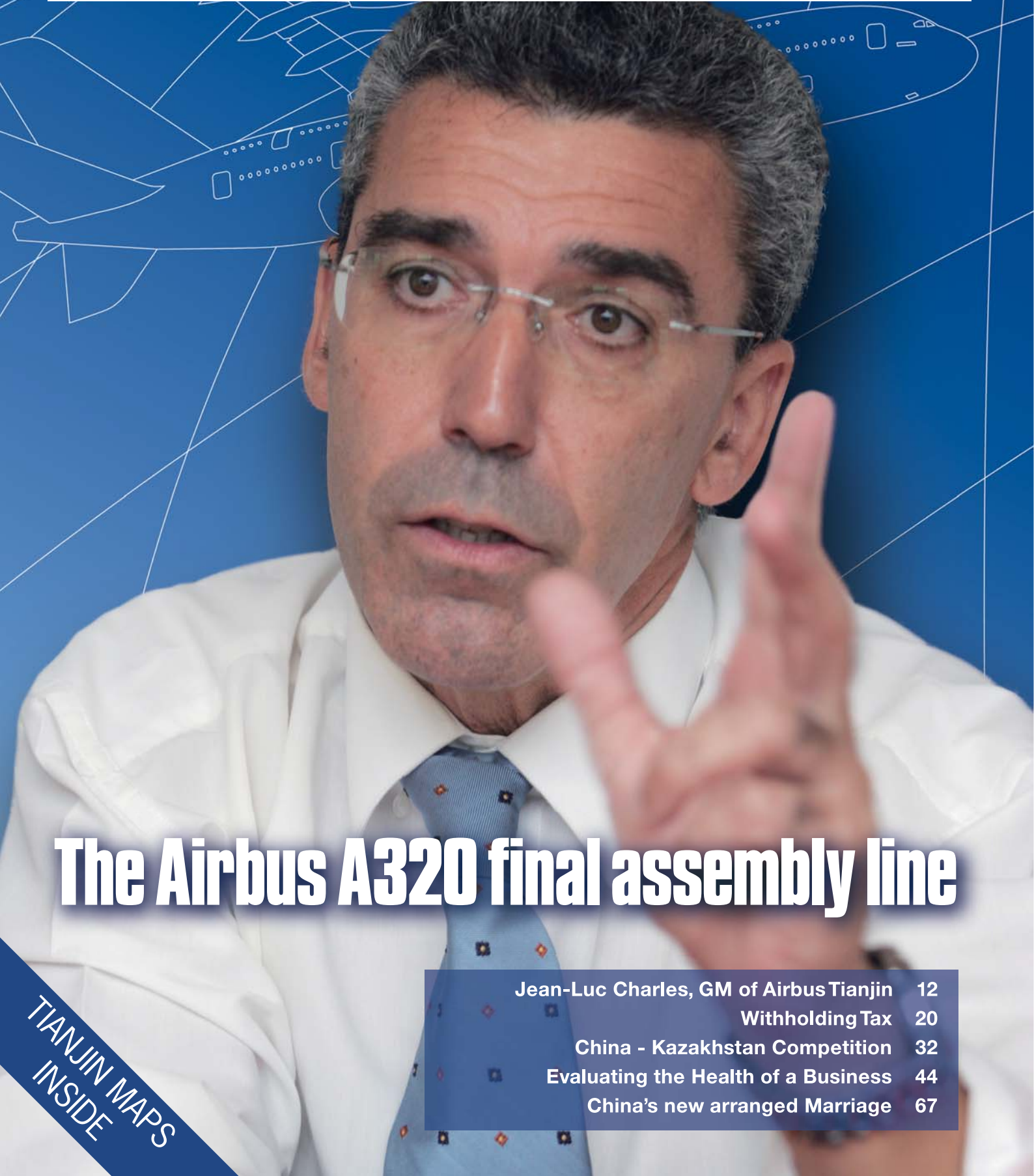


Insight Into a Changing Tianjin

# BUSINESS JOURNAL TIANJIN

津衛商務



## The Airbus A320 final assembly line

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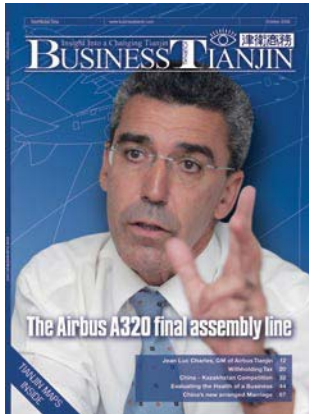


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## Dear Reader,

We hope you join us at *Business Tianjin* in welcoming to our city its newest multinational resident: Airbus. The Airbus A320 final assembly plant is now officially open for business. Three years in the making, the plant will forever change commerce and the aviation industry in northern China and across the nation.

This month we feature the new plant and speak with its general manager, Mr. Jean-Luc Charles. An experienced manager of manufacturing and assembly lines, Mr. Charles aims to educate and empower the local work force with skills necessary for today's high-tech industries.

In this issue of *Business Tianjin*, our expert in managerial training tackles the keys to establishing and maintaining a long-term healthy business. This first of a two-part series addresses common misconceptions in assessing business performance.

On the other end of the spectrum, workaholics often discover too late that they have inadvertently passed on one of life's greatest long-term establishments. This month's Last Word explains how the new Chinese arranged marriage complements the aspirations of local, hardworking businesspeople.

As always, we welcome your input and inquiries. If you are interested in contributing to a future *Business Tianjin*, or just have questions or comments on an article, please don't hesitate to reach out to us at the contacts on this page.

Sincerely,

Jamie Michael Kern

Managing Editor – Business Tianjin

### Correction:

Our September 2008 article *Analysis of the development of environmental policies and their impact on foreign-invested enterprises in China* contained a short prediction of the promulgation of laws, including the Recycling Economic Law. This law was promulgated on 29 August 2008, with the revised name Recycling Economic Promotion Law.



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**FINANCE**

**China shortens lockup on post-IPO stock sales**



Chinese regulators announced rules that could slow the often meteoric rises in share prices after initial public offerings of stock. The Shanghai and Shenzhen bourses said in separate announcements on 5 and 4 September respectively that investors who own stock in companies ahead of a listing will be permitted to sell their shares one year after an IPO, slashing the previous lockup period of three years. Analysts said the impact of reducing such lockup periods could be to reduce demand from first-day investors by signaling that more of a newly listed stock could flow onto the market sooner, which could dilute share prices.

- *The Wall Street Journal*, 6 September

**Chinese banks support Fannie, Freddie bailout**



Two major Chinese banks that own 8 billion USD in Fannie Mae and Freddie Mac securities welcomed Washington's bailout of the troubled mortgage lenders but declined to say on 8 September whether they

expect to lose money. "We think it is a good thing for the two companies," said a spokesman for Bank of China. A spokesman for Industrial & Commercial Bank of China said, "It showed the positive attitude of the US government. We welcome it." Chinese banks have largely avoided the impact of the credit crisis that has hammered US and European lenders; they have set aside reserves for possible losses on subprime mortgage debt. But even the biggest owner, Bank of China, says such securities make up just 1.5% of its total holdings.

- *CNNMoney.com*, 8 September

**Inflation cools in China**

Consumer prices rose more slowly than expected August as food inflation cooled off. But wholesale prices rose more than forecast, suggesting that consumer prices could heat up again. China's CPI climbed 4.9% in August from a year earlier, the National Bureau of Statistics said on 10 September. It was the slowest rise in 14 months and fell below the 5.0-5.4% range forecast by analysts.

- *Forbes*, 10 September

**New VAT system**

China is planning a new value-added tax system that may help companies save as much as 150 billion CNY (22 billion USD) a year, reported the South China Morning Post. Under the plan, as of next year the country's 8 million companies will be allowed to use fixed-asset investments to offset VAT payable to the government. That may encourage more investment in industries affected by slowing economic growth, said the Post. The Ministry of Finance and the State Administration of Taxation are proposing the State Council expand a 2004 trial in the country's northeast.

- *South China Morning Post*, 4 September

**China to halt appreciation**

The central bank has kept the yuan almost unchanged against the dollar this quarter as policy makers stress the need to maintain the nation's gradual expansion. "Expectations of yuan gains have weakened sharply," said Li Tao, a foreign-exchange trader at Shenzhen Development Bank Co. "The appreciation will definitely slow down because the government wants to alleviate pressure on exporters at this difficult time."

- *Bloomberg*, 4 September

**Manufacturing contracts for 2<sup>nd</sup> month**



Manufacturing in China, the world's fastest-growing major economy, contracted for a second straight month in August, according to a survey of purchasing managers. The Purchasing Managers' Index was a seasonally adjusted 48.4, unchanged from July, the China Federation of Logistics and Purchasing said on 1 September. Since July, Chinese policy makers have put extra emphasis on sustaining the economy's expansion rather than cooling inflation. The government has loosened lending curbs and is considering a fiscal stimulus of as much as 400 billion CNY (58 billion USD), reported domestic news media. The output index rose to 48.7 in August from 47.4 in July, while the index of new orders fell to 46 from 46.2. The index of export orders climbed to 48.4 from 46.7.

- *Bloomberg*, 1 September

### Trade surplus at new high

China's trade surplus hit a monthly record of 28.7 billion USD in August, widening the gap with the US and Europe despite weaker world demand. China's global trade gap for the month was 14.9% wider than a year earlier, official state data showed. Exports rose 21.1% to 134.9 billion USD, while imports were up 23.1% to 106.18 billion USD in August.

- *BBC News, 10 September*

### Key interest rate cut

In an abrupt change of course, China's central bank said on 15 September that it would cut a key interest rate in an effort to stimulate growth and shore up confidence in an economy that is slowing amid the global financial market turbulence. The move by the People's Bank of China to cut its benchmark one-year bank lending rate by 0.27 percentage points to 7.2% was its first rate cut in six years. The bank also reduced required reserves for most banks by 1 percentage point to 16.5%.

- *Los Angeles Times, 16 September*

## LAW & POLICY

### US-China trade agreements

The United States and China announced a raft of trade agreements, including health care and pharmaceutical products, after a day of talks in California. US Commerce Secretary Carlos Gutierrez said that China agreed to commit to a single set of standards on a range of health-care products and work more closely with the US to prevent contaminated pharmaceutical ingredients. Under the health-care products agreement, US companies will not be submitted to redundant standards. "That's going to save a lot of time and money" for US companies, Gutierrez said.

- *AFP, 17 September*

### China to alter insurers' investing rules

Chinese regulators will give the nation's insurers greater leeway to invest in real estate, a move that could help these big investors diversify their holdings and could open a new source of capital for the weakened domestic property market. The policy shift is part of a draft revision to the country's insurance law making its way through China's legislature. Wu Dingfu, chairman of the China Insurance Regulatory Commission, told China's legislature on 25 August that the revised insurance law, which includes other amendments, would "help to better regulate insurers' business conduct, prevent and control risks and protect insureds' interests."

- *The Wall Street Journal, 27 August*

### New traffic rules for foreigners in China



Police may prohibit foreigners involved in traffic accidents from leaving the country until the cases are settled. This new authority has been added to the Provisions on the Procedures for Handling Traffic Accidents, and will take effect in January. The provision also enables public security departments to request courts to grant the seizure of properties until cases are resolved. Police may also seize the driving licenses of foreigners covered by diplomatic immunity. Traffic police will be able to deal with the situation if damage is less than 2,000 CNY (300 USD); serious accidents will be reported to the bureau's foreign affairs department for further investigation.

- *Beijing Review, 29 August*

### China enhances regulation of funds, securities dealers

China's securities watchdog on 1 September required fund companies to make their information release more transparent and rolled out a draft regulation on brokers, its latest moves to boost the healthy development of the country's stock market. The information of stock-oriented funds, such as their periodic results, would be regularly publicized on the website of the China Securities Regulatory Commission (CSRC), according to a standard format in the extensible Business Reporting Language, starting from 1 January next year. The new rule is expected to help third-party agencies to appraise and supervise the management of fund companies. Previously it was difficult for a third party to collect and analyze the first-hand information of funds, which was not available to all.

- *China Forex, 3 September*

### Environmental guidelines for firms investing abroad

China is drafting environmental guidelines for companies investing in or providing economic aid overseas. The work is being undertaken by the Chinese Academy for Environmental Planning, in cooperation with the Global Environmental Institute and the University of International Business and Economics. A report released by the CAEP recently said the country lacked comprehensive environmental protection policies in its overseas projects, although investment had been expanding.

- *China Daily, 12 September*

**LOGISTICS**

**Low prices draw companies to Chinese shipbuilder**



Qingdao Beihai charges less than Korean shipyards to build cargo ships. The price in China is 100 million USD for a 200,000-tonne ship; Korean companies charge same for a 175,000-tonne one. Power producers Tata Power and Reliance Power have both turned to China's state-run Qingdao Beihai Shipbuilding for dry bulk cargo ships, attracted by the lower prices. Tata Power recently signed a 200 million USD contract with Qingdao Beihai for constructing two cape-sized ships, each capable of carrying 200,000 tonnes of cargo. The two ships would be ready by 2011 to carry coal for Tata Power's 4,000MW power plant at Mundra in Gujarat, which starts operations in early 2012.

- *The Wall Street Journal*, 28 August

**China Merchants profit up 42%**

China Merchants Holdings (International) Co., the investor in ports moving about 1/3 of the country's containers, boosted first-half profit 42% on China's rising exports. Net income climbed to 2.02 billion HKD (259 million USD) from 1.42 billion HKD a year earlier, excluding discontinued operations. Sales climbed 18% to 3.37 billion HKD. China Merchants' ports, including ventures in Shanghai and Shenzhen, handled 13% more containers in the period, helped by a 22% increase in China's exports of toys, textiles and comput-

ers. The company's overall cargo volume to Europe rose 31% in the first half, compared with a 2% increase in US shipments.

- *Bloomberg*, 2 September

**New Tianjin harbor**

Dongjiang Bonded Harbor Area, a 10-sq-km bonded port, is located in the Bohai rim of Tianjin. It will be China's largest free trade center when it's completed by 2010 and will provide favorable tax and foreign exchange policies, comprehensive international shipping, distribution, purchasing, transit trade and export processing services. Dongjiang is expected to turnover 450 million tons of goods and 15 million standard containers within five years. It will help carry out and test operational modes for an international hub port, free port and free trade area, said Liu Binglian, professor of the Modern Logistics Researching Institute at Nankai University.

- *China Daily*, 1 September

**Triple rail-container traffic**

As rising fuel prices make road-haulage more expensive, China aims to nearly triple the number of sea-cargo containers it moves by train within three years. Chinese trains may move 10 million twenty-foot equivalent cargo-boxes in 2010 compared with 3.5 million last year, vice director general of the Ministry of Railways, Su Shunhu, said on 5 September. Rail-container traffic may rise 30% this year, he added. To boost traffic, China is building up a rail-container network based around 18 logistic centers in cities including Shanghai and Kunming. The network will be able to operate double-decker container trains by 2020.

- *Bloomberg*, 5 September

**TELECOM & TRANSPORTATION**

**China to beat own fastest train service record**



China plans to beat its own record for the world's fastest train service when a new link between Beijing and Shanghai opens by 2012, reported state media. The domestically developed train would run at 380 kph (236 mph), slicing five or more hours off the current journey to just four hours, said Zhang Shuguang, the Ministry of Railways' deputy chief engineer. The new trains would also provide a stiff challenge to airlines, which daily run dozens of 1.5-hour flights between the two cities.

- *Reuters*, 31 August

**Airport seeks overseas investors**

China's Yunnan Airport Group is seeking an overseas investor to help finance a new 18.4 billion CNY (2.7 billion USD) airport in southwest China. The new airport in Kunming city, the capital of Yunnan province, wants to position itself as an international aviation hub linking China to South and Southeast Asia as well as with Europe, the Group said in a statement. Foreign companies are being asked to invest cash, according to a statement posted on the provincial government website.

- *Channel News Asia*, 1 September



**iPhone in China**



China Mobile, the country's largest handset operator, is in the final stages of talks with Apple to launch the iPhone in China, the world's largest mobile phone market. China Mobile said in June the main obstacle keeping the iPhone out of China, which had 608.4 million mobile users at the end of July, had been cleared when Apple dropped its revenue-sharing demands. Apple would like to see the device introduced in China later this year, Apple CEO Steve Jobs said.

- AFP, 2 September

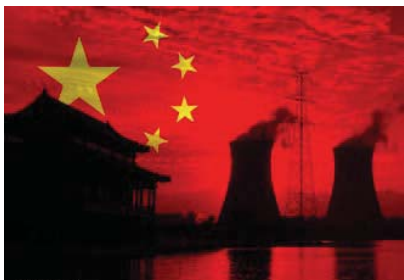
**Telefonica to increase stake in China Netcom**

Telefonica SA, Europe's second-largest phone company, will pay as much as 1.1 billion EUR (1.6 billion USD) to boost its stake in China Netcom Group Corp. (Hong Kong) Ltd. and expand in the world's biggest wireless market. It will buy two stakes in China Netcom totaling 5.74% for a maximum of 802 million EUR, the Madrid-based company said on 4 September. After China Netcom's planned merger with China Unicom, Telefonica will be the combined company's largest private investor with 5.5%. It will buy 2.71% of China Netcom for 368 million EUR before the merger and 3.03% as part of the merger for 392 to 434 million EUR. The company is buying the stakes from Alliance Bernstein LP, it said.

- Bloomberg, 4 September

**GENERAL**

**EU Chamber worried by "Economic Nationalism" in China**



The European Union Chamber of Commerce in China said a range of non-tariff barriers to market access in China reflects a growing "economic nationalism" that is against the interests of European firms. "European companies are generally optimistic about their business in China, but their concerns remain about market access, transparency, intellectual property rights and environmental sustainability," the EUCCC said in a position paper on 9 September. It would use the annual report to lobby the Chinese government, the European Commission and EU member states.

- Deutsche Welle, 10 September

**Tainted milk suppliers charged**



Two brothers who sold fresh milk used to produce contaminated baby milk powder were arrested by Chinese investigators on 15 September and could face death if convicted. Two infants have died and more than 1,200 have been sickened by tainted formula that apparently had little

nutritional value – the raw milk had been watered down and a chemical added to fool quality checks. While 19 people were detained for questioning, the only ones arrested so far are two brothers who supplied about three tons of milk each day to the Sanlu Group, which manufactured the baby formula. The scandal prompted China agricultural officials to start a nationwide inspection of its dairy industry, China Daily reported.

- CNN, 16 September

**Tianjin to open 7 parks**



Between October and next August, Tianjin will tear down the stone fences of seven parks and improve some of their grounds. The target parks include Water Park, Xigu Park, Renmin Park, Chenglin Park, Munan Park, No. 2 Workers Cultural Palace and Nancuijing Park.

- 022net.com, 4 September

**Wind turbine plant enters Tianjin**

Hansen Transmissions International said its wind turbine gearbox plant in China has broken ground for a project which will involve a total investment of around 200 million EUR. It will assemble and test the first gearbox in Tianjin in March 2009 and plans to have local manufacturing underway by September 2009.

- Forbes - Thomson Financial News, 9 September

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**15,000,000,000**

China Railway Group plans to issue as much as 15 billion CNY (2.2 billion USD) in short-term corporate bonds in order to reduce long-term debt. The firm's debt-equity ratio was 43.8% in the first half, up 4.1 percentage points from the end of 2007.



**27.4%** China's urban fixed assets investment totaled 8.492 trillion CNY (1.248 trillion USD) in the first eight months, up 27.4% from the same period last year, the National Bureau of Statistics said on 10 September.

**83<sup>rd</sup>** Reforms helped China rise from 90<sup>th</sup> to 83<sup>rd</sup> in the "Doing Business 2009" ranking by the World Bank.

**1<sup>st</sup>** Chinese real-estate company Antaeus Group and Canadian company Fairmont Hotels and Resorts signed the agreement to build China's first seven-star hotel in Sanya, Hainan Province. Construction is expected to start this year and the hotel plans to open in 2011.



**8,000,000** Companies in China may be allowed to use fixed-asset investments to offset value-added tax payments owed to the government under a new system being considered in Beijing. The changes to the VAT system could save China's 8 million companies up to 22 billion USD per year and encourage more investment in industries struggling as a result of slower economic growth.

**4022.5** Fuelled only by used cooking fat, eight teams completed a 4022-km "Grease to Greece" car rally from London to Athens in a bid to promote awareness of cheap and environmentally-friendly bio-fuels.

**2,400,000,000**

Coca-Cola said on 3 September it is offering up to 2.4 billion USD to buy China Huiyuan Juice Group Ltd. The deal would value the firm at about three times its current worth, and would mark the US beverage maker's largest acquisition in China by value to date. Coca-Cola bid 12.20 HKD a share for the Chinese group, nearly triple its last closing price of 4.14 HKD.



**10.1%** The PPI for China's industrial products rose 10.1% year-on-year in August, the National Bureau of Statistics reported.

**520,000** On 10 September, the OPEC president said the oil group had decided to curb overproduction by 520,000 barrels per day in the following 40 days.

**510,000,000**

China expects an increase in grain output for the fifth consecutive year, with production to exceed 510 million tons, the State grain information center said.



**15%** Some 200 million Chinese, 15% of the nation's population, are suffering from high blood pressure, China's Health Ministry said on 9 September.

**37.5%** China's railway investment soared 37.5% from January to July. The numbers are attributed to a building boom of high-speed lines and the country's desire to link together poor regions.

**4.9%** China's CPI was up 4.9% in August, the National Bureau of Statistics announced on Wednesday. The figure, compared with 6.3% in July, 7.1% in June and 7.7% in May, was lower than most forecasts.



**345,000,000,000**

The revenue of China's software industry exceeded 345 billion CNY (50.8 billion USD) in the first half of 2008, a 30% increase over the same period last year.

**15** A giant mechanical spider weighing 37 tons and standing 15 meters high, part of a piece of "free theatre" by French company La Machine entitled "Les Mecaniques Servants," parades along the Liverpool waterfront on 8 September as a component of the city's European Capital of Culture celebrations.



**5,200,000,000**

The International Air Transport Association (IATA) said the global airline industry is expected to pose losses of 5.2 billion USD in 2008 due to high oil prices and falling demand.



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## DIALOGUE WITH JEAN-LUC CHARLES AIRBUS TIANJIN GENERAL MANAGER

### Can you tell us about your history in Airbus and in China?

I was appointed General Manager of Airbus Tianjin this January 17th. I arrived in Tianjin on May 1st and since then I've been travelling once a month to Tianjin. Before that I was responsible for subcontracting for Airbus in China, where from 1998 to 2006 I travelled several times to Chengdu, Xian and Shanghai.

I graduated from engineering in 1979 in France and started to work for Airbus 28 years ago. In Airbus, I've done close to everything. I started in the Engineering Department in 1980 where I was responsible for the design of the nose section of the A310. Soon after, I was responsible for the final assembly line of A300-600, then for the manufacturing engineering department assembly line in Toulouse, and then I was appointed final assembly line manager for the A310 and A300-600 from 1986 to 1989 in Toulouse. At the end of 1989 I moved to the plant in Saint-Naziere in France where we manufacture the front and central fuselage. I was responsible for the manufacturing of the A330, A340 and for starting a cooperation program with Canada, Australia and Yugoslavia. From 1992 to 1997, I was responsible for





the entire Airbus program up to the delivery to the customer. From 1997 to 1999, I moved to a new position in procurement where we buy from 120 suppliers all over the world. From 1999 to 2006, I had the position in the Centre of Excellence for manufacturing the front and centre fuselage, for all programs including from engineering to delivery.

### What is the most challenging aspect of your job as GM?

Manufacturing an airplane is extremely complex but extremely challenging and interesting. The most important is the organization that you have to put in place, which must be very strict in order to ensure quality. Mistakes are not allowed. Failure is not allowed.

In this industry, there's a fabulous opportunity to be involved in a wide range of fields and to work with a wide range of materials from metals to composites. That is also part of the

challenge – gaining knowledge and mastery about these things.

### How do you ensure that the organization is failure proof?

You have a quality assurance organization. We work under the umbrella of the EASA, the Europe Aviation Safety Agency, where the POA or the Product Organization Approval is granted by the EASA. They give out an airworthiness certification and audit us regularly.

In the aeronautics industry, there is no room for failure. It is part of the global project management system to continuously screen what are the risks and to have action plans to avoid these risks. This is part of our day-to-day operation. We have to ensure the same product and the same quality at the final assembly line in Tianjin.

One of the factors that affect risk is the skill of the people. We have a

very strong recruitment procedure. We screened tens of thousands of CVs and in the end recruited only 300 people. There were interviews and several practical tests. We had to put in a lot of effort in the recruitment process. The training program is so huge and complex that we can perhaps put a patent on it. Training started in Tianjin and continued in Toulouse and Hamburg for on-the-job training. This is the most important example of what we do to eliminate the potential risk.

### What is the ratio of expats to locals?

I will not speak about ratios. We define mainly the positions which need an expatriate to make sure that the process is running smoothly and to complete the training of the Chinese staff. This is a complex job for the Quality Department and Human Resources. We are bringing in quite a number of expatriates in the beginning but we will decrease drastically later on. We plan to have around



150 expats in the beginning and they have been briefed about the cultural life in China.

The important thing is that the aircraft that we are manufacturing in Tianjin is exactly the same as the aircraft manufactured in Toulouse and Hamburg and uses the same standards. Concerning quality we have no freedom. Quality is our motto every day. We cannot take risks so we made the recruitment process very serious. The training of the Chinese is very serious. We have implemented exactly all the process and equipment in Europe.

### Can you clarify the issue that Airbus has affected the salary scale in Tianjin?

I have heard about this rumour

which is only a rumour. You have to know the figures. Today, we have recruited 300 Chinese, not thousands. One hundred of them come from other regions in China. We have made several surveys studying the level of salary in China and Tianjin and of the aeronautic industry which is a little bit above average in terms of salary. The salaries that we offer are totally inside the range of Tianjin. The only thing perhaps is that we select and hire people with excellent skill levels and pay a premium for this. We hire good people, technically and organizationally speaking. You have a premium for highly qualified people but the salaries are within the industry range.

### How do you see the future of Airbus in Tianjin?

For Tianjin, this is a very important project, a leading project for Tianjin,

and a leading project in the aeronautical field. In this industry, we are always thinking of the long-term so we believe that eventually there will be a number of aeronautical suppliers who are going to settle here. We have four or five who have already signed with the Tianjin Free Trade Zone and I believe a lot will still follow. So an Aeronautical Centre of Excellence is going to be born here in Tianjin.

This is a challenge for Airbus: for the first time we will have a final assembly line outside Europe. We started cooperating with China more than 20 years ago in Xi'an, so there is a history of partnership which gradually increased in scope. The decision to implement the final assembly line in Tianjin is a major step in our cooperation with China.

### Can you give us an update on the assembly plant?



The plant will be finished end of 2009. Out of twenty buildings, the three main buildings, including the main hangar where the airplane is put together, are already finished. The main hangar has four stations where we are progressively manufacturing the aircraft. For the first aircraft, we have to take our time and build it slowly to ensure that each step is okay and all the materials are there.

We manufacture the A319 and A320 for our customers, the Chinese airlines. We have a contract with them and we have to deliver the aircraft on time. This is our main target: to deliver on time. We have planned our set up and our operation according to this contract and we have to deliver the first aircraft in the middle of 2009. After that we will deliver more or less one aircraft every month. Our target is to deliver four aircrafts per month

starting 2011. So we have to ramp up our production. This is our driver.

### **Is there a difference between management in China and in Europe?**

Management in China is the same as all over the world. You have people under your responsibility. You have to take care of these people. You have to guide them when necessary, help them when they are in trouble, take care that company is running smoothly. Nothing is, from my point of view, that different. I manage in more or less the same way as I manage in France or in Europe. The only thing sometimes is that you can have more misunderstanding mainly due to the language.

### **How is expat life in China, and how does it differ from when you were just visiting here before?**

As an expat, you have the usual transition period. Life is different from your home country. You have an adaptation period of around three to six months. It's not so easy having changes in the way of living, way of eating, but I love China so it's not that much of a problem. It's fun to try one new restaurant everyday and to get to know the Chinese people. I like travelling and hiking so there's also more of an opportunity to discover the country.

# 空中客车A320系列飞机天津总装线项目开工

CONSTRUCTION LAUNCH CEREMONY OF  
AIRBUS A320 FAMILY FINAL ASSEMBLY LINE IN TIANJIN OF CHINA

天津市政府  
Tianjin Municipal Government  
航空工业投资有限责任公司  
Aviation Industry Investment Co., Ltd.  
公司

中国 天津 Tianjin · China  
2007 · 5 · 15



## TOUCHING DOWN IN TIANJIN

*The Airbus A320 final assembly line opens*

**T**ianjin is now home to one of the most ambitious joint ventures of the 21<sup>st</sup> century. After years of consideration, market research and monumental negotiations, the Airbus Final Assembly Line (FAL) – the product of a union between France-based Airbus and Tianjin Zhongtian Aviation Industry Investment Co. – begins operation in Binhai New Area this autumn.

The FAL, a 10-12 billion CNY (1.5-1.7 billion USD) project, plans to supply China and the rest of the world with hundreds of Airbus A320 passenger jets for years to come. The middle-distance A320 jet, capable of transporting 150-180 passengers up to 5,600km, is typically used on domestic and short international flights, and directly rivals the Boeing 737.

Based on the current A320 FAL in Hamburg, Germany, the Tianjin line includes assembly workshops, power stations, hangars and outdoor facilities, reports Xinhua News. The FAL, explains Airbus China VP Marc Bertiaux, will receive parts shipped from Europe and across China, assemble and install them, paint the final aircraft, perform engine and system tests, carry out flight tests, and deliver the aircraft.

Construction began in May 2007. Last month, People's Daily reported FAL trial operations completed successfully, and the plant was preparing for its first aircraft. Airbus expects to deliver its first Tianjin-assembled A320, which will go to Sichuan Airlines, in May of next year. By 2011, the FAL should reach full production: 4 aircraft per month.

The first shipment of A320 parts arrived late-July on a container ship from Hamburg. Airbus revealed that it carried the forward and rear fuselage section, a pair of wings, the horizontal and vertical tailplane and engine pylons. These shipments are joined with Chinese-made parts, such as emergency exit doors manufactured in Shenyang, at the FAL. Guo Lijun, Director of the Binhai New Area Administrative Committee, notes the "Airbus A320 FAL project is a great example of China-European cooperation and an impetus for the development of Binhai New Area."

Up until last December, all foreign-invested enterprises were required to partner with local firms to enter the Chinese market. As such, Airbus joined with the Chinese consortium Tianjin Zhongtian Aviation Investment Co., a union of the Tianjin Free Trade Zone, the First China



Civil Aviation Company and the Second China Civil Aviation Company. Airbus holds a 51% stake in the JV, and the 49% Zhongtian stake is split 60/20/20 among its constituents. Bertiaux remarked that finding such a unified partner was key to site selection.

## Why Tianjin, China?

In 2005 Airbus began investigating overseas markets for growth and potential investment. By the end of the year it had signed a memorandum of understanding with China's National Development and Reform Committee (NDRC) noting four potential sites: Shanghai, Tianjin, Xi'an and Zhuhai. The June 2006 selection of Tianjin, says Bertiaux, relied on the city's harbor capacity for transportation to and from Europe, airspace and airport availability for flight tests, a large (if untrained) labor pool, and a business consortium with the capability to carry out the endeavor. Binhai New Area also offers incomparable tax policies for foreign-invested enterprises.

Selecting China couldn't have been a difficult decision for Airbus. According to The Times, aviation authorities predict that by 2020 three of the nation's airlines will rank in the world's top 10 for passenger traffic and revenue. Airbus anticipates China flying over 1700 aircraft by then, and has poised itself to capture half of that market. Pursuing the feat, as The New York Times notes, has required massive negotiations and concessions on behalf of both parties.

The New York Times reported a Chinese order for 150 A320s, made during a December 2005 visit to France by Chinese Prime Minister Wen Jiabao. At that time, Airbus pledged to consider an FAL in China. It took a November 2007 visit by French President Nicolas Sarkozy to ink the deal for Airbus to sell 160 commercial planes to China, reported The Times Online. Diplomacy and the Tianjin FAL – signed into agreement a year and a half earlier – were essential in landing the 17.4 billion USD contract. In all, 110 A320s (73-81 million USD apiece) and 50 A330s (176-206 million USD apiece) will be built or brought into the mainland as a result of the talks.

Do the math and you will find that this contract price fits the average cost for the two aircraft models, if produced in Europe and flown to China. Take into account construction of the new FAL, training, transportation and all other associated expenses, and the cost of manufacturing approximates sales prices. Analysts believe Airbus doesn't stand to profit from the massive deal, citing low profit margins and less-advanced technology on the single-aisle A320, writes The New York Times.

Thus the whole contract and construction of the FAL



could be considered the careful nudging of a heavy Airbus foot in China's door. Such footwork is necessary to compete with Boeing for future global sales.

## Why Airbus?

Airbus sees its future in China. Already Chinese orders for Airbus deliveries double the potential output of the new FAL. Yet Airbus, grasping China's potential, has invested unprecedented amounts of time, energy, resources and funding to assure its own market dominance in the nation for decades to come. It has lobbied the government and domestic businesses to do so.

Transfer of technology tops the list as the greatest impetus for China to welcome the Airbus FAL. In its mad dash for industrialization, China seeks to become a leader in high-tech industries. The Chinese government is backing an effort to produce the first domestically made commercial aircraft by 2020. Mired by setbacks

and unexplained delays, the ARJ-21 “Phoenix” aircraft production team would benefit immensely from Airbus expertise in constructing and operating an FAL.

Two hundred technology experts will be flown into Tianjin to train the workforce. Five hundred recruits, 90% from China, stand to receive technical training in Germany, France and China, says Bertiaux. The northern China logistics industry will adapt to accommodate demands of the modern civil aviation industry. Tianjin Zhongtian Aviation Industry Investment Co. will apply experienced gained with Airbus to future domestic production and assembly. “Maintaining a final assembly line is a core ability for aircraft manufacturing,” asserts Bertiaux. “Experience in manufacturing, technology, sales, HR, training and management can all be gained from this project.”

### Airbus presence in China

The FAL is one of many Airbus projects in China that Laurence Barron, President of Airbus China, believes, “demonstrates once again Airbus’ commitment to the long term sustainable development of China’s aviation industry.” Since the mid-1980s, Airbus has been dealing with domestic organizations. VP Bertiaux verified that half of all Airbus aircraft now use parts made in China. By 2010, the company will be purchasing upwards of 120 million USD

annually in Chinese aircraft parts, compared to just 14.5 million USD in 2003, noted the New York Times.

In November 2007, less than 2 years after their first contract, Airbus and the NDRC signed another memorandum of understanding to allocate 5% of the Airbus A350 XWB wide-body airframe to the Chinese aviation industry.

In March 2008, China Daily reported that in preparation for future Airbus A380 “super jumbo” aircraft, Beijing’s Capital International Airport had completed construction on an oversized maintenance hangar.

In July, Harbin Industrial Aircraft Group Company Ltd (HAIG) and Airbus agreed to form a JV. According to People’s Daily, the 80/20 Sino-European enterprise will manufacture aircraft composite material parts and components for Airbus A320, and participate in the industrialization and serial production of the A350 XWB.

And just this August Xinhua News announced the plans for a second runway to be built at Binhai International Airport in Tianjin for A320 test flights. The 3.2km runway should be in service by 1 May 2009, followed soon after by a third runway for test flights and potential diverted traffic from Beijing.

So it seems that these two partners – Airbus and its preferred customer nation – are offering each other exactly what they want, coaxing one another into more dialogues, towards further interaction, and to greater profits.

So it seems that these two partners – Airbus and its preferred customer nation – are offering each other exactly what they want, coaxing one another into more dialogues, towards further interaction, and to greater profits.

### Implications

After China was selected for the Airbus FAL, the New York Times observed, “The collaboration between a government-subsidized company from Europe and state-owned aircraft manufacturers in China would be a striking example of the new prominence of state enterprises worldwide.” Current con-



**Airbus anticipates China flying over 1700 aircraft by 2020, and has poised itself to capture half of that market.**



cerns over government intervention in economy already weigh heavily, and while international cooperation between state enterprises may not be cause for additional concern, it becomes so when dealing with aerospace technology.

Industrialized nations, most notably the United States, are apprehensive of sharing technological secrets with developing nations, most notably China, when such information could be adapted to military use. Airbus, too, must protect its innovations from less-expensive reproduction. To quell worries over technological competition, Airbus assures that more than half of A320 components, including complex equipment like the cockpit, will be manufactured in Europe and only sent to Tianjin for assembly. Bertiaux also confirmed that the airframe will be shipped from Hamburg.

The Airbus A320, a two-decade-old technology, has undergone little more than aerodynamic upgrades since its first delivery. Its computer runs on a stable CPU comparable to the Intel 8086 microprocessor found in IBM's

first personal computer. Assembly of the aircraft does not equate to transferring its technology to domestic partners.

But as People's Daily reported last month, Bertiaux is honoring a promise to transfer manufacturing technology of A320 wings to China – a first in technology exchange for Airbus. China will also handle 5% of the structuring work on the A350 XWB. Exchanges like these have raised flags for groups overseas.

“Any major investment in Chinese production facilities by Airbus will be used in the US Congress to demonstrate a dangerous looseness in the sharing of sensitive technology,” said military analyst Loren Thompson, of Lexington Institute, a US policy lobbying group, in the New York Times. “No matter what they say, it is one step further down the path toward Chinese technology parity with the West.”

Perhaps it needs to be stated that China has the right, as does any nation, to purchase or receive technology and training in exchange for contracts and concessions. The fact that China – rather than Mexico, for instance – is the recipient of space-age technology does tend to sound alarms for competing nations. Nevertheless, an equally reasonable and arguably more natural response to the advancement of any competition would be to adapt.

Given the vast developments in aviation, aeronautics, satellites and computer technology over the past 20 years, it's striking that the Airbus A320 (1988) and rival Boeing 737 (1968) still hold the top two global commercial aircraft order and production records.

**The whole contract and construction of the FAL could be considered the careful nudging of a heavy Airbus foot in China's door.**

If this new transfer of technology worries industrialized nations, it should be taken as a stimulus to design, develop and manufacture

more efficient, economical, reliable and comfortable short- and middle-distance aircraft. Only through innovation can an organization or a nation truly maintain its competitive status. As Bertiaux puts it, “Airbus welcomes all kinds of competition. We couldn't survive without it.”

Larry M. Wortzel, chairman of the US-China Economic and Security Review Commission, told the New York Times that if anything, an A320 FAL could “teach China's aviation industry better quality control.” When transporting lives at 10km above sea level, improved quality control is always a welcome change.

# UPDATE ON CHINA WITHHOLDING TAX



Simon Bai  
Winners Law Firm

## I. Scope of Withholding Tax under Enterprise Income Tax Law

The PRC Enterprise Income Tax Law (EITL), together with the Implementing Rules of the PRC Enterprise Income Tax Law (IR), entered into effect on 1 January 2008, creating a level playing field for all businesses both domestic- and foreign-funded. The new provisions for withholding tax (WHT) in EITL and IR differ from previous laws.

One of the most important features of EITL is that enterprises are classified as resident enterprises and non-resident enterprises.

Article 2 of EITL and Articles 3-4 of IR define a *non-resident enterprise* as an enterprise established within the territory of another country or other tax region pursuant to foreign laws, whose actual management or control is located outside of China but who has an establishment in China, or even if it does not have an establishment in China, has income derived from China. Whereas a *resident enterprise* refers to an enterprise that is established in China in accordance with Chinese law or even if established pursuant to foreign law but which has its effective management inside China.



**Non-resident enterprises without establishments in China are subject to foreign enterprise income tax on a withholding basis.**

*Effective management*, in accordance with Article 4 of IR, refers to establishment that performs substantial and overall management and control over the manufacturing and business operations, personnel, accounting, properties, etc. of an enterprise.

As provided in Article 5 of IR, “establishment” refers to any entity or site that is engaged in manufacturing and business operating activities within the territory of China, including:

1. An office or institution of management, operation or administration;
2. A farm, factory or place of extraction of natural resources;
3. A place for provision of services;
4. A place for construction, installation, assembly, repair and exploitation of natural resources, etc.;
5. Other establishments engaged in manufac-

turing and business operating activities.

Where a non-resident enterprise retains a business agent to engage in manufacturing and business operating activities within the territory of China, including where the entrusted entities or individuals sign contracts, or warehouse and deliver commodities on behalf of the non-resident enterprise on a regular basis, the business agent shall be regarded as an establishment of the non-resident enterprise within the territory of China.

In accordance with paragraph 3 of Article 3 and Article 19 of EITL as well as other regulations, non-resident enterprises without establishments in China are subject to foreign enterprise income tax on a withholding basis on the following categories of income:

1. Dividends derived from enterprises in China;
2. Royalties generated by providing patent rights, proprietary technology, trademark rights, copyrights and other know-how for use in China;
3. Interest derived from China on deposits, loans, bonds, advance payments made provisionally on another person's behalf;
4. Rental income from assets leased to and used by parties in China;
5. Earnings from transfer of assets of an enterprise in China, such as real estate properties including buildings, structures and their auxiliary facilities and land use rights; and
6. Any other income derived from inside China which may be deemed as taxable such as gains derived from the transfer of equity interest in a foreign investment enterprise, e.g. capital gains.

Non-resident enterprises with establishments in China deriving the above-listed income which is not effectively connected with that establishment are also subject to foreign enterprise income tax on a withholding basis at source.

Royalty income subject to WHT includes the following:

- Drawing and information fees;
- Technical service fees;
- Personnel training fees;
- Other fees received by the supply of patent rights or proprietary technology.

Interest income includes arrangement fees, guarantee fees and agent fees.

Rental income may include finance lease, operating lease, lease of vessels and leasing of real estate properties.

## II. Tax Rate

Under Article 4 of the new EITL, the general withholding tax rate is 20%. This general rate could be exempted or reduced in accordance with Article 27 of EITL, which creates flexibility for the State Council to make interpretations on qualifications of such exemption or reduction. Thus, this explains how the general rate is further reduced to 10% under IR Article 91 (promulgated by State Council).

Under the former Foreign Enterprise Income Tax Law (FEITL, abolished in January 2008), withholding tax on dividends from foreign investment enterprises to their foreign investors was exempted (Article 19), while the WHT rate for other passive income (royalties, rentals income, service fees, etc.) was provisionally reduced from 20% to 10%.

Although the new EITL and IR state that the general WHT rate will be reduced to 10%, it remains unclear whether the previous dividend WHT exemption has been kept intact.

According to Article 91 of IR, the following income may be exempt from enterprise income tax:

1. Interest income on loans made from foreign governments to the Chinese government;
2. Interest income on loans made by international financial organizations (such as International Monetary Fund, World Bank, Asia Development Bank, International Development Association, International Fund for Agriculture Development and European Investment Bank) to the





**The general withholding tax rate is 20%.**

Chinese government (including State banks) and resident enterprises; and  
3. Other income approved by the State Council.

### III. Withholding at Source

Pursuant to Article 37-38 of EITL and Article 103-104 of IR, the withholding agent who makes payment to non-resident enterprises that are subject to WHT is required to withhold the applicable amount of tax from each payment made to non-resident enterprises.

*Withholding agent* refers to entities or individuals directly having the obligation to make the payments to non-resident enterprises, in accordance with relevant laws or provisions of contracts. Here “payments” may be made in monetary form or in-kind, such as payments of cash, payments through account transfers or payments using equity interests.

Derivation of income is determined on the following principles:

1. For sales of goods, income source is determined in accordance with the place where the trading activities occur;
2. For rendering of services, income source is determined in accordance with the place where the service activities occur;
3. For income from transfers of immovable properties, source is determined in accordance with the place where

the immovable properties are located; for income from transfers of movable properties, source is determined in accordance with the place of the transferring enterprise or establishment which transfers the movable properties; for income from transfers of equity interests, source is determined in accordance with the place where the invested enterprise is located;

4. For income from equity interests such as dividends, source is determined in accordance with the place of the enterprise which makes the distribution;

5. For income from interest, rental and royalties, source is determined in accordance with the place of the enterprise or establishment which pays the income, or with the place of domicile of the individual who pays the income;

6. For other income, source will be determined by the government taxation authorities.

Where there are multiple locations from which income is derived within the territory of China, the taxpayer may make a choice as to where to file enterprise income tax returns from one of the locations.

### IV. International Treaties

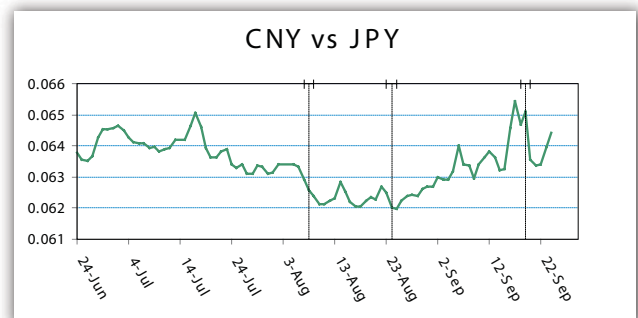
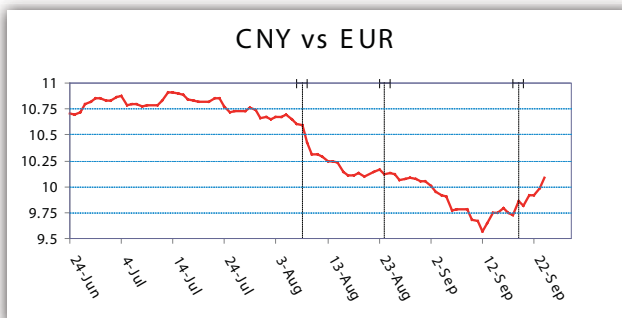
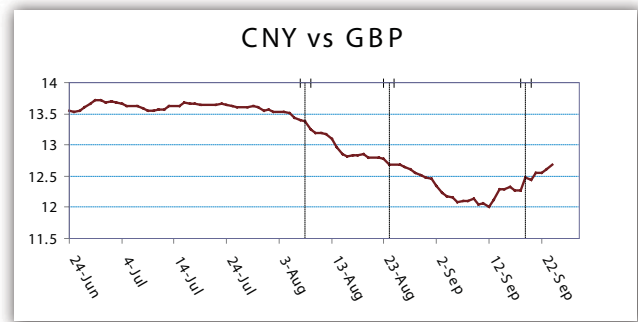
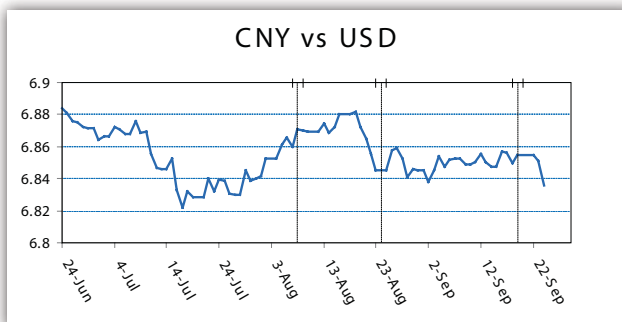
In accordance with Article 58 of EITL, in cases where there arises discrepancy or conflict between the provisions of EITL and international treaties that China has entered into with other countries, such treaties shall prevail.

WHT thus can be reduced by applicable tax treaties. For example, WHT that applies to dividends received by residents of Barbados and Mauritius is only 5% according to the relevant treaties.

金诺律师事务所  
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One of the biggest full-service firms in Tianjin, WINNERS (金诺律师事务所) provides legal service in Mandarin, English, Japanese, and Korean. In April 2008, WINNERS was named “2008 Tianjin Law Firm of the Year” by Asia Legal Business, a testimony to our achievement as the market leader in Tianjin.

# THREE MONTH CNY TRENDS



Vertical lines mark 3 major economic events:

- 8 August, Beijing Olympics begin
- 24 August, Beijing Olympics end
- 19 September, US government announces 700 billion USD bank bailout



## Editors & Contributors Needed

**Business Tianjin Magazine** is looking for **Editors** and **Contributors**

Applicants should be native English speakers with experience in reporting and editing.

Basic knowledge of Chinese language and culture are a plus.



If interested, please email your resume and clips to [editor@businesstianjin.com](mailto:editor@businesstianjin.com)



### Inspection exemptions for food producers canceled

Caijing, 18 September 2008

Powdered baby formula from Shijiazhuang-based Sanlu Group has been blamed for sickening thousands of children across the country. So far, authorities have linked the deaths of three babies to milk powder tainted with the chemical melamine. Another 6,200 babies contracted kidney ailments after drinking the formula.

A subsequent nationwide investigation found traces of melamine in milk powder products sold by 22 companies across the country. In addition to Sanlu's formula, products found to be tainted included well-known brands sold by dairy companies Shengyuan, Guangming and Yashili, as well as Beijing Olympics sponsor Yili and Mengniu.

In response to the widening contaminated baby formula scandal in China, the State Administration of Quality Supervision, Inspection and Quarantine (AQSIQ) canceled all product inspection exemptions for food processing companies, as noted in a statement on 17 September.

"The agency will strip the official 'China's famous brand' label from problematic products made by the 22 companies," said Director Li Changjiang, AQSIQ.



### Executive compensations in China: false options

The Economist, 6 September 2008

Knowledge of incentives offered by major Chinese companies would "help to explain corporate China's transformation from a state-controlled to a consumer-driven creature." A new study jointly carried out by the City University of Hong Kong and Pennsylvania State University

reveals mainly how little is understood about compensation structures of Chinese businesses.

The authors focused on "red chips" – companies operating in China but incorporated abroad and listed in Hong Kong. Senior executives at these organizations averaged salaries of 180,000 USD, comparatively low globally. They were also offered an average of 140,000 USD in stock options. Surprisingly, few options were ever exercised; at more than half of the firms studied, no options were exercised within four years of vesting.

Explanations for refusal of options include the culture, which may discourage having visible income. Companies instead may cover the cost of cars, housing and tuition, or other incentives, such as "promotions" from one state-run company to another.

In China, stock options could serve to foster the profit incentive. Researcher Chen Zhihong therefore asks, "If executives in general do not exercise stock options, how can the option scheme align executives with the interest in shareholders?"



### 2008 Beijing Olympics & Paralympics made history

Sina English, 17 September 2008

When the flame of the Beijing 2008 Paralympic Games was extinguished on 17 September night, it not only brought down the curtain on the 12-day sports gala for the world's elite athletes with disabilities, but also signified the formal ending of an "Olympic season" for China.

This spectacular and glorious season, lasting exactly 40 days since the grand opening of the Beijing Olympic Games on the evening of 8 August, witnessed hundreds of new records, unprecedented participation and media attention, and personal feats of Usain Bolt, Michael Phelps and Oscar Pistorius.

For the first time in its 48-year history, the Paralympics saw an Olympic host pledge "Two Games with Equal Splendor" and go all out for "transcendence, integration and equality" for the disabled.

The Games helped the world to better understand China and its people. Such understandings arose from the hospitality and dedication of the 17 million Beijing residents and 1.7 million Games volunteers, from Beijing's earnest desire to fulfil its commitment to "People's Olympics, High-tech Olympics and Green Olympics," and from a series of eye-catching policy changes.



### Worry tinges post-Expo expectations

The Nikkei Weekly, 8 September 2008

Shanghai preparations for the 2010 World Expo appear to be following those for the Olympics in Beijing – completion of grand skyscrapers, construction of five-star luxury hotels and rapid consumption of grade-A commercial real estate downtown. The new tallest building in China, the 492-meter Shanghai World Financial Center, opened on 28 August. While initially only at 45% occupancy, it is on track to hit 90% this year.

Yet worries loom over a post-event slump similar to the one currently experienced by Beijing. When Olympic-related demand failed to materialize, many smaller businesses went under, and larger ones – including Olympic venues – were set scrambling to recoup their investments. Hong Kong news reported a potential conversion of the National Aquatic Center (the "Water Cube") to a nightclub and shopping center to cover maintenance costs.

GDP and fixed-asset investment growth in Shanghai failed to reach the national average during the first half of 2008. Vacancy rates in large buildings rose from Q1 to Q2 2008.

The six-month-long 2010 World Expo is expected to attract 70 million visitors to Shanghai, a number the city may try to bump to 100 million by prolonging the event.



# RESTRICTIONS TO FOREIGN INVESTMENT IN REAL ESTATE



Pedro Lemos Carvalho



Yifeng Jiang

by attorneys  
Pedro Lemos Carvalho  
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Garrigues Shanghai

In recent years, the People’s Republic of China has witnessed an exponential growth in foreign investment in its real estate sector, leading to appreciation in land value, mostly due to growing speculation from real estate operators. In order to cool down the real estate market and try to moderate foreign investment, Chinese authorities have been issuing for the past two years a series of measures focusing on the activities of foreign investors in the real estate market. This article will focus on the 6 most relevant regulations issued and try to elaborate on the impact that they will have on foreign investors conducting real estate business in the PRC.

## 1. Opinion 171

On 11 July 2006, the National Development and Reform Commission, the Ministry of Commerce (MOFCOM), the Ministry of Construction, the State Administration of Foreign Exchange (SAFE), the State Administration of Industry and Commerce and the People’s Bank of China issued the *Opinions on Regulating the Entry Into and the Administration of Foreign Investment in the Real Estate Market [Jainzhufang [2006] No. 171*, commonly known as “Opinion 171”). This Opinion represents a clear signal of the Chinese authorities’ intention of restricting the access of foreign investors to the Chinese real estate market, and includes provisions on (i) the qualifications of real estate

purchasers, (ii) debt financing, (iii) payment of land grant premium, and (iv) acquisition of real estate projects.

Opinion 171 restricts the purchase capacity of representative offices of foreign companies and FIEs – those which are not specifically qualified for engaging in the real estate business – to the purchase of real estate for “self-use”. In addition, foreign nationals must have been resident in the PRC for over one year in order to qualify to purchase real estate. In

order for foreign investors to purchase real estate property in the PRC, a specific vehicle must be set up (a foreign-invested real estate enterprise), commonly known as a FIREE, to carry out such purchase.

This Opinion has imposed even stricter requirements for the existent debt-equity ratio for ordinary foreign-invested enterprises, which usually ranges from 33.3% up to 70%,

and is dependent on the amount of the total investment to be made by foreign investors. A FIREE, regardless of the amount of its total investment, must have a registered capital of no less than 50% of the amount of total investment.

Further conditions have been inserted in the incorporation and approval procedures for FIREEs, since FIREEs will not be issued final approval certificates by the relevant au-

“  
**A foreign-invested real estate enterprise (FIREE) must be set up for foreign investors to purchase real estate property in the PRC.**  
”

thorities nor their definitive business licenses prior to the full payment of the premium for the granting of the land use.

Finally, stricter control on the acquisition by foreign investors of FIREEs or domestically-funded real estate projects has been implemented, leading to requirements such as the provision of letters of guarantee to the approval authorities and prohibition of payments in instalments.

Opinion 171 was further regulated by Circular 192 (*Shangzizi [2006] No. 192*), issued by the MOFCOM, which helped clarify several concepts and matters addressed in Opinion 171, including the definition of a FIREE: a foreign-invested enterprise engaged in construction and operation of ordinary dwellings, apartments, villas, hotels, resorts, office buildings, exhibition centres, commercial facilities, theme parks, etc., or land (or part of land) developments for these purposes.

## 2. Circular 47

The SAFE and the MOFCOM jointly issued a *Notice on Relevant Issues on Regulating the Administration of Foreign Exchange in the Real Estate Market (Huijfa [2006] No. 47, "Circular 47")* on 1 September 2006, addressing matters of foreign exchange control following the promulgation of Opinion 171.

Circular 47 addresses matters such as (i) inbound and outbound remittances of funds for the purchase of "self-use" premises, (ii) mergers and acquisitions relating to FIREEs, and (iii) prohibition of fixed return clauses, as described below:

- Circular 47 lays down specific procedures for the remittance in and conversion of foreign exchange for purchase of "self-use"



premises by foreign individuals and foreign companies. In these cases, foreign purchasers must apply at an authorized bank for payment in foreign currency, and provide proofing documents such as the contract for the sale of the property, and the business license or identification certificate (whichever applicable).

- Circular 47 further stipulates that

conversions of foreign exchange into RMB will not be allowed if a foreign investor investing in a FIREE by means of merger or acquisition fails to pay the related consideration in a lump sum.

- Finally, foreign exchange registration will not be permitted for FIREEs if a clause on behalf of the foreign investor granting a fixed return on its investment is

inserted in the articles of association, joint venture contract or other relevant documents for the transaction.

### 3. Notice 50

On 23 May 2007, the MOFCOM and the SAFE jointly issued the *Notice on Further Strengthening and Regulating the Approval and Administration of Foreign Direct Investment in the Real Estate Industry* (Shangzihan [2007] No. 50, "Notice 50"). Notice 50 aims essentially at reinforcing the procedures for the approval and control of foreign investment in the PRC's real estate industry. Some of its main fea-

tures include (i) the "project company principle", (ii) restrictions to round trip investments, and (iii) new filing requirements for FIREEs, as follows:

- A foreign investor must now obtain the land use rights or real property ownership or have executed a pre-sale or land promissory grant agreement with the seller or the relevant land administration authority before the establishment of the FIREE.
- PRC domestic residents are not allowed to acquire or invest in PRC domestic real estate investment enterprises using "round

trip" structures, which consist of the use by domestic residents of special-purpose vehicles for acquiring interests in a domestic enterprise. Moreover, foreign investors are also not allowed to change the controlling shareholder of a domestic real estate company to avoid mandatory approvals.

- Notice 50 requires specific filing with the MOFCOM at State level of a record of approval of FIREEs by its local counterparts. If FIREEs are not properly registered and no report has been provided to the MOFCOM at State level,



the SAFE and foreign exchange banks will not handle procedures such as capital account foreign exchange conversion and foreign exchange registration.

#### 4. Circular 130

On 10 July 2007, the SAFE issued the *Circular on Distributing the List of the First Batch of Foreign Invested Real Estate Projects Registered with the Ministry of Commerce (Huizongfa [2007] No. 130)* which stated that for any FIREE incorporated after 1 June 2007 or increasing its registered capital after 1 June 2007, the SAFE would not handle the procedures for foreign debt registration and foreign debt settlement approval even if properly registered with the MOF-COM. This resulted in the impossibility of FIREEs raising foreign debt for their operations.

#### 5. 2007 Foreign Investment Industrial Guidance Catalogue

On 31 October 2007, relevant changes have been inserted into the *Foreign Investment Industrial Guidance Catalogue* ("Catalogue"), clearly indicating the Chinese government's intention of restricting the access of foreign investors to the Chinese real estate market.

The latest version of the Catalogue qualifies the development and operation of high-class hotels, villas, high-class office buildings, international convention and exhibition centers, secondary real estate market transactions/real estate agencies, and large-scale development of land as restricted industries. Additionally, the construction and operation of golf courses is no longer accessible to foreign investors.

#### 6. Circular 23

As noted above, the incorporation



and business of FIREEs is subject to stringent filing procedures with the MOFCOM at State level. This system has led to an inevitable overload of this authority's filing works.

As a result, and in order to accelerate filing procedures for FIREEs, on 18 June 2008 the MOFCOM issued a *Circular on Improving the Filing Work of Foreign Investment in the Real Estate Industry (Shangzihan [2008] No. 23, "Circular 23")*. Circular 23 delegates the filing work to the branches of the MOFCOM at provincial level, which became responsible for verifying the filing materials of foreign investments in the real estate industry.

The MOFCOM at State level may conduct random inspections each quarter over filing materials to ascertain the lawfulness of the conduct of its provincial counterparts.

These measures issued by Chinese authorities during the past two years have made it much more time-consuming and burdensome for foreign investors seeking investments in the real estate industry in the PRC. It is essential for foreign investors to have detailed knowledge of these matters before investing in the PRC's booming real estate market. ■



Garrigues has over 12 years of experience in advising companies in their investments in China. The team of experienced Western and Chinese professionals at Garrigues Shanghai provides legal advice to foreign companies on a wide range of issues such as incorporation of companies and negotiation of joint ventures, commercial contracting, M&A, tax, real estate, employment, intellectual property, arbitration and infrastructures, as well as to Chinese companies with investments abroad.



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# TIANJIN HIGH-END SERVICED RESIDENTIAL MARKET BRIEFING

**T**he Tianjin residential sales market shows signs of softening as transaction prices fall despite asking prices remaining the same while developers offer discounts and incentives to home buyers.

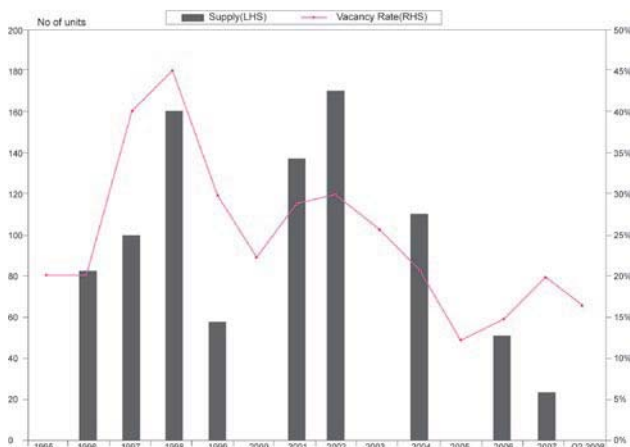
## Overview:

- No new high-end serviced apartments released onto the leasing market in the second quarter.
- No new high-end serviced apartments for sale in the second quarter, although three projects were re-launched and three projects remained on the market.
- High-end serviced apartment vacancy rates continued to fall while rents show moderate growth.
- New high-end residential project in Greater Meijiang added 50,000sqm to the market in the second quarter
- Average asking prices in Olympic and Greater Meijiang areas fell while prices rose in Laochengxiang area.

## Leasing

No new high-end serviced apartment supply was released onto the leasing market in the second quarter while demand stayed firm resulting in a drop in vacancy rates to 16.0%, down 2.1 percentage points compared to the previous quarter.

Supply and vacancy rates of leased serviced apartments, 1996 - Q2/2008

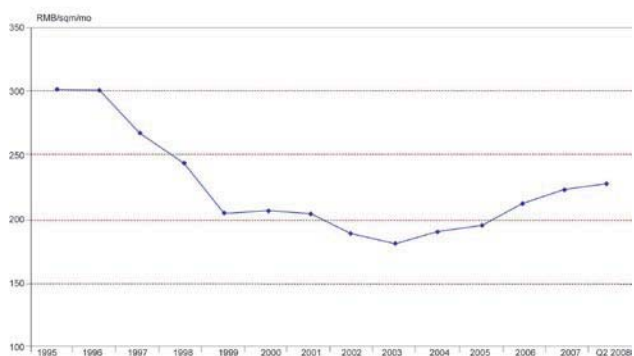


Binhai New City

## Rentals

Average rents for Tianjin high-end serviced apartments rose to 221.6 RMB per sqm per month by the end of the second quarter, up by 0.5% compared with the previous quarter.

Rents of high-end serviced apartments, 1996 - Q2/2008



## Sales

No new serviced apartments were released onto the sales market in the second quarter. Nevertheless two projects, Tianjin Centre and Tianjin Chateau, which were put on hold in the first quarter, were re-launched onto the market, and a few sales contracts for units in Emperor Place were terminated, resulting in a small amount of supply coming onto the market. Three other projects also remained on the



sales market in the second quarter – Century TEDA Business Hotel, Yingbin International Apartment and Crowne Residence – bringing the total number of projects to six.

Asking price of main serviced apartment projects, Q2/2008

	Project name	Location	Units	Price (RMB per sqm)	
				Q1	Q2
1	Century TEDA Business Hotel	Hedong	163	14,200	14,500
2	Tianjin Chateau	Hexi	348	20,000	18,000
3	Yingbin International Apartment	Hexi	130	18,000	18,000
4	Crowne Residence	Dongli	110	13,000	13,000
5	Tianjin Center	Heping	289	22,000	25,000
6	Emperor Palace	Heping	310	26,500	25,000

Average asking prices for serviced apartments in the second quarter stood at 20,316 RMB per sqm.

Price movements for serviced apartments on sale were mixed in the second quarter with three properties rising, two falling and one showing no movement. Tianjin Chateau saw prices fall by 10% to 18,000 RMB per sqm in the second quarter, as a result of increased supply of units in the 200-sqm range. Tianjin Centre raised its prices after holding prices steady the previous quarter.

Asking prices in the three representative areas, Q2/2008

	Average Asking Prices (RMB per sqm)		Change
	Q1	Q2	
Greater Meijiang	11,900	11,615	-2,4%
Olympic Area	13,400	13,000	-3,0%
Laochengxiang Area	13,100	13,639	4,1%

### Greater Meijiang

One new high-end residential project, the 50,000sqm Green Park, was released onto the Greater Meijiang market in the second quarter at an average asking price of 13,000 RMB per sqm. Hongze Impression, at its lower asking price of 13,000 RMB per sqm, continues to drag down the average price in the Greater Meijiang area.

A number of projects have also started to offer preferential prices for units, including Tianjin Lake which is offering an 8% discount and a 10,000 RMB rebate. Other projects include Mind-Land International and Life Of Waterbank, which both discount approximately 10%.

### Olympic Area

Average transaction prices in the Olympic Area fell by approximately 10% in the second quarter due to Magnetic Capital – the only project currently for sale in the market – discounting its prices.

### Laochengxiang Area

The residential components of both the first and the second phase of R&F City were completely sold out by the end of the second quarter. Up Town discounted its residential units in June, offering all household appliances or an underground parking spot free of charge, equivalent to a maximum of 12% off asking prices. ■

Article written by Savills Property Services (Beijing) Co., Ltd. Tianjin Branch. Charts, tables and photos sourced by Savills Research & Consultancy.



# BUILDING ON BORAT

*China's western neighbour Kazakhstan has minerals, energy and grain to send east. It also needs cooperation from China.*

By Mark Gao

**I**t's nearly as big as China in size. But sparsely populated Kazakhstan would like to have some of China's success in manufacturing and its seemingly limitless knack of diversifying into new economic areas. Long divided by the Sino-Soviet border, the two neighbours have been getting to know each other particularly in the last decade through trade and mutual membership of regional bodies like the Shanghai Cooperation Organisation (SCO).

"Kazakhstan is doing well, it's the best performing economy in Central Asia," points out Daniel Zaretsky, president of Central Asia Middle East Development Associates (CAMEDA), a New York-based consultancy advising businesses and NGOs on operations in central Asia. Kazakhstan's GDP will rise from 103 billion USD in 2007 to 137 billion USD at the end of this year. Belying its comic portrayal as an impoverished backwater in the hit 2006 film *Borat*, this former Soviet state's GDP per head will rise from 10,760 to 11,627 USD in the same period according to figures provided by the Kazakh government statistics bureau in the capital, Astana.

Still, unemployment last year was 7.3% in 2007, on a par with stuttering EU economies like France and Belgium. That's partly because most of the country's exports and GDP are



driven by oil and mineral extraction, explains Zaretsky. "The economy has not diversified into other areas which create jobs, despite government promises."

Seen as Central Asia's most wealthy and reform-minded state, Kazakhstan represents a market for Chinese goods – or certainly a transit point for commodities from China bound



for neighbouring states in sprawling Eurasia. “Kazakhstan has far more buying power and better transport connections to China than any other Central Asian state,” says Bakyt Beshimov, Vice-President for Academic Affairs at the American University of Central Asia in Bishkek, capital of neighbouring Kyrgyzstan.

But while rising incomes means Kazakhstan will buy more Chinese goods, Russia remains the number one source of Kazakh imports: 35% to China’s 22% in 2007, with Germany and Italy coming third and fourth respectively, according to Kazakh government figures.

China, however, has outstripped Russia as a destination of Kazakh exports. China’s appetite for resources like oil is the key to trading ties between the two neighbours.

Kazakhstan ships steel and oil to China’s western province of Xinjiang. While China’s own self-sufficiency in steel means exports of steel have dropped radically, its purchases of oil, gas and copper are rising.

A sprawling land of 15.4 million previously nomadic people, Kazakhstan is one of the most endowed countries in the world: as well as having abundant reserves of oil and gas, Kazakhs dig a mind-boggling array of minerals out of the ground, including uranium, copper and zinc. Its reserves of coal and iron ore and gold are among the largest in the world, explains Beshimov.

This is all very alluring to its larger eastern neighbour. Kazakhstan has been expanding its pipeline into China to ship more oil and gas. It has other options however: pipelines feed Kazakh gas and oil to Russia and Iran and run westwards across Georgia to the Turkish port of Ceyhan.



“**Kazakhstan has far more buying power and better transport connections to China than any other Central Asian state.**”

There are many challenges facing Kazakhstan, and the country would do well to look at how China has coped with similar problems. While Kazakh foreign currency reserves are swelling from resource sales, the country’s banks are struggling to repay slabs of credit borrowed on international markets to feed a local spending splurge. “China’s tight controls over its banking sector and the influx of foreign capital may prove a lot more prudent for a similarly developing economy like Kazakhstan,” says Dr Niklas Swanström, director of the Silk Road Studies Program based in Uppsala University, Sweden.

Swanström believes that China and Kazakhstan have much to teach each other. “Both are formerly state-planned economies which are now seeking to become liberalized and export driven... they can learn from each others’ individual approaches to things like privatization.”

Both countries have taken a similar approach to investing swelling foreign currency reserves. John Schoeberlein, director of the Harvard University-based Central Asia-Caucasus Institute and Silk Road Studies Program, points to the Kazakh authorities’ study of Singapore’s state investment arm, Tamaesk, which led to the establishment of a similar body, Samruk, to manage Kazakh national assets and investments abroad. China had earlier drawn similar lessons from Singapore and competes with Kazakhstan on investment options around the world.

Invariably state-invested, leading Kazakh resources companies are also acquisitive-minded and have their own plans for international domination. Originally a copper-miner, Kazakhmys has since branched out



into gold, petroleum and power generation. Another miner, Eurasian Natural Resources (ENRC) this year bought a 200 million USD controlling interest in Russian-based ferrochrome producer Serov and followed that with a 300 million USD deal for 50% of a Brazilian iron ore developer. China, which has interests in Brazilian iron ore concerns to feed its voracious appetite, will be more bemused at ENRC's pledge to buy assets in Mongolia.

Given that oil accounts for more than

half its export revenues and 30% of its GNP, Kazakhstan is also keen for some China-style diversification of its economy, which (thanks to record petroleum prices) has scored an average 9% GDP growth every year since 2002.

Kazakhstan has promised its people huge infrastructure projects and a build-out of processing and manufacturing industry – the kinds of things which have fuelled China's enviable economic growth. Kazakh plans for new and renovated railway lines and

highways posit a great opportunity for Chinese construction companies, renowned for building projects on time and under budget. But could Kazakhstan, the well-educated base of many Soviet-era scientific experiments, feasibly compete with China on manufacturing?

Not likely, says Schoeberlein. Kazakhstan may also need China: while it has natural resources, it needs funds (and expertise) to build its energy and agribusiness companies into corporations capable of

exploiting those resources. Nepotism and leaky public coffers are other problems holding back investment in infrastructure and manufacturing, says Schoeberlein.

As in China, rising transport costs have hurt Kazakhstan's energy and agricultural exports. The Tenge however remains a stable currency and Kazakhstan will get plenty of international exposure during its hard-won chairmanship of the Organisation for Security & Cooperation in Europe (OSCE) in 2010. "There are a lot of positive things going for Kazakhstan and while economic reform has been patchy it is better than efforts in neighbouring Central Asian states," says Swanström.

China may be a more suitable partner for Kazakhstan in exploiting its oil. Aside from geographical proximity, Chinese engineers are more prepared to work in the remote areas such as Kashagan and Tengiz oil fields (both located in the Caspian Sea), where Kazakh reserves are located. "China already learned much about Kazakh conditions and potential by building a pipeline which brings oil from Kazakhstan into its western province of Xinjiang," explains Martha Brill Olcott, senior associate in the Russian and Eurasian Program at the Carnegie Endowment and author of the book *Central Asia's Second Chance*. Kazakhstan, she explains, has promised to cooperate with China in improving road, rail and pipeline links between the two countries.

China National Petroleum Co is joint-venturing with Aktobemunaigas on one of several smaller fields which altogether produce one million barrels a day. Nobody has come close to the Kashagan oil field, whose 13 billion barrels of recoverable reserves

made it the biggest oil field outside the Middle East when discovered in 2000. The discovery has not been equaled since, but getting the oil out of the ground has proven difficult and produced commercial disputes involving some of the world's largest energy companies. Kazakhstan is already piping plenty of oil: when you include Kashagan there's altogether 40 billion barrels of proven reserves under the country's territory.

In its quest to diversify, Kazakhstan has promised to make its business capital, Almaty, a financial hub for Central Asia – and western China. The national stock exchange, Kase, has been working hard at reform,



**40 billion barrels of proven reserves.**

trying to coax large domestic energy companies and smaller state firms onto its board. Its 100 billion USD capitalization has a long way to go to match China's exchanges, though Kazakh mining companies Kazakhmys and ENRC (which have both listed in London, making it into the FTSE 100 index of companies) have recently listed on Kase.

Kazakhstan's need may again be China's opportunity. The Regional Financial Center of Almaty, in plan-

ning, will be a hub of the action as trade increases between China and Kazakhstan. Kase is preparing for an IPO to raise cash for a new corporate headquarters. Getting a slice of the exchange would be a good move for international investors with a lot at stake in Kazakhstan. "It would seem logical for China to invest in Kase," says Gairat Salimov, head of research at Renaissance Capital in Almaty.

Grain is Kazakhstan's other gift. The sparsely populated state already ranks as the sixth-largest grain producing nation, but has the land to expand the 22 million tonnes produced in 2007. Better technology and fertilizers would easily get the figure up to 30 million tonnes, says Richard Ferguson, agriculture analyst at Nomura Securities. While yields are lower than in Russia, grain from Kazakh fields is prized for its high protein and gluten content.

Kazakhstan needs to spend hugely on railways to get its grain out, but China is closer than the Black Sea. It's cheaper to send it to Urumqi, China's most westerly metropolis, than to Georgia. Sarybay, a Kazakh grain company, sent a delegation to a trade fair in Urumqi seeking business.

But there's a snag: spooked by rising food prices and the spectre of local food shortages, Kazakhstan's government earlier this year placed a ban on grain exports.

In grain as in oil China's best bet may be in going in to do the harvesting itself. Geographical proximity and a lot of shared history – both countries were overrun and moulded by Genghis Khan – make China and Kazakhstan ideal partners. ■



## AmCham Tianjin Upcoming Events

### 1. AmCham & Hyatt Regency Jing Jin City Resort and Spa 2008 Annual Fall Classic Golf Tournament

(Award dinner in Hyatt Regency Jing Jin City Resort and Spa)

**Date:** 11 October 2008 Saturday

**Venue:** Regal Riviera Golf Club

Tickets now available!



### 2. Co-event with AustCham Beijing

- Company tour to WestTrak
- Monthly AmCham get together

**Date:** 31 October 2008 Friday

With the purpose of enhancing the relationships between the two chambers and creating more networking opportunities for members from both sides, AustCham BJ and AmCham TJ co-organize this company tour and networking.

This is the seventh stop in AmCham's series of company tours that bring you into the world of advanced manufacturing.

After the tour, you can join the Monthly AmCham get together on the last Friday of each month in a relaxed and informal setting at the lobby lounge, 7F of Nikko Hotel. We look forward to seeing you there. A lucky draw will be held. Please bring your AmCham membership card to take advantage of the discounted prices at the bar.

13:40 Shuttle bus set off from Nikko Hotel

14:45 Welcome by GM of WestTrak

15:00 Visit the factory

17:00 Return to Nikko

18:30 Networking drinks at the Lobby Lounge, 7F, Nikko Hotel



### 3. 2008 AmCham Tianjin and TICC Christmas Charity Ball

**Date:** 6 December 2008 Saturday

**Venue:** Sheraton Hotel Tianjin

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# 天津韩国商会

The Korea Chamber of Commerce & Industry in Tianjin, China

## Writer's Column – Establishing closer network among foreign businesses in Tianjin



On 3 September, Tianjin Korean Chamber of Commerce hosted its International Golf Tournament at Aroma Golf Club. On a bright sunny day, more than 100 participants from different business and governmental organizations attended the event. They were from the American Chamber of Commerce, Taiwanese Chamber of Commerce, Tianjin Government and the vast majority from the Korean Chamber of Commerce. The tournament ended around 5PM and was followed by a buffet dinner and prize draw.

The International Golf Tournament provided an opportunity for foreign business and community leaders to come together. At its 3rd International Golf Tournament, KorCham has strived to accomplish that goal by inviting leaders from different backgrounds. If you have not already noticed, there are numerous foreign business establishments in Tianjin. In TEDA alone, 62 Fortune 500 companies from 10 countries have invested, funded or currently operate over 100 factories and offices. As the number of foreign businesses grows and their investment diversifies into more localized specific industries, the demand for more social events like this will grow. The demand among foreign businesses to effectively present their common business needs to relative government officials will also grow accordingly.



A particular ethnic organization or a private enterprise faces tremendous difficulty in attracting a wide range of foreign participants to its social events. Local associations should support and take leadership in organizing social events as a platform to share mutual business concerns. After all, foreign business managers and owners in Tianjin are quite serious about establishing a strong, multinational business network. Playing golf together, meeting for a cup of coffee and dining over a glass of wine are all great ways to break the ice.

Many foreign businesses altogether face similar types of challenges, whether regulatory changes such as implementation of the new labour law or economic problems such as ever-growing inflation in China. If multinational firms voice their opinions in one unified manner, they can more quickly and easily solve these common problems.

9월3일 아로마 골프장에서 천진한국상회가 주최한 국제 골프 대회가 열렸다. 천진시 정부와 미국상회, 대만상회 등을 포함한 외국상회로 부터 참가자는 100명이 넘었다. 정오에 시작한 골프 경기는 5시쯤 끝났고 식후행사로 부페 식사와경품 추첨이 있었다.

세번째로 열린 한국상회 국제골프대회는 외국 사업가들과 지역 지도자들을 한자리에 모을 수 있는 좋은 기회였다. 천진의 태다 경제기술 개발구에만 74개 국가 및 지역에서 투자한 4485개 외국기업이 입주하였으면 포춘 500대기업중 62개의 회사가 137개 항목등을 투자할 정도로 이미 국제적 산업도시가 되었다. 외국기업의 숫자와 집중 투자액이 늘어나고 다변화 될수록 이번 국제골프대회 같은 친목행사의 수요 또한 늘어날 것이다. 이러한 화합으로 인하여 외국기업들의 공통애로사항을 모아 정부 당국담당자와 협의할 수 있다면 더욱 효과적일 것이다.

천진의 외국회사들은 대부분 정부의 신노동법이라든지 인플레이션 상승등 비슷한 문제를 경험하기 때문에 단일적인 협력체가 필요하다. 그러나 한 국가의 상회나 기업에서 주최하는 친목행사 만으로는 어려움이 많으며, 정부 외국기업 관련 부서에서 조금만더 적극적으로 다른 외국기업들을 단합시킬 수 있다면 더욱 좋을 것이다.

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**BENCHAM**  
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The Benelux Chamber of Commerce in China strengthens the business, government and community ties between Belgium, The Netherlands, Luxembourg (Benelux) and China. By representing large, medium and small sized Benelux companies, with offices in Beijing and Shanghai, we provide a wide range of services to ensure our members' success in China.

**BENCHAM**

The Benelux Chamber of Commerce in China, BenCham, was created in 2001 with the merger of the Dutch Business Association and the Belgian Luxembourg Business Association. To reflect its ever increasing corporate and social responsibilities, the organization changed its name in March 2006 to the Benelux Chamber of Commerce in China.

The Chamber has two chapters, one in Beijing and one in Shanghai. It is the prime platform for business people from the Benelux to meet each other.

BenCham has approximately 600 members and is growing fast. Members are large, medium and small-sized companies as well as individuals with an active interest in developing two-way trade and friendship between the Benelux countries and China.

The Benelux Chamber of Commerce is an independent, non-profit organization managed by a full time secretariat under the supervision of a Board of Directors. Its activities are funded by membership subscription, sponsorships and fees of Chamber events.

**MISSION**

Our mission is to strengthen business, government and community ties between the Benelux countries and China.

**RECENT EVENTS**

• *HBPO - Bencham Olympics events 15 August 2008*



In close combination with the NOC\*NSF (the Netherlands Olympic Committee), the Holland Promotion Office in cooperation with BenCham organized a number of events in the Holland Heineken House, for instance "Holland gateway to Europe - Knowledge and statistics."

• *Network event - 'Back to Business Drink', 2 September 2008*



BenCham Beijing organized a successful network event in the Ullens Center - 798 Art District. It included tours through the Center for Contemporary Art (UCCA) in English and in Mandarin to share the works and exhibitions of emerging artists.

**UPCOMING EVENTS**

- *13 October: Breakfast meeting – Energy, missions and environment*
- *28 October: Joint event with European Chamber – Dutch trade delegation, European China position paper 2008-2009, MEMBERS only*
- *31 October: SME Working Group – Different Leadership and Management*

For more information check [www.bencham.org](http://www.bencham.org). To register for our events, please send an email to [vincy.zhu@bencham.org](mailto:vincy.zhu@bencham.org) or register on our website.

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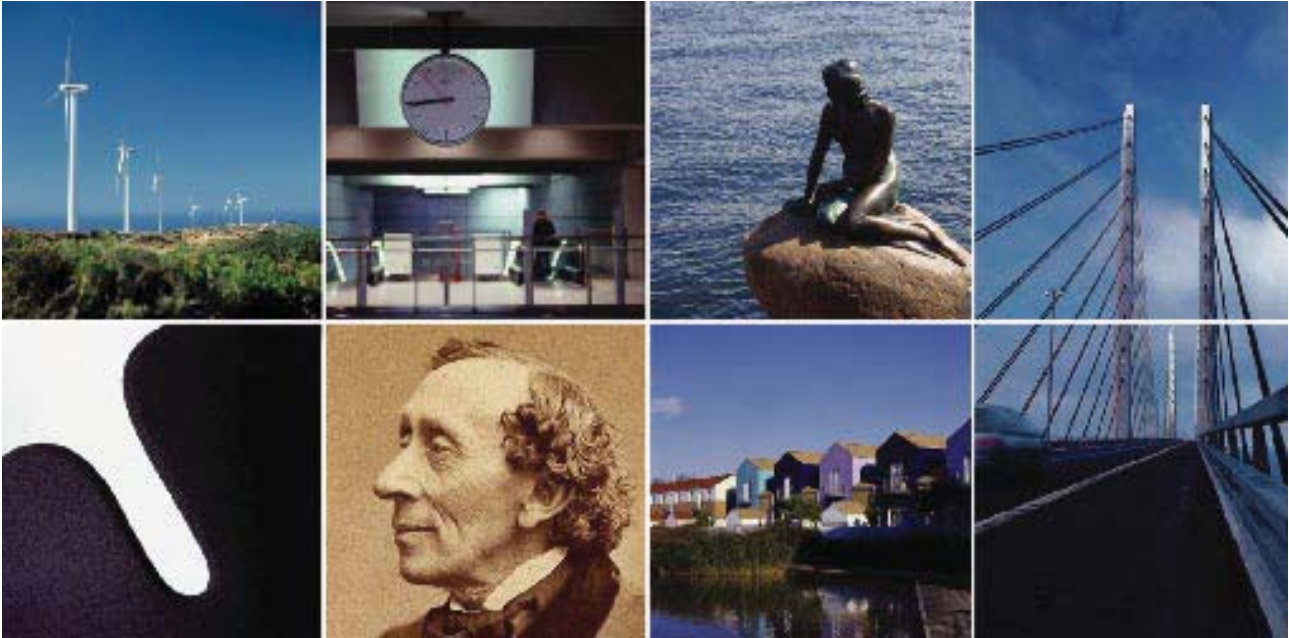
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## Dear Members and Friends of the DCCC,

DCCC and EUCCC parted ways amicably as of 31 August and we therefore moved office on 8 September 2008. We are now situated at

*Radisson SAS Hotel Beijing  
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This also gives us the opportunity of offering you an exciting program for this month:

- October (date to be determined): Analysts and Journalists conference – China's Economy post-Olympics
- October 9: Danish Friday – networking events
- October 23: China-Danish climate change conference

We look forward to seeing you all!

Best regards,

DCCC

## Not yet a member? Join now!

In DCCC we value networking and personal development and we therefore seek to offer our members a varied program so that as many members as possible benefit from every event.

Please note that you are always welcome to contact DCCC's General Manager, Cathy Duan, for an informal meeting about the DCCC and the opportunities and benefits for your company.

### DCCC member benefits:

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**ABOUT US**

**The China-Italy Chamber of Commerce is a private, voluntary, not-for-profit organization registered in 1991 and composed of Italian juridical and physical persons.**

Its Members include the major Italian industrial groups, banks, legal offices and transport companies, as well as small and medium enterprises.

The CICC liaises with the Italian Embassy and Trade Commission Offices in China to co-ordinate and implement programs of common interest.

It is a member of the European Chamber of Commerce in China, supporting it in its role as a representative of European business interests with the Chinese Government authorities and institutions.

*“The Companies gathered in the CICC Network are the pride of Made in Italy. They work hard to build strong and long term relationships, aim to establish connections with the country and the culture which host us.*

*It’s a real pleasure to work in this climate of mutual exchange and collaboration between our countries.”*

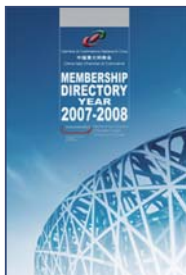


Davide Cucino  
CICC Chairman

**PUBLICATIONS**

**CICC Membership Directory**

The annual full member’s list publication. Each Member has its page published both in English and Chinese. This important marketing instrument is distributed to all our members, to the partner institutions in Italy, Italian and Chinese institutions, foreign chambers of commerce in China, Italian chambers of commerce in Asia and to media.



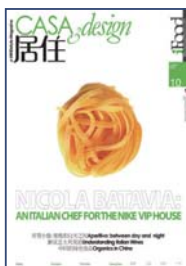
**Il Quaderno**

Four-monthly monographic review, written both in English and Italian with a Chinese presentation. Each issue analyzes several aspects of a specific industry, trying to find possible solutions to member problems. It is realized with informative member contributions to underscore the position and role of Italian firms.



**iFood**

About a year ago, CICC launched its first eFood, narrating month by month the Italian pilosophy about its enogastronomy. eFood now has grown up becoming iFood, "e" of electronic changed to "i" for Italy. Now it will appear in print in an extensively distributed 20-page colour magazine.



**The Economic Bulletin of PRC**

This semi-annual bulletin informs about national and international economic issues, governmental policies and directives, giving a macroeconomic analysis of the past six months and a perspective on future trends in the Chinese market.



**UPCOMING EVENT**

**CICC Seminars**

The China-Italy Chamber of Commerce, together with the Swiss Chamber of Commerce, is glad to invite you to the meeting on **“Transfer pricing documentation rules”** on Tuesday 14 October 2008, 08.30 at the Grand Millennium Beijing.

**Winnie Di**, an expert of this sector from **PricewaterhouseCoopers**, leading Transfer Pricing firm in China, will present the situation to the audience.

Contact our offices to book a seat for this meeting!

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Deutsche Handelskammer  
German Chamber of Commerce  
in China • Tianjin

# TIANJIN OFFICE OPENING CEREMONY OF GERMAN CHAMBER OF COMMERCE

Date: 22nd October, 2008  
Time/Venue: 5pm/Cocktail Reception at Tianjin Office  
6pm/Chamber Dinner at Sheraton Hotel Tianjin  
Fee: free of charge

To officially mark the opening of our Tianjin Office, the German Chamber of Commerce in China is organizing a Chamber Dinner in Tianjin on October 22, 2008. Invited guests to the event will include the Mayor of Tianjin, German Ambassador to the People's Republic of China, Dr. Michael Schaefer, the Board of the German Chamber of Commerce in China, Beijing and representatives of the German Industry on site in Tianjin.

Many new activities are planned for Tianjin and will serve to underline the German Chamber's commitment to the region.

We thank our sponsors for their generous support!



German Chamber of Commerce, Tianjin Office  
Building D<sup>+</sup>, Sino-German Vocational Training Center  
3 Yuliang Road, Nankai District  
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Website: www.china.ahk.de

## METHODS OF PAYMENT

VOLUME 8

A: Hello, Miss Yu. We have received the sales confirmation letter. How shall we pay the 20% cash deposit mentioned (in the confirmation letter)?

于小姐, 你好! 我们 已经 收到 售货 确认书<sup>(1)</sup>, 里面 提到的<sup>(2)</sup> 百分之<sup>(3)</sup> 二十 的 现款<sup>(4)</sup>  
Yúxiǎojiě, nǐhǎo! Wǒmen yǐjīng shōudào shòuhuò quèrènshū, lǐmiàn tídào de bǎifēnzǐ èrshí de xiàнкуǎn

订金<sup>(5)</sup>, 我们 应该 怎么 支付<sup>(6)</sup>?  
dìngjīn, wǒmen yīnggāi zěnmē zhīfù?

B: We accept company checks, bank drafts and telegraphic transfer. Telegraphic transfer is our preferred form of payment.

我们 接受 公司 支票<sup>(7)</sup>、汇票<sup>(8)</sup> 和 电汇<sup>(9)</sup>。我们 最 喜欢 的 付款 方式<sup>(10)</sup> 是 电汇。  
Wǒmen jiēshòu gōngsī zhīpiào. huìpiào hé diànhuì. Wǒmen zuì xǐhuan de fùkuǎn fāngshì shì diànhuì.

A: No problem. Please tell me the name of the bank and the account number. We will be able to make a telegraphic transfer before 5 o'clock today.

没问题。请 告诉 我 银行 名称<sup>(11)</sup> 和 帐号<sup>(12)</sup>, 我们 今天 5点 之前<sup>(13)</sup> 就 可以  
Méiwèntí. Qǐng gàosu wǒ yínháng míngchēn hé zhànghào. wǒmen jīntiān wǔdiǎn zhīqián jiù kěyǐ

到 银行 办理 电汇 手续<sup>(14)</sup>。  
dào yínháng bàn lǐ diànhuì shǒuxù.

B: As soon as we receive your cash deposit, we will start to pack and prepare for shipping.

一<sup>(15)</sup> 收到 现款 订金, 我们 就 可以 开始 包装 并 准备 发运 了。  
Yī shōudào xiàнкуǎn dìngjīn. wǒmen jiù kěyǐ kāishǐ bāozhuāng bìng zhǔnbèi fāyùn le.

A: According to our contract, 70% of the purchase money will be paid by the letter of credit, and the remainder will be paid after the buyer has received the goods.

按照<sup>(16)</sup> 我们 的 合同<sup>(17)</sup>, 百分之 七十 的 货款<sup>(18)</sup> 用 信用证<sup>(19)</sup> 支付, 百分之 十 余款<sup>(20)</sup>  
Ànzhào wǒmen de hétóng. bǎifēnzǐ qīshí de huòkuǎn yòng xìnyòngzhèng zhīfù. bǎifēnzǐ shí yúkuǎn

要 等 买方<sup>(21)</sup> 收到 货物<sup>(22)</sup> 以后 支付。  
yào děng mǎifāng shōudào huòwù yǐhòu zhīfù.

B: Yes. After you received the goods, please check carefully to see if there are any problems.

是的。收到 货物 后, 请 仔细<sup>(23)</sup> 检查<sup>(24)</sup> 有没有 问题。  
Shìde. Shōudào huòwù hòu. qǐng zìxì jiǎnchá yǒuméiyǒu wèntí.

A: You will receive the remainder of the payment as soon as we receive the goods. We have instructed the bank to open an irrevocable letter of credit in your favor.

货物 一到, 你们 公司 就可以 收到 余款。我们 已经 要求<sup>(25)</sup> 银行 以 你们 公司 为  
Huòwù yīdào. nǐmen gōngsī jiù kěyǐ shōudào yúkuǎn. Wǒmen yǐjīng yāoqiú yínháng yǐ nǐmen gōngsī wéi

受益人<sup>(26)</sup>, 开出<sup>(27)</sup> 不可 撤销<sup>(28)</sup> 的 信用证 了。  
shòuyìrén. kāichū bùkě chèxiāo de xìnyòngzhèng le.

B: Thank you! In addition, one thing needs to be explained. Normally we add 1% interest monthly on the past due accounts.

谢谢! 另外<sup>(29)</sup>, 需要 说明<sup>(30)</sup> 的 是, 对 过期<sup>(31)</sup> 的 货款, 我们 公司 通常<sup>(32)</sup> 每月<sup>(33)</sup>  
Xièxiè! Língwài. xūyào shuōmíng de shì. duì guòqī de huòkuǎn. wǒmen gōngsī tōngháng měiyuè

加收<sup>(34)</sup> 百分之 一 的 利息<sup>(35)</sup>。  
jiāshōu bǎifēnzǐ yī de lìxī.

A: Don't worry. Our company never delays payment.

请 放心<sup>(36)</sup>。我们 公司 一定 不会 延误<sup>(37)</sup> 付款。  
Qǐng fàngxīn. Wǒmen gōngsī yíding búhuì yánwù fùkuǎn.

B: Great! Keep in touch.

太好了! 保持<sup>(38)</sup> 联络<sup>(39)</sup>。  
Tàihǎo le! Bǎochí liánluò.

A: Okay. Thank you. Goodbye.

好的。 谢谢你。 再见!  
Hǎode. Xièxie nǐ. Zàijiàn!

(1) 确认书	quèrènshū	confirmation letter	(16) 按照	ànzhào	according to
(2) 提到的	tídào de	mentioned	(17) 合同	hétóng	contract
(3) 百分之	bǎifēnzhī	percent	(18) 货款	huòkuǎn	purchase money
(4) 现款	xiànkǎn	cash	(19) 信用证	xìnyòngzhèng	credit letter
(5) 订金	dìngjīn	deposit	(20) 余款	yúkuǎn	remainder money
(6) 支付	zhīfù	pay, payment	(21) 买方	mǎifāng	buyer
(7) 公司支票	gōngsīzhīpiào	company check	(22) 货物	huòwù	goods
(8) 汇票	huìpiào	bank drafts, cashier's check	(23) 仔细	zǐxì	carefully
(9) 电汇	diànhuì	telegraphic transfer	(24) 检查	jiǎnchá	check, examine
(10) 方式	fāngshì	form	(25) 要求	yāoqiú	instruct
(11) 名称	míngchēn	name	(26) 受益人	shòuyìrén	beneficiary(the one who receives money)
(12) 帐号	zhànghào	account number	(27) 开出	kāichū	open
(13) 之前	zhīqián	before	(28) 不可撤销	bùkěchèxiāo	irrevocable
(14) 手续	shǒuxù	procedure	(29) 另外	língwài	in addition
(15) 一……就	yī……jiù	as soon as...			

(30) 说明	shuōmíng	explain, directions
(31) 过期	guòqī	past due
(32) 通常	tōngcháng	normally
(33) 每月	měiyuè	monthly
(34) 加收	jiāshōu	add
(35) 利息	lìxī	interest (on money)
(36) 放心	fàngxīn	don't worry
(37) 延误	yánwù	delay
(38) 保持	bǎochí	keep
(39) 联络	liánluò	contact



If you meet any problems in learning Chinese, please send us an email at [bizclass@businesstianjin.com](mailto:bizclass@businesstianjin.com). We'll do our best to help you. See you next month.

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# WHAT IS A HEALTHY BUSINESS? (PART I)



Wolfgang Knüfer

One of the most serious misconceptions surrounding the measurement of corporate performance is that everything that cannot be measured in the normal sense of the word is to be ignored for the sole reason that it is immeasurable. In most cases this misconception is precisely the reason why people cling almost desperately to financial variables, which are easy to quantify and thus apparently provide security, objectivity, precision and reliability. Upon closer inspection, however, it becomes clear that financial variables are in truth anything but secure, objective, precise and reliable – and that is what makes them so dangerous.

The main tools used for controlling and assessing a business and its business success are, despite all progress made, still the budget, results account and balance sheet. While this statement is not true of all business, it is true of the majority, particularly medium-sized businesses. All the improvements made in this area – the introduction of controlling, the monthly or quarterly results reports, etc. – still do not properly provide a true reflection of business success. They may at best perhaps suffice in a period of stability and economic boom.

Accounting figures provide too little information about whether a company or a business is healthy or not. Even firms making good profits may be fatally diseased without it showing up yet in the accounts. And businesses that are making a loss may essentially be healthy and vital; they may just have caught the “flu” and been “laying low” for a while, but are curable and will soon recover.

How and where can one tell whether a business is healthy? What key variables provide the right information to judge a company and its



business reliably and comprehensively? What must one look for to detect imminent difficulties early on, while there is still time to act?

Many economic commentators, journalists, analysts, and the like are quick to castigate entrepreneurs and managers for failing to act. Manager-bashing may well be a popular sport and have a positive effect on the readership of books and newspapers, but is it really true to say the entrepreneurs and managers do not act? Admittedly, a few of them do not act; whereas some act fast, and others act slowly. The criticism often leveled at us Europeans – that we are not among the fastest – may well be true.

Broadly speaking, managers do act – provided that they recognize the problems. There are some who do not act even then, but they are out of the competitive running sooner or



**Money does not tire, it never needs to be motivated, is it not organized into trade unions, and it works around the clock 365 days a year.**

later in any case. I see the problem less in whether managers have the courage and determination to act, and more in the fact that they often do not recognize problems, or if they do, then too late. But this problem can be remedied.

**There are six variables that, taken together, allow a business to be assessed quickly and reliably.** Controllers must be made to focus their attention on these factors; to identify them, track them and report on them as appropriate. In addition to these variables, corporate governance will wish to have and know more. Without these six key variables, it will not know enough and so there will be a systematic risk of misjudgment and misunderstanding, and in the final analysis, corporate governance will be no more than groping around in the dark. These variables are the basis from which corporate governance is exercised and are the

only way to avoid pitfalls of both the stakeholder theory (which was “invented” by GE in the early 1970s) and the shareholder theory (which is unfortunately still the main approach for most MBA programs).

These six variables can also bridge the gap between short-term and long-term perspectives. It is after all a piece of cake to make a company successful in the short term. *But what about the medium and long term?* The key variables considered below – incidentally in order of their importance – can be compared to the dashboard displays in a car or the instrument panel readings in an airplane cockpit. They provide information about the state of the most important navigation systems and enable appropriate action to be taken. Naturally, establishing these signal variables requires a good deal of work. This work is however a very good investment.

### 1. Market position

The first key variable is the market position of the business and its individual divisions. There is no way around it: a company’s market position is crucial to its business success. It took some considerable time for this insight to be known and gain acceptance generally in economic circles. Although managers are increasingly gaining this opinion, many people (too many) still have problems with it. They



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have not fully grasped it and quote dozens of reasons why it does not apply. Continual improvements in market position, or at least maintaining a defensive market position, is the first key variable for judging success for all kinds of businesses, all sizes of businesses, and all industries.

Market position is a complex variable and therefore not easy to define. Generally speaking, it cannot be quantified by a few key figures alone. Naturally, market share or market share per business unit – and in particular relative market shares – are

relevant. But market position goes far beyond what can be recorded as market shares. Levels of recognition and customer satisfaction, customer benefit figures, presence in the individual segments, and other matters are also part of it. Fundamental analysis of these criteria is one of the primary tasks of the highest management bodies. And then, is the market position improving in the right markets, with the right customer groups, and in the right distribution channels?

## 2. Innovative Performance

The second variable is a company's innovative performance. It is the most reliable early warning signal for long-term success. A business that stops innovating or whose innovative power clearly declines finds itself going downhill, and does so well before it is evident from the accountancy department's figures. It may be years before this development can be detected by conventional means.

One of the key figures for innovative performance is the innovative rate: what percentage of sales is achieved from products or services that are now more than three or five years old? The right percentage needs to be determined in each individual case, but it should never be less than 10%; whereas a figure in excess of 30% generally has clearly negative implications for medium-term and long-term yields. A further key variable of innovative performance is the ratio of successful start-ups to flops. Another is time-to-market, that is, the time taken from the idea through to the market launch of an innovation. These figures must be compared over time and also against the competition's figures.

## 3. Productivities

A third area for measuring success is productivity, or to be more precise productivities. Over the past hundred years, productivity has basically been measured by only one variable: the productivity of work. This element is still important but is no longer sufficient. To an increasing degree, other productivities are becoming significant, in particular

the productivity of money, the productivity of time, and the productivity of knowledge.

### Productivity of work

The conventional measure of productivity is the productivity of work. Yet the most widespread and most frequently used measure of productivity, sales per capita, is the worst possible indicator. We need to start with value creation per capita, which is easy to establish, tracked systematically and discussed at the top level in only a few businesses.

### Productivity of money

Even more important than the productivity of work today is the productivity of money or of capital. It is also the quickest and easiest thing to improve. Money does not tire, it never needs to be motivated, is it not organized into trade unions, and it works around the clock 365 days a year. Money has also hitherto been the only really global resource. It speaks all languages and it can work in Tianjin today, in Shanghai tomorrow and in Paris or London the day after.

Measuring the productivity of money and capital must start with the value creation per invested unit of money. The crude baseline figure must then be refined: value creation per unit of money under the various headings of fixed and current assets, in relation to the money passing

through; but also value creation per unit of money shown under the main expenditure and revenue headings. The best, albeit somewhat radical, way to improve the productivity of money and capital is to impose high interest rates on subsidiaries and divisions and to keep their money supply tight. The managers of business units should be moaning about the pressure of the meager yet costly money supply, and that should be a grouse at every management conference and a routine topic at every budget and performance meeting. There is nothing better than tight purse strings and expensive money to make people learn the ABCs of the economy quickly and thoroughly; and nothing distorts thinking quite so much and so quickly as the availability of abundant, cheap money. In the end, it is the only way to bring economic and business-like thinking into the company.

### Productivity of time

(to be continued in our next issue)

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*Wolfgang Knüfer can look back at a successful career as an international manager and management consultant. He has been working for the European Chamber of Commerce in Tianjin and makes himself available for exclusive seminars on diverse management and leadership topics.*



## International organizations based in Tianjin have the following open positions: (在津跨国公司招聘以下高级人员)

### Marketing Manager (市场经理)

Code: MM0810

#### JOB DESCRIPTION:

- Develop strategy for growth and expansion in China and Europe and negotiate deals with international partners
- Analyze market trends
- Evaluate and explore evolving and strategic opportunities
- Coordinate monthly closing and budget control
- Work with Product and Sales teams to identify targeted marketing plans that promote the product portfolio in conjunction with other strategies
- Develop marketing specifications for the product portfolio
- Advise on competitive price positioning of products to account for the technical merits and weaknesses of competitor products

#### WHO WE ARE LOOKING FOR:

- Ability to meet multiple objectives in an entrepreneurial environment with little supervision
- Extensive negotiation experience, including comfort with legal aspects of negotiations
- Prior experience working in a high-growth or startup technology company preferred
- Proven track record with high standards of professionalism
- Exceptional interpersonal skills and ability to develop strong working relationships inside and outside
- Creative, resourceful, detail-oriented, highly organized

### Office Manager (办公室经理)

Code: OM0810

#### JOB DESCRIPTION:

- General administration of office, personnel, travel, meeting schedules.
- Maintain properly functioning systems of office administration and secretarial services
- Secretarial support to meetings and correspondence with the Trustees, Partnership Board and Project Partners
- Coordinate distribution of publications, reports and information materials
- Provide primary point of access, enquiry and response
- Coordinate input of communications and other consulting services

#### WHO WE ARE LOOKING FOR:

- Ability to supervise and manage a team of professional and administrative staff
- Ability to prepare a budget and manage finances
- Ability to work effectively with others and cultivate productive professional relationships
- Ability to clearly and concisely communicate ideas verbally and in writing
- Experience and expertise in event management
- Multinational experience preferred

### Software Engineer (System) (软件工程师-系统)

Code: SE0810

#### JOB DESCRIPTION:

- Contribute towards the creation of product design specifications
- Perform maintenance on source code, analyzing and fixing bugs where necessary
- Perform occasional evaluation of new technologies and methodologies for use within the product set
- Periodically design and implement custom enhancements for specific customer requirement

#### WHO WE ARE LOOKING FOR:

- At least 2 years working within a C/C++ Linux development environment
- At least 2 years of experience in project task force management
- Experience in converting requirements to design specifications
- Fluent spoken and written English and Mandarin required

### Manufacturing Operations Manager (工厂运营经理)

Code: MOM0810

#### JOB DESCRIPTION:

- Initiate plans and processes which minimize manufacturing costs through effective utilization of manpower, equipment, facilities, materials and capital
- Assure attainment of programs and production schedules while ensuring high quality standards
- Review, analyze, plan, coordinate and lead all activities within the manufacturing operations organization
- Plan and implement manufacturing strategies and action plans to ensure that the manufacturing operations group supports the strategic imperatives
- Assure the development and coordination of systems and programs to promote cost effective manufacturing operations in line with manufacturing plans and objectives

#### WHO WE ARE LOOKING FOR:

- Bachelors Degree in Business or Engineering required - prefer MS/MA/MBA
- 6+ yrs of experience in heavy manufacturing environment, with machining and assembly required
- Knowledge of manufacturing equipment, systems and tools
- Knowledge of productivity principles and practices, manufacturing and Industrial Engineering methods
- Knowledge of production processes, quality tools, material flow and management
- Knowledge of supply chain tools and processes - MRP methods
- Good at communicating with people of different levels
- Goal oriented, open and solid communicator who encourages teamwork
- Experience with represented workforce is a plus
- Good English and Mandarin



If you are interested in any of these positions, please send your resume and mention **Code No.** to [HR@boxinren.com](mailto:HR@boxinren.com)



# INTERNATIONAL FLIGHTS

(1=Mon, 2=Tue, 3=Wed, 4=Thu, 5=Fri, 6=Sat, 7=Sun)

## From Beijing

DEST	DEP	ARR	Flight No	Days
Abu Dhabi	19:10	00:20 (+1)	EY889	...3.5.7
Addis Ababa	20:10	06:50(+1)	ET605	1.2.4.6.7
Amsterdam	11:40	15:55	KL898	1234567
Bangkok	08:30	12:30	TG675	12..567
	10:40	16:20	TG614	1234567
Doha	02:00	06:15	QR899	.23.56.
Dubai	23:55	05:05(+1)	EK307	1234567
Frankfurt	10:30	14:30	LH721	1234567
Helsinki	11:00	14:20	AY052	1234567
Hong Kong	07:45	11:25	CX 317	1234567
	11:55	14:55	KE852	1234567
Seoul*	21:05	00:05(+1)	KE854	1234567
	13:50	16:55	KE880	1.3.5.7
London	11:25	15:05	BA0038	12.4.6.7
Moscow	11:40	15:55	SU572	1234567
	06:55	11:10	SU574	1234567
Paris (CDG)	09:50	14:40	AF129	1234567
San Francisco	12:00	08:30	UA888	.234...
	00:10	06:25	SQ821	1234567
Singapore	08:45	15:00	SQ803	1234567
	16:00	22:15	SQ805	1234567
Sydney	21:40	11:30(+1)	QF192	1.3.5..
Tel Aviv	22:00	04:00	LY096	.2.4..7
	10:55	13:50	JL781	1234567
Tokyo	08:30	13:00	NH956	1234567
Toronto	17:50	18:40	AC032	1234567
Vancouver	16:20	12:20	AC030	1234567
Washington	08:30	19:35	UA898	..234...

## To Beijing

ORIGIN	DEP	ARR	Flight No	Days
Abu Dhabi	22:05	09:50(+1)	EY888	.2.4.6.
Addis Ababa	00:40	18:40	ET604	12.4.6.7
Amsterdam	18:35	09:50(+1)	KL897	1234567
	17:35	21:20	TG615	1234567
Bangkok	00:35	06:15	TG674	12..567
	01:35	14:40	QR898	12.45..
Dubai	03:20	15:10	EK306	1234567
Frankfurt	17:20	08:30(+1)	LH720	1234567
Helsinki	20:10	08:55(+1)	AY051	1234567
Hong Kong	08:00	11:25	CX6872	1234567
	09:30	10:35	KE851	1234567
Seoul*	11:30	12:40	KE879	1.3.5.7
	19:00	20:05	KE853	1234567
London	16:40	09:35(+1)	BA0039	1.3.567
Moscow	18:05	05:30	SU573	1234567
	22:25	09:50	SU571	1234567
Paris (CDG)	15:55	07:45(+1)	AF128	1234567
San Francisco	11:15	14:25(+1)	UA898	.234...
	01:10	07:20	SQ800	1234567
Singapore	08:40	14:50	SQ802	1234567
	16:55	14:50	SQ822	1234567
Sydney	10:10	20:10	QF191	1.3.5..
Tel Aviv	00:35	15:10	LY095	.2.4..7
	08:25	12:25	JL780	1234567
Tokyo	10:35	13:25	NH905	1234567
Toronto	14:45	15:50(+1)	AC031	1234567
Vancouver	12:30	14:50(+1)	AC029	1234567
Washington	12:10	13:55(+1)	UA897	.234...

## From Tianjin

DEST	DEP	ARR	Flight No	Days
Chubu	14:15	18:05	JL788	1234567
Hong Kong	08:35	11:50	KA1104/CA103	1234567
Seoul*	12:15	15:05	KE862	1234567
Nagoya	14:30	18:20	NH114	1234567

## To Tianjin

ORIGIN	DEP	ARR	Flight No	Days
Chubu	11:00	13:05	JL787	1234567
Hong Kong	12:50	15:55	KA1103/CA104	123456
Seoul*	09:30	10:20	KE861	1234567
Nagoya	10:40	12:45	NH113	1234567

\* Flights from Beijing/Tianjin to Seoul, from Seoul to Beijing/Tianjin provided by Korean Air. Schedules are subject to government approval and may be changed without prior notice.

### Airline Code

<b>AC</b> Air Canada	<b>EY</b> Etihad Airways	<b>QF</b> Qantas Airways
<b>AF</b> Air France	<b>JL</b> Japan Airlines	<b>QR</b> Qatar Airways
<b>AY</b> Finnair	<b>KE</b> Korean Airlines	<b>SK</b> Scandinavian Airlines System
<b>BA</b> British Airways	<b>KL</b> KLM-Royal Dutch Airlines	<b>SQ</b> Singapore Airlines
<b>CX</b> Cathay Pacific	<b>LH</b> Lufthansa	<b>SU</b> Aeroflot Airlines
<b>EK</b> Emirates	<b>LY</b> El Al Airlines	<b>TG</b> Thai Airways
<b>ET</b> Ethiopian Airlines	<b>NH</b> All Nippon Airways	<b>UA</b> United Airlines

CUT OUT AND CARRY THESE TABLES

# DOMESTIC FLIGHTS

(1=Mon, 2=Tue, 3=Wed, 4=Thu, 5=Fri, 6=Sat, 7=Sun)

## From Tianjin

DEST	DEP	ARR	Flight No	Days
<b>Changchun</b>	10:50	12:40	ZH9253	1234567
	08:00	10:40	CA1421	1234567
<b>Chengdu</b>	16:30	19:20	NS8862	1234567
	10:10	11:00	HU7697	1234567
<b>Dalian</b>	15:30	16:20	CZ6176	12.45.7
	18:50	19:40	GS7447	1234567
<b>Fuzhou</b>	18:45	22:50	MF8138	1234567
	08:00	10:45	CA1317	1234567
<b>Guangzhou</b>	13:30	16:20	HU7201	1234567
	15:00	17:50	CA1395	1234567
<b>Hangzhou</b>	07:10	9:10	MF893	1234567
	16:30	18:10	MU2298	1234567
	17:15	19:00	FM9123	1234567
	18:50	20:45	CZ5808	1234567
<b>Hohhot</b>	9:50	10:50	CA4717	1234567
	12:40	13:40	HU7656	1.3.5.7
<b>Kunming</b>	12:10	15:40	8L9922	1234567
<b>Nanjing</b>	15:55	18:05	ZH9254	1234567
<b>Ningbo</b>	22:05	0:05	MU2398	12.456.
	8:20	9:20	HU7575	1234567
<b>Qingdao</b>	11:00	12:00	HU7497	1234567
	15:15	16:15	HU7455	1.3.5.7
	16:25	17:25	CA4958	.2.45.7
	21:35	22:35	SC4718	1234567
	8:10	9:45	CA1533	1234567
<b>Shanghai</b>	10:50	12:35	HO1136	.2.4567
	11:00	12:45	MU8960	1234567
	13:20	15:05	FM5146	1234567
	15:35	17:25	CA15323	1234567
	15:45	17:30	FM9130	123456
<b>Shenyang</b>	11:55	13:10	NS8861	1234567
<b>Shenzhen</b>	8:00	10:55	HU7203	1234567
	11:55	14:55	CZ3722	1234567
<b>Taiyuan</b>	16:20	19:25	ZH9936	1234567
	14:05	15:05	HU7481	1234567
<b>Wuhan</b>	18:45	20:40	MF8139	1234567
	21:10	23:00	CZ3170	..3.567
<b>Xiamen</b>	14:20	17:05	MF855	1234567
	16:25	20:20	CA4958	.2.45.7
	18:50	22:55	MF8126	1234567
<b>Xi'an</b>	13:20	15:00	HU7698	1234567
	16:00	17:40	HU7698	.....6.
	18:10	19:50	HU7402	1234567
<b>Yantai</b>	10:00	10:50	HU7655	1.3.5.7
	11:20	12:10	HU7459	.2.4.6.

## To Tianjin

ORIGIN	DEP	ARR	Flights No	Days
<b>Changchun</b>	13:25	15:20	ZH9254	1234567
<b>Chengdu</b>	8:35	10:55	NS8861	1234567
	11:40	14:00	CA1422	1234567
<b>Dalian</b>	11:40	12:40	HU7698	1234567
	13:55	14:45	CZ6175	12.45.7
	20:10	21:00	GS7448	1234567
<b>Fuzhou</b>	9:00	13:20	MF8137	1234567
	11:50	14:35	CA1318	1234567
<b>Guangzhou</b>	19:00	21:55	CA1396	1234567
	21:10	23:55	HU7202	1234567
	11:35	13:15	MF8125	1234567
<b>Hangzhou</b>	13:10	16:15	SC4877	1..4.6.
	13:45	15:40	MU2297	1234567
	15:30	17:20	CA1578	1.3..6.
	8:30	9:30	HU7655	1.3.5.7
<b>Hohhot</b>	20:00	21:00	CA4718	1234567
<b>Kunming</b>	8:30	11:30	8L9921	1234567
<b>Nanjing</b>	8:35	10:20	ZH9253	1234567
<b>Ningbo</b>	19:10	21:15	MU2397	12.456.
	8:15	9:15	CA4717	1234567
<b>Qingdao</b>	9:50	10:50	HU7576	1234567
	9:50	13:00	GS7576	1234567
	12:35	13:35	HU7498	1234567
	16:50	17:50	GS7456	1.3.5.7
	8:00	10:05	FM5149	1234567
<b>Shanghai</b>	10:30	12:30	FM5145	1234567
	12:55	15:00	MU8961	1234567
	17:30	19:15	FM9133	1234567
	18:25	20:15	CA1524	1234567
	19:20	21:25	HU7208	....5..
<b>Shenyang</b>	14:10	15:30	NS8862	1234567
<b>Shenzhen</b>	8:05	11:05	CZ3721	1234567
	11:45	14:35	HU7204	1234567
<b>Taiyuan</b>	12:35	15:50	ZH9935	1234567
	15:35	16:30	HU7482	1234567
<b>Wuhan</b>	11:20	13:20	MF8137	1234567
	18:30	20:20	CZ3169	..3.5.7
<b>Xiamen</b>	13:40	16:15	MF856	1234567
	11:25	15:15	CA4957	.2.45.7
	18:45	22:40	MF8125	1234567
<b>Xi'an</b>	8:00	9:30	HU7697	1234567
	8:15	9:55	GS7571	1.3.5.7
	16:05	17:40	HU7401	.234567
<b>Yantai</b>	11:20	12:10	HU7656	1.3.5.7
	12:40	13:30	HU7460	.2.4.6.

### Airline Code

<b>3U</b> Sichuan Airlines	<b>GS</b> Grand China	<b>NS</b> Northeast Airlines
<b>8L</b> Lucky Air	<b>HO</b> Juneyao Airlines	<b>SC</b> Shangdong Airlines
<b>CA</b> Air China	<b>HU</b> Hainan Airlines	<b>ZH</b> Shenzhen Airlines
<b>CZ</b> China Southern Airlines	<b>MF</b> Xiamen Airlines	
<b>FM</b> Shanghai Airlines	<b>MU</b> China Eastern Airlines	

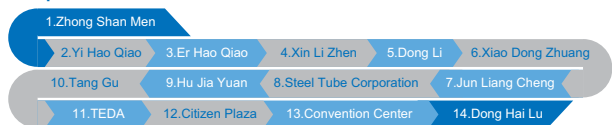
TRAINS

BJ~TJ~TEDA (¥14)			TEDA~TJ~BJ (¥14)		
Train	Departs	Arrives	Train	Departs	Arrives
4493	13:10	16:08	4494	08:05	11:21

LIGHT RAIL

TJ ~ BINHAI (¥6)					
Train	Monday ~ Friday		Saturday ~ Sunday		
	Periods of Time	Interval(min)	Periods of Time	Interval(min)	
<b>Zhong Shan Men</b> (TJ ~ Binhai)¥6 First: 06:30 Last: 21:00	06:30 ~ 06:45	15	06:30 ~ 06:50	20	
	06:45 ~ 07:54	5 ~ 10	06:50 ~ 08:20	12 ~ 13	
	07:54 ~ 11:00	10 ~ 12	08:20 ~ 10:55	8 ~ 10	
	11:00 ~ 15:45	15	10:55 ~ 15:20	12 ~ 15	
	15:45 ~ 18:15	10 ~ 13	15:20 ~ 16:50	10	
<b>Dong Hai Road</b> (Binhai ~ TJ)¥6 First: 06:30 Last: 21:00	18:15 ~ 20:00	15	16:50 ~ 21:00	12 ~ 15	
	20:00 ~ 21:00	20	—	—	
	06:00 ~ 07:40	10 ~ 20	06:30 ~ 08:10	15 ~ 20	
	07:40 ~ 10:05	8 ~ 13	08:10 ~ 10:50	10 ~ 13	
	10:05 ~ 15:05	15	10:50 ~ 12:20	15	
<b>Dong Hai Road</b> (Binhai ~ TJ)¥6 First: 06:30 Last: 21:00	15:05 ~ 16:55	10 ~ 12	12:20 ~ 18:10	10 ~ 12	
	16:55 ~ 18:00	5 ~ 8	18:10 ~ 21:00	13 ~ 15	
	18:00 ~ 20:00	10 ~ 15	—	—	
	20:00 ~ 21:00	20	—	—	

Stops:



AIRPORT Shuttle Bus

Tianjin ~ Beijing Airport Terminal 3
¥80 one way 06:00-18:00, runs every 30 minutes till 18:00. Tian Huan Long Distance Bus Passenger Station at the junction of Hong Qi Lu and An Shan Xi Dao. Tel: +86 22 2305 0530 +86 22 2305 0533
Beijing Airport Terminal 3 ~ Tianjin
¥70 one way 07:00, 08:00, 09:00 then every 30 minutes until 23:00 Exit on the first floor at Gate 3, Terminal 3 Tel: +86 10 64558718 +86 10 8433 5878

METRO Tianjin

**Metro line 1**  
Metro line 1 is from Liu Yuan station to Shuang Lin station. It crosses Bichen, Hongqiao, Nankai, Heping, and Jinnan districts.  
Price: ¥2-5 depend on distance travelled  
Hours: 06: 00 - 22: 00 Tel: +86 22 6028 6777  
Subways run every 10 minutes, 5 minutes during peak hour.

No. 1 Metro Stops:



TAXIS Tianjin

3km	4km	5km	6km	7km	8km	9km	10km	11km
¥8	¥9.7	¥11.4	¥13.1	¥14.8	¥16.5	¥18.2	¥19.9	¥20.8
12km	13km	14km	15km	16km	17km	18km	19km	20km
¥25	¥27.6	¥30.1	¥32.7	¥35.2	¥37.8	¥40.3	¥42.9	¥45.4

BULLET (C) TRAIN

TJ ~ BJ (¥58 - ¥69)				BJ ~ TJ (¥58 - ¥69)			
Train	Tianjin	Wu Qing	Beijing	Train	Beijing	Wu Qing	Tianjin
C2202	06:35	06:46	07:10	C2001	06:15		06:45
C2002	07:00		07:30	C2003	06:30		07:00
C2004	07:15		07:45	C2005	07:00		07:30
C2006	07:30		08:00	C2271	07:20		07:50
C2008	07:45		08:15	C2007	07:35		08:05
C2010	08:10		08:40	C2009	07:50		08:20
C2012	08:25		08:55	C2011	08:05		08:35
C2014	08:40		09:10	C2201	08:45	09:05	09:20
C2272	08:56		09:26	C2013	09:00		09:30
C2016	09:10		09:40	C2015	09:15		09:45
C2018	09:25		09:55	C2017	09:30		10:00
C2020	10:00		10:30	C2019	09:45		10:15
C2204	10:20	10:31	10:54	C2021	10:00		10:30
C2022	10:35		11:05	C2203	10:15	10:35	10:50
C2024	10:50		11:20	C2023	10:30		11:00
C2026	11:05		11:35	C2273	10:45		11:15
C2028	11:20		11:50	C2025	11:30		12:00
C2030	11:40		12:10	C2027	11:45		12:15
C2032	12:25		12:55	C2029	12:00		12:30
C2274	12:41		13:11	C2031	12:15		12:45
C2206	13:20	13:31	13:54	C2275	12:35		13:05
C2034	13:40		14:10	C2033	13:10		13:40
C2036	13:55		14:25	C2035	13:40		14:10
C2276	14:11		14:41	C2205	14:05	14:25	14:40
C2038	14:25		14:55	C2037	14:45		15:15
C2208	14:50	15:01	15:24	C2039	15:00		15:30
C2040	15:05		15:35	C2041	15:15		15:45
C2042	15:20		15:50	C2207	15:35	15:55	16:10
C2044	15:35		16:05	C2277	15:55		16:25
C2046	15:50		16:20	C2043	16:20		16:50
C2048	16:30		17:00	C2045	16:35		17:05
C2050	16:55		17:25	C2047	16:50		17:20
C2210	17:10	17:21	17:45	C2049	17:20		17:50
C2278	17:31		18:01	C2209	17:35	17:55	18:10
C2052	17:45		18:15	C2051	17:50		18:20
C2054	18:20		18:50	C2053	18:05		18:35
C2056	18:35		19:05	C2055	18:20		18:50
C2058	18:55		19:25	C2057	18:35		19:05
C2212	19:10	19:21	19:45	C2279	18:50		19:20
C2060	19:25		19:55	C2059	19:10		19:40
C2062	19:40		20:10	C2061	19:40		20:10
C2280	20:26		20:56	C2063	19:55		20:25
C2064	21:05		21:35	C2211	20:10	20:30	20:45
C2066	21:20		21:50	C2281	20:25		20:55
C2068	21:35		22:05	C2065	20:45		21:15
C2070	21:50		22:20	C2067	21:25		21:55
C2282	22:06		22:36	C2069	22:10		22:40

\* Beijing-Tianjin Bullet (C) Train opened on 1 August from Beijing South Railway Station to Tianjin Railway Station. The price of the first class is 69RMB while the price of second class is 58RMB. Please call +86 22 6053 6053 for details.

# Local Events in October 2008

MON	TUE	WEN	THU	FRI	SAT	SUN
29	30	1 Chinese National Day	2	3	4-9 The 7th Tianjin International Automobile Show 2008 @Tianjin Binhai International Exhibition Center	5
6	7 SEPTEMBER	8 Han2 Lu4 (Gold Dew)	9	10	11 AmCham Annual Fall Golf Tournament @ Regal Riviera Golf Club	12
13	14 8:30am Transfer pricing documentation rules seminar @ Grand Millennium Beijing See 40 10:00am - noon TICC coffee morning @ Sheraton Hotel Tianjin	15	16	17	18 7:30pm Singer Liu Ruoying (René Liu) solo concert @ Tianjin Sports Center	19
20	21-24 The 11th China International Ice Cream Industry Exhibition @Tianjin International Exhibition Center No. 32 Youyi Road, Hexi District	22 German Chamber of Commerce Tianjin office opening ceremony See P41	23 Shuang1 Jiaog4 (Frost) Descends, appearance of frost and drop in temperature	24 United Nations Day	25	26
27	28	29 7:30pm Singer Zhang Huimei (A-Mei) Solo Concert @ Tianjin Olympic Center Stadium	30 TICC monthly luncheon @ Venue TBD	31 Halloween WestTrak Tour organized by AmCham Tianjin & AustCham Beijing See P36	1	2

**SPECIAL OFFER!**

**DAILY COACH RENTAL (45 seats):**

**TIANJIN: 1,500 RMB**

(EVERYTHING INCLUDED within 100km)

**BEIJING: 3,500 RMB**

(EVERYTHING INCLUDED within 400km)

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- WC (optional)

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- Greater stability on the road
- Adherence to European safety regulations

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## The 2008 Paralympics in review

**O**n 17 September 2008, a spectacular Paralympics Games concluded in Beijing. Faithful to the Paralympic tenets of "transcendence, integration and equality," the Games celebrated peoples of all physical disabilities: they opened with a song by blind Chinese piano sensation Jin Yuanhui and closed with the legendary deaf, synchronized, Chinese dance troupe enacting Guanyin, the 1000-handed goddess of mercy.

BBC disability affairs correspondent Peter White was quick to note that the 2008 Paralympics truly deserved the oft-heard epithet "the best ever". He, millions of spectators, and billions of viewers around the world were astounded by levels of attendance and audience participation at the Games. Never before had Paralympic events drawn crowds of equal size and intensity as Olympic events. Beijing venues were almost entirely sold out during the Paralympics.



Of equal surprise to many athletes was the ease of access at venues and throughout the city. Beijing, a city notorious for its navigational difficulty, underwent nearly 90 million USD in construction to create handicapped accessibility, reported Reuters. Vancouver Mayor Sam Sullivan, a quadriplegic, praised the recent renovations. "When I last went to China six years ago, I was carried everywhere," said Sullivan in the Canadian Globe and Mail. "Now I go to the Forbidden City and there are wheelchair ramps. There are wheelchair taxis. It's so much better." According to Australian website Accessibility.com.au, Beijing boasts a litany of upgrades: two railway stations and 55 subway stations with accessible facilities, 800 walkways spanning over 1300km, and over 2100 city buses with low floors or rear lifts, to name a few.



China no doubt takes as much pride in its renovations as in its total Paralympics dominance. Twelve days of Paralympic events left China with an unprecedented 211 medals (89 gold, 70 silver, 52 bronze). Second place Great Britain walked away with less than half that total, 102 medals (42 gold, 29 silver, 31 bronze), and the USA took a close third with 99 (36 gold, 35 silver, 28 bronze).

Winningest of the 4000+ athletes include Australian Matthew Cowdrey, who swam for 5 golds and 3 silvers, and Brazilian Daniel Dias, who amassed 4 golds, 4 silvers and 1 bronze. At first glance it may seem odd that





these two men both won gold in the 100m freestyle and 200m individual medley. But remember, the Paralympics have multiple athlete classifications based on sport-specific physical ability.

**Athlete evaluation and classification**

In a press conference, Andy Parkinson, Medical and Scientific Director of the International Paralympic Committee, said that a medical system is used to evaluate the type and degree of a specific disability. Prior to competition, athletes are given skill and technical tests to measure their ability to perform movements instrumental for their sport. An example, Mr. Parkinson explained, "is an optometrist diagnosing an athlete to measure their degree of visual impairment." The IPC states that evaluation of swimmers focuses on movements important for strong performance in that sport, such as leg function and shoulder rotation.

The IPC is quick to note that performance evaluation continues throughout competition to insure fair classification and protect against athletes misrepresenting their limitations. Rarely does an athlete change classes during the Paralympic Games, though some were disqualified for ability from their 2008 events.

**Challenges in reaching equality**

Such last-minute changes have negative connotations for both viewers and athletes. As it is, two Paralympic events were ordered to be re-run after the medal ceremony – one because of incorrect lane assignments and one for a wheelchair crash and disqualification.

Mr. White considers these types of inconsistencies detrimental to Paralympic goals. "Ordering a re-run because someone screws up smacks too much of the sports day 'oh give them another go' attitude, which has no place in the Paralympics."

Physical and mental disabilities have long been considered a social stigma throughout China. The Wall Street

Journal reported that until recently, many physically disabled students were barred from Chinese university admissions. Schools typically offer little in the way of accessibility; buildings of up to six floors in China are often not required to have elevators. And while times and thoughts change, they do so slowly. The 2008 Paralympic theme song was somewhat patronizingly titled "Everyone is Number One".

These Paralympic athletes compete not for sympathy or pity, nor for acceptance, nor for honorable mention. They come to dominate. They are faster, higher, stronger than 99.99% of the "fully-abled" human race. The ultimate respect they can receive is equality in thought and action – for the abled to look beyond disability.



Mayor Sullivan hopes China's handling of the Paralympic Games will motivate Vancouver, home to the 2010 Games, and future Olympic host cities to treat the two events on an equal footing. At Beijing's Main Press Centre, Chinese media bustled about for weeks after the Olympic Games, but international Paralympic coverage was all but nonexistent. "It was like a ghost town... Here are the progressive, enlightened Western democracies completely abandoning the Paralympics ... and then there's China," he remarked. "Beijing has showed us how it can be done."

	Country				Total
1	CHN	89	70	52	211
2	GBR	49	29	31	102
3	USA	36	35	28	99
4	UKR	24	18	32	74
5	AUS	23	29	27	79

Off the clock



2	1
3	
4	5



- 1: More than 200 Sichuan children visited Tianjin, 2 September.
- 2.3: The 2008 Summer Davos was held in Tianjin Binhai New Area, 27-28 September.
- 4.5: Beijing hosted the 2008 Paralympic Games, 6-17 September.







6: High-speed trains have run from Beijing to Tanggu Station since 24 September.

7.8: Tianjin Opera House group performed "Yi Cai Liu Jin" at the 15th Beijing International Book Fair held in Tianjin International Exhibition Center, 1 September.

9: Wooden mooncake molds made in the Qing Dynasty on display in Tianjin Museum, 14 September.

10: 100-year-old teacher Ren Bingjun celebrated Teacher's Day, 10 September.



6	7
	8
	9
10	



# ▼ DINING

## Western Food

### Broadies Tavern

5 Bar Street,  
Youyi Lu, Hexi District  
Tel: +86 22 8837 0933  
部落地西餐酒吧  
河西区友谊路风情街5号

### Buffalo

South Entrance No.5, TEDA  
Football Field, Di Wu Da Jie, TEDA  
Tel: +86 22 6628 2666  
水牛石西餐厅  
天津经济技术开发区第五大街  
泰达足球场五号门南侧

### C'est la vie French Restaurant

Third Floor, Bldg D, Shang Gu  
Tian Ta Lu, Nankai District  
Tel: +86 22 2341 9808  
巴黎餐厅 餐厅  
天津市南开区天塔道  
上谷商业街D座3层

### Glass House

Hyatt Regency Jing Jin City Resort  
and Spa  
8 Zhujiang Da Dao, Zhouliang  
Zhuang, Baodi, Tianjin  
Tel: +86 22 5921 1234  
水晶厨房  
天津宝坻区周良庄珠江大道8号  
京津新城凯悦酒店

### Harvest Book & Coffee

101 Gate 3, Building 27, Jiuhuali  
Huayuan, 191 Yingshui Dao,  
Nankai District  
Tel: +86 22 2373 3461  
Hrs: 08:00 - 23:00  
哈维斯特咖啡  
南开区迎水道191号久华里27号  
楼3门101

### Kiessling Western Restaurant

33 Zhejiang Lu, Heping District  
Tel: +86 22 2330 0330  
起士林西餐厅  
和平区浙江路33号

### La Seine Café

Magnetic Plaza, Area B, Shop 7-9  
Ling Bin Lu, Nankai District  
Tel: +86 22 2385 5018  
Hrs: 10:30 - 21:00  
塞纳咖啡屋  
南开区时代奥城商业广场B区7-9

### Le Tube De Cristal

Zero Island, Mei Jiang Nan,  
You Yi Nan Lu, Hexi District  
Tel: +86 22 2804 8899  
Hrs: 12:00 - 22:00  
水岸爵士公馆  
河西区友谊南路梅江南零号岛

### Mediterranean Restaurant

212 Wei Di Dao, Tong Lou, Hexi District  
Tel: +86 22 2351 9102  
Hrs: 10:30 - 21:00  
地中海边西餐厅  
河西区佟楼围堤道212号IN城市

### Pan Shan Grill & Wine

2/F Main Building,  
Sheraton Tianjin Hotel  
Zijinshan Lu, Hexi District  
Tel: +86 22 2334 3388 ext.1820  
Hrs: 18:00 - 23:00  
盘山葡萄酒扒房  
河西区紫金山路天津喜来登大酒店  
主楼二楼

### Parrot Restaurant & Bar

88 Huanghai Lu, TEDA  
Tel: +86 22 6620 1663  
Hrs: 10:00 - 24:00  
鹦鹉西餐厅酒吧  
天津经济技术开发区黄海路88号  
东英小区

### Pizza Hill

Magnetic Plaza, Building B  
Lingbin Lu, Nankai District  
Tel: +86 22 2385 5025  
天津嘉喜来比萨餐饮有限公司  
南开区凌宾路奥城商业广场B区  
North of Yongan Dao, Roman  
Garden, Hexi District  
Tel: +86 22 2324 8387  
Hrs: 10:30 - 22:30  
河西区永安道北侧罗马花园底商

### Spectrum Western Restaurant

7F, Hotel Nikko Tianjin, No.189  
Nanjing Lu Heping District  
Tel: +86 22 8319 8888  
Fax: +86 22 8319 2266  
Hrs: 12:00-14:00/18:30-21:00

### 彩西餐厅

和平区南京路189号  
天津日航酒店七层

### T.G.I. Friday's

72 Fu Kang Lu, Nankai District  
Tel: +86 22 2300 5555  
Hrs: 10:00 - 02:00  
星期五餐厅  
南开区复康路7号增2号

### The Pizza Box

Fu Kang Hua Yuan, Jin Sha Li  
Wang Ding Di, Nankai District  
Tel: +86 22 2367 1318  
比萨香西餐厅  
南开区王顶堤富康花园

### Trueman Coffee

Building C, Zi Lai Hua Yuan,  
Shuangfeng Dao, Nankai District  
Tel: +86 22 8741 1811  
楚门咖啡  
南开区双峰道紫来花园C座底商

## Asian Food

### Alibaba Indian Restaurant & Bar

2F, Sports Hotel, Sports Center,  
90 Wei Jin Nan Lu,  
Nankai District  
Tel: +86 22 2391 6368  
阿里巴巴印度餐厅酒吧  
南开区卫津南路90号体育中心  
体育宾馆2楼

### Bai Jiao Yuan

303 Nanmenwai Da jie,  
Heping District  
Tel: +86 22 2722 8043  
百饺园  
和平区南门外大街303号

### B.J. Top-class Hongkong BFT Restaurant

52F, Xinda Plaza, Jiefangbei Lu,  
Heping District  
Tel: +86 22 5829 9698  
Hrs: 11:00 - 14:00 17:00 - 21:00  
香港避风塘酒楼  
和平区解放别路信达广场52层

### Bawarchi Indian Restaurant

No. 69, Building B, Shang Gu  
Tian Ta Lu, Nankai District  
Tel: +86 22 2341 2786  
芭瓦琪印度餐厅  
南开区天塔路上谷商业街  
西区B座69号

### Charm Sea Restaurant

Huang He Dao, Nankai District  
(Beside DaTong Mansion, that is  
opposite to Huanghe Cinema)  
Tel: +86 22 2763 8878  
魅力东海大酒店  
天津市南开区黄河道  
(黄河影院斜对面大通大厦旁)

### Cuiheng Village

Huasheng Branch: 2F Block C,  
HuaSheng GuangChang,  
146 WeiDi Dao, Hexi District  
Tel: +86 22 8823 8986

### 翠亨邨

华盛店: 河西区围堤道146号华盛  
广场C座2层

Keji Branch: Science and  
Technology Building (KeJi DaSha)  
25 Youyi Lu, Hexi District  
Tel: +86 22 2813 1601

科技店: 河西区友谊路25号科技  
咨询大厦1-2层

### Ding Tai Fung

No. 18 Binshui Dao, Hexi District  
Tel: +22 2813 8138  
Hrs: 11:30-14:30, 17:30-21:50  
鼎泰丰  
河西区宾水道18号

### Fountain Lounge

Hyatt Regency Jing Jin City Resort  
and Spa  
8 Zhujiang Da Dao, Zhouliang  
Zhuang, Baodi District  
Tel: +86 22 5921 1234  
碧泉茶园  
天津宝坻区周良庄珠江大道8号  
京津新城凯悦酒店

### Ginza

1F Caesar Palace  
46 Qi Xiang Tai Lu, Hexi District  
Tel: +86 22 2352 1270  
Hrs: 11:00 - 14:00, 17:00 - 22:00  
銀座日本料理  
河西区气象台路46号  
恺撒皇宮大酒店一楼

### Golden Elephant Thai Restaurant

78 Guangdong Lu,  
Hexi District, Tianjin  
(Behind Yonghe Dou Jiang Fang)  
Tel: +86 22 2328 7801  
金象苑泰国餐厅  
天津市河西区广东路78号  
(永和豆浆坊后侧)

### Gou Bu Li

322 Heping Lu, Heping District  
Tel: +86 22 2303 1118  
狗不理  
和平区和平路322号

### Hanjinbai Seafood

985 Dagou Nan Lu, Hexi District  
Tel: +86 22 8832 6666  
Hrs: 11:00 - 22:00  
瀚金佰海鲜大酒楼  
河西区大沽南路985号

### Pengtiange

8 Hong Qi Nan Lu, Nankai District  
Tel: +86 22 2395 6666  
鹏天阁  
南开区红旗南路8号

### Quanjudu Roast Duck Restaurant

Junction of Youyi Lu and YongAn  
Dao, Hexi District  
Tel: +86 22 8328 1666  
Hrs: 11am-2pm, 5pm-9pm  
全聚德烤鸭店  
河西区友谊路和永安道交口

### Rengaya

Dickson: 18 BinShui Dao,  
Hexi District  
Tel: +86 22 2813 0537  
炼瓦家  
河西区宾水道18号帝城大酒店1F  
International Building: 1F  
75 Nanjing Lu, Heping District  
Tel: +86 22 2330 8118  
和平区南京路75号国际大厦1F

▼ DINING

Asian Food

**Saigon Court**

173 Chengdu Dao, Heping District  
Tel: +86 22 2335 9173  
Hrs: 10:00 - 14:00 17:00 - 22:00  
贡苑法式越南餐厅  
和平区成都道173号

**Sake n Sushi Bar**

11F, Holiday Inn Binhai Tianjin  
No.86, Di Yi Da Jie, TEDA  
Tel: +86 22 6628 3388 ext. 2730  
Hrs: 11:30 - 23:00  
寿司吧  
天津滨海假日酒店11层

**Seitaro**

Binguan Xi Lu, Hexi District  
Tel: +86 22 2835 5588  
Hrs: 11:00 - 22:00  
清太郎日本料理  
河西区宾馆西路  
Zi Jin Shan Lu, Hexi District  
Tel: +86 22 2335 0909  
Hrs: 10:00 - 22:00  
河西区紫金山路喜来登大酒店

**Sorabol**

873 Dagu Nan Lu, Hexi District  
Tel: +86 22 2833 5588  
Hrs: 9:30 - 22:00  
萨拉伯尔  
河西区大沽南路873号 (天津日报社院内)

**Ten Yo Japanese Restaurant**

5F, Hotel Nikko Tianjin, No.189  
Nanjing Lu, Heping District  
Tel: +86 22 8319 8888  
Fax: +86 22 8319 2266  
Hrs: 11:30-14:30/17:30-22:00  
天晔日餐厅  
和平区南京路189号天津日航酒店  
五层

**Tao Li Chinese Restaurant**

6F, Hotel Nikko Tianjin, No.189  
Nanjing Lu, Heping District  
Tel: +86 22 8319 8888  
Fax: +86 22 8319 2266  
Hrs: 11:30-14:00/17:30-22:00  
桃李中餐厅  
和平区南京路189号天津日航酒店  
六层

**Wan Li Chinese Restaurant**

2/F Renaissance Tianjin TEDA  
Hotel, 29 Di Er Da Jie, TEDA  
Tel: +86 22 6621 8888 ext. 6750  
万丽轩中餐厅  
天津经济技术开发区第二大街29号

**YY Beer House**

3 Ao Men Lu, Heping District  
Tel: +86 22 2339 9634  
Hrs: 10:30 - 02:00  
粤园泰餐厅  
和平区澳门路3号(国际大厦后)

▼ NIGHTLIFE

Bars

**Babi Club**

83 Qiongzhou Dao, Hexi District  
Tel: +86 22 8381 6006  
芭芭俱乐部  
天津市河西区琼州道83号

**Baby Face**

9F, Isetan, Block C, Modern Town,  
No.108, Nanjing Lu,  
Heping District  
Tel: +86 22 2711 9898  
和平区南京路108号现代城C区伊  
势丹9楼

**Bingo Club**

117 Changde Dao, Heping District  
Tel: +86 22 2311 1133  
和平区常德道11号(蓝天宾馆院内)

**Broadies Tavern**

5 Bar Street, Youyi Lu, Hexi District  
Tel: +86 22 8837 0933  
Hrs: 18:00 - 02:00  
部落地西餐酒吧  
天津市河西区友谊路风情街5号

**Chat's Bar**

1F Hyatt Regency Tianjin Hotel,  
Heping District  
Tel: +86 22 2331 8888  
聊廊酒吧  
凯悦酒店1层

**Coco**

Bar Street, Youyi Lu, Hexi District  
Tel: +86 22 2837 0888  
瀚金佰COCO酒吧  
河西区友谊路酒吧街

**Feli's Bar**

12 Zhangde Dao, Heping District  
Tel: +86 22 2312 4526  
Hrs: 18:00-03:00  
和平区彰德道12号

**Fountain Lounge Bar**

Hyatt Regency Jing Jin City Resort  
and Spa  
8 Zhujiang Da Dao, Zhouliang  
Zhuang, Baodi District  
Tel: +86 22 5921 1234  
碧泉茶园酒吧  
天津宝坻区周良庄珠江大道8号  
京津新城凯悦酒店

**Friday Restaurant & Bar**

1NO. 7-2 Fukang Lu, Nankai  
District  
Tel: +86 22 5869 5555 ext.8456  
星期五  
南开区复康路7号增二号泰达国际  
会馆

**Hank's Sports Bar & Grill**

1F, Bldg B, Shang Gu, Tian Ta  
Dao, Nankai District  
Tel: +86 22 2341 7997  
天津南开区天塔道上谷商业街  
B座一层

**Italian Restaurant & Bar**

53F, Xinda Plaza, Jiefangbei Lu,  
Heping District  
Tel: +86 22 5829 9698  
Hrs: 21:00 - 2:00  
云顶百家意大利西餐酒吧  
和平区解放北路信达广场层

**JV'S Bar**

1F, Sheraton Tianjin Hotel  
Zijinshan Lu, Hexi District  
Tel: +86 22 2334 3388 ext. 1845  
Hrs: 17:00 - 01:00  
JV'S 酒吧  
河西区紫金山路天津喜来登大酒店  
主楼一楼

**Lynda's Place**

225 Jiefang Lu, Heping District  
Tel: +86 22 8155 8566  
和平区解放路225号

**Mayflower Bar**

The Junction of Qi Xiang Tai Lu &  
Zi Jin Shan Lu, Hexi District  
Tel: +86 22 5859 9898  
Hrs: 19:00-02:00  
五月花酒吧  
河西区气象台路与紫金山路交口

**Mizu Bar**

5F, Hotel Nikko Tianjin, No.189  
Nanjing Lu, Heping District  
Tel: +86 22 8319 8888  
Fax: +86 22 8319 2266  
Hrs: 17:30-01:00  
美津酒吧  
和平区南京路189号天津日航酒店  
五层

**Rainbow Restaurant & Pub**

12 Yanhe Lu, Hexi District  
Tel: +86 22 2355 9898  
Hrs: 19:00-02:00  
彩虹西餐厅&酒吧  
河西区沿河路12号

**Pepper**

23F, Building B, Shanggu Business  
Center, East Gate of Water Park,  
Nankai District  
Tel: +86 22 2341 5238  
南开区水上公园东门上谷商业区B  
座3层

**Richmond Bar**

231 Hebei Lu, Heping District  
Tel: +86 22 2311 3397  
里士满西餐酒吧  
天津市和平区河北路231号

**Scarlet**

3F Bolian Building  
155 Weijin Lu, Heping District  
Tel: +86 22 2355 6223  
乱世佳人  
和平区卫津路155号  
博联大厦三楼

**Scooters**

Bar Street, You Yi Lu,  
Hexi District  
Tel: +86 22 2837 0575  
思酷特酒吧  
河西区友谊路酒吧街内

**Seven Club**

291 Shaoxing Dao, Hexi District  
Tel: +86 22 2333 1777  
Seven酒吧  
河西区绍兴道291号

**SITONG Bar**

-1F, Somerset Olympic Tower,  
Chengdu Dao, Heping District  
Tel: +86 22 2337 7177  
昔唐音乐酒吧  
和平区成都道奥林匹克大厦  
负一层

**Sunshine Lounge**

1F, Holiday Inn Tianjin,  
288 Zhongshan Dao, Hebei District  
Tel: +86 22 2628 8888  
Hrs: 20:15-23:15  
假日饭店阳光酒廊  
河北区中山路288号

**Sugar Club**

Henghua Building, Xiawafang,  
Dagu Nan Lu, Hexi District  
Tel: +86 22 5831 8888  
蜜糖酒吧  
河西区大沽南路下瓦房恒华大厦

**The Tavern Pub**

9D, 3F, Bldg B, Shanggu,  
Tian Ta Lu, Nankai District  
Tel: +86 22 2341 9696  
第九客栈  
天津南开区天塔道上谷商业街  
B座3层9D

**Top**

3F, near Children's Hospital,  
Tonglou, Hexi District  
Tel: +86 22 2334 7777  
Top酒吧  
河西区佟楼儿童医院旁3楼

**1969 Music Bar**

A37, Shanggu, Tianta Lu,  
Nankai District  
Tel: +86 22 2395 1969  
1969 音乐酒吧  
南开区天塔道上谷商业街A37

## ▼ SERVICES

### Chambers

#### European Chamber

**Tianjin Chapter**  
Room 1603, Building 17, Magnetic Plaza, Binshui Xi Dao, Nankai District, Tianjin, 300381, P.R.China  
Tel: +86 22 2374 1122  
Tianjin@euccc.com.cn  
中国欧盟商会天津分会  
天津市南开区滨水西道奥城商业广场17座1603室

**German Business Circle Tianjin Deutscher Unternehmerkreis Tianjin, DUT**  
Office 803, Huake Center, 3 Kaihua Dao, Huayuan Industrial Area, Tianjin  
Tel: +86 22 8371 7855  
Fax: +86 22 8371 7859  
天津德国人联谊会  
天津市华苑产业区开华道3号华科创业中心803室

**German Chamber of Commerce, Tianjin Office**  
3 Yuliang Lu, Nankai District, Tianjin 300191  
Tel: +86 22 2301 1709  
德国商会天津分会  
南开区育梁路3号

**The American Chamber of Commerce, Greater Tianjin Branch**  
Room 2918, 29F The Exchange Tower 2, 189 Nanjing Lu, Heping District  
Tel: +86 22 2318 5075  
Fax: +86 22 2318 5074  
www.amchamtianjin.org  
美国商会天津分会  
和平区南京路189号津汇广场B座2918室

**Tianjin Japanese Association**  
Rm 607, International Building 75 Nanjing Lu, Heping District  
Tel: +86 22 2313 2522  
www.tjja.net  
天津日本人会  
和平区南京路75号国际大厦607室

**Tianjin Korean Chamber of Commerce & Industry**  
1F Feng Lin Hotel  
6 Binshui Xi Dao, Nankai District  
Tel: +86 22 2395 7991  
天津韩国商会  
天津市南开区滨水西道6号枫林宾馆1楼

**Tianjin Korean Society**  
1F Feng Lin Hotel  
6 Bin Shui Xi Dao, Nankai District  
Tel: +86 22 2395 6600  
天津韩国人会  
天津市南开区滨水西道6号枫林宾馆1楼

#### Astor Hotel

33 Tai Er Zhuang Lu  
Heping District  
Tel: +86 22 2303 2888  
利顺德大饭店  
和平区台儿庄路33号

#### Best Western Byronn Hotel Tianjin

No.90 Xi Er Dao, Airport Industrial Park, Tianjin  
Tel: +86 22 8486 0000  
Fax: +86 22 8490 5258  
Global free reservation telephone: 0800 0013 1779  
天津空港白云酒店  
天津空港物流加工区西二道90号

#### Crystal Palace Hotel

28 You Yi Lu, Hexi District  
Tel: +86 22 2835 6666  
水晶宫饭店  
河西区友谊路28号

#### Dickson Hotel

18 Bin Shui Dao, Hexi District  
Tel: +86 22 2836 4888  
帝城大酒店  
河西区滨水道18号

#### Geneva Hotel

28 You Yi Road, Hexi District  
Tel: +86 22 2835 2222  
津利华酒店  
河西区友谊路28号

#### Golden Crown Hotel

18 Nan Jing Lu, Hexi District  
Tel: +86 22 2303 8866  
金皇大酒店  
河西区南京路18号

#### Golden Ocean Hotel

338 Nanjing Lu, Nankai District  
Tel: +86 22 2746 6666  
金泽大酒店  
南开区南京路338号

#### Harbor Center Hotel

240 Zhang Zi Zhong Lu, Heping District  
Tel: +86 22 2302 6888  
天津港湾中心酒店  
和平区张自忠路240号

#### Holiday Inn Binhai Tianjin

86 Di Yi Da Jie, TEDA  
Tel: +86 22 6628 3388  
天津滨海假日酒店  
开发区第一大街86号

#### Holiday Inn Tianjin Hotel

288 Zhong Shan Lu, Hebei District  
Tel: +86 22 2628 8888  
假日饭店  
河北区中山路288号

### Hotels

#### Hotel Nikko Tianjin

189 Nanjing Lu, Heping District  
Tel: +86 22 8319 8888  
Fax: +86 22 8319 2266  
天津日航酒店  
和平区南京路189号

#### Hyatt Regency Jing Jin City Resort and Spa

8 Zhujiang Da Dao, Zhouliang Zhuang, Baodi District, Tianjin  
Tel: +86 22 5921 1234  
Fax: +86 22 5922 9531  
京津新城凯悦酒店  
天津宝坻区周良庄珠江大道8号

#### Hyatt Regency Tianjin

219 Jie Fang Bei Lu, Heping District  
Tel: +86 22 2330 1234  
天津凯悦酒店  
和平区解放北路219号

#### Renaissance Tianjin Hotel

105 Jian She Lu, Heping District  
Tel: +86 22 2302 6888  
天津滨江万丽酒店  
和平区建设路105号

#### Renaissance Tianjin TEDA Hotel & Convention Centre

29 Second Ave., TEDA  
Tel: +86 22 6621 8888  
天津万丽泰达酒店及会议中心  
天津经济技术开发区  
第二大街29号

#### Sheraton Tianjin Hotel

Zi Jin Shan Lu, Hexi District  
Tel: +86 22 2334 3388  
喜来登大酒店  
河西区紫金山路

#### Tian Bao International Hotel

368 JingMen Da Dao, Baoshui District  
Tel: +86 22 2576 1588  
天津天保国际酒店  
保税区京门大道368号

#### Tianjin Ruiwan Hotel

2527 Di Yi Da Jie, Xin Gang, Tang Gu  
Tel: +86 22 2578 0001  
天津瑞湾酒店  
塘沽区新港一号路2527号

#### Tianlun Rega Jinbin Hotel

135 An Shan Dao, Heping District  
Tel: +86 22 8331 1818  
天伦瑞嘉晋滨大酒店  
天津市和平区鞍山道135号

#### TEDA International Club (Tianjin)

7 Fu Kang Lu, Nankai District  
Tel: +86 22 5869 5555

天津泰达国际会馆  
南开区复康路7号

#### TEDA International Hotel & Club

8 Di Er Da Jie, TEDA  
Tel: +86 22 2532 6000  
泰达国际酒店暨会馆  
开发区第二大街8号

### Apartments

#### Astor Apartment

33 Tai Er Zhuang Lu, Heping District  
Tel: +86 22 2303 2888  
利顺德公寓  
和平区台儿庄路33号

#### Crystal Palace Hotel Apartment

28 You Yi Lu, Hexi District  
Tel: +86 22 2835 6666  
水晶宫饭店公寓  
河西区友谊路28号

#### Sheraton Apartment

Zi Jin Shan Lu, Hexi District  
Tel: +86 22 2334 3388  
喜来登公寓  
河西区紫金山路

#### Somerset Olympic Tower

126 Cheng Du Dao, Heping District  
Tel: +86 22 2335 5888  
天津盛捷奥林匹克大厦服务公寓  
和平区成都道126号

#### TEDA International Club (Tianjin)

7 Fu Kang Lu, Nankai District  
Tel: +86 22 5869 5555  
天津泰达国际会馆公寓  
南开区复康路7号

#### Tianjin International Building

75 Nanjing Lu, Heping District  
Tel: +86 22 2330 6666  
国际大厦  
和平区南京路75号

### Business Centre

#### The Executive Centre

29F The Exchange Tower 2, 189 Nanjing Lu, Heping District  
Tel: +86 22 2318 5000  
Fax: +86 22 2318 5001  
天津德事商务中心  
和平区南京路189号津汇广场2座29层

## ▼ SERVICES

### Travel Agencies

**Tianjin Comfort Travel Co., Ltd**  
7F, United Building A, 51  
Youyi Lu, Hexi District  
Tel: +86 22 2837 1875  
天津康辉旅行社有限责任公司  
河西区友谊北路51号合众大厦  
A座7层

### Tianjin CITIC International Travel Co., Ltd

57 Nanjing Lu, Heping District  
Tel: +86 22 2316 1795  
天津中信国际旅行社有限公司  
和平区南京路57号

### Tianjin China International Travel Service

22 Youyi Lu, Hexi District  
Tel: +86 22 2835 8866  
天津中国国际旅行社  
河西区友谊路22号

### Banks

#### Bank of China

80 Jie Fang Bei Lu, Heping District  
Tel: +86 22 2710 2001  
中国银行天津分行  
和平区解放北路80号

#### Bank of Communications

35 Nanjing Lu, Hexi District  
Tel: +86 22 2340 3512  
交通银行天津分行  
河西区南京路35号

#### Bank of Tianjin

15 Youyi Lu, Hexi District  
Tel: +86 22 960296  
天津银行  
天津河西区友谊路15号

#### China Bohai Bank

201-205 Machang Dao, Hexi District  
Tel: +86 22 5831 6666  
渤海银行  
天津市河西区马场道201-205号  
Magnetic Branch  
Building No. 1 Magnetic Area, Bin Shui Xi Dao, Nankai District  
Tel: +86 22 5839 1358  
渤海银行奥城支行  
南开区滨水西道奥城商业广场  
1号楼

#### China Construction Bank

19 Nanjing Lu, Hexi District  
Tel: +86 22 2340 1616

中国建设银行天津分行  
河西区南京路19号

#### China Merchants Bank Tianjin Branch

55 North Youyi Bei Lu, Hexi District  
Tel: +86 22 8328 0810

招商银行天津分行  
河西区友谊北路55号

#### Industrial & Commercial Bank of China

123 Wei Di Dao, Hexi District  
Tel: +86 22 95588

中国工商银行天津分行  
河西区围堤道123号

#### HSBC, Tianjin Branch

No.1 Ocean Shipping Plaza,  
Haihe Dong Lu, Hebei District  
Tel: +86 22 5858 8888

香港上海汇丰银行天津分行  
河北区海河东路远洋广场1号

### Foreign Banks

#### BEA

Room 907, International Building,  
75 Nanjing Lu, Heping District  
Tel: +86 22 2332 0050  
Fax: +86 22 2332 3165

东亚银行有限公司  
和平区南京路75号国际大厦907室

#### BNP

Room 1601, International Building,  
75 Nanjing Lu, Heping District  
Tel: +86 22 2330 7990

法国巴黎银行  
和平区南京路75号国际大厦1601室

#### Citibank

18F, The Exchange, 189 Nanjing  
Lu, Heping District  
Tel: +86 22 8319 1988 ext. 73812

花旗银行  
和平区南京路189号津汇广场18层

#### JP Morgan

Room 1401, International Building,  
75 Nanjing Lu, Heping District  
Tel: +86 22 2339 9111 ext. 5520

摩根大通银行  
和平区南京路75号国际大厦1401

#### Standard Chartered

20F, The Exchange, 189 Nanjing  
Lu, Heping District  
Tel: +86 22 8319 1360

渣打银行  
和平区南京路189号津汇广场20层

#### Sumitomo Mitsui Banking Corporation

Room 1210, International Building,  
75 Nanjing Lu, Heping District  
Tel: +86 22 2330 6677 ext. 103

三井住友银行  
和平区南京路75号国际大厦1210室

### Supermarkets

#### Carrefour

Long Cheng Store  
138 Dong Ma Lu, Nankai District  
Tel: +86 22 2726 9696

家乐福  
龙城店: 南开区东马路138号

He Dong Store  
160 Zhang Gui Zhuang Lu,  
Hedong District  
Tel: +86 22 2412 2020

河东店: 河东区张贵庄路160号

Hai Guang Si Store  
302 Nanjing Lu, Nankai District  
Tel: +86 22 2721 0850

海光寺店: 南开区南京路302号

#### Crystal Palace Supermarket

28 Youyi Lu, Hexi District  
Tel: +86 22 2835 6888

水晶宫超市  
河西区友谊路28号

#### E-Mart Supercenter

Magnetic City Store  
Binshui Xi Dao, Nankai District  
Tel: +86 22 5869 1234

易买得超市  
天津市滨水西道与凌宾路交口  
时代奥城店  
Xigu Plaza  
1168 Jintang Lu, Tanggu District  
Tel: +86 22 5982 1234

Hrs: 08:00 - 22:00  
塘沽区津塘公路1168号  
秀谷商业广场内

#### Heping Supermarket

1F Longbin Yuan, 5 Shui Shang  
Gong Yuan Xi Lu, Nankai District  
Tel: +86 22 2394 7926

和平超市  
南开区水上公园西路龙滨园  
5号楼底商

#### Hisense Supermarket

-1F, Hisense Plaza, 188 Jiefang  
Nan Lu, Heping District  
Tel: +86 22 2373 1998

海信超市  
和平区解放北路188号海信广场负  
一层

#### Hong Kong Supermarket

-1F, International Building,  
75 Nanjing Lu, Heping District  
Tel: +86 22 2330 1849

香港超市  
和平区南京路75号国际大厦负1层

#### Isetan Supermarket

-1F, Isetan Department Store,  
108 Nanjing Lu, Heping District  
Tel: +86 22 2722 1111

Hrs: 09:00-21:00  
伊势丹超市  
和平区南京路108号伊势丹负一层

#### METRO Supermarket

Hong Qi Bei Lu  
75 Xiqing Lu, Hongqiao District  
Tel: +86 22 2732 8888

Hrs: 06:00 - 22:00  
麦德隆超市  
红桥区西青道75号红旗北路

#### Times Grocery Store

Building 2, 11 Hong Da Jie, TEDA  
Home delivery hotline: +86 22 6629  
2581

时代超市  
开发区宏达街11号2号楼底商

#### Wal-Mart

Junction of Huachang Da Jie and  
Xinkai Lu, Hedong District  
Tel: +86 22 2433 2599

Hrs: 07:00 - 22:00  
沃尔玛超市  
河东区华昌大街和新开路交口北  
侧嘉华国际商业中心  
66 Fu An Da Jie, Heping District  
Tel: +86 22 8558 6766

Hrs: 07:00 - 22:00  
和平区福安大街66号

### Department Stores

#### Far East Department Store

168 Dong Ma Lu, Tong Luo Wan  
Square, Nankai District  
Tel: +86 22 2727 1688

远东百货  
南开区东马路168号铜锣湾广场内

#### Isetan

108 Nan Jing Lu, Heping District  
Tel: +86 22 2722 1111  
Hrs: 10:00 - 21:00

天津伊势丹有限公司  
和平区南京路108号

#### Maison Mode

No. 211 Nanjing Lu, Heping District  
Tel: +86 22 2781 0123  
Hrs: 10:00-21:30

美美百货  
和平区南京路211号

#### Robbinz

No. 128 Nanjing Lu, Heping District  
(Junction of Nanjing Lu & Binjiang  
Dao)  
Tel: +86 22 2701 1266

Hrs: 10:00-22:00  
乐宾百货  
和平区南京路128号

#### The Exchange

Jin Hui Guang Chang  
189 Nan Jing Lu, Heping District  
Tel: +86 22 8319 1818

Hrs: 8:30 - 21:00  
津汇广场  
和平区南京路189号

▼ SERVICES

**Schools**

**International School of Tianjin**  
Weishan Lu, Shuanggang  
Jinnan District  
Tel: +86 22 2859 2001  
Fax: +86 22 2859 2007  
www.istianjin.org  
天津经济开发区国际学校天津分校  
津南开发区双港微山路

**Teda International School**  
72 Di San Da Jie, TEDA  
Tel: +86 22 6622 6158  
Fax: +86 22 6200 1818  
www.tedainternationalschool.net  
泰达国际学校  
开发区第三大街72号

**Tianjin International School**  
Huayuan Industrial Area  
1 Meiyuan Lu, Nankai District  
Tel: +86 22 8371 0900  
Fax: +86 22 8371 0400  
www.tiseagles.com  
天津国际学校  
南开区华苑产业区梅苑路一号

**Tianjin Rego International School**  
38 Huandao Dong Lu  
Meijiangnan Residential Zone  
Tel: +86 22 8816 1180  
Fax: +86 22 8816 1190  
www.regoschool.org  
天津瑞金国际学校  
河西区梅江南居住区环岛东路38号

**Gyms**

**GLO GYM**  
6F, Hotel Nikko Tianjin, No. 189  
Nanjing Lu, Heping District  
Tel: +86 22 8319 8888  
Fax: +86 22 8319 2266  
Hrs: 06:00-23:00  
焕·健康中心  
和平区南京路189号天津日航酒店  
六层

**Haosha Fitness & Beauty Center**  
4F, Xin An Guang Chang,  
Nankai District  
Tel: +86 22 8734 0399  
浩沙健身与美俱乐部  
南开区新安广场4楼

**Holiday Inn Binhai Hotel Fitness Center**  
15F, Holiday Inn Binhai Tianjin  
No. 86, Di Yi Da Jie, TEDA  
Tel: +86 22 6628 3388 ext. 2960  
Hrs: 06:00 - 22:00  
天津滨海假日酒店健身中心  
天津滨海假日酒店15层

**Powerhouse GYM**  
1F Jinhuang Building  
20 Nanjin Lu, Hexi District  
Tel: +86 22 2302 2008

Hrs: 07:00 - 22:00 (Mon - Fri)  
Hrs: 09:00 - 22:00 (Sat)  
Hrs: 10:00 - 22:00 (Sun)  
宝力豪健身俱乐部  
河西区南京路20号金皇大厦1层  
Entrance of Area C, Tianjin  
Olympic Center Stadium, 90 Weijin  
Nan Lu, Nankai District  
Tel: +86 22 2338 2008

奥体中心店: 南开区卫津南路90号  
奥林匹克场馆 C区入口

**Sheraton Hotel Fitness Center**  
Zijinshan Lu, Hexi District  
Tel: +86 22 2334 3388 ext. 2228  
Hrs: 06:00 - 24:00  
喜来登健身美容中心  
河西区紫金山路喜来登饭店内

**Start Point Fitness Center**  
Hexi Branch  
2F Tian Jiao Yuan, 208 Machang  
Dao, Tonglou, Hexi District  
Tel: +86 22 2334 9555  
Hrs: 09:00 - 22:00  
起点健身  
河西区佟楼马场道208号  
天骄园二楼

**Tennis Courts**

**Tianjin People's Stadium Tennis Court**  
Junction of Guizhou Lu and  
Chengdu Dao, Heping District  
Tel: +86 22 2339 0979  
人民体育馆网球场  
和平区贵州路与成都道交口

**Tianjin Tennis Center**  
9 Fukang Lu, Nankai District  
(Opposite Nankai University)  
Tel: +86 22 2359 1964  
天津市网球中心  
南开区复康路9号 (南开大学正  
门对面)

**Outdoor Clubs**

**Able Outdoor**  
A4-1F Magnetic international  
shopping mall Binshuixi Dao,  
Nankai District  
Tel: +86 22 2385 5007  
天津全能户外俱乐部  
南开区宾水道时代奥城商业广  
场A4一楼

**Y.Q.B Outdoor Sports Club**  
400 Anshanxi Dao, Nankai District  
Tel: +86 22 2737 3435  
Hrs: 10:00 - 20:30  
www.youqibing.net  
坚石游骑兵户外运动俱乐部  
南开区鞍山西道400号

**Yoga**

**Shi Da Yoga Club**  
Room 902, Suite A, Yuexiu  
Buidling, Yuexiu Road, Hexi District  
Tel: +86 22 8837 2515  
Hrs: 10:00-21:00  
释达瑜珈馆  
河西区越秀路越秀大厦A座902室

**Yunshui Yoga Club**  
2nd Floor, Flat 8, Yang Guang  
Apartment, Shui Shang Dong Lu,  
Nankai District  
云水瑜珈会馆  
南开区水上东路阳光公寓8幢2楼

**Golf Clubs**

**Aroma (Tianjin) Golf Club**  
Green base, Guangang Sen Lin  
Gong Yuan, Dagang District  
Tel: +86 22 6328 5000  
阿罗马(天津)高尔夫俱乐部  
天津市大港区官港森林公园绿化  
基地处

**Fortune Lake Golf Club**  
Tuanbo Zhen, Jinghai County  
Tel: +86 22 6850 5299  
天津松江团泊湖高尔夫球会  
静海县团泊镇

**Regal Rivera Golf Club**  
1 Zhujiang Nan Lum Jingjin New  
City, Baodi District  
Tel: +86 22 2966 9266  
帝景高尔夫俱乐部  
宝坻区京津新城珠江南路1号

**Tianjin International Hot Spring Golf Club**  
South of GuanZhuang Village,  
Huaming Town, Dongli district  
Tel: +86 22 2489 0391  
天津国际温泉高尔夫俱乐部  
东丽区华明镇贵庄村南

**Tianjin Swan Lake International golf Club**  
No. 20, FuYuan Lu, WuQing  
Economic and Development Zone  
Tel: +86 22 8217 5261  
天津天鹅湖国际高尔夫俱乐部  
天津市武清开发区福源道20号

**Tianjin Warner International Golf Club**  
1 Nanhai Lu, TEDA  
Tel: +86 22 2532 6009  
天津华纳高尔夫俱乐部  
天津经济技术开发区南海路1号

**Yangliuqing Golf Club**  
Yi Jing Lu, Yangliuqing,  
Xiqing District  
Tel: +86 22 2792 2792  
杨柳青高尔夫俱乐部  
西青区杨柳青镇一经路立交桥北

**Museums**

**Folklore Museum**  
No. 80 Ancient Culture Street,  
Nankai District  
Tel: +86 22 2727 5062  
Hrs: 09:00-17:30  
民俗博物馆  
南开区古文化街80号

**Natural History Museum**  
206 Machang Dao, Hexi District  
Tel: +86 22 2335 8031  
Hrs: 09:00-16:30  
自然博物馆  
河西区马场道206号

**Tianjin Science & Technology Museum**  
No. 94 Longchang Lu, Hexi District  
Tel: +86 22 2832 0315  
Hrs: 09:00-16:30 (closed on  
Monday)  
天津科技馆  
河西区隆昌路94号

**Tianjin Museum**  
31 Youyi Lu, Hexi District  
Tel: +86 22 5879 3000  
(closed Mondays)  
天津博物馆  
河西区友谊路31号

**Yangliuqing Museum**  
No. 47 Gu Yi Jie, Yang liu qing,  
Xiqing District  
Tel: +86 22 2739 1617  
Hrs: 09:00-16:30  
杨柳青博物馆  
西青区杨柳青估衣街47号

**Theatres & Cinemas**

**Jinyi International Cinema**  
3F, Area B, 8 Magnetic Capital,  
Binshui Dao, Nankai District  
Tel: +86 22 2385 5062  
Every Tuesday Half Price  
金逸国际电影城  
南开区宾水道奥城商业广场  
8号B区3楼

**Tianjin Grand Theatre**  
Crossing of Youyi Lu & Binshui  
Dao, Hexi District  
Tel: +86 22 2835 1443  
天津大剧院  
河西区友谊路与宾水道交口

**Wanda International Cinema**  
2F, E Block, Wanda Business  
Square, 168 Heping Lu, Heping  
District  
Tel: +86 22 2722 6619  
Every Wednesday Half Price  
万达影城  
和平区和平路168号万达商业广  
场E座2层



## Salsa Churrasco Brazilian Restaurant of Holiday Inn Binhai Tianjin The seafood buffet

### 天津滨海假日酒店巴西烧烤餐厅——海鲜自助餐



Salsa Churrasco Brazilian restaurant of Holiday Inn Binhai Tianjin launch the “the seafood buffet” every Friday evening from 17:30 to 22:00. With varied and carefully selected fresh seafood, experience the mouth-watering delights of our authentic Brazilian roast. Price is RMB198+15%SVC per person (the price is not including beverage fee) .



天津滨海假日酒店巴西烧烤餐厅即将全新推出挑战味蕾的“海鲜自助餐”每周五晚17:30-22:00开放。在这里您可以品尝到各种以巴西传统方式调制的让人垂涎欲滴的美味，价格为每位198元加收15%服务费（酒水除外）。





## HAIRY CRAB MADNESS RMB 2 per piece

This Autumn, do not miss the opportunity to savor Live Hairy Crab prepared in many ways. What's more, just spend RMB 200 or more and you will be entitled to purchase a Hairy Crab at RMB 2 per piece. Available for lunch and dinner.

Valid from 5<sup>th</sup> September to 31<sup>st</sup> October, 2008  
This promotion can not be used with other benefits or discount.

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# THE NEW ARRANGED MARRIAGE IN CHINA

by Wang Na

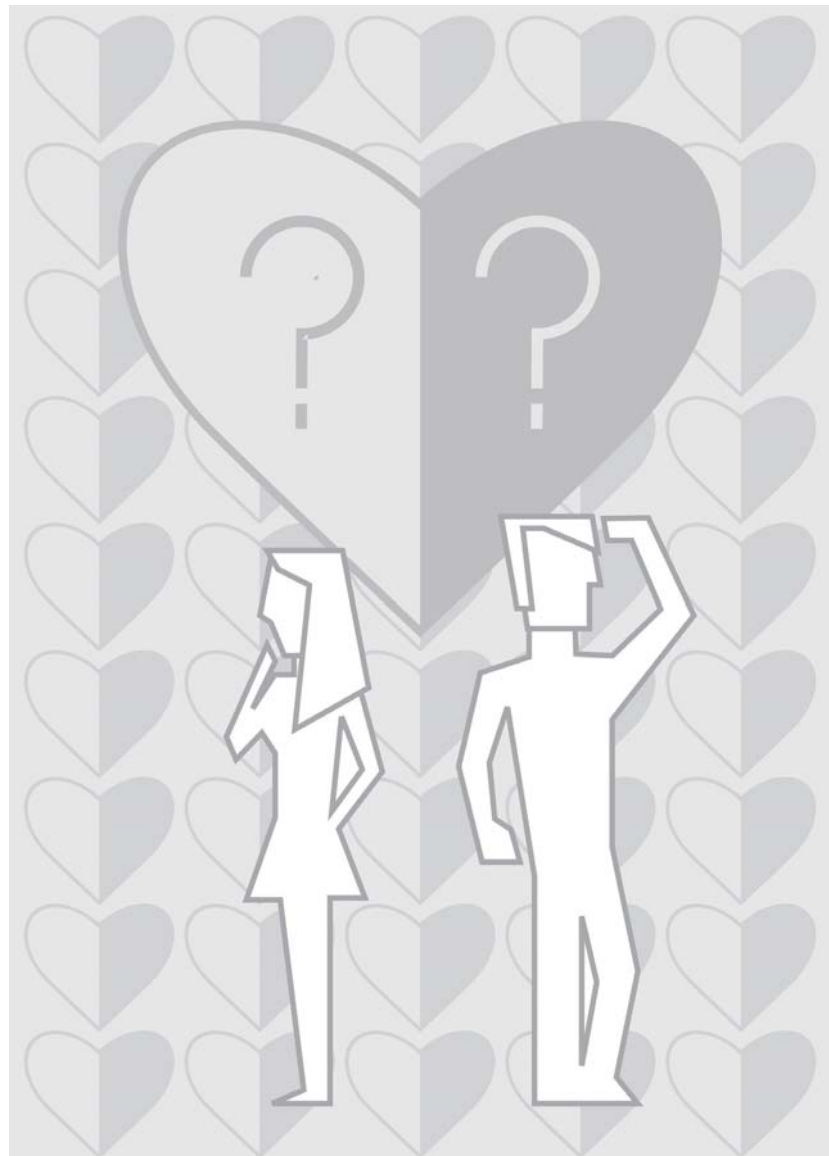
**T**he arranged marriage is a traditionally eastern marriage in which the bride or the groom has no final say over the selection of their future spouse. These parent-decided marriages were quite popular in ancient India, Korea, Japan, China and other eastern countries.

In China's new arranged marriage, the bride or the groom will have final say, though parents seek out potential candidates for them. For some parents, matching couples means finding similar families: family background, education, beliefs, habits and personality should be approximately equal. Such a union is believed to result in happiness for all.

The new arranged marriage is a little bit like blind dating in western countries. When a person is legally old enough to get married, the parents, relatives, friends or colleagues will help her/him to collect a packet of self-introduction, which includes a personal photograph and descriptions of the above-mentioned family characteristics. This packet will be taken by a matchmaker to inquire among friends and acquaintances for a boy or a girl who would be a suitable marriage partner. After both parties know of the information and are interested, the matchmaker will arrange a short meeting between them to become acquainted. If the young couple feels good, they will begin dating, develop the relationship and eventually get married.

In marriage, the most important things are to choose the right and suitable person, and to trust one another. But now that some young

men and women devote their waking hours to work, they have little time to date or even find a suitable candidate in their small social circles. These



people need help finding a partner. Thus there are some advantages to the new arranged marriage.

Parent, relative, friend and colleague introductions form the basis for the new arranged marriage. Parents ought to know their child quite well – since many Chinese remain with family until marriage – so they would well help them find an appropriate partner. Parents also have their rich life experience to help distinguish right choices from wrong, and can aid greatly with the first-round selection. There is a traditional Chinese saying, “You may know a person’s face but not his heart.” We learn this saying at an early age, but when in love, it is difficult to see others for who they truly are. There is an English saying, “Love is blind.” Love-struck eyes tend to view only the rosier of personal traits, while less-appealing ones slip by the radar. To this another Chinese saying counters, “The spectator sees more of the game than the player”. So it is best to entrust loved ones to open one’s eyes and help keep a level head in matters of matrimony.

Thirty-three year old Mr. Li of Tianjin says his is a good example of a new arranged marriage. He works under great pressure and competition for a Fortune 500 company, continually striving for a promotion. He eventually became sales director, but soon realized that he had missed out on both love and marriage. His parents soon helped him find a bachelorette in the marriage market. After one year of a pleasant courtship he and his parents’ find tied the knot. Now they have a 3-year-old son, and Mr. Li is grateful to his parents for helping him fulfill his life.

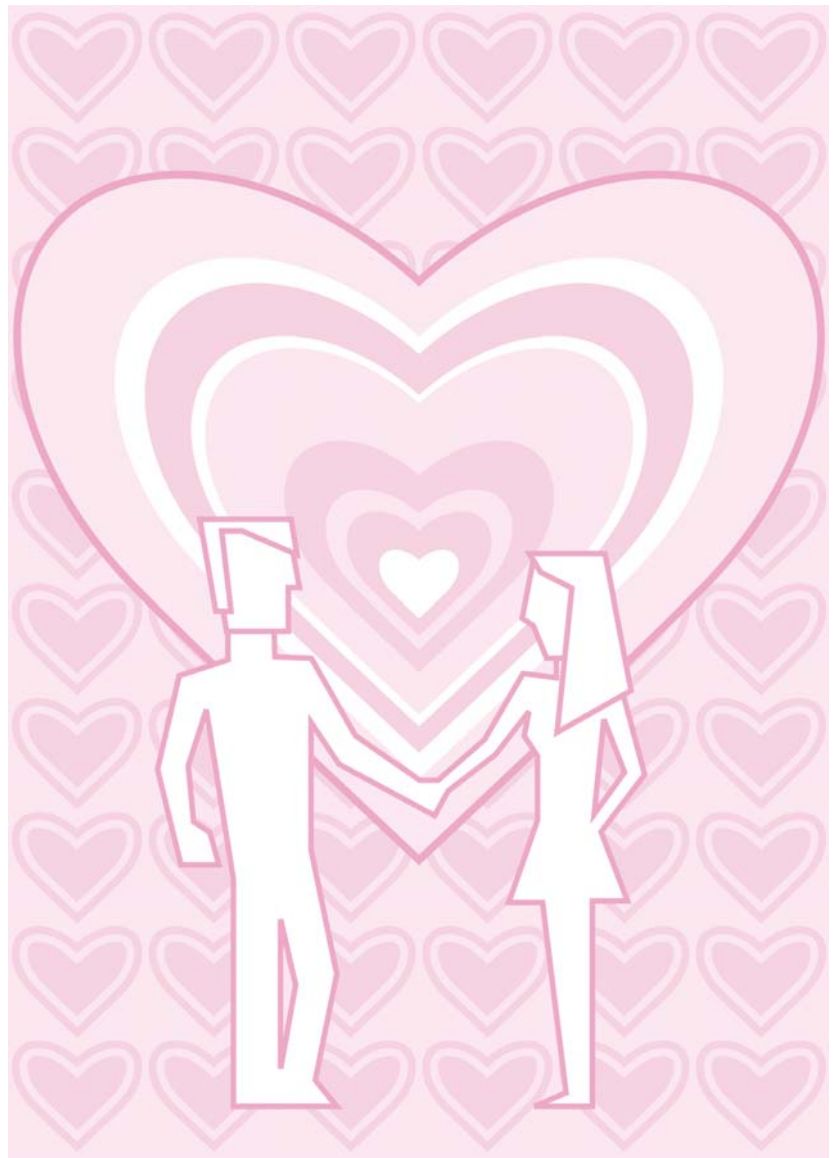
Organized by neighborhood committees, a marriage market is held in Tianjin Zhongxin Park every week or two. It is not a place for young men and women to meet, but for their par-

ents to find them suitable partners. Parents carry large signs with their child’s vital stats and contact details in case of a possible match. Some say that a steady job, a good income, and having an apartment are major factors determining whether someone is a suitable candidate.

Parents always seem more concerned about their future generations not finding a marriage partner in time than the youths themselves. In the past, this often resulted in forced ar-

ranged marriages. Nowadays, the young man and woman listen to the advice and seek approval of their parents, though they usually make the final decision between themselves. This method has proven more practical.

Neither a new arranged relationship nor one born out of love can ensure a lifetime of marriage. But the arrangement can help lay a solid foundation. ■





# Sheraton Tianjin HOTEL

天津喜来登大酒店

**Belong**

## Halloween

JV's Bar is the perfect venue to celebrate Halloween for kids. Great decoration, fun games, entertainment and snacks are available to entertain all the young ones. For all others, the party starts a bit later with a spectacular performance of our Filipino Band that will leave a lasting memory till early morning.

Date: October 31, 2008

## 万圣节

万圣节到哪里庆祝—JV's酒吧就是您和孩子的首选。那里为孩子们准备了丰富的道具、有趣的游戏和可口的小吃。“Filipino”乐队届时将为您演奏美妙的乐曲，让您和家人彻夜狂欢。

日期：2008年10月31日

For more information please call 022 2334 3388 ext. 1845/1846

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Tel : +86-022-88330077