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# BUSINESS

# TIANJIN

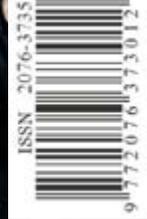
津衛商務  
2018  
APR

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## Business Tianjin April 2018



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Dear Readers,

International Women's Day was celebrated on 8<sup>th</sup> March, but we think it should be observed each day of the year. So many organizations join hands to highlight outstanding individuals who have contributed to the advancement of women's rights and take initiatives towards further advancement of bridging the gender parity.

To commemorate this special day, Business Tianjin and Tianjin Plus Magazines in tandem with Shangri-La Hotel, Tianjin, invited cooperate leaders to celebrate this special day at Café Yun, Shangri-La Hotel, Tianjin. We dedicate this issue's Cover Story to every single woman and hopefully it serve to recognize their important role in society. Our congratulations to all women simply for being a woman!

We interacted with Jason Will, a professional that has been in the moving industry for 26 years, and counting. From starting in a business development role in Australia to now managing the Asian Tigers business in China, it has been a long and interesting journey for him, and as he said, he is still learning new things! The moving industry has evolved his entire life, and is continuing to evolve still.

We analyze in our feature story how China-US relationship affects global economic affairs. These two biggest economies in the world are considered as being economic gravity centres, whose economic activities affect regional and global economies alike. Given their size and global reach, the relationship between the two can fall somewhere on a spectrum between high cooperation and intense competition.

Economic projections for the month remain very positive for the rest of this year for China, based on the numbers from the first two months. Check our economy section and see why the outlook remains positive even while economic activity has been slowing down recently.

You can read other interesting stories, such 10 principles of social media, an in depth research report of the boom of theme parks in China and why you should become a people's company.

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Mary Smith  
Managing Editor | Business Tianjin Magazine  
[managingeditor@businesstianjin.com](mailto:managingeditor@businesstianjin.com)

在“三·八”妇女节期间,世界各地举行了形式多样的庆祝活动,为女性送去节日祝福,《津商》和《津品生活》也在这美好的日子里,邀请各界优秀女士齐聚天津香格里拉大酒店咖啡馆,一同畅谈、分享女性“她力量”。本期封面故事中,我们就将与您一同走近这些可爱可敬的女士,并为所有女人带去节日祝福。

Jason Will先生在搬家运输行业已有26年的工作经验。他带领的泛骏华国际物流(中国)有限公司的全球服务网络遍布100多个国家和地区,在中国服务近50个以上的城市,为顾客提供国际搬家、海运、空运包裹快递到世界各地的门到门服务,在业内享有盛誉。本期对话,让我们坐下来与Jason先生聊一聊国际搬家的“那些事儿”。

本期还有中美大国关系的解析、我国经济走势、如何做好一个人性的公司等丰富内容等待您的发现。

更多精彩内容,请访问我们的网站[www.businesstianjin.com](http://www.businesstianjin.com)或关注我们的微信公众号: [business\\_tianjin](https://www.wechat.com/p/business_tianjin)。



## ▲ Women's Day

### Luncheon at Shangri-La Hotel, Tianjin

To commemorate International Women's Day, Business Tianjin and Tianjin Plus Magazines in tandem with Shangri-La Hotel, Tianjin, invited corporate leaders to celebrate this special day at Café Yun, Shangri-La Hotel, Tianjin, on 8<sup>th</sup> March, 2018.

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## ◀ Focus on your Core Business, We Manage your Relocation

### An insightful dialogue with Jason Will, Country Manager of Asian Tigers Mobility

One of the questions we like to ask when we interview some top executives is ... where do you see yourself five years from now? But we don't have this temptation with Jason Will, a professional that has been in the moving industry for 26 years, and counting. From starting in a business development role in Australia to now managing the Asian Tigers business in China, it has been a long and interesting journey for him, and as he said, he is still learning new things! The moving industry has evolved his entire life, and is continuing to evolve still.

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## ◀ CRISPR: The Power to Forever Change Humanity From curing cancer to making Super Humans

In case you haven't heard, scientists are on the verge of ushering a new era in the field of medical science using a genome editing tool called CRISPR. It's nothing like anything we have seen before. This new technique is so radically different and advanced that it could forever change us as a species.

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## Tianjin News

### Zhongguancun to build science and technological city in Tianjin



With the support of the Beijing municipal government, the Tianjin municipal government and Zhongguancun Development Group, Zhongguancun will integrate the resources of Beijing, Tianjin, Zhongguancun and Baodi district to build a science and technology park with an area of 14,500 square meters. The park will be located in the Beijing-Tianjin-Hebei Coordinated Development Plan. In the next 30 years the science and technology park will attract investment of over 100 billion yuan, 58,000 residents and 117,000 employees, helping it qualify as an innovative base.

### Bicycle feast commences in Tianjin



Various kinds of electronic bicycles, the spare parts, professional cycling equipments and shared-bikes' manufacturing technology are on display at the 18<sup>th</sup> North China International Bicycle and E-Bike Exhibition, which is held from March 23<sup>th</sup> to 25<sup>th</sup> in Tianjin.

### Festival lanterns show held in Xiqing district, Tianjin



Festival lanterns displayed in Yangliuqing town of Xiqing district welcomed the Chinese Lantern Festival from March 1<sup>st</sup> to 3<sup>rd</sup>. The festive lanterns were divided into five themes -- Yangliuqing town, Xiqing's culture, traditional and modern culture, interactions with people and large festive lanterns.

### 'Intelligent Vegetable Market' opens in Tianjin



Tianjin's first vegetable market supported by app, WeChat and other diverse online services including delivery and procurement, opened before Spring Festival and saw its Lantern Festival sales triple its figures from the eve of the lunar Chinese new year. The market, named the Zhihui Vegetable Market, or "Intelligent Vegetable Market", offers 24-hour service to clients in a 1.5 kilometer area for more than 49,000 families, promising one-hour door delivery for free, said Yang Zhenxiang, senior manager at Guoan Technology Holdings (Tianjin), the market's parent company. Covering 1,000 square meters, the market is run by Guoan Community, a neighborhood comprehensive service provider including vegetable shops, healthcare, rental, delivery and laundry service, just to name a few.

## FINANCE

### Xi Jinping is re-elected as China's president



Xi Jinping was elected Chinese president by a unanimous vote at the ongoing session of the 13th National People's Congress (NPC). Xi, 64, was also elected chairman of the Central Military Commission (CMC) of the People's Republic of China by a unanimous vote. Right after the election, Xi took a public oath of allegiance to the Constitution. This was the first time for a Chinese president to take such an oath upon assuming office. Practices have proved that Xi is the pathfinder of socialism with Chinese characteristics for a new era and the navigator in achieving the great dream of national rejuvenation.

### China Sets 2018 GDP Target at About 6.5% as Stability Push Intensifies



China set a 2018 growth target of around 6.5%, omitting an intention to hit a faster pace if possible, as leaders intensify their push to ensure financial stability. The target was released Monday ahead of Premier Li Keqiang's report to the National People's Congress gathering in Beijing. While a target of 6.5% is equivalent to last year's goal, the statement didn't include an objective for output growth to be "higher if possible in practice" as it did in 2017. While growth handily surpassed 2017's target with a 6.9% expansion that was the first acceleration since 2010, economists forecast a moderation to 6.5% this year amid the ongoing deleveraging drive and trade tensions with the Trump administration.

**China to cut taxes on businesses and individuals in 2018**



China will reduce taxes on businesses and individuals by more than 800 billion yuan in 2018, said Li when delivering a government report at the first session of the 13th National People's Congress. China will prioritize lowering rates in manufacturing and transportation, and raise the threshold for annual sales revenue for small-scale taxpayers. Far greater numbers of small low-profit businesses will see their income tax halved, and the ceilings on deductible business purchases of instruments and equipment will be significantly raised. A policy of uniform corporate income tax exemption on the overseas earnings of Chinese businesses will be put into implementation. More logistics companies will enjoy preferential tax treatment on their use of land for storage facilities.

**Work on Beijing-Xiongan rail transit begins**



Construction on a rail transit linking Beijing and Xiongan New Area began on Feb 28<sup>th</sup>. As the first major transportation project involving Xiongan, the 33.53-billion-yuan rail transit stretches 92.4 km and has five stops via Daxing district of Beijing and Bazhou city in northern Hebei province. The rail transit will shorten the travel time between Beijing and Xiongan to 30 minutes. The section from Beijing's downtown area to its new airport in Daxing has a designed speed of 250kmh, and will be put into use together with the airport in September 2019.

**Beijing establishes 7<sup>th</sup> Ring Road for regional development**



A seventh ring road will be completed at the end of June and is expected to further integrate Beijing and neighboring Hebei Province. The ring-shaped road will have a total length of 940 kilometres, including 90 kilometers in Beijing and 850 kilometers, or 90%, in Hebei. Beijing has no first ring road. As Beijing's sixth orbital, the new one will help ease the freight transport burden on the sixth ring road. More importantly, it will propel the integration of the highway network of the Beijing-Tianjin-Hebei region, advance formation of an one-hour and half-hour commutes between central cities and peripheral cities in the region.

**China dominates self-made woman rich list**



China has once again dominated a list of global self-made woman billionaires. The top four women in the report by publisher Hurun - and five of the top 10 - come from the Asian superpower. Zhou Qunfei, who founded a firm that makes glass used to cover laptops and smartphones, was the world's richest self-made woman, with \$9.8bn. In total, 28 of the top 50 on the Hurun self-made list are from China. Wu Yajun from the western city of Chongqing, moved into second place. She is worth \$9.3bn after a staggering 83% leap in her fortune in just 12 months. Ms Chen, who runs Fu Wah International, slipped to third after her wealth barely changed since 2017.

**Consumer Rights Day: Consumer Complaints Grew 44% Last Year**



March 15<sup>th</sup> marks World Consumer Rights Day, and China's consumer watchdog commemorated the day with a review of the country's grievances in 2017. The State Administration for Industry and Commerce published a report detailing trends among the 2.4 million consumer complaints it handled last year — a 44 percent increase from the year before. The watchdog itself is set for change: In a mass government overhaul revealed at the Two Sessions political meetings on Tuesday, China's State Council announced that the SAIC would merge with the Food and Drug Administration and the General Administration of Quality Supervision, Inspection, and Quarantine to create an overarching market regulator.

**China to merge banking, insurance regulators**



China will merge its banking and insurance regulators in a move to plug regulatory loopholes that have enabled risky forms of shadow banking. The National People's Congress, the rubber-stamp parliament, announced the combination of the China Banking Regulatory Commission and the China Insurance Regulatory Commission on Tuesday as part of a sweeping government re-organisation plan that will see at least a dozen agencies merged or eliminated.

**LAW & POLICY**  
**China's national legislature adopts constitutional amendment**



China's National People's Congress (NPC), the national legislature, adopted an amendment to the country's Constitution. Lawmakers at the ongoing NPC annual session agreed that the constitutional revision, which accords with the aspiration of the Communist Party of China (CPC) and the people and has won approval from both inside and outside the Party, is of historic significance for ensuring prosperity and lasting security of both the Party and the country. The draft amendment was submitted to the first session of 13th NPC for deliberation on Monday. This was the first amendment to the country's fundamental law in 14 years.

**China's 'One Window, One Form' to Streamline Foreign Business Registration**



China will implement a "One Window, One Form" policy for registering foreign-funded enterprises, according to a recently released circular. The circular, which was issued jointly by the Ministry of Commerce and State Administration for Industry and Commerce, will be implemented nationally from June 30<sup>th</sup>, 2018. The "One Window, One Form" policy is designed to make business registration easier by cutting red tape and bureaucratic steps for businesses. After June 30, foreign-funded enterprises will be able to submit a single form to a single office, rather than register separately with various government offices.

**China to ban people with bad 'social credit' from planes, trains**



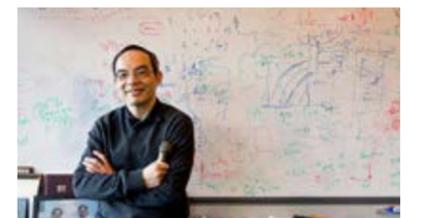
China said it will begin applying its so-called social credit system to flights and trains and stop people who have committed misdeeds from taking such transport for up to a year. People who would be put on the restricted lists included those found to have committed acts like spreading false information about terrorism and causing trouble on flights, as well as those who used expired tickets or smoked on trains. Those found to have committed financial wrongdoings, such as employers who failed to pay social insurance or people who have failed to pay fines, would also face these restrictions. It added that the rules would come into effect on May 1<sup>st</sup>.

**GENERAL**  
**Self-driven cars expected on China's roads in 3-5 years**



Unmanned vehicles will appear in regular traffic in three to five years, and people can soon travel in automatically-driven cars on expressways between Beijing and Shanghai while "eating and singing," according to the CEO of one of China's largest tech firms. Robin Li Yanhong, who is also a member of the 13th National Committee of Chinese People's Political Consultative Conference (CPPCC), made the prediction at the first session of the 13th CPPCC National Committee in Beijing. Li said Baidu is attempting to connect with some mainstream car manufacturers to make automatic driving possible on expressways.

**Microsoft announces breakthrough in Chinese-to-English machine translation**



A team of Microsoft researchers announced they've created the first machine translation system that's capable of translating news articles from Chinese to English with the same accuracy as a person. The company says it's tested the system repeatedly on a sample of around 2,000 sentences from various online newspapers, comparing the result to a person's translation in the process — and even hiring outside bilingual language consultants to further verify the machine's accuracy. It's surprising, then, how quickly the researchers were able to achieve this milestone — especially given that machine translation is a problem people have been trying to solve for decades.

**CHINA IN THE WORLD**  
**Two cities reject applications by Didi to start bicycle-sharing service**



Two major Chinese cities have upheld a ban on new bicycle-sharing firms, rejecting an application by the world's most valuable start-up to place more two-wheelers on their roads. Guangzhou and Shenzhen, both in Guangdong province, have rebuffed attempts by Didi Chuxing to start services in their cities, citing saturation and ill-management of exiting bicycles, according to Guangdong News, citing regulators. A representative for Beijing-based Didi said the company is "in constructive communication" with authorities on providing its bicycle-renting services, while declining to comment on specific cases.

## Beijing has a New 24-Hour Human-Free Robot Bookstore



At a tiny new bookstore in Beijing, you can find yourself something to read at any time of the day or night, without the encumbrance of human interaction. You just have to get a quick face scan first. On Jan. 12<sup>th</sup>, a convenience-store-cum-bookshop opened in Beijing's International Book City. The store is open 24 hours a day, and has a robot cashier in lieu of human staff. Xinhua plans to open a total of 20 similar bookstores this year. Customers enter their WeChat account details and get their faces scanned before entering, and the store offers "precise and humanized" book suggestions based on their purchase histories.

## 30 Million single Chinese men in the future



Experts say that within a few decades there will be 30 MILLION more men than women creating swathes of lonely and frustrated bachelors. Although educated and economically independent, women are sometimes referred to as "leftovers" if they have not married by their late twenties. They now have plenty of men to choose from, because the one-child policy which - in effect until 2015 - has left the country with the gender imbalance. "Now China has 30 million more men than women, 30 million bachelors who cannot find brides." They call them *guang gun*, 'broken branches,' that's the name in Chinese. They are the biological dead ends of their family."

## Acting school bans applicants who have had cosmetic surgery



A drama school in eastern China will reject applicants who have had cosmetic surgery, arguing that the procedures would make the aspiring actors less expressive. Dong Liang, director of Shandong University of Arts' drama and television school, announced the decision at an audition for new students. More than 5,000 applicants from Shandong and another 4,000 from other parts of the country are vying for 210 positions at the school in Jinan. But Dong said the applicants should rely on their natural beauty to stand out and focus on developing their professional skills.



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## 18.9

China's largest Artificial Intelligence unicorn, SenseTime has exceeded **¥ 18.9 Billion** in capitalization. Its software is being used by China's ten largest security surveillance companies.



## 13

According to official government reports, there are **13 million** poor Chinese people who were lifted out of poverty in 2017 alone, representing two-thirds reduction of impoverished individuals over the last five years.



## 3

Researchers from the Chinese Academy of Science are currently testing a scaled-down model of a hypersonic jet which could ferry passengers anywhere in the world under **three** hours.



## 40

Three nations are taking great strides in embracing renewable energy and China takes the lead courtesy of nearly achieving **40%** of its total global clean energy targets by 2022. China is also the global market leader in bioenergy for electricity and heat, hydropower and electric vehicles.



**189 亿**——中国最大的人工智能独角兽公司 SenseTime 的资本总额已超过 189 亿元。

**93%**——约 93% 的中国游客在海外旅行时会使用移动支付。

**40%**——中国在采用可再生能源方面正在取得重大进展, 预计到 2022 年, 将有 40% 的清洁能源是在中国使用的。

**1300 万**——据报道, 2017 年中国有 1300 万贫困人口脱贫。

**9 个小时**——1500 名中国工人仅用了 9 个小时便完成了长达 264 公里的铁路项目。

**3 小时**——中国科学院的研究人员正在测试一种超音速喷气式飞机的缩小模型, 该模型可以在三小时内抵达世界任何地方。

**5 分钟**——3 月 8 日, 网上某零售商发售第一批诺基亚 7 plus 手机, 该批次手机在 5 分钟内立即售罄。

## 6.5

China Premier Li Keqiang announced that this year's economic growth target is at **6.5%**, which is slightly lower than the 6.9% record last year. This move is aligned with the government's vision of focusing on quality-of-life issues over numerical targets.



## 93

About **93%** of outbound Chinese tourists would consider using mobile payments when traveling overseas while 91% would show greater willingness to spend and shop if overseas merchants accept Chinese mobile payment brands.



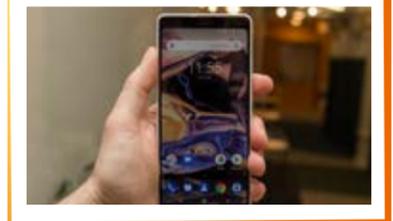
## 9

1,500 workers finished a 264-kilometer railway project in China, connecting three railway stations in the city of Longyan in just **nine** hours.



## 5

The first batch of Nokia 7 plus phones which were released on March 8<sup>th</sup> through an online retailer were immediately sold out in China within **5** minutes. Each 4GB/64GB unit were sold for ¥ 2,300.



## Outlook Remains Positive

### Activity slows down in February due to holidays

By Morgan Brady



据相关数据显示，2月份我国经济表现依然强劲。2月份中国制造业采购经理人指数从51.3下降至50.3。虽然这是继去年9月份52.4以来的低谷，但该指数仍然在50%以上，这表明商贸往来活动规模依然在扩大。此类扩张主要见诸大型企业，对于中等规模和小规模的企业来说，这个数字略低于50%，并略有下降。

2月份非制造业的PMI指数为54.4，相对较高。这是因为2月是农历新年、元宵节等节日“扎堆”的时候，部分相关服务业的表现明显优于制造业，餐饮、铁路和航空运输、互联网和电子电信等行业增长较快。

在数据显示乐观的同时，快速增长面临的挑战依然存在，由于美国总统特朗普决定对我国的钢铁和铝征收关税，市场依然受到了影响。特朗普政府希望减少贸易逆差，这一目标有两个含义：美国对中国的贸易出口会增加，而中国对美国的出口却很可能下降。然而，考虑到中国对其他地区的出口规模也很庞大，其政策影响可能不大。

此外，根据前两个月的数据预测，中国今年未来三个季度的预期依然非常乐观，这不仅对中国有利，而且对依赖中国经济增长的其他邻国和经济体也有积极影响。

#### China's Manufacturing PMI in February

Performance of the Chinese economy remains largely positive in February based on many indicators. Activity of the purchasing managers in China has slowed down in February 2018 as the index for purchasing manager's activity declined by 1 point from 51.3 to 50.3. It has been declining since September last year when the index showed a reading of 52.4. The index, however, remains over 50% which indicates expansion in activity.

This expansion was mostly seen in larger enterprises as the index was 52.2 for those organizations. For medium size and small size organizations, the number was slightly below 50% and it indicated slight contraction.

The spring festival holiday slowed down productivity as the production index, which is a constituent component of PMI, declined to 50.7, albeit still in the expansion range. Concurrently, the new orders index, which is another component of PMI, declined slightly as well to 51.0%.

#### Non-manufacturing PMI

Other sectors performed better than the manufacturing sector, given the increased expenditure in the holiday season, which drove demand to restaurants, railway and air transport, Internet and

telecommunications, among others. The non-manufacturing PMI for February showed a reading of 54.4 in February. The expansion has been steady throughout the previous year.

The recent decline in activity during the month of February is expected to be temporary, considering the high confidence in small and medium businesses reported earlier in January. Another point that supports this assumption is the fact that the composite PMI index remained expansionary above 50 at 52.9% in February.

#### Prospects of a Trade War

Yet, challenges remain in the face of high growth, as markets are still affected by the rising prospects of a trade war, prompted by the decision by the Trump administration to impose Tariffs on steel and aluminum imports. The Trump administration aims to reduce the trade deficit and has asked China recently to increase its imports from the US in order to help achieve this objective. The Trump administration aims to reduce the deficit by \$100 billion, which is slightly more than a quarter of the deficit of last year at \$375 billion.

This target has two implications: US exports to China may increase, and the Chinese exports to the US will most likely decrease. China's exports to the US constituted 18.3% of its total exports in 2017, and this

decision can have a moderate impact on China's income from the US. Yet, the effect is not likely to be large given that the size of China's exports to other regions including the European Union is also large and may exceed the size of exports to the US.

#### Outlook for the Remainder of the Year Remains Optimistic

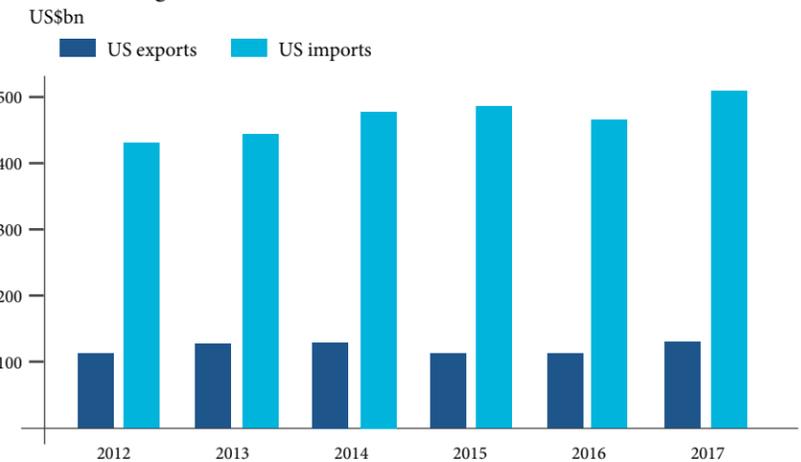
A potential trade war can only have a limited effect, and expectations of a positive remainder of 2018 were further confirmed by the results of the survey of financial markets experts by the China Economic Panel in February. Experts projected that growth in 2018 will reach 6.7%, driven mainly by domestic consumption.

Domestic consumption is likely to remain strong, given the current downward trajectory of unemployment, reaching 3.9% in January 2018. This will likely lead to an increase in disposable income and thus further reinforce domestic consumption.

The sales managers' index, conducted by London-based World Economics LTD. Readings and which depicts the sentiment of sales managers, slightly declined to 51.9 in February from a reading of 52.2 in January. Despite this mild decline, the index still reflects positive performance and strong momentum at the beginning of the year.



#### US trade in goods with China



#### Issues of Uneven Economic Development Remain To Be Addressed

Indicators show a bright picture in general, but one challenge remains to be addressed for China, which is that of unbalanced economic development in the country. This is reflected clearly by the different levels of economic activity in different regions. For example, Tianjin's Binhai is filled with empty commercial buildings whereas many other areas are flourishing. The reason for this is that local governments in China have been increasingly more influential under a decentralized governance structure. This structure has left the central government with less power to coordinate and synchronize economic development through the entire country.

Local governments do support the central state in economic

development, but sometimes the pursuit of aggressive growth objectives leads to an excessive focus on economic performance and less focus on social impact, leading to marginalization of some groups, and competition between local regions. What's more, this competition leads some local regions to implement protectionist policies against other regions.

#### Conclusion

Projections remain very positive for the rest of this year for China, based on the numbers from the first two months. This is positive not only for China, but also for other neighboring economic regions that are dependent on economic growth in China for their own growth. A slowdown in China can lead to a slowdown in other areas including those in Asia, Latin America, and even in the global economy as a whole.

But this strong momentum and strong short term picture should not distract officials from focusing on important long term issues such as social justice, synergetic growth, and reduced poverty. If not addressed, those issues can increase tensions, undermine growth and reverse the hard work China has done to reach the place it has in the global economy today. **B**

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## China-US Relationship Affects Global Economic Affairs

By Morgan Brady



中美不仅是全球重要的经济体，而且经济总量位处世界前两位——中美两国经济总量占全球比重稳定在三分之一左右，这显示了两国在总量意义上对全球经济的重要性，客观上构成了全球经济增长的重要基础。伴随经济全球化趋势进一步加深，中美经济与外部联系日益增强，中美经济波动不仅影响自身宏观经济稳定，而且对其他经济体也将构成较大的溢出效应，对石油等大宗商品价格将造成影响。美国凭借较强的科技、军事及美元霸权等综合实力影响全球经济发展，中国通过承接全球产业分工形成的制造业大国地位及其位居世界第二的体量对全球经济发展也将形成内在影响。那么中美之间的矛盾居于首位还是合作面为主导呢？

从非洲问题上，中国是非洲最大的贸易伙伴，特朗普的团队同样关注美国在非洲同中国的竞争，甚至一度问出“我们是不是输给中国了？”这样的问题。一些非洲国家的政府官员们也相信中美在非洲的竞争陷入零和博弈。中国通过在非洲大搞基础设施建设，投资自然资源和其他领域，加快了与非洲交往的进程。但与此同时，两国都应该清楚，在非洲，他们共同的工作重点大于分歧，而中美眼中的工作重点，同时也被很多非洲国家所认同。

在制造业方面，中国已经从传统手工业制造业慢慢向高科技产业转型。无人机、智能应用、AI、电子商务等等新兴科技的发展已经抢占了更大的市场，现在的中国正在迅速跟进世界的发展步伐。然而从美国看来，中国的迅速崛起则是对美国的巨大威胁。

在金融领域，中国也日益获得了更大的市场份额。吸引了更多外资入驻中国。

与此同时，中美非都大体上同意支持经济增长和发展、对抗疾病、消解冲突、增强政治稳定、对抗暴力极端组织和有组织犯罪的重要性。

中美在全球都具有举足轻重的地位，由此决定中美未来在国际经济秩序中的话语权分配可能面临着竞争或者冲突。但中美互为重要贸易伙伴，中美经济分处不同的发展阶段，这些决定了中美的互补性大于竞争性。积极构建中美新型大国经济关系，助推中美经济乃至全球经济健康稳定发展，才是重中之重。

USA and China are the two biggest economies in the world. The two are considered economic gravity centres, whose economic activities affect regional and global economies alike. Given their size and global reach, the relationship between the two can fall somewhere on a spectrum between high cooperation and intense competition.

In reality, the relationship is a mix of both, cooperation and competition. Both countries have different opinions on a wide range of issues. However, when it comes to trade, China is the largest trade partner with the US with a total trade size of \$578.2 during 2016. Moreover, China is the US's biggest lender. It seems that cooperation in the area of business and economics, at least, is beneficial for both parties.

### Competition over Influence in Africa

Despite diplomatic relationships, rivalry between the two countries remains strong. In Africa, the competition can be seen very clearly. When the former US president Barack Obama announced a \$7 billion program to build energy projects in Africa, China was taking notice. China's involvement in providing needed resources and projects for generating energy in the Sub-Saharan region amounted to \$13 billion between 2010 and 2015. The two countries are ostensibly competing for influence over an energy-hungry region with a positive economic growth trajectory. The result is large energy projects in the region that reflected well on the lives of millions, although the region still needs much more.

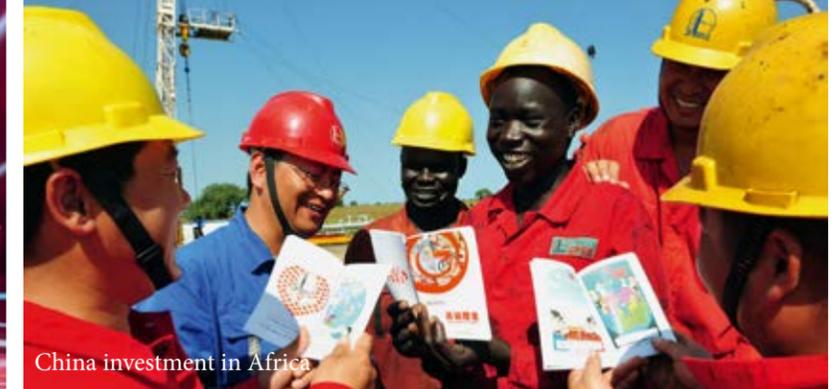
Involvement of the two countries in the African region exceeds the energy sector, of course. However, there is a key difference between the approaches of the two countries. The US often sets conditions on governments who want to receive its investments, such as rooting out corruption and carrying out reform. China, on the other hand, is only concerned with business affairs and making projects successful. This makes Chinese projects much more appealing to recipient governments.

### China's Manufacturing Prowess Is Paying Off

Another important area of competition is manufacturing. This area has caught the attention of the current US



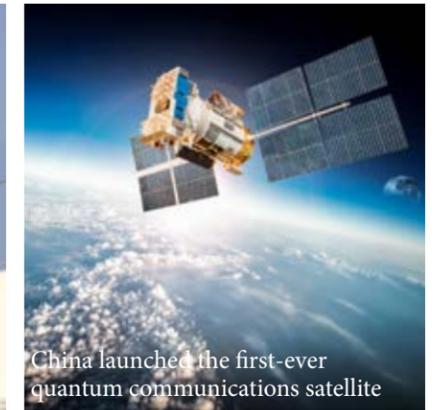
Baidu robot AI Xiaodu



China investment in Africa



World's first passenger drone unveiled in China



China launched the first-ever quantum communications satellite

president Donald Trump who is keen on seeing US factories return home and hire local workers. Yet, the far-reaching supply chains in China and the intensive experience in manufacturing make that an elusive goal. China has strong manufacturing infrastructure. Today, it is a leading manufacturer of drones, cell phones, and solar panels, to name a few products.

China's experience in manufacturing has surpassed the stage of mere production of someone else's idea. Due to accumulated experience in manufacturing, China now has moved up in its ability to innovate. One example of this is its drone manufacturing ability where it has contributed with innovative products and their components.

In fact, excelling in innovation has been one of the goals of Chinese President Xi Jinping for China. China today is beyond being a manufacturing powerhouse, and it uses those very same capabilities to become a leader in innovation. It has made advances in areas such as hypersonic missiles, human gene editing trials, and quantum satellites. But the area that the US is mostly concerned about is

### China now has moved up in its ability to innovate

China's advancement in the area of Artificial intelligence, where it is catching up quickly. Those advances have implications for all aspects of human life, and the US perceives such advances to be a vital threat to America's economic might.

America is losing its cards quickly to China - a rising dragon and its concern is well-justified, given that technology and innovation are the last few cards that it has in its competition with China.

### Competition in the Financial Sphere

The financial sphere is also an arena where China has become increasingly competitive and is earning a bigger market share. The case of AliPay illustrates this success. Chinese company AliPay is similar to PayPal in that it manages third-party payments. Today, AliPay has three times the market share of PayPal in regard to processing global transactions. The Chinese bond market has recently become \$11 trillion in size and has

been successful in attracting foreign capital. In short, China is becoming more and more integrated into the global financial system.

### Conclusion

Americans and Chinese are competing on multiple fronts at the same time. The Chinese are faring better in almost all respects, and the implications are worrisome for America. Economic superiority and innovation capabilities may very well soon translate into military superiority.

There are already reports indicating that China and Russia are catching up with their western counterparts and the US in terms of military power. The two countries are large enough that their competition is shaping global affairs. Capital flows around the world, long value chains, innovation, and high technology are all different elements that are affected directly or indirectly by this competition. Understanding it is the key to predicting the future of global affairs with more accuracy. **3**

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# Women's Day

## Luncheon at Shangri-La Hotel, Tianjin

By Natasha J



Zhang Lijia gave a speech at the beginning of the event

With the intention of inspiring and celebrating the limitless potential of women in business, the feminine gender likes to celebrate International Women's Day every day. But the annual March 8<sup>th</sup> day of recognition is exceptionally special, because so many organizations join hands to highlight outstanding individuals who have contributed to the advancement of women's rights and taking initiatives towards furthering steps to facilitate advancement of gender parity.

To commemorate this special day, Business Tianjin and Tianjin Plus Magazines in tandem with Shangri-La Hotel, Tianjin, invited corporate leaders to celebrate this special day at Café Yun, Shangri-La Hotel, Tianjin, on 8<sup>th</sup> March, 2018.

International Women's Day is a worldwide event sanctioned by the UN to celebrate women's achievements - from political to social - while calling for gender equality including universal franchise. It has been observed since the early 1900's and is now celebrated each year. It is not affiliated to any one group but brings together governments, women's organizations, corporations and charities to inspire and empower women of the future.



Yvan Collet, Executive Chef, Shangri-La Hotel, Tianjin



女性领导力！女王节，为她们打 Call！她们的故事写在书里可以绕地球一圈！

“迟日江山丽，春风花草香。”在这个明媚的春日里，“三八”国际劳动妇女节如约而至。在刚刚过去的节日期间，世界各地举行了形式多样的庆祝活动，为女性送去节日祝福，让人们共同铭记她们为这个社会所作的努力和贡献，《津商》和《津品生活》也在这美好的日子里，邀请各界优秀女士齐聚天津香格里拉大酒店咖啡，畅谈“她力量”，交流“女性领导力”。她们中的每一位都曾在各自的职场及人生道路中克服了巨大的困难和阻碍，方得以收获今天这令人艳羡的优异成绩。

其中我们荣幸邀请到了自由作家、记者及演说家张丽佳女士，她形容自己为沟通中国与世界的“交流者”。张女士曾在多所美国著名大学演讲，其中包括斯坦福大学，哈佛大学，悉尼大学等知名学府。其文章曾发表在多份一流媒体杂志上，她还是 CNN、BBC 的常客。

在分享与交流的同时，天津香格里拉大酒店咖啡为大家带来了多样美食。热烈的氛围中，服务员为女士们呈上了丰盛的海鲜拼盘，其中包括法国牡蛎、鲍鱼、新鲜的金枪鱼沙拉、精美的日本料理等美食。新鲜的本土菜品和进口海鲜是咖啡的鲜明特色，大家在美食和有趣的话题中度过了愉快的“三·八妇女节”。

活动最终在张丽佳新书的签售中落幕。这本女性著作《莲花》是张丽佳的第一部小说。本书前前后后写了 12 年，是受到她的奶奶的启发写就。她的家庭故事说明了中国人尤其是中国女性在过去半个世纪取得的巨大进步。在张丽佳的身上，我们可以看到 21 世纪中国女性面对的巨大变化和和挑战，与此同时，从在座的每一位女士身上，我们都能感受到强大的“她力量”。祝愿每位女士都能活出真我，优雅永远。

This event was graced by influential business and bureaucratic women of Tianjin and Beijing. Each one of them is a woman leading in her own sphere of business and commerce. These ladies have overcome huge obstacles and hurdles to reach where they are now. They are an inspiration to the entire woman population of China.

The Women's Leadership Luncheon commenced with the welcoming of guests followed by a mouth-watering briefing from the Executive Chef of Shangri-La Hotel, Tianjin, Mr. Yvan Collet. He gave an insight into the special meal that was prepared for the attendees.

Zhang Lijia was the guest speaker of the event. A well-known writer, journalist and public speaker, she describes herself as a communicator

## These ladies have overcome huge obstacles and hurdles to reach where they are now

between China and the rest of the world. She related her family story reflecting the changing role of women in China, and their challenges and hopes for the future. The attendees listened in awe as she spoke of the hardships that women of her family including herself as a little girl endured in life. Their courage was truly inspirational, and her speech was very appropriate for the event.

Since then her dedication, passion, drive and commitment has inspired

thousands of people all over the world. She was the subject of a BBC TV documentary "Peschardt's People". She has also lectured at many top Ivy League universities including Stanford, Harvard and the University of Sydney. Her articles have been published in many newspapers and magazines. During the 2008 Beijing Olympics, she served as a producer for the BBC crew that were reporting the games. She was also a fellow on the University of Iowa's International Writing Program in 2009 and is a regular guest on ABC, BBC and CNN, the global leaders in electronic media.

To heighten the sense of the occasion, the hospitable staff served generous seafood platters including French Oysters, Artic Clams and Abalone, among other favourites and a fresh



Tuna Salad. Subsequent to relishing the appetizers, guests were invited to a widespread truly intercontinental buffet extravaganza at Café Yun.

Freshest local and imported seafood was a definitive hallmark at Café Yun. The Seafood-on-Ice selection became even more indulgent with six seasonal seafood varieties, including succulent Scampi, Flat Lobsters, Alaskan Crab Legs and Tiger Crabs. Lovers of fine Japanese cuisine were delighted at the Japanese spread. A Deli station showcased fine cheeses and cold meats sliced to order in the Italian meat slicers. Specialty chefs created cooked-to-order Asian flavours and at the Western kitchen, international specialties were freshly cooked and served. Beef burgundy, roast lamb leg and Baked Oysters with garlic, were served to name a few.

## It is important for women of all walks of life to connect with and support one another

With a chic pink, white and black design, the Dessert station provided a sweet ending to a memorable meal. With so many tempting treats crafted by the pastry chefs, such as Napoleon cake, Raspberry cheese pie, Green tea opera and Italian Tiramisu with Biscotti, diners enjoyed a wide array of servings.

The event culminated with a photo session and book signing with Zhang Lijia. As it is important for women of all walks of life to connect with

and support one another, this event provided women with the opportunity to do just that. It was a wonderful afternoon and was certainly an inspiration to all attendees. **B**

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Left: Karin Moorhouse, Food Marketing Consultant  
Right: Zhang Lijia, Writer, Columnist/Social Commentator/Public Speaker



Jenny Zhai, Chief Financial Officer, International School of Tianjin



Gloria Ma, Marketing Manager, North China, Ascott China



Lucy Zhang, Director of Brand Public Affairs, Four Seasons Hotel Tianjin



Yang Yang, Deputy Head, Wellington College International Tianjin



Fiona Yu, Founder, Nasca Linien



Dannie Mu, Head of Tianjin, The Executive Centre



Betty Xu, Branch Manager-Tianjin, Asian Tigers K.C.Dat (China) Ltd.



Right: Golden Zhang, Marketing Manager, Tianjin United Family Hospital



Left: Rachel Scroggins, Head of School, Tianjin International School  
Right: SuJung Ham, Early Childhood Center Principal, Tianjin International School



Winner Wang, Marketing & Communications Manager, Wanda Vista Tianjin



Ellen Zhang, Marketing & Communications Manager, Pan Pacific Tianjin



## Focus on your Core Business, We Manage your Relocation

An insightful dialogue with Jason Will  
Country Manager of Asian Tigers Mobility

说起搬家，大部分人的印象大概是打个电话，搬家公司就会上门将一应物品帮你搬走然后送往新的住所。但如果你要从一个国家搬到另一个国家，这该怎么办呢？实际上国际搬家物流公司所承担的服务项目，并不仅仅是打包和搬东西那么简单。Jason Will先生在搬家运输行业已有26年的工作经验。根据他的介绍，客户往往有非常多样的需求，例如在跨国公司安置员工时就会面临寻找合适的房源、为员工办理签证和移民手续、申报相关税务等等困扰。处理这些琐碎的工作往往令公司的行动力效率低下，甚至影响正常业务的开展。他们急需一个一站式服务的跨国搬家公司。现如今泛骏华国际物流（中国）有限公司就承担了这样一个一站式服务的角色，除了搬家，泛骏华国际物流还可以提供多样化的服务供您挑选。

作为泛骏华国际物流中国区总经理，Jason Will先生非常重视团队力量。他认为自己对300余名员工以及他们的家庭肩负着巨大的责任，有些员工已经在公司工作长达20余年，公司非常注重对员工的培养。

Jason Will先生表示，搬家公司目前面临的主要挑战是：很多公司都在节

约成本，减少雇佣外籍员工，所以市场竞争也更加激烈。尤其世界五百强的大型企业的要求也越来越严苛，持续的压力主要来自于对成本的节约以及增加的合规要求。泛骏华国际物流会为每位客户量身定制他们需要的每一项搬迁管理计划，帮助客户用更多的时间关注自己的核心业务，而不必浪费时间和精力来管理员工的重新安置问题。泛骏华国际物流将用自己的专业和实力，帮助他们解决这部分问题。Jason Will先生说，他们曾经收到过很多具有挑战性的业务需求，比如搬迁昂贵的艺术作品和大型雕像以及办公室的整体搬迁任务。客户希望办公室搬迁时业务活动受到的干扰最小，有些公司的时间很紧，要求在星期五开始进行搬迁，并在下周一就开始正常营业。这需要非常精细的策划，并制定好合理的方案。虽然挑战不断，但他们依然在挑战中保持了稳定的增长，并将到更多的地区进行拓展。

目前，为了适应技术发展和时代需求，泛骏华国际物流也在为客户开发移动端应用程序，从而使客户更方便地访问相关的安置信息。对于该行业未来10年的规划，Jason Will先生认为合规将继续成为公司非常重要的问题，技术方面的不断创新也非常重要。

例如电动卡车甚至无人驾驶卡车也可能影响该行业的未来。

泛骏华国际物流还为客户提供纸质文件、文档的保存和管理服务，包括天津地区也有这样的仓库。大多数公司会保留7至10年的纸质记录，并且很多客户意识到这些记录保存在公司的仓库非常安全，且价格合理。

除了业务经营，公司也非常重视社会责任。泛骏华国际物流自2001年起就对野生老虎的保护做出了重大贡献。目前泛骏华国际物流正与世界野生动物基金会进行合作，希望到2022年野生老虎的数量可以翻倍。公司设立了老虎行动基金，出资对巡逻队进行培训，研究老虎，防范盗猎行为，为保护野生老虎做了很多宣传，贡献卓著。

泛骏华国际物流是专门从事国内搬家、国际搬家、专业包装、搬家打包、家具拆装、包装材料配送、物流托运、长途搬家等服务为一体的高端搬家公司。无论您有多少搬家行李，各种家电家具和私人物品，泛骏华国际物流都提供一站式24小时门到门打包、运输、报关、清关搬家运输服务。相信在Jason Will先生的带领下，泛骏华国际物流将为客户带去更加优质、可信赖的服务。



Jason Will,  
Country Manager of Asian Tigers Mobility

*One of the questions we like to ask when we interview some top executives is ... where do you see yourself five years from now? But we don't have this temptation with Jason Will, a professional that has been in the moving industry for 26 years, and counting. From starting in a business development role in Australia to now managing the Asian Tigers business in China, it has been a long and interesting journey for him, and as he said, he is still learning new things! The moving industry has evolved his entire life, and is continuing to evolve still.*

### How has the moving industry evolved from the time you first started?

Probably the biggest evolution that has taken place in our industry over the years is that of our corporate customers looking for a one provider solution for managing the relocation of their employee's. Previously corporations were dealing with multiple vendors every time they relocated someone - moving companies, visa and immigration companies, serviced apartment vendors, real estate companies, tax consultants and so forth. Dealing with multiple vendors each time, receiving multiple invoices and updating all vendors each time there is a change was a very onerous

process. They realised that this could be made much more efficient by having one vendor manage and be accountable for the entire relocation process. As a consequence and in response to this, moving companies began transforming themselves into full service relocation service providers.

### What responsibilities as a Country Manager do you find as being the most fulfilling?

As Country Manager of Asian Tigers Mobility, I am responsible for the welfare of over 300 employee's and consequently indirectly also for their families. So I am motivated to ensure the continued employment and welfare of all our employees, some of whom have been with our company for more than 20 years. So sustaining and growing our business to guarantee their welfare is indeed fulfilling. I also find it fulfilling to help our employees realise their full potential in their careers. We have been fortunate to hire many

talented individuals and I see it as my responsibility to ensure that the staff gets the training and opportunities it needs in order to develop skills as much as possible.

### How do you envision Asian Tigers Mobility to grow further and how do you plan to get there?

It is a challenging market in the moving industry in China, and in fact for most of Asia, in that companies have been actively downsizing their expatriate populations in order to achieve cost savings. This has partly been offset with foreign companies relocating more and more of their Chinese employees for them to gain experience outside of China. So whilst it is challenging to grow the business in a contracting market, we are managing to achieve steady market share growth in most of our major markets and also are looking to expand our office network beyond the ten locations which we currently have.

## A Full Service Relocation Provider



**It is amazing how your company has donated significantly to the care and protection of wild tigers since 2001. Tell us more about it.**

Yes this cause came to our attention in 2001 and aside from being a very worthy cause it made even more sense to help out given our corporate name. Currently we are working together with the World Wildlife Fund on an ambitious goal called TX2, which is to double the number of tigers in the wild by the year 2022 which is the next Chinese Year of the Tiger. To contribute towards this, we have set up a Tiger Action Fund, which helps fund things like, ranger training, anti-poaching efforts, research and policy advocacy.

**How you deal with the pressure of catering to Fortune 500 companies' relocation requirements?**

We are certainly finding that Fortune 500 companies, as well as most other companies, have become increasingly demanding. Ongoing pressure to provide cost saving initiatives, more technology solutions and the requirement for increasing compliance are some of the current main expectations of these customers.

**How far does your company go in terms of customization or providing tailor-made services?**



Every company is different, in terms of how they manage employee relocations and what level of support or involvement they want from us. As such it is necessary to tailor-make each and every relocation management program we engage in

with our corporate customers. Our corporate customers want to focus on their core business activity, rather than having to allocate too much time or resources in managing relocations of their employees. As such we are expected to bring our expertise to help them manage this part of their business.

**Tell us of one of the most challenging relocation requests you've encountered so far.**

We receive many challenging requests, especially when it comes to handling expensive works of art and things like large statues, however probably the most challenging requests are for office relocations. Companies want minimal disruption in their business activities and therefore need their office relocation to start after office hours on a Friday and to be completed before start of business the



**It is necessary to tailor-make each and every relocation management program we engage in with our corporate customers**

following Monday. For large office relocations this requires meticulous planning and allocation of resources in order to meet this deadline.

**How does the ever-increasing millennial population shape mobility programs?**

Good question and very appropriate at the moment. Yes the nature and demands of millennial relocatees are significantly different from their predecessors. They tend to travel lighter and have lesser things to move. Couples are mostly dual income, therefore finding a job for the spouse is an important consideration and we are often asked to provide job finding assistance for the spouse. They are typically more ambitious and impatient for career growth so retaining them is more of a challenge. The good news for companies is that they tend to be more likely to consider relocating to a new country than their predecessors. Many multi-national companies are finding the need to adjust their relocation programs to suit the demands and expectations of their millennial employees.

**What investments is your company eyeing in terms of technology?**

These days, more and more people are accessing technology from their mobile phones rather than desktop computers. We have been working on applications for our customers whereby all critical information for their relocation can be accessed by our application on their mobile phones. This application will also be

useful for Human Resources staff to help them monitor their employee relocations as well. The application is almost complete and we expect it to be ready for launch very soon.

**What do you think are the main ingredients for running a successful global workforce?**

When I started in this business, relocating employees and managing a global workforce was just another function of Human Resources Department. But increasingly companies realised that effectively managing relocations and a global workforce is very critical to the success of their business. Therefore they started to engage people who were experienced and knowledgeable in this area. These people are now known as mobility experts and consequently this area is now being managed more professionally and in such a way so as to help the company achieve its global goals and objectives.

**For families that are about to relocate for the first time, what tips can you provide them with?**

I would tell them to keep an open and adventurous mind regarding their experiences adapting to a new culture. It is normal that they will encounter challenges and experience anxiety as a result of those challenges. However they should try to keep a positive mindset as over time the challenges will become less and less as things become more familiar. Not everyone perhaps is suited to undertaking a relocation, however most companies are getting better at identifying who has and who doesn't have what it takes to successfully live and work in a foreign culture.

**At the end of the day, how do you reward yourself?**

I have learnt that whilst it is good to work hard, it is a mistake to sacrifice too much of your personal life and it's best to find a good work/life balance.

**Increasingly companies realised that effectively managing relocations and a global workforce is very critical to the success of their business**

I make sure that I spend quality time each week with both family and friends, but especially with family. This is how I reward myself.

**How do you wish to be remembered as a leader?**

I strive and believe, at least most of the time, to be considered firm but fair. I do actively try to encourage my people to be creative thinkers when it comes to finding solutions to challenges. Also I do try to lead by example as much as possible.

**If you are to foretell the future of the industry over the next 10 years, how do you think it would look?**

If I could foresee the changes that will impact the industry over the next 10 years, I could leave my job tomorrow and become a highly paid consultant to the industry! However it is a safe bet that compliance will



continue to be a highly important issue to companies, as well as ongoing innovation in creating technology solutions to gain efficiency and other benefits to manage relocations. Also it is likely that electric trucks and even driverless trucks will impact our industry in future.

**And finally, we understand that Asian Tigers also provides Records Management Services. Can you explain in more detail what this service is all about?**

Sure. At our warehouses around China, including Tianjin, we have a

secure area with racking in which we store cartons of files on behalf of our clients. Most companies retain their paper records for 7-10 years and find it more cost effective and secure to store these files offsite at our facility. Cartons are bar-coded and the contents inventoried so at any time if the company needs to retrieve files, we can deliver the files to them. We also store media files.

*Talking with Jason Will about the present and future of the moving industry gave us a clear idea what a worry-free process is when we are taking decisions to move to any part of the world. It means peace of mind for anyone at this important and complicated period when you rely on professionals. B*



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**Boom of Theme Parks in China Is it Profitable?**

By Chelsea Hunter

以迪士尼为代表的国际主题公园的进入,无疑会为中国主题公园业带来极大的挑战。一方面,会对现有主题公园形成冲击,甚至对一些企业造成毁灭性的打击。另一方面,西方现代主题公园的进入又必将为中国新生的主题公园业注入新的生机,提升中国主题公园的经营管理水平,使中国主题公园的发展建设进入新的发展时期。据机构统计,截至目前,中国主题公园数量达到 2500 多家,其中投资在 5000 万元以上的有 300 家左右。虽然中国主题公园发展前景广阔,有望成为世界上最大的主题公园市场,但其质量和内容还有巨大的提升和创新空间。

我国的主题公园的发展并非一帆风顺,其在策划、运作、建设、经营、企业文化等诸多方面存在许多问题,主要表现在以下几个方面:公园主题重复、场馆建设低端化。以至于虽然主题公园很多,但实际有名的并不是那么多。较出名的主题公园有:上海迪士尼乐园、香港海洋公园、哈尔滨冰雪大世界、长隆欢乐世界、华侨城欢乐海岸、北京欢乐谷、锦绣中华等。

北京环球影城、重庆山水主题小镇——六旗乐园、皂河生态公园等等在建的主题公园也各有特色,随着中国经济的持续发展和人民消费需求的提升,我们可以预见主题公园产业将在不断优化中迎来更美好的明天。

China, the world's second largest economy after the US, is estimated to experience a significant boom as far as theme parks are concerned in the near future. As a matter of fact, theme park retail sales are expected to hit the \$12 billion mark by the year 2020. This will be a more than 350% increase in comparison to the theme park ticket sales recorded in 2010. It is during this time that an estimated 330 million will flock to the various theme parks found within country.

## THE UNDERLYING DRIVING FACTOR

A study conducted by the Economist Intelligence Unit, EIU, has attributed this projected boom to a rising number of middle class citizens in the country. The amount of disposable income that this set of population will enjoy is enough to help them keep the theme parks busy for the better part of the year. It is estimated that about three quarters of China's population will comprise of middle class citizens by the year 2030, injecting more than 300 million industry consumers within the next 10-15 years.

With such promising figures, it is highly likely that China will oust the US as the biggest seller when it comes to theme park ticket sales by the year 2020. At the moment the country ranks third after USA and Japan respectively.

## KEY INDUSTRY PLAYERS

Both local and international amusement park brands have established their operations in the country over the last decade. Some of the biggest market performers include: (\*ranking in popularity across the globe)

**12\*** Chimelong Ocean Kingdom, Hengqin, China

**18\*** Ocean Park, Hong Kong, China

**21\*** Shanghai Disneyland, Shanghai, China

Fantawild

Chimelong Paradise

Songcheng

Overseas Chinese Town

Overall, a total of 65 major amusement parks are under construction or being planned across the country, such as the Universal Park and Legoland, to be located in Beijing and Shanghai respectively.

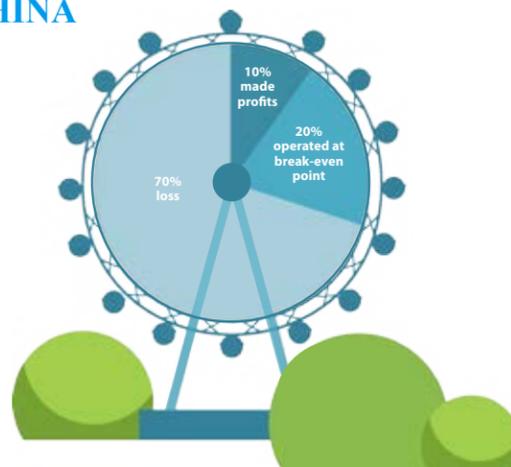
## PROFITABILITY OF AMUSEMENT PARKS IN CHINA

One cannot fail to notice the growth in investments in theme parks in the country, although industry profitability has almost been equally divided. Although the country is poised to have the world's largest market for theme parks by 2020, it will not be all good for all industry players.

A 2016 local amusement parks industry performance report revealed

that out of the 2700 or more theme parks operating in the country, only a mere 10% made profits. An estimated 20% operated at break-even point while the remaining 70% were in the red!

A local conglomerate, Wanda, recently closed one of its numerous theme parks citing "renovations and upgrades" as the reason although they did not give an opening date.



Shanghai Disneyland



Wanda Theme Park

VS

## THEME PARK BATTLES

While there is general growth in this industry, it is expected that a dash for consumers will be made by various existing and upcoming theme parks. A fierce battle is expected, especially among the local theme parks, and the international theme park brands that are looking forward to tap into this promising theme park market. A vivid depiction of this is the war between Shanghai Disneyland, an international theme park and the Dalian Wanda, a local theme park. These two opened at almost the same time and the latter was able to overcome the might of the former theme park.

Besides engaging in war between them, Shanghai Disneyland and Nanchang Wanda have some forthcoming battles to overcome with close to 59 theme parks which plan on joining the lucrative theme park industry.

## NEW PLAYERS IN THE MARKET

As the market grows larger, many theme parks are bound to be set up to keep up with the demand and tap into it more effectively. The most notable upcoming theme park is the Chongqing Riverside Six Flags Theme Town. This is actually the first theme park to be setup in Western China.

**It is highly likely that China will oust the US as the biggest seller when it comes to theme park ticket sales by the year 2020**

Apart from this, the local theme park brand Dalian Wanda has plans of setting up close to 15 theme parks as well as entertainment joints before we get to 2020.

## THE THEME PARK BRAND TO CONTEND WITH

Despite this entire buzz about new theme parks, the world's most renowned theme park brand, Disney, seems to be unshaken with the recent development in the industry in China. They notably posted excellent returns in 2017. One of the spokesmen at this theme park lauded the company for offering a unique experience that none in mainland China could offer when it came to the excitement that is created with theme parks.

Theme park enthusiasts would debate for hours on who calls the shots when it comes to theme parks in China as far as the command of the market is concerned. Developments in the

industry seem to be fast paced and new players and branches of major brands are mushrooming both in the mainland and sea regions on a regular basis. While it may seem like Dalian Wanda has the day, internal issues it has to address seem to weigh it down as a brand. It recently had to close down one of its theme parks - the Wuhan Wanda Movie Park - for renovation after the branch had operated for about 18 months.

## THE BOTTOM LINE

Boom in theme parks comes as some good news to the growing number of middle income citizens who would wish to spend their leisure time in a more exciting way. International brands such as Disney have to deal with local brands, such as Dalian Wanda although the latter has internal issues that are weighing it down.

The industry is lucrative and at the same time full of challenges, meaning the company with the best offerings and ability to be flexible stands to gain greatly at present and in future. Let us keep an eye on theme park entertainment industry and see how things pan out with a sharp rise in demand for theme parks. **E**

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# Boost Your Creativity

## Stephen Hawking's Story

By Fanny Bates

3月，一则消息震惊了物理学界甚至普通大众：被誉为现代最伟大的物理学家之一、1942年1月8日出生于英国牛津的斯蒂芬·威廉·霍金于3月14日与世长辞，享年76岁。全世界各地的人都在为失去这样一位天才感到惋惜，并纷纷举行了追悼仪式。

霍金被誉为继爱因斯坦之后最杰出的理论物理学家。1979至2009年任卢卡斯数学教授，是英国最崇高的教授职位。他1942年1月8日出生于英国牛津，曾先后在牛津大学和剑桥大学学习，1965年获得理论物理学博士学位。1974年，霍金在《自然》杂志上发表论文，阐述了自己的新发现——黑洞是有辐射的。该论文被称为“物理学史上最深刻的论文之一”。1988年，霍金的惊世之作《时间简史：从大爆炸到黑洞》出版，该书从研究黑洞出发，探索了宇宙的起源和归宿，解答了人类有史以来一直探索的问题：时间有没有开端？空间有没有边界？许多中国人正是通过这本书开始了解霍金教授。然而不幸的是，霍金在21岁时不幸患上了渐冻症，全身瘫痪，不能说话，唯一能动的只有两只眼睛和三根手指。后来连说话也只能利用贴在脸上的传感器感应脸颊肌肉运动来打字，再用电脑发声。

3月31日，霍金的葬礼在剑桥大学的大圣玛丽教堂举行。大圣玛丽教堂位于剑桥大学的冈维尔与凯斯学院附近，霍金50多年来就是在这个学院致力解开宇宙之谜。而他的骨灰今年稍后将安放在伦敦西敏寺中，与牛顿及达尔文葬在一起。正如西敏寺教堂牧师霍尔(John Hall)说的那样：“霍金教授的骨灰完全适合安放在教堂内，和其他杰出的科学家为邻。”

We all know Stephen Hawking, one of the most brilliant scientists, the man who introduced us to the unexplored world of quantum physics, black holes, and cosmology. However, Stephen Hawking is much more than a scientist; he is a living inspiration to all those people around the world who combat life problems and disabilities.



The world-famous physicist Stephen Hawking passed away at the age of 76

### Hawking's Recipe for Creativity

Creativity and creative activities are at the heart of every success story in the 21st century. Once considered as a gift from God, creativity has been democratized over time, and it seems that today everyone wants to be "creative". Creativity is, in fact, a much more complex and demanding process than simply thinking about smart ideas, "inspiration" or spontaneous invention. It is neither inherited nor selected to some individuals, but rather depends on combining seemingly contradictory processes and personality traits.

During one of his inspirational lectures at the prestigious Perimeter

Institute for Theoretical Physics in Canada, Hawking offered his genuine recipe for boosting creativity. He stated: "The recipe is simple: Put willing people together in an inspiring and creative intellectual environment where they are encouraged to pursue ambitious and timely research."

So what does it mean to pursue ambitious and timely research? What is considered to be the ideal, inspiring environment? While pursuing his

own career Hawking strived to fulfill his lifelong dream to revolutionize our understanding of the universe. He said: "One of the basic rules of the universe is that nothing is perfect. Perfection simply doesn't exist... Without imperfection, neither you nor I would exist." By accepting the fact that neither the universe is perfect nor are we, he embraced his own weakness and made the best out of it.

### Creativity and Imagination

When we talk about creativity, we should emphasize its correlation with two other productive processes. The first is imagination that we can define as a process of invoking thoughts and hearing things that are not present. Imagination follows creativity that we perceive as a process of developing and creating original ideas that have certain value. Hawking explained this by saying that we should "Look up at the stars and not down at your feet. Try to make sense of what you see, and wonder about what makes the universe exist. Be curious. And however difficult life may seem, there is always something you can do and



Stephen Hawking introduced us to the unexplored world of quantum physics, black holes, and cosmology



Stephen Hawking at the Department of Applied Mathematics and Theoretical Physics, University of Cambridge

"ONE OF THE BASIC RULES OF THE UNIVERSE IS THAT **NOTHING IS PERFECT.** PERFECTION SIMPLY DOESN'T EXIST... WITHOUT IMPERFECTION, NEITHER YOU NOR I WOULD EXIST."  
-STEPHEN HAWKING

We should allow ourselves to be different, to think differently, and to act differently, even if society doesn't accept it



Physicist Stephen Hawking was assisted in experiencing zero-gravity

succeed at. It matters that you don't just give up."

He advises us to look at the laws of nature and try to find something that we can relate to. So go to the park or visit some inspirational locations. Look around and start thinking about things that trouble you the most. You will be surprised to find that an inspiring environment can make you more productive. Likewise, you can visit an art exhibition or museum, or any other environment that can help boost your creative ideas.

Some people are more productive in quiet places where their mind can relax. Try not to worry about problems, people or places, but concentrate on the quiet moment you've created. Listen to your thoughts, which come to you while you enjoy the silence. If you can't find the perfect environment, create one. "Quiet people have the loudest minds!" Hawking had once said.

### Creativity and Innovation

The other concept that is closely related to creativity is the concept of innovation. It is an indisputable fact that creativity comes from individuals and groups of people who have a unique perspective in solving everyday problems. Creating valuable contributions or benefits for your company or organization, as well as for other people, is one of the basic elements of creativity. Therefore, innovation cannot be viewed separately from creativity, because creativity turns out to be an initial and indispensable step in the process of innovation.

Innovative entrepreneurs have something called creative intelligence. So it's not about rationalization or logical analysis of ideas, but rather allowing your creative process to change without restrictions. Writing down your thoughts on a piece of paper could be really helpful. Even

Hawking wrote down his ideas, but he had an unusual habit. When he couldn't find paper, he would write on wood, furniture, glass, window etc. It took him a long time to come up with a topic for his Ph.D. thesis. His mentor gave him a list of questions, and that morning, he spilled coffee on this paper. While no other student was even near to resolving the mathematical tasks, he wrote his answer on a train schedule template.

The last message is that we should allow ourselves to be different, to think differently, and to act differently, even if society doesn't accept it. Be playful, let your mind wander, and embrace the world that lives within you. And love yourself just the way you are. **B**

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# Special Economic Zones

## Increasingly Open For Foreign Investors

By Morgan Brady



早在 2016 年，我国在 G20 杭州峰会前决定在辽宁、浙江、河南、湖北、重庆、四川、陕西新设立 7 个自由贸易试验区，以“中国行动”回应世界关切。在接受采访时，商务部国际贸易经济合作研究院副院长李光辉说：“这体现了中国继续推进改革开放的信心和决心。中国通过创新发展方式、建设开放型经济、完善全球治理等来阐述‘中国主张’，为世界经济发展做出贡献。”

作为我国新一轮改革开放的试验田，自贸试验区以制度创新为核心，全面对标国际通行规则，检验综合监管能力，提升治理能力，彻底改变行政管理理念，大幅度提高行政效率。那么自贸对海外投资者有什么样的影响和作用呢？

我国境内目前已有和在建的特别贸易区共 11 个，对于国内企业主而言，自贸区有其政策和地理位置的多方面优势。“自贸区”，关键当然在贸易自由，货物在海外及自贸区之间进出、存储自由，免征收入关税，海关免检，可发展海外代购等业务，这大大减轻了企业压力，给了企业更大的发展空间。在自贸区，设立企业只需 4 天，投资者在自贸区内办理营业

执照的时间将大大缩短。工商部门还出台了一系列配套政策：准备好所有材料，交给工商局注册大厅，就可“一口受理”。另外，自贸区设立企业无需验资，大大方便了企业的入驻，缓解了一定的资金问题。

我国一直在推行贸易自由化政策，以吸引更多外资入驻，这无论对国家还是金融市场都是极为有利的。尽管外国公司仍然需要向商务部申请并接受国家安全审查，但各类优惠政策已构成吸引外来投资的必要条件，自贸区的发展一定会给中外企业贸易发展带来更多新机遇。

Free trade zones in China offer a win-win solution for both Chinese and foreign investors. There are currently 11 free trade zones in China, and each has its own specialization and focus. These zones are successful in attracting foreign investment although this is not the only motive behind establishing them. The Chinese government was motivated by putting a limit on smuggling of products into China without paying due taxes, in addition to attracting foreign

capital. Furthermore, the Chinese government would like to organize the process of entering the increasing quantities of products being imported into the country, and the free trade zones are one of the ways to do this.

### Benefits For Businesses

Although the term is “free”, investing and doing business in the free trade zones is not entirely tax free. The tax rate is 16.5%, but still, it is almost half the tax rate for limited companies in Hong Kong (30%). In general, Companies in free zones are subject to a less strict regulatory framework than the one located in China. Other perks include uncensored Internet and social media access, and duty free warehousing, which enables businesses to import products to Free zones, and then the products can be listed for sale in China to customers directly, enabling businesses to transfer the tax burden to the consumer.

In 2016, the number of free trade zones was four, and in the first half of

2016, around 4923 companies with foreign funding were founded in those zones, and a total investment figure reached 87.96 billion RMB. With the addition of another seven zones in April 2017, mostly in underdeveloped areas in China, number of foreign-funded companies in those areas is expected to be higher.

The new seven areas are built to support the one belt, one road strategy and to stimulate regional development. Most areas are focused on industries specifically designed to promote development in underdeveloped regions, such as high-end industries like cloud computing and biological medicine, medical tourism and international cultural trade, the finance and IT industry, and equipment manufacturing including automotive and aerospace. The only free zone area located in an economically developed area among the seven is the Zhejiang free trade zone. And this area is more focused on reinforcing existing economic activity, with emphasis on liberalization of international commodities trading, including oil associated products as the main priority. The area also engages in building a strong logistical infrastructure in terms of transport, warehousing, trading and supply industries, to advance its objectives.

### Gradual Removal Of Restrictions On Free Trade Zones

Last February, the state council, China’s Cabinet, announced that many restrictions on foreign companies operating in the 11 zones have been eased. Loosening of regulations encompassed 16 industries, namely shipping, printing, civil aviation, certification and accreditation, entertainment venues, education, travel agencies, direct sales, gas stations, maritime transportation, retail and wholesale, aircraft, urban rail, Internet cafés, banking, and performance brokerage.

### 11 FREE TRADE ZONES IN CHINA



Although many new relaxations introduced were temporary, many other relaxations allowed foreign companies to operate in previously prohibited industries, such as Internet cafés, aircrafts, and printing. Also, many relaxations aimed to attract innovation to the country through free zones.

Back in 2017, China had removed a total of 27 restrictions on foreign companies who wanted to operate in the free zones. The negative list has been reduced for foreign companies, particularly companies working in railroad transport equipment and civilian satellites. Also, companies were able to operate in areas such as providing Internet access service, building theme parks, and providing credit-rating services.

### Special Economic Zones Are Proving To Be A Successful Experience

A report by the World Bank has pointed out that China’s experience in establishing special economic zones has been a successful one. Particularly, it can be used as a lesson for the development of Africa. Critical success factors to the success of this experience were long-term

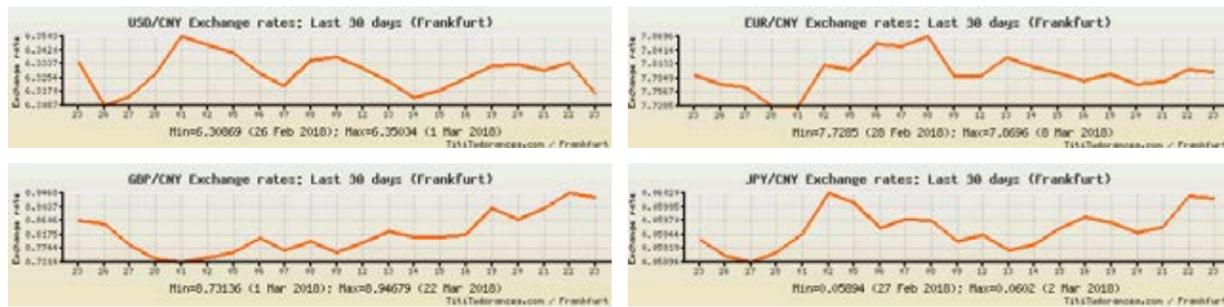
commitment and dedication of the government, an environment that is supportive to businesses, good and strategic choice of locations to establish the zones, technological upgrading and skills training, and strong connections with the local economy. But despite the success, the report points out that China should give more concern to environmental degradation as well as social issues with fast industrial expansion.

### Conclusion

China has been implementing a policy of liberalization to attract foreign capital to its land, which would be positive for the country and its financial markets. It has been incrementally expanding the space available for foreign companies to operate, whether by removing requirements to form partnerships with Chinese companies, or procure materials from China, among other measures. But despite the gradual loosening of regulation, foreign companies are still required to apply to the ministry of commerce and be subject to national security review. The benefits, however, outweigh the costs, since businesses will have access to the rapidly growing markets of the country. **E**

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Stocks and Shares



Li Ka-shing, Hong Kong's Richest Man, Will Retire, Thus Ending an Era



Li Ka-shing, left, said that he was stepping down from the empire that made him Hong Kong's richest man

Li Ka-shing, a high school dropout who got his start selling plastic flowers, will retire in May from an empire that made him Hong Kong's richest man, bringing a symbolic end to an era when the road to China's riches went through the one-time British colony. Mr. Li, 89, built his plastic manufacturing business into a sprawling conglomerate. He achieved this just as Hong Kong was undergoing a transformation from a British trading post into a beating heart of capitalism and the entry point into China, which was then closed off from the world. But as China grew, Hong Kong tycoons like Mr. Li faded in importance and a new generation of mainland Chinese businesses sprang up. Mr. Li will hand over his conglomerate to his son Victor Li, but will remain a senior adviser.

Source: The New York Times

Microsoft Extends Partnership with Chinese Firm on Cloud Service



Microsoft Building in China

U.S. multinational tech leader Microsoft has agreed to extend its partnership with a Chinese Internet data centre service provider to offer world-class public cloud services to Chinese customers. Microsoft's global technological leadership combined with the local operations expertise of 21Vianet, the Chinese leading carrier-neutral Internet data centre services provider in China, as well as Microsoft Azure and Office 365 operated by 21Vianet, have achieved unprecedented, robust three-digit growth for nearly four consecutive years in the world's second largest economy. The cooperation model pioneered by Microsoft and 21Vianet has been recognized as an effective and successful method for legal and compliant operation of international cloud services in China.

Source: Xinhua

Lenovo Releases 3 New Phones in China after More Than a Year of Silence



Lenovo's main flagship S5 model

After over a year of not releasing any new phones, Lenovo has launched three phones in China today. There's the main flagship S5 model, and two lower-end budget phones: the K5 and the K5 Play, presumably meant for children. From a glance, these new phones resemble so many other Android phones, and have more than a slight likeness to the iPhone 6. Lenovo likely sees the S5 as a competitor to Xiaomi's recently launched Redmi Note 5 in China. It's a market that Lenovo is still struggling to win over, against more popular brands like Xiaomi, Huawei, Oppo, and Vivo. All three phones are available for preorder in China only.

Source: The Verge

U.S. Wine Exports To China Rise 10% In 2017



Chinese couple drinking Red Wine

The value of U.S. wine exports to China, including the Chinese mainland, China's Hong Kong and Taiwan, rose by 10% last year. According to the Wine Institute, a California-based trade association of 1,000 California wineries and wine-related businesses, the export value to China jumped to over 210 million U.S. dollars in 2017 driven by China's economic growth. China is not only the largest country in the world in terms of population, but also has a rapidly growing middle class which travels abroad and is willing to experiment with Western tastes and lifestyle preferences. The positive trend in the market of Chinese mainland is paying dividends to wine exporters with the total value of U.S. wine exports rising to 3.5% in 2017.

Source: Xinhua

Online Giants expanded into offline locations

By Lesley Chai, senior analyst, JLL Research

近 20 年来, "黄金周" 一直都是拉动内需和商业消费的 "重要推手"。然而随着便捷线上支付平台在中国迅速普及, 较低的劳动力成本使中国消费者得以享受高效率的快递服务, 线下零售行业的发展在前几年似乎陷入停滞甚至倒退, 即使 "黄金周" 内的销售量也无法与往日盛况相比。反观线上店铺的发展, 虽然网店和电商的发展依然突飞猛进, 但是电商格局基本已定, 新的中小电商想要实现过去那样的井喷式增长和推广力度已非常困难, 相对饱和的市场和店铺以及消费者相对固定的购买渠道使得电商的增长趋于稳定, 竞争压力也更大。

在线上 and 线下都出现瓶颈之时, 将双方结合反而可能成为一个突破口。我们可以看到, 由互联网巨头打造的新零售模式近年来在满足消费者对生鲜食品采购、餐饮、美食以及生活休闲需求的探索上正逐步走向成熟。

区别于传统零售模式, "新零售" 的最大特点便是能够利用科技和数据的力量, 进一步提高用户的购买体验。随着科技、大数据应用、智能零售、移动支付和物流网络的发展壮大, 中国的互联网巨头们正准备好统治零售超市领域。例如, "盒马鲜生" 为顾客提供了在普通超市内难以购买的新鲜渔获, 并专门为支付宝用户提供无现金支付的便捷体验, 而 "超级物种" 则允许移动用户在搜索时跳过排队。这样的新零售模式对传统零售业的影响可称得上是颠覆性的。

中国 "新零售" 的快速发展, 甚至值得全球零售地产的开发商和零售商学习和借鉴。仲量联行中国区研究部总监周志峰认为: "商场在中国早已颠覆了传统零售的含义, 不再单纯是提供买卖商品服务的场所, 民众可以在全新的体验式购物中心里从事多种多样的活动, 如聚会用餐、社交、休闲娱乐、亲子教育等, 体验各类新生事物, 从而催生消费需求。"



In late 2016 Alibaba mentioned the concept of "new retail" which described traditional retail merging with the concepts of online shopping, or traditional retail stores taking advantage of big data and new technology. Alibaba and their close competitors pushed into the new retail territory in 2017 and the result was some new grocery store brands and new cooperation models. Below we explore more about why traditional retail is of interest to these internet giants and just how and why they are adopting these strategies.

Here are five reasons for why online retail players or technology companies started to expand into the offline retail business when most of them are doing well online.



# 01

**Limited proportion of online retail and slowing online growth pushed online players to go offline to expand their market share.**

It is true that online retail growth is much faster than offline retail growth. By 2017, online retail sales achieved an annual increase at 32.2%, higher than the overall retail sales growth at 10.2% y-o-y. However, online sales accounted for 19.6% of total retail sales, which means there is a larger offline retail market that online players could expand to meet. The slowing rate of increase in online retail sales from 49.7% in 2014 to 26.2% in 2016 also pushed online giants to find new ways to achieve fast development.

# 02

**Online customer base increased slower.**

Based on Alibaba, growth rate of active buyers saw a large slow down from 5.4% by end-2015 to 0.9% by end-2016. As online users are nearly saturated, online companies would like to go offline to expand their customer base to support sales increase.



Super Species, Yonghui's supermarket

# 03

**The format change in the physical retail market makes it easier for online players to try offline business.**

Take Tianjin as an example, five department stores closed in 2015 because of poor performance. The closures mainly resulted from the competition from online retail and new large shopping malls. The shopping mall format gradually dominated the market as shopping malls have large retail space with high quality construction, as well as flexible management regarding tenant mix adjustment to follow market changes. The healthy development of the shopping mall format provides online giants with high-quality retail places for physical stores.

# 04

**Food and beverage demand continues to be strong.**

Overall food and beverage demand is strong. However, the online retail model cannot meet the dine-out demand and it is difficult to change customer habits surrounding purchasing fresh food offline. To fill the gap and try to cultivate an online fresh food purchase habit in shoppers, online players chose to open offline stores to provide better fresh food shopping experiences and dining places at the same time.

# 05

**A good way to add online payment users.**

When shopping in offline stores, staff will encourage and train the shoppers to download the app and use their own payment platform. Therefore, it can also make a profit on the growing online payment business.

**Online players chose to open offline stores to provide better fresh food shopping experiences and dining places at the same time**



You need an app to shop in Alibaba's grocery stores

Tencent has invested in a Chinese supermarket operator Yonghui, who opened Super Species supermarket chain while JD.com has 7Fresh, but probably the most popular new grocery store to emerge from an online retailer is Alibaba's Hema Grocery store. By the end of 2017, they had reportedly opened 31 branches, mostly in Tier 1 cities. And in addition to the stores, each has their own branded grocery store app.

### Main players and competitors on the new retail battlefield

Company	Online	Offline	Grocery App	Payment	Cross investment
Alibaba	Tmall & Taobao	Hema Grocery	Hema	Alipay	18% stake in Lianhua Supermarket
Tencent	WeChat	Super Species	Yonghui	WeChat pay	5% stake in Yonghui
JD.com	JD.com	7Fresh	JD Daojia	N/A	14% stake in Wanda Group, along with Tencent, Sunac and Suning

Hema grocery store ranges from 3,000 to 5,000 sqm, which is similar with other boutique supermarkets such as blt and Ole Supermarket, and they are mainly located on the basement floor in shopping malls near a large residential catchment. However, a Hema grocery store has a large, separate section as its warehouse space to store the fresh food. Shoppers can see the conveyor belt on the ceiling and staff filling bags with goods from the shelves based on the lists generated by online ordering. After the staff find all the goods on the order list, they put the bags on the conveyor belt and send them to the distribution centre for delivery to clients living within 3 km.

As most Tier I cities continue to witness a period of large retail supply, rent for a large space store on the basement level is relatively low. Compared with cold storage

warehouses, which are always located in suburban areas and charge rents similar to those for retail space, the Hema grocery store chain chose to put its warehouse space in each grocery store. They may save delivery time and cost, as the distance between the distribution centre and the client can be greatly reduced. Any concerns regarding supply chain management or how to estimate the storage of each food item can be solved using big data.

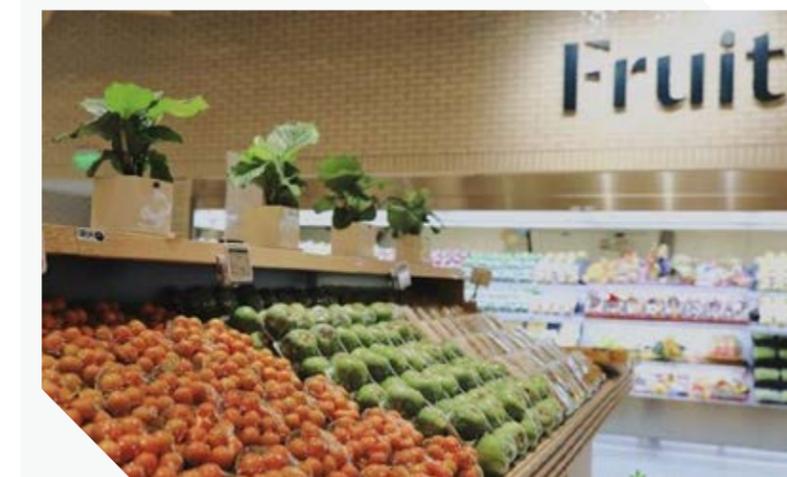
The Hema grocery store chain encourages all its shoppers to download the Hema app onto their smartphones; use of the app enables people to order and pay via Ali's related payment platform – Alipay – and supports business for other affiliates, including Ant Fortune, an investing app. By leading customers to become Alipay and Hema users, Hema not only enhances its

financial business but also can build its customer data. Based on this database, Hema could calculate and estimate the storage of different types of goods in different stores, improving the efficiency of each physical store and reducing storage waste. Hema could also use the data to promote merchandise to individuals via the app after analysing their shopping preferences.

The grocery store chain, in addition to having its own Hema app, can also be accessed from the Taobao app, in an attempt to attract old Taobao users to this new grocery store chain.

### Tianjin and beyond

Tencent has signed a contract to open their Super Species supermarket in Tianjin's Yanlord Riverside Plaza Phase IV, but we haven't seen announcements from Hema or 7Fresh yet on any Tianjin locations. And while a few individual stores have reported profitability, it is too early to deem the online-to-offline "new retail" model a success. These new grocery stores may be a new better grocery model that are adopted and loved by consumers or they may just be a way to attract curious shoppers while there is abundant mall space and a way to help online platforms boost their image and connect with new customers. At any rate, we expect more new retail experiments to continue and look forward to seeing how these retail giants continue to shake up the retail market. **E**



JD.Com Fresh Produce Supermarket 7Fresh

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# Ways to Optimize Your E-commerce Campaigns

By Rose Salas



*A good campaign should produce a measurable outcome. What are the components of a good ad campaign? Listed as follows are a few important requisites:*

“双11”、“双12”、“三八女王节”、打折、秒杀、免单、满减、搭售、抽奖、众筹、跨界联合……现如今各种各样的花样电商活动在每年每季度都会如期举行，大家的消费热情也逐步高涨。在“无促销不电商”的大环境熏陶下，运营人员需要榨干了脑袋想各种奇招。但在这片电商的汪洋大海中，如何让自己的电商活动异军突起，就变得非常重要，毕竟市面上广告太多，受众注意力稀缺，消费者真正参与进来的营销活动寥寥无几。为了实现电商营销活动的效果最大化，作为市场工作人员，需要做足充分的准备，才能打好一场电子商务的营销活动硬仗。

首先你需要做一定的市场调研，了解客户需求，明确自己的目标客户群体，清楚他们对什么商品和什么样的服务感兴趣。同时，你还需要确定自己广告的投放方式——是直接呈现在互联网和电视媒体前，还是通过投递的方式或用社交媒体进行传播。此外，需要注意自己的品牌与其他品牌的区别，突出优势、彰显特点。最后你需要确定在营销时所需的各类材料，为自己的营销活动做好物料准备。

当然，仅有这些准备还是不够的，我们可以把市场营销活动提升、优化。例如，在设计方面，干净简洁、吸引人

的设计模板，更容易让观众一目了然的了解你的产品信息和营销点。公司吉祥物也很容易让大家在看到这一卡通形象后直接联想到你的品牌。此外，在活动信息中留下可以互动的方式非常重要，这可以使消费者及时联络到你，提出他们的消费诉求，或打消他们的一些消费疑虑。最后，发货和到货时间直接影响着消费者的购买体验，当客户看到活动信息后，订单纷至沓来时，要保证自己的货品按时按量发出。如果无法做到，也要提前告知客户，让客户心中有数。SEO会极大影响电商在搜索结果中的排名和露出，所以在做活动和营销推广的同时，也可以注重一下SEO的优化，它可以帮助你的产品和公司的曝光率大大提升。

Having invested, your ROI is the next big goal. With proper execution of your campaign ads combined with best practices, you will receive higher returns. Ad Campaign requires connection to your customers. It is through your connections that you build trust, reliability, confidence and respect. The ads should focus on how you want the target audience see you as a company.

1. Target Customers: Group of people who will be interested in your goods and services;
2. Ad Campaign Sources: Do you want your ads to show on TV, direct mails, printed materials or social media over the Internet?
3. Recognizable Brand: Can customers differentiate and identify you from other customers?
4. Market Research: This will ensure that your customers would accrue benefits.
5. Marketing Venues: This refers to materials that you need when marketing your brand.

Once you have prepared your well-thought-out Ad Campaign, the next step is to optimize it. There is no perfect ad that can perfectly fetch results in one try. The key is to keep testing and then as you keep seeing improvements, strategize and initiate more ideas.

## SOME PROVEN WAYS TO OPTIMIZE YOUR CAMPAIGN ADS

1



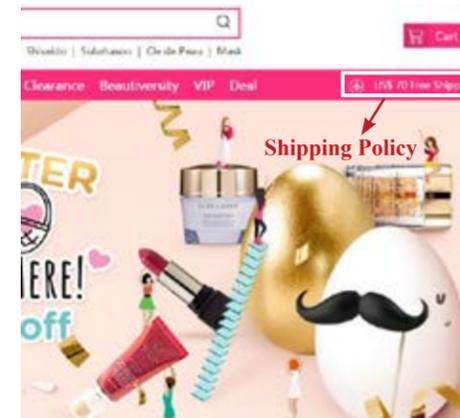
**USE A CATCHY BUT CLEAN DESIGN AND TEMPLATES**  
Less is more. People usually get attracted to a campaign that is eye-catching because of its clean presentation and lesser text. It doesn't have to be very colourful to catch one's attention quickly but something that is pleasing and usually with one-liner tags. Example is Sasa's outline.

2



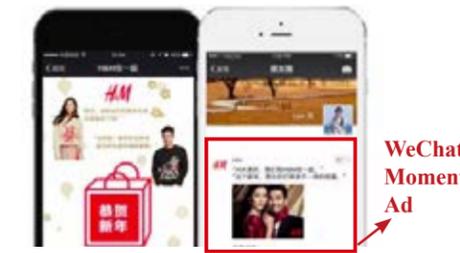
**BE REACHABLE**  
One effective tip when making your Ad is to show people that they can reach you in case they need to talk to you. Put a Contact Number into your site header. This will enable you to communicate with your audience and convince them that you are not a fly-by-night operation. It will help them understand that buying from your store is not risky at all because they can give you a call and can reach out to you in case they encounter a problem with their purchase. If a phone support is not viable, you can also put your store's email address so they can see that they can email you and get an after-service support.

3



**MAKE YOUR SHIPPING PROMO AND POLICY VISIBLE AND EASY TO UNDERSTAND**  
This is very crucial in an e-commerce store. Always make sure that you set the expectation of your customers when it comes to shipping. One example is, if you are an online store that ships items abroad, let it be clear that shipping can take up to \_\_\_ days before it reaches the desired destination. Get a very responsible courier where the package can be traceable online with updated tracking details. This will make your customers confident that their package will reach them though it might take longer than usual before they can receive the item. Always make sure your shipping policy is easy to understand and not misleading. Better be honest with the shipping cost fee because abandoned carts are 90% due to shipping-related reasons.

4



**MONITOR RETURN ON AD SPEND**  
Do you spend a lot on Ads and still get lower sales? If yes, then evaluate and re-construct! Make some changes with your ad campaigns. If you use WeChat for your ad campaign, use offline interactions. Use and discover other features and functionality like WeChat Moments. This is like the Facebook Wall where people can check their moments, stories and make recommendations.

5



**BOOST YOUR SEO**  
Do you know that good backlinks can improve natural referencing of your website? Baidu still remains to be the top search engine. You need to use many keywords to get a higher ranking. Never ignore the meta tags! Keep tagging and tagging! For example, your title, description, and keyword tags should be extremely good. You must include key words linked to the page's activity and content.

If you think that these tips are hard to follow, you may want to try this 3-second test: Imagine yourself as a customer looking at your own website and ask these questions - Can I tell what this website sells? Can I entrust my credit card information to this site? If you have even the slightest doubt, then re-think and go back to these tips again! **B**

## Determination of “Beneficial Ownership”



Kelvin Lee, PwC Tianjin

税务总局于 2018 年 2 月 3 日出台了期待已久的国家税务总局公告：2018 第 9 号公告，废止了 601 号文和 30 号公告，大幅度更新了中国税务机关对于受益所有人的规定规则。与之前的文件和公告相比，9 号公告对执行税收协定股息条款的解释作出了两项重大改进。一是扩大了股息条款适用安全港规定的范围，二是对存在境外多层控股的架构，在符合一定条件的情况下，可以使用“相同国家/相同协定待遇”规则，这些都增加了非居民纳税人享受股息的协定优惠待遇，是为广大非居民纳税人所欢迎的重大利好。同时 9 号公告收紧了 601 号公告中的第一和第二项不利因素的判定标准，这可能会对部分非居民纳税人带来一定的挑战，造成受益所有人身份被否定，享受不到协定优惠待遇。为执行中华人民共和国政府对外签署的避免双重征税协定（简称“税收协定”），税收协定股息、利息、特许权使用费条款中“受益所有人”身份判定包含以下几点：一、“受益所有人”是指对所得或所得据以产生的权利或财产具有所有权和支配权的人。二、判定需要享受税收协定待遇的缔约对方居民（以下简称“申请人”）“受益所有人”身份时，应根据本条所列因素，结合具体案例的实际情况进行综合分析。三、申请人从中国取得的所得为股息时，申请人虽不符合“受益所有人”条件，但直接或间接持有申请人 100% 股份的人符合“受益所有人”条件，并有另两种情形之一的，应认为申请人具有“受益所有人”身份。

另外，代理人或指定收款人等（以下统称“代理人”）不属于“受益所有人”。申请人通过代理人代为收取所得的，无论代理人是否属于缔约对方居民，都不应据此影响对申请人“受益所有人”身份的判定。同时，根据本公告第二条规定的各项因素判定“受益所有人”身份时，可区分不同所得类型通过公司章程、公司财务报表、资金流向记录、董事会会议记录、董事会决议、人力和物力配备情况、相关费用支出、职能和风险承担情况、贷款合同、特许权使用合同或转让合同、专利注册证书、版权所属证明等资料进行综合分析；判断是否为本公告第六条规定的“代理人代为收取所得”情形时，应根据代理合同或指定收款合同等资料进行分析。

9 号公告于 2018 年 4 月 1 日起开始实施，在中国有投资的跨国集团应积极审视集团现有的投资架构和经营模式下，9 号公告带来的变化，是否令其更容易享受税收协定待遇。如果需要的话，可以通过投资架构或经营模式的重整，以充分利用 9 号公告中的利好。如果无法使用安全港规定或“相同国家/相同协定待遇”规则，跨国集团应评估如何应对修改后的不利因素，同时应准备恰当充足的文件和证明材料，以应对税务机关的质疑。

Determination of “Beneficial Ownership” (BO) status for non-tax residents who derive dividends, interests and royalties from China for the purpose of enjoying tax treaty benefits has always been a hot topic. Since 2009, the State Administration of Taxation (SAT) has released several circulars including Guoshuihan [2009] No.601 (Circular 601) and the SAT Public Notice [2012] No.30 (Public Notice 30). The former listed seven unfavourable factors for the determination of BO while the latter provided a safe harbour rule for qualified non-tax residents to enjoy treaty benefit on dividends. Nevertheless, taxpayers and local-level tax authorities in China have encountered numerous technical and practical problems when dealing with BO related cases and have been expecting further guidance from the SAT.

On 3<sup>rd</sup> February 2018, the SAT released the long-awaited SAT Public Notice [2018] No.9 (Public Notice 9). Public Notice 9 abolished Circular 601 and Public Notice 30. It comprehensively updates assessment principles for the determination of BO. Compared with Circular 601 and Public Notice 30, Public Notice 9 has brought about two major breakthroughs for claiming of tax treaty benefits on dividends: it extended the scope of non-tax residents who are eligible for the safe harbour rule with respect to dividends; and, qualified treaty benefit applicants may apply a “same country/same treaty benefit rule” under multi-tier holding structures. These breakthroughs will increase non-resident taxpayers’ chance of enjoying treaty benefit on dividends and will be largely welcomed.

Meanwhile, Public Notice 9 has also tightened the first two unfavourable factors of Circular 601. This will be challenging for some non-resident taxpayers as their treaty benefits may be denied for the lack of BO status.



Public Notice 9 will take effect from 1<sup>st</sup> April 2018. Management of multi-national corporations (MNCs) are suggested to review whether the new changes brought by Public Notice 9 will increase their companies’ chance of enjoying treaty benefits under the existing investment structure and business models. If needed, they may consider carrying out internal restructuring in order to gain leverage on the breakthroughs in Public Notice 9. If the extended safe harbour rule or the “same country/same treaty benefit rule” cannot be applied, the management will need to re-evaluate the impact of the amended unfavourable factors and establish strategies to deal with these changes. Meanwhile, they also need to prepare proper and sufficient documentation to be able to face potential challenges from tax authorities.

### Background

In 2009, the SAT released Circular 601 to set forth seven unfavourable factors<sup>1</sup> in determining BO status. It subsequently issued Public Notice 30 in 2012 to provide further interpretation on Circular 601 and introduced a safe harbour rule.<sup>2</sup> This was for listed companies to claim treaty benefit on dividend income. In order to address the uncertainties and key issues identified in non-resident administration over the years, the SAT released Public Notice 9 to provide amendment and further interpretation to comprehensively update the assessment principles regarding BO.

### Changes to the Unfavourable Factors

Public Notice 9 made some amendments to the unfavourable factors in Circular 601 by tightening the 1<sup>st</sup> and 2<sup>nd</sup> factors, deleting the 3<sup>rd</sup> and 4<sup>th</sup> factors and retaining the 5<sup>th</sup> to 7<sup>th</sup> factors. 1<sup>st</sup> and 2<sup>nd</sup> factors are amended as follows:



### The SAT not only looks into the legal contractual payment obligations but also examines whether any factual payment exists

1. The applicant has the obligation to pay more than 50% (note: the threshold was 60% in Circular 601) of the income within 12 months of receiving the income to a third jurisdiction tax resident. “Obligation” shall include both contractual obligation and any factual payment even though the applicant has no contractual obligation to pay.

2. The applicant does not carry out substantive business activities. Substantive business activities shall include substantive manufacturing, trading and management activities, etc. Whether or not an applicant’s business activities are “substantive” shall be assessed based on the functions performed and risks undertaken by the applicant. An applicant’s substantive investment and management activities may be construed as substantive business activities where an applicant carries

out both non-substantive investment, management activities and other business activities. If the other business activities are insignificant, the applicant’s overall business activities cannot be considered as being substantive.

As is shown in the amendment to the 1<sup>st</sup> unfavourable factor, the SAT not only looks into the legal contractual payment obligations but also examines whether any factual payment exists. According to the explanatory notes of Public Notice 9, even if the applicant has not made any cash payment, certain intercompany transactions such as netting-off intercompany payable/receivable or other genuine commercial arrangements (e.g. extending loan to group companies by the applicant after receiving income from China) may be considered as factual payment which may become unfavorable in determining the BO status.

Public Notice 9 sets out detailed guidance regarding the 2<sup>nd</sup> unfavourable factor on substantive business activities. Substantive business activities include manufacturing, trading and management activities as well as investment and management activities. The explanatory notes to



Public Notice 9 have provided some guidance on what investment and management activities are. E.g.: pre-investment research, project analysis, investment decision, execution, post-investment management, industry analysis, market research, regional headquarters function, treasury function, financing function, etc. The explanatory notes to Public Notice 9 also provide a few case studies. Based on SAT's analysis of these cases, it appears that the SAT has a higher expectation of "substantive business activities" than before. For the situation where an applicant carries out no substantive investment and management activities and other business activities, the explanatory notes further gives an interpretation by way of an example: where the income generated from the other business activities by the applicant is less than 8% of its total income, the other business activities are insignificant.

3<sup>rd</sup> and 4<sup>th</sup> unfavourable factors in Circular 601 are deleted because their assessment criteria have already been incorporated into the 2<sup>nd</sup> unfavourable factor as amended by Public Notice 9.

## Extended scope of non-tax residents eligible for the safe harbour rule with respect to dividends

Public Notice 9 extends the safe harbour rule with respect to dividends of listed companies to

also include governments and individuals: i.e. if the applicant is the government, a listed company or an individual who are tax residents of a tax treaty jurisdiction, a company 100% directly or indirectly owned by the above mentioned government, a listed company or an individual, the applicant can be directly considered as the BO of the dividends and there is no need to assess the case against the five unfavourable factors.

The explanatory notes to Public Notice 9 set out three diagrams for illustration purpose (please refer to Case 1, Case 2 and Case 3 of the Appendix). In Case 3, as long as the individuals, the listed company (who are Hong Kong tax residents) and Hong Kong government have a 100% collective shareholding in the applicant (i.e. Hong Kong tax resident D), the applicant is eligible to apply the safe harbour rule to the dividends.

## The "same country/same treaty benefit rule" for a multi-tier holding structure with respect to dividends

Before the release of Public Notice 9, if the immediate dividend recipient is neither eligible for the safe harbour rule under Public Notice 30 nor qualified as a BO upon being assessed based on the unfavourable factors as stipulated in Circular 601, dividends received by the applicant from China cannot enjoy the relevant treaty benefits. Public

Notice 9 sets out a breakthrough so that, even if the immediate dividend recipient is not qualified as a BO, it can be deemed to be the BO of the dividend where certain conditions are satisfied. Specifically, the immediate shareholder of the Chinese TRE (i.e. the applicant) can be deemed as the BO of the dividend received from China and enjoy the relevant tax treaty benefit under either of the following two scenarios:

### Scenario 1:

The shareholder directly or indirectly holding 100% equity interest of the applicant qualifies as a BO against the five unfavourable factors of Public Notice 9. The above-mentioned shareholder and the applicant are tax residents of the same tax jurisdiction ("the same country rule").

The explanatory notes to Public Notice 9 set out examples as shown in Case 4 and Case 5 of the Appendix. In both cases, both Hong Kong tax resident F and Hong Kong tax resident E are tax residents of the same tax jurisdiction. Although E does not qualify as the BO of the dividend, it can be deemed to be the BO as long as F qualifies as a BO upon being assessed based on the five factors mentioned in Public Notice 9 (even if there are intermediate holding companies from other tax jurisdictions between them).

We understand the underlying rationale of the same country rule is

that: Since Hong Kong tax resident F (which can pass the five factors under Public Notice 9) could have enjoyed the tax treaty benefit with regard to the dividend if it had directly invested in the Chinese TRE, it can be seen that the intention of Hong Kong tax resident F of setting up Hong Kong tax resident E and BVI company is not to take advantage of the preferential treatment under the dividend article of the Mainland/Hong Kong double tax arrangement.

### Scenario 2:

Although the applicant and the shareholder who directly or indirectly holds 100% equity interest of the applicant are tax residents of different tax jurisdictions, the applicant can be deemed to be the BO as long as the above-mentioned shareholder qualifies as a BO upon being assessed based on five factors in Public Notice 9. The above-mentioned shareholder and all the intermediate shareholders in between are tax residents from jurisdictions with the same or better treaty benefit with respect to dividends as compared with the applicant ("the same treaty benefit rule").

The explanatory notes to Public Notice 9 set out an example as shown in Case 6 of the Appendix. In that



## Public Notice 9 extends the safe harbour rule with respect to dividends of listed companies to also include governments and individuals

case, the Hong Kong tax resident G does not qualify as a BO but the Singapore tax resident, I, can qualify as a BO upon being assessed based on the five factors under Public Notice 9. Hong Kong tax resident G can be deemed to be the BO of the dividends because the dividends article under the China/Singapore tax treaty and the Mainland/Hong Kong double tax arrangement are the same. It is important to note that under Scenario 2, the real BO (i.e. Singapore tax resident I) and all the intermediate shareholders (i.e. Singapore tax resident H) have to be tax residents from tax treaty jurisdictions and can enjoy the same or better treaty benefit with respect to dividend as compared with the applicant. In addition, Public Notice 9 requires all the offshore shareholders along the investment chain to obtain a tax resident certificate from the tax authorities of their own jurisdiction.

We understand the underlying rationale of the same treaty benefit rule is that: Since Singapore tax resident I (which can pass the five factors under Public Notice 9) could have enjoyed the tax treaty benefit with regard to the dividends if it had directly invested in the Chinese TRE, it can be seen that the intention of Singapore tax resident I in setting up Singapore tax resident H and Hong Kong tax resident G is not to take advantage of the preferential treatment under the dividend article of the Mainland/Hong Kong double tax arrangement.

It is noteworthy that the "same country/same treaty benefit rule" is only applicable to situations where the direct or indirect shareholding percentage of the immediate holding company is 100%. In other words, it shall not apply to any case with less than 100% shareholding structure. It should also be noted that this "same country/same treaty benefit rule" is not applicable to interest article or royalty article under tax treaties.

## Other Major Changes

Other major changes brought by Public Notice 9 with respect to BO determination include:

- As China has adopted the minimum standard, i.e. the principal purpose test ("PPT") with respect to Action 6<sup>3</sup> (Preventing the Granting of Treaty Benefits in Inappropriate Circumstances) of OECD's (Organization for Economic Co-operation and Development) BEPS (Base Erosion and Profit Shifting) project, Public Notice 9 no longer uses terms such as "conduit company" or "tax avoidance purposes" as originally used in Circular 601 and Public Notice 30. This provides an avenue for the Chinese tax authorities to use PPT to deny tax treaty benefits.

- Public Notice 9 also further clarifies the requirement of tax resident

certificates for various circumstances for record filing purposes.

- It also clarifies that shareholders receiving dividends, creditors receiving interest, licensors receiving royalties shall not claim themselves as agents or designated recipients receiving income on behalf of others to let other parties enjoy the tax treaty benefit.

## The Takeaway

Extension of the eligibility of the safe harbour rule and adoption of the "same country/same treaty benefit rule" both reflect the SAT's implementation of the PPT mechanism. This signals a big step forward by the Chinese tax authorities in aligning its interpretation and implementation of tax treaties with international standards which will be greatly welcomed by non-resident taxpayers.

Generally speaking, the technical principles and administration guidance set out in Public Notice 9 will bring both joy and concerns to non-resident taxpayers. On one hand, extending the eligibility of the safe harbour rule and adopting the "same country/same treaty benefit rule" for dividend income will increase the chance of non-resident taxpayers enjoying the tax treaty benefits. This clearer guidance will also reduce the difficulties faced by local level tax authorities in their post-filing



administration. On the other hand, in order to prevent tax treaty abuse, the amended unfavorable factors are very stringent. The Chinese tax authorities will look into both the form and substance/fact of the arrangements and will pay more attention to the substantive business activities of an applicant.

In addition, although the implementation of the PPT mechanism reflected in Public Notice 9 will bring benefits to taxpayers, dropping of terms, such as, "tax avoidance purposes", so as to apply the PPT to deny treaty benefit will result in more challenges to taxpayers, i.e. an applicant that can successfully pass the BO test against the five factors in Public Notice 9 and may still be denied of the treaty benefit if tax authorities determine that the arrangement was carried out to take advantage of benefits available in certain tax treaties.

There are still some uncertainties which remain to be clarified. For example, regarding the 1<sup>st</sup> unfavourable factor, dispute may

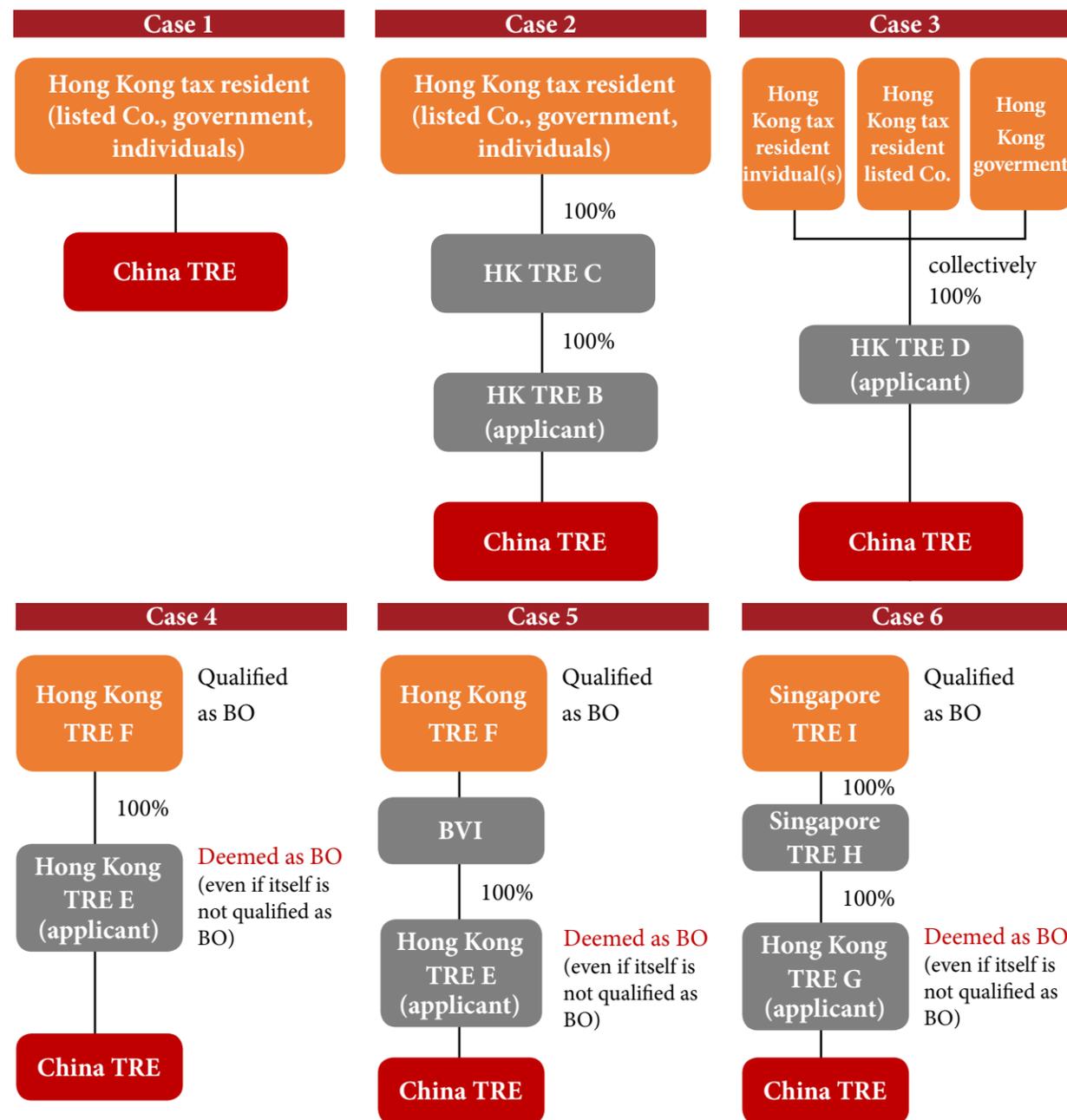
arise if the local level tax authorities treat certain genuine intra-group transaction as a factual payment. As to the 2<sup>nd</sup> unfavourable factor, the local level tax authorities and the applicants may have disputes on whether the applicant carries out substantive investment and management activities, whether other business activities are significant. Moreover, examples stated in the explanatory notes to Public Notice 9 for the "same country/same treaty benefit rule" are limited. In practice, there may be other investment structures that are not designed for treaty shopping purposes, but it remains to be seen whether these types of structures can also be eligible for the "same country/same treaty benefit rule".

MNCs should review their existing investment structure and business models against the extended safe harbour rule and the "same country/same treaty benefit rule" and assess whether it is possible to carry out internal restructuring in order to leverage on these benefits. In any case, proper and sufficient supporting documents (e.g. contracts, invoices, receipts, accounting entries, etc.) should be put in place in case of tax authorities' challenges. **B**



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## Appendix



### Endnote

1. The seven unfavorable factors for the determination of BO under Guoshuihan[2009]No.601 are as follows:
  - 1) The applicant is obligated to pay or distribute a portion (for example 60% or more) or all of its income within a prescribed timeframe (for example within 12 months of receiving the income) to a third jurisdiction resident;
  - 2) The applicant does not have or almost does not have any other business activities besides ownership of the assets or rights that generates the income;
  - 3) Where the applicant is a corporation, the assets, scale and employees of the applicant is relatively little and do not match the amount of income ;
  - 4) The applicant has no or almost no controlling rights or disposal rights on the income or the assets or rights that generate the income, and bears no or very little risk;
  - 5) The other treaty jurisdiction does not tax or exempts the income, or taxes the income at a very low effective tax rate;
  - 6) Besides the loan contract on which the interest arises, the lender has other loan or deposit contracts with a third person with very similar amount of principal, interest rate and time of conclusion;
  - 7) Besides the copyright, patent and technology licensing contract on which the royalty arises, the applicant has other licensing or transfer contracts with a third person with respect to the relevant copyright, patent and technology.
2. The safe harbor rule under SAT Public Notice [2012] No.30 refers to the following scenario: if the dividend recipient (i.e. the applicant) is a listed company or is directly/indirectly held by a listed company, it is treated as the BO of the dividend income. The safe harbor rule under Public Notice 30 strictly requires that the immediate recipient of the dividend, the listed company and the intermediate holding companies (if any) have a 100% equity relationship and have to be tax residents of the same treaty jurisdiction. Qualified applicants under the safe harbor rule are directly considered as the BO of the dividend income and there is no need to go through the assessment against the seven unfavorable factors under Circular 601.
3. According to BEPS Action 6, in order to prevent the abusive usage of treaty benefits, treaty countries are suggested to include any of the following mechanisms in their tax treaties as a minimum standard:
  - Limitation on Benefits (LoB) plus Principal Purpose Test (PPT); PPT alone, or LoB plus a restricted PPT rule applicable to conduit financing arrangements, domestic anti-abuse rules or judicial doctrines that would achieve a similar result.

## Deferral of Withholding Tax on Distributed Profits Re-invested by Foreign Investors for Direct Investment



Manuel Torres  
(Managing Partner of Garrigues China)

为优化外资在中国的经营环境，国务院曾于去年出台《关于促进外资增长若干措施的通知》，其中最引人关注的财税支持政策之一就是对境外投资者从中国境内居民企业分配的利润直接投资于鼓励类投资项目，凡符合规定条件的，实行递延纳税政策，暂不征收预提所得税。接着，在2017年年末，政部、国家税务总局、国家发展改革委及商务部献上岁末大礼，联合发布了境外投资者翘首以待的《关于境外投资者以分配利润直接投资暂不征收预提所得税政策问题的通知》2(财税[2017]88号)。通知对上述递延纳税优惠的适用条件、享受优惠的程序和责任、后续管理等做出了具体规定，并明确该递延纳税优惠追溯自2017年1月1日起执行，符合条件的已缴税款可予以退税。

此次递延纳税优惠政策的出台是中国吸引外资政策的一项重大利好。对于已在华开展投资并已在华产生利润的境外投资者，应积极审视评估集团现行的投资战略并进行相应的调整以充分利用这一优惠政策，同时也应密切关注该递延纳税优惠政策的地方执行口径，提前做好准备。

境外投资者如需适用递延纳税优惠必须同时满足以下四个条件。一、直接投资。这是指境外投资者以分得利润进行的直接增资、新建、股权收购等权益条件。二、实际分配。对于境外投资者分得的利润，应属于中国境内居民企业向境外投资者实际分配已经实现的留存收益而形成的股息、红利等权益性投资收益。三、直接支付。根据通知，无论是以现金形式还是非现金(例如实物、有价证券等)形式分配的利润，均必须直接从利润分配企业转入被投资企业或股权转让方，任何中间周转的形式均不能享受递延纳税优惠。四、鼓励类投资项目境外投资者应投资的鼓励类投资项目包括了《外商投资产业指导目录》所列的鼓励外商投资产业目录以及《中西部地区外商投资优势产业目录》范围内的经营活动。

这一利好消息显示出了中国政府吸引外资的决心，然而也需要注意的是，执行层面还有很多尚待明确的问题。预计税务总局可能会出台后续文件，从执行层面对通知的相关规定予以明确。我们也会密切关注相关政策发展，并适时分享观察。



Diego D'Alma  
(Partner of Tax Department)



Cynthia Zhou  
(Tax Associate)

China is experiencing a certain decrease in foreign investment resulting, amongst other reasons, from the increasing labor and other costs. The State Administration of Taxation ("SAT"), the Ministry of Finance, the Ministry of Commerce and the National Development and Reform Commission, have jointly launched a new tax preferential policy for overseas investors, Cai Shui (2017) No. 88, *Circular on Policy Issues concerning Temporarily Not Levying the Withholding Tax on Distributed Profits Used by Overseas Investors for Direct Investments* ("Circular 88") in order to boost the economy, further encourage foreign investments, and promote continuing operations within China on a long-term basis. The new tax policy allows the foreign investors to temporarily defer the withholding taxes on distributed profits that are re-invested directly into China, if certain conditions are met. For example, if an overseas investor uses profits distributed from its Chinese subsidiary and increases paid-in capital of the subsidiary or contributes said funds to establish a new subsidiary in China, the tax on such distributed profit will

be deferred under certain conditions. If the conditions change (i.e. the investor withdraws the investment or no longer meets the requirements), the withholding taxes will be due and supplementary tax payment will need to be made. The below sections further explain and analyze the relevant regulations, scope, responsibilities and procedures in detail.

Subsequent to the issuance of Circular 88, the SAT issued an announcement on the *Implementation of the Policy of Temporarily Not Levying the Withholding Tax on Distributed Profits Re-invested by Foreign Investors for Direct Investment* ("Announcement 3"). It further specifies the implementation procedures in different circumstances, the corresponding supporting documents required as well as the reporting and filing obligations.

The following sections provide a nutshell of Circular 88 and Announcement 3 and the potential tax impact on non-resident enterprises that have an investment in China.

## 1 Background

According to general Chinese tax laws and regulations, profits distributed from Chinese resident enterprises ("Profit Distributor") to foreign investors are subject to Enterprise Income Tax ("EIT") at 10%. However, foreign investors could be eligible to enjoy a preferential tax rate for dividends in accordance with different double taxation agreements between China and the relevant country ("DTA"). The EIT payable shall be withheld at source and the Profit Distributor is the withholding agent.

## 2 Tax deferral policy and requirements

According to Circular 88, where an overseas investor makes a direct investment in a Chinese resident company under the encouraged category ("Invested Enterprise") with the profits proceeding from the Profit Distributor, a tax deferral policy on profit distribution may apply provided that the following requirements are fulfilled concurrently:

a) The direct investment made by an overseas investor may refer to the below:

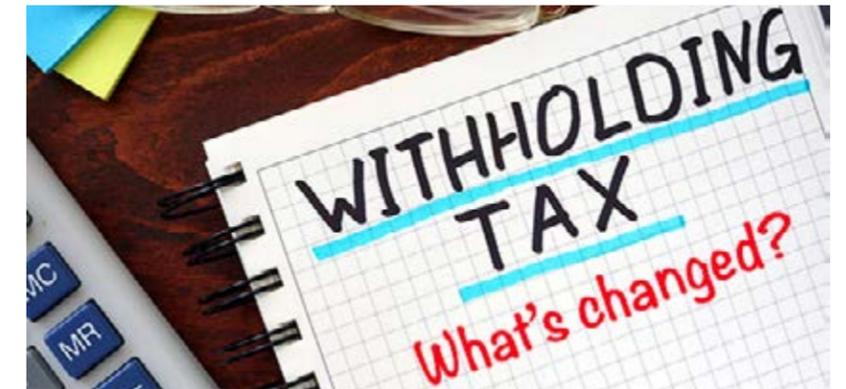
- Directly increasing or increasing by transferring paid-in capital or capital reserves ("Capital Increase") in an existing Chinese resident enterprise;

- Establishing a new resident enterprise within the territory of China;

- Acquiring equities of a Chinese resident enterprise from a non-related party ("Acquisition");

- Other forms of investment specified by the Ministry of Finance and the State Administration of Taxation.

Please note that the aforementioned Capital Increase and Acquisition exclude shares from listed companies, unless they meet certain conditions as strategic investment.



b) Profits obtained by an overseas investor refer to returns on equity investment, such as dividends and bonus generated from retained income that has been actually distributed by the Profit Distributor to the foreign investor.

c) Where the direct investment is paid in cash, the said payment shall be directly made from the Profit Distributor into the account of the Invested Enterprise or the party that sells the equities. The cash payment shall not be paid into any other foreign or domestic account prior to the direct investment; where the direct investment is paid in non-cash forms, such as by means of a contribution in kind, securities, the ownership of relevant assets shall be directly transferred from the Profit Distributor to the Invested Enterprise or the party that sells the equities. The non-cash payment shall not be held by any other enterprise or individual on a commission or temporary basis.

**The new tax policy allows the foreign investors to temporarily defer the withholding taxes on distributed profits that are re-invested directly into China**

d) The business activities<sup>1</sup> carried out by the Invested Enterprise must be under the encouraged category, including:

- the category of industries to which foreign investors are encouraged to enter, as listed in the Catalog for the Guidance of Foreign Investment Industries; and

- the Catalog of Priority Industries for Foreign Investment in the Central-Western Region.

1. Announcement 3 defines the business activities as follows: Manufacturing products or offering services; Carrying out activities for the research and development purpose; Investing in construction projects or purchase of machinery or equipment; and Other business activities.

### 3 Documentation and reporting

#### 3.1 Obligations of foreign investors

The obligations of the foreign investor may vary subject to the following circumstances:

- If the foreign investor is eligible for the tax deferral policy, the foreign investor shall submit the *Reporting Form on the Information Concerning the Deferral Withholding Tax of Non-resident Enterprise* ("Reporting Form") to the Profit Distributor;

- If the foreign investor has already settled the withholding tax payments on profit distribution but would like to resume the eligibility for tax deferral, the foreign investor shall submit the Reporting Form, the related contracts, payment evidences, the information related to the encouraged investment and other required documents to the competent tax authority of the Profit Distributor; or

- If the foreign investor is obliged to underpaid taxes, the foreign investor shall submit the Reporting Form to the competent tax authority of the Profit Distributor.

#### 3.2 Obligations of the Profit Distributor

The Profit Distributor shall review and correct (if necessary) the Reporting Form provided by the foreign investor ("Reviewed Reporting Form") so as to ensure the complexity, the accuracy and authenticity. After the comprehensive review, the Profit Distributor shall submit the Reviewed *Reporting Form and the Reporting Form on Withholding EIT* to its competent tax authority within 7 days of the actual payment on profit distribution.

In case that the Profit Distributor fails the reviewing responsibilities and result in the incorrect application of the tax deferral policy, the competent tax authority of the Profit Distributor may impose late interest payment and penalties on the Profit Distributor.

#### 3.3 DTA for withholding tax on profit recovered

If the re-investment is withdrawn or the requirements for the tax deferral



are not satisfied any more, the deferral withholding taxes will need to be settled with the competent tax authority of the Profit Distributor. However, investors may enjoy the preferential withholding tax rate under the DTA, which was in force when the profits were paid. In other words, subsequent provisions of the DTA, which prevail after the payment of profits, may not be applicable.

#### 3.4 Agent

The overseas investors and the Profit Distributor may authorize an agent to handle the specific tax matters herein, but a written Letter of Power of Attorney must be provided to the competent tax authority for this purpose.

### Conclusion

The new tax deferral policy on withholding tax has been an important and obvious incentive for foreign investors who have existing businesses in China. Such foreign investors are encouraged to take a review of their current investment strategy and make an adjustment to business arrangements if necessary so as to better enjoy the tax preferential policy. At the same time, the investors need to keep a close contact with the in-charge tax authority to obtain

a better understanding of the implementation procedures and prepare in advance.

There are still certain implementation issues that need to be further defined and clarified through cooperation and coordination with the in-charge tax authority, such as whether the tax deferral policy is applicable to all kinds of re-investments, such as re-investing the profits obtained from a liquidation into a

new company, and the relationship between the tax deferral policy and double tax treaties. It is foreseeable that the SAT will come up with subsequent regulations to clarify these implementation issues. We will closely track the relevant policy development and share our insight in time. **B**

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## CRISPR

### The Power to Forever Change Humanity

#### From curing cancer to making Super Humans

By Stella Law

癌症一直是整个医学界和全人类试图攻克的难题。就目前所有的医疗技术手段而言, 尚未发现一种对癌症完全有效的治疗方法。但最近, 人类收到了一个福音——据英国《自然》杂志网站、美国《麻省理工技术评论》网站今年一月的消息称, 美国宾夕法尼亚大学目前正在为 CRISPR 基因编辑技术抗癌的人类临床试验做最后阶段的准备, 项目即将全面启动。这是美国使用 CRISPR 治疗癌症的首次尝试, 标志着肿瘤治疗进入一个新时代, 也打响了中美之间一场生物医学竞赛。

CRISPR, 即规律成簇的间隔短回文重复 (Clustered Regularly Interspaced Short Palindromic Repeats), 是大多数细菌及古细菌中的一种获得性免疫方式。CRISPR 可谓是近年生物界的焦点, 这项技术相对与 ZFN,TALEN 等基因打靶技术可以说是简便, 经济得多, 一般的实验室都可以构建自己的平台。CRISPR 在细菌体内本来是起适应性免疫作用的 (有点像人的获得性免疫)。细菌被病毒感染了, 当然也不会束手就擒。病毒感染细菌, 对于细菌而言就是细胞内多了不是自己的 DNA 序列, 这些序列可能表达出一些对细菌本身有害的蛋白, 所以细菌只要把这些外来的 DNA 破坏掉就可以了。

CRISPR 就是这么一套很巧妙的系统。它先把外来 DNA 的片段整合进细菌自己的基因组, 然后转录出 RNA, 经过一些剪切之后, 利用这些 RNA 把带有 DNA 内切酶活性的 Cas 蛋白直接引导到外源序列的位置, 于是, 外源 DNA 就可以被剪断。对于细菌而言, 就完成了对外来病原体的快速精确打击。这些整合进基因组的序列还可以传给子代细菌 (要是人的免疫可以这么遗传, 就不用每个小孩都拉去打疫苗了), 所以 CRISPR 现在也被用作微生物分类的依据。

将 CRISPR 基因编辑技术用于治疗癌症, 被医学界认为是一种革命性的癌症疗法。CRISPR 系统不但丰富了我们对于细菌、古细菌生理机制的认知, 更重要的是这种体系的改造利用能带来席卷整个分子生物学领域, 更新现有操作模式的一场技术革命。同时, 它也为我们打开了扇窗, 从 CRISPR 的角度重新认识整个微生物世界自我和相互间的调控网络、调控机制, 原核及真核细胞间的异同和联系, 甚至协同进化的证据。

In case you haven't heard, scientists are on the verge of ushering a new era in the field of medical science using a genome editing tool called CRISPR. It's nothing like anything we have seen before. This new technique is so radically different and advanced that it could forever change us as a species.

Yes, CRISPR is revolutionary. It could bring unprecedented changes to our lives by formulating cures for even the worst of diseases, including humanity's worst enemies – Cancer and HIV.

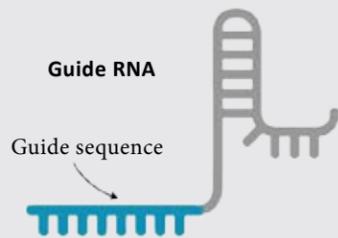
But that's not all – scientists can also use CRISPR to create targeted mutations in plants, pets and livestock to make them healthier and fancier. If you choose to ignore the obvious moral dilemmas for a moment, CRISPR could also let us create "designer" babies with pre-chosen genetic traits. Would you like blue eyes and curly hair for your future-kid? CRISPR can do it for you. Want to give her a naturally tall and athletic build? CRISPR has the perfect solution.

Sure, we are yet to cover some distance before any of those can become a reality, but clinical trials on humans have already started and are expected to yield results in the foreseeable future.

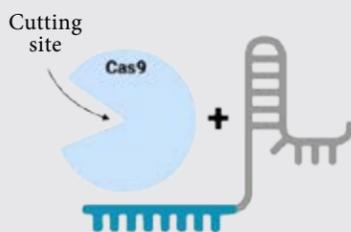
On June 21<sup>st</sup>, 2016, an advisory panel at the US National Institute of Health (NIH) waved the green flag at the first ever clinical trial of CRISPR Cancer treatment on humans. Less than a month later, a group of Chinese researchers announced that they were preparing to use CRISPR for the treatment of lung cancer patients.

If these trials go as per plan, cancer and many other life-altering diseases could be checkmated with perhaps just a couple of injections or so.

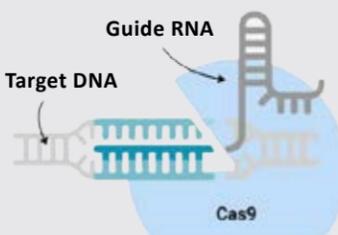
**EDITING A GENE USING THE CRISPR/CAS9 TECHNIQUE**



1. Scientists create a genetic sequence, called a "guide RNA", that matches the piece of DNA they want to modify.



2. This sequence is added to a cell along with protein called Cas9, which acts like a pair of scissors that cut DNA.



3. The guide RNA homes in on the target DNA sequence, and Cas9 cuts it out. Once their job is complete, the guide RNA and Cas9 leave the scene.



4. Now, another piece of DNA is swapped into the place of the old DNA, and enzymes repair the cuts. You've edited the DNA!

Some might speculate that scientists have been experimenting with genomes for several decades now. So what's the fuss about CRISPR now?

Well, it is because CRISPR allows the editing of genomes with never-seen-before precision, efficiency, and flexibility. Moreover, animal testing of CRISPR-based treatment methods have, so far, had a high success rate, which has further boosted the hype surrounding it.

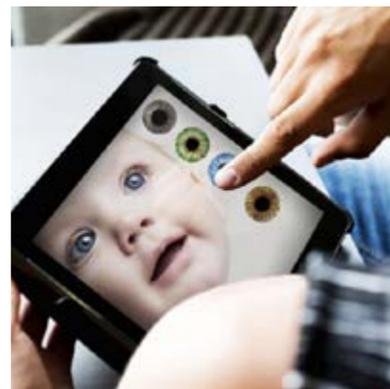
**So, what exactly is CRISPR?**

Genetic modification is not exactly a new thing. Our ancestors figured it out thousands of years ago and they used it to strengthen certain traits in plants and animals using selective breeding. The goal was to enrich their lives with better and healthier crops and livestock. This was one of the landmark achievements during the early days of the first Agricultural Revolution (circa 10,000 BC).

While they became extremely efficient in this field, our distant ancestors didn't quite understand the science behind selective breeding of plants and animals. It remained an enigma till the mid-20th century when scientists discovered deoxyribonucleic acid (DNA), the building block of all Earth-life.

With the discovery of DNA came the realization that much of our physical traits and personality - from the colour of our eyes to our allergies and vulnerabilities to certain diseases - are encoded in our DNA.

Scientists now understood and realized that they had the power to take charge of evolution by artificially tweaking the genetic information stored in our DNA. Plant and animal testing began with the goal to modify and study



DNA sequences using radiation and chemicals.

Within a few decades, they were able to create genetically modified plants and animals for fun and utilitarian purposes. (For example, fluorescent fishes that glow from the inside out, enabling scientists to observe the effect of pollutants in the body) Despite this success, researchers were unable to precisely control genetic mutations. Therefore, the success or failures of many of these experiments were almost always left to fate.

The real breakthrough came with the discovery of CRISPR/Cas9. CRISPR-based genetic modification techniques are so accurate that scientists could plan and execute a single change in three billion DNA bases. On top of that, it is also relatively affordable, which is good for encouraging mass acceptance for moving forward.

**CRISPR Is an Ancient Biological Weapon against Viruses**

In the late 1980s and early 90s, research teams in Japan, Holland, and Spain independently identified a mysterious part of DNA sequence that repeated itself in a very specific way. Scientists named it Clustered Regularly Interspaced Short Palindromic Repeats, or simply CRISPR.

Further studies revealed the whole story behind the origin of



CRISPR. Apparently, CRISPR is a naturally-occurring ancient defense mechanism found in a wide range of bacteria. It provides protection from viruses and other foreign molecular parasites that invade individual bacterium and take control over their genome.

Just like humans, bacteria and other single-cell life forms are routinely attacked by viruses too.

For single-cell bacteria, such attacks result in an immediate do-or-die situation as any significant damage to their only cell implies imminent death. These standoffs between the two microorganisms began billions of years ago - long before the emergence of complex multi-cellular life forms.

Whenever a bacterium is faced with new and dangerous virus, it doesn't immediately know how to defend itself. Its immune system has to do some on-the-job learning to put up an effective defense. Subsequently, many bacteria die without putting much of a fight.

However, those that survived managed to copy a part of the invading virus's DNA strand into its own genetic code. Think of it as the bacterium saving the virus's DNA strand in a DNA archive for future use. This archive is what we call the CRISPR sequence. In the event of a follow-up virus invasion, the bacterium will make multiple RNA copies from said DNA archive to arm a protein called Cas9 (CRISPR Associated Systems).

Cas9 then matches the invading virus's DNA with the DNA strand stored in its archive. If it was a 100% match, the bacterium's immune system would cut out the virus's DNA, removing any threat. This ancient defense mechanism has since been a vital ingredient in many bacteria's immune system.

(Note: This is a simplification of an otherwise very complicated process that's beyond the ambit of this article.)

**So, Does CRISPR Make It Possible to Modify anyone's DNA?**

Great question! We are not quite there yet, but the progress thus far has been rather impressive. Animal testing is going as per plan and scientists have already pulled off certain complicated genetic alterations in monkeys using targeted mutations. Previous experiences on mice were also successful.

Other experiments have shown that CRISPR-Cas9 techniques can be used to resist HIV infection as well. The most promising experiment is currently underway in China where scientists are trying CRISPR to cure adult lung cancer patients by removing the compromised DNA from affected cells.

CRISPR techniques will most likely be used to accomplish other objectives as well. For example, in addition to making yourself cancer-free, you could also render your unborn child immune to a range of diseases by making minute changes

in his/her DNA. And while you are at that, how about giving him/her a perfect eyesight and enhanced intelligence? See where this is heading?

This is a pretty much the textbook definition of a slippery slope situation. Leave the progress of CRISPR unchecked, and genetically modified super-humans could soon become the new norm. As you would guess, there are serious ethical and moral implications if such a scenario was ever to play out for real.

**Future of CRISPR**

We shouldn't forget that the progress of CRISPR research, while on a promising trajectory, is built on lessons drawn from many failed cases. Moreover, accurately repeating even the most successful experiments requires serious labour and investment. The path forward is not without its fair share of challenges.

Admittedly, a lot needs to be done before this new technology can transform humanity for the better by eliminating diseases and contributing in various other ways. On this shinier side, however, future research work will mostly require fine-tuning the application of existing knowledge rather than making challenging discoveries.

CRISPR is happening - it's not a matter of "if," but a matter of "when." So, maybe the time is ripe for policymakers to seriously ponder over many theoretical questions we have about gene manipulation, weaponized organisms, designer babies, and human augmentation.

After all, judging by the speed at which CRISPR technologies are evolving, the day seems not so far when those questions will become much more than just theoretical issues. **E**

# TEN

## Principles of Social Media Marketing

By Anne Shore



互联网和移动技术的革新催生出了社交媒体，而社交媒体则开创了市场营销的新时代。随着国外脸书、推特等社交网络的盛行，国内互联网也紧随其后：过去人人网、开心网等众多社交媒体不断衍生、爆火，现在微信和微博成为主流。大量社交媒体的诞生，不仅改变了国内人们的上网行为，同时影响着众多企业的营销模式，企业纷纷转向了消费者的新聚集地：社交媒体。

社交媒体也正快速转变着企业与客户之间的交流方式。相对于像 E-mail 之类的传统交流方式而言，社交媒体作为一种低成本高效益的在线营销手段，为企业提供了更为广阔的平台。企业可以通过发微博等来推销其产品和服务，为用户提供及时的反馈和技术支持，为该品牌的爱好者在网上建群。在如今这个飞速发展的时代，企业必须充分利用社交媒体，才能在市场中保持竞争性。

在用社交媒体进行企业营销和传播时，要注意为自己的内容设定目标——所有发出的社交圈内容都不是无目的的，而应该是精心设计的，可以吸引目标客户群注意力的内容。不论是文字还是图片，它的质量都直接决定了客户或粉丝的粘性，并且间接影响着大家的购买决策。多听、多看、多想有关客户关注的内容也是非常重要的。在社交媒体传播中，不仅仅要发送自己产品的信息，更重要的是构建一个自己目标客户的群体的画像，了解他们喜欢什么，他们关注什么，他们爱好什么，以此为参照在社交媒体中多多涉及上述信息，可以更好地吸引你的目标客户群忠实地关注你的媒体账号。

耐心倾听客户的反馈，构建一个良好的互动关系也非常重要，这就是为什么很多售后客服和媒体公众号的运营人员，往往影响着目标客户群的购买与决策。

In today's age where almost all businesses are obliged to become social, principles of social media marketing would just fit the bill. Not just one, but social media marketing offers a myriad of targeting ways, thus, making it an excellent marketing platform for almost all businesses.

Social media marketing needs to be adapted with a specific goal in mind. Aim to specialize and be focused in the field, rather than being a jack-of-all-trades.

Highly-focused and well-strategized social media marketing strategy has more chances of being successful than a broad strategy that is all over the place.

Social media marketing is an intimate way of communication and also one of the fastest growing sectors today. From increasing traffic, it further helps to boost patrons as well.

Successful social media marketing will have a positive impact on lead generation, customer services, shareholder and customer satisfaction altogether, product/service development, and analytics performed in all of the departments and many more factors.

### 1 SET GOALS FOR YOUR CONTENT

Relevant and valuable content earns the ticket for businesses to enter social media circle. Businesses need to frame introspective goals for their content like being in top results of search engines, providing leads and so on. Design captivating content such that it assists you in enhancing your business and is not just there without a reason.

Quality of the content decides whether a user will be engaged, become a potential customer or lifetime loyal customer. It ought to be unique, timely, insightful, specific, and actionable and hold some value for your audience. Moreover, it also needs to be entertaining.

Businesses are often deluded in seeing their content to be brilliant and out for strong marketing. But it might be actually far away from being valuable to your audience. Not everything about social media marketing has to be about selling a product or service. Directing your audience towards value-driven information can also be engaging.

### 2 ADOPT SOCIAL LISTENING

Social Listening can prove to be very benefiting, assuming that you listen actively and take immediate action on what you discover. The main objective here is less talking and more listening. Learn online content of your target audience and interact with them to know what really matters. With that as a sound foundation, work on your content that will spark conversation and add value to your customer's life.

In a nutshell, social media marketing is all about two-way communication loop. Listening to your audience is just as important as conveying your brand's message.

**Highly-focused and well-strategized social media marketing strategy has more chances of being successful than a broad strategy that is all over the place**

### 3 ENGAGEMENT WITH THE RIGHT AUDIENCE

Once the content is published, engage with your audience effectively in order to get real time results. Imagine creating amazing content and delivering it to the wrong audience. How exactly will your audience see it and engage with you? If your content is reaching the wrong audience, it's a complete waste of time and effort altogether.

- Every social media platform has its own style of content, signatures, and language, and businesses need to utilize them appropriately.
- Some platforms might have a professional tone to it, whereas others happen to be more casual. Being oblivious to the behavior of your target audience and how different social media platforms really work can be an unwise approach.

### 4 HOLDING CONVERSATIONS

Holding conversations with the audience is very crucial. Users replying and sharing your content on their social media profile is an indication of their interest in your brand. Businesses are expected to be authentic and interactive.

- Modern users might be gone in a flash if they sense slight unresponsiveness and insincerity from you.
- Every customer needs to feel valued and your brand must come out to be very easy-going with its audience.
- Develop an environment of honesty, warmth, and genuineness in your brand's culture.
- Any information that you get from your audience, be it good, bad or inattentive, businesses ought to collect it, collate it and perform analysis on it.
- Such database can further assist you in studying customer psychology and customer behavior.

Once you gain trust of your audience, they will happily hand over their information to you, further helping you in creating leads.

## 5 BUILD A SOCIAL COMMUNITY

This has to be the most important principle of social media marketing - building a social community. Instead of having a one-to-one conversation with your audience, you could always be more successful if you create an environment of active community. This way, customers feel like they are a part of bigger communication platform. For this, demographics of your audience would play a vital role.

- Study your target customers' demographics and then initiate conversations with them directly;
- Write open-end content and post it on your social media platforms so as to prompt natural responses;
- Even though social media can be used by people of all ages, generally it appeals more to tech-savvy young generations. Consider this fact while strategizing your social media marketing campaigns.



## 6 UTILIZE VISUAL MARKETING APPROACH

Visual social media ads highly contribute to increasing sales, boosting reach and creating leads due to their effectiveness. Instead of reading long-winded content, modern users are more inclined towards and impressed with short-term visual ads. Innovative marketing campaigns that revolve around creating enticing visual content can be really persuasive. Combining visuals, audio and texts is a great way to entertain your brand followers.

Another very powerful social media marketing tool is interaction via video. Getting your brand message spread across audience becomes effortless, smooth and extremely responsive through video interaction.



## 7 MEASURE YOUR MARKETING CAMPAIGNS

Measuring your firm's social infrastructure and each and every social ad is a must. Find out what content converts best and try to improve it continually.

*Few things to keep in mind here are:*

- Is your brand easily found on social media?
- Does your content offer value-driven info and is building trust?
- Are your lead generating tools and landing pages intuitive enough?
- Have you planned a strong plan to track and boost leads, once they are generated?
- Are your social media links precisely directing audience towards landing pages/lead generating tools?



## 8 SMOOTH WORKFLOW AND AUTOMATION

Plan a process that will cause all departments in your firm to actively participate and be a part of social business and marketing systems.

**Combining visuals, audio and texts is a great way to entertain your brand followers**

## 9 EMBRACE MULTIPLE CHANNELS

To spread your brand's message, try and use multiple channels for effective social media marketing. In today's age, a brand's presence on just one platform is not enough, and companies need to be ubiquitous throughout the day. Make use of all popular social media channels to explore new opportunities for marketing and enhance your social infrastructure. Apart from this, businesses could also publish their content in different formats and not just in boring wordy form. Examples of multimedia formats could be podcasts, videos, photographs, infographics, eBooks, whitepaper and so on. A quick overview of how exactly your product/service has worked for other customers also works like a "social proof". This can further gain credibility, trust and immediate action from your audience.



**Download Now**

**Register Today**

**Subscribe Now**

**Buy Now**



**Get It Now**



## 10 DON'T FORGET TO INCLUDE CALL-TO-ACTIONS (CTAs)

Adding a call to action with your content might potentially generate leads and even drive-in sales. CTAs need to be concise and to-the-point. Avoid being overly promotional or completely dry by not including any CTAs at all; keep a balance. Use CTAs in the content of your website, social posts, social ads, photos, social profiles, almost everywhere! **E**

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早年，我们曾经认为吸引人才、留住员工，只要提供具有竞争力的薪资就可以了，而现在，员工对办公室的体验、团队协作环境、工作氛围越来越重视，人性化管理和人性化企业也更能吸引到优质人才。人性管理是企业已有先进生产技术和规范管理的基础上，经过系统思考，改变心智模型，提高学习能力，实现自我超越、主动地适应外部环境的变化来实现经营管理状态的变化，为用户提供优质、价格适中的产品和服务。以人为本的人性化公司通常在总体表现中优于竞争对手，这是因为它们更能最大限度的释放员工的潜力。那么如何释放员工潜力，建设人性化的公司呢？

首先，你需要重视公司的真实愿景。每个公司都有自己的文化和价值观，公司的发展沿革，集体意识等方面都构成了公司的企业文化，选择与自己的企业文化相匹配的员工，可以更好地使大家融入团队。对员工的培训和指导也是必不可少的一环，将自己的经验分享给同事、下属，帮助员工在企业的发展过程中收获成长，员工也会对公司更加忠诚，同时他们的个人生产力也大大提高，对整个公司的效率和服务都有好处。你还可以鼓励员工自我激励，自发地释放“小宇宙”的能量。作为领导者，尽己所能在员工之间树立信任和尊重，并让大家彼此信任，形成积极的氛围，也是一个好方法。从今天开始尝试不要用命令、指令的方式指导工作，而要让员工知道自己为了共同目标应该做什么，怀着极大兴趣参与到所有的工作中，并主动工作。最后，领导者需要听取员工的意见，了解员工的所思所想，这也是以人为本的实践之一。这些努力与付出，最终都会化为公司的发展与成长。

## Becoming a People Company

### Why Only One-Third of People Think Their Company Puts People First

By Betsy Taylor

**P**eople-centric companies usually outperform their revenue-centric competitors. This is because they focus more on unleashing utmost potential of their people.

#### Why Do Only One-Third of People Think Their Company Puts People First?

Companies today are moving and reacting to their environments far more promptly than ever before. While this increased pace has led to numerous gains in the ability of businesses to take advantage of several new opportunities, it has also created a workforce that is disenfranchised, confused and out of touch with basic values that matter most to them, their colleagues, and even the company itself.

But even as the workers look for meaning, most of their bosses put their prime focus on revenues, production and percentages. Their

workers stand secondary, or even worse.

This is just not sustainable. To prosper over the long term, leaders need to transform their companies. They need to move their profit-centered, bureaucratic businesses to more empowered and people-centered companies that are filled with positive energy. When a company puts people first, profits do follow.

#### How Can an Entrepreneur Help Their Business Become A People's Company?

Below are some vital steps that can help an entrepreneur build a people-centered company for their own good.



#### 1 Define The Company's True Vision

Every company comes with its own exclusive culture, made up of its values, its attitude, and its collective consciousness. People-centered businesses are masters of defining a company's culture, and then seeing its actual vision of what paths the company and its workers should take to match its culture with its customers, workforce and other business partners.



#### 2 Focus More On Values

As it is true that businesses exist mainly to make more money for their owners and shareholders. Look into your heart to find the core values that actually count – love, respect and trust – and strike a balance between the company's requirement to generate revenue and the need of employees and business associates to prosper in both spiritual as well as financial sense.



#### 3 Mentorship Does Matter

We have a lot to learn from those who have already walked the paths that we now tread. Being an entrepreneur, you must know the fact that employees get to benefit a great deal from mentorship. Great leaders make time for it, knowing the fact that it will be a boon to the effectiveness and productivity not just of those they mentor, but the entire business.



#### 4 Encourage Self-leadership

We all can accomplish great things if we just unleash the positive energy within us. No matter where they stand in the organizational hierarchy, from the lowest-paid clerk to a highly paid executive, employees do need to take action for themselves and not rely on nor anticipate others to take actions on their behalf.



#### 5 Involve Your Staff in Transformation

Encourage collaboration and assistance, and create viable opportunities for teamwork. By having an open and free communication, this will become a reality instead of simple goals. You will not just create a vision of the future but also provide the necessary tools and information that your employees require to achieve it.



#### 6 Build Trust Among Your Workers

Effective working relationships are built on the strong base of trust. Do your best to build bridges of confidence and reliance among all your employees via mutual respect. Guide them through the path of positive energy comprising of cooperation and mutual trust rather than on a path of negativity that usually topples even the best of companies.



#### 7 Create A Body of Knowledge

Being a leader, you have this responsibility of sharing your knowledge and skills with all the new members of the group in which you work. Great leaders do not just give their people the crucial tools they require to create constructive changes with as well as without them, but they create a body of understanding and expertise.

#### Becoming a People's Company – How This Can Be Done Effectively

Most top managers spend time trying to make things better. This focus causes them to direct and control their employees with a mix of targets, goals, orders, policies and rewards. The fact is that no one really likes being told what they should do. The management must focus on listening to what their employees have to say and responding to their satisfaction. This approach, if rightly executed, will not only in several months cause the workers to choose to become highly committed, highly motivated and fully engaged employees but will also motivate them to come to work and work along others to achieve excellence and boost the company's productivity and efficiency overall! **E**

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On Friday, March 16<sup>th</sup> AmCham China, Tianjin invited members to The Ritz-Carlton, Tianjin for an overview at Tianjin's regional results in AmCham China's 20<sup>th</sup> Business Climate Survey Report. As a widely-read policy document cited by the United States and Chinese governments, the BCS provides a detailed breakdown of American MNCs' attitudes towards the business climate in China. Responding to member requests, the Tianjin chapter decided to give an in-depth review of Tianjin's regional results. This included looks at how members viewed innovation in Tianjin, the local government, and where revenue-generating opportunities are likely to be found in the upcoming year. In addition, attendees were given a sneak peek at AmCham China's roadmap for 2018, which details how the chamber aims to improve its services and events for 2018. Giving the presentation was Tianjin Chapter Chairman, Martin Winchell.

Following the presentation was a St. Patty's day celebration at The Ritz-Carlton, Tianjin's Flair bar, complete with free flow food and beverages. Over 40 members of AmCham China, Tianjin's business community showed up for the presentation and celebration, with some wearing their best holiday-themed outfit for a chance to be the night's "Best

**Upcoming Events:**

**AmCham China, Tianjin Monthly Executive Breakfast Briefing**

**Date:** Apr. 19<sup>th</sup> **Venue:** The St.Regis Tianjin



**16.03.2018 The Ritz-Carlton, Tianjin**  
**AmCham China, Tianjin mixes Business and Pleasure on St. Patrick's Day**

Dressed Man\Woman." The celebration represented AmCham China Tianjin's dedication to hosting engaging events that are both relevant and enjoyable.

AmCham China, Tianjin would like to thank Martin Winchell for presenting the BCS results. In addition, the Tianjin Chapter would like to acknowledge Jackie Hou and Preston Thomas who were selected by their peers as the night's "Best Dressed Woman" and "Best Dressed Man".



**13.03.2018**  
**Roundtable Mittelstand**

On Tuesday 13<sup>th</sup> March, the company Handtmann Light Metal Foundry (Tianjin) Co., Ltd invited to the first Round Table 2018 for German SMEs in Tianjin. It started with a brief introduction of the company by Mr. Markus Handtmann, General Manager of Handtmann Light Metal Foundry (Tianjin) Co., Ltd., followed by an interesting factory tour for the participants to have a closer look at the production process. After this walkabout, the guests had the chance to join an open discussion about cyber security law updates and employee management issues. This event-series takes place on a quarterly basis and provides a valuable platform for all medium-sized enterprises to exchange ideas and experience on the related topics and questions.



**14.03.2018**  
**Breakfast Briefing - Einkommensteuer, Sozialversicherung und private Vorsorge für Deutsche Expats**

On Thursday March 15<sup>th</sup>, German Chamber of Commerce Tianjin hosted a breakfast briefing on the topic of "Einkommensteuer, Sozialversicherung und private Vorsorge für deutsche Expats" at the Shangri-La Hotel, Tianjin. In this presentation, Mr. Klaus- Peter von der Eltz and Ms. Miriam Baumgart explained how to properly solve these problems and indicated possible solutions with examples covering following aspects: comparison of German and Chinese social

insurance, Chinese employment form and its impact on social insurance and individual income tax, insurance for expats and local employees in China etc.

**Upcoming Events:**

**Annual German Chamber Reception**

**Date:** Apr. 12<sup>th</sup> **Time:** 18:30 - 21:00 **Venue:** The Ritz-Carlton, Tianjin

**MS Office Workshop**

**Date:** Apr. 17<sup>th</sup> **Time:** 14:00 - 17:00 **Venue:** GCC Office Tianjin

**Day of Logistics 2018**

**Date:** Apr. 19<sup>th</sup> **Time:** 13:00 - 17:00 **Venue:** TBC

**Tianjin Historical Walking Tour**

**Date:** Apr. 21<sup>st</sup> **Time:** 09:30 - 15:00  
**Meeting Point:** West End of Liberation Bridge

**Kammerstammtisch Tianjin**

**Date:** Apr. 25<sup>th</sup> **Time:** 19:00 - 22:00  
**Venue:** DK1308 Brauhaus Tianjin

Room 1502, Global Center, No. 309 Nanjing Road, Nankai District, Tianjin  
**Tel:** +86 22 8787 9249  
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**New Rules!! The European Chamber Tianjin Chapter 2018 Badminton Tournament is coming!**

**Date:** June 9<sup>th</sup>  
**Time:** 9:00am - 17:00pm  
**Venue:** International School of Tianjin (IST)

**>> Sponsorship opportunity**

Sponsorship opportunity is available for this event! For more information, please contact Ms. Lorraine Zhang at +86 22 5830 7608 OR [lzhang@european-chamber.com.cn](mailto:lzhang@european-chamber.com.cn)

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**Website:** [www.european-chamber.com.cn](http://www.european-chamber.com.cn)



Feeling tired of the regular business schedules? Wanting to move away from meeting tables? Thirsty for some quality fun time with friends and colleagues? Then you should NOT miss this refreshing Badminton Tournament - an excellent opportunity for team building and friends bonding. Refresh your body and soul while meeting those who share your interest in sports! The Tournament will be a one day only event and will have maximum 12 teams participating. There will be 3 categories of matches: Men's Doubles, Women's Doubles and Mixed Doubles this year. Welcome your participation!

**Upcoming Events:**

**Microsoft Office Training Series I: Advanced PPT Training - to be the PPT Master**

**Date:** Apr. 13<sup>th</sup>

**HR Practical Training Series III: Management of Special Employee (foreign employee, senior manager, demissioner, intern etc.)**

**Date:** Apr. 20<sup>th</sup>

**Mr. Ignacio Virgen**  
 Executive Chef  
 The St. Regis Tianjin

The St. Regis Tianjin is delighted to announce the appointment of Ignacio Virgen as Executive Chef. In this role, Ignacio is responsible for the comprehensive management and guidance of the hotel's culinary team.

Hailing from Mexico, Ignacio has more than 20 years of experience in the kitchen. After getting Le Grand Diplome from Cordon Bleu Institute, he began his career in Monaco, under the lead of Chef Alain Ducasse, passing to the rigorous kitchens of El Bulli (a 3-star Michelin Restaurant) and then serving as the private chef of the Argentinean president Néstor Kirchner. His career leads to Asia then, serving as Executive Chef or Director of F&B at Bali, Hong Kong, Nanjing, and Beijing. Before joining in The St. Regis Tianjin, he was Executive Chef in CHAO Sanlitun Hotel.

**New Appointments**



We strongly believe Ignacio's rich experience will be able to continue to raise the bar of excellence towards ensuring that the hotel guests have a truly enhanced and enriching Food & Beverage experience, in the meantime, creating a good work atmosphere for colleagues.

## DINING

## TIANJIN

## Chinese



## Tian Tai Xuan

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## Riverside Chinese Restaurant

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**T:** +86 22 2627 8888 ext. 2211  
 海河轩中餐厅  
 河北区海河东路凤凰商贸广场天津海河假日酒店3楼

## JIN House

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



## 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  
 刈·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內

## S6U

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



## Gang Gang Bread &amp; 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

## 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)

**A:** 1F, Joy City, No.2 Nanmen Wai Dajie Street, Nankai District  
**T:** +86 22 27358751  
 蓝蛙(大悦城店)  
 和平区兴安路166号恒隆广场3009室



## 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

**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



## ZEST

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

## Ciolo Italian Restaurant

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

## La Sala Lobby Lounge

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

## Brasserie Flo Tianjin

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

## 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 &amp; 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 &amp; 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号民园体育场內

## Churchill Wine &amp; 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

## Inasia Restaurant

(Olympic Stadium Store)  
**A:** 4F, A-Hotel, Olympics Gym, Nankai District, Tianjin  
**T:** +86 22 2382 1666/2233  
 美轩亚萃餐厅(水滴店)  
 南开区水滴体育馆A-Hotel四樓

## 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 &amp; Grill

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

## Bistro Thonet

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

## 1863 Bistro &amp; 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, Zhuijiang Da Dao Zhouliang Zhuang, Baodi District  
**T:** +86 22 5921 1234  
 水晶厨房  
 宝坻区周良庄珠江大道8号  
 京津新城凯悦酒店

## Café Venice

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

## Browns Bar &amp; 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



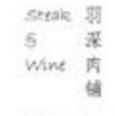
## Milan Restaurant

**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, Building 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 Meijiagang Campus

**A:** No. 7 Huandao East Road, West side of Jiefang South Road, Tianjin  
**T:** +86 22 5810 7777  
 荷兰国际幼稚园(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  
 荷兰国际幼稚园(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号雲锦世家內

## 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  
河西区滨水道 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

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, 3000170 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: info.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  
天津海河悦榕庄  
河北区海河东路 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



WandaVista  
Tianjin

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

SERVICES

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  
河西区滨水道 16 号



Fraser Place Tianjin

A: No. 34 Xing Cheng Towers Ao Ti Street, West Weijin South Road, Nankai District  
T: +86 22 5892 0888  
E: sales.tianjin@frasershospitality.com  
天津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  
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A: Zi Jin Shan Lu, Hexi District  
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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  
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T: +86 22 8319 2233  
W: joneslanglasalle.com.cn  
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天津市和平区南京路 189 号津汇广场 1 座 3509 室

Serviced Office



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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



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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

HEALTH

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  
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24 Hour Emergency:  
T: +86 22 5856 8555  
W: ufh.com.cn  
天津和睦家医院  
河西区潭江道天满园 22 号



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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

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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

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W: tianjin.weebly.com



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No. 55, Zhongxin Da Dao  
Airport Industrial Park  
**T:** +86 22 5867 8888 ext. 2355  
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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

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开发区第二大街 29 号天津万丽泰达酒店及会议中心 2 层

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Binhai Hotel  
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**T:** +86 22 6528 8888  
ext. 6220/6222  
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开发区第二大街 50 号  
天津滨海喜来登酒店 2 层

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**T:** +86 22 6628 3388 ext. 2730  
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开发区第一大街 86 号天津滨海假日酒店 11 层

**Kasumi**

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Airport Industrial Park  
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班妮意大利餐厅  
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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**

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No. 50, 2nd Avenue, TEDA  
**T:** +86 22 6528 8888 ext. 6210  
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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

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**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**

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**T:** +86 22 6622 6158  
泰达国际学校  
开发区第三大街 72 号  
W: Tedais.org

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**T:** +86 22 6621 8888  
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开发区第二大街 29 号



**Sheraton Tianjin Binhai Hotel**

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**T:** +86 22 6528 8888  
**F:** +86 22 6528 8899  
**W:** sheraton.com/tianjinbinhai  
天津滨海喜来登酒店  
开发区第二大街 50 号



**HILTON TIANJIN ECO-CITY**

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

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开发区第一大街 86 号

**Crowne Plaza Tianjin Binhai**

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**Fraser Place Binhai, Tianjin**

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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  
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**Ascott TEDA MSD Tianjin**

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DevelopmentArea, Tianjin  
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First Avenue, TEDA, Tianjin, China.  
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泰达 MSD  
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泰达 MSD-C1 座 6 层

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**Touch Spa**

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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  
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**Beijing Airport Terminals 2/3 - TEDA**

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C2002	06:18	06:53
C2108	22:52	23:27

**BJS ~ TJ (¥55 - ¥93)**

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

**TG ~ BJS (¥66 - ¥93)**

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

**BJS ~ TG (¥75 - ¥239)**

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

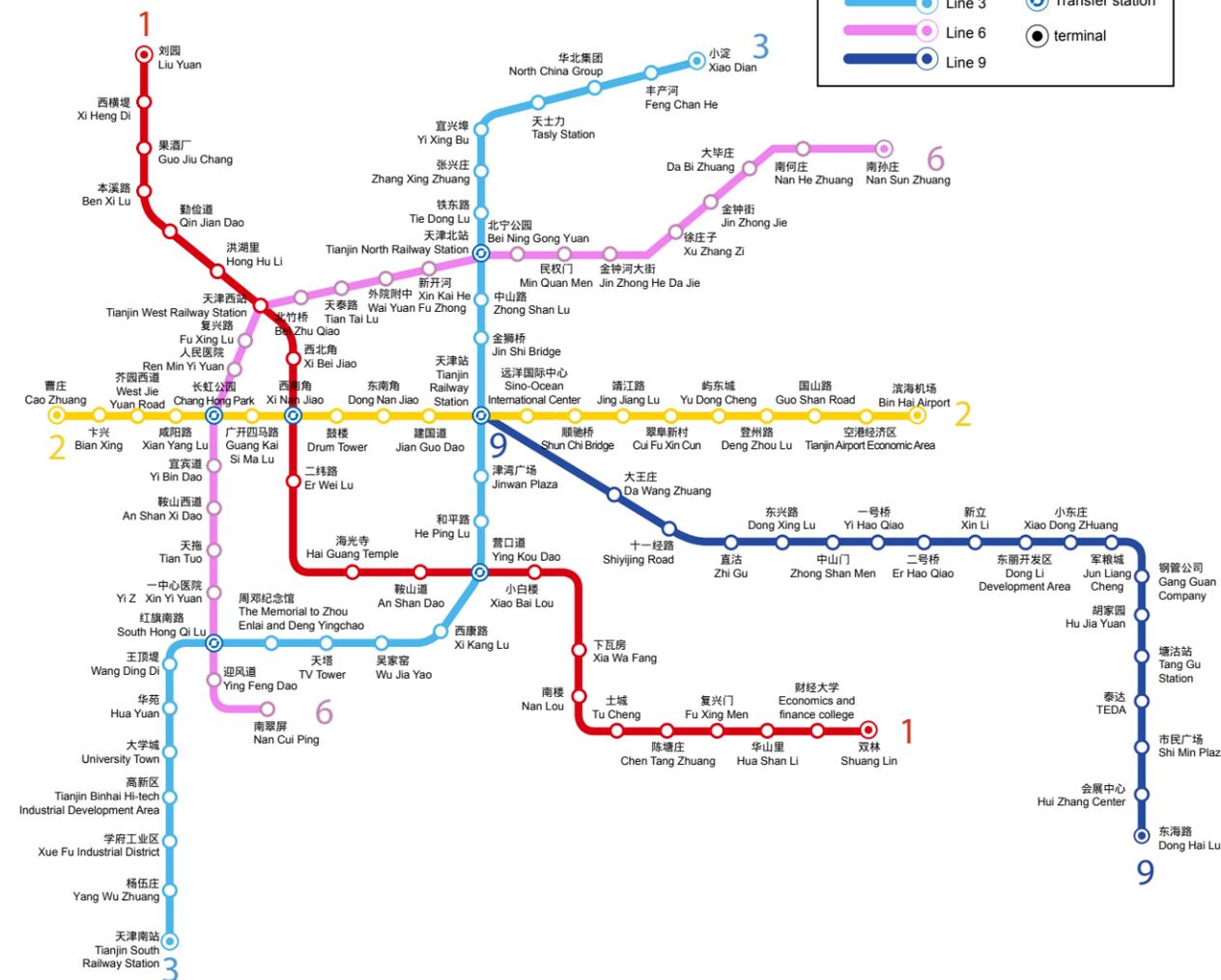
**Wuqing ~ BJS (¥39 - ¥66)**

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

**BJS ~ Wuqing (¥39 - ¥66)**

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

**TIANJIN SUBWAY MAP**





## The Richest and Most Famous Rebel Artist in the World

# Banksy

By Fanny Bates



班克斯 (Banksy) 1974 年出生于英国布里斯托尔，父亲是影印机技工。他从未受过正规艺术训练，自称艺术界恐怖分子。

对于绝大多数政府将涂鸦艺术称为“恣意毁坏他人财物罪”之既定政策，班克斯一向以藐视的立场闻名。他习惯在最能接触社会大众的地方，例如墙壁等地方展示自己的作品。尽管班克斯从来不曾把自己的涂鸦作品或相关照片用作销售牟利的用途，不过，很多艺术拍卖行都曾经试图出售他街头艺术的原版作品。同时，他的很多作品在拍卖行拍出高价。

从 1992 至 1994 年，Banksy 于家乡布里斯托尔踏出自己的艺术路途，变成了一名徒手绘图的涂鸦艺人。Banksy 可能是街头艺术家中最被公众熟知的人物，他的光辉成就包括：把自己的作品偷运进博物馆参展；目前外界仍然不知道他的真实身份；他最贵的作品被拍卖出 1870000 美元的高价。他玩涂鸦，搞艺术，被《时代》杂志在 2010 年评为最有影响力的一百人，但神奇的是至今为止，没有一个人知道班克斯的真实身份，甚至连这个名字的真实性也有人怀疑。《时代》杂志曾请他给杂志提供一张照片，他提供了一张蒙着脸的肖像画。

他的很多作品都反映了社会现实，有一幅图是女孩试图牵着气球越过隔离墙，孩子对自由的渴望表现了巴以战乱中的政治局势。还有一幅小女孩放飞心情气球的作品，它表现了他对叙利亚内战难民的关注。另一个知名涂鸦是米老鼠和麦当劳叔叔，牵着一个越南小孩。这幅涂鸦表现了他对越战的态度。Banksy 像一名战士，他在路过之处留下了自己不可磨灭的印记，用他独特的黑色幽默和审时度势的狡黠，宣泄着自己的态度，引发社会大众的思考。

We all have heard the story about Robin Hood, a hero who stole from the rich and gave to the poor. What we don't know is that there is a Robin Hood living among us today, the most controversial and subversive graffiti artist in the world, the “Robin Hood” hero in the art world, Banksy.

His story is almost like a myth. It is believed that Banksy is a native Yate and was born in 1974. However, this is only an assumption. Time magazine even wrote that he is one of the 100 most influential people in the world. His works are hundreds of thousands dollars worth, and his most expensive art piece was sold for \$1.7 million. Today, he has left his artwork in cities from Vienna to San Francisco, Barcelona to Paris and Detroit. So why is Banksy so special? Could it be that the entire story about his unknown identity is the most popular thing about him? Or are his works more important than he himself?

He developed anti-establishment views as he grew up with in Bristol. Inspired with a new visual style, Banksy pursued more political targets with his work. He took his art outside the walls of galleries and replaced it on the walls of abandoned houses and tunnels, making them available to all people. His works reflect attitudes and views that are inside of

every human head. It is just that we all are afraid to say those things out loud.

Before he was invited to exhibit in galleries as a legitimate artist, Banksy (apart from drawing on walls) had a different way of showing his works to the public. He managed to break into museums in United Kingdom and one in United States. He visited the famous Tate Britain gallery in London. With a mask over his head, he stuck one of his paintings on the wall, where it stood for hours until the adhesive was dry, and the painting fell from the wall.

The same trick was repeated at the British Museum, where he hung up a fake cave painting showing a caveman riding a shopping cart, complemented by the inscription "This finely preserved example of primitive art dates from the post-catatonic era."

The picture remained unnoticed for a few days but then was set as a piece of permanent collection. However, Banksy's work is not just about politics. He has something to say even when it comes to music and celebrities. He once replaced five hundred of Paris Hilton's CDs with his own remix and her cover was replaced by his pictures. It is amazing that no one who has bought this CD has returned it yet.

### THE SON OF A MIGRANT FROM SYRIA

Depicts Apple co-founder and former CEO Steve Jobs as the son of a Syrian migrant who shifted to the United States, emphasizing the satirical situation of migrants



### MOBILE LOVERS

Highlights the disconnection between lovers using mobile devices, which represent one of the most challenging problems of the modern world;



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Depicts a young girl, with a ponytail and a skirt, hugging a military bomb, emphasizing the true nature of war;

### THE MILD MILD WEST

Depicts a teddy bear throwing a Molotov cocktail at the riot police, showing the true face of the US;



### THE FLOWER THROWER

He depicts a young man involved in a riot, throwing a bunch of flowers. This mural is printed on T-shirts, around the globe and it was actually painted on a wall in Bethlehem.



Unfortunately some of Banksy's works were stolen, disappeared or even demolished. However, most of his art can be found online. His art is now available all around the globe. He himself has become some kind of a brand for all graffiti writers. Undoubtedly, the mischievous, anonymous outsider who paints beautiful, realistic pictures has become an inevitable part of the world's art scene. **B**

The picture called **THE BANALITY OF THE BANALITY OF EVIL**, which Banksy bought for \$50, depicts a Nazi soldier who enjoys a beautiful and scenic view of a lake in the mountains. It was sold for \$615000 and recognized as the single, most valuable donation ever made to a charity organization for homeless people. He proved himself as an anti-political activist, human rights activist and even an animal rights activist.

Visit us online:  
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Some of Banksy's most famous works

# China and Africa

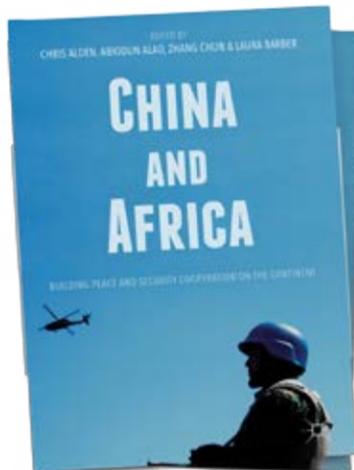
## Building Peace and Security Cooperation on the Continent

Author: Chris Alden and Abiodun Alao

20 世纪末以来，中国的对外经济关系逐渐从前主要关注发达国家转向更加重视发展中国家，非洲是其中最为重要的地区，其标志是 2000 年中非合作论坛的建立。此后，中国全面重返非洲并在诸多新领域发挥其影响力，冲突后重建便是其中之一。

目前，中国在非洲冲突后重建中的作用远比过去更为重大，其动因是多方面的，既包括非洲与国际体系的变化，也包括中国在非洲的国家利益的拓展。尽管经济合作是且将继续是中非关系的优先考虑，但中国正日益参与到非洲大陆的冲突与不安全因素的应对中，特别是书中提到的冲突后重建事务。这一介入正日渐积极且某种程度上比过去更为灵活。随着中非关系的快速发展，中国在非洲的利益正从促进向着保护的方向发展，这与非洲安全面临的挑战和国际体系转型的压力一道，呼吁着中国在非洲冲突后重建中发挥更大的作用。中国已通过派遣维和部队、提供冲突后重建投资及其他支持活动，为非洲冲突后重建作出重要贡献。尽管如此，由于多重不确定性的存在，中国未来在非洲冲突后重建中的作用仍有待进一步观察。

*China and Africa* 从多方位客观详尽地为大家介绍了中非关系的过去与现在，不仅囊括上述内容，还提出了很多有建设性的观点。本书由著名学者、伦敦政治经济学院高级讲师、南非国际事务研究所中非项目主任克里斯·阿尔登（Chris Alden）、Abiodun Alao 先生以及上海国际问题研究院西亚非洲研究中心副主任、副教授张春先生共同编著。通过他们的笔触和视角，我们会看到一个更加全面客观的中非关系蓝图。



China's rapidly increasing presence in the African continent is one of the key outcomes of the Middle Kingdom's great rise. With enormous geopolitical as well as economic implications, the knock-on effects of Chinese interests in Africa are no longer merely commercial (even in the broadest sense of that word) – they now encompass a vast range of infrastructural, developmental and security issues. Capital investment always requires defending, both physically and legally, and while China may not always be keen to see itself dragged into skirmishes, tensions and conflicts great and small, there is no doubt that its responsibilities there are rising swiftly.

A timely analysis of the growing relationship between the two, *China and Africa* comprises of a series of essays from academics and analysts. It is divided into three over-arching sections: "Africa's Peace and Security and China's Evolving Policy", "Case Studies", and "Regional and Global Perspectives".

Perhaps the most useful section is

the first. There, the authors examine a series of interlocking issues on security (both domestic and national), making it clear that the Chinese government and commercial actions are not driven by some grand design. Rather, with many African countries still falling prey to instability (whether political, economic, or diplomatic), Chinese actors in Africa have had to continually adjust according to the needs of the hour. This is the cost of operating in less developed nations, with concomitant less developed institutions. Yet with Chinese firms in great need of raw materials, they have to work with whatever is there.

But the increasing solidification of ties is a remarkable turnaround from China's prior policy of non-interventionism. This policy was in marked contrast to Western relations with Africa, where aid was (and is) contingent on approved government policies, in what might be seen as a continuing colonial relationship. China's deepening involvement – "ranging from the extensive peacekeeping activities it has undertaken in a number of African states to ongoing mediation

in countries like Sudan and even training of armed forces of some countries" – is thus a radical change, if following the logic of capital.

Indeed, *China and Africa* suggests that the military links China has established have given it a forbidding commercial lead against countries like India, Russia and Brazil which have recently been trying to make similar inroads into Africa, in which case hard power is securing soft power, as so often.

Elsewhere, the case studies take a deep dive into specific areas, such as Sudan and South Sudan, Chinese peacekeeping in Mali, and engagement in Liberia.

Throughout, *China and Africa* illuminates the issues fairly and with keen intelligence, while remaining a book that's fun enough to read and keeps its eyes on the bigger picture. The change in China's relationship with Africa has thus far not been fully commented upon, but this book may well have a strong role to play in changing the scenario.

# Western Brands and Products Flopping in China

By Mike Cormack



在 21 世纪加速的全球化进程中，有很多外国品牌纷纷来到中国，抢占中国这个巨大的市场。其中成功企业遍布各行各业：在餐饮方面，肯德基、麦当劳、必胜客等常见的快餐平价品牌遍布大小商场，星巴克则直接占领了中国主流的咖啡店市场；芝华士威士忌这种酒在英国并不常见，但因其重磅广告及在中国大陆市场的投入，芝华士威士忌简直成了中国夜总会的首选酒水品牌。在汽车领域，丰田、大众、奔驰、宝马等是中国人非常喜爱的主流汽车品牌。饰品方面，施华洛世奇成为了轻奢饰品的代表，而电子消费领域，苹果无疑成为最受欢迎的电子品牌之一。

但与此同时，也有一些品牌在进入中国大陆市场时遇到了阻力。Tesco, Marks & Spencer, eBay, B&Q 等等

品牌都未能成功在中国大陆打开市场，这些失败的原因是多样化的。一些产品缺乏本地化，没有考虑到中国当地居民的需求；有一些则存在后物流方面的困难，阻碍了市场拓展，从而导致整个产业链效率低下，未能成功。有时候消费者购买的不仅仅是一件商品，更多的是外来品牌带给他们的生活方式。比如快消品 Zara 及轻奢品牌 Michael Kors 会让消费者感到穿成了自己认同的审美风格。除了常见的消费品，其他产业品牌也在进入中国市场。在教育领域，有很多国际学校来到中国办学，金融理财公司进驻中国为有钱人提供服务，高级护理公司带来先进的海外医疗设备和经验，各领域都有公司在中国蓬勃发展。相信中国大陆企业也将在更激烈的竞争中，学习进步，使整个市场更加繁荣，为消费者带来更多选择。

The news that another Western product has failed to make it in China hasn't come as a surprise to anyone watching. Deodorant is just the latest in a line that includes otherwise-success stories such as Tesco, Marks & Spencer, eBay, B&Q, Home Depot, Groupon and Uber, which have all struck out in trying to replicate their domestic and international success into the mainland Chinese market.

The whys and wherefores of these failures are, or should be, fairly well known – lack of localization, not taking account local sensitivities, imagining a market because one exists

# Last Words

elsewhere, and logistical difficulties which prevented efficiencies that brought success elsewhere. All true enough. What's also true is that for each failure, there is a success story that is a counterpoint to its reason for failure. Apple does not localize its products. Carrefour is also dependent on logistical chains. Starbucks largely invented the market for the coffee shop in a tea-drinking culture. KFC and McDonalds go against the sense of China's culinary traditions. Yet all have thrived in their own way.

Clearly there's no reliable gauge or framework for establishing who will be successful. But what can be said is that China's consumer culture is very new. Foreign brands only really started coming into China twenty to thirty years ago. For some products first-mover efforts were enough to embed it in the mind of the Chinese consumer. Chivas whisky is little regarded in Britain, but its heavy advertising makes it the brand of choice in Chinese nightclubs.

Also, the period from the 1990s onwards saw advertising and marketing move from print to digital and from passive observation to experiential. The very idea of "the brand" has changed, from a recognizable label or motif on mass-produced products to a repository of desirable values. This means a more emotional response to what corporations do. Consequently, Chinese consumers want something more than to be sold to.

You can go to the local wet market for staple products, just as in a romantic relationship, people want something that embodies, accentuates and enriches their lives. Brand relationships are thus not entirely rational. Desire comes into it. Brands that succeed sell more than products: they sell a desirable lifestyle. (Even KFC and McDonalds are seen in China as aspirational, living off their

## Brands that succeed sell more than products: they sell a desirable lifestyle

vision of 1950s Americana, of drive-thrus, dollar shakes and consumer convenience). They make the person what they want to be.

BMW is one of the most able practitioners of this in China. Its Shanghai Experience Centre is a locus of BMW promotions, as well as the brand's definition and connotations, through curating the history of BMW, offering a driving zone and an off-road driving area. BMW Lifestyle products and German food - just as Apple stores - convey the tech company's user-friendliness and urban cool. It's also worth noting that BMW runs road safety activities for Chinese school children, and has done since 2005. Its BMW Children's Traffic Safety Education program is of course a good thing in itself, but it helpfully also emphasizes BMW's corporate social responsibility in a country which is now its largest market, accounting for 22 per cent of its cars sold globally, and roughly 28 per cent of pre-tax income.

We're going to see Western products sold in ever more fields in China, and thus ever more of these activities. The 19th National Congress announced that the Chinese economy will be further opened-up, with the areas - such as banking, finance, senior care, manufacturing, and services - further outlined at the World Economic Forum at Davos. Western products in these areas will therefore be heavily advertised and marketed in the years to come.

Let's imagine what this will look like. Customer service in Chinese banks is, I think it's not surprising, dreadful.

It's incredible that if you lose your bankcard, it's easier to open up a new account than to issue a new one. It is little wonder that Alipay has become ubiquitous and that China's FinTech leads the world. But for household financial services, such as mortgages, small-business loans, and so on, traditional banks remain essential. We might therefore see Western banks thronging Chinese universities, giving away freebies at the start of term or sponsoring sporting and extra-curricular teams.

Senior care will also be a fascinating industry to see Western companies attempting to enter China, given the tradition of several generations living under the same roof. Yet as China ages, adults born under the single child policy may find their parents facing medical issues beyond their capacity to manage. Alzheimer's is the fastest growing disease in the mainland, with 9.5 million sufferers, perhaps as many undiagnosed cases, and one million more diagnosed every year. In this situation, medical care is genuinely the right and best solution. With state care patchy at best, this should therefore open significant opportunities to Western firms, with their greater experience of both providing care and selling it. They cannot be as brash as banks, of course, in seeking business. Sensitivity, tact, thoughtfulness, and care will be their watchwords.

This opening up is, of course, intended to keep Chinese companies on their toes, introducing competition at a time when it's thought that they should be able to handle it. But the approach of another wave of Western firms trying to break China should be as important, and instructive, to mainland firms. **E**

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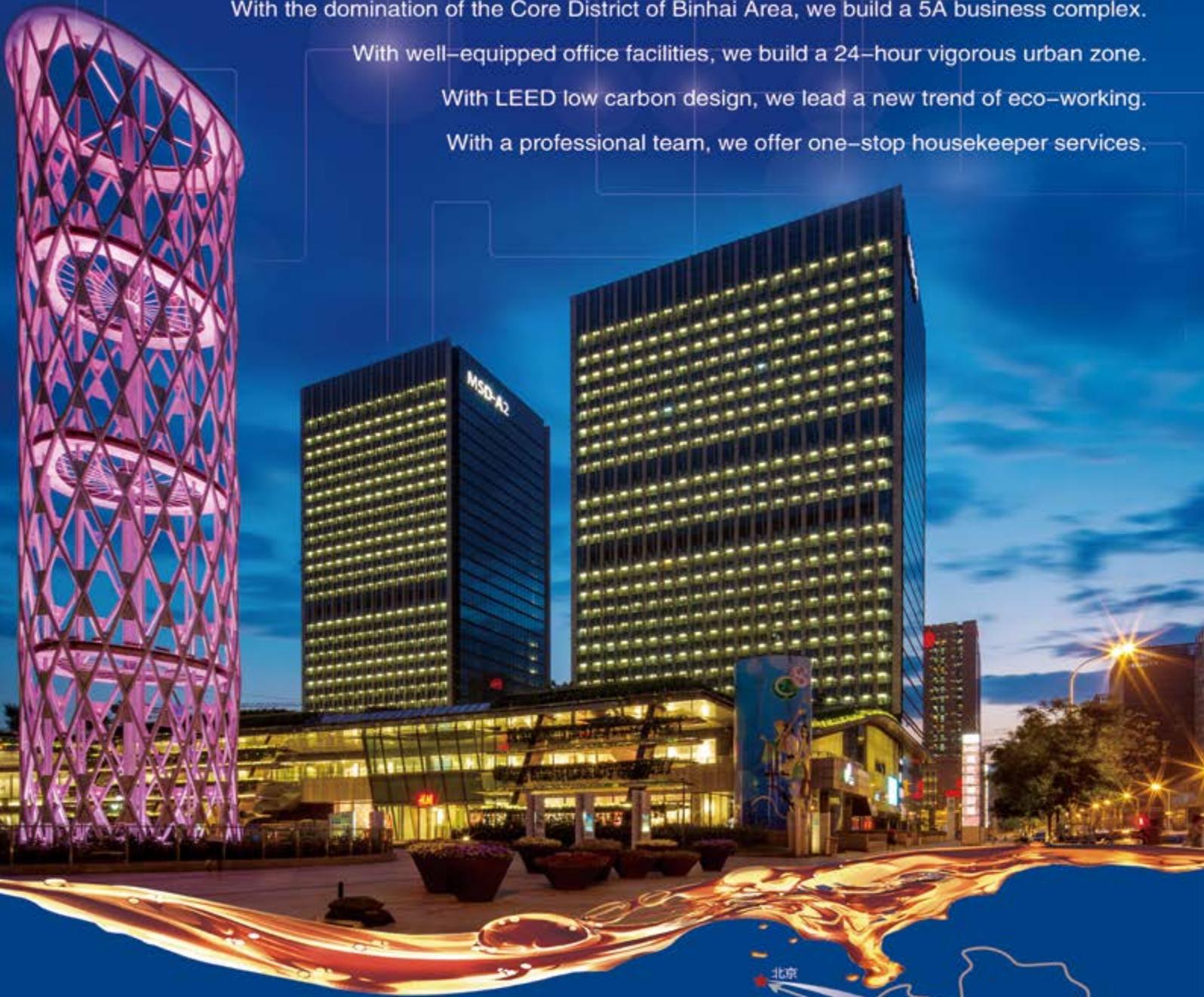
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