESHOLD AMOUNT OF SMALL-SCALE VAT TAXPAYERS

Notice 33 stipulates that, from 1st May 2018, annual sales revenue threshold amount of small-scale VAT taxpayers will be RMB 5 million. The

threshold of annual sales revenue for industrial and commercial enterprises will be increased from RMB 500,000 and RMB 800,000, respectively, to RMB 5 million, which is consistent with the standard of sales revenue for small-scale VAT taxpayers who conduct taxable activities under the B2V Pilot Reform. Notice 33 also stipulates that industrial or commercial enterprises which have registered as a general VAT taxpayer in accordance with the original rules may change their registration status back to a small-scale taxpayer by December 31st, 2018, and any input VAT that has not been credited has to be transferred out. There are also some issues that need to be clarified, for example:

- In accordance with the existing regulations, taxpayers who sell goods, provide services and conduct taxable activities under B2V Pilot Reform concurrently are required to account for sales revenues of these different items separately in assessing whether the annual sales amount of small-scale taxpayers has been exceeded. After the implementation of Notice 33, taxpayers should pay attention to whether the above mentioned separate calculation regulation is still valid.
- How to deal with the situation of sales return and sales allowance that occurred after a general VAT taxpayer switched back to a small scale taxpayer on VAT taxable activities that occurred when the taxpayer was a general VAT taxpayer.
- Notice 33 stipulates that taxpayers who change the registration status back to a small-scale taxpayer should transfer out its unclaimed input VAT credit. Considering that many different situations will exist in practice, it is unclear whether the tax authorities will issue follow up implementation notice to specify the input VAT transfer out for each situation.

THE TAKEAWAY


We suggest that VAT taxpayers should pay close attention to the relevant requirements and respond accordingly:

- Fiscal and tax authorities will continue to release follow-up circulars to clarify issues encountered on the implementation of policies of lowering VAT tax rates and increasing the threshold of annual sales revenue for small-scale taxpayers, and taxpayers should pay close attention to them.
- Adjustment of VAT rates will have a profound impact on taxpayers' income, costs, expenses, taxes and

surcharges, and profits. Taxpayers should perform a reasonable assessment of its impact, review activities that cross over 1st May, 2018, consider whether to revise the existing contract terms, refine pricing terms, and adjust the business system and accounting system in due course.

- Export enterprises should make full use of the transitional policies, complete the export process of relevant goods or complete cross-border taxable activities during the transition period so as to apply for the higher export refund rate.
- Enterprises that can switch back to small scale taxpayer should fully

utilise the choosing right in Notice 33 and choose whether to retain the status of a general VAT taxpayer or switch to a small-scale taxpayer based on factors such as their own profitability and conditions of upstream and downstream taxpayers.

As for the next step, the fiscal and tax authorities will also release follow-up implementation regulations to expand the scope of input VAT credit refund. Meanwhile, we will closely follow the development in VAT reform and share with you our observations and insight in due course. 

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APPENDIX

Taxable items		Scope	Original tax rate	New tax rate
Sales of goods/imported goods		General goods	17%	16%
		Goods with lower tax rates (such as agricultural products, tap water, books, and fodder)	11%	10%
Sales of labour services		Processing, repair and fitting services	17%	16%
Sales of services	1.Transportation services	Overland transportation, waterway transportation, air transportation, pipeline transportation, business of carriage without transport carrier	11%	10%
	2.Postal services	Universal postal service, special postal service, other postal service	11%	10%
	3.Telecommunication services	Basic telecommunication service	11%	10%
		Telecommunication value-added service	6%	6%
	4.Construction services	Engineering services, installation services, renovation services, decoration services, other construction services	11%	10%
	5.Financial services	Loan services (include financing sale-leaseback), direct fee charging financial services, insurance services, transfer of financial instruments	6%	6%
	6.Modern services	Leasing services – leasing immovable properties	11%	10%
		Leasing services – leasing tangible properties	17%	16%
		Research and development and technical services, information technology services, cultural creativity services, logistics ancillary services, attestation consulting services, radio, film and television services, commercial supporting services and other modern services	6%	6%
	7.Life services	Cultural and sports services, education and medical services, tourism and entertainment services, catering and accommodation services, daily services for residents, other life services	6%	6%
Sales of intangible assets	Ownership or use right	Technologies, trademarks, copyrights, goodwill, use rights of natural resources (exclude land use right) and other equity intangible assets	6%	6%
		Land use right	11%	10%
Sales of real properties	Ownership	Ownership of buildings and structures, limited property rights or perpetual use rights of buildings, ownership of buildings or structures under construction, transfer of land use right occupied by buildings or structures	11%	10%

Social Security Bilateral Agreement between China and Spain

中国与西班牙签署双边社会保障协定



Manuel Torres
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经中国和西班牙两国政府批准，中国人力资源和社会保障部部长尹蔚民与西班牙王国就业和社会保障大臣法蒂玛·巴内兹于5月19日在德国出席二十国集团劳工就业部长会议期间签署了《中华人民共和国和西班牙王国社会保障协定》。中国和西班牙两国签署双边社保协定的主要目的是维护劳动者的社会保障权益，解决双方投资企业和员工双重缴纳社会保险费问题，降低企业用工和投资成本，促进两国经贸关系，便利人员往来。除了避免双重缴纳社保费，降低两国企业在对方国家的经营成本以外，协议的签署还有利于确保两国企业向对方国家所派员工的社会保护。截至目前，除西班牙外，中国政府已与德国、韩国、丹麦、芬兰、加拿大、瑞士、荷兰、法国签署了双边社保协定。

根据《中西社保协定》，中国企业的雇员被派往西班牙工作期间，将免除该雇员以及相应企业在西班牙境内的养老保险、失业保险等强制社保缴费。西班牙人员和企业也将享受对等益处。该协定将在各自完成国内法律程序后生效。

此外，西班牙媒体还介绍说，双方协议的期限目前定为六年。西班牙参加当地社保的人员被企业派往中国工作后，除了劳动事故和职业病等保险费以外，其它有关养老和失业等社会保险费均在西班牙缴纳。中国公司派往西班牙的员工，则在西班牙缴纳社保。但是有关养老，劳动事故和失业的保险费则向中国社保部门缴纳。据西班牙媒体报道，协议在年满六年以后，可能会延长。

已在中国国内按规定参加了职工基本养老保险和失业保险，并按时足额缴纳保险费的人员，可以按照以下程序办理申请免除在西班牙缴纳相关社会保险费。申请人可填写《根据中西社会保障协定出具的〈参保证明〉申请表》并加盖所在单位公章，而后一式3份提交参保所在地的社会保险经办机构审核；经办机构在审核其参保缴费情况无误后，加盖印章并留存相关《申请表》备案。在此基础上，建议各涉西班牙外派工作的公司根据情况调整中西员工派驻结构。

In accordance with previous Chinese legislation on social security, Spanish companies with presence in China, as well as Spanish employees expatriated by these companies, were required to contribute to Chinese social security. Thus, in order to maintain the social security contributions in Spain of their expatriated employees, these companies were forced to support a double social security contribution, both in Spain and in China.

To remedy the problem mentioned above, China and Spain have signed an agreement on social security (the "Agreement") whose main objective is to ensure social protection of employees expatriated in one of the two countries, and to avoid double social security contributions, which will reduce costs for companies, as well as for the employees themselves.



Elimination of duplication is materialized through a mechanism which regulates that, for the first 6 years of an employee's expatriation to one of the two countries ("Period of Expatriation"), the social security scheme of origin can be maintained with the scope and coverage that is explained in the following paragraphs.

Given the entry into force of the Agreement on March 20th, 2018 and its impact for Spanish companies with a presence in China, as well as for the personnel themselves expatriated by these companies to China, we will now explain the most relevant aspects of the Agreement:

1. ENTRY INTO FORCE

After compliance with the respective internal procedures in each of the countries and in accordance with the official publication of the Agreement in China on March 9th, 2018 through the Circular of General Office of Ministry of Human Resources and Social Security on Implementing the Agreement between China and the Kingdom of Spain on Social Security, and in the Official State Gazette on March 16th in Spain, the Agreement has entered into force on March 20th, 2018.

2. APPLICATION SCOPE

The Agreement will be applicable to those persons who work in the territory of one of the contracting parties for an employer whose place of activity is in the said territory, and then are expatriated by that employer to the territory of the other contracting party within the framework of said employment and in order to provide services there to said employer ("Employee Expatriated").

The system contained in the Agreement will be applied to expatriated employees for a period of 6 years counting from the date of their expatriation. For those employees who had begun their expatriation before the entry into force of the Agreement, the period of expatriation will begin on said date of entry into force.

3. COVERAGE OF THE AGREEMENT

With regard to China, the Agreement is applicable to the legislation relating to basic endowment insurance for employees and unemployment insurance.

In relation to Spain, it is applied to the regulation of contributory pensions of employees, except those due to work related accidents or occupational diseases and unemployment contributions and benefits.

As a consequence of the above, it will be applied in the following way depending on the expatriation:

- Employees Expatriated from Spain to China

In case of an employee expatriated to China, maintenance of Spanish regulations means that they should continue contributing in Spain.

This implies that during the Period of Expatriation, the basic endowment insurance and unemployment insurance of the Employees Expatriated in China will be exempt from the contribution. Previously, for example in case of Beijing, contributions to the Chinese social security for these concepts supposed that the employer should make contributions equivalent to 19% of the contribution base of the Employee Expatriated for basic endowment insurance and 0.8 % for unemployment insurance. Likewise, for the Employee Expatriated, it supposed a contribution equivalent to 8% of the contribution base for basic endowment insurance and 0.2% for unemployment insurance.

Notwithstanding the foregoing, in China you must pay for medical insurance, maternity insurance and work-related injury insurance.

- Employees Expatriated from China to Spain

In this case, a Chinese employee expatriated in Spain, should contribute in China for basic endowment insurance and unemployment insurance, without prejudice to the contribution in Spain for contingencies of work-related accidents and occupational diseases.

4. PRACTICAL CONSIDERATIONS

- Certificate of coverage

It will be the social security administration in origin that will issue a certificate stating that the employee is subject to the case of expatriation regulated in the Agreement. In accordance with the Administrative Agreement

developed from the Agreement, competent authorities are the General Treasury of Social Security of Spain and the Ministry of Human Resources and Social Security of China.

- Analysis of labor structure of expatriation

In light of the above, and pending the interpretation and practical application of the Agreement both in China and in Spain, it is worthy to analyze the different labor structures for expatriation of employees to China in order to determine if the expatriation provisions of the Agreement are applicable.

In this sense, among others, it will be particularly important to review and analyze the expatriation of employees through a labor contract of the country of origin and another labor contract of the country of destination, which normally responds to the maintenance of contribution of the Employee Expatriated in the country of origin.

- Tax implications of the Agreement

In accordance with current legislation in China, contributions to foreign social security are subject to taxation in China, as long as they are not considered compulsory. In this sense, it will be necessary to consider the development of the Agreement and its interpretation to determine if said contributions can be considered as compulsory, and therefore deductible for tax purposes.

In any case, the comments contained herein should be considered preliminary and attention should be paid to its interpretation and practical application by both administrations and to the detailed analysis on a case-by-case basis. **E**

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Smart Tattoos

Control Electronic Devices

By Fanny Bates

智能纹身掌控电子设备

智能手表这样的健康追踪设备存在一个共同的问题：它们并不是真的附着在你身上，你只能依赖于一个短暂的电池和一个无线连接，即使是一个自供电的补丁也有其局限性。如果这类设备可以像纹身一样不需要穿戴，直接附在我们的身体和皮肤上，像纹身那样该有多好？确实，炫酷的纹身时下备受年轻人的追捧，但其功能或许远不止于装点皮肤。美国麻省理工学院 (MIT) 媒体实验室与微软研究院合作研制出一种名为 DuoSkin 的即时纹身，使用者通过触控纹身便可以控制自己的智能手机等电子设备。麻省理工的一名博士生 Cindy Hsin-Liu Kao 解释道，任何人都可以根据说明书上的步骤自行制作智能纹身。首先，人们可以用任何一款图像设计软件设计出纹身的电子回路。设计完成之后，可以用便宜的刻字机将电子回路的轮廓打印出来，覆上金箔，最后再将金箔揭开，纹身的制作便大功告成。能纹身由金箔制成，类似于人们日常烤面包时及装饰相框所用的箔纸。它有三个主要功能。第一，具有传导性的金箔相当于一个接触面，可以通过与之相连的小型电子元件向电脑传送数据。使用者可以将皮肤当作触控板，控制电脑屏幕。例如，在纹身上左右滑动便可以滚动浏览电子设备上的相册。其次，纹身可以作为人体的输出指示。由于在制作过程中采用了温变颜料，纹身可以根据用户的体温甚至情绪变化，呈现出不同的颜色或图案。最后，这款即时纹身还可以作为通信装置进行数据传输。例如，它可以内置 NFC (近场通信) 芯片，可以在不接触的前提下完成两个设备之间的数据传输，或在乘坐地铁时完成支付。“在未来，当你走进纹身店时你可能就会得到一个这样的纹身。” Hsin-Liu Kao 说道，“这（种纹身）不仅在视觉上精巧闪亮，而且还会成为你自身的一个扩展。”

If you see a man with a tattoo, you would probably think he's dangerous or even cool. The art of tattoos has become much more than just being a drawing; it represents one's status, attitudes, and beliefs. But until now, we couldn't imagine a tattoo representing a wearable tech device which transforms you into one big microchip. In future, tattoos could become much more than drawings and inscriptions. Thanks to the research team from MIT and Ph.D. student Cindy Hsin-Liu Kao, people around the world could be using smart tattoos to control their electronic devices. No, it's

not science fiction, and you're not dreaming, this concept has all the possibilities of becoming one of the greatest high tech inventions in the world.

MIT and Microsoft Joint Research Study

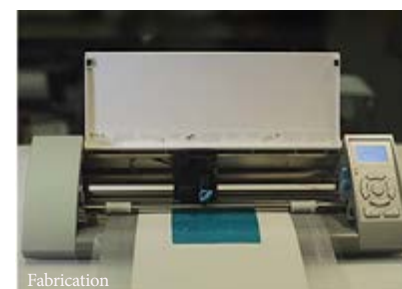
MIT Media Lab and Microsoft Research have developed a new type of temporary high-tech tattoo that allows you to use not just smartphones, but also other types of electronic devices like tablets, laptops, microphones, TV's etc. Tattoos, called DuoSkin, are part of a huge project, the objective being to develop "on - skin" technologies

applicable to high tech devices. They are applied like any other temporary tattoo and are made of golden and metallic leaves. If you look at them, you would probably think it's a piece of jewelry and not a tattoo. Even though they are considered to be prototypes, it hasn't deterred tech lovers to buzz about it and try to sign up for the free prototype.

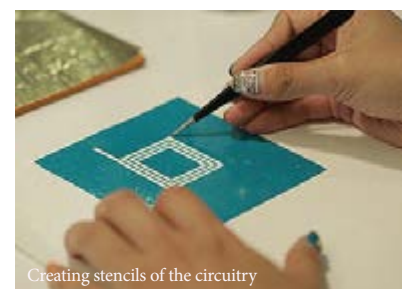
Smart tattoos are not something that's new on the market. L'Oreal issued a patch that monitors UV radiation exposure and there were some prototypes measuring the level of lactate in our body. However, this is the first time that



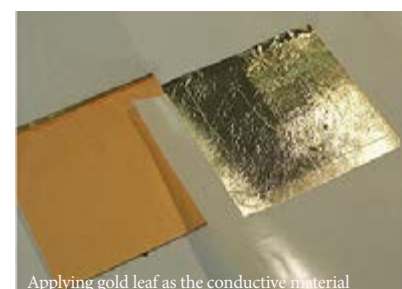
Sketching skin circuitry with graphic design software



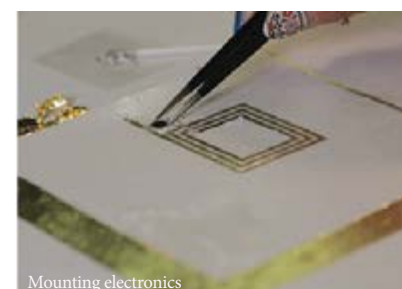
Fabrication



Creating stencils of the circuitry



Applying gold leaf as the conductive material



Mounting electronics



Apply DuoSkin device to skin through water transfer

a team of researchers used materials which are not expensive, like silver ink. They created tattoos from materials which you can buy at any craft store. Those are imitations of gold leaves made of copper because both gold and copper serve as good conductors of electricity.

Making of DuoSkin Tattoos

The process involves three phases and it can be conducted even by a person who has very little knowledge about tattooing. You don't have to go to a surgery or be afraid that something bad will happen. Volunteers who tried were able to design their own motifs and apply with water ink or copper tape.

The first phase consists of choosing your own design. This is not a one - size pattern. You can choose whatever suits you. By using any graphic software, people could create their own piece of art on their skin.

By proceeding to the next phase, volunteers get to know the process of applying the design to fabrics. They cut it out of vinyl and paper and put the imitation of gold leaf to the vinyl. Due to the fact that this material serves as a great conductor, tattoos become touch sensitive.

Finally, tattoos are laminated on to the skin using water transfer method. This water -based ink can be easily removed afterward.

Types of DuoSkin Tattoos

DuoSkin tattoos aren't only used to display data. They have some other interesting functions as well. Basically, there are three types of tattoos: input, output and communication. The output type allows you to "exchange feelings" using the Couple Harmony application. During the demonstration, one person wore a "mood button" on his hand, and pressed it when he felt angry. Then

the tattoo flared in form of a flame reflecting the person's mood. It can also reflect other types of mood, so the medical scientists are already discussing the health benefits of applying these tattoos to patient's skin. These heat processes activate the changes in colour from white to red.

Input type relies on the tattoo functioning as a touchpad. Imagine a computer connected to a music application and you can choose your favorite song or change the volume. You can even design a tattoo like an icon of your favorite application. If you get a new notification, the tattoo would light up.

Communicative type puts an emphasis on NFC technology advantages. The tattoo would function as a wireless device. Information could be stored and paired with other devices. For example, you could carry all your personal data with you and allow others to send and receive them.

In their research paper, the MIT team concluded: "It is our vision that in future, on-skin electronics will no longer be black-boxed and mystified, but they will converge towards user-friendliness, extensibility, and aesthetics of body decorations, forming a DuoSkin integrated to the extent that it has seemingly disappeared. We aim to make durable and skin-friendly on-skin user interfaces available to the wider community, using commodity materials, electronic components, and fabrication processes." ^[1]

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How to Improve your Customer Experience

By Anne Shore

如果提升客户体验

今年三月，Adobe 及 Econsultancy 发布了《数字智能简报：2018 年数字趋势报告》，提供关于数字市场营销情况及影响行业趋势的洞察。Econsultancy 和 Adobe 采访了全球 6000 多名营销、数字和电子商务营销人员，调查显示消费者体验越来越受到重视，尤其是零售商特别重视这一点。十分之九的北美零售商表示消费者体验限定了品牌。

根据报告，优化客户体验是市场营销人员本年的首要任务，五分之一的全球受访者 (19%) 表示这是最令人振奋的机会。亚太区市场营销人员正致力于将体验变得个性化，而北美和欧洲受访者则更加看重提高体验的价值。

当今，在企业经营环境中，传统的差异化经营正在失去优势，取而代之的是客户体验越来越成为最重要的差异化优势和商业价值驱动力。甲骨文公司的现实调查也反映了这一趋势，根据 2011 年 12 月客户体验影响 (CEI) 报告，89% 的消费者将选择有更好客户体验的品牌，74% 的高管认为客户体验非常重要。以“客户为中心的跨团队”为策略的公司超额完成 2017 年最高业务目标的可能性较其他公司高出近倍。

因此，如何提升客户体验也成为了各大公司高层会议中的首要的问题。在此我们有点建议：在公司运营中，执行开放和透明的公司业务有助于树立客户对自身的信任，这也可以促进客户成为公司的忠实用户。了解客户并发掘他们的需求也非常重要，这一点我们在之前的期刊中也多次强调过，在此不作赘述。如今大数据在各行各业发挥着重要的作用，客户体验的数据分析，可以很好的指导我们改善自己的服务，从而提升客户的满意度。人工智能的发展，也使公司可以通过智能 AI 的方式来提升服务效率。增强对员工的培训，也是非常重要的，因为每位客服和员工才是真正接触客户的一线人员。

CUSTOMER EXPERIENCE

Customer is the center of every business. He can choose to buy your product or he can choose to buy from your competitor. How you reach and treat your customer is most important for any successful business. Any business that improves its interaction between the customer and the organization will experience increased return on investment. According to a research carried out by Econsultancy and Adobe on Digital Marketing Trends shows that every company's most exciting opportunity for its organization is customer experience. Experts have pointed out that it is going to be the next battleground. It is no surprise that improving customer

experience is still something most companies find difficult to dealing with.

A research carried out by Oracle found that 74% of senior executives believe that customer experience has garnered quite some attention. And it impacts the willingness of a customer to be loyal to the company. There are many ways for improving customer experience. Some methods may be complex and costly while others are relatively simple.

Some customer experience initiatives any business can adopt to improve their interaction with customers are discussed as follows -

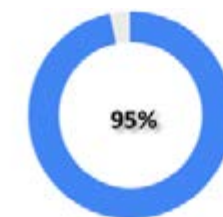
EXECUTE AN OPEN AND TRANSPARENT BUSINESS

Running a transparent business can help develop trust in customers. This can transform the customer to a loyal advocate of the company's products/services. Be as open as possible in dealings and in interaction with your customers and employees.



KNOW YOUR CUSTOMER AND UNDERSTAND WHO THEY ARE

If a company wants to understand its customers, they need to connect and place themselves in the customer's shoes in any situation that they face. This can be achieved by carrying out research to create a buy-persona for each your customers. If you don't get to know your customers, how will you know what they need and how to fulfill their requirements?



95% of users require personalized contact during the onboarding process.
Source: ITSMA/CFD



86% of users will pay more for a better personalized customer experience, yet only 1% of users feel vendors consistently meet their expectations.
Source: Forbes

ADOPT CUSTOMER EXPERIENCE ANALYTICS AND ACT ON CUSTOMER FEEDBACK

It's no news how constructive feedback can improve your business. But most businesses fail to act on feedback and improve on customer services. Use customer surveys, text analytics, automated emails and calls to capture customer feedback in real time. Acting on customer feedback increases the number of satisfied and loyal customers.

ENHANCE CUSTOMER SELF SERVICE EXPERIENCE

According to CRM Magazine, 45 percent of businesses offering online customer self-service reported an increase in website visitors and reduced phone inquiries. Provide support information for customers because ideally most customers would

want to help themselves. Integrate FAQs, books and post resources that allow users to have immediate and correct responses to simple questions.

TRAIN AND DEVELOP CUSTOMER EXPERIENCE EMPLOYEES

You don't only create a single customer experience team to oversee the company's interaction with customers. Every employee must be a customer experience advocate who is focused on customer loyalty, customer satisfaction and process improvement. From day one, employees must be more customized to represent the company's brand, desired customer experience and improve their relationships with customers. **B**

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为什么半数员工不喜欢团队合作？在企业招聘的说明中，不少岗位的工作要求都会写明“热爱团队协作”，虽然每个应聘者都会强调自己是一个好的“game player”，但是在实际工作中，大家往往更倾向于独立工作，而讨厌团队工作。我们都知道，团队工作可以聚合多人的力量，在一个项目上集中发力，运用每个人的力量和头脑，互补所长，高效的完成一项艰巨任务。为什么员工却普遍不愿意进行团队协作呢？

一方面来说，在团队中工作，就意味着一个人必须和他人一同制定计划、协商方案，个人的意见无法凌驾于团队之上；此时如果出现了不同意见和分歧，就很容易引发工作上的不愉快。是否该在此时信任你的同事，还是要求同事来信任你，就成了一个大难题。

在工作进展的过程中，每个人的工作范围有时又会成为扯皮的对象，如果工作完成顺利，成果喜人，团队会有成就感，一旦出现问题，那么划分责任就会成为影响团队和气的因素。此外，有一些同事可能会特别恐惧于和别人打交道或面对面进行交流、争论，这类同事更倾向于独自完成工作任务。最后，工作成果的划分也很难界定，毕竟这是团队的成果，我们有时无法了解自己在本项成果中究竟发挥了多大的作用，从而导致成就感降低。

但在公司不是“各自为政”就能做好工作的，需要每个人在统一的集体目标指导下努力奋斗，所以单打独斗不适用于团体作战的公司氛围。作为员工，调整心态，积极配合团队完成大家共同的任务，才能在其中体现自身价值；而作为雇主或 HR 部门，我们不能忽视员工之间的关系对公司的影响，TINPulse 公司 2014 年的调查报告显示，在超过 20 万的被调查员工中，有 20% 的人认为，工作表现优秀的首要原因归于良好的同事关系。调查显示，员工与同事的情谊是工作的头号动力，通过促进同事间的良好关系，你可以创建一个更高效和更具生产力的公司。

Why 50% of Workers Hate Teamwork

Less Than Half of the Workers Enjoy Working in a Team

为什么半数员工不喜欢团队合作？

By Betsy Taylor

Despite the fact that most of us take pride in adding a ‘team player’ skill on our resume, the reality is that 50 percent workers hate teamwork, as it is usually quite stressful, whereas less than half of the employers prefer working in a team.

Perhaps it comes as no surprise to you that employers across all industries are always in search of employees who have amazing teamwork skills. This skill has been considered as a plus for anyone who is looking for a job and reasons for this are quite obvious. Employees who are expert at teamwork can be quite efficient in a team, they can complement a team with their particular experience and skill-

set, and they can provide you with better outcomes on any projects that they undertake. Employees who are unable to get along with others, nevertheless, can cause chaos and prevent a team from achieving its desired results.

Why Half of the Employees Hate Teamwork

However, the issue is that around 50 percent of the workers hate teamwork and less than half the employees enjoy working in a team. Reasons why the ratio is large perhaps may not always be obvious, but it is crucial to determine why so many employees out there are afraid of teamwork and do not prefer making most of this trait.

Most Employees Prefer Working on Projects by Themselves

When provided with an option most, if not all, would rather prefer working on their own than being in a team. The reason for this is quite simple; working on your own not only means that you can work well at your own convenience, but it also means that you will be able to effectively map out exactly how you should go about your project.

On the other hand, working in a team usually means that you will have to work on a designated plan with others, your pace perhaps may not be in sync, and you may not be able to agree on how you can divide the project you are working on. But, the real issue lies in the fact that you just cannot trust your co-workers to do the job the way you trust your own skills. Not just is it uncertain as to if they are going to stick to the pre-agreed timeline, but you also cannot ensure the quality of work they will come up with.

Arguing with Your Co-workers is Inevitable

Apart from not knowing how the other members of the team will work, one of the biggest issues 50 percent of workers feel while working in a team is that you are likely to end up fighting with your



team members. This is particularly true if you are working with your team on a project that is stressful and demanding.

Teamwork Is Definitely Better

The fact is that no matter how much you hate working as part of a team with your co-workers, working together can surely produce better results. After all, working with your co-workers on the same project means that you will be able to collectively come up with better ideas that you perhaps would not have thought of on your own while working individually. You will also be able learn what can be beneficial to you in future as you can make use of your knowledge to become a better worker.

Even though your co-workers may be annoying from time to time, always remember that you need to work in collaboration to accomplish best results.

Always keep this fact in mind that by proving yourself as a proficient team player, you will certainly prove to your employer that you have the people traits that it takes to be promoted to a managerial position.

What Employers Need To Do Here

Teamwork concerns are crucial issues that management should not overlook. It has been stated that a team is just as strong as its weakest member. So if you have someone in your team who is difficult to work with or someone who just does not jive with others, it affects everyone in the team. This is not to say that a group made up of people from different views, backgrounds, and strengths will not really work – on the contrary they may have a lot to offer.

However, the management must accept the fact that team building is a vital process for functioning and that perhaps some people are at their best when they get to work on their own. These are crucial facts that none can change; what employers can do here is to make the best of it by managing not only the team but also solo tasks accordingly. **B**

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TEDA MSD Tenth Anniversary Milestones

泰达MSD十周年大事记



02

May 6th 2008, Tianjin TEDA Development Co., Ltd. was formally established and is fully responsible for the management of TEDA MSD project construction, operation and property management.



04

March 30th 2010, the TEDA MSD-Zone C Project Promotion Conference was successfully held, marking the full launch of the TEDA MSD project's marketing promotion.



06

September 28th 2012, the completion ceremony for TEDA MSD core area was successfully held.



01

March 20th 2008, Tianjin Economic-Technological Development Area (TEDA) Management Committee [2008] No. 28 Document "Decision on Starting the Construction of the Modern Service Industrial Zone (MSD) in TEDA"



03

December 11th 2009, the TEDA MSD-Zone C was fully capped.




05

April 2011, the core tube of the TEDA MSD-Zone A was capped.




07

January 2013, the TEDA MSD Commercial Carnival and the opening ceremony of Isetan Binhai were successfully held.




09

January 28th 2015, Hyundai Steel Investment (China) Co.,Ltd. formally entered TEDA MSD-G2 Building, and TEDA MSD sales offices welcomed the first company.



11

July 8th 2016, in order to further strengthen the gathering and radiating role of the modern service industry with TEDA MSD at its core, it effectively created a "developed development zone"; "TEDA Innovative Double Demonstration Zone" was established on TEDA MSD-G1 Building.



13

September 8th 2016, TEDA Lifestyle Hall opened, creating a young and fashionable life center.



08

December 2014, TEDA MSD-Zone C's tax revenue and rental income exceeded 100 million RMB, once again becoming a "Two Hundred Million Yuan Building".



10

April 30th 2015, the world's largest service apartment operator Ascott Limited and Tianjin TEDA Development Co., Ltd. formally signed an agreement, Tianjin Ascott TEDA MSD Service Apartment was formally established, becoming the first Ascott brand apartment in Tianjin.



12

August 14th 2016, Tingyi Holding Group settled in TEDA MSD and purchased the entire office building of TEDA MSD-F3/F4 as its new headquarters office building in TEDA.



14

November 10th 2017, TEDA MSD Card was officially released to realize one card interconnection within the scope of TEDA MSD.

On April 21st, members of AmCham China, Tianjin, and German Chamber of Commerce Tianjin community enjoyed a walking tour of the city led by Michael Hart, Managing Director of JLL. The tour's route wound through the former French and British concessions and highlighted the richness of Tianjin's history. Of particular note were facts regarding Tianjin's original purpose and development as a fort along the Haihe River. Using old photographs for reference, Michael pointed out buildings that were most likely used as warehouses by banks as trade expanded. He also shared knowledge about where the original walls around Tianjin used to stand as also the current location of the old city.



21.04.2018

AmCham Members Get a Firsthand Look at Tianjin's History



11.05.2018

Young Professionals learn how to sell themselves at AmCham China, Tianjin's event

On Friday May 11th, AmCham China, Tianjin hosted a seminar for young professionals designed to teach them how to excel at every step of the interview process. **Daniel Konold, Director of Culturalbility** and **Henry Tippie, Owner of Thrive Consulting** each highlighted a different aspect of the interview process and gave attendees insider knowledge on how to strengthen their candidacy for any job they apply to. The presentations were followed by a Q&A session and networking, replete with snacks courtesy of Fish and Potato Co. The content was well-received and this event looks to be first in a series that will focus on professional development for employees, executives, and young professionals.



18.05.2018

AmCham celebrates TRC's success with over 800 Kilograms of waste recovered!

On Friday May 18th, AmCham China, Tianjin along with Alex Scilla and Daniel D'urso, Co-Chairs of the Tianjin Chapter's Environmental and Sustainability Committee, celebrated the success 2018's Tianjin Recycling/educational Challenge (TRC). TRC challenges Tianjin's leading international schools and companies to partner together to collect and recycle waste materials. These materials are then used by participating students to create artworks and sculptures that are then entered into a merit-based competition. This year saw the participation of Tianjin International School, Wellington College International Tianjin, Caterpillar Tianjin, IKEA Distribution (China) Co., Ltd.

Upcoming Events:

Tianjin Culture Night

American Business in China White Paper Delivery Meeting & 2018 AmCham China Tianjin Government Appreciation Reception

Date: June 7th

Venue: The St. Regis Tianjin

Joint Chamber Summer Mixer

Date: June 15th

Venue: Fraser Place Tianjin

Tianjin Monthly Executive Breakfast Briefing

Date: June 21st

Venue: The St. Regis Tianjin

17th Annual Charity Golf Tournament and US Independence Day Celebration

Date: June 30th

Venue: Tianjin Binhai Lake Golf Club and the Ritz-Carlton, Tianjin



25.04.2018

Exclusive High-level Dialogue with Tianjin Commission of Commerce



European Chamber Tianjin Chapter organized an exclusive high-level dialogue for member companies with interactive discussions with Tianjin government authorities. Mr. Zhang Aiguo, Director General and Ms. Gao Lijuan, Vice Director General of Tianjin Commission of Commerce as well as relevant functional bureau officials attended the occasion. 30 top executives representing 16 member companies participated in this event. Questions regarding the difficulties the companies have encountered during operation have been raised at the dialogue salon.

19.04.2018

Special Event - Day of Logistics 2018: Visit of WAGO Electronic (Tianjin) Co., Ltd.



As one of the annual highlight events of German Chamber of Commerce, "Day of Logistics" has now come to its 11th year in 2018. This time, the German Chamber of Commerce, in cooperation with BVL Beijing Chapter, invited guests to an informative factory tour in WAGO Electronic (Tianjin) Co., Ltd. on April 19th. More than 30 logistic professionals participated in the event, which aimed to help companies to optimize processes, reduce costs, and establish an effective supply chain management.

09.05.2018

"Auto and Environment" 2018 China-Europe Automotive Industry Innovation Forum



European Chamber Tianjin Chapter together with TEDA Investment Promotion Bureau organized the first "Auto and Environment – 2018 China-Europe Automotive industry innovation forum" on May 9th, 2018. The forum was created to promote the discussion on future technology development between automakers and suppliers, to strengthen the interaction between industry specialists and to increase the communication amongst specialists and local enterprises. During the forum, experts and professionals delivered speeches on policy analysis as well as development strategy.

12.05.2018

Special Event - German Night in Tianjin 2018



On May 12th, 2018, the German Chamber of Commerce invited guests to the German Night in Tianjin at Drei Kronen 1308 Brauhaus. The German Night is the major social event for the German Community and everyone interested in German culture and has already taken place 7 times in Tianjin. About 50 participants enjoyed the casual evening in a typical German atmosphere with German buffet, beer and lucky draw. The German Chamber thanks all participants, sponsors and helpers for a memorable night!

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



10.05.2018

Exclusive High-End Equipment Manufacturing Tour to Schenck and Bauer



The European Chamber Tianjin Chapter organized an exclusive tour to the high-end equipment manufacturing companies Schenck Process and BAUER (Tianjin) Technologies Co., Ltd. Numerous members had the chance of acquiring an informative insight into the work environment and various technological processes of the two companies and were able to network with fellow members of the European Chamber on the site as well. Both companies had a brief introductory lecture prepared before guiding us through the manufacturing process.



Upcoming Events:

Labor Law Seminar

Date: June 14th Time: 14:00 - 17:00

Venue: GCC Office Tianjin

After Work Summer Mixer

Date: June 15th Time: 18:30 - 22:00

Venue: Fraser Place Tianjin

2018 FIFA World Cup- Germany vs. Mexico

Date: June 17th Time: 21:30-00:45

Venue: Paulaner Tianjin

2018 FIFA World Cup- Germany vs. Sweden

Date: June 24th Time: 01:00-03:45

Venue: Paulaner Tianjin

2018 FIFA World Cup- South Korea vs. Germany

Date: June 27th Time: 20:30-23:45

Venue: Paulaner Tianjin

Kammerstammtisch Tianjin

Date: June 27th Time: 19:00-22:00

Venue: Drei Kronen 1308 Brauhaus Tianjin

DINING

TIANJIN

Chinese



Tian Tai Xuan

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

Din Tai Fung

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

New Dynasty

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

Qing Wang Fu

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

Riverside Chinese Restaurant

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

JIN House

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



Dongsir Hotpot

A: No.5 Yong'an Road, Hexi District (opposite of People's Park)
T: +86 22 2331 9777
 懂事儿涮肉
 河西区永安道5号(人民公园西南门斜对面)

Japanese

Kawa Sushi Lounge

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

Café Vista

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

Seasonal Tastes

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

Seitaro

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

Bowbow Sushi Japanese Restaurant

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

SôU

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



Gang Gang Bread & Wine

A: 104, Olympic Tower, Chengdu Dao, Heping District
T: +86 22 2334 5716
 冈冈葡萄酒 & 面包店
 和平区成都道126号奥林匹克大厦1层104

Western



1981 Fashion & Restaurant

A: 211 Nanjing Rd, Heping District, Tianjin (in front of Xi Kai church)
T: +86 22 8628 4132
 1981时尚餐厅 (国际商场店)
 和平区南京路国际商场后门, 教堂对面

Western

Promenade Restaurant

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

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



Riviera Restaurant

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

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



ZEST

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

Cielo Italian Restaurant

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

La Sala Lobby Lounge

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

Brasserie Flo Tianjin

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

Churchill Wine & Cigar Bar

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



Hard Rock Cafe, Tianjin

A: No.56 Tianta Road, Nankai District
T: +86 22 2351 7625
 天津硬石餐厅
 南开区天塔道56号, 水上公园正门斜对过

blue frog (Riverside 66)

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

blue frog (Joy City)

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

Prego Italian Restaurant

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

Qba - Latin Bar & Grill

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

Pan Shan Grill & Wine

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

Spectrum All-Day Dining

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

Maxim's De Paris

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

Pizza Bianca

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

Churchill Wine & Cigar Bar

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

DINING

Blufish Restaurant

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

Trolley Bar & Grille

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

Bistro Thonet

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

1863 Bistro & Terrace

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

Café Majestic

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

Le Loft

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

Glass House

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

Café Venice

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

Browns Bar & Restaurant

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



Milan Restaurant

A: 1F, A area, Tianzhao Mansion, No 10 Chongqing Road, Heping District
T: +86 22 6018 8509
 米兰意食尚
 天津市和平区重庆道10号
 天照大厦A区首层



LE CROBAG – Tianjin Store

A: Room 109, Buliding A2, Binshui West road, Nankai District
T: +86 22 2374 1921
 Le Crobag德国面包房 (奥城店)
 南开区奥城商业广场A2商9



Habuka the Butcher

A: No.187, Chengdu Road, Heping District, Tianjin
T: +86 22 8338 5251
 +86 157 2205 2242
 羽深肉铺
 和平区成都道187号

Bars

The St. Regis Bar

The most beautiful bar in town with stunning river view. A rare haven of refined luxury, **The St. Regis Bar** is a place for guests to enjoy the enduring tradition of St. Regis Afternoon Tea and a wide selection of refreshing drinks.
A: 1F, The St. Regis Tianjin. No. 158 Zhang Zizhong Road, Heping District
T: +86 22 5830 9958
O: 09:30 - 01:30.
 瑞吉酒吧
 和平区张自忠路158号天津瑞吉金融街酒店一层



FLAIR Bar and Restaurant

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

O'Hara's

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

SERVICES



UPI

A: New Taiyuan Rd,No.189, Jiefang North RD, Heping District,Tianjin.
T: +86 22 23319485
UPI
 天津市和平区解放北路189号, 靠近新太原道一侧(近丽思卡尔顿酒店)

Hopeland international kindergarten Meijiang Campus

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

Hopeland international kindergarten Shuishang Campus

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

Education



NEW YORK KIDS CLUB

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

Wechat:

纽约国际儿童俱乐部天津文化中心

纽约国际儿童俱乐部
 河西区乐园道9号彩悦城
 阳光乐园二层

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

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

Wechat: KidsRKidsTianjin

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

International Schools



International School of Tianjin

A: No.22 Weishan South Road, Shuanggang, Jinnan District
T: +86 22 2859 2002/5/6
w: www.istianjin.org
 天津经济技术开发区国际学校
 天津分校
 津南区(双港)微山南路22号



Wellington College International Tianjin

A: No. 1, Yide Dao, Hongqiao District
T: +86 22 8758 7199 ext. 8001
M: +86 187 2248 7836
E: admissions.tianjin@wellingtoncollege.cn
W: www.wellingtoncollege.cn/tianjin
 天津惠灵顿外籍人员子女学校
 红桥区义德道1号

Tianjin International School

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

SERVICES

Hotels

★★★★★ Hotels


Renaissance Tianjin Lakeview Hotel

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


The Ritz-Carlton, Tianjin

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


The St. Regis Tianjin

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

THE WESTIN
 TIANJIN

天津君隆威斯汀酒店

The Westin Tianjin

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


HYATT REGENCY TIANJIN EAST

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


Sheraton Tianjin Hotel

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


The Astor Hotel,
A Luxury Collection Hotel, Tianjin

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


Four Seasons Hotel Tianjin

A: 138 Chifeng Road, Heping District, Tianjin
T: +86 22 2716 6688
 天津四季酒店
 和平区赤峰道 138 号


Banyan Tree Tianjin Riverside

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


Holiday Inn Tianjin Riverside

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


Holiday Inn Tianjin Aqua City

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


Shangri-La hotel

TIANJIN

Shangri-La Hotel, Tianjin

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


PAN PACIFIC TIANJIN HOTEL

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

Hotel Nikko Tianjin

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


Hotel Indigo Tianjin Haihe

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


Tianjin Goldin Metropolitan Polo Club

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


Tangla Hotel Tianjin

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


Wanda Vista Tianjin

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


Courtyard by Marriott Tianjin Hongqiao

A: No. 166 Beima Road, Hongqiao District, Tianjin
T: +86 22 5898 5555
 天津陆家嘴万怡酒店
 天津市红桥区北马路 166 号


Radisson Tianjin

A: 66 Xinkai Road, Hedong District, Tianjin 300011, China
T: +86 22 2457 8888
E: hotel@radisson-tj.com
 天津天诚丽筠酒店
 中国天津市河东区新开路 66 号
 邮编 300011

Yi Boutique Luxury Hotel Tianjin

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

Shan Yi Li Boutique Hotel

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


The Westin Changbaishan Resort Sheraton Changbaishan Resort

A: No.333 & No.369 Baiyun Road, Changbaishan International Resort, Fusong County, Jilin Province
T: +86 439 6986999, +86 439 6986888
 长白山万达威斯汀度假酒店
 长白山万达喜来登度假酒店
 中国吉林省抚松县长白山国际度假区白云路 333/369 号

Serviced Apartments

The Ritz-Carlton Executive Residences, Tianjin

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


The Lakeview, Tianjin-Marriott Executive Apartments

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


Fraser Place Tianjin

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


Somerset International Building Tianjin

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

Somerset Olympic Tower Tianjin

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

Astor Apartment

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


Ariva Tianjin Binhai Serviced Apartment

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

Ariva Tianjin Zhongbei Serviced Apartment

A: No. 80 Xingguang Road, Zhongbei Town, Xiqing District
T: 022-5863 1188
F: 022-5863 1166
E: Reservation.ATZB@stayariva.com.cn

天津中北·艾丽华服务公寓
 天津市中北镇星光路 80 号

Sheraton Apartment

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

IT


NNIT (Tianjin) Technology

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

Real Estate

Jones Lang LaSalle

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

Serviced Office

The Executive Centre

A: 41F, Tianjin World Financial Center 2 Dagubei Road, Heping District
T: +86 22 2318 5111
W: executivecentre.com
 天津德事商务中心
 和平区大沽北路 2 号天津环球金融中心津塔写字楼 41 层


Regus Tianjin Centre

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

Regus Golden Valley Centre

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

SERVICES

Chamber of Commerce
European Chamber

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

American Chamber

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

German Chamber

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

Moving & Relocation

Asian Tigers China - Tianjin

A: Room 2705, The Exchange Tower 2, No. 189 Nanjing Road, Heping District, Tianjin, 300051, China
T: +86 22 2433 3378
E: general.tsn@asiantigers-china.com
W: www.asiantigers-mobility.com
Wechat ID: AsianTigersMobility
 天津市和平区南京路 189 号, 津汇广场 2 座 2705 室


Tailor Made

Nasca Linien

A: No. 113 Chong Qing Road (WuDaDao Area)
T: +86 22 23300113
 18522758791
 纳斯达克·理念私享空间
 天津市和平区重庆道 113 号
 (五大道风景区)

Associations
TICC (Tianjin International Community Centre)

E: ticc_09@hotmail.com
W: tianjin.weebly.com

Hospitals

Raffles Medical Tianjin Clinic

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


Tianjin United Family Hospital

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


Women's and Children's Specialized Health

A: No.21, ShuiShangGongYuan East Road, Nankai District
T: +86 22 5898 2012
 400 10000 16
W: amcare.com.cn

美中宜和医疗集团天津美中宜和妇儿医院
 南开区水上公园东路 21 号

Arrail Dental Tianjin
International Building Clinic

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



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

Crab Club

A: 2F, Renaissance Tianjin TEDA
Convention Centre Hotel
No. 29, 2nd Avenue, TEDA
T: +86 22 6621 8888 ext. 6750
蟹将军
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
盛宴全日制西餐厅
开发区第二大街 50 号
天津滨海喜来登酒店 1 层



LE CROBAG - Teda Store

A: Room 105, Buliding 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



Happy Soho Live Music & Dance BAR

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

Education



Tianjin TEDA Maple Leaf International School

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



TEDA International School

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

SERVICES

Hotels



Renaissance Tianjin TEDA Convention Centre Hotel

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



Sheraton Tianjin Binhai Hotel

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



HILTON TIANJIN ECO-CITY

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

Holiday Inn Binhai Tianjin

A: No. 86, 1st Avenue, TEDA
T: +86 22 6628 3388
天津滨海假日酒店
开发区第一大街 86 号



Crowne Plaza Tianjin Binhai

A: No.55 Zhongxin Avenue Airport
Economic Area, Tianjin
T: +86 22 5867 8888
天津滨海圣光皇冠假日酒店
天津市空港经济区中心大道 55 号

Apartments



TEDA, Tianjin – Marriott Executive Apartments

A: No. 29 2nd Avenue TEDA, Tianjin
T: +86 22 6621 8888
天津泰达万豪行政公寓
天津经济技术开发区第二大街 29 号



Fraser Place Binhai, Tianjin

A: Block 6/7,Quincy Park,
No.21 Bei Hai East Road,
TEDA,Tianjin,China
T: +86 22 5988 1999
E: reservations.binhai-tianjin@frasershospitality.com
天津招泰美伦辉盛坊国际公寓
天津市开发区北海东路 21 号昆西园
6/7 号楼

HEALTH



Ascott TEDA MSD Tianjin

A: No.7 Xincheng West Road,
Tianjin Economic-Technological
DevelopmentArea, Tianjin
T: +86 22 5999 7666
天津雅诗阁泰达 MSD 服务公寓
天津市经济技术开发区新城西路 7 号

Office Space



TEDA MSD

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

Spas

Touch Spa

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

Yue Spa

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

Hospitals



Raffles Medical Tianjin TEDA Clinic

A: 102-C2 MSD, No.79 1st Avenue,
TEDA Binhai Area, Tianjin 300457
T: +86 22 65377616
天津经济技术开发区第一大街 79
号泰达 MSD - C 区 C2 座 102 室 ,
300457

Library

Tianjin Binhai Library

A: No. 347 Xusheng Road,
Binhai Central Business District
O: Monday: 14:00-18:00
Tue-Sun: 10:00-18:00
天津滨海新区文化中心图书馆
滨海新区中心商务区旭升路 347 号



TIANJIN-BEIJING AIRPORT Shuttle Bus ¥83 one way

Tianjin - Beijing Airport Terminals 2/3

04:00-18:00, runs every hour. Tian Huan Distance Bus Passenger Station
The junction of Hongqi Lu and Anshan Xi Dao. Tel: +86 2305 0530

Beijing Airport Terminals 2/3 - Tianjin

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

TEDA-BEIJING AIRPORT Shuttle Bus ¥90 one way

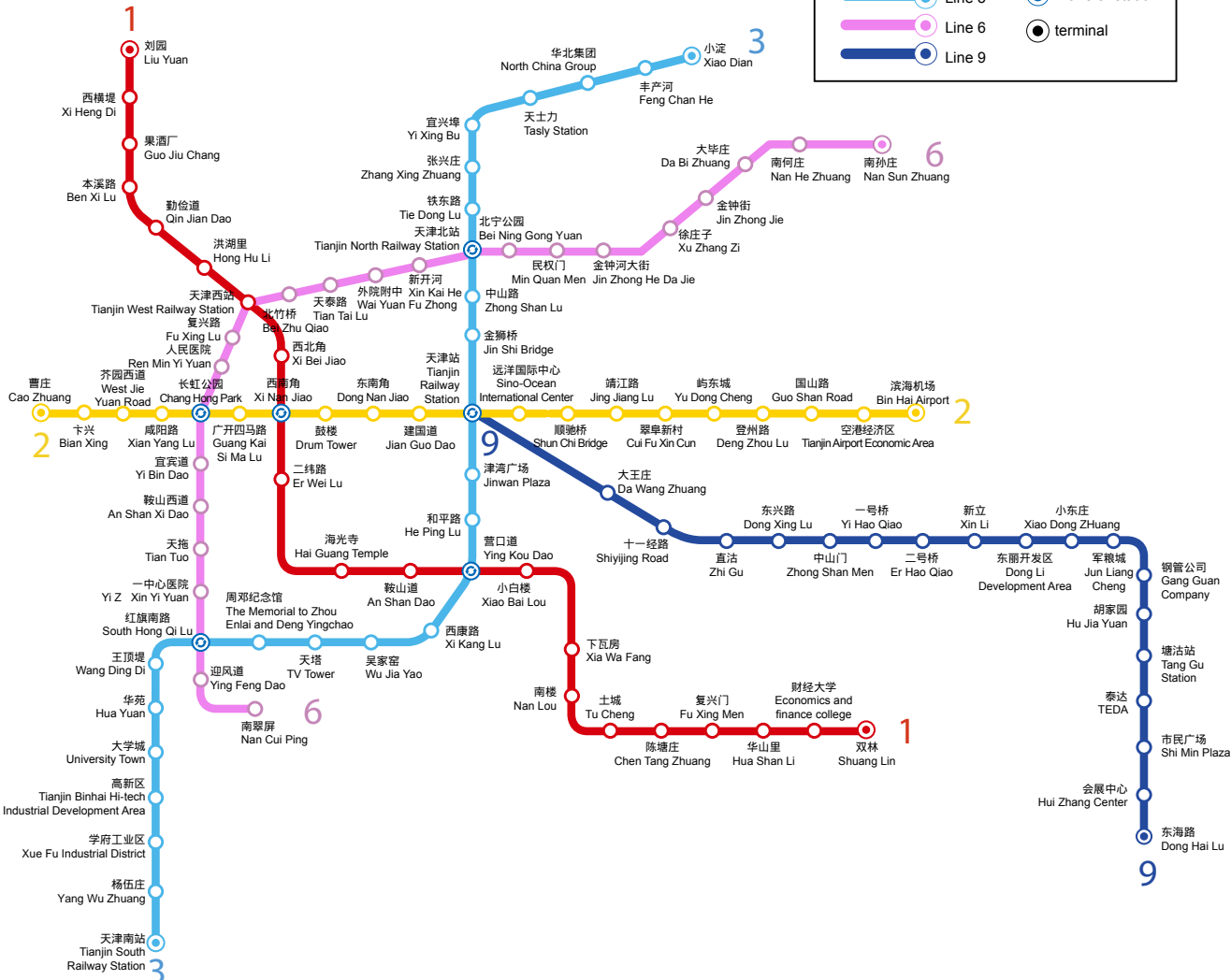
TEDA - Beijing Airport Terminals 2/3

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

Beijing Airport Terminals 2/3 - TEDA

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

TIANJIN SUBWAY MAP



Evolution of Chinese Characters

汉字发展史

By Lily Watson



Demential and You: Care and Management

Author: Dr Ross Colquhoun



老年痴呆是中老年群体中的一种常见病症，朋友圈里寻找走失老人的帖子也时常出现，我们身边邻居、朋友家中甚至也都有这样的老人。全球老年痴呆症患者已接近 4700 万人，截至 2015 年，我国的患者约 950 万人，且平均每年有 30 万新发病例，是世界上老年痴呆症患者最多的国家。

随着社会老龄化加速，预防老年痴呆和老年痴呆的治疗就显得非常迫切了。作为天津重点高校之一的天津大学，也在这一领域做出了卓越贡献。由天津大学出版社出版，且由天津大学外籍专家罗斯·可胡恩著，陈思、黄月婵、简慧芳、马阳阳、王凯等译的《痴呆症与你——护理与应对》在人口老龄化的大背景下，多方面分析了痴呆症给个人、家庭和社会带来的一些问题，并探讨了相应的解决办法，以期为临床实践和日常照料提供行之有效的支持和指导。

罗斯·可胡恩曾获得科学专业本科优等生学位、应用科学和神经科学硕士学位、医疗保健科学博士学位。可胡恩博士将严谨的科学研究和他自己那些暖心的实践经历融合了起来，其著作从基本医疗问题到社会心理学、法律和家庭伦理等方面都有所涵盖。全书共分为十四章，主要内容有如：为什么我们现在面临患痴呆症的危险；谁来照顾我们呢；积极的经历很重要，痴呆症的征兆和症状；谈论并正视痴呆症；家人能做些什么呢；保健专业人士的作用；当我们无法解决问题时，应寻求援助并寻找新策略；生活质量与痴呆症患者的生活以及相关法律问题；对痴呆症的早期预防、诊断及评估等方面作了详细的解答，解决了痴呆症患者和亲人们面临的诸多困惑和难题，并且介绍了新的治疗和护理措施，旨在使人们在面对痴呆症时心中有数，懂得怎样做才能为自己和亲人们赢得好的结果，也使护理者避免变得精疲力竭和易怒。家中有老人的朋友，不妨读一读罗斯·可胡恩博士的著作，从中寻求专业的指导和帮助。

TJU Press announced the launching of a new book titled "Dementia and You: Care and Management" at the Tianjin Book Fair held at Tianjin International Exhibition Centre on Saturday, April 22nd. The book was authored by a Foreign Expert teacher at TJU, Dr Ross Colquhoun and had been translated into Chinese by TJU students and faculty. The English book had been originally published as "Dementia and You: Care, Protection and Reducing Risk". Over the past 3 years Dr Colquhoun has researched and rewritten the book for Chinese readers.

Dr Colquhoun, in his presentation at the launch of the book said: "China is experiencing dramatic changes in physical and social environment brought about by economic development and social policies. Urbanization, industrialization, an increasingly mobile population, one-child policy and most recently, globalization, are causing changes in family structures and intergenerational support of the elderly. A World Bank report noted that informal support systems are breaking down in China".

This book aims to overview the need for people, families and the nation to prepare for the rising incidence of dementia. This condition will soon be the major cause of disability and death, outstripping cancer, heart disease and stroke, thus imposing a massive burden on families, health systems and economies worldwide. However, like many other chronic diseases, new evidence indicates that it can be prevented. The scientific opinion now leans toward the idea that the cause of dementia is related to cardio-vascular disease causing decreased blood flow and circulation of nutrients and oxygen to the brain. When this system fails, brain cells are damaged and they die and this causes the disease to progress unchecked.

China also has a strong tradition of exercise for health and preventive medicine and what has become evident is that the choices people make are very important in the prevention of dementia. Latest research indicates that smoking, social isolation, not enough exercise and poor diet can all increase the chances of getting dementia. It seems that the Chinese can do a lot to minimise the risk. Pollution, changes

in diet and high rates of alcohol and nicotine use are obvious targets.

The book also aims to explain what to expect and what can be done at the family level. Early diagnosis provides many benefits: symptoms, like memory loss may not be dementia but maybe normal or treatable; interventions can delay onset or slow progress and new medications are just around the corner. Early diagnosis protects people's rights and gives them a say in their care before it is too late. The book also discusses prevention. We know that the risk of dementia is associated with lifestyle choices. In China, there is a strong tradition of care for the elderly by the family. However, with changing demographics and attitude of young people toward the elderly China will have to develop new ways to deal with the rising problem.

Many elderly people do not have family support and new solutions will need to be found. In future this will only become more concerning. The need for trained carers, medical facilities and infrastructure will cause severe pressure. Prevention and in-home care are key strategies going ahead.

TOILET HORROR

A Slight Suggestion

“厕所恐惧症”——一点建议

By Mike Cormack



Portable toilets are seen in front of skyscrapers at the Qianhai special economic zone in Shenzhen

地域歧视普遍存在于各个地区和各个国家之间，有些刻板印象自然不是完全正确的，但它们已经牢牢地打在了某个地区的烙印上，例如：法国的警察总是非常积极；在日本对话或和人交谈时，必须时刻谨防冒犯他人；而在芬兰，与人之间的距离越远越好，如果靠的太近，会被视为不礼貌；俄罗斯，似乎每个人都可以喝掉很多伏特加；而英国的食物总是被人所吐槽；德国则较少产出流行文化……那么对中国的地域歧视有什么呢？

如今说到中国，人们往往会想到经济的快速发展，人口庞大，城市拥堵。但是，如果提到厕所，这往往是外国游客所苦恼的问题。为什么他们会“害怕”中国的厕所？曾经有一个法国网络博主在法国街头进行了一项试验，请法国人试一试“亚洲蹲”这种姿势，结果显示，只有一个练过武术的路人能够做到自如的蹲下。普遍存在于国内各地的蹲厕就这样成为了外国人如厕时无法逾越的障碍。

此外，这类厕所也容易出现地板被弄脏的情况，影响下一位厕所的使用者。在厕所内抽烟也非常地令人不愉快，然而办公室附近的卫生间或夜总会的卫生间都存在这样的问题。在偏远地区，尤其旅游景点，往往缺乏厕所，公共厕所准备不足。有一些地方的旱厕则非常的开放，几乎无法很好地保护隐私，让人感到非常不适。

中国目前依然是一个发展中国家，有一些方面无法保证全国各地同步跟上，确实可以理解；但是，在设施不足或不便的情况下，我们依然需要从自己做起，尽量不要给别人带来麻烦。文明使用厕所，从你我做起。

Every country has its flaws and weaknesses. It's wrong to stereotype, of course, but there are definitely things which are common enough to be aggregated as national characteristics. French police are remarkably aggressive. Conversations in Japanese have to forestall the possibility of the other person taking offense, making them complex undertakings. Finns are renowned as being remote to the point of giving the impression of

being unfriendly. Russia retains a remarkably high alcohol intake per person. Britain's cuisine has improved since the days when lard lurked in most fridges, but chips and beans still provide the backbone of too many meals. (When I showed my wife, who is from Jiangsu, the TV show Jamie's School Dinners, about the struggles of chef Jamie Oliver to convert a school canteen's menu to healthy food, she was genuinely astounded. "Why do parents insist on giving their children

bad food?" I had no good answer). Germany struggles with pop culture. (Why has such a great country so rarely produced memorable TV, film and music?) Australia really is full of things that could kill you.

What about China? Well, China is a country with a whole range of flaws and joys, some more consequential than others. Food is a delight, the safety of even the largest cities is

admirable, and the friendliness makes life here easy to settle into. But there are problems – and significant problems at that. The roads throng with people apparently entirely unaware of elementary traffic safety. Health and safety can seem like the merest afterthought. People can be upfront on matters some consider delicate (If you mind being asked “Why are you so fat?”, “How much do you earn?”, or “Why are you not married yet?” China probably isn’t the country for you).

But one issue towers above them all. One matter of such fundamental basic human existence continues to distress and vex all visitors to China. One problem exists that still fills me with dread, anxiety and horror. Ladies and gentlemen of a delicate disposition, look away now for the issue is... Chinese toilets.

Why are they so awful? Why are they often so filthy, noxious, and vile? Quite frankly I’m stumped. I have no idea why people seem to have such difficulty in performing a basic bodily function. But there is such a recurring problem, in every Chinese town I have visited, and from the nicest office building to the cheapest of restaurants that it is truly endemic. And, like everyone else, I have some horror stories to tell (which I’ll try to keep from being too descriptive).

stung my eyes and shredded my lungs, the nightclub seemed to attract men who never had learned how to aim when peeing. The tiled floor in the gents thus always became wet with stray urine. One busy night, the management had a brainwave and put cardboard down on the floor, to absorb the errant fluid. But this became wet, meaning that people lining up to pee stood further back, ensuring they missed and making the cardboard wetter, making them stand further back... It was a vicious circle of epic proportions.

Knowing the likely horror awaiting me, I had delayed visiting the toilet, but at some point, with several liters of beer trying to find a way out, it became absolutely critical. By this time the cardboard had all but dissolved into a sodden spongy mess. But you know the worst thing? As it had been 35C that hot June day, I was wearing flip-flops - open-toed flip-flops, which offered little more protection than a tissue in a hurricane.

I showered very thoroughly when I got home.

THE OFFICE

At one point I worked in a very nice office building. Staff was given cards to operate the elevators, to ensure no interlopers could enter. The first floor comprised of irritatingly-expensive restaurants and a Starbucks, and there was a large fountain in the atrium, to give you a flavor of what it was like. The toilets on each floor offered new burnished-steel hand-driers, pleasant soap, Western-style toilets and urinals: they should not have been unpleasant to use. But they were always nasty because people were always retiring to them to smoke cigarettes. It wasn’t just the rank smell of stale smoke that annoyed: there was always ash on each cubical floor and butts in the toilet bowls. Even the newest and nicest scenario, was totally ruined.



THE HIKING TRAIL

Rural locations often lack toilets, naturally enough. But some popular hiking trails now have facilities, given the numbers that crowds there. One such place I went to was on a hill just outside of Nanjing. Halfway up the trail, a brick outhouse offered people relief, which was nice. The only problem was that it wasn’t fully plumped. The toilets simply led to a concrete pipe and then outside. As we walked on, you could see the back of the building, with turds lying unflushed beyond the concrete pipe. It wasn’t the most edifying of sights.

Why this goes on has always confused me. When I’ve asked, I’ve been told it’s because China has such a big population. Sure, it only takes a few people to spoil something. But surely the lesson to be drawn is that with a vast population, everyone needs to take greater care, lest we infringe on anyone, rather than cavalierly accepting that infringements will happen. When it comes to No. 1s and No. 2s, the environment needs to be #1 – not you. **B**

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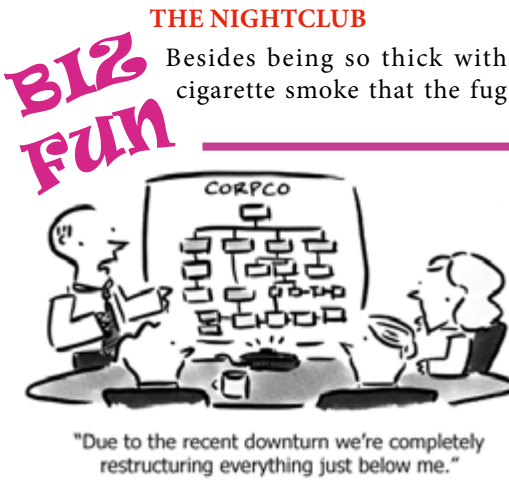
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