

# Ticker

German Chamber

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## WHERE TECH AND TEAM MEET

**The World is Changing Fast –  
and China is its Frontrunner**  
Interview with Mr. Dirk von Wahl  
from TÜV SÜD Greater China

**Engaging Hearts**  
Raising Efficiency in the Human  
Economy

**Understanding EPT**  
How to Prepare for China's Upcoming  
Environmental Protection Tax



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**Ms. Bettina Schoen-Behanzin**

Chairperson of the Board of Directors  
German Chamber of Commerce | Shanghai  
General Manager, Freudenberg Management (Shanghai) Co., Ltd.

## Organizational Efficiency

In recent years, China has reached a "new normal" in terms of its economic growth. Since its peak ten years ago, the country's GDP has continuously dropped from 14 percent to under seven percent. Now, companies have to adapt to this new business environment and restructure themselves in order to stay competitive in such a fast-changing market. Therefore, increasing efficiency is the most central aspect in this context as it refers to the balance between input and output; thus, the accomplishment of business goals with a minimum expenditure of time and effort.

As our world get more technologically advanced, creating efficiency through automation is increasingly important. Factory processes through the trends of Industry 4.0 and smart manufacturing help maximize business efficiency. But technology isn't the only factor that leads to an organization's efficiency. Human resource output is often not considered when looking to increase efficiency in a digitized world focused on automation and technological improvements. However, employees especially have an impact on a company's efficiency rate because they are responsible for organization and coordination. So, in order to improve the productivity and profitability of a company, the engagement of its employees plays a crucial role. Statistics show that only a low percentage of employees in China show engagement at their companies, which is not only being reflected in a low efficiency rate but also in a consequential high turnover rate. In contrast to Germany where employees often work for decades or even a lifetime for the same company. China's employment market is moving quite fast due to the intense competition between employees. Since this impacts a company's success, firms will need to focus on employee retention by increasing workplace satisfaction.

Businesses must also be able to merge technology with human capital to ensure maximum efficient output. This can be achieved through lean management and shared service center environment within organizations. Even though a company's staff is vital to its efficiency, management quality is arguably still the most influential factor for organizational efficiency within a firm. It is the management that decides how to implement strategic plans, including selecting what methods and resources to use and particularly how to lead employees. So, to ensure competitiveness as an innovative company in a rapid changing environment like China, it is a top priority to have a qualified management that is willing to change its internal processes to operate more efficiently.

In this edition of German Chamber Ticker, we will further analyze how to improve workspaces, particularly through co-working spaces, and how to make the most out of your resources. Furthermore, proven experts in their fields will illustrate different aspects of Lean Management and Industry 4.0, as well as provide a guideline to reorganize an organization. We hope that you enjoy reading!

Yours sincerely,

Bettina Schoen-Behanzin





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## Beijing Beats Busy Road by Waterway



Drivers who know Beijing's horrible gridlock patterns find solace in a hand-manuevered ferry that takes drivers across the Chaobai River from Beijing to Yanjiao. With a rise in consumers owning cars in Beijing, this is a small yet significant solution to beat the traffic during busy hours. Approximately 300,000 people need to commute to Yanjiao, which makes the two-man team who hand operates the ferry busy most days. Commuters also find convenience in the 30-year operating ferry runs 24 hours a day and cost about RMB 7.43. The 50-meter-wide ride across the ferry takes about ten minutes and only gives way to one car at a time. This might seem like a primitive way to get one place to another given modern day technologies but commuters usually meet hours of traffic during rush hour traveling over the two bridges that link the cities.

## Tencent Gets into Tesla with 5% Sharehold

Amongst the many sectors China's Tencent has invested in, one of the biggest ones include Tesla, the electric sport car and battery storage company run by Elon Musk. Ever since Tesla has announced its future Model 3 Sedan, they have been looking to raise capital and have already raised \$1.2 billion in funding. Although 5% is a quite significant percentage, Tesla decision makers state that the investment is passive and Tencent would not have any say in how the firm would be run. With this investment, Tencent will be the fifth largest shareholder in the company. With the announcement of Tencent's investment, Tesla shares grew 2.3% in early trading.

## Pharmaceutical Patents Fast Approval in China

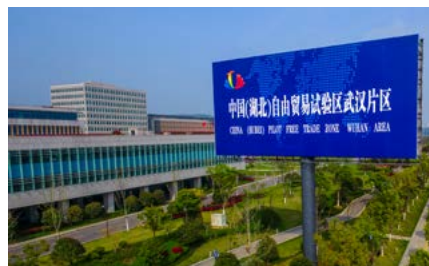
Patients in China will no longer have to wait for the medication they need for major



health conditions such as cancer, heart diseases, and other ailments. The Chinese government has issued a draft that would allow drug companies to speed up the process for medications to enter the Chinese market. Foreign pharmaceutical companies who usually go through second and third trials to apply to have their drug enter the Chinese market will see their products enter the Chinese market if this new proposal is adopted. This will reduce the amount of drug patent applications backlogged in China and allow for researchers and doctors in China to participate in the early stages of drug tests. With the new regulation, foreign companies who perform tests can also consider data from China much earlier in their trails. By 2020, it is expected that China will become the largest global pharmaceutical market overtaking the US.

## More Free Trade Zone's in China

Starting from 1<sup>st</sup> April 2017 China opened seven new free trade zones which makes 11 free trade zones in total in China. These new trade zone will be set up in Liaoning, Zhejiang, Henan, Hubei, Sichuan and Shaanxi provinces, as well as in Chongqing municipality. The opening of the seven new trade zones comes four years after the opening of the first free trade zone in Shanghai. These new trade zones aim to boost trade, help bring more financial reform and freedom for businesses in China as well as open China up to more foreign investment and allow for freer cash flow for foreign businesses operating in China.



## Hi-Tech Opportunities for Foreign Students

An initiative to help foreign students find positions after graduating entitled "Cirrus Project"-Job Search was created by the Zhongguancun the Belt and Road Industry Promotion Association (ZBRA) in Beijing. This association is a collective of high-tech firms, research institutes and entrepreneurs which looks to have international cooperation for companies in Zhongguancun high technology park. The project aims to attract graduating hopefuls by offering internships and training programs. In cooperation with university outreach programs, students can search out

the best internship that suits them. Pending a good internship report, students will have access to greater opportunities with the companies at which they intern. Within in the next five years, the program aims to reach more than 10,000 students and have 1,000 students establish contact with companies.

## Shanghai Becomes More Business Friendly

In order to ease the way businesses operate on a day to day basis, the Shanghai government has issued some policies that will save businesses money. Some of the benefits the Shanghai government policies will offer include tax cuts, lower administrative charges, cuts on utilities costs. The policies issued should save enterprises in Shanghai an average of RMB 40 billion. Small and medium enterprises will see more benefits, as that these tax cuts will be higher than larger enterprises. Funding that is itemized towards research and development will be considered in tax breaks. Although these beneficial policies were issued in April of 2017, the Shanghai government has been slowly decreasing taxes and fees for enterprises over the past few years. The benefits business owners have been seeing for their businesses is part of the attempt to improve innovation and promotion of supply-side structural reforms in China.

## BAT Looking at AI

Baidu, Alibaba, Tencent and many other big Chinese companies have been turning their eyes to artificial intelligence and has been to focus on AI development and improvement for the next few decades. The rush for AI development came after a Go competition between a Google AI program, AlphaGo and Go master Lee Se-dol from South Korea, where AlphaGo won. Baidu has already invested heavily in AI technology, including set up a technology lab with experts from Baidu, Tsinghua University, Beihang University, and the China Academy of Information and Communication Technology. They have specifically invested in machine aided study, image recognition, voice recognition, and driverless vehicles. In addition, the Chinese government has also made a three-year action plan to develop AI.





## Mandarin Chinese Speaking Rate Raise

The Chinese government has made plans to increase the standard of speaking Mandarin to 80% by 2020. This plan, issued by the Ministry of Education and State Language Commission, aims to improve the speaking abilities of teachers as well as utilizes a training program for teachers from ethnic minority groups to make sure everyone in the nation is speaking at the same standard. Between the different regents and ethnic groups, there are major differences in the Mandarin Chinese stands, with a current national average of 70%. Within that 70% average, the larger cities level of Mandarin is over 90% and within the rural areas is about 40%. This plan aims to bridge this large gap.



## Plastic Eating Fungus to Help Garbage Issue



Researchers from the Chinese Academy of Science has come up with a way to solve the garbage problem: with fungus. The fungus, named *Aspergillus tubingensis*, can grow on the surface of polyurethane plastics and slow break down the bonds between the polymers. Polyurethanes are the plastics that are used for industries such as medical, automotive, and construction. The fungus is also said to be able to physically pull the plastic apart with strength during the breakdown process. This breakthrough is quite significant in disposal matters as that polyurethanes take a while to decompose

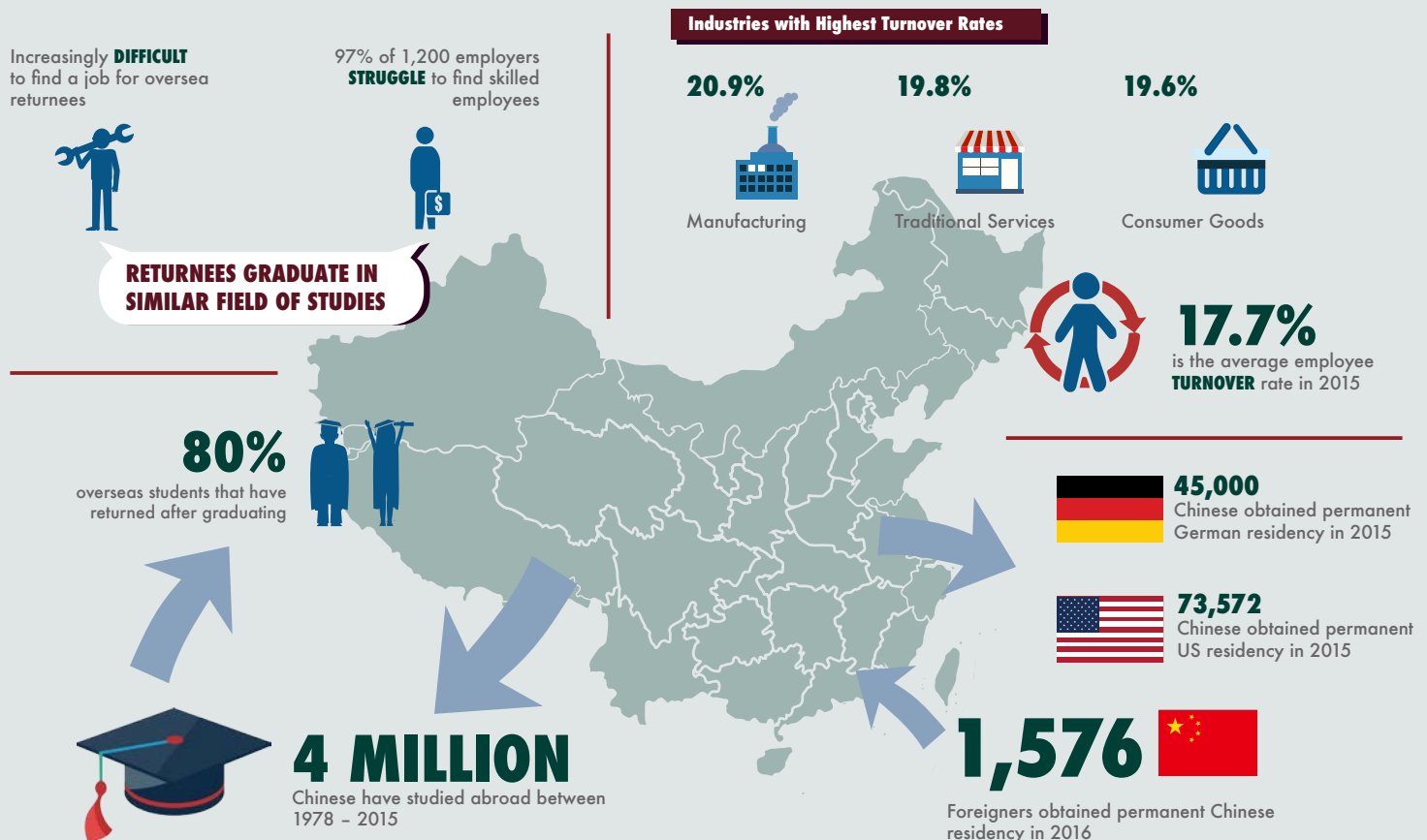
and can pollute water and soil, which can be detrimental to humans. Researchers are now trying to figure what are the best conditions to have the *Aspergillus tubingensis* growing and thriving.

## Face Scanners for TP Thieves

Visitors to public toilets in Beijing might encounter some toilet paper dispensers with facial recognition. Beijing officials have put these dispensers in bathrooms to prevent people from stealing toilet paper. Before these new smart machines, constantly replacing toilet paper rolls caused financial issues for bathroom management teams. After some investigation, officials discovered that mostly senior citizens were taking copious amounts of toilet paper for home use. The dispenser asks each user to remove hats and glasses and reads facial features. Once the face is recognized, after 3 seconds or up to a minute, 60cm of toilet paper is dispensed. For those that might need more than the 60cm dispensed, they will be out of luck, as that the dispenser only allows 60cm within nine minutes.

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# CHINA'S RECENT HR TRENDS







# Breaking the Cycle

## Leading Next Generation Organizations

by MICHAEL BABILON-TEUBENBACHER

It might seem that disruptive technologies and ongoing large-scale societal developments are putting us at the edge of a new economic world order. Still one would argue that certain economic development are as predictable as the seasons:

1. **(Initial) Dynamic and Growth:** Phases of initial dynamics, investment, high levels of innovation and "letting it happen" are followed by
2. **Consolidation:** Phases of efficiency programs, broad-scale structural optimization and tightened control with those in turn followed by
3. **Rediscovering Dynamics:** Phases of releasing fresh entrepreneurial spirit within organizations having been numbed by either efficiency programs or tight central control and decision taking

For those organizations not getting stuck in phase two, the cycle ideally takes the form of an upward-facing spiral, thus resulting in slow but overall progress over the years. Still, obviously, this organizational "stop-and-go" leads to significant organizational abrasion – lost employees, lost motivation and lost profits. The staff experience journey becomes comparable to sitting in a car with the brake and the accelerator being hit fully in turn every 500 meters. Not a really nice experience for anyone who has been stuck in such kind of situation before.

### Trapped in Organizational "Stop-and-Go"

Considering the above cycle, one might argue that the current hype on agility, swarm, self-organization, cross-functional teams and similar is less of a unique development rather

than the consequence of decades of strict managerial control and efficiency orientation. What is unique though, is the speed and environmental complexity, which organizations and their leaders are undoubtedly facing. VUCA – volatility, uncertainty, complexity and ambiguity – and overall changing rules of the game decrease predictability and directly impact leader's ability to obtain information, to interpret, to act, to decide and to direct.

It's not surprisingly very few leaders are nowadays talking about efficiency. Too much is at stake by missing out opportunities, losing market share or not investing into potential foundations for future economic success. Uncertainty on which foundation will be solid enough for the challenges to come, on what the best opportunities are and on who the biggest competitors will be is not a fertile breeding ground for companies to sustain themselves. Neither is it a good breeding ground for optimizing historically grown organizations and setups, tightening control and, squeezing out the last cent in the next savings initiative. The challenge is to investigate, break-up silos to try out, diversify, innovate and get outside of the corporate comfort zone.

Is this development bound to last or are they currently forcing staff into new ways of collaborating and working in creativity inspiring setups just to hit the brake once it turns out that the current broad-scale opportunity hunt is not sustainable? Wide ranges of start-up initiatives are far from being profitable, tightening monetary policy is already visible on the horizon and organizational practice frequently shows that letting go of control is less an act of conviction rather than an act of following a trend or, even worse, an act of despair.

## Fostering Entrepreneurial Spirit for Breaking the "Stop-and-Go" Cycle

One thing is for sure: The more dynamic and overwhelming frame conditions are, the more sanity and reason will be key in creating a competitive advantage for an enterprise. Some people might wonder what sanity and reason have to do with entrepreneurship. From experience, entrepreneurial mind-set is not only about seeking opportunities, driving innovation and jumping onto the next best investment opportunity. It is in fact much more about balancing short-term profits with long-term gains, about sustainably growing a business over an extended period in a smooth and continuous ride rather than in a frantic stop-and-go. It is about looking beyond the next quarter and even beyond the next year and foreclosing developments before they adversely affect enterprise operations.

The line between rediscovering organizational dynamics after a period of tight managerial control and simply kicking-off pointless shortsighted action is very narrow. After all, leaders need to keep fresh initiative alive not knowing what will come out of it while at the same time providing direction and guidance. Distinguishing promising investments from pointless action with confidence requires entrepreneurial skill and attitude as well as mental flexibility. Sadly, organizations disempowering and discouraging people from growing their own judgmental abilities have successfully numbed those, transforming entrepreneurial spirit into compliance and restraint-based thinking.

So, growing and fostering true entrepreneurial-spirit is THE core leadership challenge in sustainably breaking the vicious "stop-and-go" cycle. Only employees who are in a position to take sound entrepreneurial decisions and who can handle the apparent contradiction between creating dynamics, and staying efficient are truly empowered staff who can achieve sustainable success for enterprises. So, key question for leaders is, how to promote entrepreneurial spirit amongst staff members who either have never even considered thinking entrepreneurial or who have lost their entrepreneurial thinking along their corporate journey.

## Keeping Success, Sustainability and Satisfaction in Balance

No doubt, holistic entrepreneurial-spirit and judgmental ability are mindset-related. Building them up takes time and requires

considerable and consistent leadership effort across all levels. The underlying transformation is a journey touching the very core of enterprises including but not limited to values, leadership principles, steering mechanisms, evaluation systems, hierarchical structures and governance elements. Well-targeted change management effort is necessary to realize this transformation effectively. And once the transformation is completed it just as well requires considerable effort to uphold entrepreneurial spirit against all odds.

Whereas the measures to be undertaken and the starting point for the transformational journey are very much dependent on the entrepreneurial circumstances, three elements have proven key in realizing the required mind-change, as simple as they might look at a first glance:

- **Trust:** Albeit this is the most obvious element, it is at the same time the most difficult one to achieve. While trust is THE leadership skill required to drive organizational performance, the Holy Grail for establishing trust is yet to be discovered. A good starting point is to follow the core belief that people who are truly empowered – i.e. who have the knowledge / information, the skills and the authority to act autonomously – will do their very best to drive organizational success. Only the deployment of this key-attitude amongst leaders and staff members will lead to the establishment of a safe collaboration environment, which is the breeding ground for trustful relationships.
- **Overarching common vision:** Making use of agile terminology, the overall "product" vision is key for empowering self-organized and cross-functional teams. Leaders and employees who have an in-depth shared understanding of where the enterprise journey is meant to go are less likely to waste time and money in areas that are not beneficial to the overall objectives. Rather they are very likely to drive initiatives autonomously, which pay off and support the overall goals. Keep in mind that sustainable deployment of a common vision is relying heavily on a consistent two-way-process. Only SHARED understanding creates the solid foundation for individual employees to take well-founded and aligned decisions.
- **Framework for well-balanced judgements:** Particularly stock-listed companies frequently lack the ability to sacrifice

short-term gains to long-term benefits. Accordingly, staff members face frameworks that do not permit to take well-balanced judgements. The key lies in proving leaders and staff with a framework that promotes well-balanced decision taking instead of dashing for the next quickest success. On the tangible side, such a framework comprises structural elements like a Balanced Scorecard for steering along the dimensions Success, Sustainability and Employee Satisfaction. On the soft side, such a framework comprises a diverse workforce which is engaged in an ongoing constructive dialogue on which opportunities to pursue and which opportunities to rather let go.

Dynamic and agile enterprise development and efficient operations are neither mutually exclusive nor are they necessarily consecutive organizational conditions in a stop-and-go cycle. Rather they are the result of continuous considerations and entrepreneurial dialogue, across all levels, on where to foster agility and organizational responsiveness and where to push for the next level of organizational efficiency. Upholding this dialogue MUST be a top leadership priority, by channeling it, moderating it or re-enforcing it.

Leading next generation organizations requires entrepreneurs with the ability to create safe environments with truly empowered people who share a common entrepreneurial vision and who have the ability to establish frameworks and teams leading to well-balanced judgements. This does sound like an ideal state and like a long-term vision, right? However, one would argue that it also sounds like a very attractive awakening from corporate numbness and running against the next upcoming efficiency stop sign.

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# Making the Most of Your Resources

## Organizational Efficiency within a Shared Service Center Environment

by STEPHANIE RINKEL

In today's world, companies strive for efficiency and effectiveness to accomplish its goal. An efficient organization implements its plans using the smallest possible expenditure of resources to generate high margins of profit.

When talking about production oriented business that produces tangible goods, the measure of efficiency connects to mathematical relationships between inputs and outputs; when the asset of an organization is the human capital, this relationship is not so clear and consequently the ability to accurately measure efficiency in a simple relationship between input and output is difficult. A proven example to discuss the organizational efficiency can be shown in an already well established shared service center, where the efficiency is of utmost important. During the last years, companies have centralized e.g. accounting services within their organizations, concentrating them in a shared service center environment to improve work efficiency, monitor and increase service levels and realize cost reductions. When talking about organizational efficiency in a shared service center environment, popular topics are: lean management, doing more with less resources, process/system improvement, and optimizing human resources. Hence, it's worthwhile to dig into the methods companies use to improve the efficiencies and outputs.

### Automation Changes the Mechanics of Operations

Companies have invested significantly in system automation (e.g. Robotics) to build a platform that support shared service operations. One of the best examples is the process of accounts payables (AP) auto posting (the automatic posting of an invoice) which proves to be the key in reducing costs within accounting.

In the healthcare industry, a good functioning HCP (Health Care Professional) program is important for business which fits academic needs. For medical representatives (Med Reps) within the Pharmaceutical Industry a good program is the way to integrate medical communities, and interact with doctors and other industry players. Holding conferences where clinical cases and experiences are shared is a common practice in China. However, payments to HCP in China feature for a large volume, long cycle times in payments, and huge manual efforts (including

manually calculating and posting of individual income tax as well as performing significant number of compliance checks) etc.

A way of implementing automation is to link existing systems that manage the whole life cycle of meetings & events for the healthcare industry to the well-established and globally used tools within the accounting area for auto posting. Developing the possibility to retrieve data from an existing CRM system that is linked to the company's SAP system and automatically uses the data and converts it into an automatic posting of an invoice is a good example of automation. Not only data is retrieved and used for several purposes (such as signing contracts between the parties within the HC industry, allowing compliance checks and initiating auto payments) it also:

- Diminishes efforts for preparing paper-based documents, which is eco-friendly
- Reduces workload within the legal department for preparing paper agreements
- Eliminates manual posting workload, local compliance checks, and tax calculation
- Shortens payment cycle time significantly
- Scales down compliance risks by e.g. removing pre-chopped agreements and implementing system controls
- Contributes to strategic analysis of HCP utilization
- Increases transparency of HCP Speaker payments
- Flattens payment status phone calls from hotlines
- Has an apposite effect on the automation rate of the accounting services provided

### Lean Changes the Way of Thinking and Behavior

As automation increases in importance, it is tempting to emphasize technology over other elements to improve efficiency. This approach can overcomplicate the implementation process and obscure the long term goals. Establishing a lean management culture can be a good approach to run an organization that supports the concept of continuous improvement, a long-term approach that systematically seeks to achieve small, incremental changes in processes in order to improve efficiency and quality.

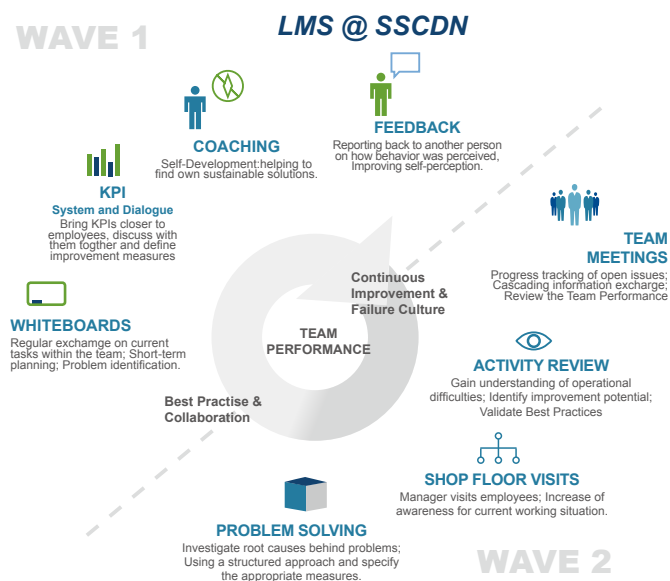
With the establishment of a Lean Management System (LMS), companies lay the foundation for a culture enabling each individual employee, both to reflect their own behavior and actions as well as the actions of the respective teams, with the intention to learn how to increase the organizational efficiency on a daily basis. LMS offers a selection of elements which can be applied anytime to improve collaboration within teams by every employee. Core elements of a learning culture are:

- Creating transparency on activities in teams in order to avoid redundancy, to support each other and to manage workload
- Providing/asking for feedback on a frequent basis and learning from each other, for example, by Activity Reviews or Best Practices exchange
- Developing skills of employees systematically, for example, through Coaching in finding solutions in day-to-day business affairs,
- Skill Management to ensure availability of functional skills within the team
- Addressing problems and its causes openly in structured problem solving sessions along with working on solutions
- Reviewing people and partner satisfaction as well as reviewing productivity KPIs within the team regularly with respective definition of appropriate measures

The KPI system (PPP) and KPI dialogue are two of the effective approaches to further use for information exchange and for tracking the status of overarching measures and problems. PPP stands for People (employee satisfaction), Partner (business partner satisfaction) and Productivity – and represents the three categories, for which KPIs are tracked on (at least) a monthly basis. KPIs can be both automatically extracted from applications/ databases (e.g., BW Dashboard) but also data/statements that are extracted through surveys.

The KPI Dialog is used to track the development of the Lean KPIs of the unit. Each participant comments on significant development of Lean KPIs within the respective team/department, and explains which new measures have launched (e.g. to address possible adverse developments).

The point of LMS and the learning culture is the open dialog between managers and employees as well as the dialog between team members. Options for improvements are perceived as opportunities to further develop the organizational efficiency, and people are empowered to contribute.



One of the key elements of LEAN Management by the design is the element of whiteboard sessions (WBS). Whiteboard sessions are a core part of the Team Performance Dialog. In such a session, all team members present their current activities, indicate when they have capacity issues or other problems, which require immediate assistance. Whiteboard sessions are the ideal platform to create transparency on activities in the team, list short-term tasks, identify problems and offer mutual help within the team. Teams, which operate at different sites, can use an electronic version of the whiteboard.

The sessions are well accepted, achieve more transparency and form part of a companies' meeting culture.

It is important to find out, how the application of each LMS element can contribute to the efficiency of an organizational unit. Applying Lean Management is not an end in itself. Rather, it should be a valuable support in dealing with daily tasks.

## Innovation Changes the Culture of Continuous Improvement

In this world of rapid evolution, increasing competition and boundless opportunities, one of the objectives is to increase the work efficiency via continuous improvement; innovation is the key to achieve it. A way to approach innovation within an organization and certainly within a shared service center environment is to establish an innovation network to unleash the full innovation potential of all employees in the organization.

An Innovation Network connects people across regions, functions, and divisions and provides skills and tools to drive local projects/innovation initiatives. An example seen among multinational companies shows the roles and responsibilities established within an innovation network:

- Innovation Ambassadors – Passionate and committed business leaders who promote innovation in his/her country or function.
- Innovation Coaches – Engaged employees who connect people, provide guidance and promote local activities.
- Innovation Managers – Full-time experts for innovation, running programs & communities, trained in specific methodologies.
- Innovation Committees – Senior Business Leaders who set Innovation Agenda, governing global initiatives to drive innovation in a sustainable manner.

Innovation is not only developing something new that creates value, but also a mindset, being curious and experimenting new things, challenging the status quo and asking why people are doing things as they do, and whether there are other ways to do it.

Current trends clearly show that companies are moving towards global business services (GBS) more and more to expand their scopes, moving up that value chain and committing to deliver added value services to their core businesses. Measures mentioned above are all about effectively unleashing people's potential and building intellectual capital. This leads to increasing levels of innovation, participation and collaboration, as well as improved organizational performance and efficiency.

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# Engaging Hearts

## Raising Efficiency in the Human Economy

by CAROLIN HAN and VIVIEN YANG

*It's Tuesday morning and the first thing on Jane's agenda is a meeting with a new customer. Being aware of this meeting's importance, Jane put a great deal of effort into the preparation and is looking forward to presenting her ideas to the customer. After a successful meeting, Jane continues to work on a new sales proposal. Being fully immersed in her task, time flies and it is soon time for lunch. She is just about to leave her desk for her break, when an e-mail comes in – a customer complains about a payment issue gone wrong. Wishing to solve this problem immediately, she pops in to the accounting department and calls the customer back to tell him that his complaint is taken care of. "This job is challenging at times, but also very inspiring. I'm learning a lot on a professional and personal level", Jane says. She identifies with and believes in her work knowing that it is a valuable contribution to her company's success. Jane is what we call an 'engaged employee'.*

### The Human Economy

Organizational efficiency – an organization's degree of success in utilizing the least possible input in order to produce the greatest possible output – is a central imperative of our time. In a digitalized world, organizations are increasingly guided by quantifiable economic data with key performance indicators and rankings being in the center of management attention.

A common perception among business leaders is that technology will soon create greater value than people and give the desired uplift in efficiency. However, with changes in today's world of work and the advent of the technological revolution we are entering "the human economy, which will be more about creating value with hired hearts," as author and business leader Dov Seidman puts it, and not machines or artificial intelligence. To run efficiently and compete effectively, organizations need engaged individuals like Jane, who thanks to their passion and dedication are willing to go the extra mile.

Engaged employees are highly energetic at work, fully immersed in their tasks and persistent even in the face of difficulties. While this is beneficial for employees themselves in terms of personal growth, it is also reflected in organizational outcomes such as higher productivity, higher profitability, and higher revenue. In addition, engaged employees show creative work behavior and high learning motivation, which is essential for companies to stay competitive in an innovation-driven environment.

### The State of Workplace Engagement

According to the latest Gallup Global Workplace Report, merely 6% of Chinese workers are engaged in their jobs. Disengagement is not limited to certain job types or education levels – even among professional workers and managers work engagement is only 8%. Considering that engagement is strongly related to workplace productivity, these

alarming numbers correspond well to the results of Ernst & Young's 'China Productivity Pulse' (2014) which shows that Chinese office workers spend only 52% of their working day on what they consider to be productive work.

The authors were particularly interested in the level of work engagement among Chinese young professionals, a group of importance for organizations in our business community. Using the Utrecht Work Engagement Scale, an established scale measuring the three dimensions of work engagement, i.e. vigor, dedication, and absorption, they conducted a survey among 47 young professionals with a Master's degree in Management from a top Chinese university and an average work experience of three years. The relatively new concept of work engagement originates from positive psychology research and differs from employee engagement as measured by the Gallup Institute in that it focuses purely on the employees' connection to their work itself instead of their connection to the organization.

The research showed that:

- Young professionals show a moderate level of work engagement (average of 4.5 on a scale from 1–7)
- A third of the surveyed young professionals are planning to change to a job in another organization within the next twelve months
- Those with low work engagement show a significantly higher turnover intention than those with high work engagement

### Drivers Behind Work Engagement

It is known that work engagement is related to employee turnover and bottom line outcomes such as productivity, client satisfaction, and financial returns. What is less known though is how to increase engagement among employees so that their attitudes and behavior have a positive impact on organizational outcomes. Psychological research concludes that a key to work engagement is to strengthen employees' job resources which support them in achieving their work-related goals and stimulate their personal growth. Examples include job characteristics such as task variety or autonomy, but also support by colleagues or supervisory coaching.

The research showed that:

- The most engaged employees are especially driven by having the ability to create value through their work, working atmosphere, and productive teamwork
- The least engaged employees criticize a lack of challenge and creativity in their work, long working hours, and a low salary

To conclude, work content that is perceived as meaningful and challenging by the employee appears to be an important driver of work engagement, while a supportive social environment at work seems to boost engagement to above average levels.



## Work engagement, (dis)liked work aspects and turnover intention among Young Professionals

	Bottom 25%	Work engagement	Top 25%
Like	<ul style="list-style-type: none"> <li>+ Having leisure time</li> <li>+ Stable job</li> </ul>		<ul style="list-style-type: none"> <li>+ Good working atmosphere</li> <li>+ Productive team work</li> <li>+ Creating value through work</li> </ul>
Dislike	<ul style="list-style-type: none"> <li>- Lack of challenge at work</li> <li>- Lack of creative work</li> <li>- Working overtime</li> <li>- Low salary</li> </ul>		<ul style="list-style-type: none"> <li>- High performance pressure</li> <li>- Complicated communication in complex organization</li> </ul>



...plan to leave their current employer in the next 12 months

### Actions for HR Professionals and Leaders

**Talk to employees.** Actions targeting work engagement must fit an employee's abilities and preferences, so it is essential to involve them. Acknowledging their view means recognizing them as individuals with different goals, which can already have a motivating effect on its own. **How?** First talk to your employees about their personal goals and resource needs. Then implement changes or set development goals.

**Redesign jobs.** More organizations expect their employees to be proactive and to take responsibilities, but they should create the opportunities for their employees to live this potential. Job redesign strategies can increase work engagement and foster personal development by offering new challenges. **How?** Give your employees more responsibility and autonomy. Extend their task areas through job enlargement. You can start small-scale with daily tasks or small projects.

**Create a collaborative environment.** As reflected in the survey, the most engaged participants especially appreciate their positive work environment fostering collaboration and team work. Indeed, social interactions with others can be a valuable resource at work and some companies succeeded to create environments that allow people to meet, help and give feedback. **How?** For example, Daimler Trucks North America recently changed from large cubicles with high walls to open office spaces to encourage employee connection. As Daimler reports, providing more common spaces supports spontaneous encounters and team work, resulting in an exponential increase of employee interaction.

**Activate self-efficacy.** "Whether you think you can, or you think you can't – you're right." As phrased by Henry Ford, self-efficacy is a powerful belief and an important driver of work engagement. Employees that believe they can reach their goals are more willing to engage in their work, thus more likely to actually reach their goals. Successes will in turn fuel their belief in their own capabilities, which is why organizations should aim at setting this positive gain spiral in motion. **How?** Set goals that are ambitious, but still achievable. Coach and encourage your employees. Use role models. Ensure mastery experiences. Recognize employees' successes.

**Be a transformational leader.** As work engagement is about putting your heart into your work, leaders are advised to adopt a transformational leadership style instead of only focusing on the functional part of what should be done. **How?** Highlight for employees why their work matters. Be a role model and 'walk the talk'. Set high expectations, but provide support. Maintain trustful relationships with employees.

**Prototype and learn from feedback.** For employees, their work itself, social encounters, and personal successes integrate into one single experience that determines how they feel, think, and behave while working. Consequently, companies should iteratively develop the whole employee experience. **How?** Use human-centered approaches such as design thinking. Prototype measures to see what works, learn from feedback and improve again.

### The Key to Efficiency in the Human Economy

As the authors' research and recommended actions suggest, an organizational focus on efficiency may not be the key to efficiency in the human economy. Indeed, too much emphasis on trimming organizational structures for efficiency may leave employees disengaged and, therefore, inefficient. Instead, the key to efficiency in the human economy is to engage your employees and to create an environment in which they can thrive.

Carolyn Han is Head of Learning & Development at Han Executive Advisory & Development (H-EAD.com). She studied International Business and Management (BBA, Dipl.-Betriebsw. (FH)) in the Netherlands and Germany. She also studied Organizational Psychology (MSc) at the University of London, UK. H-EAD provides solutions for executive development and management diagnostics.

Vivien Yang has worked for BASF and Thales in the fields of employee development and change management. She studied Psychology (BSc) at the University of Heidelberg in Germany.

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/// simply more

# A Space for All

## How Co-working Can Help Improve a Company's Organizational Efficiency

by NICK WITHYCOMBE



The almost homographic terms organizational effectiveness and organizational efficiency can differ greatly. Organizational effectiveness simply measures whether the goal was achieved, while organizational efficiency heeds to budget, economy of usage and balances input with output. While the terms are supposed to be different, in the case of HR and of having an office, they are one and the same; the goal of the effectiveness is to be as efficient as possible with available resources.

When efficiency is the word, co-working is the answer for many companies. While the sound and the reputation of this may still conjure brand images of youths lounging on sofas and prompt words such as "millennial" and even worse, "hipster", it's vital to know that some companies that use co-working spaces include Microsoft, AB InBev, The Guardian and many more Fortune 500 companies.

### What was 'Co-working' and What Has it Become?

Co-working finds its roots from the same era of 'hackerspaces' in the mid-1990s. Open workplaces provided somewhere for digital experts to physically congregate in order to share ideas and thoughts. It was alleged that Brian DeKoven, a game designer, coined the term 'co-working' in 1999, having identified the collaborative style of such places.

The first officially declared co-working space was known as the San Francisco Co-working Space, a not for profit cooperative which saw the value of giving an alternative work community a place with structure

and managed community to go alongside their freer and more flexible working lives.

With just 75 known co-working spaces a few years later, it was from 2011 to 2015 that the number of co-working spaces around the world increased by nearly 700%. According to the latest annual Global Co-working Survey, in 2017 more than one million people will work in a co-working space, with over 14,000 venues worldwide

This rapid expansion proves co-working popularity and therefore effectiveness at giving enterprises of any size, from one person to hundreds, the optimal working space.

While growth of the co-working industry is enormous, and in some senses the years it has been successful for is a long time in today's pace of information understanding, it is still necessary to explain what co-working is not. Co-working is not incubating start-ups, it isn't focused solely on tech companies, and co-working isn't only for small companies.

No company of any size can afford to be left behind – especially foreign companies in China, where the need to stay ahead of the game is more critical than ever. Co-working spaces can solve many problems for both companies and entrepreneurs entering a new market. The simple avoidance of having to deal with setting up tenancy agreements, wifi, cleaning staff, furniture and more are gone in a second.

Thereafter, immediate connectivity to fellow innovative companies and mindsets within the same co-working space is a networking goldmine. Co-working spaces provide an instant welcome into the professional community of Shanghai and there are further diverse benefits to maximise organizational efficiency.

### Efficiency Defined

The author spoke to Dominic Penaloza, Chief Innovation Officer at naked Hub, who broke down the proposition in terms of efficiency. "Imagine an office building housing 100 small and medium sized companies. In a traditional office this would mean 100 front desks, around 100 meeting rooms, 100 printers, 100 WIFI setups, 100 pantries and 100 water coolers. In a co-working office, this would mean one front desk, around 4–6 meeting rooms plus several meeting spaces, a few printers and one WIFI setup. The cost savings come from needing less total real estate, fewer



assets, and a much higher utilization of space. And that's only accounting for the real estate and physical assets. Co-working also optimizes the 100 procurement processes for a total of 500–600 desks and chairs; now simplified to one procurement process for all the desks and chairs."

### **The Myriad Benefits Throughout Co-working**

Organizational efficiency can capture many topics of co-working. The efficiency not only arrives in terms of visible benefits for the ones and zeros of the accounting sheet, but it is a proven method to achieve further objectives, essentially at no extra cost. A good business needs to consider how to use resources to retain talent – i.e. keep key employees happy. Co-working achieves that by simply offering them a much nicer place to work.

Co-working is so powerful because it enables each member to enjoy both the superior economics and user experience. Every employee of the company and thus, the business itself gains not only in happiness quotient of being in a physical space that has a cool design and avant-garde feeling, but the community aspect of true co-working spaces leads to new contacts, customers, and business partners.

If this value proposition of economics and superior user experience sounds familiar, that's because it is found in other industries within the sharing economy such as ride sharing services like Uber and Didi or home sharing services like Airbnb. Since almost everyone would choose better service at lower costs, these new sharing-driven models are rapidly gaining market share and disrupting massive traditional industries like ground transport, residential real estate and commercial real estate.

### **Retaining Talent**

A report last year from Emergent Research confirmed that turnover costs associated with recruitment, training, lowered productivity and lost expertise are distinct. It was found that the mean average cost of replacing one employee is a full one-third of the annual salary of hiring a new person, as stated in the report's US Labor Department statistics. Some estimates came in at much higher: a study by the Society for Human Resources Management (SHRM), stated that the process of hiring a new employee can cost between six to nine months salary.

Only 13% of employees worldwide are engaged at work, according to a 142-country study of 180 million employees conducted by Gallup in 2013. In the survey, 87% of respondents reported that they were either 'not engaged', meaning they lacked motivation and were less likely to invest discretionary effort in organizational goals or outcomes, or were 'actively disengaged', indicating they were unhappy and unproductive at work.

Most companies don't have the resources of either budget or time to painstakingly create a 'Google Campus experience' in their offices space. As one example, naked Hub does. With Co-Founder of naked Group, Delphine Yip-Horsfield having a decades-long background in design, sharing world class design skill is an enormous benefit of naked Hubs. The best co-working spaces offer innovative workspace design which fosters collaboration and creativity at a higher level of quality than any individual company would be able to do by themselves. Smart founders are beginning to realize that co-working enables them to offer many of the work environment perks seen at top talent magnets like Apple and Google.

### **Undeniable Productivity**

Citrix's research with the Centre for Economics and Business Research into the potential economic impact of a more widespread 'work from anywhere' culture found that the UK could gain the equivalent of 0.7% of GDP through more productive use of available working hours away from the traditional office space.

The study also revealed that flexible working allowances could potentially save workers £7.1 billion in reduced commuting costs and over half a billion hours spent travelling. Microsoft opt for co-working, with their director of Microsoft UK, Rich Ellis, quoted as seeing co-working as obvious to modern day needs.

'Gone are the days when we needed to be chained to our desks between the hours of 9am and 5pm, or clock in and out as proof of a day's productivity,' he said. 'Technology solutions such as collaboration tools and the cloud have given us the ability to work from where we want, when we want – and many businesses are already reaping the productivity benefits of this, encouraging employees to work in the best environment for them and embracing new solutions such as co-working spaces to enable this.'

### **Maximising Existing Real Estate Efficiency**

Besides fitting in to existing co-working spaces, large corporations could consider using their existing space for co-working, thus creating an extra revenue stream in these otherwise unused pockets of space. Organizations have adopted co-working in a variety of ways, adapting the style to suit their particular needs, while other companies have launched satellite offices or incubators at existing co-working spaces, enabling employees to collaborate with outside partners, researchers and customers on a consistent basis.

### **The Tool to Achieve Efficiency**

Co-working is the ultimate way of organizational efficiency, if your goal is to obtain the most desirable office space at the lowest cost. Basic functional tasks such as procuring furniture, monitoring the internet and organising the lease are at minimal or zero effort. Even the time spent choosing the right location is gone, as premium co-working spaces have already undergone this labyrinthian project. Thereafter, tick every box on the company list by pleasing employees, staying in touch with the local working community and on the pulse of the city's business scene – achieved at a proven rate of the lowest expenditure possible.

Nick Withycombe has lived in Shanghai for 15 years, and has written for many of the city's media publications. He believes in co-working and can usually be found drinking delicious green tea at naked Hubs around the city.

About naked Hub: naked Hub is work redesigned. Their innovative and beautiful workspaces are home to a diverse community of companies and individuals who interact, collaborate, and do business with one another. Offering unprecedented freedom, financial flexibility, and an invaluable online-to-offline community, naked Hub is a platform designed to help start-ups, SMEs and MNCs across all industries, to increase their success in business. Find them online at [www.nakedhub.com](http://www.nakedhub.com)

# Increase Productivity Step-by-Step

## How Industrie 4.0 Can Streamline Output

by XIAOLONG HU

### Companies on the Path to Industrie 4.0

The future of manufacturing has been summarized by the term "Industrie 4.0" for quite some time now: by means of networked manufacturing, workpieces and manufacturing equipment can communicate with each other making it possible to manufacture individual products under the same conditions as mass production. Core requirements for implementing this vision are continuous IT and a high level of automation.

### Industrie 4.0 – Internet on the Shop Floor

There is no lack of definitions and explanations regarding the term "Industrie 4.0". The complexity of Industrie 4.0 and the many different players that are involved generates uncertainty, as soon as the detailed contents are considered. At the same time, the meaning of the so-called 4th Industrial Revolution can be traced very easily. Basically, the steam engine was the key technology in the first Industrial Revolution, electric power characterized the second Industrial Revolution, and automation through computers was the premise of the third Industrial Revolution. It is often forgotten that the computer in manufacturing – on the shop floor – was the key characteristic of the third Industrial Revolution. Many published examples of Industrie 4.0 depict scenarios representing Industry 3.x, rather than Industrie 4.0.

The core of the fourth Industrial Revolution is now marked by the arrival of the internet on the shop floor! The networked products and decision making processes, also known as Cyber-Physical Systems, practically control entire value chain networks in real-time. This is facilitated through workpieces and manufacturing equipment that are digitally linked through IP addresses and are able to communicate with each other.

### First Computers, Then the Internet: from Industrie 3.x to 4.0

Companies will only invest in Industrie 4.0 if they see a clear benefit such as a significant increase in productivity. For this to happen, Industrie 4.0 – internet on the shop floor – does not have to be focused on immediately. However, every manufacturing company should have the goal of realizing Industry 3.x and continuously integrating computers and automation technologies. Many companies lack knowledge of technologies that currently exist. IT penetration is a necessary prerequisite for the next steps.

This goal can be addressed immediately so that fast success is possible in terms of productivity.

Three steps are necessary in order to increase the level of automation and IT penetration. First, business IT areas such as CRM, ERP, MES and PDM systems must be expanded into a continuous IT landscape. Furthermore, control and automation technologies should be consistently utilized to manage efficient manufacturing. Then, it is necessary to link the business IT (office floor) with the shop floor operating technologies (OT) because long-term merging of the flow of materials and information can only be achieved using a continuous IT/OT architecture.

### What Really Matters: A Three-point Plan for Tomorrow's Manufacturing

To ensure long-term competitive advantages in networked manufacturing, special Industrie 4.0 information architectures are required that take the following requirements into consideration

#### a) Vertical integration and networked manufacturing systems

In most companies, the automation pyramid is still characterized by strictly hierarchical communication structures and differentiated levels. However, Industrie 4.0 architectures must provide a link from business management levels to the operations, process and control levels, and to the field. Plug-and-produce modules for manufacturing, planning of optimized manufacturing and control in customer cycles with the option for adhoc networking in products and resources are all examples of prerequisites that are required in order to realize customer-specific business and manufacturing processes. In order to accomplish this, it is imperative that the IT systems of the corporate management level (office floor) be networked with the manufacturing systems (shop floor), allowing them to communicate with each other without barriers or media disruptions (compare Fig.1).

#### b) Horizontal integration through value-added networks

The so-called horizontal integration through value-added networks concerns various areas: networking the manufacturing systems into a manufacturing complex, networking within the scope of the supply chain, as well as networking and involvement of the customer.

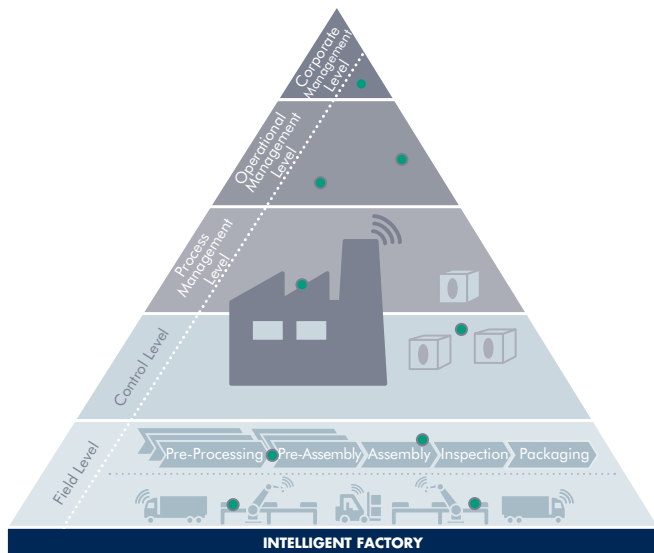


Fig. 1: A smart factory is consistently networked, from corporate management level to field level.

Demand-oriented manufacturing is characterized by its high level of flexibility and networking in the individual manufacturing facilities; there is an optimized flow of material and information along the value chain in which the customer is involved. Inventory controlled supply is replaced by continuous and demand-controlled supply (Smart Sourcing). Manufacturing and manufacturing supply are self-controlled using intelligent automated equipment (Smart Planning). The integration of the processes is ensured, including the logistics to the customer (Smart Distribution) (compare Fig. 2).

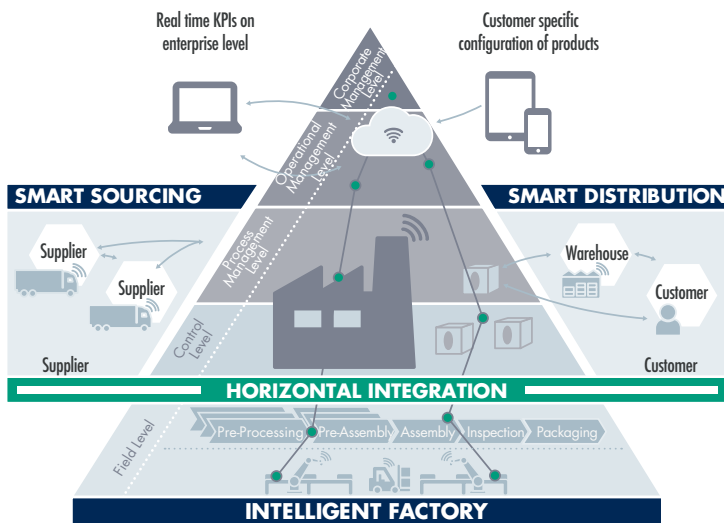


Fig. 2: Horizontal networking across the entire supply chain via a production network and with the customer

### c) Continuous engineering throughout the entire lifecycle

Skills from different engineering disciplines are required in order to realize these types of horizontal and vertical network architectures. This complexity can be countered with systems engineering. It provides basic methods to describe and plan the integration of product and manufacturing resource planning into an overall system. However, these skills are not yet present in many companies. Moreover, engineering is operated from two perspectives: the engineer's perspective and hardware and software development.

There are already various architecture models that take the mentioned characteristics into consideration. Every one of these models addresses different target groups. The practical implementations of new architectures will reveal which models are appropriate for industries and companies.

### Implement Industrie 4.0 Now

Industrie 4.0 is a major topic of current interest. The challenges are clear and every manufacturing company should address these topics. The current situation in industry can be compared to that in commercial sector 15 years ago. The internet threatened established business models here as well. Just as then, there are also skeptics today who perceive the internet movement as unsubstantiated hype by lunatics – and there will be winners and losers this time too. Today, the winners in commercial sector are eBay, Amazon and Zalando. Industrial companies should not miss out on bringing the internet into their businesses if they still want to remain competitive in the future.

Xiaolong Hu grew up in China, studied at the University of Hannover and has spent many years living in Germany. As the managing director of UNITY in China, he focuses on Industrie 4.0 strategies, innovation management, operational excellence as well as managing large implementation projects in a cross-cultural context.

#### About UNITY

UNITY is the management consultancy for future-oriented corporate management. With 210 employees, they are present at 14 locations worldwide and lead projects around the globe.

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# Why, Where, What

## Designing Tomorrow's Organization Needs Clear Answers Today

by AXEL KUHLMANN

In today's VUCA (Volatility, Uncertainty, Complexity, Ambiguity) world, many organizations feel the pressure to change and overcome traditional structures. Their wish: An organization which works well with all existing and new challenges, the known, and the unknown. Many times, a couple of aspects are underestimated. This can be dangerous; so it is important to talk about fundamental questions one should put into consideration before starting.

### Is the Organization Ready?

*Is the organization clear where it is today, where it wants to go, and how the future organization will work?*

These are some questions which one may reflect on when building an organization for tomorrow. Answers are fundamental because they will drive actions in an organizational change process. If the "A"(today's state) and "B"(desired state) are unknown, there is no direction. Without direction, where shall people move to? The defined direction itself might be the strategy. Strategy and design of the organization are strongly related. First, have a clear strategy and clarify with all stakeholders in the organization.

If one is going to design a new organization, clarity is highly important. Clarity can create trust and offers an opportunity for team reflection. This may lead to questions. But, if well thought through, many questions can be answered. Those which cannot be answered immediately may have the potential for further improvements. Organizations (management) who misses these questions will most likely face some unknown realities and underlying mental models later. It is not about letting people decide the overall strategy, this is a job for the top management circle. It's about including and activating the human capital layers of the organizations and its knowledge.

In the starting phase, it can be useful to create some clarity through diagnostic tools. It can be a neutral tool, used anonymously, and in various scale. It should be chosen carefully to fit the organization, industry, and purpose. Some consultancies offer ready-made solutions, which can be customized to fit the organization's needs. It's good to be clear about the intended change first and then talk about the assessment. Maybe the company has a tool in-house already. The results will indicate where the organization is (this should be used

frequently because one can see the progression) and may offer some information on which existing ground the organization can use and where the focus should be. It is good to use parts of the existing culture to keep the organization "rooted".

The situation is different if an organization deliberately chooses to change in a phase of strength or if they are forced to change to survive. "Change yourself before you get changed" is the phrase that managers should bear in mind. From the driver seat, one can create their own future at their own pace. In addition, the chance for a successful transition is much greater.

### Are All People in the Driver Seat Clearly on the Same Page?

*Do all relevant parties have the same understanding what the result should be? When shall be what accomplished? How to get there?*

Things can become tricky during this phase. Change processes and milestones are often defined and described in a document. Then the team will experience a slowdown, get stuck, emotions turn into disappointment, energy goes down and people spend less and less effort for the change. Some people may even refuse. And these are only the feelings of the top-management team, not the levels underneath.

There are many reasons why the team might feel this way. For example there was no "re-briefing" from the involved managers to ensure they got the right idea. People worked in the way that they understood and assumed that everything was clear. Managers should insure a proper delegation process and let their employees reiterate the process. If one hears and repeats the same story that was told, they understood. If they repeat and there are differences, make sure to clarify.

Another reason for misunderstanding may be that processes and rules for leadership were not communicated clearly. This is crucial when it comes to the levels of work forces who are not included in the very initial meetings. Even though managers have different communication styles, it should be clear that their teams understand the information correctly. They should ask for feedback and listen to what the team understood (same as above). By cascading down in the levels of organization, it is ensured that there are ears open to hear all concerns.

## WHY Does the Company Need Organizational Change?

Maybe employees will not understand at first why change needs to happen. But, they need to support the change process. Understanding why things are going to happen (e.g. change of business environment, new opportunities, new challenges etc.) is an important driver in the process.

Often organizations lack early involvement from all levels and don't realize that questions may arise in the different departments. They forget that these people are the organization that is going through the change. It's the company's human capital that should join the process proactively. The more agents of change created, the better for creating a critical mass.

## WHAT are Roles and Responsibilities in the Process?

*Who has the right capabilities to fill the role?*

Having the right people in the right place sounds like a task easier said than done. To transitioning from "A" to "B", one must have an idea of what "B" needs. Once the future state and roles are clarified, one must start to look for the right person in the organization. Experience shows that some positions may have many roles and functions. The challenge is that during the company's transition, a person might have one function but fits in one that is better suited for them. Of course this can cause conflicts. Therefore, the transition of individuals demands an elevated level of leadership, communication, and time. Organizations with unclear, inactive, outdated, or no leadership models may have problems during this process.

Currently, the word "agile" is often used to describe future organization. This is more of a way of working together than a structure. It needs a specific mindset and developed leadership which adheres to an ability to let go traditional, hierarchical behaviors. Flexibility paired with accountability and collaboration are key. A diagnosis tool should cover personal analytical aspects to uncover the strengths and weaknesses of people and find the pillars one can build on.

## HOW Can Execution be Ensured and Supported?

Some methods can help view progress as well as approaching issues. Visible progress can be celebrated which motivates and reinforces the

progress towards the goals. On the other hand, one can see in the early stages where hurdles arise and create diversions. As mentioned before, a diagnosis tool is both an analysis of the starting point as well as a reflector of the new state. While people are responsible for execution, technology can help them measure progress. It's obvious that milestones must be set in a well-planned project.

## WHAT does your future organizational map look like?

*What are the interconnections and interdependencies?*

The future organization design may look more like a network of projects where resources(functions) are grouped around a task. This can be depicted in a map. Showing a drawing of future workflows may help clarify the desired state and the difference to today's likely "Silo" thinking and acting. Visualization helps people "see the future".

Answers to these questions, having a strong, open-minded leadership in place and defining a complementing assessment tools can make sure that the organization (system) and it's people(elements) are ready before you start. Activating human capital will potentially support people engagement. Acknowledge that organizational design is about working on structure and mindset. Mapping out and visualizing the processes might be an effective way to show the future. Taking these actions takes time and some courage, but will pay off later.

Axel Kuhlmann is the managing director at akcc (SH & HK)Ltd.. He has worked 24 years in leadership and executive positions in MNCs and SMEs with national and international teams and Clients. Since 2010, he has worked as an executive coach and in 2013 he established akcc Ltd. akcc Ltd. is a consultancy for organizational and personal development in areas like leadership, change, learning organizations, systems thinking. Mr. Kuhlmann is certified systemic management coach smc® and serves as the president of the Shanghai Coaching Circle, a non-profit organization of 200 freelance professional coaches. akcc works with international Clients in China and around Asia. Clients are SME's and MNC's in different industries including Automotive, Transportation, Logistics, Beverage, and Business/ Office Supply.



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# The World is Changing Fast – and China is its Frontrunner

Interview with Mr. Dirk von Wahl, President and CEO of TÜV SÜD Greater China

by JENS HILDEBRANDT and MELANIE LINDSTAEDT

Mr. Dirk von Wahl has been the President and CEO of TÜV SÜD Greater China since January 2009. He holds a Master's degree in Economic Engineering from Technische Universität Darmstadt, Germany and started his career at ABB Group in 1991, where he served in managerial positions in both Germany and China. By 1998, he became the president of ABB LV Installation Materials Co. Ltd., Beijing. In 2002, Mr. von Wahl was appointed the president of Volvo CE (China) Co., Ltd., Shanghai. Under his management, the unit grew from a representative office to a formal company. During his tenure, Mr. von Wahl also managed the construction project of the Volvo CE plant in Shanghai and established a country-wide dealer network in China. TÜV SÜD Greater China has almost 3.000 employees and 40 offices over China, Taiwan and Hong Kong. With over 20 years of experience managing businesses in this region, Mr. von Wahl leads TÜV SÜD's development and growth by identifying strategic opportunities and implementing TÜV SÜD global directions successfully.

**Dear Mr. von Wahl, as the CEO of TÜV SÜD Greater China, you have just moved from Shanghai to Hong Kong. What led you to this decision?**

This was a rather personal decision as that my second child finished high school in Shanghai last year and both my kids are now off to university in other parts of the world. Shanghai is a vibrant and exciting city. Nevertheless, after 14 years in Shanghai with the kids in the house, this marks a new chapter in life that allows my wife and myself to be the master of our free time during the weekends. We go on regular hiking trips again and just in general, are out in nature more than was possible in Shanghai. From a business perspective, nothing has changed for me as I am still traveling a lot within the Greater China region during the week so it doesn't really matter whether I start my trips from Shanghai or from Hong Kong.

**How is your business in China developing and where do you see major opportunities?**

The business could always be better but we do not really need to complain. For the past two years, we had double-digit growth both in revenue and EBIT, and the start of this year also looks quite promising. China is improving its product quality and wants to evolve from being the extended work bench of the world to an advanced industrialized nation. Some low-end products and industries requiring mass labor are moving

to lower cost countries and the latest technology applications are implemented in China very rapidly today. Take WeChat payment for example, almost anywhere in China, you can easily pay for anything through WeChat and "Zhi Fu Bao" – from products, food or even your share of dinner with friends in a restaurant.

I would say digitalization is one – if not – the most important opportunity in China. The scope of digitalization and its implementation is quite wide; we are talking about smart factories, smart manufacturing to Industry 4.0. In addition, it is not only important to get all relevant machines/equipment linked and communicating with each other, but also to ensure the safety and security of the data of such transactions. Here I would need to mention two standards – ISO 27001, the IT management system as well as IEC 62443 which provides a basis for IT security certification in industrial automation and control systems. To support the developments in this area globally, TÜV SÜD has set up two Digital Service Centers of Excellence to focus on the development of digitalization services. The second opportunity I see is green energy: the level of air pollution in China is not news anymore, the government is determined to improve it in the near future through the

enforced use of new energy. Subsequently solar, wind power, smart grid and electric vehicles will continue to be growing applications.

#### What about the challenges?

As long as there is a challenge, there is an opportunity. And without opportunities, life would be less interesting and fun. Despite the recent developments in various countries such as the USA with a new president; UK deciding to leave the EU; Brazil and Venezuela with stalled governments; uncertainties in the relations between Turkey and the EU and the subsequent changes in the nations' relations, I believe that for the TIC industry (Testing, Inspection and Certification), chances and opportunities will come from what is seen now by many as not only a challenge but a threat to global economy. As mentioned above from a technology point of view, I believe cyber security is one of the biggest challenges especially when new technologies, e.g. Internet of Things (IoT), autonomous driving or highly automated driving (HAD), industrial and private use of drones as well as e-commerce, are to be widely implemented. It must be ensured that no danger is associated with such use for mankind or the environment.

The world is changing fast. Our challenge as an organization is: are we changing fast enough to meet the requirements that come with those changes? Recently I found a saying from Albert Einstein, "If you always do what you always did, you will always get what you always got." TÜV SÜD is in a "people business" and our challenge is to get our people to be open about the constant

changes and drive continuous improvement – both professionally and personally. We have to bring the right people together in our organization and form teams the members enjoy participating in and can genuinely contribute to. My greatest satisfaction is bringing together individual performers or smaller groups of people, who sometimes don't see eye to eye with each other, to form one big working team. To be able to see how these teams develop and continuously perform better over a period of time is the biggest joy and achievement at work for me.

#### Where do you see the development of the Pearl River Delta & Hong Kong compared to the other regions in China you are engaged in?

I have lived in Beijing and Shanghai for a long time. I know China is developing these urban areas through its national five-year plan. In the latest five-year plan, "go west" is the strategic direction and up to now, China has built 22,000km high-speed rail (HSR) to connect 29 of the country's 33 provincial-level entities which makes it the longest HSR system in the world. In other words, other regions are developing with a rapid speed. Midwest cities such as Chengdu, Chongqing and Chengzhou are some good examples. The competition among regions is stronger than before, especially as the wage gap narrows and some labor forces are choosing to move back to their home provinces after Chinese New Year. This change has already had some negative impact on Dongguan where many factories have either closed or moved to other locations with lower production costs. The Pearl River Delta & Hong Kong region is facing a critical challenge.

However, there is also a lot of positive development i.e. the Hong Kong-Zhuhai-Macao Bridge that is under construction now. This 55km long bridge is estimated to be completed by the end of this year. By then, people will be able to travel between Hong Kong-Zhuhai-Macao within one hour. I think the future development of the Pearl River Delta & Hong Kong will be similar to that of Silicon Valley in the USA. Hong Kong with its international finance center, and Shenzhen and Guangzhou with their innovation industries, will work closer together to create higher value products rather than the labor-intensive industries in the early 80s.

#### What does the upgrade of the Chinese industry mean for your company?

As I mentioned earlier, China is no longer just the "cheap goods manufacturer of the world" but is offering products of higher quality as well as developing a local market where consumers demand products that are state-of-the-art.

As a 150-year-old TIC company, TÜV SÜD has always been involved in technological advances and has been actively promoting the development of "Industry 4.0" and is cooperating with Chinese enterprises in the process of "Made in China 2025" amongst other topics such as cyber security defense.

As with all new fields of technology, the identification of the right people is not easy. And the fast changes in the industrial landscape in China have become a strain for the employment market with experts and specialists in several industries becoming very scarce.





If we go a step further: many countries like Germany with Industry 4.0 and China with Made in China 2025 are working on fully integrated, digital and automated factories. What will this trend mean for your industry in general?

This is a very interesting topic and our Greater China management meeting last week in Xiamen also discussed big data and digitalization to a great extent. Working alongside our clients in Germany and China, we are actively shaping this trend. The future trend of digitalization and automated factories or "smart factories" means that an incredible amount of data will be generated and the production processes and procedures will be re-defined. We think the enhanced crawler technology to analyse big data will allow and support the restructuring of China's industry, especially the high-end industry.

Cyber security issues will also become more and more important. In smart factories, many productions are done by robots which are controlled by data and could become a target of malicious attacks. The IEC62443 standard on cyber security will be applied across the board on almost all industries. Also, the wave of digitalization requires the whole organization to change its mindset accordingly.

Will testing and certification fall victim to artificial intelligence in the future?

As mentioned above, the world is changing fast and the use of data becomes prevalent. I do not see our industry falling victim to but rather we will use AI to support our work to i.e. enhance the lab efficiency or,

double check the assurance of a test report. Furthermore, AI could be seen as a next step in supporting the processes in our line of business – predictability of the quality of materials used for a certain product or the long-term mechanical effect on certain product usage. In the industry, AI will most likely have a profound effect on the service schedules of machines where through predictive maintenance, one would only need to work on such equipment if and when it is really needed.

How does your company cater to the trend of e-mobility in the Chinese market?

We provide a wide range of services to e-mobility in the Chinese market e.g. battery testing, power charging infrastructure testing and certification, functional safety etc. The Chinese government is giving priority to the new energy vehicle (NEV) development and driving the whole industry to a higher ratio of electrical vehicles in the OEM's fleets. With the sheer size of China and the relatively inconvenient logistics of battery transport, we will soon have several test centers for the largest batteries including the ability to perform abuse testing. But it certainly doesn't stop at the electrification of cars. Assisted driving is relatively common in today's car models and the next steps of highly automated driving (HAD) and fully autonomous driving are already in sight. We are actively supporting manufacturers in these areas as well.

Customers are aiming at increased efficiency, time-to-market and quality on products and services, how does your company deal with this demand in terms of organizational structure?

Given the large size of China and the wide distribution of industrial activities in China, we found that a matrix organization is the best model for us. We need to be represented close to the industrial centers of our customers and at the same time make sure that we perform every inspection, test or audit exactly in the same way to ensure comparability and transparency of the results and findings. So, we have business lines who are responsible to steer the business from a strategic and tactical point of view and regional setups who are responsible for the day-to-day operations.

In addition to that, we have also introduced service lines – mostly laboratories but it also applies to some extent to product inspections. The service lines connect and serve various business lines, driving efficiency by allocating resources in an optimal manner which would otherwise not be possible due to internal structures of our business lines. Since we have introduced this concept several years ago, we have seen clear scaling effects on cost and substantial efficiency improvements. We currently have large testing centers in Shanghai, Guangzhou, Shenzhen, Wuxi, Hong Kong, Taipei and other regions. Testing scopes cover textiles, machinery, consumer and household goods, electric power tools etc. which allow us to provide one-stop services to our customers in Greater China.

Mr. von Wahl, thank you very much for your time!



# Know Your Rights

## China Introduces New General Rules of Civil Law

by DR. ULRIKE GLUECK and MICHAEL MUNZINGER



On 15<sup>th</sup> March 2017, the National People's Congress of the People's Republic of China ("PRC") adopted the long-anticipated PRC General Rules of Civil Law ( 中华人民共和国民法总则 ) ("GRCL") which will enter into effect on 1<sup>st</sup> October 2017.

The GRCL will be the first part of a codified PRC civil code which is planned to be finalized by 2020. Similar as codified civil codes of other jurisdictions (e.g. the German Civil Code, BGB), the GRCL contain general legal provisions which apply also for the additional upcoming parts of the future PRC civil code, i.e. chapters regarding contract law, property law, torts law, matrimonial and family law as well as the law of succession.

The GRCL are divided into 11 chapters:

- (1) General Provisions
- (2) Natural Persons
- (3) Legal Persons
- (4) Non-incorporated Organizations
- (5) Civil Rights

- (6) Civil Legal Acts
- (7) Agency
- (8) Civil Liability
- (9) Limitation of Action
- (10) Calculation of Time Periods
- (11) Supplementary Provisions

Most of these topics are currently governed by the PRC General Principles of Civil Law ( 中华人民共和国民法通则 ) ("GPCL") which have entered into effect on 1<sup>st</sup> January 1987. Other than it may be expected, the GRCL will not replace the GPCL when they enter into effect. To the contrary, the GPCL will remain effective to the extent that their stipulations do not conflict with the GRCL. In case of such a conflict, the stipulations of the more recent GRCL prevail.

In the following, we highlight some key provisions of the GRCL and relevant differences to the GPCL:

## General Provisions

- In addition to the principles of equality, voluntariness, good faith and honesty as already referred to in the GPCL, Article 9 of the GRCL now rather vaguely stipulates that all civil subjects engaging in civil activities shall help to save the resources and to protect the ecological environment. The GRCL do not contain further stipulations in this regard and details are subject to special laws and regulations.
- Further, civil disputes shall now, in the absence of relevant legal provisions, be solved according to customs provided that the public order and good morals are not violated. Before, reference to customs was only made in the PRC Contract Law for quality and packing requirements.

## Regarding natural persons, the GRCL bring the following novelties:

- A not yet born fetus shall now be deemed to have the capacity for civil rights for certain matters regarding the protection of the fetus' interests, such as inheritance and accepting gifts. However, if the fetus is not born alive, it shall be deemed as non-existing from the beginning.
- The age for minors having limited capacity for civil conduct, i.e. being able to perform civil legal acts which are exclusively to their (legal) advantage or which are compatible with their age and intellectual development, is lowered from 10 to 8 years (however, not to 6 years as it was discussed before).
- The stipulations regarding guardianship have been reformed and are more detailed than under the GPCL. Inter alia, it is now emphasized that parents shall foster, educate and protect their minor children and that, vice versa, adult children shall support, assist and protect their parents.

Further, adults with full capacity for civil conduct may now determine close relatives, other individuals or organizations which are willing to act as a guardian in writing. In case such an adult (partly) loses his or her capacity for civil conduct, the guardian so determined shall become such adult's guardian. This brings along more self-determination for people (partly) losing their capacity for civil conduct.

## Legal Persons

- Legal persons are classified into three categories: profit-oriented legal persons, non-profit-oriented legal persons and special legal persons. The latter ones refer to organs, rural collective economic organizations, urban and rural cooperative economic organizations and grass-roots self-governing mass organizations, such as neighborhood committees or village committees.
- Sole proprietorship enterprises, partnership enterprises and professional service organizations not qualified as a legal person are so-called non-incorporated organizations. Non-incorporated organizations are no legal persons but nevertheless able to engage in civil activities in their own name. The investors or founders of non-incorporated

organizations shall generally assume unlimited liability for the liabilities and debts of non-incorporated organizations. The last point is an important difference to limited liability companies, where the liability of the investors or founders is generally limited to the amount of their contribution to the registered capital of the limited liability company.

## Civil Rights

The GRCL now expressly deal with the protection of the personal data of individuals and stipulate that the personal information of a natural person is protected by the law. Any organization or individual obtaining personal information of others must ensure the safety of such personal information, and shall not illegally collect, use, process or transmit such personal information, or illegally buy or sell, provide or make public such personal information. The GRCL also refer to general data protection and "online virtual property", however, details in this regard are left to special laws and regulations.

## Civil Legal Acts

According to the stipulations of the GRCL, civil legal acts can be null and void, provisionally invalid (i.e. their validity depends on the consent or acknowledgment of the respective agent ad litem) and revocable.

- While the GPCL provided that a party may request a People's Court or an arbitration institution to alter or revoke civil acts which are obviously unfair, according to the GRCL, a People's Court or an arbitration institution shall now only be entitled to revoke such an act.
- The GRCL shorten the one year period for revocation in case of a substantial misunderstanding as stated in the PRC Contract Law to 3 months, starting from the date when the party concerned knows or should have known the cause for revocation. This produces legal certainty faster.
- The GRCL further provide that if the party concerned has not exercised the right of revocation within five years from the date when the civil legal act was performed, the right of revocation shall, in any case, be forfeited.

## Agency

The GRCL differ between entrusted and statutory agents. Agents appointed by a People's Court or an appointing unit, as referred to in the GPCL, are not dealt with anymore in the GRCL.

- Article 168 of the GRCL deals with self-dealings of an agent. An agent shall not perform a civil legal act in the name of the principal with himself or herself, unless such act is consented or acknowledged by the principal. The same applies for the performance of a civil legal act in the name of the principal with another party who entrusted the same agent simultaneously.
- In practice, it is advisable that the representative of an entity obtains the prior written consent of such entity's competent authority if he or she intends to perform a civil legal act with himself or herself or with another principle he or she acts for.

- According to Article 170 of the GRCL, where persons performing work tasks for a legal person perform civil legal acts related to their scope of functions and powers in the name of the legal person, such acts shall be binding on such legal person. Any restrictions imposed by the legal person on the scope of functions and powers of persons performing work tasks for the legal person are no valid defense against bona fide third parties. The same applies for persons acting for non incorporated organizations.
- Article 172 of the GRCL deals with apparent agency. Nearly identical to Article 49 of the PRC Contract Law, it is stipulated that if any act of agency continually performed by an actor without the power of agency, beyond the scope of his or her power of agency or after his or her power of agency has expired, such act of agency shall be valid if the other party is in good faith, i.e. has reasons to believe that the actor has power of agency.

In order to avoid cases of Articles 170 and 172 of the GRCL, companies should implement respective corporate governance rules such as management by-laws and rules on the use of company seals, and make sure that powers of attorneys are appropriately limited and revoked, if necessary together with notifying business partners or the public. Further, companies should make sure that the respective information on their directors and managers as visible from the online database of the company's registration authority are always correct and up-to-date.

### Civil Liability

- Articles 177 et seq. of the GRCL contain general stipulations on civil liability, joint liability of more than one person and the different ways of assuming civil liability.
- Article 181 of the GRCL stipulates that a person who causes harm in exercising a justifiable defense shall not bear civil liability. However, civil liability on a reasonable basis shall be borne if such justifiable defense exceeds the limit of necessity and undue harm is caused.
- Article 184 of the GRCL which is sometimes referred to as the Good Samaritan Provision by the media and legal commentators, provides that a person who causes harm to someone in volunteering to provide emergency assistance shall not bear any civil liability. This stipulation has been introduced in order to strengthen civil courage in the PRC. There have been multiple incidents in the past years where by-standers did not help in emergency situations due to their fear of being held responsible and being sued by the victims they had provided aid to. Previous draft versions of this clause contained the reservation that the helper could be held liable for gross negligence. However, such reservation has not made it into the final version of the GRCL. Whether this means that helpers shall indeed not be liable for (obvious) cases of gross negligence or even intent is doubtful. It is to be expected that future judicial practice or guidance brings clarity in this regard.
- Article 185 of the GRCL now stipulates that a person who damages the social and public interests by infringing the name, portrait, reputation and honor of a hero or a martyr shall bear civil liability. Maybe the vagueness of this stipulation is

deliberate in order to have a general, rather political statement in the GRCL and a broad catch-it-all clause. However, it is to be hoped that future judicial practice or interpretations bring further guidance on various issues regarding this clause. Who are heroes or martyrs? Under which circumstances are the social and public interests damaged? How are damages measured and who shall be entitled to sue?

### Statute of Limitation

- One of the most important changes compared to the GPCL which will have a major practical impact on all contractual claims which are governed by PRC law is the extension of the general limitation of action from two to three years.
- According to Article 188 of the GRCL, such newly introduced three years period applies, unless otherwise provided by law.
  - Article 129 of the PRC Contract Law sets a four-year period for disputes arising in relation to a contract for the international sale of goods and for contracts regarding technology imports and exports. In our opinion, the four-year period stipulated in Article 129 of the PRC Contract Law constitutes an exception as referred to in Article 188 of the GRCL and remains applicable after the entry into effect of the GRCL.
  - According to Article 196 of the GRCL, the statute of limitation does generally not apply for (i) claims for ceasing infringements, removing obstacles or eliminating danger, (ii) claims of a creditor for returning real estate property and registered immovable property, (iii) claims for payment of alimonies, support money or maintenance fees and other claims for which the institute of statute of limitation shall not be applicable.
- Same as already now according to the respective provisions of the PRC Supreme People's Court, the stipulations regarding a limitation of action under the GRCL are mandatory and not subject to agreement between the parties. Also a prior waiver of the benefits derived from a limitation of action is invalid. However, e.g., the warranty period in sales contracts for quality defects is subject to the agreement of the parties. Thus, it is possible to effectively stipulate a warranty period which is shorter than the general statute of limitation period.

In conclusion, the GRCL are an important step for the goal of having a codified PRC civil code in the near future. The GRCL also introduce some important amendments, such as for limitation of actions. Thus, any entity operating or engaging in business activities in the PRC should take note of the new regulation.

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# Stop Heartache Before It Starts

## Three Easy Processes to Prevent Labor Law Risks in Foreign Companies

by JOHNSON CAO

Labor law in China is complex and younger Chinese employees are more outspoken towards their employers than their older counterparts. These factors together bring many challenges for employers. This is one of the main reasons the number of labor dispute cases have increased over the last decade.

Complex situations require sophisticated professionals. However, HR in China is still in its early stage and the main issue is that many HR professionals make mistakes in handling disagreements arising between employer and employees.

This problem can be easily handled by optimizing daily HR management processes. HR specialists should know the flaws in their management processes and improve them before they lose their cases in court.

There are three easy processes to prevent labor law risks between employers and their employees. The three ways should be deployed in different stages of labor relationship – from hiring to separation.

### Quality Control Over HR Work by Authoritative Information

Often, HR departments propose wrong processes to handle crisis with their manager including wrong staff management, formulas or variations to calculate compensations.

This is understandable as that HR staff are usually not trained legal experts and labor law is complex. Another reason is that a lot of Chinese HR professionals do not have time to access proper legal resources. So, they ask people they know or people in online communities.

Research was conducted on how Chinese HR solve their daily issues. The research observed HR professionals behavior in HR focused online communities (QQ group, Wechat group, online forum, etc.). The study found that Chinese HR professional are nice and willing to help: when a HR representative asks a question on how to handle labor law crisis in the community, many will step in to counsel. However, the counseling activity usually results in answers such as "we do this this way" or "I think the problem can be solved this way". Very few will point out the legal basis for their advice.

Surely, this is not a professional way to work on legal labor issues. International companies should not allow this method of information gathering to happen. Solutions to legal issues should not be based on advice given by a person with uncertain expertise.

Managers of international companies should be aware of this culture in the infant stage of Chinese HR and find a way to manage it. The way to manage it is to have a process to control the quality over the HR department's proposal – to make sure that proposed solutions are in line with China's labor laws.

The quality control process doesn't have to be complicated. In fact, it can be very simple: the HR department should always tell the manager the source of the information (a judgment, a law, checklist prepared by an expert, etc.) when they hand in a proposal to solve the labor law issue. If you have legal counsel, ask your HR to talk with them. If you do not have legal counsel, they can go to specialized databases to get the legal information they need.

### Moderated Negotiation

Current Chinese law has put negotiation and mediation as a formal solution to solve labor disputes. Then it is put before the arbitration and litigation process. That means negotiation is a favored solution to labor disputes from the law's point of view, because this will save cost to the company.

Employers should consider negotiation against arbitration and litigation as labor disputes resolution because this will save time and cost for employer and save brand reputation. However, in reality, few employers have seriously considered this solution. When asked why, the answer is usually that it's "hard to reach an agreement" Or "employees usually ask for more than the law does."

This is a trust issue: an employee is often concerned that his employer is cheating them. This mindset is understandable, given that the employee and the employer are in disagreement. The solution to this trust crisis is to have a mutually trusted party to moderate the negotiation with the employee in question.

So, who could be considered a mutually trusted party? Certainly, not the HR department because HR is hired by the employer. Some may think of a lawyer. This is arguably better than in-house HR even if cost is not considered, but here often the problem is that the lawyer is paid by the employer as well.

Then, who can be trusted by both employee and employer? In other words, who can be a neutral party during the negotiation process?

One trusted entity is a mediation organization. Another one, thanks to today's technology, are online virtual labor law counsel services. Laws and judgments published on these services can demonstrate how the law is determined in similar cases from a neutral perspective. Usually on these platforms, there are tools to calculate compensations on a case by case basis.

By doing the aforementioned, the employee and employer can reach an agreement before going to court. So, the employer will just pay what they should. Generous employers will pay slightly more than they should which will make the employee happy because they know they were treated more fairly than if they went to court.

Companies should not forget to include that negotiation is required in the resolution process before arbitration into the company's written policy or labor contract. With this clause, your employee's case will not be accepted by the court before you finish the negotiation process.

### Written Agreements via Communication Channels

What is meant by communication channels? Does this mean email address, mailing address, etc.? One may murmur "We have these, so this is not an interesting topic." But, this is a necessary topic. This is not about the corporate email address and mailing addresses. This is not about the emergency contact that an international company usually has that is driven by their headquarter protocols. This is about a private contact an employee formally registers with the company and clearly agreed to as a default contact.

Why this is important? In recent years, a phenomenon of young, unhappy staff simply disappearing without notice to the employer to complete the procedure of separating has been occurring. The HR department has many methods of handling cases such as this one. However, before these methods are deployed, the HR department has to reach the employee with the statement, "please clarify your situation, or your absence will be seen as your resignation."

To prevent risks, the employee must be contacted by their default private communication channel. By default, it means that employee and employer have agreed in written format that a letter that arrives to this address is regarded as received. Otherwise a simple excuse by the former employee stating "the company did not notify me in a timely manner," will put the company in an awkward situation before the court.

So, it's important for an employer to keep a default communication channel to contact employees. Private email address is always the best channel because an email address makes it easier for you to prove that an email was sent at a specific time to a specific person.

Lastly, while this method should only be used with an extremely unhappy employee, the channel should be set up when the employee is hired. It is easy to do, but it's also an important risk-preventing process that many employers forget to do. Companies constantly have challenges during their day to day activities.

By implementing these three processes in your HR department, labor law risks can relatively be diminished before they start.

Johnson Cao is the Executive Director of Haufe China and the Product Manager of HR Guru (人事法务通). He has a Master Degree in Art from Leeds University, England, and he's also qualified as Chinese lawyer. He can be reached by caozx@haufe.cn

## They Grow Happily with Us



Changzhou National Hi-Tech District (CND) is the State-level high-tech industrial development zone established in August 1992 subject to approval of the State Council. It is located in northern part of Changzhou and bordering the Yangtze River on the north. CND is now ranking among the most dynamic zones, which receive the foreign investment in highest density in mainland China. Changzhou National Hi-Tech District has obtained the certificate of ISO14001.



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# Understanding EPT

## How to Prepare for China's Upcoming Environmental Protection Tax

by ALEXANDER PRAUTZSCH and SARAH OEMMELEN

On 25<sup>th</sup> December 2016, the 25<sup>th</sup> session of the Standing Committee of the 12<sup>th</sup> National People's Congress has formally approved the Environmental Protection Tax Law of the People's Republic of China ("EPT law"). This law has been published as Presidential Order No. 61 and will come to effect on 1<sup>st</sup> January 2018.

For the last 30 years, the pollutant discharge fee ("PDF") was the system to reduce emission of pollutants and protect environment. The PDF has the status of a local levy and the application of PDF highly depends on the respective location of a company while it may have less relevance for companies up to now.

Effective 1<sup>st</sup> January 2018, this PDF will be replaced by the Environmental Protection Tax ("EPT") which will be administered by tax authorities based on national standards. Given this change, companies will likely be facing a new quarterly tax filing requirement based on monthly emission of pollutants under the strict supervision of the in-charge Chinese tax authorities.

### Who Will be Affected by This New Tax?

The EPT law affects enterprises, public institutions and other business operators which discharge pollutants directly within the territory of China. Individuals and other non-business operators are not affected by the EPT law.

### Which Pollutants are Covered?

The EPT law covers four different categories of pollution: air pollution, water pollution, solid waste and noise. Within these four categories, only pollutants mentioned in the annex of the EPT law are considered as taxable pollutants. Taxable pollutants discharged to the centralized sewage and domestic waste treatment facilities established by law or solid waste disposed to facilities that meet national and local standards for environmental protection are explicitly excluded.

While all pollution categories have in common that the emission is taxed at certain tax amounts per emission quantity, the differences are how the emission is measured and weighed as well as what tax amount is applied. Pollutants, tax base, pollution equivalent value and tax amounts are defined in annexes to the EPT law. Table 1 and 2 in this article give you a flavor of how some of these annexes look like.

Air and water pollutant emissions are measured in kg. Table 2 contains a selection of pollutants in the category of air and water pollution for illustration purpose. You may note that each pollutant is weighted with a pollution equivalent value which indicates the harmfulness of the pollutant whereas a lower value stands for a higher harmfulness of the pollutant. The mathematics is that the emission quantity of each pollutant emitted in an emission location shall be divided by the respective pollution equivalent value, resulting in the pollution equivalent for that pollutant. This pollution equivalent shall be put into a ranking for each individual emission location.

For air pollutants, the pollutants with the highest three results of this calculation for an emission location are the individual "Top 3" and taxable under the EPT law. For water pollutants, the "Top 5" for Class 1 water pollutants and the "Top 3" for pollutants in other water pollutant classes are taxable. Note that the provincial/municipal government with approval by the Standing Committee could expand the number of Top pollutants subject to EPT, e.g. to also include Top 4 and Top 5 air pollutants into the scope of EPT.

Following this logic, not all water / air pollutants will be taxable under the new EPT law. In a first step, only the pollutants listed in the tables will be considered. In a second step, the Top pollutants of an emission location shall be identified which are then subject to EPT.

Solid waste is divided into the types of gangue (waste rock in coal mining), tailings (waste remaining after processing ore), hazardous waste and various other solid waste. Solid waste is measured in tons. Noise is measured in decibel and will lead to EPT if exceeding certain standard noise levels.

It is worth noting that carbon dioxide will not trigger EPT as it is not mentioned in the respective annexes. However, given this has been part of an earlier draft of the EPT law already, one may not exclude that this pollutant may also be re-added to the list at a later stage.

### How the Emission of Pollution Could be Measured?

There are different methods in the EPT law to measure the quantity of taxable air pollutants, water pollutants, solid waste and noise. If

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the taxpayer installs automatic pollutant monitoring equipment which meets requirements of the State, the discharge quantity shall be determined based on that monitoring. If such equipment is not installed, the discharge quantity could be calculated according to monitoring data and specifications issued by monitoring agencies.

If monitoring conditions are unavailable, the calculation could be done based on pollution discharge coefficient and material balances specified by environmental protection authorities. If none of the above method is available, the discharge quantity shall be calculated using sampling methods specified by environmental protection authorities.

### How Will the EPT be Calculated in Detail?

For water and air pollution ranked as Top pollutants at an emission location, EPT will be calculated based on the quantity of the pollutants discharged divided by the pollution equivalent value, multiplied by the applicable tax amount.

For this, a taxpayer has to follow the steps below:

1. Identify (measure) the quantity of all relevant pollutants discharged in an emission location.
2. Divide this quantity for each pollutant by the respective pollution equivalent value.
3. Rank the pollutants by the result of the above and identify the individual Top 3s / Top 5s for an emission location.
4. Multiply the Top pollutants' equivalent with the respective water or air pollution tax amount.

The tax amount for water and air pollutants is defined as a range of RMB amount per pollution equivalent and will be fixed by the provincial/ municipal government with a view on local specifics with approval by the Standing Committee. For water pollution, the range will be from RMB 1.4 to 14 per pollution equivalent and for air pollution it will be between RMB 1.2 and 12.

#### Example:

*Let's assume that a company pollutes the water by emitting benzene while no other pollutants are emitted. The quantity of the pollution with benzene is 300kg in January, 250kg in February and 320kg in March. Benzene is displayed in the annex as water pollutant no. 43 and has an equivalent value of 0.02. It shall be assumed that the tax amount for water pollution in the emission location is fixed at RMB 8 per pollution equivalent. The calculation will then be:*

*January:  $300\text{kg} / 0.02(\text{kg}) \times \text{RMB } 8 = \text{RMB } 120,000$*

*February:  $250\text{kg} / 0.02(\text{kg}) \times \text{RMB } 8 = \text{RMB } 100,000$*

*March:  $320\text{kg} / 0.02(\text{kg}) \times \text{RMB } 8 = \text{RMB } 128,000$*

*The quarterly payment of EPT for this company: RMB 348,000.*

For solid waste, the tons emitted are multiplied with a fixed RMB amount between RMB 5 (coal gangue) and RMB 1,000 (hazardous waste).

For noise, the emission is measured in decibel and is only taxable to the extent the national standard is exceeded. Exceeding by 1 decibel leads to a tax of RMB 350, exceeding 16 decibels and more to a tax of RMB 11,200 per month.

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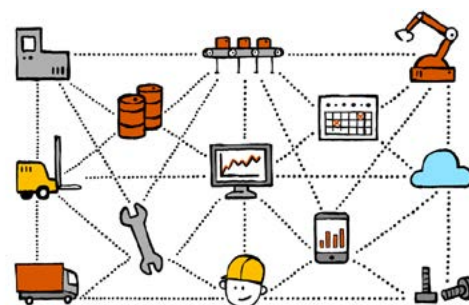
Application for the China round is open until 28th of July. The Awards are going to take place on **17-Oct at the Global Smart Factory Summit 2017 in Shanghai**.

## MORE INFORMATION HERE

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Table 1, Simplified overview of pollution categories and tax amounts according to the annex of EPT law

Category of pollution	Tax amount
Air pollution	RMB 1.2 to RMB 12 per pollution equivalent (kg)
Water pollution	RMB 1.4 to RMB 14 per pollution equivalent (kg)
Solid waste	Coal gangue: RMB 5 per ton Tailings: RMB 15 per ton  Hazardous waste: RMB 1,000 per ton Other solid waste like smelt slag, fly ash, etc.: RMB 25 per ton
Noise pollution	Decibel over national standard
	1-3
	4-6
	7-9
	10-12
	13-15
	16 and over 16
	Tax amount/month (RMB)
	350
	700
	1,400
	2,800
	5,600
	11,200

Table 2, Simplified overview of pollutants and pollution equivalent values according to the annex of EPT law

		Pollutants	Pollution equivalent value (kg)
Examples for water pollutants	Class 1	Range from 0.0000003 to 0.04, e.g.	
		Mercury	0.04
		Nickel	0.025
		Benzopyren	0.0000003
	Class 2	Range from 0.02 to 4, e.g.	
		Suspension (SS)	4
		Zinc	0.2
		Formaldehyde	0.125
		Copper	0.1
		Benzene	0.02
Classes 3 & 4	[...]		
Examples for air pollutants	Range from 0.000002 to 25, e.g.		
	Styrene	25	
	Carbon Monoxide	16.7	
	Sulphur Dioxide	0.95	
	Benzopyren	0.000002	

## Which Exemptions or Reductions are Included in the EPT Law?

For some special defined activities, there are exemptions. For example, pollutant emission of agricultural production, motor vehicles, ships, air planes or urban sewage treatments are not affected by the new EPT law.

Apart, there are tax incentives available for EPT taxpayers. Where the concentration level of air pollutants and water pollutants is 30% less than the stipulated pollution standard, a 25% reduction of EPT shall be granted. Where the concentration level of air pollutants and water pollutants is 50% less than the stipulated pollution standard, the reduction of EPT shall be even 50%.

## What Does That Mean for Your Company?

The EPT law upgrades the existing PDF system to a tax law following national standards. This means that in particular manufacturing

companies operating with potentially polluting material should expect a new regular tax filing requirement on quarterly basis subject to the stringent rules and supervision of tax filings in China. Where in the past (and still for 2017) PDF has been levied by local authorities in a relatively lenient way (or potentially even been omitted), going forward, companies will very likely have to consider things like filing deadlines, late payment surcharges, tax audits, penalties, etc.

The new EPT law leaves still many uncertainties. As usual in China, further clarification should be expected from upcoming implementation rules. However, per experience, such implementation rules would usually only be issued shortly before or even after the law has become effective. Therefore, companies should not wait for that but already review potential impacts of the new EPT at a relatively early stage to leave more time for the analysis.

Given the technical nature of the whole topic, it may well be that the new tax filing will involve colleagues from finance department as well as technical departments. Therefore, it will be key to find a common language between the departments to avoid inefficiencies and delays in the cooperation.

In a first step, both departments may work together to analyse and assess the potential impact of the EPT on the company. The results of this analysis should heavily deviate between different companies, but should presumably more heavily impact manufacturing plants handling chemical materials. From a technical perspective, it should be considered which method is applied to measure or identify the appropriate quantity of pollutants. Savings on the quantity or concentration side for taxable pollutants would result in an immediate reduction of the respective tax burden.

Knowing the impact, a company could consider what measures of improvement would be available and how the cost-benefit ratio would look like considering potential tax savings. In any case, going forward, a reliable compliance process will be required between the involved departments to ensure proper and timely tax filings.

Companies should be aware that the EPT law requires the environmental protection authorities to establish an information sharing platform to facilitate the information sharing between the different involved authorities and make it easier to identify any deviation or miss-reporting.

In view of all the above, companies should rather earlier than later start to prepare for a sound compliance in terms of involved colleagues, processes and tax filings. In the view of current developments around software based solutions for tax compliance, an automated solution for this might also be considered.

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# Technology Troubles

## Overcoming the Challenge of E-Waste in China

by GREEN INITIATIVES

Managing Waste Electrical and Electronic Equipment (WEEE), also known as e-waste, is a growing challenge in China. An increase in China's domestic consumption of electrical and electronic goods, large imports of e-waste from the West, and the informal treatment of e-waste has created significant obstacles for the Chinese to overcome in order to effectively reduce and treat e-waste.

China's dramatic domestic development in the last century has created both positive and negative results. Positive results include improved standards of living, better welfare, and increased international exposure. Some of the negative results of this rapid growth include air pollution as well as the massive generation of waste, which has had a huge impact on the environment. More recently, rising incomes of China's burgeoning middle class has made technology more accessible, which has also contributed to increased e-waste generation. The quantity of e-waste disposed domestically is growing exponentially. According to China Household Electric Appliance Research Institute (CHEARI), In 2011, ten million units were disposed; in 2014, the number of units disposed increased by tenfold to over 110 million.

In addition to the increasing amount of e-waste generated domestically in China, huge quantities of e-waste are imported from abroad for treatment and disposal. According to the China Business News report, China is the final destination for 70% of the world's 500 million tons of e-waste annually. Currently, e-waste is primarily generated by western countries; however, as India and Southeast Asia continue to develop, these countries also pose a threat to exacerbate the problem.

It is estimated that 60% of China's e-waste is treated in informal waste centers with low safety standards and low-cost labor. Informal waste centers are often small-scaled, family-run, backyard recycling workshops which makes it difficult for the government to manage the treatment of e-waste. Currently, e-waste treatment occurs primarily in cities along the Southeast coast of China, most notably in Guiyu in Guangdong province. Guiyu is widely known as the largest e-waste recycling destination in the world. At its peak, approximately 5,000 workshops in Guiyu recycle 15,000 tons of e-waste daily.

There is a solution to the e-waste problem in China, however, it will require a collaborative effort by the Chinese government, individuals and industries.

### Negative Environmental and Health Impacts of E-Waste

The informal treatment and disposal of e-waste has both direct and indirect impacts on the public and environmental health. The treatment process primarily consists of burning, shredding, and using acid baths to extract precious metals from the collected items, these processes directly and indirectly harm both humans and the surrounding environment in China.

Throughout the informal e-waste treatment process, workers frequently come into direct contact with Polychlorinated Biphenyls (PCBs), which are proven to have mutagenic effects on human hormones in both adults and children. Acid baths, burning, and shredding releases harmful emissions into the environment. It is reported that 80% of children in Guiyu suffer from lead poisoning, which is damaging to human cardiovascular, reproductive and nervous systems.

Negative environmental externalities caused by the treatment and disposal of e-waste are well-documented. Toxic chemicals such as cadmium, lead, and mercury are harmful to ecosystems in the surrounding areas. High levels of mercury contamination have been linked to the death of vegetation, marine life, and birds. In Guangzhou city, roughly 400 kilometers away from Guiyu, city officials found high rates of cadmium in the soil and groundwater, rendering it toxic.

The negative environmental and health impacts of e-waste demonstrate the pressing need for China to reduce and manage e-waste.

### Policies Implemented by the Chinese Government to Manage E-Waste

China (People's Republic of China or PRC) has implemented several programs to reduce and manage e-waste, including establishing production standards for electronic products, implementing consumer engagement programs, and providing financial support for treatment facilities.

The Ordinance on Management of Prevention and Control of Pollution from Electronic and Information Product, commonly known as China RoHS, has been enforced since 2007. In 2014, the PRC re-published

the WEEE Treatment List to include 14 products categories such as mobile phones, air conditioners, and televisions. The WEE Treatment list places regulations on the use of hazardous materials, product labelling and reporting, as well as suggestions for recycling and disposal. In January 2017, China's State Council issued a new Extended Producer Responsibility (EPR) plan to ensure the environmental sustainability of a product throughout its lifecycle.

Consumer engagement programs are also crucial to reduce e-waste generation. From 2009 to 2011, the PRC offered rebates to customers who traded in older appliances when purchasing a newer model. More recently, a mobile application called Baidu Recycle Station was launched in partnership with the internet giant Baidu to help consumers identify safe ways to dispose their e-waste while offering them a small financial incentive for it. The app's goal is to bring consumers, manufacturers, and treatment facilities together to streamline the recycling and disposal of e-waste in China.

In 2012, the Chinese government implemented the WEEE Treatment Fund Policy, which created a framework for providing financial support to e-waste treatment facilities. The WEEE Treatment Fund Policy is supported by three PRC ministries, including the Chinese Ministry of Finance. Funding is generated through levies placed on manufacturers and recipients of imported electronics. These funds are then distributed as subsidies to WEEE recycling and disposal facilities. The PRC revises WEEE standards regularly, with the most recent revision in 2016 addressing changes to five product categories and standardizing subsidy rates for e-waste recycling.

The PRC's efforts to reduce and manage e-waste are impressive, however, more will have to be done in the future to overcome the growing e-waste problem.

## Individual Actions to Reducing E-waste

There are various actions that individuals can take to limit e-waste and the associated pollution.

First and foremost, it is essential to embrace conscious consumerism by reducing purchases, choosing better quality and longer lasting products, as well as buying environmentally friendly electronics or from brands that are more responsible. Users can take good care of electronics to prolong a product's life-cycle and prevent unnecessary waste. Finally, end-users can responsibly recycle electronics through local recycling programs, ensuring materials can be salvaged for re-use or disposed of properly.

It is important to note that with an increased number of e-waste recycling solutions, consumers also have an added responsibility to ensure that the organizations who are providing them with recycling solutions are both licensed and safe. This will help ensure that fewer e-waste ends up in the informal recycling sector.

## Industry Actions Towards Reducing and Managing E-Waste

Industry changes to the production of new electronic goods and e-waste treatment standards will help reduce and manage the adverse impacts of e-waste.

Establishing industry-wide standards on sustainable design, eco-friendly materials, and eco-friendly manufacturing is the first step

towards sustainable growth. Producing better quality products that embody a 'zero-waste' design approach will play a big role in reducing the generation of e-waste. Making 'modular', 'evolutionary' products will also encourage consumers to use products longer and potentially alter consumers' purchasing behavior.

Providing efficient and affordable 'repair' solutions will have a huge impact by reducing the amount of e-waste that is generated, and extending product lifecycles when they would otherwise be considered as waste. Placing an increased amount of responsibility on producers for e-waste treatment via Extended Producer Responsibility (EPR) is important to 'close the loop' of e-waste. Finally, improving internal e-waste treatment monitoring, processes, and standards will also reduce the associated negative impacts on humans and the environment.

## What's Next and How Consumers Can Help

E-waste has had multiple negative impacts on China's environment, but measures taken by producers, consumers, and the government to improve current conditions and promote sustainable growth provides hope for a brighter future. As e-waste generation increases domestically and globally, it is becoming increasingly important for China to enforce and improve standards to avoid further environmental and health degradation.

Adopting a cradle-to-cradle design approach to create high-quality, eco-friendly, and safe products is the first step towards reducing e-waste. It is equally important for consumers to reduce consumption, re-use products as much as possible, and efficiently recycle towards the end of use. Finally, enforcing and improving e-waste treatment standards will reduce the adverse impacts of e-waste treatment and disposal on humans and the environment.

China is not the only country that faces the challenge of reducing and managing the generation of e-waste. E-waste is a global challenge that will require a collective effort that incorporates government, industry, and individual action to ensure the healthy future of our planet and its inhabitants.

This article was a collaborative effort between various members of the Green Initiatives team. For any enquiries or feedback on the content of this article, please write to: [info@greeninitiatives.cn](mailto:info@greeninitiatives.cn).

Green initiatives (GI) is a volunteer-led nonprofit organization based in Shanghai since 2009. GI's mission is to increase education on environmental issues while providing local solutions to environment and waste problems in cities. GI organizes regular community activities to spread awareness on a wide range of environmental issues, and implement impact-focused scalable programs to engage businesses through CSR:

*GI launched the [WE] Project in 2016 to provide the local community and companies in Shanghai with a transparent, systematic and environmentally-friendly way to dispose/recycle unwanted and broken electronic items. The project is currently being planned for launch in other cities. For any enquiries on [WE], please contact [we@greeninitiatives.cn](mailto:we@greeninitiatives.cn)*



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### Kempinski Celebrates 120<sup>th</sup> Anniversary Festivities



Kempinski Hotels celebrated 120 years of delivering rich and meaningful experiences to its guests with 'Ignite the Night', a series of festivities designed to delight guests, as Europe's oldest luxury hotel group marks this milestone anniversary. A symbolic nod to Kempinski Hotels heritage, 'Ignite the Night' launched with bespoke celebrations at Kempinski Hotel Beijing Lufthansa Center on the eve of 8<sup>th</sup> April, 2017.

Kempinski Hotel Beijing Lufthansa Center greeted 300 of the capital's elite

guests and media. Appreciation for the worldwide celebration was highlighted by Mr. Torsten Dressler, Kempinski Hotel Beijing's managing director who stated "The stories these walls could tell. The memories these guests have created. The moments, the joy, the happiness will last guests a lifetime. To the dreams that have come true and to the restless dreams we aim to catch, and to us, to Kempinski Hotels, 120 years. So, raise your glasses and give a cheer to 120 years of Kempinski and to 25 years of Kempinski Hotel Beijing Lufthansa Center!"

### Huayunshangde Holds Anniversary Ceremony for its Seventh Anniversary

On 13<sup>th</sup> April 2017, all members of the Chinese company Huayunshangde came together once again to celebrate its seventh anniversary in its head office in Beijing. Company leaders as well as the whole staff gathered together under one roof to recall the outstanding

performances of the past year, including the Golden Tree International Documentary Film Festival that saw the participation of documentary filmmakers and industry experts from all over the world. After reflecting the past, the group also discussed the company's upcoming projects that will shape the next chapter of Huayunshangde, with the second Golden Tree being one of the company's key events for 2017. For its energetic and vigorous contributions to support China's "Going Out" movement Huayunshangde has won the award for "National Key Enterprise for Cultural Exports" for the 6<sup>th</sup> time in a row.



## Uniplan Honored with 35 International Awards in 2016



Uniplan is an international agency for live communication. They have been creating brand experiences since 1960. 600 experts work on ten sites within the creation, design, architecture, consultancy and production domains.

In 2016, Uniplan walked away with a total of 35 international awards for live communication projects in Germany, Hong Kong, Shanghai, Beijing and Guangzhou. It is thus the most successful year for Uniplan in its award history.

Among the 35 prizes, Uniplan earned 12 trophies for their Studio City Grand Opening, a world-class launch in Macao, and six trophies for the agency for excellence in business performance, talent management, innovation and industry contributions in Asia. They were also elected by Campaign Asia as "Greater China Experiential Marketing Agency of the Year 2016".

## Regent Beijing Welcomed German Musical and Jazz Star Ute Lemper

Regent Beijing's general manager, Mr. Nicholas Emery welcomed famous German musical and jazz singer Ms. Ute Lemper.



Ms. Lemper was staying in Beijing for her concert "Last Tango in Berlin" at the Tianqiao Performing Arts Center.

Ute Lemper is a German singer and actress renowned for her numerous roles in musicals, this includes playing Sally Bowles in the original Paris production of Cabaret, for which she won the 1987 Molière Award for Best Newcomer. Ms. Lemper also performed as Velma Kelly in the revival of Chicago in both London and New York, and was awarded the 1998 Olivier Award for Best Actress in a Musical.

## CPC AG Strengthens China Footprint



Having successfully grown their business over the past years, CPC AG will further strengthen their footprint in the People's Republic of China with full on-site presence of one of our partners, this showing their commitment to their customer base and to the Chinese market. Beginning of 2017, Mr. Michael Babilon-Teubenbacher took responsibility for Asian operations with special focus on CPC AG's legal entity in China. Having already driven business development in China between 2011 and 2014, including the decision to establish a legal entity, he is best-suited to foster client engagements as well their growing local team.

## DBEST Accelerates its Business Expansion in the Chinese Market



At the beginning of 2017, DBEST has been chosen as the service provider of the Royal Danish Embassy in Beijing, for its outstanding service quality "made

in Germany", and for its profound understanding of the multiple cultures. DBEST undertakes not only the complete hard service management including electrics, HVAC and plumbing work, but also the project management regarding subcontractor supervision & collaboration renovation, BM system, ventilation and filtration, mechanical and electrical installation etc.

Inspired by the achievements both in business and experience, DBEST will continue to contribute to the Chinese market.

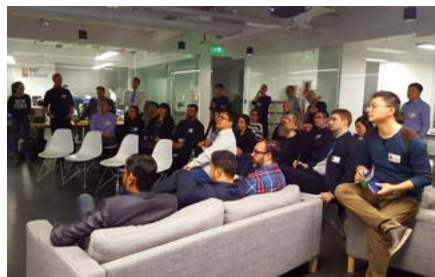
## Vice Prime Minister of Rhineland-Palatinate Visits China with Business Delegation



In April 2017, the Vice Prime Minister of the German State of Rhineland-Palatinate Dr. Volker Wissing visited the cities of Beijing, Qingdao and Xi'an. He was accompanied by four members of the Legislative Assembly and by German entrepreneurs from various industries such as: building materials, water treatment, electronics, steel, optics, software, healthcare and tourism.

The delegation trip was organized by the Official Business Representation of Rhineland Palatinate in China and the company Far Eastern Consulting. In cooperation with the China Chamber of International Commerce and CCPIT, the economic region of Rhineland-Palatinate was introduced to potential Chinese investors during three promotional events, which were each frequented by more than 100 guests. Matchmaking events and in-house business meetings were arranged for German company representatives. Thus, many new cooperation projects between local Chinese companies and Rhineland-Palatinate's enterprises were discussed and initiated.

## MCON Hosts the AWS User Group Beijing



The first meeting of the AWS Beijing User Group took place in MCON's office in PLACE tower. About 30 participants joined the meeting with the motto "Kick Off, Meet Up! Social Fun!"

In May, MCON hosted the second meeting, meanwhile the User Group has more than 70 members. Participants can expect news about Amazon Web Services, Hands on examples, live case studies and talks to AWS Experts from MCON, Amazon Web Services and other AWS Partners and AWS Developers.

Mr. Carles Cortes Costa gave insights to MCON's Continuous Deployment Solution and was ready to discuss with participants.

MCON has been running IT infrastructure of foreign companies in China since 2008 and has successfully established partnerships with major Cloud providers Amazon Web Services, Microsoft Azure and Alibaba in China – bringing benefits like cost effectiveness, highest levels of privacy and security to China.

## Continental Changchun got Excellent Quality Improvement Supplier Award letter from FAW-VW



Before Chinese Spring Festival, Continental Changchun Plant Moonlake got the Excellent Quality Improvement Supplier Award letter from FAW-VW. The I B&S

Segment 4 of Plant Moonlake supplies BCM and GTW for PQ&MQB platform vehicles of FAW-VW, including Bora, Sagitar, Magotan, CC, Golf A7 and Audi A3. Thanks to excellent design and technical support, remarkable new products, good process control, fast response for WRC issues, and great customer communication, they were highly praised by their customers. Continental Changchun wishes their team makes great progress and more achievements in the future!

## ECOVIS Beijing Together with Goerg at the German Centre



The last year has seen Chinese businesses and individuals on an unprecedented buying spree in Germany. Over the year, Chinese investors closed deals worth 11 billion Euro, with 4.5 billion Euro alone for the German robotics manufacturer Kuka. However, the failed deal of Hahn Airport, where the potential buyer turned out to be a provincial tire dealer, demonstrated the risks of such cross-border deals. To better inform Chinese investors of the chances and risks of such an investment, ECOVIS partner Mr. Richard Hoffmann together with representatives from Goerg Law Firm presented on the legal framework and tax issues for foreign investments in Germany on 22<sup>nd</sup> March 2017 at the German Centre. Mr. Hoffmann introduced the main investment vehicles and pitfalls to better prepare Chinese investors and to avoid bad surprises on both sides.

## PSI and Metals Industry Discussed Future of Metal Production

PSI, provider of production management software for the metal industry, invited Chinese steel and aluminum producers to its annual PSI Days 2017. Many interested companies attended the event which was focusing on Industry 4.0 and China Manufacturing 2025.

During the event, PSI not only introduced its strategy, product roadmap, latest solutions and system demonstrations, but also invited two major steel producers, HeBei TangShan and VAMA, to share their experience with the audience. In addition,

the plant builder and automation specialist Primetals Technologies explained details of the global strategic alliance with PSI which was established in 2016. "China is the largest metallurgy market in the world, and PSI is always willing to stay with Chinese metals producers for the new era of Industrial 4.0 and China Manufacturing 2025", said Mr. Sven Busch, CEO of PSI Metals.

1个生产基地集成的解决方案  
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## Mackevision to Participate the Car Symposium Shanghai

On 20<sup>th</sup> April, Mackevision participated the third Car Symposium in Shanghai as a sponsor. The event has been initiated by Uni Duisburg based on the German version of the symposium. The renowned Professor Dr. Dudenhoefter is initiator of both and acted as moderator in Shanghai. Amongst the interesting topics about the future of the automotive industry, Mackevision introduced the relevance of computer generated images and real-time solutions for the overall digitization of the business. An on-stage interview by Dr. Dudenhoefter with Mackevision's China General Manager Ms. Beatrix Frisch was supported by videos and explanations about the new technologies. The event has triggered a lot of awareness through key notes given by CEOs from both manufacturer and supplier side.



## Actemium Automation System (Beijing) Limited has Been Awarded a Major Contract

Actemium Automation System (Beijing) Limited has been awarded by Beijing Huayou Gas Company (a subsidiary company of PetroChina) the contract to deliver the SCADA and Automation Systems for the



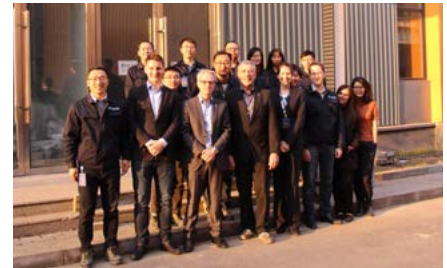
Shaan-Jing 4<sup>th</sup> Gas Pipeline. The gas pipeline with a total length of 1114km starts from Jinbian of Shaanxi Province and ends at Gaoliying in Beijing. The scope of supply includes SCADA hardware and software, as well as engineering services for the automation of the 9 SCS (Station Control System) stations and 51 RTU (Remote Terminal Unit) stations.

### **imat Shenyang's Services Approved by Daimler**

Another milestone for the Shenyang branch of the German company imat design & engineering has been reached

after building facilities for environmental, vibration and emissions test of car components in the Sujiatun District. imat has gained approval by Daimler for environmental test methods like climate chamber tests especially the A-method sun simulation tests (e.g. DIN 75220) that are frequently requested by the OEM and its Chinese partners. Precise preparation and many years of experience led to this remarkable success. A strong and long-standing relationship between Daimler and imat in Germany is the basis for the approval as one of a few companies with the A-level certification. Suppliers are

supposed to choose the approved service provider for climate and sun simulation tests on car components, e.g. instrument panels. For those methods and vibration tests, imat is also approved by BMW.



## New Members North China

For full contact information and company profiles of our new and existing members, please visit [www.german-company-directory.com](http://www.german-company-directory.com)

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1<sup>st</sup>  
March 2017

**Event:** Young Professional Session  
**Topic:** How to thrive in 2017 – Mindful Goal Setting

**Venue:** DayDayUp, Beijing **Benefit Partner**

**Speakers:** Ms. Dalida Turkovic | Mindfulness Coach and Founder, Beijing Mindfulness Centre

Mr. Martin Barnes | Presentation Consultant and Graphic Designer, Mountains of Imagination

On 1<sup>st</sup> March 2017, the German Chamber of Commerce in North China organized another successful Young Professional session together with InternsInBeijing and DayDayUp. Two inspiring speakers provided not only a guideline on how to identify personal goals and deal with failures, but also gave an insight into what is necessary to thrive in 2017.

Ms. Dalida Turkovic is a certified Master Coach and Founder of the Beijing Mindfulness Centre. She gave an insight on mindful goal setting. She also engaged the 65 Young Professionals with a short exercise using a self-assessment tool called "Circle of Life." In this exercise, attendees had the chance to reflect and gain some insight into the balance of their life and how satisfied they are in different areas. Furthermore, Mr. Martin Barnes who runs the creative studio "Mountains of Imagination" inspired the participants with his dynamic talk and gave helpful advice on how to identify and set goals based on his own experience. The event was rounded off by an interactive Q&A session and time for the Young Professionals to network and mingle.



9<sup>th</sup>  
March 2017

**Event:** Special Event  
**Topic:** German Classic Movie Night: Alanya  
**Venue:** Goethe Bookstore, Shenyang

**Benefit Partner**



9<sup>th</sup>  
March 2017

**Event:** Special Event  
**Topic:** New Year's Reception 2017 in Tianjin  
**Venue:** The Ritz-Carlton, Tianjin

**Benefit Partner**

**Speakers:** Ms. Alexandra Voss | Executive Director, German Chamber of Commerce | North China

Mr. Christoph Kaiser | Vice President of the Board of Directors North China and Managing Director, Turck (Tianjin) Technology Co. Ltd.



The German Chamber of Commerce cordially invited its members in Tianjin to the New Year's Reception 2017 on 9<sup>th</sup> March in the Ritz-Carlton, Tianjin. The welcoming speech was held by Ms. Alexandra Voss, Executive Director of the German Chamber of Commerce | North China, and Mr. Christoph Kaiser, Vice President of the Board of Directors North China and member of the Advisory Council Tianjin. Both guest speakers reviewed the successful work of the German Chamber in the past year, having organized almost 60 events with nearly 1400 participants in Tianjin. They also presented an outlook on the projects and activities in 2017. The well-attended reception was the first high-level get-together of the year along with dinner buffet, drinks, live music, and networking opportunities.

9<sup>th</sup>  
March 2017

**Event:** Breakfast Seminar  
**Topic:** Think Global, Act Chinese: Keys to Communications Success for German Companies in China  
**Venue:** WESTIN Hotel Chaoyang, Beijing

**Benefit Partner**

**Speakers:** Ms. Agnes Zhao | Head, Finsbury's Beijing Office  
Ms. Claudia Kosser | Associate Director, Hering Schuppener Frankfurt Office



10<sup>th</sup>  
March 2017

**Event:** 北京留德校友聚会 | Alumni Stammtisch Beijing  
**Venue:** Hacker Pschorr Brauhaus, Beijing

**Benefit Partner**



14<sup>th</sup>  
March 2017

**Event:** Praktikantenstammtisch  
**Venue:** Dirty Nellie's – Irish Pub, Beijing

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14<sup>th</sup>  
March 2017

**Event:** Workshop  
**Topic:** Agile Project Management  
**Venue:** Hilton Hotel Chaoyang, Beijing  
**Benefit Partner**

**Speakers:** Mr. Michael Teubenbacher | Principal Partner, CPC Unternehmensmanagement AG  
Ms. Karina Hilbrecht | Senior Consultant, CPC Unternehmensmanagement AG



On 14<sup>th</sup> March 2017, the German Chamber of Commerce organized an interactive workshop on 'Agile Project Management'. Around 20 participants from different industries joined the session to gain hands-on knowledge. The two speakers provided a profound



introduction to agile project management based on the Scrum framework. Event participants learned about agile principles as well as the associated process of planning and prioritization. CPC Partner Mr. Michael Teubenbacher

and Senior Consultant Ms. Karina Hilbrecht presented useful tools which participants were asked to apply in an ensuing case study. Throughout the entire workshop as well as in a special Q&A session at the end, participants had the chance to discuss real-life project situations. The trainers provided experience on how to apply agile approaches to various project environments and thus gave additional insights on how to work in agile teams and especially on how to adapt one's leadership style to an agile setting.

14<sup>th</sup>  
March 2017

**Event:** Breakfast Seminar  
**Topic:** When a C is Not Enough: China's New Point System for Work Visas  
**Venue:** The Astor Hotel, Tianjin  
**Benefit Partner**

**Speaker:** Mr. Torsten Weller | Business Development Associate, ECOVIS Beijing



In October 2016, the Chinese government introduced a new system for issuing work visas to foreigners. According to the new procedure, applicants will now be ranked by a 100-point system covering various criteria, such as education, age, language skills, or workplace. With the new policy being currently tested in Shanghai, Beijing, Tianjin, Hebei, Anhui, Shandong, Guangdong, Sichuan and the Ningxia Hui Autonomous Region, the German

Chamber organized an informative breakfast briefing aiming at offering a first glimpse at the practical implementation of the new rules. More than 20 HR professionals joined in the seminar and shared their experience.



22<sup>nd</sup>  
March 2017

**Event:** HR Workshop  
**Topic:** Efficient Recruitment and International Assignment Management  
**Venue:** Bavaria Beer Keller, Tianjin  
**Benefit Partner**

**Speakers:** Dr. Oliver Prüfer | Vice General Manager, German Industry & Commerce Greater China | Beijing  
Mr. Kai Mütze | Managing Director, IAC Unternehmensberatung GmbH

Recruiting Talent in China becomes more and more challenging. Companies need to constantly improve their products and services to stay competitive. Vacant positions need to be filled strategically to serve the business needs, but also quickly with the people who can fulfill the job requirements. Recruiters in China need to be fast but also professional to secure efficiency in the recruiting and hiring process. In addition, German and international companies also need to know what the best ways are to assign managers from Germany or other countries to China, but also from China to Germany. This important process should be planned strategically and managed carefully.

Aiming at these two areas, the German Chamber of Commerce organized an HR Workshop on 22<sup>nd</sup> March at Bavaria Beer Keller. Two experts, Dr. Oliver Prüfer and Mr. Kai Mütze shared their insights into the best practice examples during their presentation. They also discussed and commented on participants' actual cases.

20<sup>th</sup>  
March 2017

**Event:** Kammerstammtisch Beijing  
**Venue:** Hacker Pschorr Brauhaus, Beijing  
**Benefit Partner**

22<sup>nd</sup>  
March 2017

**Event:** Seminar  
**Topic:** Sozialversicherung, persönliche Vorsorge und Steueroptimierung  
**Venue:** German Centre Beijing DRC, Beijing  
**Benefit Partner**

**Speakers:** Mr. Klaus Peter von der Eltz | General Manager, Expatriate Care Consult GmbH  
Ms. Manuela Reintgen | Manager Business Development, ECOVIS R&G Consulting Ltd. Beijing

**23<sup>rd</sup>**  
March 2017

**Event:** HR Workshop  
**Topic:** Efficient Recruitment and International Assignment Management  
**Venue:** Kempinski Hotel, Shenyang

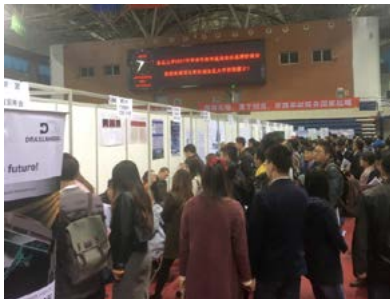
**Benefit Partner**

**Speakers:** Dr. Oliver Prüfer | Vice General Manager, German Industry & Commerce Greater China, Beijing  
Mr. Kai Mütze | Managing Director, IAC Unternehmensberatung GmbH



**27<sup>th</sup>**  
March 2017

**Event:** Special Event  
**Topic:** International Job Fair 2017 – Support Your Company!  
**Venue:** Northeastern University, Shenyang



In cooperation with Northeastern University in Shenyang, the German Chamber of Commerce in North China supported the International Job Fair Shenyang 2017 which took place as part of the regular job fair – with more than 300

local companies – on campus of Northeastern University on 27<sup>th</sup> March 2017. More than 15 German Chamber member companies from Shenyang, Dalian and Changchun took the opportunity to present company vacancies at the location and used the chance to meet with students and young professionals from various academic backgrounds. This is the second occasion of its kind in Shenyang, where top international employers from the Northeast came together to recruit qualified candidates. This again showed the potential for future cooperation between member companies and local universities in the Northeastern region.



**28<sup>th</sup>**  
March 2017

**Event:** Seminar  
**Topic:** Energy Efficiency 4.0: International Competitiveness Through Customized Efficiency Solutions  
**Venue:** German Chamber of Commerce Office, Tianjin  
**Speakers:** Mr. Marco Abdallah | Head of MEP Engineering, Drees & Sommer Shanghai

On the afternoon of 28<sup>th</sup> March 2017, a seminar on the topic "Energy Efficiency 4.0: International Competitiveness through Customized Efficiency Solutions" was held in the meeting room of the German Chamber office.

Nowadays many companies set targets to lower their CO<sub>2</sub> consumption either on a national or international level. At the same time, many companies look for savings potential to face competition in international markets. A key point to achieve these targets is reducing the energy consumption of production facilities.

The workshop gave an overview of the evolution of energy prices worldwide and the frame conditions in China today. Several references, solutions, and possibilities were discussed throughout the workshop.



**28<sup>th</sup>**  
March 2017

**Event:** Biz Socializer – Interchamber Business Networking Tianjin  
**Venue:** The Westin, Tianjin  
**Benefit Partner**

**29<sup>th</sup>**  
March 2017

**Event:** Networking Event  
**Topic:** Interchamber Wine Tasting  
**Venue:** Cheers Gulou Dongcheng District, Beijing  
**Benefit Partner**

**29<sup>th</sup>**  
March 2017

**Event:** Kammerstammtisch Tianjin  
**Venue:** Bavaria Beer Keller (Blauer Engel), Tianjin  
**Benefit Partner**



30<sup>th</sup>  
March 2017

**Event:** Young Professional Session  
**Topic:** How to Sell Yourself: Success in Career and Life

**Venue:** DayDayUp, Beijing

**Benefit Partner**

**Speakers:** Mr. Martin Barnes | Presentation Consultant and Graphic Designer, Mountains of Imagination  
Ms. Francesca Hanshing Urta | Co-founder, Velvetten's Secret Potions

30<sup>th</sup>  
March 2017

**Event:** Seminar  
**Topic:** China Employment, Compliance and Visa Updates: Trends & Developments for 2017

**Venue:** German Chamber of Commerce Office, Beijing

**Speaker:** Mr. Ralph Vigo Koppitz | Managing Director, Taylor Wessing Shanghai Office



11<sup>th</sup>  
April 2017

**Event:** Praktikantenstammtisch  
**Venue:** Groovy Schillers, Beijing

12<sup>th</sup>  
April 2017

**Event:** Special Seminar  
**Topic:** Visa Application Process for Chinese Business Travelers

**Venue:** Consulate General of the Federal Republic of Germany, Shenyang

**Speakers:** Mr. Marcus Alexander Lamer | Head of Visa Section and Consular Affairs, Consulate General of Germany in Shenyang  
Ms. Laura Ren | Team Lead, TLSContact Visa Center Shenyang  
Ms. Marine Wu | Center Manager, TLSContact Visa Center Shenyang  
Ms. Nan Li | Visa Service Manager, German Industry & Commerce Greater China | Beijing



7<sup>th</sup>  
April 2017

**Event:** Special Event  
**Topic:** Seminar with the Beijing Municipal Center of Foreign Experts Affairs  
**Venue:** Hilton Beijing Hotel, Beijing

**Benefit Partner**

**Speaker:** Mr. Rong Duan | Section Chief, Beijing Municipal Center of Foreign Experts Affairs and Employment of People from Foreign Countries

The German Chamber of Commerce, in cooperation with the British Chamber, French Chamber, Swiss Chamber and European Chamber invited around 150 guests for a briefing on the new regulations for foreigner working permits in Chinese. Mr. Rong Duan, Section Chief of the Beijing Municipal Center of Foreign Experts Affairs, gave an overview about the new regulations. Such regulations include the classification of workers into three categories, which aims to streamline work permit applications for foreign workers. After the presentation attendees had the opportunity to consult with governmental officials during the Q&A session.





**13<sup>th</sup>**  
April 2017

**Event:** Seminar  
**Topic:** Challenges and Opportunities Under the New Sino-German Tax Treaty  
**Venue:** German Chamber of Commerce Office, Beijing  
**Speakers:** Ms. Huiying Li | Director, PricewaterhouseCoopers Beijing Office  
 Ms. Ye He | Manager, PricewaterhouseCoopers Beijing Office

**13<sup>th</sup>**  
April 2017

**Event:** Kammerstammtisch Shenyang  
**Venue:** Graf Zeppelin Restaurant, Maritim Hotel, Shenyang **Benefit Partner**

**14<sup>th</sup>**  
April 2017

**Event:** Member for Member Training  
**Topic:** Total Productive Maintenance (TPM)  
**Venue:** Mubea Automotive Components Co. Ltd., Shenyang  
**Speaker:** Mr. Denzel Fang | Project Manager of Business Unit Lean, STAUFEN Shanghai

On 14<sup>th</sup> April 2017, the German Chamber of Commerce in North China organized a Member for Member Training in Shenyang. The training is part of a series which is designed to support member companies by organizing trainings on technical topics. The trainings rotate among training partners and are regularly organized at the manufacturing facilities of member companies. The trainings provide hands-on experience and a deeper insight into a specific technical subject. This occasion took place at the facilities of Mubea Automotive



Components in Shenyang and focused on Total Productive Maintenance (TPM). TPM is a LEAN improvement approach that aims to support increasing capacity without buying additional machines and helps to increase quality without increasing inspection. The training was well attended by production managers, line leaders and engineers from member companies in Shenyang, Dalian and Changchun.

The trainer, Mr. Denzel Fang from Staufen Shanghai, provided the attendees with insights into the challenges and benefits of TPM and shared his experiences in this highly practical training, which was mainly organized on the Mubea shop floor.



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**14<sup>th</sup>**  
April 2017  
**Event:** Biz Socializer – Interchamber Business Networking Tianjin  
**Venue:** The Ritz-Carlton, Tianjin  
**Benefit Partner**

**17<sup>th</sup>**  
April 2017  
**Event:** Kammerstammtisch Beijing  
**Venue:** Drei Kronen 1308, Beijing  
**Benefit Partner**

**18<sup>th</sup>**  
April 2017  
**Event:** Interchamber Breakfast Seminar  
**Topic:** How to fight air pollution in business environment?  
**Venue:** WESTIN Hotel Chaoyang, Beijing  
**Benefit Partner**  
**Speakers:** Mr. Yann Boquillod | Founder, AirVisual  
Dr. Tian Yuan | CEO, Beijing Keller Century Building Technologies Ltd.

Whilst the outdoor air pollution crisis has made headlines in recent years in the form of smog or haze, people in Beijing and beyond are becoming increasingly aware of the more pervasive form that people breathe the most: indoor pollution.

On 18<sup>th</sup> April 2017, German Chamber of Commerce in North China in cooperation with BenCham and Swiss Chamber organized a Breakfast Seminar about air pollution in a business environment. After enjoying a delicious breakfast, the two speakers Mr. Yann Boquillod and Dr. Tian Yuan gave insights on how to combat the air pollution problem using big data and informed about how to make sure a building is well insulated from the outside air pollution. The presentation was followed by a lively Q&A session and time for the attendees to network and mingle.

**18<sup>th</sup>**  
April 2017  
**Event:** Breakfast Seminar  
**Topic:** When a C is Not Enough: Chinas New Point System for Work Visa  
**Venue:** Kempinski Hotel Shenyang  
**Benefit Partner**  
**Speaker:** Mr. Torsten Weller | Business Development Associate, ECOVIS Beijing

**19<sup>th</sup>**  
April 2017  
**Event:** Interchamber Breakfast Seminar  
**Topic:** Cultural Competence and its Implications for Cross-Cultural Business  
**Venue:** The Westin, Tianjin  
**Benefit Partner**  
**Speaker:** Mr. John Napier | Resident Instructional Manager, Berlitz Tianjin

**21<sup>st</sup>**  
April 2017  
**Event:** Seminar  
**Topic:** Wasser- und Umweltmanagement – Eine Chance zur Renaturierung auch in China  
**Venue:** German Centre Beijing DRC, Beijing  
**Benefit Partner**  
**Speaker:** Dipl.-Ing. Peter Drecker | Founder and Head, Büro Drecker  
**Moderator:** Mr. Frank F. Weindorf | Assessor

**21<sup>st</sup>**  
April 2017  
**Event:** Special Event  
**Topic:** Iconic Sites Tour of the Astor Hotel  
**Venue:** The Astor Hotel, Tianjin  
**Benefit Partner**  
**Speaker:** Mr. Ugur Talayhan | Managing Director, The Astor Hotel Tianjin

On April 21<sup>st</sup>, German Chamber Tianjin and AmCham China, Tianjin hosted an Iconic Sites Tour at the Astor Hotel. Almost 40 members of the local business and student community gathered to experience the history behind one of Tianjin's oldest hotels.

The tour started with a walkthrough of the Astor's museum, which hosts a number of artifacts and relics, such as a World War II-era katana, and a 19<sup>th</sup> century Bible. Following the museum tour, Astor staff invited attendees to look inside the hotel suites of Herbert Hoover and Sun-Yat-Sen.

As the tour wound down, attendees gathered at the Astor's O'Hara bar for networking and snacks. The Astor's lounge singer, Miss Only, contributed to the bar's jazzy and relaxed environment. Guests had such a good time networking and chatting.



**26<sup>th</sup>**  
April 2017  
**Event:** Interchamber Networking  
**Venue:** Swissotel Beer Garden, Beijing  
**Benefit Partner**

**26<sup>th</sup>**  
April 2017  
**Event:** Kammerstammtisch Tianjin  
**Venue:** Bavaria Beer Keller (Italian Town), Tianjin  
**Benefit Partner**

**26<sup>th</sup>**  
April 2017  
**Event:** Webinar  
**Topic:** Introducing Manufacturing Execution System (MES): Opportunity and Challenge  
**Speaker:** Mr. Jesse Lee | Project Manager, STAUFEN Shanghai

**27<sup>th</sup>**  
April 2017  
**Event:** Business Lunch  
**Topic:** China's Anti-corruption Campaign and its Effects on your China Business  
**Venue:** Fairmont Hotel, Beijing  
**Speakers:** Dr. Martin Seybold | Attorney-at-Law and Head, Rödl & Partner Beijing  
Mr. Yuanlei Tao | Head of Internal Auditing, ThyssenKrupp

**27<sup>th</sup>**  
**April 2017**

**Event:** Special Event  
**Topic:** Day of Logistics 2017 – Visit of SEW-Eurodrive (Tianjin) Co. Ltd.  
**Venue:** SEW-Eurodrive Co. Ltd., Tianjin  
**Speakers:** Mr. Huafeng Yang | Deputy General Manager, SEW-Eurodrive (Tianjin) Co. Ltd.  
 Mr. Weihua Ren | Deputy General Manager, SEW-Eurodrive (Tianjin) Co. Ltd.  
 Ms. Jelly Wang | Deputy Project Director, Hannover Milano Fairs Shanghai

As one of the annual highlight events of German Chamber of Commerce, "Day of Logistics" has come to its 10<sup>th</sup> year in 2017. This time, the German Chamber of Commerce, in cooperation with BVL Beijing Chapter, invited their participants to an informative factory tour in SEW-Eurodrive (Tianjin) Co. Ltd. on 27<sup>th</sup> April.

The event officially started with the opening speeches from Ms. Jean Wang, Chairperson of BVL Regional Group Beijing, and Ms. Doris Hohmann, Regional Manager Tianjin of the German Chamber of Commerce in North China. Following the speeches, Deputy General Managers of SEW – Eurodrive, Mr. Huafeng Yang and Mr. Weihua Ren extended a warm welcome to the guests. Along with a detailed company introduction, the managers gave an in-depth presentation about smart logistics and intelligent transportation technology at SEW. Before the factory tour started, Ms. Jelly Wang, Deputy Project Director of Hannover Milano Fairs Shanghai delivered an informative presentation entitled "Smart Logistic- Future is coming", which was followed by a quick visit at the Electronic Products Exhibition Centre and later at the Manufacturing Centre. More than 30 logistic professionals participated in the event, which aimed to help companies optimize processes, reduce costs, and establish an effective supply chain management.



**27<sup>th</sup>**  
**April 2017**

**Event:** Special Event  
**Topic:** Inter-Chamber Business Networking Night in Dalian  
**Venue:** Shangri-La Hotel, Dalian

**30<sup>th</sup>**  
**April 2017**

**Event:** Special Event  
**Topic:** German "May Tree" Festival  
**Venue:** Maritim Hotel Shenyang  
**Benefit Partner**

### German Ball 2017 Under Preparation

Each year since 2000, the German Chamber of Commerce in China | North China hosts the largest social event of the German business community in Beijing: The German Ball.

The event attracts around 750 guests including business executives and political leaders with connections to Germany. The German Ball will take place on 18<sup>th</sup> November 2017.

Companies interested in sponsoring the German Ball should contact Ms. Corinna Schlapps at [schlapps.corinna@bj.china.ahk.de](mailto:schlapps.corinna@bj.china.ahk.de) or Ms. Sarah Chen at [chen.sarah@bj.china.ahk.de](mailto:chen.sarah@bj.china.ahk.de) before June 30, 2015. Ticket sale starts in September 2017.

### Regular Social Events in North China

#### Beijing:

**Kammerstammtisch** – Every third Monday of the month at 7:00 pm in various locations (Please visit the event calendar on our website or subscribe to our Newsletters and Invitations)

**Praktikantenstammtisch** – Every second Tuesday of the month at 7:00 pm in various locations (Please visit the event calendar on our website or subscribe to our Newsletters and Invitations)

#### Tianjin:

**Kammerstammtisch** – Every last Wednesday of the month at 7:00 pm at Drei Kronen 1308 Brauhaus, Tianjin

#### Shenyang:

**Kammerstammtisch** – Every second Tuesday of the month at 7:00 pm in various locations

#### Note:

Please always find the latest event calendar on our website: [china.ahk.de/chamber/events/](http://china.ahk.de/chamber/events/)



## Training Highlights

### Smart IT Infrastructure

Date: 10<sup>th</sup> May 2017

#### Objectives and Content

Internet of Things finds its way to the factory (FAZ)

In a digital, globalized world, the requirements of business models are dynamically evolving. In this context, a factory must stay flexible and create added value for many years. This is where innovative planning is applied. It begins with shaping forward thinking corporate strategies and includes digital planning skills as well as best practices and future knowledge. Therefore, IT (top) managers will not only play a role as business facilitators, but as drivers of business. They must be aware of the challenges and opportunities of a smart IT infrastructure. Other functional and top management leaders should realize the importance of IT and support establishing smart IT infrastructure as fundamental success factors for future enterprise.

#### Target Group

- Upper Management
- IT Directors, IT Managers
- Leaders of other enterprise functions

#### Outline

Introduction of "Industry 4.0"

- Definition of the 4<sup>th</sup> industrial revolution
- New requirements and new opportunities of future IT

Key elements of Smart IT Infrastructure

- Role of future IT and future CIO/IT directors
- Expectation on future IT/IT directors
- OSI infrastructure model
- Key elements of smart IT infrastructure

Road map of Implementation

- Smart IT infrastructure roadmap
- CIO agenda

### Living, Working, and Leading in China

Date: 6<sup>th</sup> – 7<sup>th</sup> June 2017

#### Objectives and Content

We pass on our cross-cultural knowledge by going through our 2-day well-tested training program to international expats working and living in China and help them successfully organize their business life in China. There will be plenty of time for discussion and practicing the do's and don'ts. Through this seminar you will:

- Understand traditional Chinese values and how it influences today's Chinese business behavior
- Learn the most effective way to communicate with your Chinese colleagues and business partners to give and receive authentic feedback.
- Learn how to motivate your Chinese employees and colleagues
- Learn how to deal with cultural shock

#### Target Group

International expats who work with Chinese colleagues and Chinese business partners

#### Outline

- A vivid presentation of patterns of German society and historical background which influence the values and behavior of Germans today
- Interactive discussions about German way of communication and "know-how" transfer
- Talks about voicing opinion, dealing with feedback and cross-cultural conflicts by case studies, role plays and videos practical advices on how to work with Germans in cross-cultural working

North China contact:

Mr. Zhuoyi Ji

☎ 010-65396685

✉ [ji.zhuoyi@bj.china.ahk.de](mailto:ji.zhuoyi@bj.china.ahk.de)

## Beijing Training Calendar June – July

Date	Event
1 <sup>st</sup> June 2017	Excel: Managing a Database (EN)
5 <sup>th</sup> June 2017	Six Thinking Hats (CN/EN)
6 <sup>th</sup> – 7 <sup>th</sup> June 2017	Living Working and Leading in China (CN/EN)
27 <sup>th</sup> June 2017	Inter- Culture Management and Global Leadership (CN/EN)
5 <sup>th</sup> July 2017	IT-Security in Production Environments (CN/EN)
7 <sup>th</sup> July 2017	PowerPoint Essentials (EN)
12 <sup>th</sup> – 13 <sup>th</sup> July 2017	Project Management Essentials (EN)
19 <sup>th</sup> July 2017	Digital Marketing in China (EN)
21 <sup>st</sup> July 2017	Better Manage Your Data (CN)
27 <sup>th</sup> – 28 <sup>th</sup> July 2017	Train the Trainer (EN)

## New Benefit Partner North China

For a detailed description of our Benefit Partner Program, please visit our website: <http://china.ahk.de/chamber/benefit-partner>

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Web: [www.cdcpeking.com](http://www.cdcpeking.com)

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## German Chamber Board Members Meet with Horst Seehofer, Minister President of Bavaria



A delegation of members of the Board of Directors of the German Chamber of Commerce in North China attended a briefing of Mr. Horst Seehofer, Minister President of Bavaria, in Beijing on 10<sup>th</sup> May, 2017. As a guest on the podium, Mr. Christoph Kaiser (Turck), vice chairman of the board and member of the German Chamber Advisory Council Tianjin, presented insights to the situation of German SMEs in Tianjin and North China. Ms. Alexandra Voss, executive director, as well as board members Mr. Feng Xingliang (NRW Invest) and Mr. Jörg Höhn (German Centre), joined an engaging discussion with the Minister President and the political and business delegation. Mr. Olaf Kastner (BMW), participant in the business delegation as well as German Chamber board member, presented insights into developments and trends of the automotive market in China. The meeting was part of a four-day journey of the Minister President to China. He was accompanied by a business delegation as well as politicians. Among them was Ms. Barbara Stamm, president of the Bavarian parliament, and Mr. Franz Pschierer, secretary of state –Bavarian ministry of economics.



## German Chamber Board Members Visit Airbus Production Facility in Tianjin

Following the invitation of Mr. Andreas Ockel, general manager Airbus (Tianjin) Final Assembly Co. Ltd. and member of the Advisory Council of the German Chamber in Tianjin, board members of the German Chamber visited Airbus Tianjin on 28<sup>th</sup> March, 2017.

Mr. Ockel shared insights about the growing Chinese aviation market, introduced the facility, and guided board members through the latest state-of-the-art Airbus single aisle final assembly line where the A319 and A320 are assembled for the Chinese market. After the visit, Mr. Ockel invited board members and members of the advisory council Tianjin to continue discussions over dinner.



## Thanks to Our Yearly Sponsors 2017/18

Shanghai Office



### 4flow COO Kai Althoff Speaks at Automotive Logistics Conference



Automotive Logistics Conference, recently held in Shanghai, was co-hosted by Automotive Logistics magazine and the Chinese Federation of Logistics and Purchasing (CFLP). The conference brought senior executives in automotive manufacturing and logistics together. Speakers from 4flow, Chery Jaguar Land Rover, Continental, SAIC-GM, Volvo Cars and the CFLP shared insights on the automotive supply chain in China. Mr. Kai Althoff, COO of 4flow, a provider of supply chain consulting, software, and 4PL services, shared his insights on digital supply chain in China. In his talk, "How Businesses Reduce Transportation Costs by 20% in China with iTMS and 4PL Services," Mr. Althoff discussed how an end-to-end digital supply chain results in lower costs while increasing efficiency and transparency. The talk addressed the challenges manufacturers and

logistics providers must overcome and how a digital supply chain enables manufacturing.

### ABB to Acquire B&R

On 4<sup>th</sup> April, ABB announced the acquisition of B&R, a provider focused on product- and software-based, open-architecture solutions for machine and factory automation. With the acquisition, ABB will expand its industrial automation offering by integrating B&R's products in PLC, Industrial PCs and servo motion, as well as its software and solution suite. B&R, founded in 1979 by Mr. Erwin Bernecker and Mr. Josef Rainer, is headquartered in Eggelsberg, Austria, employs more than 3,000 people, including about 1,000 R&D and application engineers and operates across 70 countries.

### Zhenjiang International Manager Forum Focuses on Administrative Management and Sustainable Development

The Zhenjiang International Manager Forum (ZIMF) is Zhenjiang's first International Manager Forum, organized in collaboration with Aleris Aluminum Zhenjiang and the European Chamber of Commerce in Nanjing. This International Manager Forum was held at Crown Plaza Zhenjiang on 31<sup>st</sup> March. Over ten senior administrative managers and



representatives from Zhenjiang foreign ventures attended. Following the speech of Mr. Bernhard Weber, Ms. You Hai Yan and Ms. Helen Zhang provided the attendees with a brainstorming management

strategy activity, in which participants filled out ERRC (Eliminate, Raise, Reduce, Create) grids to better determine the future direction of the International Administrative Management. Discussion also centered around executive career and sustainable development.

### Bayer Employee Volunteers Promote Social Innovation

On 16<sup>th</sup> January 2017, the list of the winners of the 2016 Role Model Program supported by Bayer Cares foundation was released. Four volunteers from Bayer China were selected for the finals. The Role Model Program focuses on the promotion of health care, nutrition, and science education, which also represents Bayer as an innovation leader in the life sciences. The Bayer Cares foundation launched the



Role Model Program in 2007, and encourages global Bayer employees to improve the living conditions of surrounding communities. So far, 508 volunteering projects in 66 countries received seed funding of more than EUR 1.76 million. This year, Bayer China submitted 35 project applications. After thorough examinations, four volunteer projects from China stood out from a total of 147 projects from 37 countries. They were selected as winners together with 69 other projects for the 2016 Role Model Program.

### New Paulaner at Downtown Puxi Coming Soon



BLN Restaurants & Caterings is excited to announce the opening of their new flagship Paulaner outlet by mid-2017. The two-story, free standing heritage building will be part of the Raffles City Changning. The building itself was rebuilt after the historical Saint Mary's Girls' Middle School and originated in the year 1923. It offers space for around 550 seats plus roughly additional 200 seats at the outdoor terrace. Private areas on each floor with a cozy interior offer space to celebrate special occasions for up to 65 persons.

### Busch China Moves into New and Larger Premises



Busch China will be relocating to new premises in Shanghai. The new headquarters of Busch China, which is expected to open in mid-2017, is located in the Zizhu National Hi-Tech Development Zone. It is in the south of Shanghai, approximately 18 km from the current Busch headquarters in the Songjiang Industrial Estate East New Zone.

### CMS, China Awarded 'Employer of Choice 2017' by ALB for Second Year in a Row

CMS, China has recently been awarded Employer of Choice 2017 by the Asian Legal

Business (ALB). The 2017 Employer of Choice survey was open to law firm employees from paralegals up to managing partners. The survey asked respondents about a variety of issues, ranging from career prospects within their firm to mentorship opportunities and work-life balance.

### ContiTech Opens New Plant for Elastomer Coatings in China



On 22<sup>nd</sup> March 2017, ContiTech Elastomer Coatings held an opening ceremony for its new plant. The new plant not only is the first international production site for Elastomer Coatings outside Germany, but also makes ContiTech China the first region out of Europe to own production sites of all nine business units. "The investment into that new plant underlines our commitment within and to the Chinese market. It allows us to better meet our Chinese customers' demands in different industries," emphasized Dr. Peter Scholtissek, head of Elastomer Coatings. The plant produces high-performance coated materials for a variety of applications. Series production will start from Q2 2017.

### Deutsche Bank Appoints Mr. Mahesh Kini as Head of Global Transaction Banking – China



Deutsche Bank announced the appointment of Mr. Mahesh Kini as Head of Global Transaction Banking – China. In his expanded role, Mr. Kini will be responsible for all the Bank's transaction banking businesses based in China -- namely investor services, issuer services, institutional cash management, trade finance and cash management. Mr. Kini moved from Singapore to Shanghai in September 2016 to take on the head of trade finance & cash management corporates (TFMC) – China role. In his new role, Mr. Kini will report to both Mr. Feng Gao, Chief Country Officer – China and Ms. Lisa Robins, Head of Global Transaction Banking – Asia Pacific and will join the

China Management Committee and the regional Global Transaction Banking Management Committee.

### Dachser Singapore Expands Airport Office



Dachser Singapore recently expanded its airport office at the Changi International Airport to accommodate its growing business. The airport office remains at the same location, but has added another level above the existing office. The decision to rent more space and group operations, customer service, and warehousing under one roof serves to streamline workflows and facilitate internal communication. Dachser Singapore's two locations are fully integrated into the company's global network. The Singapore branch is at Pioneer on the west side of the city and provides sales, administration and management functions.

### DEKRA Expands with Short Circuit and MV/HV Testing Through VEIKI-VNL Acquisition



DEKRA is expanding by acquiring VEIKI-VNL, a reputable independent medium and high voltage testing laboratory, located in Budapest, Hungary. As of now DEKRA can offer new services in short circuit and MV/HV testing for energy equipment manufacturers, utility companies, and grid operators. VEIKI-VNL is a member of the Short-Circuit Testing Liaison (STL). In recent years, DEKRA added medium and high voltage supervised witness testing (inspections) to its portfolio and opened a local lab in Dubai, UAE. Now, DEKRA is adding high voltage, high power, and short circuit testing.

### Brand New Duravit Plant in Chongqing Will be Revealed in September 2017



In September 2017, the new Duravit (China) Plant & Innovation Center, located in the Luohuang Park, Jiangjin district of Chongqing, will officially open its doors. Flows of goods will be fully automatic, logistics processes will be made leaner, inventories will be reduced, maintenance processes will be standardized, and 100% traceability will be guaranteed. Because of the location, the factory plant has excellent airport and railway connections to South East Asia and Germany. This plant will be capable of producing up to 1.5mn sanitary ware pieces with outstanding quality, excellent function, water saving flushing technology and high comfort for Chinese customers.

### FCM Travel Solutions Announces New Management Structure to Accelerate Growth in Asia



FCM Travel Solutions (FCM) has unveiled a new management structure in Asia to leverage regional expertise and spearhead business expansion. The new management team is headed by Mr. Bertrand

Saillet, general manager, Asia, Corporate. FCM is ready to take on larger global corporate customers looking for localized and personalised service with a global approach. With an experienced team, FCM will be able to act quickly to scale up travel programs for customers as their business expands.

### Nanjing: Foundation Stone for the LMT Group's New Construction Laid

The LMT Group will develop its manufacturing facility and set up a new production facility in the east Chinese metropolis of Nanjing.



The factory is being built on a plot of more than 50,000m<sup>2</sup>, and is expected to start operations at the beginning of 2018. Dr. Andreas Risch, general manager of Fette Compacting China, had this to say on the formal laying of the foundation stone in the spring: "Fette Compacting will double its production capacity in China with this new factory. Even now, we manufacture about 70% of the tablet presses that we installed in China, including in Nanjing. With this new investment, we are moving forward together with our customers, who are pursuing even greater growth in China, and want to remain internationally competitive."

### Kosmos Group and Steigenberger Join Hands to Expand Chinese Market.

Steigenberger Intercity Shandong Qingdao SGE Hotel has officially opened. This is the first hotel for the company in China. As of 31<sup>st</sup> March, Kosmos Group had opened a total of 20 new hotels which covers 11 provinces across China. On 16<sup>th</sup> and 22<sup>nd</sup> March, Kosmos Group won five awards at the 17<sup>th</sup> China Hotel Global Forum and the Third China Hotels Forum. In early March, Kosmos Group, together with 37 franchise partners who had been awarded as Pioneer Partners 2015, participated in the Study Tour in Thailand activity. During this period, awardees visited foreign hotels and learned advanced experience in hotel management.

### Hirschmann (Nantong) Automotive Company Will Enlarge its Chinese Plant in 2017



With the growing demand in Asia Pacific market, the second growth phase of the Hirschmann (Nantong) Automotive Company will launch in the second half of 2017. EUR 8 million additional capital and 8 million increased capitals are planned to be invested by then. The new project is designed to reach an estimated gross production value at RMB 200 million.

### Hohenstein China's 10<sup>th</sup> Anniversary Celebration

2017 marks the 10<sup>th</sup> anniversary of Hohenstein China, having served thousands of Chinese textile manufacturers brands and textile suppliers throughout the textile chain in the



past. Hohenstein China celebrated their 10<sup>th</sup> anniversary at the Spring Intertextile Fair. Attending dignitaries included Hohenstein Institute CEO Prof. Dr. Stefan Mecheels, director of international sales Mr. Jörg Diekmann, greater China managing director Dr. Christopher Au, German Chamber of Commerce regional manager Ms. Johanna Spee, Little Swan of Midea Group marketing director Mr. Ouyang Wang, Little Swan of Midea Group's Ms. Qingqiong, and Changsi chairman Mr. Huang Xiao Jing.

### Kärcher China Presents at the AWE 2017



At the beginning of March, Kärcher China participated in a three-day Appliance & Electronics World Expo in Shanghai. For the first time, Kärcher China presented products at three stands at the AWE. Among them were an indoor stand with all Home & Garden products and a smart products stand. A 400-square meter outdoor stand was also arranged in cooperation with Jing Dong (JD), one of China's biggest E-Commerce platforms. Over 180,000 visitors attended the fair. The fair product press conference displayed product novelties for visitors and exclusive Kärcher guests to view. These novelties included the FC 5, the Full Control high pressure cleaners, the SV 7, and the KA 5, which is already available in China. The KA 5 earned the Appliance Award for Best Product and Best Industrial Design.

### New Business Development Manager at Keller Environmental Equipment Shanghai

Keller Environmental Equipment welcomes Mr. Mario Borst as the new Business Development Manager in Shanghai. Mr. Borst will be responsible for building close relationships with the companies in the China plastic industry and supporting the existing Keller team in Shanghai. The aim is to improve industrial exhaust air quality and safety performance for employees in regard to fire and explosion protection.





Furthermore, a KfW supported Private Public Partnership Project has been set up together with the University of Nanjing and EHS Center to develop specific standards on air pollution and implement a broad-based training

and information program for managers and plant operators in the plastic industry in China.

### KLUDI Shows the Beauty of Bathroom and Kitchen in Frankfurt ISH



From 14<sup>th</sup> to 18<sup>th</sup> March 2017, 2,482 exhibitors from 61 countries, including world-market leaders, launched their latest products at ISH, a major trade fair for the combination of water and energy. On an area of 260,000 square meters in Frankfurt am Main, KLUDI showed the beauty of their products. Almost 100 years ago, KLUDI began manufacturing bathroom fittings using traditional methods of craftsmanship. Followed by high-quality, reliable fixtures of timeless design, this expertise formed the foundation of KLUDI.

### KERNS-LIEBERS Invests in New Market

Recently, KERNS-LIEBERS made an official investment for construction of a new production base in the Beichen Economic Development Zone, Tianjin. The first phase manufacturing factory is estimated to be put into operation by April 2018. This will benefit the company in the new north China market. Meanwhile, KERN-LIEBERS China, as the representatives of German Cooperative Partner, jointly established a dual education bachelor degree program together with Baden-Württemberg Cooperative State University (DHBW), Southeast University Chengxian College and The People's Government of Taicang City. It reserves prospective and application-oriented talents, supporting the long-term development for the company. First semester will start in September 2017.

### KraussMaffei Group Subsidiary in China Under New Management

Mr. Xiaojun Cui became the new CEO of the subsidiary of the KraussMaffei Group in China.



Mr. Cui is taking on a key position for the growth initiatives of the KraussMaffei Group in China. As a manager and engineer, Mr. Cui has gained wide-ranging experience in globally active companies. He comes

from Dresser-Rand in China, where he was responsible for the integration of the company into Siemens. Prior to that, he held positions as Director and Managing Director at Dresser-Rand and various management positions at Honeywell HPS, Invensys Software Systems and NK Chemicals in China and Singapore. "As the CEO of the company, I aim to lead my colleagues in the right direction, which is meeting the needs of customers and shareholders. We will work together as one united team to achieve the growth targets by providing professional services to our customers," stated Mr. Cui.

### New KUKA Plant Construction in Songjiang Started in March

KUKA Systems China, affiliate company of KUKA AG, held a new plant ground breaking ceremony in March 2017. KUKA's top management and local government representatives attended this event to witness this important milestone for KUKA. In the beginning of 2017, KUKA Systems China established an aerospace business unit to provide advanced automation solutions for China's aerospace industry. The new plant will provide more efficient services for customers and is foreseen to be completed at the end of 2017. Mr. Wang Jiangbing, CEO of KUKA Systems China, expressed his sincere thanks to all the guests. "KUKA Systems China's business is developing rapidly and the client base continues to expand," he mentioned in his welcome speech. "The new plant Ground Breaking Ceremony was a very important milestone in the success story of KUKA Systems China's development." The local governor Mr. Cheng Xiangmin expressed his welcome to KUKA Systems China Shanghai Songjiang Technology Innovation Corridor. He pointed out that since KUKA Systems China settled in Songjiang, it has made a great contribution to Songjiang's economic development.



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## Marquardt Group Focuses on Asia Market



With the promising growth in Asia market, Marquardt Group will continue to strengthen its strategic focus on Asia market. Mr. Juergen Keller, vice president of global sales and program management, was

relocated to Marquardt Shanghai. In the meanwhile, he will take over the position of General Manager of Marquardt China. The management board recently has decided to set-up another manufacturing plant in China to support their growth strategy for Asia market. With more than 20 years in Marquardt and extensive experience in the automotive industry, Mr. Juergen Keller will lead the company to drive growth and excellent performance. "I am really excited to move to China, we can grow together to make Marquardt successful in global competition," he said confidently.

## Strategic Cooperation Between KSB and NGC



On 8<sup>th</sup> February 2017, KSB Group Shanghai Company and NGC Group signed a strategic cooperation agreement under the care of senior communications protocol leaders. The strategic cooperation between both parties is of profound significance with spring approaching, causing great adjustments for China's energy structure under the macro situation. The strategic cooperation between KSB Shanghai and NGC is strong for both parties. KSB Shanghai has positively expanded the technical reconstruction market of thermal power plants chronically. Through promotion of NGC mechatronic transmission product CONTRON, KSB Shanghai is exploring the new field of product after-sale service in power plants. Both parties are making joint efforts to promote energy-saving and emission-reduction water pump units in thermal power plants. The benefits of KSB customer relations in the power station industry and long-term product technical superiority and publicity makes contributions to China's haze governance and economic efficient power plant operation. Meanwhile, CONTRON products entering China's market has become the beginning of growth point for NGC business.

## Merck Launched New Corporate Responsibility Project "Green Crystal" in China



Merck China launched its corporate responsibility project "Green Crystal", which is customized for the Performance Materials business. The project aims to help children in remote areas who lack modern devices for learning avoid the potential waste of smart devices, and demonstrates the good quality of Merck's products. 20 used smart tablets were donated to two primary schools in Sichuan Province, which were donated by Merck China employees. Merck will continue to develop this project in China. "There are thousands of millions of smart devices manufactured every year and the frequency of purchasing new models is higher than in the past years." Mr. Alasdair Jelfs said, "Thanks to the good quality of the components in these devices, for example the liquid crystals and integrated circuit materials provided by Merck, these used smart devices could serve for a longer life cycle for those in need of them."

## Completion of a New Production Facility for Berger Precision in Kunshan

MPS was delighted to hand over a greenfield turnkey solution to its client BERGER Precision (Kunshan) Co., Ltd. at the end of February 2017. A total area of approximately 10,600 square meters has been managed by the experienced MPS team under the supervision of a German project manager. The building represents the latest production facility for Berger's high precision milled and ground parts which are directly delivered to the automotive industry. During this project, MPS was directly responsible for the concept design, detailed design management, procurement, project management and construction supervision, which altogether covers the whole EPCM service scope.



## UFH Network Extends to Nanjing



On 7<sup>th</sup> April, United Family Nanjing Clinic officially opened its doors for business. United Family Nanjing Clinic is dedicated to bringing the concept of family medicine, patient centered care, and preventive medicine to more families in China. The opening day also coincided with World Health Day, with the purpose of encouraging people across China to care more about their health. The Department of Family Medicine at United Family Nanjing Clinic has already opened its doors. Departments including dermatology, ophthalmology, ENT, dental, gastroenterology, and obstetrics and gynecology will receive patients in the coming months. United Family Nanjing Clinic is a critical component in the national healthcare network. United Family Healthcare board chair Ms. Roberta Lipson said, "The opening of United Family Nanjing Clinic will bring professional and state-of-the-art medical services to local residents and foreigners, contributing to the improvement of the UFH network."

## Oemeta Celebrates 100-Year Anniversary



Oemeta organized a special event where there was live music, games, and the opportunity to learn about the company. This included the release of a historic timeline, made especially for the 100-year celebration. There were competitions for guests where they could guess the volume of an Oemeta barrel, take part in barrel rolling races, and win prizes. Little ones could also play in the soccer cage or enjoy the bouncy castle. Everyone also had the opportunity to look behind the scenes at Oemeta. There were guided tours in the laboratories and the production hall. Around 1500 guests celebrated the anniversary in a relaxing atmosphere. The company's international presence was also celebrated through the food available on the day.

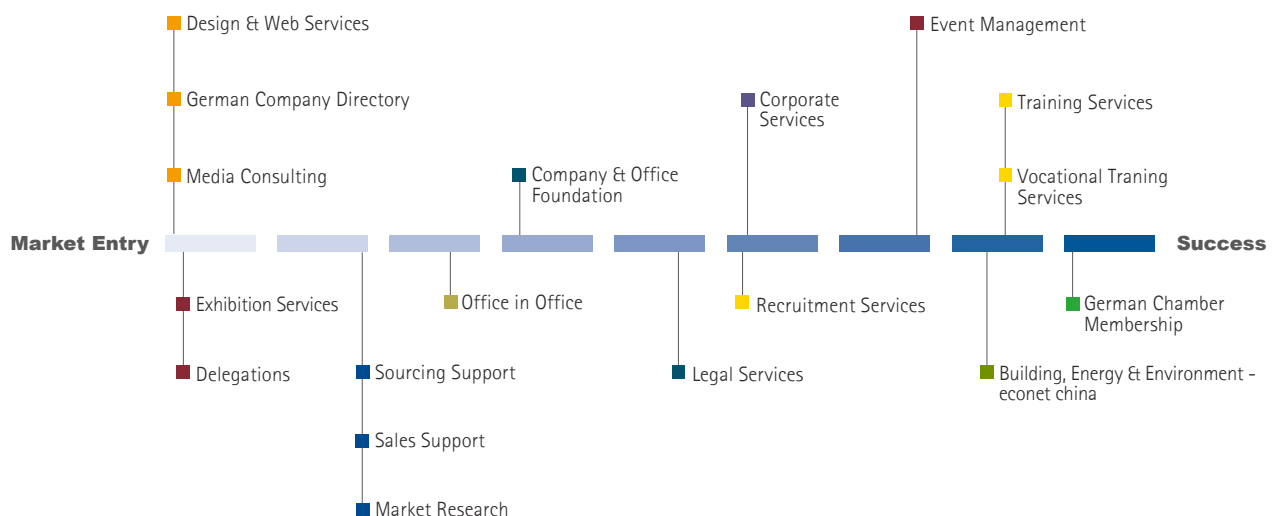
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### Muehlbauer Technologies Wins RFID International Brand Award

The results of "2016 RFID World's Most Influential Event of the Year" were announced after more than two months of corporate, media, and expert voting. This event was held in its tenth session, organized by the RFID Council for the Promotion of IOT International Trade and Application, as well as several other RFID alliances from different Chinese provinces. As a public welfare event, this selection activity is a summary of the RFID industry from the previous year and helps to promote good examples of China's RFID relative corporations. The selection set up a variety of awards. Muehlbauer Technologies (Wuxi) Co., Ltd. won "2016 RFID International Brand Award" for the third time. Mr. Jason Fang, Sales Manager for RFID in Greater China attended the awards dinner as representative of Muehlbauer Wuxi on 29<sup>th</sup> March.



### Paper Shanghai Hosts First Design Week

Paper Shanghai hosted its first Shanghai Design Week 2017 event in March entitled 'DeLightful Working'. Over 120 guests attended the new luxury co-working space to observe a series of installations and exhibits by brands like Bisazza, Milliken, Magis and Eptaink. Guests enjoyed specialty cocktails by Campari and "Mocktails", refreshing non-alcoholic craft beverages by Blue Water as well as delicious fare by Michelin star chef Qin. The theme behind Paper's first Shanghai Design Week event focused on sustainable design movements of a more socially conscious and environmentally friendly world. The main installation of the event was a collaborative effort by IGuzzini, a socially conscious lighting company and Rainbow of Hope, an organic farming company pushing sustainable farming culture in China. Designed by Avril Accolla, the exhibit was a powerful reminder of the fragility of our environment and the exciting solutions for sustainable modern living.

### New Managing Director for Schmersal China

From 1<sup>st</sup> September 2016, Mr. Felix Liu was newly appointed as the managing director of Schmersal Industrial Switchgear (Shanghai) Co., Ltd. Mr. Liu completed his first degree and a master's degree both in Electrical Engineering and Information Technology. From Shanghai to Darmstadt, back to China and on to Balingen, Mr. Liu is a wanderer between worlds. This



experience is such a tremendous asset that made him an excellent chief sales officer, and now a reliable managing director of Schmersal China. The Schmersal Group keeps adhering to the quality of Safety Products and enjoys their good reputation. Now to expand business in the growing Chinese market, Mr. Liu said "It depends on comprehensive product and solution portfolio, true and all-round understanding of market, local management team and local managerial approach, clear development vision and strategy. He is convinced that Schmersal China is on a successful track.

### APP Participates in International Union of Forestry Research Organization Regional Congress

During the International Union of Forestry Research Organization Regional Congress held in Beijing, APP (China)'s Vice President Mrs. Zhai Jingli delivered a speech about how APP (China) creates a green circulation industry through integrating forest, pulp, and paper. To help developing a sustainable forest and help to fight against the global climate change, APP (China) have always implemented a sustainable forestation concept by actively introducing the positive impacts of plantation management through modern forestry science and technology. They believe that by persistently exploring science and technology and looking for innovation they are able to develop a sustainable forest.

### SNIEC Sees Success Despite Weak Economy

"Despite the weak international and Chinese economy, 2016 was another successful year for SNIEC," said Mr. Michael Kruppe, general manager of SNIEC. The sales growth of SNIEC in 2016 increased more than 10% from the year before, a much higher growth rate than the industry average. Additionally, the venue is almost sold out for the next three to five years. SNIEC has started to focus more on international and hi-tech shows. SNIEC may be expanding its space to better host more shows and conventions. Because of the limited space during peak seasons, many customers have urged SNIEC to expand. Some high-tech shows also require more space to hold conferences so this is something SNIEC is working on. Mr. Kruppe stated that SNIEC will



not relocate and will remain on Longyang Road for the foreseeable future. SNIEC will be building more visitor-friendly amenities and creating a new platform for family entertainment.

### steute Electrical Components Moves to New Plant in Minhang District



Five years after its founding, steute Electrical Components (Shanghai) Co., Ltd., the Chinese subsidiary of the German Company steute Schaltgeraee GmbH, moves into a bigger site within

Shanghai's Minhang District. After massive expansion at the German headquarters during the past years, the manufacturer of electrical switchgear and medical control devices has more than tripled their office and assembly space in Shanghai. This is a big step for the company to prepare for future growth. The company is now located in the Caohejing Hi-tech Park. "Because the company is preparing for a big medical exhibition in May, we will celebrate with customers, suppliers and partners later this year," general manager Mr. Thomas Busse announced.

### Vistra Acquires optegra, Expanding Footprint in Germany

Vistra has announced the acquisition of optegra, a German based company specializing in auditing, tax consultancy, legal advisory, and management consultancy services. With offices in Cologne, Hamburg and Munich, optegra has a staff of 120 professionals serving clients from a range of industries, including automotive, information technology, telecommunications, health care, private equity, real estate, renewable energy, and engineering. Their specialist knowledge enables optegra to provide expert solutions surrounding financial and regulatory services, transaction support, payroll accounting, tax consultancy and administration, as well as start-up support. The partners of optegra will all remain with the business post-completion and will strengthen the range of services provided by Vistra in Germany. These services include the provision of audit and fund administration services to alternative investment funds and to alternative investment managers.

### 3D printing Company Expands into Latin America

voxeljet, has partnered with ART Mexico – an OEM specialist for automotive cast parts. Mexico, the world's seventh-largest car manufacturer, is an important and growing OEM market for cast parts in the automotive industry.





In addition, voxeljet has also turned its focus on the Mexican machine building, transportation industry and energy industry. It is expected that these sectors will experience enormous growth in the Latin

American market in the next few years.

### Voith Industrial Services China, Honored with 2016 Excellent Services Award



Voith Industrial Services (Shanghai) Co., Ltd. was honored with the 2016 Excellent Services Award from FAW-Volkswagen Automotive Co., Ltd. Chengdu Engine Plant (FAW-VW Chengdu Engine Plant). The cooperation started in July of 2016 and got affirmation and praise for high-quality services in six months. Moreover, Voith Industrial Services China sticks to "create more value for customers" by providing technical innovation and operational support, and has made a lot of improvement based on experience. Voith is delighted to win the Excellent Services Award which will inspire them to do better in the future.

### ZeltRaum Ltd. - Third Year of Successful Operation

Having gained expertise in different fields all related to the event industry, trade fairs, and tourism, the three founders of ZeltRaum ventured into becoming entrepreneurs of their own and are now an agency for event infrastructure, engineering, consulting, design, and production management. Perseverance, high quality standards, astute safety awareness and precise risk assessment may be some of the features that make ZeltRaum different and qualify them to be the official contractor for ABACE or consultants for the petrochemical industry. As of 2017, ZeltRaum delivered projects in China, The Philippines, India, Kazakhstan, UK and Germany.



### Weidmüller China Awarded in 2017 CAIMRS



At the 2017 China Automation and Intelligent Manufacturing Research Seminar, Weidmüller China was honored with two awards. Mr. Harvey Wang, the president of Greater China, won the "Innovation Management Award" due to his innovative sales, marketing strategy and the success development of Weidmüller China. Weidmüller has consistently seen China as a strategic market. Not only due to its business, which contributed significantly growth to the group but also for its highly potential and market prospects. In the meantime, Weidmüller pioneering solution was awarded "Intelligence control – Electrical Device", which showcased innovative connectivity in the area of connection systems. Both awards are not only honors to the group, but also push Weidmüller China to continually work toward providing suitable solutions to customers for the technology challenges in the coming future.

### Mr. William Weng Wins Award from China Culinary Association



The China Culinary Association recently awarded Mr. William Weng, director of Chinese culinary operations at the InterContinental Shanghai Pudong, with the prestigious "2016 China Gold Kitchen Award". In addition, Mr. Weng was also nationally nominated for the "2016 Most Beautiful Chef Award" amongst 19 other chefs. "China's Most Beautiful Chef Award" is an award requires the participants with not only superb skills, but also good moral integrity. Nominees of this award have achieved outstanding results in highlighting the culinary artisan spirit, the importance of apprenticeship, technological heritage, creative innovation, social welfare, courageous undertaking and other major contribution in developing the Chinese food and beverage industry. Mr. Weng has repeatedly been rated as "Shanghai model worker" and was previously awarded the "National Labor Medal". Besides, Chef William is also invited to be the judge of several national culinary competitions.

### Webasto Expands Production Network in China

Due to the rapid growth of the automotive market in China and the continuing increase in demand of roof systems, Webasto estimated that the sunroof demand would reach 17 million in the next five years and decided to expand its production network in China. Therefore, the company built a new plant in Baoding and will extend its existing plants in Guangzhou and Wuhan. The official opening of Webasto Baoding took place on 5<sup>th</sup> May 2017, and the new plant production area is 8,000m<sup>2</sup> with a capacity of 1.0 million roofs per year. The production area of Guangzhou new plant is 12,000m<sup>2</sup> and has a yearly capacity of 1.5 million roofs. Meanwhile, Wuhan new plant production area is 18,400m<sup>2</sup> with an annual capacity of 2.1 million roofs. These three new facilities will serve FAW-VW, GWM, CA, DF Nissan, GAC FCA, DPCA, SGM and other car manufacturers. With the new plant in Baoding as well as the two plants expansion, Webasto will strengthen its market position in China.



### Enno Tang Appointed New President of Continental in China



Effective 1<sup>st</sup> June, 2017, Mr. Enno Tang, head of the chassis & safety division, China, and the vehicle dynamics business unit, China, will become the president of Continental's organization in China. He will succeed Dr. Ralf

Cramer, Executive Board member who, as per the company's announcement in September 2016, will conclude his contract by mid-August 2017 as planned, and pursue new career opportunities outside of Continental. "On behalf of the entire executive board and the global Continental team, I'd like to express our sincere gratitude to Ralf Cramer for the many years of excellent service to our organization," said Mr. Degenhart. He added: "As the former head of the chassis & safety division and most recently as the president of our organization in China, he has contributed invariably and in an exemplary fashion to the success and best interests of Continental. We wish him all the very best for the future."



### NAI Sofia Group Shanghai Launches Property Termination Service

Although many foreign firms in Shanghai are thriving, NAI Sofia Group Shanghai has noticed an uptick in firms leaving the city in recent months. In such situations, dispensing with the company's owned property or terminating its rental agreement can pose unforeseen challenges. If these challenges are not properly managed, the company risks losing significant

amounts of money and other resources. In order to help firms avoid losses and unnecessary delays when dispensing their China real estate, NAI Sofia Group Shanghai has launched a dedicated property termination service package. The package includes a list of recommendations tailored to the client's specific situation, as well as assistance in devising and executing a plan to terminate the ownership or lease of local real estate assets in the most efficient way possible.

## New Members Shanghai

For full contact information and company profiles of our new and existing members, please visit [www.german-company-directory.com](http://www.german-company-directory.com)

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**Mr. Yongqing Zhang**  
Shanghai

**3<sup>rd</sup>**  
**March 2017**

**Event:** Workshop Business & Society  
**Topic:** "Network Thinking and WeQ for the Use of Innovation and Social Entrepreneurship"  
**Venue:** Sino-Finnish Centre, Tongji University  
**Speaker:** Prof. Ulrich Weinberg | Head of the HPI School of Design Thinking  
 Prof. Lou Yongqi | Dean, College of Design and Innovation, Tongji University

This workshop Business & Society was held in cooperation with the Tongji University. The dean of College of Design and Innovation, Prof. Lou Yongqi, introduced two projects that are making active use of the WeQ approach: "Design Harvests" that encourages sustainable development between urban and rural areas, and the redesign education experiment that introduces design thinking as a teaching and learning method at a middle school in China.

After these practical cases of network thinking and WeQ in China, Prof. Ulrich Weinberg elaborated in depth about the concept of WeQ and how it is changing the way we work when implemented in corporate structures.

Companies are changing their organizational structure from the "Brockhaus Mode" to the "Network Mode" or WeQ. The three underlying core elements of the WeQ approach are multi-disciplinary teams, iterative process and variable space. Prof. Weinberg concluded his presentation with the case study about a large German company that is redesigning its corporate structure, work flows and remuneration systems based on the WeQ principles.



**3<sup>rd</sup>**  
**March 2017**

**Event:** Nanjing International Women's Forum  
**Topic:** "Developing Talented Young Female Employees"  
**Venue:** Dreamespresso  
**Speaker:** Ms. Sheri Shen | Asia Product Manager at Celanese (China) Holding Co., Ltd

The Nanjing International Women's Leadership Forum (NIWLF) is Nanjing's first inter-chamber professional women's network and a collaboration between:

- European Chamber of Commerce in Nanjing
- German Chamber of Commerce in China | Shanghai
- American Chamber of Commerce in Shanghai Nanjing Center

The Nanjing International Women's Forum: "Developing Talented Young Female Employees" was held at Dreamespresso near the Presidential Palace on 3<sup>rd</sup> March from 14:30 to 16:30. Over 20 representatives from Western business were in attendance. Ms. Sheri Shen, Asia Product Manager at Celanese, shared her experiences about the Celanese Women's Impact Network (WIN) including: Experiences from launching WIN in Nanjing/Asia, the Four Pillars of WIN, and open discussion on how women leaders can better develop talented young female employees.

#### About the Forum:

The Nanjing International Women's Leadership Forum (NIWLF) offers senior female executives in the international business community opportunities to connect with peers in the Nanjing community and broaden business experience across industries and cultures. NIWLF organizes regular events and is jointly organized by the European Chamber of Commerce in Nanjing, German Chamber of Commerce in China and American Chamber of Commerce in Shanghai Nanjing Center.

**3<sup>rd</sup>**  
**March 2017**

**Event:** Alumni Stammtisch – Shanghai  
**Venue:** Hamburg House Restaurant

**7<sup>th</sup>**  
**March 2017**

**Event:** Taicang Stammtisch  
**Venue:** River Side – Crossroad Dong Cang South Rd. and Chaoyang Rd.

**14<sup>th</sup>**  
**March 2017**

**Event:** Deutscher Stammtisch – Shanghai  
**Venue:** PAULANER @ XINTIANDI  
**Benefit Partner**

**14<sup>th</sup>**  
**March 2017**

**Event:** Deutscher Stammtisch – Suzhou  
**Venue:** Casa Zoe



14<sup>th</sup>  
March 2017

**Event:** Workshop Legal & Tax (Chinese)  
**Topic:** "License Fee in Customs Valuation and Outlook to Customs Audit Focus 2017"  
**Venue:** Le Royal Meridien **Benefit Partner**  
**Speaker:** Mr. Derek Lee | Partner, Worldtrade Management Services, PwC  
 Mr. Alex Qian | Senior Manager, Worldtrade Management Services, PwC  
**Moderator:** Ms. Vivian Yao | Partner, Rödl & Partner

Mr. Alex Qian gave practical and hand-on insights in Chinese on the license fees in customs validation as well as the customs audit focus in 2017. Mr. Qian started his presentation by introducing the new standard of filling out the new declaration sheet. He pointed out which items were deleted or added and explained which items should be paid attention to especially.

Mr. Qian then stressed why the disclosure fee was one of key points in the customs external auditing process and explained in detail what a company should pay attention to.

Sharing his practical experience, Mr. Qian explained how to control the risk and how to communicate and cooperate with customs. Mr. Qian listed several instruments which can be applied in the actual operation and help the company to lower the risk and furthermore gave an outlook on 2017's trends.



16<sup>th</sup>  
March 2017

**Event:** Workshop Marketing & Sales (in German)  
**Topic:** "Chinas Medienlandschaft – Kennen, verstehen, optimal nutzen"  
**Venue:** Le Royal Meridien **Benefit Partner**  
**Speaker:** Dr. Evelyn Engesser | General Manager, UNICEPTA Information Consulting (China) Ltd.  
 Dr. Rong Wang | Vice General Manager, UNICEPTA Information Consulting (China) Ltd.  
**Moderator:** Ms. Brigitte Wolff | President, EIM China  
 Mr. Bernd Pichler | Executive Vice President – Sales, Jaguar Land Rover China

The speakers Dr. Evelyn Engesser and Dr. Rong Wang examined the Chinese media market, which counts as one of the most complex in the world. They first compared traditional and modern media as well as the differences between German and Chinese media. How can German companies adapt to this environment and successfully spread their news? The speakers gave practical tips, introducing the main media channels such as newspaper, WeChat, Weibo and QQ.

Some trends in China's media market are already familiar from Germany: the commercialization, the tabloidization and personalization of content, the declining use of print media, the increasing importance of digital media. In the field of social media, China has developed many unique solutions and is ahead of the Western world in many points. In some respects, China is simply completely different, for instance, in the role of the media as a propaganda instrument and the resulting role-conception of journalists. If you know these similarities and differences, media activities can be aligned appropriately to meet the precise needs of journalists and other target groups



21<sup>th</sup>  
March 2017

**Event:** Hangzhou German Chamber Corner  
**Venue:** Angelo's Restaurant **Benefit Partner**

**22<sup>nd</sup>**  
March 2017

**Event:** Workshop IT  
**Topic:** "Industrial IoT testbed and Project Planning"  
**Venue:** Hilton Shanghai, 2<sup>nd</sup> floor Jasmine & Lily Room  
**Speaker:** Erik Walenza | CEO, IoT ONE Inc.  
Kapil Kane | Director, Innovation@Intel China, Ideas2Reality- an Intel China Ideas Accelerator  
**Moderator:** Mr. Ahmet Tombul | Managing Director, Vauman Information Technology Consulting



The speaker Mr. Walenza started his presentation by introducing the testbed concept, explaining from different aspects what it actually is and what its solution and architecture should be like. Then Mr. Kane followed with an overview of what IOT is and the key IOT technologies. In the second part Mr. Walenza elaborated on the IOT system landscape, also giving a perspective on the future development trends of IOT. Subsequently the workshop flowed into the active collaboration and discussion part, in which the participants exchanged their opinions on the IOT project planning process. The two speakers joined the discussion of each group and shared their ideas.

**23<sup>rd</sup>**  
March 2017

**Event:** Workshop Legal & Tax  
**Topic:** "Does China remain attractive for foreign investments?"  
**Venue:** Le Royal Meridien **Benefit Partner**  
**Speaker:** Dr. Oliver Maaz | GvW Graf von Westphalen  
**Moderator:** Mr. Roger Haynaly | Partner, Rödl & Partner

In the beginning, the speaker Dr. Oliver Maaz draw a picture of the current economic situation that China is facing, being uncertain about the US administration but holding good relationships to Europe and Germany in particular. Concerning Foreign Direct Investment from 2010 to 2016, the value either increased constantly or rather remains almost constant throughout the last two years. Within the 2015 Investment Guidance Catalogue, restricted or prohibited industries were reduced. Whilst general manufacturing industries



were permitted and construction industry encouraged, automotive manufacturing industry faces restrictions. Dr. Maaz gave an outlook on future developments, especially regarding the cyber security law and the foreign investment law, before concluding that China will, so his personal opinion, stay an attractive country for foreign investments.



**23<sup>rd</sup>**  
March 2017

**Event:** Suzhou & Taicang Legal & HR Workshop  
**Topic:** "From Blue Collar Workers to Automated Production Lines – How to face HR & Labor Law Challenges During Increasing Automation?"  
**Venue:** OfficeStar / German Center Taicang **Benefit Partner**  
**Moderator:** Johanna Spee | Regional Manager Zhejiang and Jiangsu, German Chamber of Commerce Shanghai  
**Speaker:** Dr. Iris Duchetsmann | DD LHRC, Managing Director  
Ms. Miriam Wickertsheim | Director, Direct HR



On 23<sup>rd</sup> March 2017, the German Chamber organized a Legal & HR Workshop "From Blue Collar Workers to Automated Production Lines – How to face HR & Labor Law Challenges During Increasing Automation?" in both Suzhou and Taicang. The event was moderated by Ms. Johanna Spee from German Chamber of Commerce Shanghai. Ms. Miriam Wickertsheim gave an overview of the HR situation of blue collar workers employed in foreign manufacturing companies. China is still one of the biggest manufacturing locations in the world and it is important that companies collect labor market information to understand the diverging needs of local and especially migrant workers. She then focused on the increasing automation level of China and the importance for the manufacturing companies to increase the skills of their blue collar workers and to identify their specific talents. Dr. Iris Duchetsmann from DD LHRC mentioned the conflict between Blue Collar workers and the labour law in China. She also introduced the importance of performance management and the possibility to provide flexibility, contract terms and termination. During the Q&A session, the attendees had the opportunity to ask company and industry related questions.



**28<sup>th</sup>**  
March 2017

**Event:** Workshop Finance & Controlling  
**Topic:** "Managing your receivables in China  
– How to control your risk position and how  
to collect your money"

**Venue:** InterContinental Pudong

**Benefit Partner**

**Speaker:** Mr. Hong Lin | Country Manager,  
Atradius China  
Mr. Tony Au | Regional Head, Atradius  
Collections

**Moderator:** Mr. Alexander Prautzsch |  
Director, PwC



Mr. Hong Lin started his presentation by introducing China payment practice. He mentioned that 91% of respondents in China surveyed reported late payment of invoices by domestic and foreign B2B customers over the past year and around 30% of suppliers surveyed wrote off receivables as uncollectable due to the failure of the collection attempts or because the debt was too old to be collected. The second part of the speech was about Protective measures and processes, including how to assess the creditworthiness of the buyers and recommendation on how to use a third party e.g. credit insurance to manage your receivables.

Mr. Tony Au, elaborated on late payment and debt collections in China in the second part of the workshop. He analyzed average payment terms and average payment delay. Then he proceeded in explaining the key factors which may cause the payment delay. Apart from reliable financial statements company background and trading/payment history are important information to access the credit risk.



**28<sup>th</sup>**  
March 2017

**Event:** Hangzhou Seminar  
**Topic:** "Vertragsgestaltung,  
Sozialversicherung und private Vorsorge für  
deutsche Expats"

**Venue:** WTSH/GIC Hangzhou

**Speaker:** Dr. Iris Duchetsmann | DD LHRC,  
Managing Director

Mr. Klaus-Peter von der Eltz | Mag. Sinologie  
und Versicherungsfachmann

**Moderator:** Johanna Spee | Regional  
Manager Zhejiang and Jiangsu, German  
Chamber of Commerce Shanghai

On 28<sup>th</sup> March 2017, the German Chamber organized a Seminar "Vertragsgestaltung, Sozialversicherung und private Vorsorge für deutsche Expats" at WTSH/GIC Hangzhou. The event was moderated by Ms. Johanna Spee from German Chamber of Commerce Shanghai.

In the beginning, the speaker Dr. Iris Duchetsmann started her presentation with introducing the background and basics about the social insurance in Germany and China and gave a clear structure of the Social Insurance Law in China for the foreigners working in China. Dr. Iris Duchetsmann also talked about the structure of the Employment Contract with the social insurance and the possibility for the foreigners working in China.

Mr. Klaus-Peter von der Eltz gave an introduction about the different insurances, including health insurance, long-term care insurance, accident insurance for the Germans living and working in China. He also talked about the endowment insurance in Germany. During the Q&A session, the attendees had the opportunity to ask questions about the insurance. Afterwards the guests enjoyed the lunch and had the chance to network.







## Constance Schrader

**Company:** THE ONE Executive Suites Shanghai managed by Kempinski

**Job Title:** General Manager

**Year of Foundation:** 2012

**HQ:** Geneva

**Main Business:** Hospitality

### What is your personal and business background?

Holding a Master's Degree in Hotel Management, Cornell University, USA, I started my hotel career as an intern in 1992 in Germany. I have had a rich hotel experience in different countries and areas, e.g. Germany, United Arab Emirates, Bahrain and other Middle East destinations, engaged in food & beverage and rooms. I was the rooms division manager at Kempinski Grand & Ixir Hotel Bahrain City Centre and regional specialist with main focus of pre-opening and opening hotels in this division. In 2014, I joined Kempinski Hotel Chengdu, China before moving to Shanghai in 2015. I always aim at providing utmost comfort and

luxury to guests while never compromising on the European elegance of service.

### Tell us a little about your company and activities in China?

The word "luxury" doesn't always have to mean the dazzling, gleaming and shimmering surfaces Shanghai loves so much; more often than not, the word "luxury" simply means a comfortable setting that puts one at ease. This is exactly what THE ONE Executive Suites managed by Kempinski Shanghai strives to provide their guests—top quality hotel amenities and services mixed with the cozy comforts of home. Opened in September 2012, THE ONE Shanghai is the only all-

suites hotel and residence managed by Kempinski in Shanghai, and provides guests with a luxurious home-like stay experience in one of the world's fastest growing metropolises. THE ONE is created to offer a different option for corporate guests in a city abundant of cookie-cutter luxury hotel: a spacious, home-like space in which to relax, without sacrificing the comfort of a five-star hotel. Sitting conveniently in the middle of the business center of Shanghai's Jing'an district, THE ONE Shanghai is easily accessible and conveniently located relative to many other popular areas of the city. Despite being set in a very active and high profile area, THE ONE Shanghai modestly sits right next to West Nanjing Road, neither flustered by the constant commotion in the city nor pressured to conform to its madness. Instead, it confidently retains its unique character and air—a fusion of avant-garde style with a dash of contemporary flair, traditional Chinese and European Art Deco design elements. In early April, THE ONE Executive Suites celebrates the landmark Kempinski 120 years of delivering rich and meaningful experiences to its guests with 'Ignite the Night', as Europe's oldest luxury hotel group marks this milestone anniversary.

## Remarkable European Flair

THE ONE Executive Suites, managed by Kempinski – Shanghai, is located just a few steps away from West Nanjing Road in the heart of the city. As an all-suites hotel and residence, it provides guests with unique, sophisticated services and private *luxury stays with a European flair*.

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THE ONE Executive Suites  
Shanghai  
CHINA  
中国上海御锦轩





29<sup>th</sup>  
March 2017

**Event:** Taicang Workshop Finance & Controlling

**Topic:** "Whistleblower Management und CEO/CFO Compliance – Must-Know für Prävention und Krisenmanagement"

**Venue:** German Center Taicang

**Benefit Partner**

**Speaker:** Mr. Philipp Senff | Rechtsanwalt, Partner bei CMS

**Moderator:** Lukasz Mehl | Steuerberater, Senior Manager, Tax and Business Advisory Services, PwC China

On 29<sup>th</sup> March 2017, the German Chamber organized a Seminar "Whistleblower Management und CEO/CFO Compliance – Must-Know für Prävention und Krisenmanagement" at the German Center in Taicang. The event was moderated by Lukasz Mehl from PwC China. The speaker Mr. Philipp Senff started his presentation with introducing the enterprise legal structure and the importance of Whistleblower Management. He also gave an introduction on the prevention and the management of the risks of the subsidiary company in China with a parent company in Germany. During the Q&A session, the attendees had the opportunity to ask company and industry related questions.



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**29<sup>th</sup>**  
March 2017

**Event:** Chamber Meeting March: "China und Deutschland: Handelspartner und Konkurrenten"

**Venue:** Shanghai Tower

**Speaker:** Mr. Jürgen Kerner | Board Member and Chief Cashier of IG Metall

**Moderator:** Ms. Bettina Schoen-Behanzin | Chairwoman of the Board, German Chamber of Commerce in China | Shanghai

This year's March Chamber Meeting was held in the Shanghai Tower and was attended by over 130 participants. Following a warm welcome by Ms. Bettina Schoen-Behanzin, Chairwoman of the Board and moderator of the evening, Ms. Simone Pohl, Executive Director and Board Member of the German Chamber of Commerce in China | Shanghai, gave a farewell speech for Mr. Christoph Angerbauer, General Manager of the German Industry and Commerce, who left his position after six years of service.

After the guests enjoyed a nice dinner buffet, Ms. Schoen-Behanzin introduced the speaker of the evening Mr. Jürgen Kerner. He is Board Member and Chief Cashier of IG Metall, the largest industrial union in Europe mainly focusing on improving living and working conditions of employees as well as job preservation. In his speech "China und Deutschland: Handelspartner und Konkurrenten," he stated that the collaboration between his union and the Chinese union ACGB has always been tough since both systems are very different from each other, but however it is still necessary to be in an active dialogue in order to ensure a level-playing-field for all participants. Furthermore, he noted that China is not a developing country anymore, but has evolved into a partner and competitor in many aspects. Therefore, China has to be treated as both, since fair treatment and open trade are essential targets for the IG Metall. Mr. Kerner also referred to the increase in direct investments by Chinese companies into Europe and especially Germany. He emphasized that Chinese investments are more than welcome, if they bring safe employment and preserve or even expand business locations in Germany. However, he was concerned about the macroeconomic consequences this might bring, since important parts of the value-added chain could be shifted away from Germany.

The Chamber Meeting was closed by a Q&A session where the audience was particularly interested in investment examinations in Germany. For instance, Mr. Kerner has been asked who and under which criteria those examinations were conducted and what the IG Metall does to create equal possibilities for German companies to take over Chinese firms.





**11<sup>th</sup>**  
April 2017  
**Event:** Deutscher Stammtisch – Shanghai  
**Venue:** PAULANER @ XINTIANDI  
**Benefit Partner**

**11<sup>th</sup>**  
April 2017  
**Event:** Taicang Stammtisch  
**Venue:** River Side

**11<sup>th</sup>**  
April 2017  
**Event:** Deutscher Stammtisch – Suzhou  
**Venue:** LENBACH Restaurant & Bar

**14<sup>th</sup>**  
April 2017  
**Event:** Nanjing International Women's Leadership Forum  
**Topic:** "Work Life Balance & Versatility"  
**Venue:** Dreamespresso  
**Speaker:** Helen Zhang | Administrative Director and CEO Office Asia Pacific, Aleris(Zhenjiang)

The Nanjing International Women's Leadership Forum (NIWLF) is Nanjing's first inter-chamber professional women's network and a collaboration between:

- European Chamber of Commerce in Nanjing
- German Chamber of Commerce in China | Shanghai
- American Chamber of Commerce in Shanghai Nanjing Center

The topic "Work Life Balance & Versatility" was held at Dreamespresso near the Presidential Palace on 14<sup>th</sup> April from 14:30 to 16:30. Over 20 representatives from Western businesses attended the forum. Helen Zhang shared her own insights on work life balance and facilitated an open discussion on how women leaders can move forward from the challenges they face at home, work, professionally and personally.

**About the Forum:** The Nanjing International Women's Leadership Forum (NIWLF) offers senior female executives in the international business community opportunities to connect with peers in the Nanjing community and broaden business experience across industries and cultures. NIWLF organizes regular events and is jointly organized by the European Chamber of Commerce in Nanjing, German Chamber of Commerce in China and American Chamber of Commerce in Shanghai Nanjing Center.

**18<sup>th</sup>**  
April 2017  
**Event:** Workshop Legal & Tax (Chinese)  
**Topic:** "New Regulations on TP Disclosure and Reporting in 2017 & Analysis on Hot Topics"  
**Venue:** InterContinental Pudong  
**Benefit Partner**  
**Speaker:** Mr. Mark Ma | Partner, Transfer Pricing, EY  
**Moderator:** Ms. Vivian Yao | Partner, Rödl & Partner

Mr. Peter Kruse gave the present Young Leaders a description of the underlying question of today's situation: many foreigners come to China to work or study, but how can they adjust themselves to the total different environment? Mr. Kruse pointed out that there is not only chance but also risk in a foreign country. People should know

**18<sup>th</sup>**  
April 2017  
**Event:** Hangzhou German Chamber Corner  
**Venue:** Angelo's Restaurant  
**Benefit Partner**

**7<sup>th</sup>**  
April 2017  
**Event:** Young Leaders Workshop (in German)  
**Topic:** "Leben und Arbeiten zwischen den Welten – Karriere, Beziehung, Familie und China – wie passt das alles zusammen?"  
**Venue:** German Chamber of Commerce Office, China Fortune Tower  
**Speaker:** Mr. Peter Kruse | Former protestant pastor and pastor of the German speaking Christian community in Shanghai  
**Moderator:** Mr. Michael Mäder | Partner, Ward Howell



Mr. Peter Kruse gave the present Young Leaders a description of the underlying question of today's situation: many foreigners come to China to work or study, but how can they adjust themselves to the total different environment? Mr. Kruse pointed out that there is not only chance but also risk in a foreign country. People should know what the foreign country life means for them. He then explained the two concepts of the feeling of freedom and self-control. In the end, Mr. Kruse gave the audience some tips for how to adjust and stressed again that it is important to bid farewell to the people and things they enjoyed before returning to their home countries.



what the foreign country life means for them. He then explained the two concepts of the feeling of freedom and self-control. In the end, Mr. Kruse gave the audience some tips for how to adjust and stressed again that it is important to bid farewell to the people and things they enjoyed before returning to their home countries.

19<sup>th</sup>  
April 2017

**Event:** Young Professionals Stammtisch – Shanghai  
**Venue:** PAULANER @ XINTIANDI  
Benefit Partner

19<sup>th</sup>  
April 2017

**Event:** Special Joint Chamber Event  
**Topic:** "Women Success Stories"  
**Venue:** CHAR Bar, Hotel Indigo  
**Panel List:** Ms. Eveline Goodman | PhD. Founder & CEO of EforP International (Shanghai) Consulting Co., Ltd.  
Ms. Cathy Huang | Chairperson, CBI China Bridge and Co-Founder, SuccessfulDesign.Org  
Ms. Chew Chan | Shanghai Branch Manager, JM Gemini Personnel Limited  
Ms. Sophia Slingerland | Dipl.-Ing.architecte REG A  
Ms. Joanne Wood | Chairwoman, Capital Eight

The German Chamber co-organized a Special Joint Chamber Event together with the Swiss Cham and the Australian Chamber. The panel discussion of four speakers was moderated by Eveline Goodman. As the evening was dedicated to Women Success Stories, each of the women shared her story of a successful career. They followed very different professional careers, inter alia designer and architect, Taekwondo professional or investment banker.

After talking about how their career developed and which steps they had to take, problems they had to face were discussed. The panelists agreed that they all have reached points of doubt in their career, but learned from their mistakes and obstacles, that were put in their way, made them even grow stronger.

Crucial to all of the panelists is passion and resilience. Being self-confident and believing in oneself is a key factor of successful careers, as well as spent quality time. Furthermore, women should not lose their kindness in a competitive, men-ruled world.



19<sup>th</sup>  
April 2017

**Event:** [Member Only] AHK General Manager Roundtable Kunshan  
**Venue:** Startup Factory (Kunshan) Co., Ltd.  
**Speakers:** Juanjo Cardona | Marketing Manager, Direct HR  
**Moderator:** Johanna Spee | Regional Manager Zhejiang & Jiangsu, German Chamber of Commerce

The 2<sup>nd</sup> AHK General Manager Roundtable Kunshan was hosted by the Startup Factory (Kunshan) Co., Ltd. on the 19<sup>th</sup> of April 2017. After the introduction of the new roundtable concept, Juanjo Cardona, Marketing Manager at Direct HR gave insight of the German Chamber's 9<sup>th</sup> Annual Salary Survey. During the roundtable discussions, general managers from Kunshan had the chance to exchange their experiences and insights on labor market and wage developments. The roundtable closed with a thorough plant tour through the Startup Factory. The roundtable will be organized once a quarter in different companies' locations.

19<sup>th</sup>  
April 2017

**Event:** Workshop Finance & Controlling  
**Topic:** "Safe Sourcing – Schutz gegen Haftungsrisiken und Ermittlungen beim Einkauf in China"  
**Venue:** InterContinental Pudong  
Benefit Partner

**Speaker:** Mr. Peter Schulze | COO Automotive Asia Pacific, TÜV-Nord  
Mr. Philipp Senff | Rechtsanwalt und Partner, CMS, China  
**Moderator:** Mr. Alexander Prautzsch | Director, PwC



The speakers Mr. Philipp Senff and Mr. Peter Schulze introduced the topic by presenting a case which led to investigation of the company after choosing a supplier on the recommendation of the purchase manager. After the introduction, the speakers explained liability risks of the mother company in Germany and the daughter company in China, in which Mr. Senff covered the theoretical and legal aspects whereas Mr. Schulze emphasized on practical aspects. In addition, they explained the liability risks of the CEO and CFO as well as the role of whistleblowers and shared their expertise and experience on how to minimize and protect themselves from liability risks and investigations.



27<sup>th</sup>  
April 2017

**Event:** Chamber Meeting March: "China und Deutschland: Wachsende Schnittmengen in Politik und Wirtschaft?"

**Venue:** Grand Hyatt, Shanghai Jin Mao Tower  
**Speaker:** Mr. Michael Clauß | Ambassador of Germany to China

**Moderator:** Ms. Bettina Schoen-Behanzin | Chairwoman of the Board, German Chamber of Commerce in China | Shanghai



The German Chamber of Commerce in China | Shanghai had the honor of welcoming Mr. Michael Clauß, the Ambassador of Germany to China as the keynote speaker for the April Chamber Meeting. Over 130 guests attended this event to hear the speech on the topic of "China and Germany: Increasing Intersections in Politics and Economy?". After Ms. Bettina Schoen-Behanzin, Chairwoman of the Board and moderator of the evening, gave a warm welcome speech, the guests enjoyed a delicious dinner buffet. In his speech, the ambassador mainly focused on the increasing convergence between Germany and China. China has not only become Germany's biggest trading partner last year, but also shares the same interests as Germany in many different aspects such as free trade and globalization. While Germany and China often stand on the same side in terms of political affairs, the United States increasingly position themselves on the opposite side under their new administration. In times of a changing political landscape, Germany's focus shifts increasingly away from the US and towards China. Consequently China-German intersections are growing regarding foreign affairs and economy. Although the Sino-German relationship has developed from a complementary into a competitive one, this convergence still comprises a great growth potential, ambassador Clauß concluded. To elicit more details, Ms. Bettina-Schoen discussed key interest points more in depth with ambassador Clauß in the subsequent

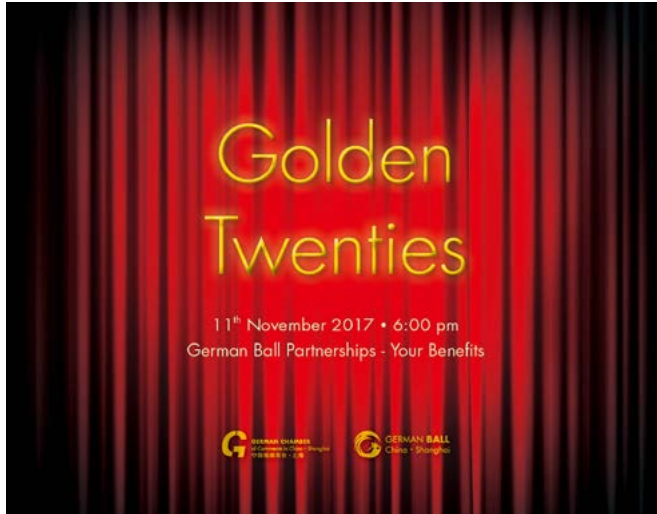


interview conversation. In the following Q&A session, the audience used the opportunity to question the ambassador further. Topics raised included the leveling the playing field for German companies in China and the bilateral agreement on investment. In addition, the participants showed strong interest in Ambassador Clauß's assessment of the risks and opportunities in Sino-German cooperation. A prevalent concern is whether the cooperation between China and Germany is in danger due to the growing competition between both countries. Ambassador Clauß shared his thoughts towards this topic.





## German Ball 2017



The most glamorous event of the year: the German Ball, will be held on 11<sup>th</sup> November 2017. The German Chamber Team has already started planning a splendid night to be held at the Grand Hyatt in Pudong.

We are looking forward to celebrating the 20<sup>th</sup> German Ball in Shanghai. Last year, we welcomed more than 1,250 guests who enjoyed "Petticoats and Rock'n'Roll" in a celebratory atmosphere with dinner and dancing.

This year's theme is entitled "Golden Twenties" which will delight the German Community in Shanghai to an unforgettable event.

Companies interested in becoming Partner of the German Ball should contact Ms. Daisy ZHU: zhu.jingjing@sh.china.ahk.de. Ticket registration starts in June and ticket sale starts in September 2017.

## Welcome Back Party

The 13<sup>th</sup> Welcome Back Party will be held on Saturday 2<sup>nd</sup> September 2017 at Euro Campus, German and French School Shanghai!

After the summer break, the German Chamber of Commerce in China | Shanghai and the German School Shanghai will welcome back its members and their families to Shanghai. Each year, there are about 600 -700 people who participate in this party.

This Family Day includes summer pleasures such as barbecue, sweets, drinks, and various outdoor activities and games. Live music can be enjoyed throughout the day. Companies interested in becoming Partner of the Welcome Back Party should contact Ms. Daisy ZHU: zhu.jingjing@sh.china.ahk.de.



## IHR STANDORT MIT ZUKUNFT

Cixi Küstenwirtschaftszone befindet sich in den östlichen Küstenregionen Chinas, hat rund 168 km<sup>2</sup> Grundstück geplant, das Küstenwirtschaftszone für Industrie Bezirk von der Fläche 70 km<sup>2</sup> wurde aufgebaut. Der Küstenwirtschaftszone liegt in der Zentrum des Yangtze River Delta, ist 60 Kilometer östlich von Ningbo, 148 Kilometer nördlich von Shanghai und 138 Kilometer westlich von Hangzhou.



### • VERKEHR UND LOGISTIK

Innerhalb dem Verkehrskreis der 1,5 Stunden vom Cixi Küstenwirtschaftszone gibt es vier international Flughäfen und zwei internationale Häfen, Hafen Ningbo und Hafen Shanghai

### • WIRTSCHAFTLICHE STÄRKE

Im 2016 belief sich der Gesamtproduktionswert von Cixi Küstenwirtschaftszone auf 620 Mrd.. Es gibt 700 Unternehmen in Cixi Küstenwirtschaftszone, einschließlich Autoersatzteile, Maschinenbau, neue Energie, neue Material.

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### KONTAKT

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**Webseit:** <http://www.cxbh.gov.cn/>

**Add:** Nr.1000 Lingfeng Road, Longshang Town, Cixi City, Zhejiang Province, China PLZ: 315338

**Training Calendar Shanghai**

5 <sup>th</sup> – 6 <sup>th</sup> June	Human Skills and Leadership (HSL) – BASIC MODULE „WE “
6 <sup>th</sup> – 7 <sup>th</sup> June	A holistic and practiced approach of the integrated Marketing <b>new</b>
7 <sup>th</sup> June	How to Use Cause & Effect Diagrams? <b>new</b>
8 <sup>th</sup> June	Managing Emails and Schedules Using Microsoft Outlook
8 <sup>th</sup> – 9 <sup>th</sup> June	Working with Excel Macro & VBA
9 <sup>th</sup> June	The X, Y, & Z of Management: Binding Generations <b>new</b>
9 <sup>th</sup> June	Quality Foundation----Walk out the Quality Maze. <b>new</b>
13 <sup>th</sup> – 14 <sup>th</sup> June	EQ Coaching <b>new</b>
13 <sup>th</sup> – 14 <sup>th</sup> June	Smart Team Leadership with Professional Facilitation Skills <b>new</b>
14 <sup>th</sup> – 16 <sup>th</sup> June	Controlling in 5 Stages: Stage 1 "Controlling & Controller"
15 <sup>th</sup> – 16 <sup>th</sup> June	Leadership Skills in the Changing Era
15 <sup>th</sup> – 16 <sup>th</sup> June	POKA-YOKE Mistake Proofing in Design and Manufacture <b>new</b>
15 <sup>th</sup> – 16 <sup>th</sup> June	LEAN BOOTCAMP – Important Lean Know-how for Manufacturing Excellence in China
16 <sup>th</sup> June	Controlling in 5 Stages: Stage 1 "Controlling & Controller"
16 <sup>th</sup> June	Preventive Quality Assurance – Design and Process FMEA
19 <sup>th</sup> June	Intelligent Factory – Lean Meets Industry 4.0
20 <sup>th</sup> – 21 <sup>th</sup> June	Talent Management <b>new</b>
22 <sup>th</sup> – 23 <sup>th</sup> June	Key Account Management Workshop <b>new</b>
22 <sup>th</sup> – 23 <sup>th</sup> June	Lean Production Enabled by Industry 4.0
22 <sup>th</sup> – 23 <sup>th</sup> June	Building High Performance EA / PA / Assistants Training
23 <sup>th</sup> – 24 <sup>th</sup> June	Boosting Your Business Success with Emotional Intelligence <b>new</b>
26 <sup>th</sup> June	Working with Excel Functions
26 <sup>th</sup> June	International Materials Data System Design of Experiment <b>new</b>
27 <sup>th</sup> – 28 <sup>th</sup> June	Team Development <b>new</b>
28 <sup>th</sup> – 29 <sup>th</sup> June	Working Smart with Word
28 <sup>th</sup> – 29 <sup>th</sup> June	Essential AutoCAD skills:2D Drawing Basics
29 <sup>th</sup> – 30 <sup>th</sup> June	Communication, Influencing & Negotiation Skills
5 <sup>th</sup> – 6 <sup>th</sup> July	Essential AutoCAD Skills:2D Drawing Intermediate
6 <sup>th</sup> – 7 <sup>th</sup> July	Essential Leadership Module Two
6 <sup>th</sup> – 7 <sup>th</sup> July	China's AEO Customs Certification and Management, Enterprise Self-assessment and Response Regarding to Royalties Customs Inspection
7 <sup>th</sup> July	How to Design Your Production Line Lean and Intelligent?
11 <sup>th</sup> July	No fear of Brainstorming <b>new</b>
13 <sup>th</sup> – 14 <sup>th</sup> July	Media Training for Top Executives <b>new</b>
14 <sup>th</sup> July	Flexible Production Planning: The key to Competitive Edge
17 <sup>th</sup> – 18 <sup>th</sup> July	MS Office Advanced Skills for HR

**Training Calendar Shanghai**

17 <sup>th</sup> – 19 <sup>th</sup> July	Controlling in 5 Stages: Stage 2 "Controlling Toolbox"
18 <sup>th</sup> – 19 <sup>th</sup> July	Leading via MBTI Type <b>new</b>
20 <sup>th</sup> – 21 <sup>th</sup> July	Effective Selling Skills
21 <sup>th</sup> July	Application of 5S Principle and Visual Management into Demonstration Line of Industry 4.0
21 <sup>th</sup> July	8D Practice <b>new</b>
24 <sup>th</sup> July	Fundamentals of Access Database
25 <sup>th</sup> – 26 <sup>th</sup> July	Advanced Application of Access Database
26 <sup>th</sup> – 27 <sup>th</sup> July	Finance Course for Non-Financial Managers
27 <sup>th</sup> July	Excel Data Management and Analysis
28 <sup>th</sup> July	Say It with Charts: Presenting Data Graphically in Excel
28 <sup>th</sup> July	Systematic Approach to Failure Prevention - Poka-Yoke

**Training Highlights - Shanghai****Key Account Management Workshop **new****

While you are aiming at the key account of your competitors, they are doing so. To keep the major profit, you have to gain and manage well all the key account. This workshop aim at helping participants to learn how to manage the key accounts well by: understanding the definition and the role of key account, analyzing the organization structure and political status of the key account, anticipating the activities of your competitors and the effective way to influence the decision makers.

**Effective Selling Skills**

Self-confidence and positive attitude are the keys to high effective selling skills. Other than introducing the selling process, this training program is to increase participants' self-confidence by enhancing their communication and interpersonal skills, understanding how to convert objections to business opportunities and achieving win-win situation, in order to improve company image and market share. The trainer will lead participants to acquaint the latest selling skills and theories by practical cases sharing, role play and group discussion.

**Shanghai contact:**

Ms. Zhang Yihui

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✉ zhang.yihui@sh.china.ahk.de



### New General Manager at GIC Shanghai

Mr. Jan Jovy joined the AHK Shanghai as GIC General Manager in June. He served as General Manager at the German Trade Office Taipei since 2015. Prior to joining the AHK network, he worked for Melchers Trading Taiwan; the last five years as Managing Director. Mr. Jovy studied law in Germany, France, Canada and Australia and also holds an IMBA degree from National Cheng Chi University in Taipei. The Shanghai team welcomes him and wishes him a good start for his new role in Shanghai.



### New Head of econet and SASO at GIC Shanghai

Mr. Daniel Eckmann has joined German Industry & Commerce Shanghai as the new department head of econet china & SaSo (Sales & Sourcing) from 13<sup>th</sup> March, 2017. Prior to his move to Shanghai, he worked in Germany, Switzerland, Hong Kong and Shenzhen, where he was exposed to the dynamic and fast-paced ICT industry.

Please feel free to get in touch with him at [eckmann.daniel@sh.china.ahk.de](mailto:eckmann.daniel@sh.china.ahk.de)



### German Chamber of Commerce in China | Shanghai Welcomes New Junior Editor

In mid-March 2017, Ms. Jessica Downer (童婕茜) joined the German Chamber as its new Junior Editor and Benefit Partner contact. Prior to joining the Chamber, Ms. Downer worked for several digital marketing and technology firms, as well as some print and digital editorial outlets. Her experience includes social media, digital marketing, and editorial. Ms. Downer holds a Bachelor's Degree in English and Professional Writing from The State University of New York at Cortland. She then received her Master's Degree in International Business from Hult International Business School and has been in Shanghai for over two and a half years. Ms. Downer's writing and editing experience spans a wide range of topics from lifestyle to business. She is excited to be joining the Chamber. Ms. Downer can be reached in English and Chinese via phone at +86 021-5081 2266 \*1675 or via email at [downer.jessica@sh.china.ahk.de](mailto:downer.jessica@sh.china.ahk.de)



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## Exhibition Calendar of Main City in China, June-July 2017

Date	Name	Venue	Link
<b>Beijing</b>			
06.06.-08.06.2017	CISSE - China International Senior Services Expo	CNCC	www.yanglaofuwu365.com
09.06.-12.06.2017	Sino Dental - International Exhibition on Dental Equipment, Technology and Materials	CNCC	www.sinodent.com.cn
13.06.-15.06.2017	CICEME - China Beijing Int. Coal Equipment & Mining Technology Equipment Exhibition	CIEC	www.ciceme.com
13.06.-16.06.2017	CIEPEC - China International Environmental Protection Exhibition and Conference	CIEC	http://www.chinaenvironment.org/zh.htm
21.06.-23.06.2017	Battery China - China International Battery, Raw Material, Producing Equipment and Battery Parts Fair	CNCC	www.bhoec.com/batterychina/default_en.asp
23.06.-25.06.2017	All in CARAVANING - The Premier Trade Platform for Caravaning in China	CNCC	www.all-in-caravaning.com
23.06.-25.06.2017	All in TUNING - The Premier International Trade Platform for Tuning Cars in China	CNCC	www.all-in-tuning.com
23.06.-25.06.2017	BITE - Beijing International Tourism Expo	CNCC	www.bitechina.com.cn/
06.06.-08.06.2017	CIGEE - China Int. Smart Grid Construction Technology and Equipment Exposition & Conference	CNCC	www.cigee-expo.com
18.07.-20.07.2017	BAU Congress China - The future of building for China	SNIEC	www.bauchina.com/
15.07.-17.07.2017	CILE - China Beijing International Logistics Expo	CIEC	www.ci-le.com/
<b>Shanghai</b>			
07.06.-09.06.2017	AIE China - International Aircraft Interiors Exhibition	NECC	www.aircraftinteriorsexpo.com.cn
07.06.-09.06.2017	Aquatech China - International Exhibition & Conference on Water Technology	NECC	www.aquatechtrade.com/china/Pages/default.aspx
13.06.-16.06.2017	DMC - DIE & MOULD CHINA - International Exhibition on Die & Mould Technology & Equipment	SNIEC	www.diemouldchina.com www.dmcexpo.com
13.06.-16.06.2017	METAL + METALLURGY CHINA - International Trade Fair for Foundry, Furnaces and Metallurgy	SNIEC	www.mm-china.com/En/
20.06.-22.06.2017	HNC Expo - Healthplex 2017 & Natural and Nutraceutical Products China	NECC	www.hncexpo.com/en/index.html
20.06.-22.06.2017	CPhI & ICSE China - International Exhibition on Pharmaceutical Ingredients	NECC	www.cphi-china.com/
20.06.-22.06.2017	FIAC - Fi Asia-China/Hi China/Ni China - Food Ingredients Asia-China	SNIEC	fiasiachina.ingredientsnetwork.com/home
27.06.-30.06.2017	Beijing Essen Welding & Cutting - International Trade Fair Joining, Cutting, Surfacing	SNIEC	www.beijing-essen-welding-cutting.com
27.06.-29.06.2017	PCIM Asia - International Exhibition and Conference for Power Electronics, Intelligent Motion and Power Quality	SNIEC	www.pcimasia-expo.com
27.06.-29.06.2017	SAS - Smart Industry Solution Shanghai - powered by SPS IPC Drives - Electric Automation Systems & Components International Exhibition and Conference	SWEECC	www.messefrankfurt.com/hk/fair_homepage.aspx?fair_id=55&exhibition_id=60
28.06.-01.07.2017	GSMA Mobile World Congress Shanghai (formerly MAE Mobile Asia Expo)	SNIEC	www.mwcshanghai.com/ www.gsma.com/events/mobile-world-congress-shanghai
July 2017	China Joy - China Digital Entertainment Expo & Conference	SNIEC	http://www.chinajoy.net/
05.07.-08.07.2017	CiROS - China International Robot Show	NECC	www.ciros.com.cn/
05.07.-07.07.2017	ES Build - Shanghai Int. Energy-saving & Advanced Building Materials Exhibition and Shanghai Int. Construction Material & Indoor Decoration Exhibition	SNIEC	www.esbuild.net
06.07.-08.07.2017	ISPO SHANGHAI - China's multi-segment sport show in summer	SNIEC	www.shanghai.ispo.com/
12.07.-14.07.2017	China BevTek - International Beverage & Liquid Technology and Materials Exhibition	SNIEC	www.propakchina.com www.chinabevtek.com
12.07.-14.07.2017	ProPak China - International Packaging, Food Processing and Supplies Exhibition	SNIEC	http://www.propakchina.com/cn/index.html
18.07.-20.07.2017	BAU Congress China - The future of building for China	SNIEC	www.bauchina.com/
19.07.-21.07.2017	China International Diecasting	SNIEC	www.diecastexpo.cn
19.07.-21.07.2017	CBME - Children Baby Maternity Industry Expo	NECC	www.cbmexpo.com
19.07.-21.07.2017	Aluminium China	SNIEC	www.aluminiumchina.com
<b>Guangzhou</b>			
31.05.-02.06.2017	SHOES & LEATHER - International Shoes & Leather Exhibition	CIEFC	http://www.shoesleather-guangzhou.com
31.05.-02.06.2017	SHOES & LEATHER - International Shoes & Leather Exhibition	CIEFC	www.shoesleather-guangzhou.com
09.06.-11.06.2017	Wire & Cable Guangzhou - Guangzhou International Wire, Cable and Accessories Fair	CIEFC	www.buexpo.com
09.06.-12.06.2017	Guangzhou Electrical Building Technology	CIEFC	hongkong.messefrankfurt.com www.building.messefrankfurt.com.hk
09.06.-12.06.2017	Guangzhou International Lighting Exhibition - The most influential and comprehensive lighting and LED event in As	CIEFC	hongkong.messefrankfurt.com www.light.messefrankfurt.com.cn
12.06.-14.06.2017	Guangzhou International Spring Industry Exhibition	CIEFC	www.springexpo.com.cn
16.06.-18.06.2017	IFE - China International Food Exhibition	CIEFC	www.ifechina.com/
16.06.-18.06.2017	IWE - China (Guangzhou) International Wine and Spirit Expo	CIEFC	www.yfzlw.com/en/
16.06.-18.06.2017	WATEREXPO - China International High-End Drinking Water Expo	CIEFC	www.waterexpocn.com/
28.06.-30.06.2017	Guangzhou International Spring Industry Exhibition	CIEFC	www.springexpo.com.cn
08.07.-11.07.2017	CBD - China International Building Decoration Fair	CIEFC	www.cbd-china.com/
<b>Hongkong</b>			
13.06.-15.06.2017	Retail Asia Expo	HKCEC	www.retailasiaexpo.com
22.06.-25.06.2017	Mineral, Gem & Fossil Asia	HKCEC	www.mineralandgem.com/en-us/
22.06.-25.06.2017	JGF - June Hong Kong Jewellery and Gem Fair	HKCEC	www.jewellerynetasia.com
15.06.-18.06.2017	ITE - International Travel Expo Hongkong	HKCEC	www.itehk.com www.itehkmlce.com
08.07.-09.07.2017	Hong Kong International Education Expo	HKCEC	www.newwayfairs.com
10.07.-13.07.2017	HKTDC Hong Kong Fashion Week for Spring/Summer	HKCEC	hkfashionweekss.com
19.07.-25.07.2017	HKTDC Hong Kong Book Fair	HKCEC	hkbookfair.hktcd.com/en/
<b>Changchun</b>			
July 2017	China Changchun International Automobile Fair	CIECE	www.auto-changchun.com
<b>Chongqing</b>			
May 2017	CWMTE - Chongqing Lijia International Machine Tool Exhibition	CIEC	www.cwmte.com.cn
June 2017	Auto Chongqing - China Chongqing International Auto Industry Fair	CIEC	www.autochongqing.com/

<b>Dalian</b>			
23.06.-26.06.2017	CHINA FURNITURE & WOODWORKS – International Furniture & Woodworking Machinery and Components & Raw Materials Exhibition	DSCEC & DEP	www.dlfur.com
<b>Fuzhou</b>			
02.06.-04.06.2017	FIFE – Fisheries Expo	FSICEC	www.hyfairs.com
<b>Harbin</b>			
15.06.-19.06.2017	World Dairy Expo & Summit – Fachmesse für Molkereitechnik	HIECH	www.dairyexpo.com
<b>Nanjing</b>			
20.06.-22.06.2017	LogiMAT China – The International Trade Fair for Distribution, Materials Handling and Information Flow	NIEC	www.logimat-china.com/English/
29.06.-02.07.2017	Asia Outdoor	NIEC	www.asian-outdoor.com
<b>Ningbo</b>			
09.06.-12.06.2017	CICGF – China International Consumer Goods Fair	NICEC	hongln@tradeinfo.cn
<b>Qingdao</b>			
July 2017	SINOCEC – China International Consumer Electronics Show	QICC	www.sinoces.com
<b>Shenzhen</b>			
28.06.-30.06.2017	HOSFAIR Shenzhen – Shenzhen Int. Hotel Facilities & Supplies Expo	SZCEC	www.hosfair.com
28.06.-30.06.2017	Industrial Automation SHENZHEN – International Trade Fair for Process Automation, Factory Automation and Industrial Building Automation	SZCEC	www.industrial-auto-mation-shenzhen.com
28.06.-30.06.2017	CILF – China (Shenzhen) International Logistics Fair	SZCEC	en.scmfair.com/
July 2017	Intertextile Pavilion Shenzhen – Shenzhen International Trade Fair for Apparel Fabrics and Accessories	SZCEC	www.texpertise.messefrankfurt.com www.intertextile.com
<b>Taiwan</b>			
14.06.-16.06.2017	OPTO (within Photonics Festival) – International Optoelectronics Exposition	TWTC	www.optotaiwan.com
14.06.-16.06.2017	Taiwan Nano (within Photonics Festival) – Taiwan International Nano Tech Exhibition	TWTC	www.nano-taiwan.com/?lang=eng
15.06.-18.06.2017	MEDICARE TAIWAN – Taiwan International Medical & Healthcare Exhibition	TWTC	https://www.medicaretaiwan.com/
15.06.-18.06.2017	SenCARE – Taiwan Int. Senior Lifestyle and Health Care Show	TWTC	www.sencare.com.tw
21.06.-24.06.2017	FOOD TAIPEI – Taipei International Food Show	TWTC	www.foodtaipei.com.tw
21.06.-24.06.2017	Foodtech & Pharmatech TAIPEI – Taipei International Food Processing & Pharmaceutical Machinery Show	TWTC	www.foodtech.com.tw
21.06.-24.06.2017	TAIPEI PACK – International Packaging Industry Show	TWTC	www.taipeitradeshows.com.tw www.taipeipack.com.tw
29.06.-01.07.2017	Wine & Gourmet Taipei	TWTC	www.winegourmettaipei.com
<b>Xiamen</b>			
02.06.-04.06.2017	German Dental Forum	XICEC	www.bmwi.de
<b>Xinjiang</b>			
16.06.-25.06.2017	China Ornamental Stone/Hetian Jade Expo/Int. Jewellery Show/Int. Mineral & Gems Expo	XICEC	www.bmwi.de

## New Benefit Partners Shanghai & Neighboring Provinces

For a detailed description about our Benefit Partner Program, please visit our website: <http://china.ahk.de/chamber/benefit-partner>

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上海黄浦区中山南一路500号丽都大厦2504室  
Tel: 138 1058-4564  
Email: info@environement-assured.com  
WeChat: EA环境大师  
Benefit: 10%-20% off different products and services



Lavender Restaurant  
薰衣草餐厅  
No. 21 Ruijin Two Road, Lane 225, Huangpu District  
上海市黄浦区瑞金二路225弄21号  
Tel: 021 6415-8796  
Email: 1143951992@qq.com  
WeChat: Lavender  
Benefit: 10% Discount



### Shanghai

Greenwave  
上海惠外环保科技有限公司  
95 West Beijing Rd, Room 1206, Huangpu district  
上海市黄浦区北京西路95号1206室  
Tel: 021 3331-5007  
Email: service@greenwavechina.com  
WeChat: Greenwave888  
Web: www.greenwavechina.cn  
Benefit: 1. 10% off discount on drinking water purifier products. 2. Free simple testing on water and air qualities



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静安区安远路127号 (近昌化路)  
Tel: 021 5271-6373  
Email: kemalakagunduz@hotmail.com  
WeChat: UrbanGrill  
Benefit: 10% discount for chamber members



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1945 Siping Rd Yangpu District  
杨浦区四平路1945号  
Tel: 156 9211-1007  
Email: cooperation@veggiepal.com  
Wechat: Veggiepal  
Web: www.veggiepal.com  
Benefit: 10% discount on Veggiepal indoor hydroponic system rental



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### Guangzhou Office



### Chengdu Office



### Shenzhen & West PRD Office



### TÜV SÜD Greater China Inaugurates Guangzhou Laboratory for HVAC (Heating, Ventilation & Air Conditioning) and Refrigeration

TÜV SÜD recently inaugurated a laboratory for heating, ventilation & air conditioning and refrigeration in Guangzhou. TÜV SÜD invited enterprises specialized in refrigerators, air conditioning systems and heat pumps in the Pearl River Delta to attend the inauguration ceremony, visit the laboratory, and exchange views on advanced industrial information. Several senior managers also took part in the ceremony, including Mr. Dirk von Wahl, President & CEO of TÜV SÜD Greater China and Mr. Andrew Lee, CFO of TÜV SÜD Greater China. TÜV SÜD will continue improving its testing ability and providing convenient, efficient one-stop services for export enterprises in the Pearl River Delta.



### New Executive Chef at Grand Hyatt Guangzhou



Grand Hyatt Guangzhou is pleased to announce that Mr. David Jean Marteau has been appointed as executive chef at Grand Hyatt Guangzhou, effective 6<sup>th</sup> April 2017. Mr. Marteau has been working in the culinary field for more than 30 years. From 1988 to 1994, he obtained rich knowledge in various restaurants and hotels before joining Renaissance Cruises as Chef de Cuisine in July 1994. Subsequently, he was appointed as executive sous chef at Star Cruises in July 1999 and promoted to be executive chef at the Wienstein and Gavinos Restaurant in December 2000. Mr. Marteau began his career in Asia at the Huating Hotel and Tower Shanghai in December 2007 and has then worked at Parkyard Hotel Shanghai as corporate executive chef for seven years. With his passion and valuable management experience in brand hotels, we believe that Mr. Marteau will be a great asset to the Grand Hyatt Guangzhou in his new role, leading the team to a new milestone.

### Dezan Shira & Associates Celebrates 25<sup>th</sup> Anniversary



Dezan Shira & Associates is proud to announce that 2017 marks the firm's twenty-fifth anniversary. Since 1992, the practice has expanded from its humble beginnings in Shenzhen, China to 20 offices spread across China, ASEAN, India, and the West. Today, Dezan Shira & Associates is a pan-Asian, multi-disciplinary professional services firm, providing legal, tax and operational advisory to international investors from a wide range of industries. Special publications will be released throughout the course of the year to commemorate 25 years of service in Asia.



## New Members South & Southwest China

For full contact information and company profiles of our new and existing members, please visit [www.german-company-directory.com](http://www.german-company-directory.com)

**Dr. Bjoern Karassek**  
Country CEO China  
Commerzbank AG Shanghai Branch  
☎ 021 - 5836 6666  
✉ [Bjoern.karassek@commerzbank.com](mailto:Bjoern.karassek@commerzbank.com)  
[www.commerzbank.cn](http://www.commerzbank.cn)

**Mr. Yuchen Cao**  
General Manager  
Mikro Partner Group (Chengdu) Co., Ltd.  
☎ 028 - 8556 0418  
✉ [yuchen@mikropartner.cn](mailto:yuchen@mikropartner.cn)  
[www.mikropartner.cn](http://www.mikropartner.cn)

**Mr. Hui Zhu**  
General Manager  
Continental Huayu Brake Systems  
(Chongqing) Co., Ltd.  
☎ 023 - 8839 7011  
✉ [hui.zhu@continental-corporation.com](mailto:hui.zhu@continental-corporation.com)

**Ms. Laura Lai-ming Bromm**  
Private Member – Young Professionals  
✉ [bromm@365-global.com](mailto:bromm@365-global.com)

**Mr. Georg Vartanjan**  
Private Member  
☎ 00852 - 6818 1522  
✉ [gv@365-global.com](mailto:gv@365-global.com)

**Ms. Leficia de Lassus**  
Head of School  
JJB International Montessori AMI Centre  
☎ 020 - 8956 6320  
✉ [leficia@jjbeducation.com](mailto:leficia@jjbeducation.com)  
[www.jjbeducation.com](http://www.jjbeducation.com)

**9<sup>th</sup>**  
**March 2017**  
**Shenzhen**

**Event:** Stammtisch  
**Venue:** Les 5 Chef's Backstube



On 9<sup>th</sup> March, the German Chamber of Commerce in China | South & Southwest China welcomed members and friends to their monthly Stammtisch at Les 5 Chef's Backstube. Set in a cozy yet sophisticated atmosphere, the evening provided a perfect platform to network and expand participant's personal and business network within the German, Chinese and international community. Everyone was treated to a special Herrenbrau beer on the house which is imported directly from Germany and not available anywhere else in Shenzhen. Guests were also able to enjoy the delicious homemade food at a special discount for the event. All guests were pleased with the wonderful evening and the German Chamber would like to thank the team from Les 5 Chef's Backstube for their generous support of our event.

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**9<sup>th</sup>**  
**March 2017**  
**Guangzhou**

**Event:** Stammtisch for Young Professionals  
**Venue:** Rebel Rebel Cafe & Bar

**Benefit Partner**

**10<sup>th</sup>**  
**March 2017**  
**Shenzhen**

**Event:** Sichuan and the Southwest - Potential in China's Growing Center  
**Venue:** Hilton Shenzhen Futian

**Benefit Partner**



**16<sup>th</sup>**  
**March 2017**  
**Guangzhou**

**Event:** Seminar – Optimum Insurance Packages for German Expatriates  
**Venue:** GCC Office Guangzhou  
**Speaker:** Mr. Sven Janssen | General Manager, Hofmann Versicherungsvermittlungs GmbH



**17<sup>th</sup>**  
March 2017  
Guangzhou

**Event:** HR Roundtable – Compliant Compensation Practices for Staff Holidays  
**Venue:** GCC Office Guangzhou  
**Speaker:** Ms. Joyce Huang | Legal Director, Witmaster



**21<sup>st</sup>**  
March 2017  
Guangzhou

**Event:** General Manager Roundtable  
**Venue:** GCC Office Guangzhou  
**Topic:** Cyber Security – New Challenge for Foreign Companies  
**Speaker:** Dr. Alexander Theusner | Head of Guangzhou Office, Rödl & Partner



**21<sup>st</sup>**  
March 2017  
Shenzhen

**Event:** Qianhai Free Trade Zone Visit  
**Venue:** Qianhai Free Trade Zone

On 21<sup>st</sup> March 2017, the German Chamber of Commerce in China – South & Southwest China and the French Chamber of Commerce and Industry South China organized a one-day visit to Shenzhen's Qianhai Free Trade Zone. As the only platform supported by the government to encourage the cooperation between Shenzhen and Hong Kong in the modern service industry, Qianhai FTZ aims to be regional center of the modern service industry including becoming a modern international coastal city center. Participants were able to take a look around the Qianhai area and visit the exhibition hall and office spaces. To learn about the latest preferential policies and economic reforms in the FTZ, the group was welcomed by Qianhai government officials who directly addressed any questions or concerns during an active Q&A session. This was followed by a presentation from a young IT start-up located in Qianhai whose founders were very happy to share their first-hand experience in the FTZ and to give inside knowledge on policies, requirements, preferential treatments etc.



**21<sup>st</sup>**  
March 2017  
Guangzhou

**Event:** German Happy Hour  
**Venue:** 1920 Restaurant and Bar  
**Benefit Partner**

**23<sup>rd</sup>**  
March 2017  
Shenzhen

**Event:** Guanxi – Connecting Shenzhen's Young Professionals  
**Venue:** Magma



**28<sup>th</sup>**  
March 2017  
Guangzhou

**Event:** Interchamber Networking Drinks  
**Venue:** Sofitel Guangzhou Sunrich



**28<sup>th</sup>**  
March 2017  
Shenzhen

**Event:** Spring Interchamber Networking Drinks  
**Venue:** InterContinental Hotel Shenzhen



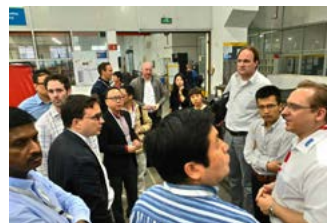
**28<sup>th</sup>**  
March 2017  
Chengdu

**Event:** Spring Interchamber Mixer  
**Venue:** Kempinski Hotel Chengdu  
**Benefit Partner**



**6<sup>th</sup>**  
April 2017  
Dongguan

**Event:** Manufacturing Roundtable  
**Venue:** Rehm Thermal Systems Dongguan  
**Topic:** Time Tracking and Efficiency measurement  
**Chair:** Mr. Ralf Wagenfuehr | Plant Manager, Rehm Thermal Systems Dongguan



Rehm Thermal Systems produces energy-efficient manufacturing equipment for the electronics and photovoltaics industry. During this half-day Manufacturing Roundtable, the company's general manager Mr. Ralf Wagenfuehr gave a profound insight into their process of production and introduced the topics of time-tracking and efficiency-measurement at the assembly-line. Based on this practical example participants discussed their own experiences and issues in three thematic workshops which were followed by a best-practice exchange.



**11<sup>th</sup>**  
April 2017  
Shenzhen

**Event:** General Manager Roundtable  
**Venue:** GCC Office Shenzhen  
**Topic:** Cyber Security – New Challenge for Foreign Companies  
**Chair:** Dr. Alexander Theusner | Head of Guangzhou Office, Rödl & Partner



**13<sup>th</sup>**  
April 2017  
Shenzhen

**Event:** Stammtisch  
**Venue:** TAPS Nanshan

**13<sup>th</sup>**  
April 2017  
Guangzhou

**Event:** Stammtisch for Young Professionals  
**Venue:** Topsy Bar & Grill  
**Benefit Partner**

**21<sup>st</sup>**  
April 2017  
Guangzhou

**Event:** GCC Insight: Guangzhou Aircraft Maintenance Engineering (GAMECO)  
**Venue:** GAMECO

Guangzhou Aircraft Maintenance Engineering Co. Ltd. (GAMECO), is specialized in aircraft maintenance, repair and overhaul. China Southern Airlines is shareholder and at the same time biggest customer of the company. During this company visit Mr. Norbert Marx, general manager, gave an insight into the company's daily business, which involves more than 4.500 employees. Afterwards the participants could enter the impressive hangar, where the Airbus 380 are maintained and could watch the process of getting an airplane ready directly.



**25<sup>th</sup>**  
April 2017  
Guangzhou

**Event:** German Happy Hour  
**Venue:** Brez'n



**26<sup>th</sup>**  
April 2017  
Fuzhou

**Event:** Sino-German Automation Technology and Smart-Manufacturing Symposium 2017  
**Venue:** Jeurong Hotel

The industry upgrade remains a major point of cooperation for Germany and China. Therefore, the AHK Greater China in Guangzhou organized the "2017 Sino-German Automation and Smart-Manufacturing Symposium", for which several high-level representatives of the Fuzhou municipal government, as well as the German Consul General of Germany in Guangzhou, Mr. Helmut Lüders gathered at the Jeurong Hotel in Fuzhou. On the business side, around 130 participants from 61 companies participated, including German industry-leaders such as Siemens and Bosch Rexroth. The AHK Guangzhou hopes to further cooperate with the Fuzhou Investment Promotion Bureau and the Public Service Platform for SMEs to introduce more opportunities for German companies in Fujian Province and Fuzhou in the future. As an expression of that wish, a MoU was signed between the three parties at the end of the event.



**27<sup>th</sup>**  
**April 2017**  
**Guangzhou**

**Event:** General Manager Roundtable  
**Venue:** GCC Office Guangzhou  
**Chair:** Mr. Marc Piesbergen | Executive Chamber Manager, GCC South & Southwest China

**27<sup>th</sup>**  
**April 2017**  
**Shenzhen**

**Event:** Guanxi – Connecting Shenzhen's Young Professionals  
**Venue:** TAPS Nanshan

**2017 DISCOVER GERMANY**  
**走进德国**

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Kingold Century, Zhujiang New Town, Guangzhou  
2017年6月30日(周五) – 7月1日(周六)  
广州市珠江新城侨鑫国际

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German Food & Drinks 德式美食  
Family Games 亲子游戏  
Sino-German Exchange 中德交流  
Cultural Experience 人文风情  
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## New Regional Director for Sichuan/Chongqing at the German Chamber of Commerce in South & Southwest China

Starting mid-May 2017, Mr. Wen Xiaofei took over the role of regional director at the German Chamber office for Sichuan and Chongqing in Chengdu. He will be the successor of Ms. Sabine Yang-Schmidt, who will move to the IHK in Potsdam in June this year. Mr. Wen, who has been working for German Industry & Commerce since 2015, has built up an extensive network in the region. He also contributes deep knowledge about both his hometown Chongqing and Sichuan. Since his start, Mr. Wen has actively engaged in organizing main events, including the 2016 Western China International Fair, Oktoberfests and more. Mr. Wen can be contacted via [wen.xiaofei@gz.china.ahk.de](mailto:wen.xiaofei@gz.china.ahk.de) or 028 8533-6841. Furthermore, the Chamber would like to thank Ms. Yang-Schmidt for her contribution during the last two years and wishes her a successful start in Potsdam.



## German Asia-Pacific Business Association (OAV) Country Committee on China

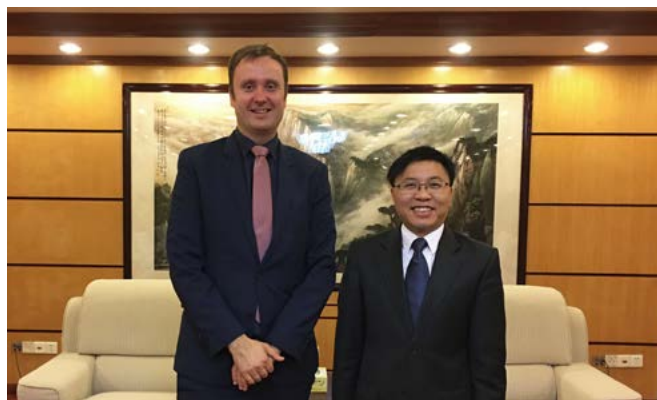
On 24<sup>th</sup> March 2017, HE Michael Clauß, German Ambassador to China, and Ms. Simone Pohl, executive director of the German Chamber Commerce in China – Shanghai and Mr. Jens Hildebrandt, executive director of the German Chamber of Commerce in China – South & Southwest China briefed 140 participants on the current political and economic development in China at the OAV in Hamburg. The panel was moderated by committee director Mr. Matthias Claussen, CEO of Melchers GmbH & Co. KG.



© OAV/Christian Kruppa

## German Chamber Meets Doftec

On 28<sup>th</sup> March, German Chamber's Executive Director Mr. Jens Hildebrandt met with the head of Guangdong Department of Commerce (Doftec) Mr. Zheng Jianrong to discuss the upcoming Sino-European Investment Conference, the new NGO law, as well as the results of GCC's china wide legal certainty survey. Mr. Hildebrandt and the German Chamber of Commerce will follow up on the issues raised in the survey in a continuous exchange with Doftec.



### Regular Social Events

**German Happy Hour Guangzhou** – every last Tuesday of the month at alternating exciting venues

**Stammtisch Shenzhen** – every first Thursday of the month at alternating exciting venues

**Stammtisch for Young Professionals and Students Guangzhou** – every second Thursday of the month

**Guanxi – Connecting Shenzhen's Young Professionals** – every last Thursday of the month

### Chamber Event Calendar April & May 2017

Date	Event
7 <sup>th</sup> June	Interchamber Networking Drinks Guangzhou
13 <sup>th</sup> June	General Manager Roundtable Shenzhen
14 <sup>th</sup> June	Summer Interchamber Networking Drinks Shenzhen
27 <sup>th</sup> June	General Manager Roundtable Guangzhou
30 <sup>th</sup> June – 1 <sup>st</sup> July	Discover Germany Guangzhou
Mid-June	GCC Insight: Laboratory Tour TÜV SÜD
9 <sup>th</sup> August	HR Seminar Zhuhai



## Training Calendar June & July 2017

Date	Training
1 <sup>st</sup> - 2 <sup>nd</sup> June	Project Management Essentials
9 <sup>th</sup> June	Harmonious Labor Relationship Foundation and Management (Labor Law Related)
15 <sup>th</sup> - 16 <sup>th</sup> June	Executive Secretary & Administration Assistant Training
23 <sup>rd</sup> June	Creative Problem Solving & Decision Making
4 <sup>th</sup> July	Presenting Across Cultures
27 <sup>th</sup> - 28 <sup>th</sup> July	Develop Employees' Potential - Leadership Coaching Skills

## South & Southwest China Training Highlight

### 1<sup>st</sup> - 2<sup>nd</sup> June 2017 (SZ): Project Management Essentials

Managing projects requires a great deal of skills and finesse, which makes it demanding yet interesting. Our open workshop Project Management will help you meet the challenges of cost pressure, limited time and high quality. It will show you how to plan and start a new project effectively as well as key facets to implement and manage projects successfully. Simulations and group activities will enable you to better master new project management techniques and templates to make information flow and monitoring & reporting more efficient.

*Training Language: Chinese*

### 15<sup>th</sup> - 16<sup>th</sup> June 2017 (GZ): Executive Secretary & Administration Assistant Training

An efficient office assistant builds a good image of an organization and proves to be an asset to his/her supervisor. This workshop will show you how to shape your outstanding image as a professional secretary/assistant and equip you with skills of effective communication & conflict management, EQ management, time management, project management, problem solving, business writing & presentation skills. You will be able to plan and monitor small projects effectively, and use practical tools to solve problems and make good decisions. You will have a better understanding of the etiquette and management skills needed to keep your team running smoothly.

*Training Language: Chinese*

### 23<sup>rd</sup> June 2017 (GZ): Creative Problem Solving & Decision Making

Faced with open-ended and ever-changing challenges, organizations realize that constant innovation is critical to stay ahead of the competition. As a leader, how effective do you manage these business difficulties? Can you break thought patterns and think differently? This workshop will teach you how to utilize tools to spark creativity, and enable you to develop comprehensive approaches to solve problems with fresh ideas and make high-quality decisions.

*Training Language: Chinese*

### 4<sup>th</sup> July 2017 (GZ): Presenting Across Cultures

During this one-day workshop, you will improve your ability to plan, design and deliver impactful presentations to cross-cultural audiences. You will learn to target presentations to specific audiences, map out the core message clearly and develop powerful content. You will leave with the techniques to build credibility, connect with the audience and inspire people to take action.

*Training Language: English*

## New Benefit Partners South & Southwest China

For a detailed description about our Benefit Partner Program, please visit our website: <http://china.ahk.de/chamber/benefit-partner>

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