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PREMIERE ISSUE OCTOBER-NOVEMBER 2016 |

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ビジネスの世界

商业世界

사업의 세계

BUSINESS BEYOND BOUNDARIES

TOP 10 CHINESE BRANDS & LEADERS



A STORY THAT
NEEDS TO
BE TOLD

WANG **JIANLIN** *chairman, Dalian Wanda Group*

JACK **MA** *founder & executive chairman, Alibaba Group*

MA **HUATENG** *founder, executive director, chairman & CEO, Tencent*

ROBIN **LI** *co-founder, chairman & CEO, Baidu*

LEI **JUN** *founder & CEO, Xiaomi*

HE **XIANGJIAN** *founder, Midea Group*

HUI **KA YAN** *chairman, Evergrande Real Estate of Guangzhou*

WILLIAM **DING** *CEO, NetEase*

WANG **WENYIN** *chairman, Amer International Group*

LIU **QIANGDONG** *founder, chairman & CEO, JD.com*

WINNER OF THE WORLD LUXURY CAR AWARD 2016.*

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Driving Pleasure

DRIVING LUXURY.

The all-new BMW 7 Series is the most luxurious and innovative sedan yet. With a host of features at your beck and call, it's safe to say that the future of luxury is truly here. The Gesture Control is one such wonder, it's the perfect blend of intuition and innovation. And along with features like the Panorama glass roof Sky Lounge, Laserlight, Display Key and Carbon Core to name a few, the all-new BMW 7 Series drives luxury like no other.

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BMW DISPLAY KEY THE KEY TO THE FUTURE



The BMW Touch Command is a 7" tablet that is integrated into the centre armrest in the rear. It is connected to the car's systems and offers comprehensive operation and setting options. It lets you adjust seat positions, massage settings, lighting, air conditioning, entertainment functions and much more.

BMW TOUCH COMMAND EVERYTHING AT YOUR FINGERTIPS



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WINNER
2016 WORLD CAR AWARDS
WORLD LUXURY CAR

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Imperial Air



Manav Singh
Chairman

Avanti
Piaggio 180 P II



Avanti Piaggio 180 has 6 luxurious seats and cruises at a speed of 575km/hr.

Cessna
Citation 560 Excel



The Cessna Citation 560 Excel is an 8 seater and the fastest in our fleet, cruising at a speed of 650km/hr.

King Air
C-90



King Air C90 is a 5 seater, Double Engine Turbo Prop and cruises at 324km/hr.

bluebird
pure

Live a pure life

With its diversified range of products, Bluebird is making millions of homes healthier and lives pure. From the air you breathe in to the water you drink and use in washing and bathing too, Bluebird ensures that its pure and healthy for you and your loved ones.



from the EDITOR'S DESK



Best,

Sanjana Mohan

SANJANA MOHAN
Editor-in-Chief
World of Business

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Know the Ropes!

Flipping through the pages of a renowned business magazine while enjoying the subtle flavour of a mild, refreshing cappuccino and contemplating the resourcefulness of the medium to better the world, the thought of owning one came. Brainstorming the very many aspects of publishing an international business bi-monthly slowly started unfolding the further course of action at one corner of the mind. What happened next is just resting on your palms and garnering your attention.

A product of meticulous research, *World of Business* outlines Asia-Pacific's success stories, covering key business dimensions across the region, with the intent to objectively unfold and recount stories of people who have exemplified the power of entrepreneurship through their business dynamics and competent spirit.

World of Business is our endeavour to reach out to the public and shape their opinion on the prevailing business environment in the economies around the world with journalism that is objective and credible. We perceive this magazine as a catalyst to create a climate of awareness on business developments among the people, including entrepreneurs who seek information on the business scenario to initiate and fulfil their business objectives.

The inaugural issue's cover story features leading Chinese brands and leaders who have successfully sailed through the path of success by proving their mettle in the business world to become global icons today. It unveils 'China's League of 10,' with business behemoths like Jack Ma (Alibaba Group) and Wang Jianlin (Dalian Wanda Group) among others and leading brands like Tencent and Huawei. It narrates their success stories and elaborates on how

they have leveraged their power of ideas to influence and change the lives of many.

The issue also lends an insight into the Indian medical tourism sector, with a focus on India as the most preferred destination by international tourists for medical treatment. Another key story in the issue is Japanese Prime Minister Shinzo Abe's Abenomics scheme of things and how it has impacted the Japanese economy. The story on India-China trade relations aims to touch key economic aspects of both the countries and explore trade opportunities in them to strengthen their bilateral relations.

The filler stories in the magazine, such as China's highest-paid actress, Japan's first nude restaurant and Asia-Pacific's biggest single-tower real estate deal, aim to uncover newsworthy facts from other sectors of business across the Asia-Pacific region and, at the same time, act as breathers to address the wide readership of the magazine.

With Asia-Pacific as the focal point, the magazine prudently carries editorials on key business and trade issues of the region. Cognisant of the changing business environment of Asia-Pacific and the need to address key business concerns at a global platform, Stimulus Research Services, as a business research company and the parent company of the magazine, is going to organise World Business Conclave 2016. The conclave will be held in the month of November in Hong Kong and will be a thought-provoking platform for brilliant minds of the Asia-Pacific region from diverse business domains to evolve unique and innovative ideas that have the potential to soar the spirit of Asia-Pacific's success story, rendering it more powerful in the process.

MILESTONES MAKE THE JOURNEY ENTERTAINING

In June 1997, we took the first step towards changing the nation's entertainment landscape. And marked a paradigm shift in the life of a moviegoer with India's first multiplex.

The first milestone for us with many more to follow. Such as PVR Gold Class & PVR Director's Cut for discerning audiences.

the magnificent PVR ICON, the acquisition of Cinemax, becoming the talk of the town with north India's biggest cinema PVR Superplex, offering cherry picked cinema formats under one roof;

or the very latest acquisition of DT Cinemas.

When most people believed that the golden days of the movie exhibition business were over, thanks to home viewing and an indifferent cinema experience; we brought people back to the theatres.

And brought theatres to small towns.

It has been a great ride.

One that redefined entertainment through unmatched quality, state of the art technology and exceptional customer service.

One for which we'd like to take a moment to thank our faithful patrons, friends from the film industry,

our very worthy stakeholders and of course,

the uncompromising endeavour & dedication of the entire PVR team.

For none of this would have been possible without their unstinted support, encouragement and invaluable advice.

From here on it's back to business.

The next milestone awaits.

1997 INDIA'S FIRST
MULTIPLEX PVR ANUPAM

2004 PVR GOLD CLASS

2011 PVR DIRECTOR'S CUT

2013 ACQUIRED CINEMAX

2015 PVR ICON

2016 ACQUIRED DT*

2016 PVR SUPERPLEX

PVR
CINEMAS

557 SCREENS
121 CINEMAS
48 CITIES

*ACQUIRED DT CINEMAS - PROMENADE, VASANT KUNJ | CITY CENTRE, SHALIMAR BAGH
| CITY CENTRE, GURGAON MEGA MALL, GURGAON | STAR MALL, GURGAON
| MALL OF INDIA, NOIDA | I.T. PARK, CHANDIGARH

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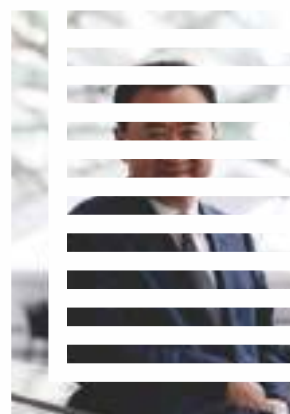
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World of Business (print and online) is an international business magazine owned and run by Stimulus Research Services. In the world where brevity and variety rule the publishing sector, *World of Business* impeccably caters to both. The magazine provides its readers with a niche and a knowledge-based outlook towards different sectors of the international business world. The people behind *World of Business* believe that serving a

publication of international reputations demands extensive research and analysis. Drawing a cue from the same, the content in the magazine has been designed in such a way that the readers find it unquestionably comprehensible and interesting. Since the magazine puts its readers on a pedestal, it is always open to their valuable feedback to constantly improve its content.

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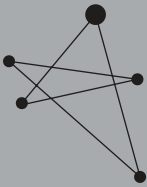
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With GST, we intend to bring in uniformity in taxes. The message is clear that the 'consumer is the king.' If we utilize man, machine, material, money and minute (time), we will not need any other policy for economic advancement.

*Indian PM Narendra Modi
- On GST Bill*



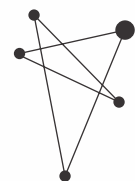
In the terms of global economic governance, China's role is very important -- with foreign currency reserves of 3.3 trillion dollars, with a trade volume of \$2.3 trillion, and with a trade surplus of \$590 million. I would say these are very marvellous results for the country's economy. And China has become the second largest economy after the US. Investment in the fields of IT, industry, and infrastructure are very much robust and prosperous. I believe that the G20 should mobilize its capability to draw the framework for the eradication of unemployment and elimination of poverty, So that the future of the world economy will be much brighter and more prosperous.

*Turkish President Recep Tayyip Erdogan
- On G20 Summit 2016 in China*



Businesspeople do not want politicians to completely and utterly wreck the hard work they've done for years and years and that is effectively what happened. Thousands and thousands of jobs will be lost as a result of this. Thousands of jobs that would have been created will be lost and the knock-on effect will be so dire.

*Richard Branson, Founder and Chairman, Virgin Group
- On Brexit referendum*



We will rise to the challenge. As we leave the European Union we will forge a bold new positive role for ourselves in the world, and we will make Britain a country that works not for a privileged few, but for every one of us.

*British PM Theresa May
- On Brexit*



I've had the opportunity to meet many government leaders around the world and I believe that Prime Minister Modi's total approach in India – encompassing Digital India, skills, innovation and entrepreneurship – will ensure India remains the fastest growing economy over the next five years and provide inclusive growth, create new jobs and increase the standard of living for its citizens. Prime Minister Modi has rapidly become the model for not just the developing countries, but the entire world.

*John Chambers, Chairman, USIBC
- On Narendra Modi's effort to make India an investment hub*



NEWS

Singapore is ranked the sixth most innovative region in Asia-Pacific in the Global Innovation Index 2016. It is for the first time in its nine editions that a middle-income-group country has made its way to the top ten

Russian President Vladimir Putin and Turkish leader Recep Tayyip Erdogan met at the G-20 Summit 2016 to discuss Syria and improvement of their countries' frayed relationship. Discussions also took place to lift Russia's ban on Turkish food imports as a part of the rapprochement process

Two Asian actresses have made to the Forbes top-ten list of highest-paid actresses. China's Fan Bingbing stands at the fifth position, with a whopping \$17 million, and India's Deepika Padukone makes for a new entry at the number ten spot, with \$10 million earnings

Nearly two-thirds of the coral reefs in the Maldives are reported to have been bleached owing to global warming. Since 89% of the GDP depends on the biodiversity of the country, any effect on its reefs could affect the country's income and popularity as a tourist destination

India helped LinkedIn achieve a 100-million mark by being its second-highest market, with 37 million members. China accounts for more than 23 million members, while Australia has 8 million members in the APAC region

The world's oldest-running monarchy's head, the emperor of Japan, Akihito, desires to step down from the throne at the age of 82 owing to bad health. He hinted his desire to the parliament for amending the law and allowing his 56-year-old son, Naruhito, to take the throne

hotel

Marriott International has taken over Starwood Hotels & Resorts Worldwide Inc. in a deal that can be roughly valued at \$12.2 billion. Marriott International now leads the rat race with around 5,400 hotels in its kitty, followed by InterContinental Hotels Group

Apple allows users in Taiwan and Switzerland to pay for their apps through their mobile phone bills. Taiwan is the first in Asia to make use of this mode of payment. In Switzerland, Apple has tied up with the telco Swisscom for carrier-billing options

internet

In July 2016, Verizon acquired Yahoo's core business for \$4.8 billion. Previously, in 2008, Microsoft offered to buy Yahoo at a whopping \$44 billion to take on Google

travel

China continues to be the largest contributor of tourists in Asia-Pacific since 2012. It is estimated that over 50.4 million Chinese vacationers will be travelling and exploring tourist destinations across Asia-Pacific in 2016

A report released by the Marsh & McLennan Companies reveals that the annual elderly healthcare expenditure in Asia-Pacific is expected to witness a five-time increase by 2030 compared to that of 2015. The report expects the expenditure to reach US\$2.5 trillion

New Zealand's largest airline, Air New Zealand, has made a record-breaking after-tax profit of \$463 million, the best in its 76 years of operation. The 40% boost in its previous year's profit can be attributed to the increase in the inflow of tourists and reduced fuel prices. The company has announced NZ\$2,500 bonus for each of its 8,200 employees

olympics

nuTonomy, an autonomous vehicle software start-up in Singapore, has launched the world's first self-driving taxis. The car models used at the launch phase are modified Renault Zoe and Mitsubishi i-MiEV electrics. The launch has been only in some parts of Singapore as of now. The full-fledged service will start by 2018

The Olympics closing ceremony in Rio de Janeiro witnessed a spectacle loaded with surprise when Japanese PM Shinzo Abe came dressed up as the popular video game character Super Mario and addressed the audience as the host to the next edition of the Olympic Games 2020 to be held in the capital city of Japan, Tokyo

According to CommSec, Commonwealth Bank of Australia's brokerage unit, Australia has witnessed a surge in the luxury car sales by 15.7% in the last one year. The sales have clocked a record high of 104,277 units. BMW, Audi, Mercedes-Benz, Bentley, Jaguar and McLaren are some of the brands that have seen maximum purchase

the MONSTER MACHINE



Supercomputer Sunway TaihuLight

SUNWAY TAIHULIGHT - CHAMPION OF THE CHIP WORLD

Homegrown computing processor is powering the monster supercomputer to outpace and outperform its rivals

China has yet again surpassed the tech excellence of the US with the launch of the fastest supercomputer Sunway TaihuLight. The new 'number one' in the chip world, which promises accuracy and speed beyond imagination, is a result of China's strengthening core computing side and reduced dependence on the western technology.

By Tanu Bhatia

THE NEW 'NUMBER ONE' IN THE CHIP WORLD

The tech-loaded machine runs on a Linux-based operating system and can perform 93 quadrillion calculations per second with almost two times the speed and three times the efficiency of its predecessor Tianhe-2, which uses Intel processors (imported from the US) to perform 33.86 quadrillion calculations per second.

PROCESSING AT THE SPEED OF LIGHT

Currently being operated at the National Supercomputing Center in Wuxi, China, TaihuLight (developed by the National Research Centre of Parallel Computer Engineering and Technology) is not modelled using sourced processors. The processors that have been used in the making of this revolutionary computing product are entirely made in China. The supercomputer, which boasts of a theoretical processing capacity of 125 petaflops per second, is the first of its kind to achieve the speed beyond 100 petaflops and is expected to work wonders in the fields of research, engineering, manufacturing and climate modelling.

The supercomputer, which boasts of a theoretical processing capacity of 125 petaflops per second, is the first of its kind to achieve the speed beyond 100 petaflops

The system has been designed in a way that it offers maximum scope for solving intricate problems comprising extreme quantities and sizable variables and requiring special computing techniques. China's decision of focusing on the development of microprocessors within its territory can well be seen as a result of the US's decision of putting a ban on the export of Intel chips to China. Apparently, the global power feared the use of its Intel chips by China in activities that were against the interests of the US government, and so it decided to call off its deal of the export of its processors to China. Ironically, the homegrown processor ShenWei SW26010 (a 260-core chip) of China is today powering the fastest supercomputer of the world Sunway TaihuLight. The second and third positions in the TOP500 list are secured by China's Tianhe-2 (offering 33.86 quadrillion calculations per second) and the US's Titan (offering 17.59 quadrillion calculations per second), respectively.

TOPPING THE SUPERCOMP CHART

TaihuLight's abilities are unmatched, and its contenders are no way close to achieving the pace and accuracy it offers in the vast computing world. China, which fifteen years ago had no title among the top 500 supercomputers in the world, has successfully vanquished its rivals in terms of not only its offering as the fastest computing aid but also by outnumbering the computing systems of the US in the TOP500 list. China is now leading the TOP500 list by being home to the largest number of computing systems (167), followed by the US (165). With China's supercomputer hero TaihuLight leading the league, it is quite difficult to say if any supercomputer maker can topple China any time soon in the chip game.

GST TO ELIMINATE COPIOUS TAXES

By Tanu Bhatia

GST to act as a 'game changer' in the liberalisation of the Indian economy and its transformation into a common marketplace

It is arguably Prime Minister Narendra Modi's most ambitious and audacious attempt to positive the investment sentiment for multinationals (especially targeting the neighbouring Asia-Pacific's companies), lower down the tax burden on the common man and simplify the tax structure for the seamless movement of goods and services across the Indian state borders and the ease of doing business.

The Indian government's move to simplify the country's cumbersome and much-complicated taxation structure to a single-rate goods and services tax (GST) is a bold and unprecedented step towards opening the doors of the Indian economy to foreign trade and investments and beefing up the internal logistics and supply chains. With the government's hope of rolling out the GST Bill by 1 April 2017, the global markets have already set their eyes on the potential Indian sectors for investments and market exploration. Apparently, the new GST aims at uniforming the tax structure of the country by subsuming central, state and inter-state levies to ensure a smooth transfer of goods and services within states and the fruition of business objectives across national borders as well.



Singapore: asia square tower 1

No More Tax on Tax

The landmark move of passing the GST Bill can well be seen as a step to unify the 1.3 billion consumer market and USD 2 trillion economy by upgrading its tax system and making it a viable market space for the local and global market players. Trimming off multiple taxation layers from the tax system is likely to pave the way for bigger constitutional reforms and investment opportunities in the country in the long run.

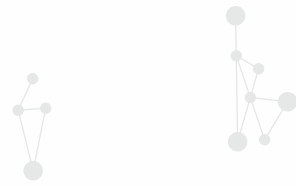
A step to unify the 1.3 billion consumer market and USD 2 trillion economy by upgrading its tax system and making it a viable market space for the local and global market players

With GST aiming to transform India as a common market with simplified taxes, minimised costs of logistics and inventory management and reduced procedural burden, the country is all set to green signal the world of its viable national economy. However, the industry experts believe that the move is going to be a mixed bag of positives and negatives for different sectors. It may benefit sectors like IT, FMCG, e-commerce and automobile with the removal of taxation layers from the system, reduction in the costs in distribution channels and logistics, free movement of goods and services and reduction in prices, respectively. However, it may also come with a few drawbacks like increased tax rates and toilsome administration.

After more than a decade of chaffering over the elimination of the cascading effect of multiple taxes, otherwise followed in the country, the GST Bill has finally been ratified by the Upper and the Lower House of the Indian Parliament, approved by the majority of the state assemblies and acquiesced by President Pranab Mukherjee. Quite evidently, all eyes will now be on the newly constituted GST Council, headed by the Union Finance Minister Arun Jaitley, to decide upon the fate of the GST Bill and take this epochal ship safely to its harbour.

ON THE BRINK OF A PARADIGM SHIFT

By Asad Waseem



SINO-INDIA TRADE RELATIONS

Chinese Foreign Minister Wang Yi's visit to India may open new avenues for diplomacy as India and China stand on the brink of tensions, which may spill over onto their bilateral relations. A lot depends on Chinese Premier Li Keqiang's visit to Goa in October for the BRICS summit. As a build-up to the visit, Wang Yi's meetings in India have already set the tone on issues like India's candidature for the Nuclear Suppliers Group (NSG) and China's interests in the South China Sea.

In fact, from the genesis of the Panchsheel Agreement (1954) to the Indo-China war (1962), from the Tibetan refugee crisis to the border standoff, from nuclear stockpiling to inter-trade issues, the 'Hindi-Chini bhai bhai' has always been a dream that still stands unfulfilled

Prior to this, a four-day state visit by India's President Pranab Mukherjee to China in May 2016 had turned heads of international media, political think tanks, market analysts and global economists. The official visit had those aspects under its purview that have triggered the policy build-up and bilateral face-off between the two countries time and again. In fact, from the genesis of the Panchsheel Agreement (1954) to the Indo-China war (1962), from the Tibetan refugee crisis to the border standoff, from nuclear stockpiling to inter-trade issues, the 'Hindi-Chini bhai bhai' has always been a dream that still stands unfulfilled. On the contrary, there also seems to be an atmosphere building up for a friendly dialogue between the two.

PRESIDENT MUKHERJEE SAID “WE HAVE NEVER INDULGED IN EXPANDING DIVERGENCE BUT REDUCING DIVERGENCE AND EXPANDING AREAS OF AGREEMENT. THIS IS THE CARDINAL PRINCIPLE OF INDIAN DIPLOMACY”



Chinese Foreign Minister Wang Yi held talks with Indian Prime Minister Narendra Modi in New Delhi

The visit by the Indian president to China has laid the bedrock for mutual agreements. According to media sources, while addressing the Indian community in Guangdong, President Mukherjee said “We have never indulged in expanding divergence but reducing divergence and expanding areas of agreement. This is the cardinal principle of Indian diplomacy.” One of the pivotal aspects for strengthening bilateral relations is trade and commerce between the two countries. Since China is the second most powerful economy in the world, with an annual GDP of 6.7%, and India is an emerging one, with a GDP of 7.9%, there are plentiful business opportunities for the two nations.

CURRENT ECONOMIC LAYOUT

Juxtaposing the two countries, it becomes quite evident that the economy of China is three times that of India and its manufacturing powerhouse is five times that of India. Conversely, India holds a strong position by being the world's largest reserve of manganese, bauxite and iron ore. It also serves as the biggest exporter of raw material to China to pump its big manufacturing industry. China, on the other hand, exports its manufactured products to India, which majorly include spare parts and machinery. These exports from China help in the development of the Indian infrastructure, which includes ports, power, highways, bridges and roads.

According to the Press Trust of India (PTI), “Economic cooperation between India and China in the last decade has been a remarkable story, from very modest beginning of USD 2 billion in 2000–01 to USD 70 billion. China has become India's largest trade partner and India is China's seventh-largest export destination.”

This clearly hints towards ample business opportunities for the investors and traders in both the countries. The sectors where trade can witness maximum profits are electronics, transport, logistics, pharmaceuticals, information technology, construction, agriculture, food processing and asset management. China can export fertilisers and processed chemicals to the agriculture industry in India. Indian firms, in turn, can provide dairy products and frozen foods to the Chinese market. China is also one of the largest exporters of pharmaceutical products to India and thus can be seen as a big business opportunity for the pharmaceutical industry in both the countries.



Source: UNCTAD, Indian Ministry of External Affairs

INDIA HOLDS A STRONG POSITION AS THE WORLD'S LARGEST RESERVE OF MANGANESE, BAUXITE AND IRON ORE. IT ALSO SERVES AS THE BIGGEST EXPORTER OF RAW MATERIAL TO CHINA. CHINA, ON THE OTHER HAND, EXPORTS ITS MANUFACTURED PRODUCTS TO INDIA, WHICH MAJORLY INCLUDE SPARE PARTS AND MACHINERY

Since Chinese capital goods are comparatively cheap than their Japanese and western counterparts, their usage is encouraged in the Indian infrastructure for its modernisation. The IT and ITeS industry is booming in both the countries, but coding language exists as a strong bottleneck in the exchange of services. Thus, many of the Indian IT companies have directly invested in local operations within China. The business between the services sector of the two countries is almost negligible.

China is also one of the largest exporters of pharmaceutical products to India and thus can be seen as a big business opportunity for the pharmaceutical industry in both the countries

THE IT AND ITES INDUSTRY IS BOOMING IN BOTH THE COUNTRIES, BUT CODING LANGUAGE IS A STRONG BOTTLENECK IN THE EXCHANGE OF SERVICES

India and China can assess the current economic scenario and analyse potential areas of economic collaboration. By clearing the market bottlenecks, both the countries can rapidly improve transportation links to encourage bilateral investments. The historic visit of India's Prime Minister Narendra Modi to China in the year 2015 has proved a milestone in cementing economic ties between the two countries. In a joint statement issued by the Indian prime minister's office and Premier of State Council, China, it was stated, “The two sides have resolved to take joint measures to alleviate the skewed bilateral trade so as to realise its sustainability. Such measures will include cooperation on pharmaceutical supervision including registration, speedier phytosanitary negotiations on agro-products for two-way trade, stronger links between Indian IT companies and Chinese enterprises, and increasing services trade in tourism, films, healthcare, IT and logistics. Both sides will make full use of the India–China Joint Economic Group to work on this. The leaders welcomed the decision to expedite discussion and endeavour to favourably address, in the spirit of mutual cooperation and reciprocity, the issues pertaining to tariff reduction in respect of relevant Indian products under the framework of Asia-Pacific Trade Agreement.”

The historic visit of India's Prime Minister Narendra Modi to China in the year 2015 has proved a milestone in cementing economic ties between the two countries

GROUND REALITY

As the Sino-India trade carries its legacy forward, many companies from both the sides have started establishing their offices beyond the borders. This stems from the need of a global corporate identity and business extension. Some of the prominent Indian companies in China include Mahindra & Mahindra, TATA Sons, NIIT, Binani Cements, Reliance Industries, Essel Packaging, Wipro, APTECH and Dr. Reddy's Laboratories. In the banking sector, around 10 banks have initiated their operations in China, which include Bank of Baroda, State Bank of India, Canara bank, UCO Bank, Indian Overseas Bank, Axis and ICICI.

In 2015, NIIT, one of the India's leading learning management and training delivery solutions providers, entered into an agreement with Guian New Area, China, to offer programs in new-age IT skills, with a focus on big data. On this development, Rahul Keshav Patwardhan, CEO designate, NIIT Ltd, said "At NIIT, we are committed to supporting China in its human capacity building initiative. We were the first Indian IT training company to establish presence in China in the late nineties with a vision to create a manpower pool, to empower the software industry in the country. It gives us great pleasure to join hands with Guian New Area to further open and accelerate new-age career opportunities like Big Data. I believe this MoU will further enhance our relationship with the country."

Some of the prominent Indian companies in China include Mahindra & Mahindra, TATA Sons, NIIT, Binani Cements, Reliance Industries, Essel Packaging, Wipro, APTECH and Dr. Reddy's Laboratories. In the banking sector, around 10 banks have initiated their operations in China, which include Bank of Baroda, State Bank of India, Canara bank, UCO Bank, Indian Overseas Bank, Axis and ICICI

Mahindra & Mahindra, a company that creates world-class automobiles, entered into a joint venture with the Chinese Yueda Group. The alliance resulted in the formation of Mahindra Yueda Yancheng Tractor Company, which manufactures a 125 HP tractor for the Chinese market. This and many other similar ventures between the two countries have left an impression on both the economies that there is always a scope for mutual economic development.

Surprisingly, the Chinese have been winning Indian hearts with the heroic rise of their mobile market in India. Some of the major Chinese players include ZTE, Xiaomi and Huawei Technologies. Amongst the mobile manufacturers, Xiaomi has flagged every nook and corner of the Indian consumer market. So, what makes Xiaomi unique? The answer simply lies in serving a handset of optimum quality at a cheap rate, and you can sell it like hot cakes. Xiaomi, which is coming up with some new phone models, will definitely spur the competition. Moreover, Xiaomi is already manufacturing mobiles in India as a part of the 'Make in India' campaign, and this has really strengthened the market.

Chinese companies are also heavily investing in engineering procurement construction (EPC) projects in the Indian power sector. The list includes Dongfang Electric, Harbin Electric and Shanghai Electric. TBEA, one of the China's leading power equipment manufacturers, had earlier invested 500 crore under the FDI for a green energy park in Gujarat; similarly, Huawei has also made announcements to invest in telecom manufacturing in Chennai.

BEYOND THE BOUNDARIES

The rapidly growing bilateral trade has nurtured the confidence between the two countries, but the political turmoil between the two has got worse at the strategic level. The economic fulcrum between the two countries is solely based on policy making and implementation, and the facts and statistics are a lot more than just graphs and numbers. In addition, India's growing trade with Macao and Hong Kong has added to the trade dynamics where Greater China has already established itself as India's biggest trading partner.

AMONGST THE MOBILE MANUFACTURERS, XIAOMI HAS FLAGGED EVERY NOOK AND CORNER OF THE INDIAN CONSUMER MARKET

China now accounts for more than 5% of the India's foreign trade; India, on the contrary, lags far behind, with just 1% of that of China. Holistically, the figures or share percentage in foreign trade may not determine the true potential of bilateral trade between the two countries but is impactful up to an extent. If we negate the current trade statistics of the two nations, then factors like young population, skilled manpower and social dynamics of the two countries are the biggest assets of these economies.

Wipro made the right choice in setting up the global delivery centre in Chengdu. Our Chengdu centre benefits from world-class infrastructure and a very capable team, supporting our ongoing drive to add value to our customers' businesses, in line with our corporate motto – 'transform business, transform life.'

- Girish S Paranjpe
Former Joint CEO of IT Business, WIPRO

BATTLING THE TRADE DEFICIT

Despite the massive progress of bilateral trade between the two countries, the trade deficit has reached a new high of \$45 billion in recent years. Some factors responsible for this are geo-political and socio-economic in nature.

India mainly exports chemicals and unfinished goods to China and imports machinery mainly for the power, infrastructure and telecom sectors. But lately, the demand from China has diminished, as most of the industries are already stocked up with inventory and the economy is slowing down. China is now trying its best to kick-start the economy by pushing exports, which include exporting cheap steel and other products to countries like India.

To keep a check on the quality of the steel imported, the government of India has announced certain measures (like increasing the import duty) so as to make sure the steel manufacturers don't bring in poor quality steel into the market.

Besides the ongoing border disputes and political conflicts between the two nations, the trade imbalance in favour of China has increasingly led to meetings and various talks between them. This is to resolve the ongoing disputes that have strained relations between the two countries. The government is also taking stringent measures by trying to export other goods and services to China in order to balance the trade; however, no fruitful results have been achieved until now.

IN ADDITION, INDIA'S GROWING TRADE WITH MACAO AND HONG KONG HAS ADDED TO THE TRADE DYNAMICS WHERE GREATER CHINA HAS ALREADY ESTABLISHED ITSELF AS INDIA'S BIGGEST TRADING PARTNER

BEYOND THE BOUNDARIES

According to the PTI, "Trade deficit between India and China has increased to USD 44.7 billion during the April–January period of 2015–16. India's exports to China stood at USD 7.56 billion during the period, whereas the imports have jumped to USD 52.26 billion in April–January. In 2014–15, the deficit was aggregated at USD 48.48 billion."

We are excited to announce the launch of our new India website. The rapid expansion of our operations and areas of expertise makes it very important for us to allow people in the telecom industry to access critical information about our products and services. The depth and breadth of our knowledge base make the Huawei site a vital online hub for present and potential stakeholders in India. We are delighted to offer a quick and easy way for people to engage with the detailed data that we possess on an exceptionally wide range of products and services.

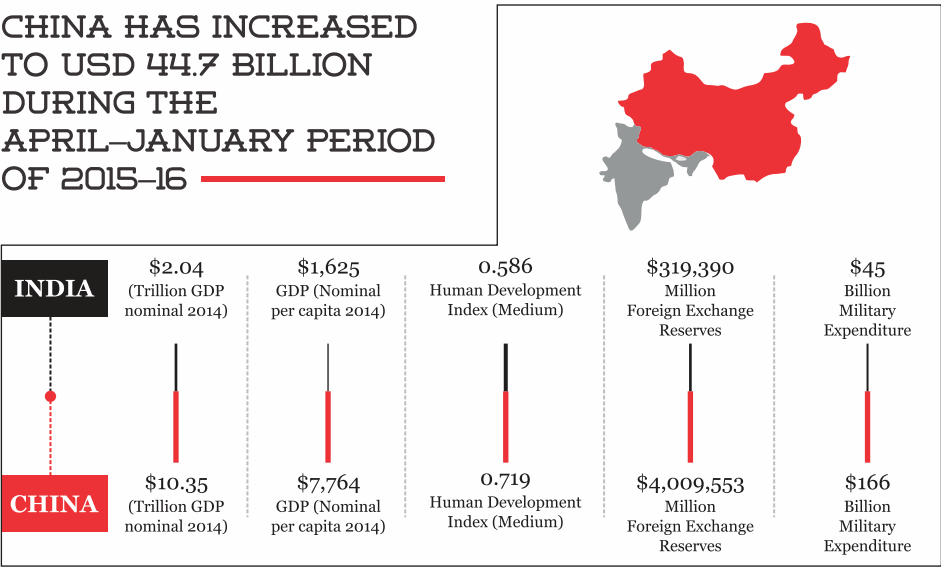
- Yao Weimin
Senior Vice-President, Huawei

Chinese Puzzle: Potential India–China Sector Collaborations		
	INDIA	CHINA
PHARMA	Largest producer of finished dosages by volume	Largest exporter of active pharmaceutical ingredients
AUTOMOTIVE	US\$30bn automotive components industry	18m cars produced annually
INFORMATION TECHNOLOGY	US\$56bn IT services exports	US\$300bn IT hardware sector

Source: Greaterpacificcapital.com

Although trade has not reached the \$100 billion mark between the two countries, it has witnessed a steady rise. It has become the strongest measure of confidence between the two countries. The border disputes are also on the path towards a long-term resolution, as representatives from both the countries are on healthy talking terms.

TRADE DEFICIT BETWEEN INDIA AND CHINA HAS INCREASED TO USD 44.7 BILLION DURING THE APRIL–JANUARY PERIOD OF 2015–16



(BRANDS)

BRAND:
A STORY
THAT NEEDS
TO BE TOLD

10

In 2014, the US achieved a feat it may never be able to reattain—of being the largest economic superpower. China took over in 2015 and may stay there for years to come! China's consumer economy is projected to expand by about half, to \$6.5 trillion, by 2020. The booming economy of China offers consumer product companies some of the world's greatest growth opportunities. Being the most populous country in the world, with a state policy that encourages growth of indigenous industries, China is building an impressive portfolio in brands in all major business sectors. Not only its economy and citizens are benefitting from the surge of brands and companies but the country itself is training business professionals to handle peculiar situations. In the country with a huge international diaspora and geographic, economic and demographic variations, brands are trained to handle every situation and devise strategies to pertain to the needs of every customer. They say, if you've made it big in China, you'll make it big anywhere! Most Chinese markets are now nearing a saturation level, sending companies out of their borders to look elsewhere. And so, most of them now have a massive international portfolio, which is putting domestic players in respective countries to shame!

No wonder even after an event like Brexit, the only country that stands to gain is China. China is a humungous economic power to stand up against, and with a divided EU, Chinese brands may have a field of a shopping day. Chinese brands have built an impressive profile in their market analysis and valuations, consumer perception, brand value, business performance and product delivery over the recent past. Hence, 'brands in China' makes for an interesting story that needs to be told!



A shopping area in Causeway Bay, Hong Kong



TENCENT

**THE COMPANY
GETS APPROXIMATELY
80% OF THE AD REVENUE
FROM MOBILE**

Africa's largest company by valuation, Naspers Limited's market capitalisation witnessed a surge, crossing 1 trillion rand, after seeing recordable gain in Tencent's messaging application WeChat. The company holds 34% stake in Tencent, and it has proved to be the African company's most successful investment in its transformation from a newspaper publisher to a multimedia provider across the continent and a backer of emerging Internet companies.

AHEAD OF THE PACK

We put it right on top, as it's a company that inspires us with its impressive returns.

According to recent reports, the Chinese tech giant and investment holding company Tencent Holdings Limited continues to operate as the most valuable Chinese brand, with brand value growing 24% to a staggering \$82.1 billion. Founded in the year 1988 by Ma Huateng and Zhang Zhidong, the company, headquartered in Nanshan District, Shenzhen, is a global provider of online advertising services, telecom services, Internet and mobile value-added services and e-commerce transactions services. WeChat (a mobile chat service), Tencent QQ (an instant messenger) and QQ.com (the largest web portal in China) are some of the major offerings of the company.

Tencent got listed on the Hong Kong Stock Exchange on 16 June 2004. The company, in 2014, partnered with eminent music producers such as YG Entertainment, Sony and Warner Music Group for in-China music distribution, and in 2015, acquired the equity of Riot Games, known worldwide as a developer of the far-famed game League of Legends.

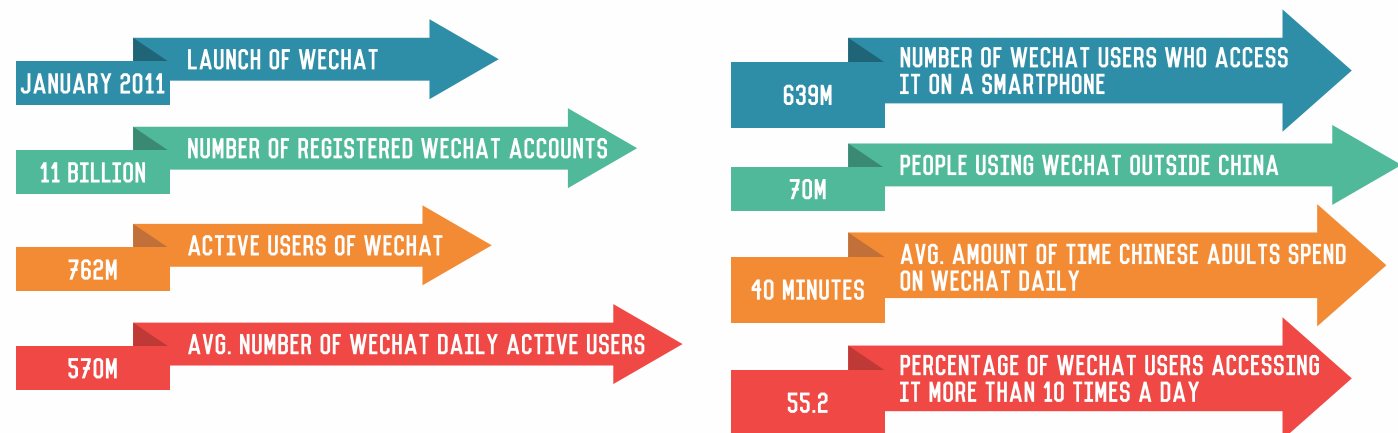
GOING THE EXTRA MILE

The company's research and development department comprises over 60% of its employee base. The Tencent Research Institute, which was established in the year 2007 with Tencent's investment of over RMB100 million and which has campuses in the cities of Beijing, Shenzhen and Shanghai, hails as China's first-ever Internet research institute. The institute aims at developing the core Internet technology to achieve its innovation goals.

**MOST VALUABLE
CHINESE BRAND, WITH
BRAND VALUE
GROWING 24% TO A
STAGGERING
\$82.1 BILLION**

ON A ROLL

The company posted a jump of 33% in its net profit for the first quarter of this year and is now aiming at beefing up its core domains to enhance the quality of social life of millions of its users. Revenues through online advertising rose by 73%, reaching 4.7 billion yuan, and those through online gaming jumped 28%, reaching 17.09 billion yuan. The global monthly active users of the WeChat app were found to be 762 million at the end of March, indicating a 39% growth as compared to the previous year's statistics. The company has recently bought 5.28 million shares of Paradox Interactive IPO and also holds an equity interest of 5% in it.



As a Chinese Internet portal offering varied services, Tencent has always portrayed itself as a one-stop online lifestyle service platform that is spreading its roots and growing as a brand with its user-oriented operation strategies. Also, user communication, information and lifestyle needs are thoroughly catered through Tencent's Internet platforms like WeChat, QQ Instant Messenger, QQ Games, Tenpay and PaiPai.

Understanding the business of its competitors well and banking on the capabilities and potential of its staff, Tencent strives to retain its first position among the top 10 most valuable and powerful Chinese brands.

**REVENUES THROUGH
ONLINE ADVERTISING
ROSE BY 73%, REACHING
4.7 BILLION YUAN, AND
THOSE THROUGH
ONLINE GAMING
JUMPED 28%, REACHING
17.09 BILLION YUAN**

Tencent Headquarters, Shenzhen, China



02

CHINA
MOBILEMAKING THE
WORLD TALK!

China Mobile is a mobile telecommunications network that provides multimedia and mobile voice services. There is no chance of you missing its ubiquitous presence if you ever visit China. The telecom giant boasts of the world's largest customer base. It recently added around 65 million 4G subscribers to its network, a number almost equivalent to the population of the UK! Its total subscriber base now is a ginormous 810 million. With a rapid growth in data traffic, consumer spending has also increased. China Mobile's net income gained at 0.5% was 23.9 billion yuan in the first quarter of the year. With more than 70% of the domestic market share, China Mobile has been dominating the market since its inception.

THE TELECOM GIANT BOASTS OF THE WORLD'S LARGEST CUSTOMER BASE. IT RECENTLY ADDED AROUND 65 MILLION 4G SUBSCRIBERS TO ITS NETWORK, A NUMBER ALMOST EQUIVALENT TO THE POPULATION OF THE UK!

A state-owned company, China Mobile is listed on the New York Stock Exchange and the Hong Kong Stock Exchange. The company, which started in 1997, operates in all 31 provinces, autonomous regions and directly administered municipalities in mainland China and Hong Kong. The parent company of the organisation is China Mobile Communications Corporation (CMCC), which has 100% ownership of China Mobile (HK) Groups Limited, which, in turn, holds 70% of the China Mobile ownership, the rest being owned by public investors. Their most recent venture is their one-year 'frame agreement' with Nokia worth 1.36 billion pounds. China Mobile has also recently started working with Huawei to introduce a key 4.5G technology named distributed MIMO (D-MIMO) for the world's first user-centric interface.

PART-TIME WORKERS IN RURAL AREAS IN CHINA HAVE ADMITTED THAT THEY'D OFTEN PANIC WITHOUT THEIR MOBILE PHONES

THE USER EXPERIENCE

What makes China Mobile big is its reach. It manages to penetrate the rural population too, with services targeted to the rural sector. With services related to agriculture and market pricing, China's biggest mobile network has managed to find favour of 98% of its population. To put its reach into perspective, part-time workers in rural areas in China have admitted to reporters in interviews that they'd often 'panic' without their mobile phones, with the fear that they may miss out on the best deals or on the latest news regarding their products. With a nominal sum required to buy a handset and a SIM card, China Mobile is accelerating the pace of life and business and, at the same time, shrinking distances.

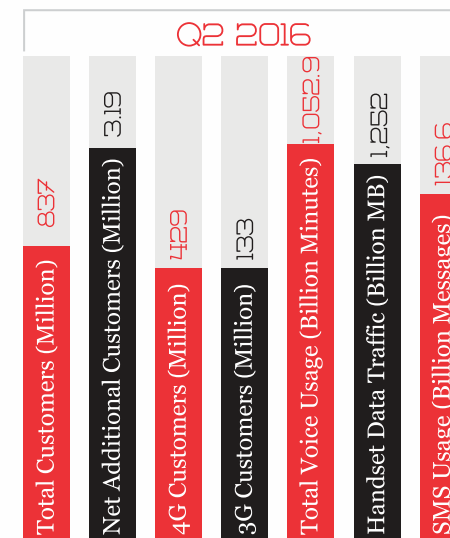


But in a country where mobile networks are heavily controlled and the Internet is censored by the state, the scope of mobile networking may be questionable. Questions are often raised when pictures of unrest are captured by the public through their smartphones. Internet services like YouTube and WhatsApp are also heavily controlled by the government to maintain an eye on the exchange of information. In spite of such censorship, the government never stops encouraging cell phone carriers.

But what makes China Mobile stand out is its focus on the rural poor. In fact, China Mobile's staggering stake in the market is often open to discussion. Companies argue whether it's the unrelenting government support or China Mobile's marketing strategy that is pushing the company towards success. But what is making the brand distinct is the support of the people residing in the rural areas who depend on their mobile phones to keep themselves abreast of the developments to plan and grow their businesses.

'BIG' PLANS

China Mobile's big returns adding up to 44% come from its data plans. Just in a year's time, the data services have increased from \$16.2 billion to \$23.2 billion. In the eyes of the industry insiders, China Mobile is the government's golden goose. The company has an AAA-rated foreign debt and is unrelentingly backed by the government to grow big. It has also set out on an international sojourn. In 2007, it bought Pakistan's Paktel, which has been renamed China Mobile Pakistan and branded Zong. Its entry into the market is like the elephant approaching the jungle! While other brands in Pakistan are still scurrying to consolidate their position, Zong has already become the country's 'Number 3' player. Reaching to 97% of the population in China, China Mobile expects to sell more than 330 million 4G terminal devices throughout 2016—just a small perspective as to why we have put China Mobile at the 'Number 2' spot!





ALIBABA

ALIBABA CONTROLS 81% OF THE ONLINE BUSINESS IN THE WORLD'S MOST POPULOUS COUNTRY



Alibaba's three main sites—Taobao, Tmall and Alibaba—have hundreds of millions of users and host millions of merchants and businesses. Alibaba also handles more business than any other e-commerce company.

Alibaba's 40 and More Businesses...

There has been many a book written on 'What is the big deal about Alibaba?' Well, to begin with, it's not a name you would forget easily. Its founder Jack Ma had admitted that he wanted a name that could be understood and pronounced worldwide! And, he was bang on! No wonder Alibaba is the world's largest e-commerce company today, and the real deal about the brand is that it controls 81% of the online business in the world's most populous country, China. With a simple mission of 'making it simple for everyone to buy or sell anything online, anywhere in the world,' Alibaba has done pretty well. Its online transactions totalled \$248 billion last year, more than those of eBay and Amazon combined. Many believe that by 2020, China's e-commerce industry will be larger than the e-commerce industries of the US, the UK, Japan, Germany and France put together. In fact, China's e-commerce market had gone from \$74 billion in 2010 to \$295 billion by the end of 2013 and has a projected total of \$713 billion by 2017.

With more than 688 million Chinese Internet users, there is a lot of moolah that Alibaba rakes in through the day. Statistics indicate that the group contributes to about 4% of China's GDP. But what makes Alibaba stand apart is its desire of having a share in everything. Its 'pie' is not restricted to just online customer sales. It is not just a regular stop for shoppers in China, but millions of businessmen, merchants, companies, exporters, importers and entrepreneurs depend on it to increase their fortunes. Alibaba also has a venture alipay.com, a Chinese equivalent of PayPal, and large stakes in Sina Weibo, China's version of Twitter, and Youku Tudou, a Chinese equivalent of YouTube. Not just that, it's taken a dive into the entertainment industry too. Alibaba is now buying film businesses and half of the Chinese football club Guangzhou Evergrande. There is also a popular mutual fund venture called Yu'e Bao, which will soon become a part of everyone's life through smartphones! Giving competition to the likes of Tencent and Baidu, Alibaba is investing heavily to reach customers through smartphones and tablets (cloud computing and virtual reality).

CHINA'S E-COMMERCE MARKET HAD GONE FROM \$74 BILLION IN 2010 TO \$295 BILLION BY THE END OF 2013 AND HAS A PROJECTED TOTAL OF \$713 BILLION BY 2017

ALIBABA PROPERTIES IN THE US ARE CURRENTLY SEEING SIGNIFICANT TRAFFIC, WITH APPROXIMATELY 10 MILLION SITE VISITS PER MONTH, CLOSE TO OTHER MAJOR ONLINE RETAILERS (INCLUDING BEST BUY) WHICH HAVE APPROXIMATELY 16 MILLION SITE VISITS PER MONTH

THE ALIBABA 'EFFECT'

A concept founded by the company's top bosses, 'Single's Day' proved a big business opportunity for Alibaba in November 2015 when the company sold six million products from over 40,000 merchants and more than 30,000 brands from 25 countries raked in \$14.3 billion on a single day.

Although China is Alibaba's primary market, it's making continuous efforts into taking its businesses worldwide. It has already taken its route to Russia, Brazil and North America with AliExpress, which allows consumers to buy directly from Chinese suppliers. The e-commerce giant has also launched a design-centric local marketplace site called 11main, similar to Etsy. Alibaba properties in the US are currently seeing significant traffic, with approximately 10

million site visits per month, close to other major online retailers (including Best Buy) which have approximately 16 million site visits per month.

But then, not every virtual business platform makes profits. What makes Alibaba different is that it has a few virtual products that offer convenient and prompt modes of management to exporters to update or upload important

information freely into the database and to contact buyers directly from overseas. With its product display descriptions, photographs, company profiles and contact information, the e-commerce giant has all the information needed by the buyer! It provides 'real-time' chat options to potential trade buyers and an offline chat service that helps them to connect with businessmen.



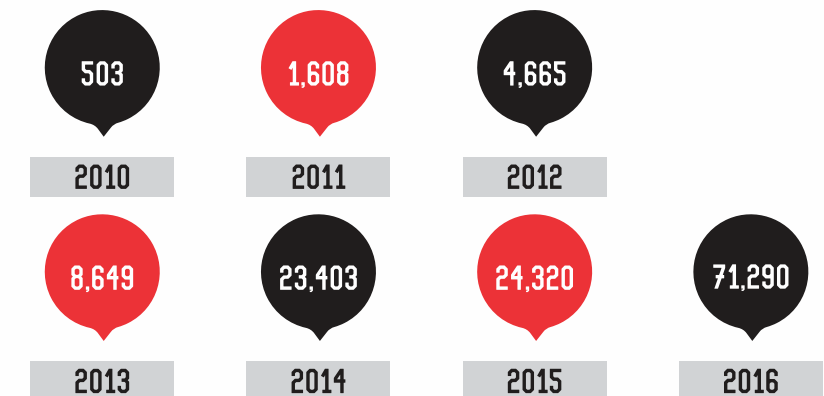
Banner on the New York Stock Exchange as Alibaba records record Single's Day sales in New York City on 11 November 2015

IN INDIA TOO

Alibaba has made inroads in the Indian market as well. In a latest development, Alibaba has entered into an agreement with the e-commerce platform Paytm to enable Indian sellers to source products from

China at cheaper rates as well as help them with logistics and payments. The programme will help at least 10,000 merchants to get on board by the end of the year, giving them access to more than 5 million products from China. And that is why for most consumers and businessmen, it's a name not easy to forget!

The statistics show the annual net income of the Alibaba Group from 2010 to 2016. In the fiscal year ending 31 March 2016, the Chinese e-commerce corporation recorded a net income of 71.29 billion yuan. This translates to approximately 11.06 billion US dollars. During the same period, the company recorded a revenue of approximately 92 billion yuan in online sales.



04

INDUSTRIAL AND COMMERCIAL BANK OF CHINA (ICBC)

TOO BIG
TO FAIL!

Industrial and Commercial Bank of China (ICBC) is a regular on China's most valuable brands list. A whopping asset value of \$2.95 trillion and market capitalisation of \$226.8 billion, it's a brand that millions of Chinese 'put their money on.' International financial regulators are now calling it a brand that is 'too big to fail.' ICBC has, in fact, managed to leapfrog the US banks to top the global rankings with the most capital. And, of course, it highlights the growing size and importance of Chinese lenders.

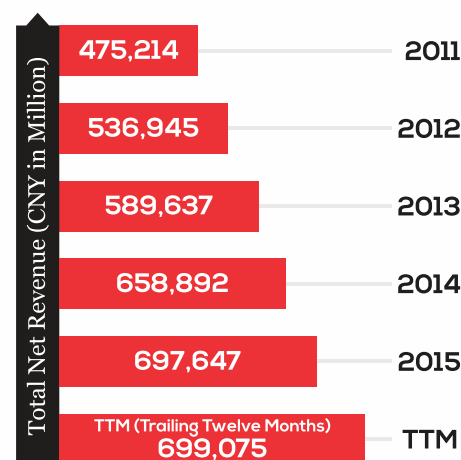
From starting as a local bank to establishing itself as a brand with international services that are a class apart, ICBC has left its competitors behind because of its asset size, tier 1 capital, market capitalisation, customer deposits, profits, and brand value. In fact, many wonder about the rise of this financial institution, which has always instilled confidence in the public and earned acceptance and recognition in return.

A whopping asset value of \$2.95 trillion and market capitalisation of \$226.8 billion, it's a brand that millions of Chinese 'put their money on'

According to ICBC's statement, its e-commerce business had 16 million registered users in more than a year since its establishment, with a turnover of 100 billion yuan (\$16.1 billion). Also, its online payment system had over 50 million users within that year.

It is also one of the 'big four' state-owned commercial banks—the other three being Bank of China, Agricultural Bank of China and China Construction Bank. ICBC is also the first company to debut simultaneously on the Hong Kong Stock Exchange and the Shanghai Stock Exchange. ICBC stands apart from other state-owned commercial banks by being the first in the RMB clearing business and the second in the foreign exchange business. Like other major players who have made it big through capitalising and providing services to rural sectors in China, ICBC has earned from its ventures in China's far-flung regions. It is also a major supplier of funds to the robust and up-and-coming middle-class and urban population and the enormous manufacturing sector.

ITS E-COMMERCE BUSINESS HAD 16 MILLION REGISTERED USERS IN MORE THAN A YEAR SINCE ITS ESTABLISHMENT, WITH A TURNOVER OF 100 BILLION YUAN (\$16.1 BILLION). ALSO, ITS ONLINE PAYMENT SYSTEM HAD OVER 50 MILLION USERS WITHIN THAT YEAR



Industrial and Commercial Bank of China's branch in Shenzhen, Guangdong province, China

Banking on the Future

But things were not that bright for ICBC at the start of the 2000s. For most time, it was overshadowed by another domestic player Bank of China (BOC). ICBC's domestic business was twice BOC's in 2006. But its international assets totalled to a mere 3%, which was much lower than that of BOC's 25% international share. Other international banks usually added up to a 25% international share. ICBC then started strategy implementation aggressively. With big mergers and acquisitions mapping across the Asian, African, Latin American and North American markets, ICBC slowly and steadily started to make its presence felt. According to the statistics released by ICBC at the end of 2012, the overseas assets of ICBC reached more than \$32 billion from \$3.6 billion in the year 2000. It was then covering 39 countries and regions and had 383 subsidiaries.

The company has a strong government support too. In an effort to clean up the economy, a major amount of capital has been infused into the bank by the government itself. Its major strength is the sheer numbers. As a bank that houses small savings of a regular Chinese household, ICBC is now targeting long-term strategic acquisitions. However, this may have a flip side. Perceiving ICBC's closeness to power centres, investors may look at it as a bank with state-favouring policies, which may harm their interests. It is up to the bank now to refurbish its plan of action and policies. A number of Chinese companies are taking the international route, which may give ICBC a good 'positioning.' This puts ICBC right into the limelight where it needs to 'up' its game by providing world-class customer services that appeal to its 'global bankers' And hence, it needs USPs to differentiate itself from its international peers.



BAIDU

{ THE BRAND PEOPLE
'LOVE TO HATE' }

**BAIDU HAS THE
FIFTH-LARGEST
MARKET
CAPITALISATION
(\$38.3 BILLION)
AND A 73%
SHARE IN THE
INTERNET
MARKET BY
USERS IN CHINA**

Many across the world know it as a search engine that kicked Google out of China—of course, with ample help from those sitting in power! But Baidu is a presence you cannot ignore in the country. According to statistics, Baidu totals up to 6 billion searches every day, a number more than that of any search engine in a national market. With the fifth-largest market capitalisation at \$38.3 billion and a 73% share in the Internet market by users, Baidu is a name often seen on the 'most valuable brands' lists. Its main strength is its user base—around 100 million users of the mobile app 'Baidu search' in China and around 663 million monthly active users (MAUs) of the Baidu mobile search reported for the month of March 2016. Baidu's total revenue in the first quarter of 2016 was 15.821 billion yuan (\$2.454 billion), a 31.2% year-over-year increase, excluding the revenue through the brand 'Qunar' in the first quarter of 2015. As the fifth most-visited website in the world, Baidu generates up to 80% revenue of search engines in China.

But it is a company many have 'loved to hate' over the years. Strictly conforming to government regulations and abiding by the censorship rules, Baidu, in its own way, filters information that is made available to Internet users. It has, at times, even earned the wrath of international players like Google. Top executives at Google claim that the Chinese market is a 'gift' they have given Baidu's founder Robin Li. With numerous issues with the state government, Li has his own way of dealing with the state and steering his way to success. In 2014, among 30 companies, Baidu received an award from the 'Internet Society of China,' for what the group calls 'China Internet Self-Regulation Contribution Award.' But Li justified this when he said he didn't want to let down his users by getting into trouble with the government. His faith was reasserted when he said "If the law clearly prohibits certain types of information, be it porn, or anti-government information, then I'm sure there's a reason for it."

But still, Baidu is the most popular search engine in China. Industry insiders claim that once you list your company in China, your number is 'sold' to Baidu and you soon start receiving several calls from Baidu executives for advertising on their site. Companies pay for marketing on the Baidu Brand Zone. It allows them to own a sizeable amount of the search engine result page (SERP) with their brand content and information. This not only ensures top placement but also essentially puts them above their contemporaries. The result can be akin to a SERP takeover experience, which is completely unique to Baidu and not available on other search engines. What makes it even better for the brands is that Baidu offers a rich brand experience. The Baidu Brand Zone works for brand searches only, and the search words must be an exact match. Baidu's philosophy is that for exact brand searches, the consumer specifically looks for a particular brand. And the customers and users are aware of the services and experience offered by Baidu. Hence, the Baidu Brand Zone has an average click-through rate of over 50% compared to 25% for brand searches on Google.

**AS THE FIFTH
MOST-VISITED
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GENERATES UP
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CHINA**

“ME TOO,” SAYS BAIDU

Baidu has emulated most of its international contemporaries by creating copies like Baidu Wikipedia, Baidu maps, Baidu mp3 and Baidu forums. It offers several services to locate information, products and services using Chinese-language search terms, such as search by Chinese phonetics, advanced search, snapshots, spell checker, stock quotes, news, images, video and space information, weather, and train and flight schedules.

The only other country except China where Baidu is running a search engine is Brazil. The market is similar to that of China but yet unexplored! Although Thailand and Indonesia are next on Baidu's list, it plans to tap the mobile phone market in India too. With one of the top billionaires of the world behind the brand and an ample backing from Beijing, Baidu is now taking the next leap with heavy investment into artificial intelligence and image-recognition systems, catering to the needs of the world that is moving away from text. Its future plans are guided by what its name literally means—'bai' (meaning 100) and 'du' (meaning degree), which together make '100 degrees.'

*Annual revenue of Baidu from 2007 to 2015
(in billion US dollars)*

2007	0.24
2008	0.46
2009	0.65
2010	1.17
2011	2.25
2012	3.58
2013	5.25
2014	7.91
2015	10.25

In 2015, Baidu's reported revenue amounted to 10.25 billion US dollars, almost double the amount of fiscal year 2013 results two years ago. The majority of revenues were generated through online marketing services. As of the second quarter of 2015, the search engine accounted for less than one percent of the global search market.

Baidu Headquarters, Beijing, China





CHINA
CONSTRUCTION
BANK (CCB)

IT HAS ASSETS WORTH A WHOPPING \$2.7 TRILLION AND MORE THAN 14,500 DOMESTIC BRANCHES OFFERING STANDARD DEPOSIT PRODUCTS, CREDIT CARDS AND SEVERAL TYPES OF BUSINESS AND CONSUMER LOANS

MORE PEOPLE = MORE MONEY

Indeed, marketing strategy and product performance are the key factors in taking any brand forward, but some brands reach to the top because of the sheer number of investors associated with them. Population of China is one big factor that has helped many of its brands to make it to the top in many a brand value list. When the world's best brands are ranked by the brand value, most of the top five or, sometimes, all of them are Chinese! One such example is China Construction Bank (CCB), which has added \$7.4 billion more to its revenue since 2014 to reach a total of \$26.4 billion.

CCB provides necessary monetary support to China's infrastructure. One of China's gigantic four pillars of monetary and infrastructural support, CCB owes its deep pockets to a legacy of loans provided to large domestic corporations in the infrastructure, oil and gas, power, and telecommunications sectors. The bank also lends loans to small- and mid-sized businesses, foreign multinationals, and consumers. It's China's top residential mortgage and personal provident housing loan provider as well.

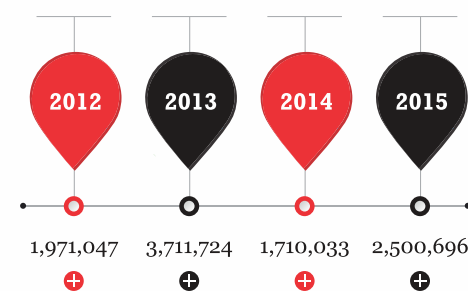
It has assets worth a whopping \$2.7 trillion and more than 14,500 domestic branches offering standard deposit products, credit cards and several types of business and consumer loans. Apart from the regular services, CCB provides asset management and investment banking services to its clients. One of the growing concerns in China is provision of health facilities to the general public. Addressing the healthcare needs of the enormous Chinese population, CCB has devised strategies to help people invest in health schemes too. The bank has launched the first domestic investment fund specialising in investments in China's healthcare industry. The bank has launched a 5 billion yuan (\$731.3 million) fund called China Healthcare Investment Fund to focus on investments in China's rapidly growing healthcare sector. Offering a variety of services, its healthcare investment options involve pharmacy, medical equipment, manufacturing, medical institutions and medical services.

CHINA CONSTRUCTION BANK (CCB) HAS ADDED \$7.4 BILLION MORE TO ITS REVENUE SINCE 2014 TO REACH A TOTAL OF \$26.4 BILLION



China Construction Bank's branch in Shenzhen, Guangdong province, China

'working' its money for the country



*Profit of the year
(Expressed in thousands of Hong Kong dollars)*

In an annual report by CCB, it has claimed how it's diverting its money and energies into building the country's infrastructure. Its national development strategy includes the 'Belt and Road' initiative, which includes building of free trade zones (FTZs), development of Beijing-Tianjin-Hebei and growth of the Yangtze River Economic Zone. In 2014, CCB achieved incremental growth in infrastructure and construction loans of 2.7 million yuan, accounting for 75.25% of loan increments of all corporate loans and supporting areas. It is also keeping up with technological developments by offering Internet banking facilities to its clients. Online banking customers have reached 182 million, up 19.10%, mobile banking customers have increased to 147 million, up 25.98%, and WeChat banking customers have surged to 14 million.

CCB HAS ALSO SIGNED A MOU WITH THE BRICS NATIONS' BANK, THE NEW DEVELOPMENT BANK, TO ESTABLISH, SUPPORT AND FOSTER INFRASTRUCTURE AND SUSTAINABLE DEVELOPMENT IN EMERGING ECONOMIES

TAPPING THE YOUTH

CCB is one of the few banks that have understood early that they need to be 'seen' with the masses. With ambitious brand marketing strategies, CCB, in a never-seen-before step, is tying up with Hollywood filmmakers for screen advertising space for larger global presence and feel. Furthering its international initiative, CCB has also signed a MoU with the BRICS nations' bank, the New Development Bank, to establish, support and foster infrastructure and sustainable development in emerging economies, notably in the BRICS countries, i.e. Brazil, Russia, India, China and South Africa. CCB is also planning to support the BRICS bank with adequate credit lines and a commitment to invest in its first financial green bonds—another step towards a global stamp!



HUAWEI

ON THE 'WAY' UP!

Pronounced as 'wah-way,' up is the only way Huawei's brand value is going. Huawei Technologies is the world's largest provider of telecommunications technologies and China's second-largest privately held corporation. In 2015, the Shenzhen-based Chinese high-tech giant shipped smartphones to 108 million users around the world. As the world's third-largest smartphone producer, it had an impressive share of 8.7% in the global smartphone market in the first quarter of 2016. Huawei also raked in a staggering \$5.7 billion in profits last year. It is the only serious contender to Apple and Samsung, the companies that have been dominating the smartphone sector for so long.

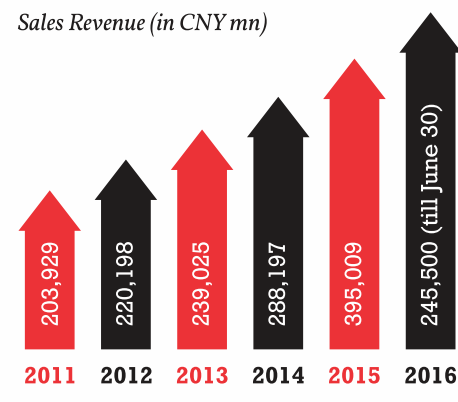
Calculating purely on the year-on-year basis, Samsung's sales graph stayed flat in the first quarter of the year, Apple went on a decline and Huawei had a steep trajectory, with 28.8 million phones sold. This new burst in phone records was due to the company's attention towards its customer experience.

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BUILDING A NICHE

Over the years, one major accusation coming Huawei's way had been its user interface (UI) appearance, which derived a lot from Apple. So, Huawei launched a counter plan. To make its phones look less like iPhones, Huawei hired one of the designers who were instrumental in conceiving iPhone's UI appearance. In interviews to the press, the designer Abigai Brody says she is not here to make minor tweaks. "I'm here to change the world." Brody's statement gives us a peek into Huawei's ambitions for the coming years. It wants to be different and remembered for its unique features, and not as a copy!

It is taking new challenges into its hands by developing its own operating system, to be called Kirin OS. According to reports, this is Huawei's contingency plan, just in case the relationship with Google sours. Huawei's OS team is working with Nokia engineers in Scandinavia. The changes include addition of an app drawer, a new 'very clean and fresh' colour palette and redesigned icons.



In fact, there has been a major shift in the consumer perception as far as Huawei is concerned. Earlier, Huawei was known to flood the market with cheap unbranded mobile phones. The company is now on its way to change that image. They say if you've got your aim in sight, there is no stopping you! Probably, that's the reason Huawei spends a jaw-dropping \$9 billion on research and development, \$1 billion more than arch-rival Apple. The brand has improved the quality of its smartphones and increased the number of phone features. The Chinese-owned, Chinese-led brand has been a part of major foreign acquisitions and has an impressive international portfolio that is giving stiff competition to domestic players in various countries. Huawei has also put an aggressive international marketing strategy into place to tell the world that it has arrived.

Huawei spends a jaw-dropping \$9 billion on research and development, \$1 billion more than arch-rival Apple

Huawei Headquarters, Shenzhen, Guangdong province, China



INTERNATIONAL ROAMING

For its European sojourn, Huawei has invested on improving the product quality with a highly visible advertising blitzkrieg. From advertising displays in trains in Rotterdam to humongous banners along the roads and major highways in Berlin and Lodz to big building banners in Warsaw to flagship stores in major cities, Huawei has managed to stay in sight at all times! It next bets on sports. International sportstar Lionel Messi is the brand's ambassador. The brand has also tied up with major football clubs across Europe, such as Arsenal, Atletico Madrid and AC Milan, and clubs in Peru, Mexico and Colombia.

The results have started showing already. Huawei recorded a 33% year-on-year increase in profits. 65% of the company's revenue has come from international markets like Germany, Italy and Spain. Experts claim that in two to three years, Huawei aims to topple Apple and in five years' time, it will be the biggest smartphone brand in the world.

As a company, Huawei believes in putting its customers on a pedestal, no matter what! It is known to take care of its employees and viewing customer satisfaction as its priority. The company now has over 76,000 employees in 21 centres around the world. At home, Huawei works on the Chinese values of focus, dedication and patience. And patiently, it surely has turned its fortunes around!



AGRICULTURAL BANK OF CHINA (ABC)

'BANKING' ON AGRICULTURE

With another bank on the list, China's banking sector has a lot to feel proud about. One of the mega four Chinese banks, Agricultural Bank of China (ABC) witnessed its brand value increasing from \$9.6 billion to \$32.26 billion in the first quarter of the year (2016). Among the other four banks, it ranked first in terms of growth. In fact, ABC's brand value has consistently increased over the past five years. The bank adds up to nearly 320 million retail customers, 2.7 million corporate clients and 24,000 branches. By assets, it is China's third-largest lender. When it went public in the mid-2010, it fetched the world's biggest ever initial public offering (IPO) of that time.

ABC has always clung to the tone of steady development by focusing on serving 'Sannong' (agriculture, farmers and rural areas) and the real economy and giving equal importance to operational transformation, restructuring, base consolidation and risk control.

With its strategy of serving 'Sannong,' ABC is committed to continuously improving the quality of agro-related financial services. At the end of 2015, its county area financial business realised pre-tax profits of RMB 75,402 million. Since China is largely an agricultural economy, ABC is striving to get the As, Bs and Cs of the economy right. With different needs of different agricultural regions, it is focusing on meeting demands and customising its policies to serve a larger customer base. However, there still exists a huge income disparity among people, and one of its biggest challenges is standardisation of the policies across its various branches.

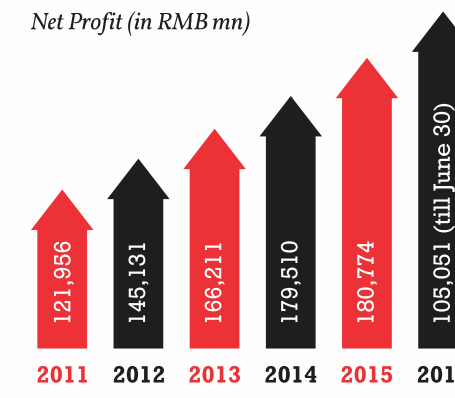
One of the mega four Chinese banks, Agricultural Bank of China (ABC) witnessed its brand value increasing from \$9.6 billion to \$32.26 billion in the first quarter of the year (2016)

Catering to the needs of over 70 million clients and successfully running its operations with the help of some 450,000 employees, ABC has become part of some fruitful mergers and acquisitions directed towards offering of quality financial products and services in the rural regions. The bank flaunts a variety of clients, ranging from small-scale farmers to the country's largest food and agriculture wholesalers and non-agricultural customers. Even though medium-sized companies remain its primary area, its biggest market share is in wholesale banking.

A 'BANKABLE' HISTORY

Since the establishment of China as a country, ABC has been formed and dissolved several times. After several mergers, the first bank bearing the name Agricultural Bank of China was founded in 1955. But that too dissolved several times, merging into the People's Bank of China and the Central Bank. The present Agricultural Bank of China was founded in February 1979. It was restructured to form a holding company called Agricultural Bank of China Limited.

Net Profit (in RMB mn)



Catering to the needs of over 70 million clients and successfully running its operations with the help of some 450,000 employees, ABC has become part of some fruitful mergers and acquisitions directed towards offering of quality financial products and services in the rural regions

SCAMS AND SCANDALS

Maybe owing to its massive cash reserves, ABC has become a victim of some major scams over the years. In January, this year, two employees at ABC allegedly carried out a scam that led to a loss of about 3.9 billion yuan. The scam involved the use of bills of exchange, which work in a similar way as post-dated cheques, to fix certain amounts of sums from different parties. The employees used the cash from the sale of the bills to invest in the stock market. As the scam went public, the stock market crashed.

Not long before the news of the scam was the President of ABC sacked (in December) for suspected corruption. Many in banking circles, though, report that the current news developments may just be the tip of the iceberg.

Way back in April 2007, ABC was also the victim of the largest bank robbery in the Chinese history. Two vault managers at the Handan branch of the bank in the Hebei province swiped 51 million yuan. They, in fact, attempted such a malicious act after they had successfully executed fraudulent schemes for small amounts without coming into notice!

But for now, ABC wants to focus on serving its customers. Massive cover-up and accountability operations are on to salvage a reputation built on hard work and innovation. The customers have little to worry about, as ABC continues to keep up its promises to its customers and towards serving 'Sannong.' ABC being seen among the top brands of China is surely good news for many to cheer!



PING AN

AT THE END OF 2015, PING AN'S FINANCIAL RETURNS STOOD AT RMB 6.93 BILLION, WITH A TOTAL PROFIT OF RMB 65,178 MILLION

PLAYING 'SAFE'

Ping An literally means 'safe and well.' Ping An Insurance (Group) Company of China Ltd is a holding company whose subsidiaries mainly deal with insurance, banking and financial services. At the end of 2015, its financial returns stood at RMB 6.93 billion, with a total profit of RMB 65,178 million. Over the years, economists have observed how Chinese insurance companies are building deeper, stronger connections with their consumers as compared to their western counterparts. Ping An is a perfect example in this regard, and the company couldn't agree more when it says it is committed to becoming the 'world's leading personal finance provider.' This approach has allowed China's insurance giants to top the global insurance rankings, with Ping An as the new sector leader at \$12.4 billion, up 18%, and rival China Life standing at the second spot, with a value of \$12.0 billion.

Ping An's press releases over the years have been full of claims that it puts the customer first. The company calls itself an 'Integrated Finance + Internet, and Internet + Integrated Finance structure.' It says it wants to set international standards and, simultaneously, involve local expertise and best practices in corporate governance and single-brand, multi-channel distribution network. It believes in directing all of it to provide insurance, banking, investment and Internet finance products and services to over 200 million Internet users and 100 million customers.

Ping An has also partnered with Alibaba and Tencent to use their lucrative online platforms to sell insurance

But Ping An has had to work hard on a robust customer base. In the enormous population in China, it takes a lot more than sheer numbers to be the country's biggest insurance brand. But Ping An has managed it through perseverance over the years. It takes pride in being one of the first companies to allow foreign investors, way back in 1994. And, it has fought its way through domestic competition to become a brand with a high recall value. With Chinese brands overtaking the world, the middle class gaining unusual spending power and new regulations forming around health and safety scandals, insurance is a risky proposition, and usually with an insurance firm, customers have very limited knowledge about the brand itself. But Ping An has managed to establish itself in a market that is extremely price driven.



THE BRAND VALUE

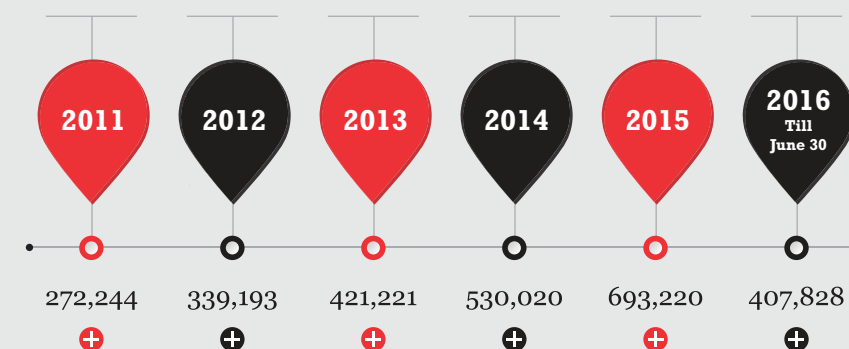
Its customer-driven strategies have managed to make it a strong brand and encourage it towards acquisitions. It has recently acquired its banking division. Not only this, it has also partnered with Alibaba and Tencent to use their lucrative online platforms to sell insurance. These deals have helped Ping An create a meaningful difference and a good corporate reputation in the market.

Elspeth Cheung, head of BrandZ Valuation at Millward Brown, reiterates Ping An's brand standing. He says, "The power of a strong brand is clearly demonstrated by the performance of Ping An, which has been successful in offering an unfamiliar product to consumers. Ping An has had the vision to find new digital channels to sell insurance as well as integrating its offer with its new banking division."

Not only this, Ping An is elaborating its international portfolio by cracking some unexpected deals too. Just recently, it sealed a deal to buy the maker of Tommee Tippee baby products from the British private equity group 3i. As Chinese brands' world domination continues, Jahwa Group, an investment vehicle wholly owned by Ping An, will buy Mayborn Group, Tommee Tippee's parent, in a sale that will return 135 million pounds to 3i.

Ping An has ties with the family of the former Chinese Premier Wen Jiabao, some of whose members are shareholders. It says that it looks into everyday concerns of a Chinese national and then looks out for simple solutions to solve them. Its new derivative is to promote the 'One Customer, One Account, Multiple Services and Products' concept and ultimately become customers' 'Wealth Manager, Health Advisor and Life Companion.' Maybe this is the reason Ping An is slowly and steadily rising up the charts, leaving competitors like China Life and the China Pacific Insurance Group behind.

Total Income (in RMB mn)





CHINA LIFE

'E(I)NSURING' CHINA'S FUTURE

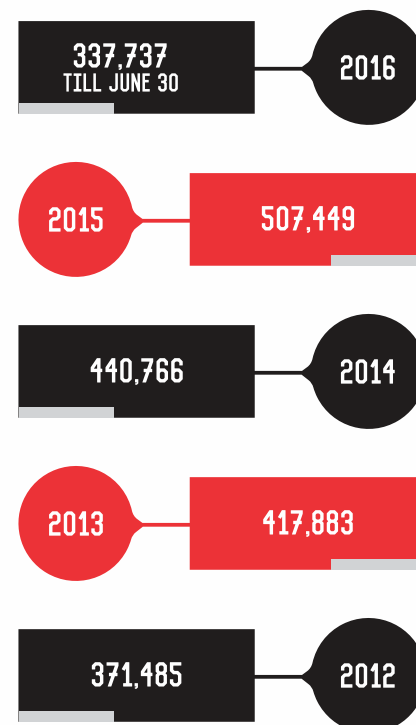
This is one company that is gaining customer trust by featuring continuously in the 'most valuable brands' list over the years. China Life Insurance (Group) Company and its subsidiaries constitute the largest insurance group in mainland China. It is the only state-owned insurance group with assets exceeding \$78.51 billion and is one of the largest institutional investors in China's capital market. Owing to the massive population of the country, the company receives staggering sums of premiums every year, and perhaps that has contributed in its making as the largest insurer of the country.

The company is 70% state owned. China Life provides products and services including individual life insurance, group life insurance, and accident and health insurance. As a leading insurance company, it is a provider of annuity products and life insurances for both individuals and groups. Through its controlling shareholding in China Life Insurance Assets Management Co. Ltd, it has become China's largest insurance asset management company. It focuses on a 'strong ethics and superior services' theory and an operation concept that is 'client-oriented, grass roots-focused and value-centred.' No wonder it has lately shown a remarkable turnaround in its fortunes.

IT IS THE ONLY STATE-OWNED INSURANCE GROUP WITH ASSETS EXCEEDING \$78.51 BILLION AND IS ONE OF THE LARGEST INSTITUTIONAL INVESTORS IN CHINA'S CAPITAL MARKET



Total Revenue (in RMB mn)



HOW IT OWNED THE MARKET

China Life has not always had a smooth track. Just a few years ago, it was trying to stabilise itself in the market. When China liberalised its economy, the insurance sector witnessed an influx of competitors and both big- and small-time players. Since 2007, China Life's market share has fallen to almost 27% from 50%. But it is now focusing on getting its game right. With a new CEO's appointment in 2014 and new funds being channelised into hiring agents, developing infrastructure and offering new services, its growth and financial records have started improving. Top officials in the company hope new business development plans will find favour among the native Chinese people.

China Life's newfound initiative drive comes from recognising those factors in the economy that may help it gain ground. As the population ages, customers are looking at new insurance plans with long-term benefits, especially in the endowment and health insurance sectors, and China Life is bang on in identifying those opportunities. According to company executives, China's rebounding capital markets and easing controls on investments are providing good opportunities to the insurers.

The advertising tag line of the company 'trust the giant' is helping it to cut across demographic and geographical barriers and luring foreign investors

INDIGENOUS RETURNS

Making good use of the available resources in the economy, this state-owned company is working hard to achieve customer satisfaction by incorporating a fresh approach in the old-school ways. The advertising tag line of the company 'trust the giant' is helping it to cut across demographic and geographical barriers and luring foreign investors. Its aggressive advertising strategy includes roping in of the sporting giant Yao Ming as its global brand ambassador. There is now a new objective to be recognised and be 'on top of the mind.' Along with some unprecedented use of technical innovations, China Life is on its way to becoming a company most Chinese are becoming 'sure of!'

BIG DEAL

By Tanu Bhatia



Asia Square Tower 1 worth \$2.5 billion

When BlackRock and QIA joined hands in the biggest single-tower property sale of \$2.5 billion in the history of Asia-Pacific

One of its kind, the Asia Square Tower 1 sale is the largest monetary transaction ever made for a single tower worldwide, second only to the General Motors Building sale (in NYC) of around \$2.9 billion. The sale of the 43-storeyed Asia Square Tower 1 (located in the central business district of Singapore and also known for having Google and Citigroup Inc. as its tenants among other giants) by BlackRock Inc. to Qatar Investment Authority (QIA) can well be seen as a stimulant to beef up the Singapore real estate office market.

The 2.5-billion-dollar sale is the biggest single-tower deal in the real estate domain in the Asia-Pacific region. The tower, which currently has a net lettable area of around 1.25 million square feet and an occupancy rate of 91%, has been sold out to QIA, as the city has been witnessing a sharp hike in the vacancy rate of office properties lately. BlackRock's advisors in this mega-transaction were renowned real estate consultants Jones Lang LaSalle (JLL) and CBRE Group Inc.

BlackRock's \$2.5 billion sale has injected serum into the veins of the Asia-Pacific real estate market

The deal is believed to create a favourable investment environment for those having dry powder and wanting to invest in office property. The deal can also be seen as a move by Qatar Investment Authority, Qatar's sovereign wealth fund, to expand its portfolio and foster the economy by making asset investments across the globe, this time 'with' and 'in' Asia. Also, it is believed to act as a game changer, when the current scenario pictures a very gloomy view of the real estate market in Singapore.

Projecting a slump in the office leases due to slow economic growth and increase in supply, BlackRock, the world's largest asset management firm, has also expressed its intention of selling Asia Square Tower 2. According to an estimate provided by the firm, the current net worth of the Asia Square Towers 1 and 2 is around \$7 billion.

With the straight low-down suggesting further decline in the rent rates on account of increasing vacancy rate as a result of a dip in the economic growth curve, it is quite difficult to prognosticate the future of the real estate market in the Little Red Dot of the Asia-Pacific region.

CHINA'S
LEAGUE
OF 10

Bureau Report

(LEADERS)

THE TORCHBEARERS FOR CHINA



First it established a stronghold at all corners of the world with its powerful Silicon Valley and now it's on its way to dominate the list of billionaires. China, known to be the most populous nation, might be witnessing a slowing economy and stagnant growth in its market, but it's being aggressive enough to produce the maximum number of billionaires and business tycoons. Undaunted by the rising corruption level and oscillating stock market, most of these billionaires have made it big and that too at a young age, either under the age of 40 or just touching that line. These corporate gorillas are not just counted as billionaires throughout the world but also recognised for their powerful personalities in infusing a vision that can truly bring a revolution in transforming the slowing economy of China. Besides, they have contributed notably to the economy of Asia and other parts of the world through their business.

China has produced not only the highest number of self-made men billionaires in the world but also many women billionaires. However, this time, it's the men who have made it to our top 10 list!



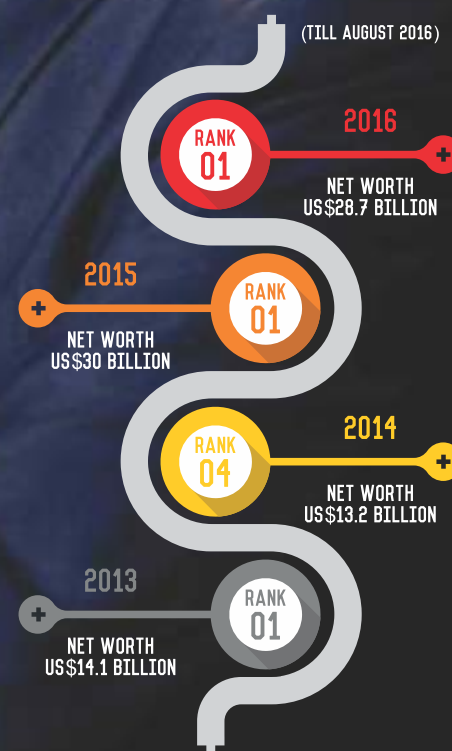
01

WANG JIANLIN

★ THE NUMERO UNO ★

THE WANDA WAY
(A COMPILATION OF WANG'S
PUBLIC SPEECHES ON HOW TO
LIVE LIFE) LEADS A NEW
DEFINITION TO 'LIVING RICH'
AND 'LIVING IT UP!'

Wang Jianlin, Chairman, Dalian Wanda Group



This man believes in owning everything that gives him 'joy.' And looking at the pace he is acquiring new businesses, it can be said that happiness comes easy to him when his business intellect works wonders! Wang Jianlin's real estate firm has a stake in just about everything that is worth a mention in the Asia-Pacific region. *The Wanda Way* (a compilation of his public speeches on how to live life) lends a new definition to 'living rich' and 'living it up!'

NET WORTH

Wang Jianlin proudly boasted a net worth of \$30 billion in 2015. However, in August 2016, his net worth moved down to \$28.7 billion. The difference of \$1.3 billion may have some impact in his position in the annual global list, but when it comes to the Asia-Pacific region, he still reigns as the wealthiest man.

COMPANIES OWNED

Wanfeng Real Estate Development, a subsidiary of the Dalian Wanda Group, was founded by Wang in the year 2002.

He spent the next few years in acquiring and nurturing the Dalian Wanda Group, which was once a state-owned company. It proved a milestone for Wang, as he gained full control on the company's assets and its management.

Wang diversified his portfolio in the year 2012 with the acquisition of American Multi-Cinema (AMC), one of the largest movie theatre chains in North America.

In 2013, Wang entered into the theme park business with the development of World Cultural Tourism City in Nanchang. The city development included establishment of theme parks, entertainment streets, hotels and luxury shopping malls.

SUBSIDIARIES

AMC Theatres: It is one of the biggest movie theatre chains in the US, with locations across the Chinese mainland. With deals with Europe's largest cinema chains Odeon and UCI Cinemas Group, AMC Theatres is on its way to becoming the world's biggest exhibition company.

Sunseeker International: The swankiest, most expensive and uber-cool yachts across the world carry this name. It all started when Wang wanted to buy 30 Sunseeker yachts for 3 marinas he was building in China, and then he thought "Why don't we just buy the company!" So, in 2013, for a sum of 320 million pounds, Wang bought the British luxury motor yacht manufacturer, just like that!

Infront Sports & Media: It aimed at taking Chinese sporting supremacy to the next level. At a staggering 1.05 billion euros, Infront Sports & Media was acquired from the European private equity firm Bridgepoint. Now, the Wanda Group is confident enough to pitch it as the number one global sports marketing company.

The Hoyts Group: It was 2015's Wanda Group's acquisition of one of the biggest Australian cinema chains for an undisclosed sum. The Hoyts Group added to the bouquet of entertainment services provided by the Wanda Group. Hoyts currently operates more than 450 cinema screens across Australia.

World Triathlon Corporation: Wanda bought World Triathlon Corp. from US fund Providence Equity Partners LLC for what the seller said amounted to \$900 million, including debt. The corporation promotes, organises and licenses the Ironman Triathlon races.

Legendary Entertainment: Its acquisition was the largest deal by a Chinese company in the American movie production. In January, this year, the American production and finance company Legendary Entertainment was bought for \$3.5 billion in cash. The global entertainment company is known for producing blockbuster movies like *The Dark Knight Rises*, *Jurassic World* and *Interstellar*. And now, it will focus on producing world-class movies in China.

Atético de Madrid: With a \$52 million deal last year, the Wanda Madrid Investment, which is a part of the Dalian Wanda Group, acquired a 20% stake in Atlético de Madrid's share capital. The deal is expected to open the club's possibilities to attract new fans and sponsors in China.

WANG WANTED
TO BUY 30
SUNSEEKER
YACHTS FOR 3
MARINAS HE
WAS BUILDING
IN CHINA, AND
HE THOUGHT
"WHY DON'T
WE JUST BUY
THE
COMPANY!"

CURRENT POSITION

Wang Jianlin is the founder of the Dalian Wanda Group and has been its chairman since 1988. He is also the director and executive deputy general manager at Jiangsu Jiangnan Water Co.

POSITIONS HELD

Wang's father was a Communist military hero in the People's Liberation Army. It was on his father's recommendation that Wang joined the army at the age of 15 in 1970. He served as an army general and was decommissioned in 1986.

He then started working as an office director for the Xigang district government in the city of Dalian.

Later in 1988, he became the general manager of the debt-ridden property development company Xigang District Residential Development Co., the predecessor of the Dalian Wanda Group.

In the year 1992, he became the general manager of the Dalian Wanda Group, which was renamed from Xigang District Residential Development Co. In the year 1993, he was promoted as the CEO of the company. Later, in the same year, he was appointed as the chairman of the board.

SNIPPET OF HIS LIFE

Born in the year 1954, Wang is the eldest among his five brothers. He is married to Lin Ning and has two sons and one daughter. Besides being a happy family man, he is an exemplary people's man and is looked upon as an inspiration in and out of China.

AWARDS & ACHIEVEMENTS

If Wang is able to consistently stay at the top in China's billionaires list, there has to be some reason behind it. And the reason is a long list of his achievements. It can be easily said that his yearly achievements are enough to let the world know him better.

This famous business tycoon is also known to devote his time for charitable works and wants to work hard to eradicate poverty from China. In 2005, he was felicitated with the title of the 'Most Devoted Donator of Charity' at the first China Charity Awards, organised by the Ministry of Civil Affairs. He was felicitated with the same title once again in 2008, in the fourth China Charity Awards. In the year 2015, Wang accepted the invitation of the president of Harvard University and assumed the vice-chairperson's chair of its Global Advisory Council.

WANG BELIEVES THAT THERE IS A STRONG CONNECTION BETWEEN MILITARY BACKGROUND AND ENTREPRENEURIAL SUCCESS

ACHIEVEMENTS

2015

Honoured as one of the 'Top 10 Persons in Electronic Commerce' by China Electronic Commerce Research Centre

Honoured as one of the 'Most Influential 50 in the World' by Bloomberg

2014

Honoured as the '2013 Chinese Culture Industry Person of the Year'

Felicitated as the 'Outstanding Individual for Poverty Alleviation' by the State Council

Honoured with the 'Annual Investment Prize of Spain'

2013

Felicitated as the 'Businessman of the Year' by *Forbes Asia*

2012

Elected as the 'CCTV China Economic Person of the Year' for the second time after 2005

2009

Won the title of the 'Business Leader of the decade' by CCTV

2007

Felicitated as the 'Outstanding Entrepreneur for Employee Care' by All-China Federation of Industry & Commerce and All-China Federation of Trade Unions

SUCCESS MANTRAS

Armey background develops firmness

Since Wang Jianlin has served in the army for a considerable amount of time, he has learnt about life in a hard and disciplined way. Wang believes that there is a strong connection between military background and entrepreneurial success.

Innovation is the key

Wang believes that in order to succeed, one must be different, and for that, innovation is the key. He often gives the example of the international coffee chain Starbucks, which modified its coffee-making process and business model. This has helped the company in setting a different image as an innovator compared to its competitors.

Maintaining cordial relationships with the government is important

Wang Jianlin has always believed in maintaining a cordial relationship with the government. Wang has always sought to align his business priorities with what the ruling communist party has decreed.

Being number one is crucial to success

Wang believes there is nothing wrong in being number two, but one must always strive towards attaining the first position, as success is crucial to one's growth and infuses confidence to perform better.

Don't read books on corporate philosophy

Wang believes that one must never rely or infer anything from books on corporate philosophy. What might have worked for one entrepreneur might not work for another. He also believes that industry and situations change with time, so books are not his ideal choice to learn from.

Value people

Wang believes in being the people's man. His charity works aiming to drive out poverty from China are much talked about. Besides valuing people outside his organisation, he values his employees and regards them as the pillars of his organisation. According to him, if one fails to create a suitable work environment for one's employees, then it becomes hard for the organisation to withstand even the slightest bit of competitive pressure.

WANG JIANLIN'S LATEST VENTURE IS TO UPSTAGE DISNEY FROM CHINA

Wang Jianlin's latest venture is to upstage Disney from China by overtaking the American supremacy in China. He claims "Chinese culture led the world for 2,000 years, but since the last 300 years, because of our lagging development and the invasion of foreign cultures, we have more or less lacked confidence in our own culture. We want to be a model for Chinese private enterprise, and we want to establish a global brand for Chinese firms." Disney, beware!

02

JACK MA

★ THE E-COM SUPERMAN ★

JACK MA'S NET WORTH IN AUGUST 2016 STOOD AT \$20.5 BILLION

“Alibaba was founded in China, but it was created for the world.” This statement by Jack Ma truly reflects his business philosophy. Ma is a loser-turned-hero. His journey from rags to riches, from a below-average school boy to a multimillionaire tech owner, is precisely the kind of stuff we read in inspirational books. And it all turned out into reality for him! Recently, he showed his willingness to draft a book on his venture under the name *Alibaba's 1,001 Mistakes*.

NET WORTH

Jack Ma's net worth stood at a whopping \$21.8 billion in 2015! This happened even after he failed to convince Silicon Valley to fund his venture and after Alibaba going bankrupt a few number of times! All the credit for pulling it through goes to Ma! However, owing to the slumping Chinese economy, his net worth declined to \$20.5 billion in August 2016.

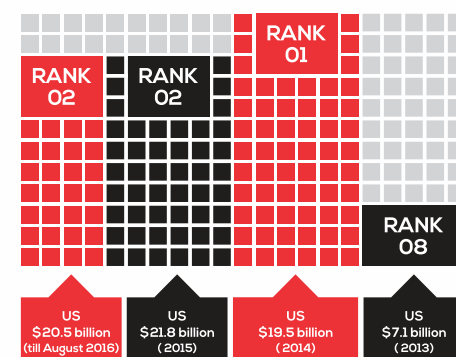
ALIEXPRESS HAS SHOWN A MASSIVE INCREASE IN THE REVENUE, REGISTERING AN INCREASE OF 25% TO \$342 MILLION IN THE YEAR ENDING 31 MARCH 2016

COMPANIES OWNED

In the year 1995, China was witnessing an export boom, which led to the start of Jack Ma's translation business. He visited the US the same year and got introduced to the power of the Internet. Eventually, with the help of the Internet, he started his first venture, China Pages.

The company was one of the first web-based officially registered start-ups in China. Though it failed in the later years of its operations, Ma looked at it as a stepping stone towards success.

In the year 1999, Ma along with some of his friends started an online marketplace by the name Alibaba.com. Because of the spectacular success of the website, Ma was able to attract a huge amount of investment from several international firms like Goldman Sachs and SoftBank.



SUBSIDIARIES

Taobao Marketplace: It is a Chinese e-commerce website, similar to Amazon, eBay, etc. It features nearly a billion products and is one of the 20 most-visited websites globally.

Tmall: It is a business-to-consumer (B2C) online retail website in Chinese language. Tmall has over 70,000 brands in 50,000 online stores.

ETao: It is a comprehensive online shopping search engine that helps customers to compare products on the basis of their price, services, payment and logistics. It also assists people in finding the right deals.

Alibaba Cloud Computing: It is a leading cloud service provider in China and develops highly scalable cloud and data management services. Its cloud computing revenue rose from \$50 million in 2010 to about \$370 million in 2015, largely driven by increased demand for cloud computing and Infrastructure as a Service (IaaS) platforms in China.



Jack Yun Ma, Executive Chairman, Alibaba Group

Juhuasuan: It is a group-shopping website that offers flash sales for a limited period of time. Small-time businessmen swear by the services provided by the site to help build their revenues.

1688.com: It is one of the largest wholesale websites in China developed for domestic business-to-business (B2B) trade in China. In 2013, 1688.com launched a direct channel responsible for more than \$30 million in the daily transaction value.

AliExpress.com: It is one of the most-visited e-commerce websites in Russia. It is an online retail service comprising small Chinese businesses offering services to international online buyers. AliExpress has especially shown a massive increase

in the revenue, registering an increase of 25% to \$342 million in the year ending 31 March 2016.

Alipay: It is a third-party online payment platform with no transaction fee. With more than 450 million users, Alipay has changed the way transactions are made by the Chinese.

CURRENT POSITION

Jack Ma has been the founder and executive chairman of the Alibaba Group since 1999. He is also a board member of Huyai Brothers Media Corporation and Japan's SoftBank.

Ma understands his duty towards the environment and therefore has been

fulfilling his responsibilities as the chairman of the Nature Conservancy's China Board of Trustees; this also makes him the first Chinese citizen to serve in the board. He has always been ambitious and fiercely in control of his company proceedings.

POSITIONS HELD

Jack Ma headed an IT firm established by the Ministry of Foreign Trade and Economic Cooperation from the period 1998–1999.

In the year 2013, Ma stepped down as the CEO to advocate environmental protection.

SNIPPET OF HIS LIFE

Jack Ma was born in the year 1964 in Hangzhou, China. His parents were Pingtan (a traditional way of storytelling) artists. When Ma was quite young, he developed a liking for the English language. To learn the language, he often rode his bicycle to a nearby hotel to communicate with foreigners. He also used to work as a guide, so he could learn and improve his English.

Jack has a very interesting story behind his name. While he was still working as a guide, one of the foreigners named him Jack because his real name sounded too difficult.

Even as a child, he knew he would be a part of the 'big league.' With a flurry of ideas, he would often joke with his friends, "If I'm not a millionaire by the time I'm 35, please kill me!"

AWARDS & ACHIEVEMENTS

China Central Television placed Jack Ma in its 'Top 10 Business Leaders' list for the year 2004.

In 2005, he made it to the '25 Most Powerful Business People in Asia' list by *Forbes*. The same year, the World Economic Forum selected him as a 'Young Global Leader.' He was honoured as the 'Businessperson of the Year' by *Business Week* in 2007 and also made it to the 'World's Best CEOs' list by *Barron's* in 2008.

He was listed in *Time's* '100 Most Influential People' list for the year 2009. He was also one of the receivers of the 2009 'CCTV Economic Person of the Year: Business Leaders of the Decade Award.' Ma's contribution towards disaster relief and poverty eradication made him one of people to be awarded 'Asia's Heroes of Philanthropy' by *Forbes* in 2010.

The Hong Kong University of Science and Technology conferred upon him the honorary doctoral degree in

2013. In 2014, the magazine *Forbes* ranked him the '30th Most Powerful Person in the World.' At Asian Awards 2015, he was honoured with the 'Entrepreneur of the Year' award.

SUCCESS MANTRAS

The man behind Alibaba has come a long way. He has been a staunch follower of his principles and still attributes his success to them.

Value the attitude

Ma believes that attitude and passion are more important than theoretical skills in the world of business.

Unite under a single vision

Ma believes that it is nearly impossible to unite every single employee or investor under the vision of a single leader; rather, it is important to unite the entire company under a single vision. Therefore, vision is more important than the leader himself.

Farsightedness is a must

Ma believes that one should stay one step ahead in the competition and must determine how decisions will impact other people. Following the path of informed intuition and developing the art of creative thinking lead to long-term success.

Hiring employees with superior skills is important

According to Ma, an employee must have superior technical skills than his boss. If the employee does not have

COVER STORY

the right skills required for the job, it may affect the productivity of the company. On the contrary, selecting a person with the right kind of skills adds to the value of the company.

One should be crystal clear in one's approach

Ma's business philosophy states that one should be tenacious while adhering to one's goals. If a person deviates from his/her goal, he/she will not be able to succeed.

One should never give up

Ma believes that one should never give up while moving on the path to success. Failures can't be avoided all the time. Therefore, one should learn from his or her mistakes and move on.

Loving life is equally important

Ma says that we have come into the world to enjoy life too and not just to work. According to him, if you are spending all your life working, then one day, you will regret it. Life is all about experiencing the world and helping the fellow men; it's not just about working.

Don't make enemies

Ma does not see his competitors as his enemies; rather, he considers them as his friends from whom he can learn and move ahead. It is clear that Ma's philosophy is built for success in a rapidly changing world. For him, giving up is the greatest failure. Certainly, Ma has a lot more coming up!

HE WOULD OFTEN JOKE WITH HIS FRIENDS, "IF I'M NOT A MILLIONAIRE BY THE TIME I'M 35, PLEASE KILL ME!"

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B.TECH MARINE ENGINEERING

[4 - Years residential programme]
Should have passed IMU Common Entrance Test,
Pass in Plus 2 with PCM 60% & English 50% marks.
Age below 25 years.

G. P. RATING COURSE

[6 - Months residential programme] 10th Pass with
minimum 40% & English 40% marks. Age below 25 years

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minimum 40% & English 40% marks. Age below 25 years.

ELECTRO TECHNICAL OFFICERS COURSE

[4 - Months residential programme] 50% marks in B -Tech/
in Electrical/Electronics/Communication & Instrumentation.
[60% for Diploma Holders] Age below 35 years.

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Should possess Degree/Diploma from a Recognized
University/ State Board in Hotel Management /
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MA HUATENG

★ THE TECH TITAN ★

“At Tencent, we may be businessmen, but we are still chasing our IT, our science. We are still striving to create something really cool, trying to create things we couldn't even imagine without our new technologies. I am still clinging to this enthusiasm,” says Ma Huateng, better known as Pony Ma, explaining the crux of his business philosophy.

Ma Huateng has been trying hard to simplify and enrich the quality of human life by bringing forth value-added telecom, Internet and mobile services under one roof. His sole aim is to create a one-stop shop where people can find all online lifestyle services. With Tencent, he has turned his dreams into reality and his vision into execution.

The \$1 billion drop in the net worth failed to affect his rank on the list of billionaires of China



Ma Huateng, Founder & CEO, Tencent

NET WORTH

With a net worth of \$17.6 billion, Ma Huateng ranked third in China's top ten billionaires in 2015. However, his net worth displayed a fall by \$1 billion in August 2016. With the current net worth of \$16.6 billion, he still maintains a strong position on the list.

COMPANIES OWNED

In 1998, Ma Huateng and his four classmates decided to launch Tencent Inc. with some of their stock market earnings. Though the beginning was tough, Ma decided to continue by picking up various roles within the company.

Ma soon decided to diversify the business and launched his website QQ.com. Over five million users joined the site within a year of its launch. Ma then entered the online gaming market, which was a booming business in 2003. There had been direct challenges too when he got into direct competition with Alibaba's Jack Ma when he launched his own customer-to-customer (C2C) platform Paipai.com in the year 2005.

Today, Tencent's QQ.com is one of the world's 10 largest websites. Its WeChat mobile texting service has some 600 million users. In April 2015, Tencent bought a \$400 million stake in the Chinese classified listings platform 58.com. The company also spent \$126 million for nearly 15% of the NASDAQ-listed mobile game producer Glu Mobile.

SUBSIDIARIES

WeChat: Tencent has made WeChat the largest messaging service in China today. To appeal to a larger audience, Weixin was rebranded as WeChat. To take it further, the company has spent \$200 million on global advertising in the past few years. WeChat has gained more than 100 million users outside of China, with maximum success in Southeast Asia, India, South Africa and Spain. That makes it the fifth-most popular app in the world, ahead of Twitter and Skype. And now they are taking it further with an advertising campaign starring Argentinian footballer Lionel Messi and an office in the US.

Riot Games: It is a US-based video game developer, publisher and e-sports tournament organiser. It earned \$624 million from *League of Legends* last year. It shot to number one in 2014 and is now poised to be the first to break the \$1 billion mark in micro-transaction revenue.

Epic Games: It is an American video game development company and the parent company of the game developer Chair Entertainment. Tencent snatched up 48.4% of Epic Games's available capital shares for \$330 million in 2013.

Supercell: It is a Finland-based mobile game development company and is popularly known for games like *Hay Day*, *Clash of Clans* and *Clash Royale*.

CURRENT POSITION

Ma has been the chairman and CEO of Tencent Inc. since 1998.

TENCENT'S QQ.COM IS ONE OF THE WORLD'S 10 LARGEST WEBSITES. ITS WECHAT MOBILE TEXTING SERVICE HAS SOME 600 MILLION USERS

POSITIONS HELD

Ma has worked as a software developer at China Motion Telecom Development. He has also worked at the R&D department of Shenzhen Runxun Communications Co. Ltd. When Ma founded Tencent with his four friends, he doubled up as a website designer and, sometimes, even as a janitor to cut costs and keep the company afloat.

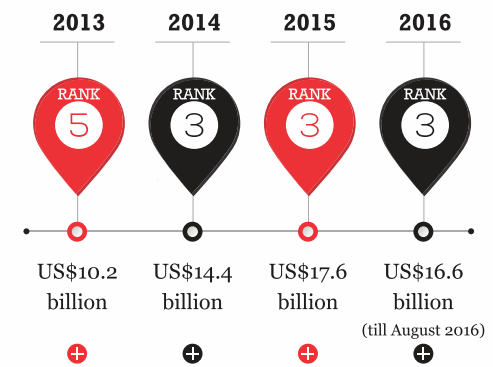
SNIPPET OF HIS LIFE

Ma was born in the year 1971 in Chaoyang District, Shantou City, Guangdong Province. He shifted to Shenzhen, near Hong Kong, when his father got a job of a port manager in the city. His father was also an active member of the Chinese Communist Party. Although very little is known about Ma's early life, it was revealed in one of his interviews that as a young child, he dreamt of becoming an astronomer.

There is not much known about Ma's personal life, but his wealth has made him one of the most sought-after bachelors in China today.

When Ma founded Tencent with his four friends, he doubled up as a website designer and, sometimes, even as a janitor to cut costs and keep the company afloat.

As a contribution towards the society, Ma has recently decided to give Tencent's shares worth \$2 billion to charity



BUSINESS PHILOSOPHY

Recently, as a contribution towards the society, Ma decided to give Tencent's shares worth \$2 billion to charity. According to media sources, the founder of China's Tencent Holdings Ltd said he plans to donate 100 million company shares worth more than \$2 billion to a new charity.

Ma, whose fortune is estimated to be around \$18.8 billion, said the donation would go towards supporting medical, educational and environmental causes in China. In a survey published in October 2015, it was reported that China had overtaken the US as the country with most billionaires. The same report also suggested that those wealthy people were not too keen on publicising their image and therefore preferred keeping a low profile.

Ma, who himself prefers maintaining a low profile, will soon be seen offering his insights in a book on sharing economy in China.



ROBIN LI

★ THE SEARCH ENGINE CHAMPION ★

Baidu spearheaded the Internet search revolution in China through its platform. The placement and timing of the Chinese search engine was so perfect that the global web giant Google had to quit the dragon land. Robin Li, the brain behind one of the best Chinese tech companies, is now venturing into the field of augmented reality (AR), which is considered to be the next hot spot for the company's growth.

NET WORTH

With Google's exit from the Chinese market in the year 2010, Baidu became the undaunted king of the Chinese search engine market. It also benefited from the enormous size of the Chinese Internet industry. Robin Li, the man behind China's most successful search engine, has garnered accolades and fame globally. His net worth in August 2016 stood at \$11 billion, which showed an increase in the previous year's net worth, which stood at \$10.4 billion.

Robin Li
Co-Founder,
Chairman & CEO, Baidu



COMPANIES OWNED

Li founded Baidu in the year 2000 and transformed it into the topmost search engine of China. The growth of Baidu was so rapid that it soon became the second-largest independent search engine in the world and is today known to be dominating the Chinese market, with a share of 80%.

Baidu completed its IPO on NASDAQ in the year 2005 and, two years later, became the first Chinese firm to be included in the NASDAQ-100 index.

CURRENT POSITION

Robin Li is currently the chairman and CEO of Baidu Inc.

THE
PLACEMENT
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OF THE
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LAND

POSITIONS HELD

After completing his education, Li joined a subsidiary of Dow Jones, IDD Information Services, as a senior consultant in May 1994. After serving there for a couple of years, he left the company on June 1997. During this time, he designed a real-time financial information system for the *Wall Street Journal*.

In the year 1999, he got a US patent for developing the Rankdex site-scoring algorithm, a system of hyperlink analysis for search engine page ranking. This was one of his first inventions that later shaped the search engine technology.

He later joined Infoseek, which was one of the first search engines in Silicon Valley.

THE GROWTH OF BAIDU WAS SO RAPID THAT IT SOON BECAME THE SECOND-LARGEST INDEPENDENT SEARCH ENGINE IN THE WORLD AND IS TODAY KNOWN TO BE DOMINATING THE CHINESE MARKET, WITH A SHARE OF 80%

SNIPPET OF HIS LIFE

Li was born in the year 1968 in Yangquan, Shanxi Province. His parents were workers in a local factory. He was the only boy among the five children born to his parents and spent most of his childhood in the city.

He enrolled himself in the Peking University where he completed his course on information management to receive a Bachelor of Science degree. Later, in 1991, Robin Li got enrolled in the University at Buffalo to fulfil his wish of becoming a doctorate in the field he loved so much, computer science. However, he later decided not to continue with the PhD and received a master's degree in computer science.

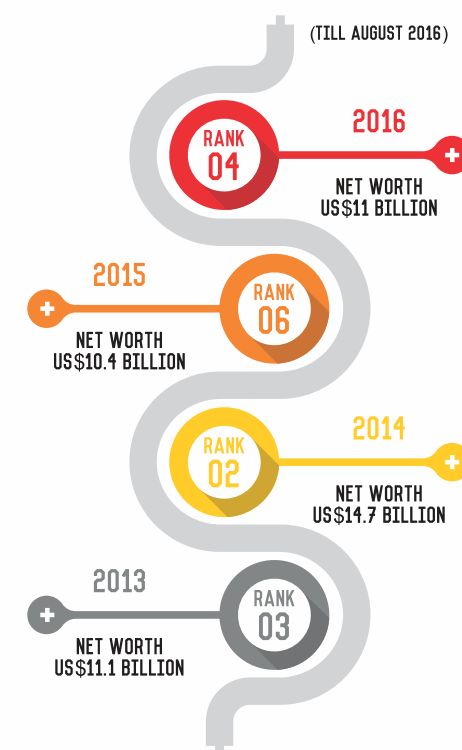
AWARDS & ACHIEVEMENTS

Robin Li has been honoured with numerous awards for this contribution to the Chinese Internet industry. In 2013, Li became a member of the Chinese People's Political Consultative Conference. He is currently the vice-chairman of the All-China Federation of Industry and Commerce (ACFIC) and the Internet Society of China (ISC).

Robin Li has been honoured with the titles of '1000-Talent National Distinguished Expert' and 'CCTV Key Figure in China's Economy.' He has also been one of the awardees of 'The Top 30 Figures in China's 30 Years of Reform' and 'Ten IT Leaders.'

Robin topped the '2012 Forbes China's Best CEOs' list and was named in the 'World's Most Powerful People' list by *Forbes*, three years in a row.

Magazines such as *Business Week* and *Time* have repeatedly put Robin on the lists 'Best Business Leaders in the World' and 'China's Most Influential Business Leaders.'





LEI JUN

★ THE MOBILE MOGUL ★

Xiaomi has built a fan base of 160 million users; penetrated markets in South Asia and Southeast Asia; and frightened the 'tech' might of companies like Apple and Samsung. Behind this veil of success lies the trade artistry and charisma of Lei Jun, the man who has made Xiaomi a herculean tech giant that is taking the global markets by storm.

LEI IS OFTEN CALLED THE STEVE JOBS OF CHINA

Lei Jun, Chairman, CEO & Founder, Xiaomi

NET WORTH

The man behind the super brand Xiaomi is Lei Jun, a popular Chinese businessman who has transformed the company into one of the biggest Chinese technology companies today. Because of the immense progress and contribution he has made in the tech sector, Lei is often called the Steve Jobs of China. In 2015, he boasted a net worth of \$13.2 billion. However, as Xiaomi moved ahead to claim new territories, Lei witnessed a steep fall in his net worth. As of August 2016, Lei Jun's stated net worth remained \$9.8 billion.

COMPANIES OWNED

In the year 2010, Lei decided to establish Xiaomi and went on a recruitment hunt for seven co-founders. All the co-founders at Xiaomi were from different backgrounds and had different sets of skills.

Finally, Xiaomi was established and the company started manufacturing smartphones, mobile apps and other electronic products.

Lei prefers maintaining a diverse approach while making investments in start-ups. He has small stakes in YY (social network) and e-commerce companies like Lakala and VANCL.

He is also the founding partner of the investment firm Shunwei Capital. The company invests in the mobile industry and social networking and e-commerce companies.

It was reported in March 2015 that Lei had invested an undisclosed amount in the Chinese cosmetics and skincare company Yu JiaHui. By 2015, Lei had invested in more than 20 start-ups, while he had future plans to invest in more than 100 companies for the exponential growth of his company.

Lei believes that Xiaomi will break the stereotype image of the Chinese manufacturing industry on the global

map where Chinese products are considered a cheap copy of western products.

CURRENT POSITION

Lei Jun has been the CEO of Xiaomi Inc. since 2010. He is also a founding partner and chairman of Shunwei. He is the chairman of UCWeb and the chairman of the board of directors of Cheetah Mobile Inc. Since July 2011, he has been serving as the chairman of the board of directors in Kingsoft Corporation Limited.

POSITIONS HELD

Lei started his career as an engineer at Kingsoft to finally become the president of the company in 1998.

In the year 2000, he launched an online bookstore by the name Joyo.com, which he later sold to Amazon. He remained the CEO at Kingsoft until the company got listed on the Hong Kong Stock Exchange in 2007. After his resignation from Kingsoft, he became one of the most renowned angel investors of China. He also served as the chairman of YY Inc. till August 2016.

SNIPPET OF HIS LIFE

Lei was born in the year 1969 in Xiantao, Hubei. He completed his graduation from Mianyang Middle School in 1987.

ALL THE CO-FOUNDERS AT XIAOMI WERE FROM DIFFERENT BACKGROUNDS AND HAD DIFFERENT SETS OF SKILLS

AWARDS & ACHIEVEMENTS

Lei has received several business awards for his accomplishments and achievements. He was among the top ten IT figures for the years 1999, 2000 and 2002. In 2005, he was among the top ten figures of gaming.

China Central Television selected him as one of the top ten business leaders for the year 2012. He was named one of the most powerful business leaders of Asia by *Fortune* in the year 2013. A year later, in 2014, he was named 'Businessman of the Year' by *Forbes*.

Lei Jun works
14 hours a day,
6 days a week

SUCCESS MANTRAS

Liu De, one of the co-founders of Xiaomi, has revealed that Lei Jun works for 14 hours a day, 6 days a week. Besides hard work, Lei Jun believes in a certain set of principles, which, he thinks, is responsible for earning him the success and fame he has today.

Show confidence

Lei believes that in life, there are many times when one faces complicated situations. To deal with such situations, one must use one's confidence.

Have government support

Lei believes that entrepreneurs require positive attitude and support from the government in order to move

ahead. He believes in maintaining a healthy relationship with the communist government in order to get its support. Unlike other countries, where free economy nourishes the business sector, China is a place where any company's growth is impossible without the government support.

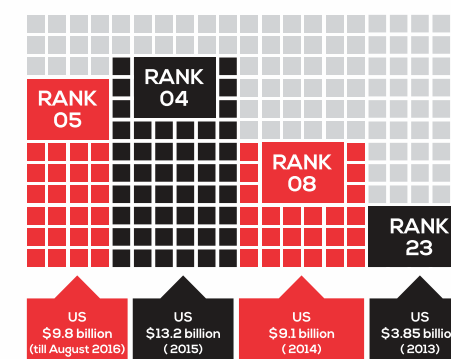
Focus on success

According to Lei, it is important to focus on goals and success rather than failures. If one continues to focus on failures, then one would not be able to channelise one's energy towards the achievement of goals.

Never make a fuss about failures

Many people question innovation and entrepreneurship because of a high failure rate of start-ups, but according to Lei, starting something new always involves a high risk. He believes risk is important for achievements in life.

No wonder Lei Jun and his start-up Xiaomi have led a 'start-up revolution' in China, with many hoping to emulate the model!





HE XIANGJIAN

★ THE APPLIANCE WIZARD ★

It came as a surprise when the founder of the Midea Group passed on the leadership of the company to the president and not his son. The Chinese media was in awe, as it rarely happens when business empires are not carried to the next generation, an inherent part of the family legacy. Through this step, it became quite evident that He Xiangjian's focus was more on the company's growth rather than his own. A man of principles, He Xiangjian paved the way for the Midea Group's immense success in the Chinese manufacturing industry.

NET WORTH

Due to the untiring efforts of He Xiangjian, Midea is now a globally recognised Chinese brand, with several international offices. Since its establishment, Midea has acquired many companies, which have added to its brand image. In August 2016, Xiangjian's net worth stood at \$9 billion, which, in the year 2015, stood at \$9.3 billion.

In August 2015, the Midea Group announced it would spend \$63 million to start two joint ventures with Yaskawa, an industrial robotics firm of Japan.

COMPANIES OWNED

“I walk a step or two behind rather than take half a wrong step,” says He Xiangjian, co-founder of Midea, one of the largest appliance manufacturers of China. It has been a long but steady journey for the man who has brought himself from a humble beginning to become one of the wealthiest persons in China today.

The company success can be attributed to Xiangjian, as he has been the brain behind the policy making and strategy implementation for the company. In 2013, another development took place in the company when Xiangjian sold a stake of the main business to a government-controlled bank. Prior to the transaction in 2013, Midea Investment held 84% of the Midea Group. The Midea Group owns 39% of GD Midea, which is listed on the Shenzhen Stock Exchange, and is the leading manufacturer of refrigerators; washing machines; air conditioners; and heating, ventilation and air-conditioning (HVAC) systems.

The Chinese media was in awe, as it rarely happens when business empires are not carried to the next generation, an inherent part of the family legacy



POSITIONS HELD

He Xiangjian was the co-founder and group chairman of the Midea Group, which started in 1968. In 2012, he resigned from the board of the Midea Group but continued as the largest shareholder of the group.

I WALK A STEP OR TWO BEHIND RATHER THAN TAKE HALF A WRONG STEP, SAYS HE XIANGJIAN, CO-FOUNDER OF MIDEA

SNIPPET OF HIS LIFE

He Xiangjian was born in 1942 to a very humble family. As a young boy, he was determined to follow his dreams and make it big in life. He started working as a farmer before taking up a job as an apprentice in a factory. Later, he ventured into the production of bottle caps and lips with a very low budget.

Xiangjian started his company, Midea Group, with a mere 5,000 yuan. His plastic bottle business paid off and he moved on to furnished goods business.

He later moved on to the electrical appliances segment to become one of China's biggest appliance makers. He invested in companies in India, Egypt, Brazil, Argentina and Chile, making Midea one of the biggest appliance makers in the world in the 1990s.

A study by Harvard's Ash Center for Democratic Governance named the Chinese billionaire 'China's Biggest Giver,' with more than \$60 million donated to social-welfare programmes. Xiangjian is a media-shy person and speaks Cantonese. He avoids speaking in Mandarin, as he is not much fluent in the language.

AWARDS & ACHIEVEMENTS

He Xiangjian was felicitated with the lifetime achievement award as one of the awardees of '25 Most Influential Enterprise Leaders of 2009' by the 8th Chinese Enterprises' Leaders Annual Meeting in Beijing.



07

HUI KA YAN

★ THE REALTY MOGUL ★

SINCE 1996, HE HAS BEEN THE CHAIRMAN OF THE GROUP AND THE SECRETARY OF THE PARTY COMMITTEE

POSITIONS HELD

After his graduation, Hui got a job as a technician at Wuyang Iron and Steel in Henan Province. Although Hui developed good management skills at the mill, he wanted to move to a bigger city for better opportunities. He saved a good amount of money while working there for almost a decade and then, in 1992, moved to Shenzhen, where he got a job as a salesman. After three years, Hui was promoted to the post of sales supervisor in Guangzhou. During the same time, he worked as a team leader in a real estate company named Pengda.

NET WORTH

The man behind the Evergrande Group has reached to the pinnacle of success with his business approach. His net worth in 2015 was \$8.7 billion. In August 2016, Hui Ka Yan stood strong with a net worth of \$8.6 billion.

Hui has won the 'China Charity Award,' the highest governmental award, for seven consecutive years

SNIPPET OF HIS LIFE

Hui was born to a very humble family in the year 1958 in Taikang County, Henan. His father was a communist revolutionary who joined the Communist Party at the age of 16 and later served as a cavalry commander in the Anti-Japanese War. Hui lost his mother when he was a year old and was raised by his grandmother. As a young boy, he developed a keen interest in drawing.

In 1982, Hui enrolled in Wuhan University of Science and Technology and was awarded a bachelor's degree in metallurgy.

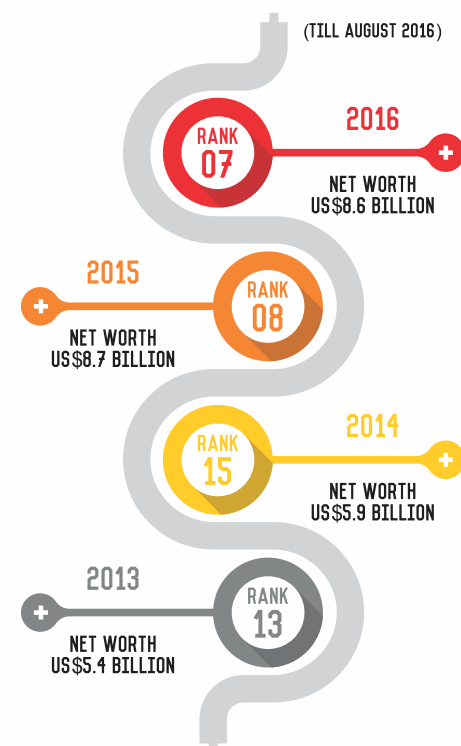
AWARDS & ACHIEVEMENTS

Hui Ka Yan regularly participates in charitable works and social welfare activities. The state department has honoured him with the 'National Model Worker' award for his donation of \$62 million. He has won the 'China Charity Award,' the highest governmental award, for seven consecutive years.

CURRENT POSITION

After working for five years in the real estate sector, Hui Ka Yan found himself getting bored working for someone else. He then went ahead to start up his own venture, Evergrande Real Estate Group. Since 1996, he has been the chairman of the group and the secretary of the party committee.

Besides, he also serves as an active member of 11th National Committee of Political Consultative Conference of Chinese People. He also serves as the vice-president of China Enterprise Association, China Entrepreneur Association and China Real Estate Association.



Hui Ka Yan
Chairman & Founder, Evergrande Real Estate Group Limited



WILLIAM DING

★ THE GAMING PALADIN ★

He made a fortune out of an online gaming business, loves the idea of organic farming and strongly criticises Chinese education policies. This man of diverse interests is the owner of the Chinese tech giant NetEase. William Ding has proved his mettle not only to the Chinese web industry but also to the world.

NET WORTH

William Ding, also known as Ding Lei, never knew that one day he would become the undaunted king of the Chinese gaming industry. The jump in his net worth from \$7.5 billion in 2015 to \$8.1 billion in August 2016 is a clear picture of his huge contribution to the Chinese economy.

WILLIAM DING'S NET WORTH LEAPFROGGED FROM \$7.5 BILLION IN 2015 TO \$8.1 BILLION IN 2016

COMPANIES OWNED

Soon after graduating from the University of Electronic Science and Technology of China, William Ding went on to explore his shores in the government environment and started working as a telecommunications engineer in a local state department of Ningbo. After gaining two years of experience, he moved to Guangzhou and started working as an engineer in Sybase, a US software solution provider, which later got acquired by SAP AG in 2010. However, it was the desire of owning a company that prompted him to quit his job and start his venture, NetEase, in the year 1997.

During the initial years, Ding concentrated his energy and finance in the creation of Internet-applied software, a bilingual e-mail system, which was the first of its kind in China. The system was launched in the year 1997 and heavily popularised the Internet in China.

In the year 2001, NetEase suffered a setback when NASDAQ sent a notice intending to delist the company's American depositary shares from the NASDAQ National Market owing to the violation of norms and the failure to file the annual report. But the company bounced back in 2002 with an increase in its third quarter revenue by a huge margin of 93.3%.

AFFILIATIONS

NetEase.com has been operating an online community in China. It is also a Chinese language content provider for popular online games, value-added services and an Internet portal and has affiliation with Guangzhou NetEase (established in May 1997), Guangyitong Advertising and Shanghai EaseNet (established in January 2008).

POSITIONS HELD

William Ding worked as a telecommunications engineer for the local government and moved to Guangzhou in 1995 where he got a job as an engineer at Sybase. In 1997, he founded NetEase in the southern Chinese city of Guangzhou.

Besides serving as the director of NetEase since 1999, Ding served as the co-chief technology officer till March 2001. He became the interim CEO of NetEase in July 1999 and operated till April 2000. Later in September 2001, he stepped down as the chairman of the board but retained the biggest chunk of shares. He also served as the chief architect of NetEase from March 2001 to November 2005.

He stepped down as the chairman of NetEase in September 2001 and took charge as the CEO in 2005

CURRENT POSITION

Since 2005, William Ding has been holding the office of the chief executive officer of NetEase.

SNIPPET OF HIS LIFE

William Ding was born in the year 1971 in the Zhejiang province. His interest towards engineering was deep embedded in his genes, which came from his father, who too was an engineer in a state research institute. As a young boy, William Ding looked up to Thomas Edison and Albert Einstein as his inspiration and so decided to pursue mechanical engineering. By the age of 13, he had developed a strong liking for electronic gadgets and assembled a six-tube transistor.

Ding holds a Bachelor of Science degree in Communication Technology from the University of Electronic Science and Technology of China.



William Ding, Founder & CEO, NetEase

BUSINESS PHILOSOPHY

The man behind the designing of some of the immensely popular online games like *Warcraft*, *Hearthstone*, *StarCraft* and *Diablo III* is indeed an inspiration to many. His path to becoming the eighth richest man in China had been paved with his hunger for knowledge and undeterred spirit. He believes that every individual must have a well-defined purpose and a set of principles in life.

Exploring every shore

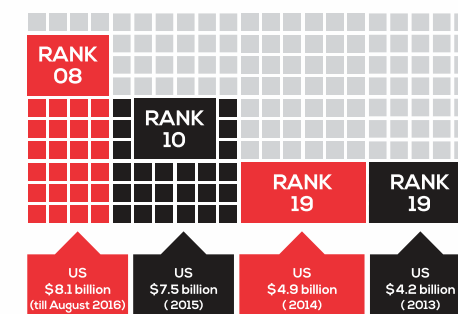
William Ding is a man of diverse business interests. He didn't rest after establishing NetEase and turning it into one of the

most popular game-designing platforms. He started a bilingual e-mail system, the first of its kind in China, using the same platform. He now aims to create games that are not only enjoyable but also educational.

Responsibility towards the masses

Ding has also tried his hands in the online education sector to drive off illiteracy from China. He brought together a team of experts who translated American college lessons into Mandarin and hosted them online for the greater good. The step was taken to make the education system of China of international standards. Ding Lei also

wanted to do something good for the farmers who had to give up farming, owing to barren lands, and search for jobs in factories and industries of China. He invested in organic farming to help those farmers earn good wages by producing quality food. The purpose behind his investment in organic farming was to channelise capital flow to the rural areas.





WANG WENYIN

★ THE COPPER COLOSSUS ★

Also known as the Copper Prince of China, Wang Wenying still wears an old Omega watch to remind him that he cannot commit mistakes in life, as time does not repeat itself. Wang has certainly valued time and grown from scratch to become one of the richest people in China today. The secret behind his success story is a perfect mix of hard work and immaculate strategy.

NET WORTH

The company started by Wang, which has transformed into the Amer International Group, had a very small beginning. However, it is one of the biggest companies in China today. Wang had a net worth of \$12.1 billion in 2015, which stood at \$7.2 billion in August 2016.

WANG WENYIN STILL WEARS AN OLD OMEGA WATCH TO REMIND HIM THAT HE CANNOT COMMIT MISTAKES IN LIFE, AS TIME DOES NOT REPEAT ITSELF

COMPANIES OWNED

The model of the company, as laid down by Wang, was sort of a challenge to the state dominance, an intrinsic part of the Chinese economy and governance. But Wang refused to give up and leave his company at the behest of the state authority; rather, he decided to run the business his own way. He ensured quality products at subsidised rates to the consumers.

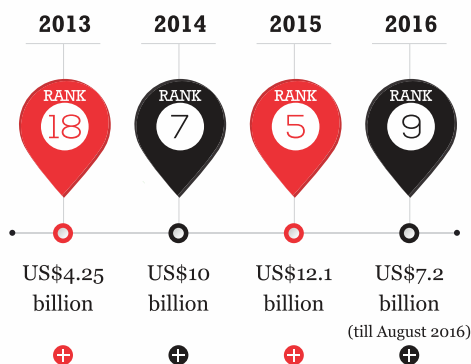
Wang transformed his company from a regional player to an international player with a complete industry chain.

Wang made the headlines when he entered the international mining business. In the year 2015, Wang showed his interest in the mines based in Nevada, US.

It has also been reported by media sources that Wang is now interested in buying a stake in the New Zealand-based mining company New Talisman Gold Mines. It has officially been confirmed from both ends that talks are under process for this major deal.

POSITIONS HELD

Wang had a very humble beginning. He used to work as a warehouse manager before venturing into business.



The model of the company, as laid down by Wang, was sort of a challenge to the state dominance, an intrinsic part of the Chinese economy and governance

CURRENT POSITION

Wang has been the chairman of the Amer International Group since 1999.

SNIPPET OF HIS LIFE

Wang was born in the year 1968 in the Anhui province of China. He had a strong inclination towards scholarly articles and had also won a prize for his work in literature at his primary school. Wang's interest in business has its root in his genes, as his grandfather was a successful businessman of China. After completing his schooling, Wang started his career as a manager in a warehouse. But the hunger for owning a business overpowered and inspired him to start his own venture.



Wang Wenying, Chairman, Amer International Group

SUCCESS MANTRAS

Wang Wenying has come a long way from being a warehouse manager to becoming the head and face of a global company. His life has been a perfect mix of hard work, dedication and perseverance. Wang believes in certain business principles that have always pushed him to reach for the sky.

Strong branding can work wonders

Wang believes that a company must have strong branding in order to sustain in the environment of cutting-edge global competition.

Cooperation is a support pillar

Wang thinks that cooperation is one big factor when one is finding appropriate partners in the market; moreover, staff is the driving force behind the success of any company.

Innovation and sustainability should go together

Wang holds a strong belief that the two elements, innovation and sustainability, are interdependent. He believes that innovation cannot take place without thorough research and that it is difficult to sustain in a dynamic economy if there is no innovation. This belief of his holds a

trail to the three R&D centres built in the world by the Amer International Group.

Community support is always needed for growth

Wang believes that he has got the required support of the communities within the areas he has been operating. He says that a company's success depends on the community that provides it the workforce, the staff and the marketplace to sustain.





LIU QIANGDONG

★ THE MAGNETIC PERSONALITY ★

When it comes to counting the richest few in Asia, Liu Qiangdong has earned himself a good spot even if the slowing Chinese economy is constantly trying to lower down the speed at which his venture JD.com is surging ahead. Sprinting shoulder to shoulder with Alibaba.com, JD.com is seeing its red days owing to the economic slowdown and fall in the consumer spending rate. But not everything is red in his life. His marriage with the Internet celebrity Zhang Zetian is infusing enough colours to reduce the economy's burden from his mind.

NET WORTH

Standing tall in the Chinese economy at the age of 41, Liu Qiangdong enjoyed a net worth of \$6.3 billion in August 2016. His last year's net worth stood at \$7.8 billion. Although it is difficult to decide upon his position on the annual list of billionaires in China, he has gained the tenth spot in this list.

COMPANIES OWNED

In 1998, Liu Qiangdong founded Jingdong Century Trading Co., which specialised in selling magneto-optical discs in Beijing.

In 2003, Beijing witnessed the largest outbreak of severe acute respiratory syndrome (SARS), which created havoc in China. This instilled a deep-seated fear in the minds of the people and they stopped moving out of their homes for fear of catching infection. To meet their day-to-day needs, they started ordering stuff online (home-delivered items), which led to the e-commerce boom. Even though the timing was a bit awkward, as the city was disease-struck, Liu decided to try his luck by going online to see the increase in the number of consumers preferring online ordering.

The transformation to online business was indeed risky, as there was a drastic drop in the sales to less than half of what it earned a year earlier. Despite this loss, Liu decided to walk on the same path, and within five years, his domain 360buy.com recorded an average growth rate of more than 300%. Later in 2012, Liu took his venture to the global platform; in 2013, 360buy.com transformed into JD.com.

JD.com created a milestone when it got listed on the NASDAQ. This made JD the third-largest Internet company in China enjoying numerous advantages in the capital market.

LIU QIANGDONG ENJOYED A NET WORTH OF \$6.3 BILLION IN AUGUST 2016

POSITIONS HELD

Someone has rightly said that with failure comes great success. This has certainly proved true in Liu's case. His first venture of a restaurant flopped in a few months of its start. He joined Japan Life, which was a Japanese product enterprise where he served as the logistics supervisor. He also multitasked as a director for computers and business for the same company.

Later, in the year 1998, he grasped the opportunity that changed his life by 360 degrees. Learning lessons from his previous failures, he jumped into another venture with full enthusiasm. This time he established Jingdong Century Trading and started dealing in magneto-optical products. Today, this organisation is known by JD.com and stands firm with an excellent portfolio of more than 150 million customers.

CURRENT POSITION

Liu Qiangdong is the founder of JD.com and the chairman of the board of directors. He has also been serving as the CEO of the company since its inception.

SNIPPET OF HIS LIFE

The person, who gained tremendous publicity for his sweet romance with an Internet celebrity, belongs to the Suqian city in the Jiangsu province of China. Liu Qiangdong was born in the year 1974 to a family with a business background. His parents used to ship coal from the northern part of China to down south.

On the education front, Liu is a bachelor's degree holder in sociology from the People's University of China in Beijing. He is also a proud holder of the EMBA degree from China Europe International Business School.

NEW MEMBER OF THE \$1 SALARY CLUB

JD's announcement of an annual salary package of one Chinese yuan for Liu Qiangdong in 2015 for a period of 10 years took him to the \$1 salary club. The club that comprises Larry Ellison of Oracle, Larry Page of Google and Mark Zuckerberg of Facebook along with other corporate gorillas found another name from China shining bright on the list. This cut in the salary came in the wake of the company's second quarter revenue growth in 2015, which was by 61%.

Besides the salary, JD announced that Liu Qiangdong would also receive an option to acquire 26 million Class A shares of the company at the option exercise price of \$33.40 per ADS for a decade long term.

AWARDS & ACHIEVEMENTS

Besides being a new member of the \$1 salary club, Liu Qiangdong is a winner of many prestigious awards. In the year 2011, he was felicitated as the '2011 China Economic Person of the Year' by CCTV, which is the largest television network in China.

Liu Qiangdong is also a proud winner of the '2011 Chinese Business Leader' award and the '2012 Chinese Businessman' award felicitated by *Fortune China*.

SUCCESS MANTRA

It's a common belief that a person who has been witness to both success and failure is always humble and down-to-earth because he knows the real worth of life. This was found true by the world when it saw Liu Qiangdong distributing 6.5 million yuan in red envelopes to the elderly in his hometown during the spring festival of 2015. He addressed them and expressed

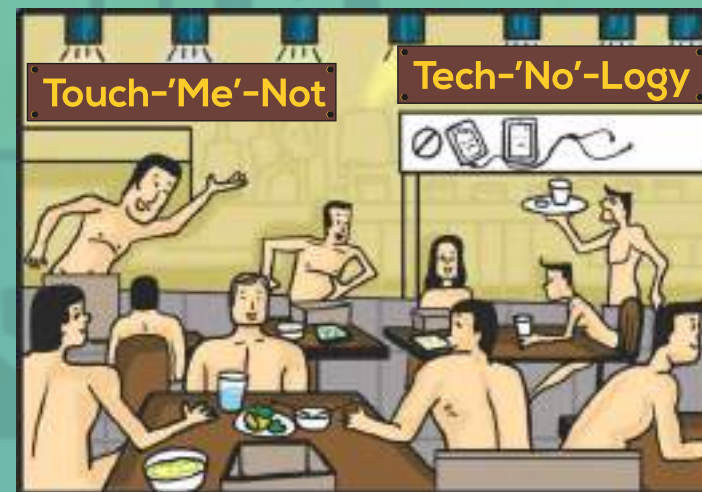
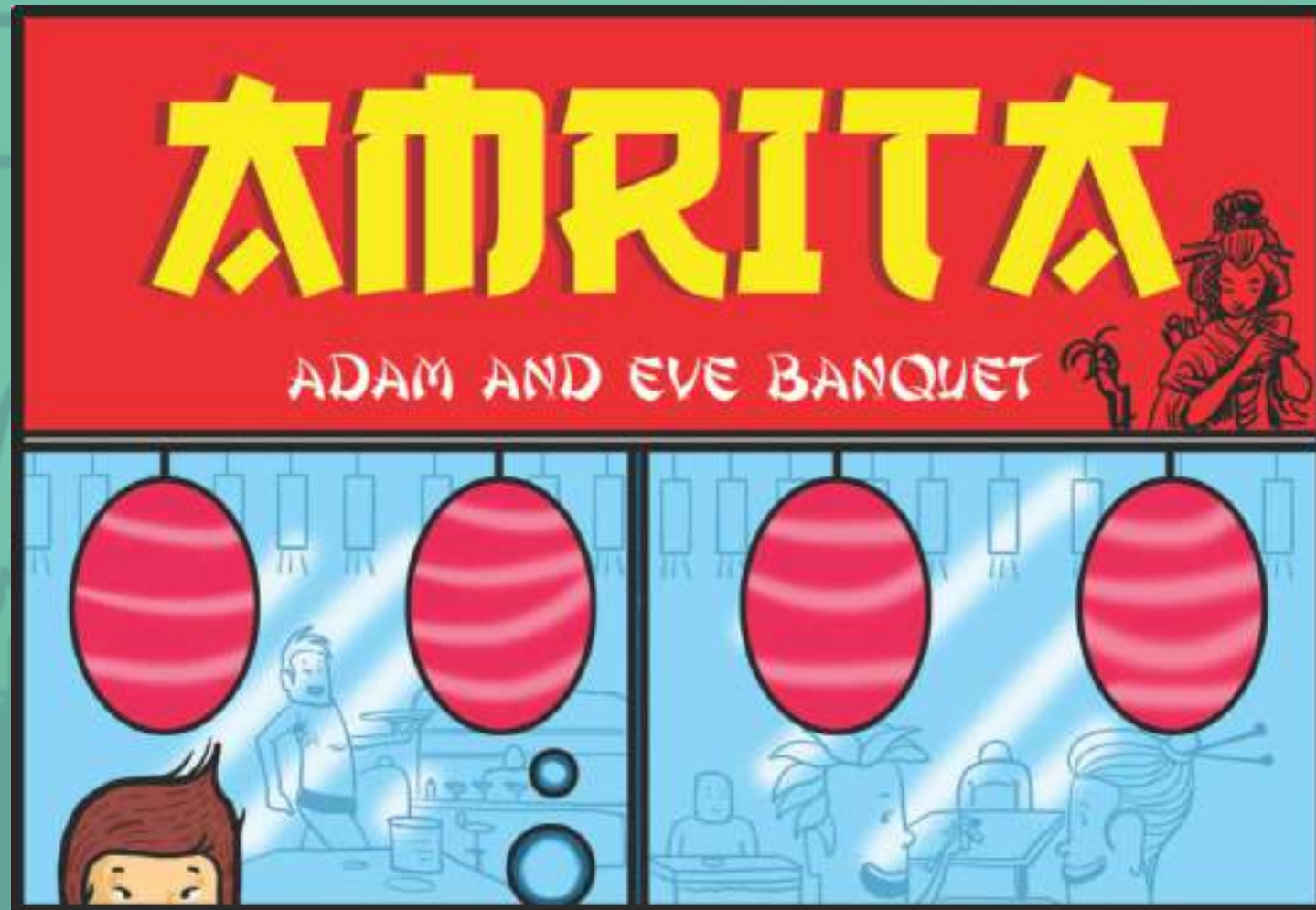
his gratitude for the care and support they had showed to him in his journey to success.

Liu Qiangdong, Chairman & CEO, JD.com

JD.COM CREATED A MILESTONE WHEN IT GOT LISTED ON THE NASDAQ



EAT OUT AU NATUREL



Merriment in Limitations: A new Japanese restaurant Amrita has captured the fancy of the people in the town of Tokyo these days. First of its kind, the restaurant follows the "au naturel dining" theme and claims to offer a never-before experience to its diners. Amusingly, to experience the place and its food, people need to qualify on the entry checklist created by the restaurant officials and follow some draconian rules while dining. Apparently, the restaurant bars the entry of anyone who is under the age of 18 and over the age of 60, is tattooed or is overweight (approx. 15 kg above the average weight for height). Besides, those seeking gastronomical adventures in the restaurant should agree to lock their mobile phones and cameras in the table box while dining, wear the paper underwear provided by the restaurant officials and shell out an exorbitant sum to enjoy a delightful meal, along with a dance performance by male models in G-strings, by making an advance online payment.

Conceived by: **Tanu Bhatia** | Illustrated by: **Rajneesh Kumar Singh**

the JAPANESE 'ABENOMICS' - IT'S DIFFERENT

By Vibha Sharma



Japanese Prime Minister Shinzo Abe has said that his government would compile a stimulus package of more than \$265 billion to reflate the flagging economy. It is unclear though how much will be spent to directly boost the growth. This is after Shinzo Abe managed a 'super majority' in the elections

As 'Abenomics' fast becomes a term you and I can identify with, its series of economic reforms in Japan have sparked off a worldwide debate. Continuing with his economic revamps for a sputtering Japanese economy, Japanese Prime Minister Shinzo Abe has said that his government would compile a stimulus package of more than \$265 billion to reflate the flagging economy. It is unclear though how much will be spent to directly boost the growth. This is after Shinzo Abe managed a 'super majority' in the elections. Right after the results, Shinzo Abe said, "We have to accelerate Abenomics to meet the public's expectations."

ABE'S ABENOMICS SCHEME OF THINGS HAD ALSO ANNOUNCED AN 'EQUAL PAY FOR EQUAL WORK' POLICY

Abe's Abenomics scheme of things had also announced an 'equal pay for equal work' policy to give impetus to companies to pay the same wage to workers doing the same job. It is aimed at helping the temporary working class, who bears the brunt of being treated as cheap labour, and cutting down personnel costs. As the economy suffers, Abe has let fiscal reforms take a backseat and delayed the scheduled tax hike by two-and-a-half years, but not without receiving some brickbats. Although some called his move election driven, for many, it was a much-needed stimulus for a fragile Japanese economy.

■ Abe has let fiscal reforms take a backseat and delayed the scheduled tax hike by two-and-a-half years ■

A Reuters corporate survey claims only 9% of Japanese firms find this plan realistic. However, there are a few patrons too. The head of Japan's biggest business lobby Keidanren has expressed his support to the Japanese media, saying that he would support Abe's plan, but not without adding that "Japan's pay system and job practice need to be considered rather than promising the same pay for the same job." But the industries executing the orders are not happy. Profits may go haywire, as labour costs are bound to increase, thus reducing profits. Not to forget 40% of the Japanese working-class proletariats are part-time or temporary workers. Hence, Abenomics is on a sticky wicket here. There is bound to be an uproar among the permanent workers who will worry about their regular pay and working hours.

The Japanese media has gone into overdrive, reporting how the opposition parties are divided in their opinion on whether Abenomics has failed to deliver what it had promised. It is, in fact, not the first time that Abe has delayed an increase in the sales tax from 8% to 10%, after a rise from 5% in April 2014 crashed the economy back into recession. He says he doesn't see it rising "until October 2019." However, despite the criticism, Abe is standing his ground. At a Fukushima Prefecture in Iwaki in March this year, Abe had said "The Democratic Party and Japanese Communist Party are in agreement that I should step down because 'Abenomics' has failed, but there's no doubt that the policies are having positive effects. In making a new promise to the people, we must seek their mandate. I want to properly explain the tax hike decision through the Upper House election," clearly showing a determined resolve towards what he had planned. His confidence paid off, as the Japanese public voted him back to power.

Japan, over the years, has struggled with a lean job market, with fewer job opportunities for its own people. The gap between 'regular' and 'non-regular' workers has widened. In an economy where 80% of the workers were working full-time in the early 1990s, the rate has come down to just 37.5% in the last year. Not to forget Japan's workforce is 'aging' faster than the workforce of any other economy in the world. According to economic estimates, in 2014, 33% of the Japanese population was above the age of 60. Surveys suggest that for every 2.26 persons, there is 1 elderly person to support. This ratio is going to become 1:1 by 2025, given the current scenario. Hence, it's a different game plan here where reforms need to be made keeping in mind a source of income for the elderly. "Japan needs to make more use of women and older workers, given its dwindling labour force," says Masaki Kuwahara, a senior economist at Nomura Securities.

In an economy where 80% of the workers were working full-time in the early 1990s, the rate has come down to just 37.5% in the last year

In fact, this is where Abenomics comes into play. A leading Japanese economist Takatoshi Ito explains it well. Giving an insight into what really is happening with the Japanese economy, he says "When an economy is growing, governments can afford to give a generous pension to the first generation. As long as it continues to do so, the pension can be rolled over into ever bigger amounts in a perpetual Ponzi scheme. But when growth rates decline and population growth turns negative (as is the case in Japan), the infinite Ponzi scheme ceases to work. Then the

government must (among taking other actions) 'claw back' the pensions of those already retired." And this 'clawback' is the 'tax' that the citizens pay for soaring public pensions and health care facilities and to finance the fiscal policy. Shinzo Abe is putting his reforms right from where the money is coming from—the labour force. Employment opportunities are being created for the elderly too, and the PM has channelised his reforms into pushing women into working and participating in the society more than ever. Martin Schulz, a senior research fellow at the Fujitsu Research Institute, Tokyo, says "The Japanese government is up to something new. They are paying for the social security system with public debt by returning it to the government sector at the cost to current savers. It's quite interesting."

IN 2014, 33% OF THE JAPANESE POPULATION WAS ABOVE THE AGE OF 60. SURVEYS SUGGEST THAT FOR EVERY 2.26 PERSONS, THERE IS 1 ELDERLY PERSON TO SUPPORT. THIS RATIO IS GOING TO BECOME 1:1 BY 2025

HOW HE DID IT ALL

In 2012, when Shinzo Abe was elected as the Japanese PM, little did he know that his style of economic reforms would be his moniker. Abenomics soon started to be referred to as the 'three arrows' of fiscal stimulus, monetary easing and structural reform. The objective of Abenomics was to boost the domestic demand and the GDP growth while raising the inflation rate to 2%. The purpose of his structural policies

was to improve the country's prospects by increasing competition among market players, restructuring the labour market and consolidating trade partnerships.



He started with fiscal reforms way back in 2013, when his economic reforms budgeted up to 20.2 trillion yen (\$210 billion), of which 10.3 trillion (\$116 billion) was direct government spending. They focussed on investment in public conveniences like building critical infrastructure such as bridges, tunnels and earthquake-resistant infrastructure. Also, there was a 5.5-trillion-yen additional push in April 2014 and a 3.5-trillion-yen topping after the December 2014 elections.

But the real star of Abenomics has always been its second arrow, a heretical monetary policy—Bank of Japan's (BOJ) unprecedented asset purchase programme—which infused liquidity into the economy and, for the first time, turned interest rates into negative figures. Also, knowing well his real audience, Shinzo Abe has always put himself into scheming business regulations, liberalising the labour market in accordance with the workforce diversity and cutting down corporate taxes. However, a gloomy demographical picture says that Japan may lose one-third of its population in the next 50 years. Thus, in September 2015, Abe announced 'Abenomics 2.0,' focussing on increase in the birth rate and expansion of social security as steps towards reversing Japan's demographic decline.

HAS ABENOMICS WORKED?

The policies showed a dramatic effect as soon as they were implemented. Although Abe has spent trillions of dollars in an attempt to raise the economy, he has also raised the largest public debt in the developed economies. After coming to power in December 2012, Abe made the Japanese yen fall 50% against the dollar. A study shows that Japan's economy shrank at an annualised rate of 1.4% in the last quarter of 2014. This decline in the world's third-largest economy was greater than the 1.2% decline that had been forecast. The economy shrank 0.4% in the October–December quarter from the previous quarter, according to the cabinet office figures. In fact, most figures showed a slump. Private consumption, which was a driving force behind 60% of the GDP, nosedived to 0.8% between October and December last year, a bigger fall than the expected 0.6%. In the first week of June, Japanese shares suffered their worst weekly, for more than 7 years, and a surging yen was seen cutting into exporters' profits.

“(The plan) actually worked, but now it is moving in reverse,” says Takuji Okubo, the director of Japan Macro Advisors, Tokyo. “Policymakers are not really helping to make Japan robust enough so that the economy can actually sustain growth...They have basically failed and need to bear the blame.” The Bank of Japan, in the middle of these reforms, recently reached a decision to adopt negative interest rates to encourage banks to lend to businesses; however, it has not gained the desired result. And this may be a major disappointment which may negate all of Abe's gains in the past years. Tobias Harris, a political risk analyst at Teneo consultancy, says this move will harm Abe “to the extent that the stronger yen is driven by external factors—slowing growth in China and its impact on emerging markets, and weak demand in other advanced economies—any additional measures undertaken by the Abe administration or the Bank of Japan may at best have a limited impact.”



ABENOMICS 2.0

(Source: Japan Cabinet Office, Govt. of Japan. 28 Apr 2016)

Tax revenue expected to increase

Dependency on Japanese government bonds expected to decline

To promote corporate investment through fiscal measures, as well as through corporate governance

To encourage companies to accelerate industrialisation of advanced technologies

Companies to invest in wage hikes, HR practices and adapt a variety of working styles to promote participation of 9.5m people

Basics to be strengthened and advancement in high-opportunity sectors like tourism, agriculture and healthcare to be encouraged

Regulations to attract more FDIs

THE ROAD AHEAD

Now with Shinzo Abe back into power, the road ahead for Japan is all chalked out. The country's last sales tax hike was implemented in April 2014, after 17 years. A top-selling newspaper in Japan has reported that at that time, the hike was blamed for stalling a nascent economic recovery and further pushing the economy into recession. But Shinzo Abe looks determined. Abe has announced a plan to draw up a comprehensive economic stimulus package in autumn and a proposal to further boost it by a second supplementary budget for fiscal 2016. However, it may be embarrassing for him that even after three years at work, he needs to announce the biggest stimulus package ever as he feels the Japanese economy is still not strong enough to handle chronic budget deficits. At the Fukushima Prefecture in Iwaki, Abe also claimed “Employment has increased by 1.1 million jobs. The effective ratio of job openings to applicants is the highest it's been in 24 years. Make no mistake, we are seeing results. But we are only partway there!”

Abe's advisors were hoping to get formidable support from their G-7 friends, including that of the US President Barack Obama, to endorse their respective governments to help stimulate growth worldwide. This would not have only helped public opinion back home but also helped the big economic players in Japan to reach a consensus towards government spending. Meanwhile, the only one who expressed scepticism was Germany at the G-7 finance ministers meet. Like any economic reformer, the Germans stressed on the need to reduce deficits and debt while undertaking structural reforms, concluding that each country should take whatever measures it deems appropriate for its economy.

As Japan waits to get itself out of the economic slump it is in right now, the majority in Japan has voted for Shinzo Abe to be kept in power. A consistent cabinet office means easier implementation of economic reforms. And as Abe is rewarded two-thirds majority in the National Diet, it's time to deal with some unfinished business!

ACHIEVEMENTS OF ABENOMICS: (Source: Japan Cabinet Office, Govt. of Japan. 29 Feb 2016)

Gross National Income (GNI) increased by approx. 22 trillion yen compared to the October–December quarter of 2012

Number of bankruptcies in 2015 decreased by approx. 30% compared to that of 2012

Number of unemployed people decreased by 580,000

Number of employed women increased by 1.05m

Number of regular employees increased by 10,000

19.74m tourists visited Japan, which is 11.38m more than the figure obtained in 2012

Gross income of employees increased by 5% in nominal terms and 2% in real terms from December 2012

Japan at the sixth place in the global competitiveness ranking by the World Economic Forum



Experts claim there are similarities between the Japanese Abenomics and the Chinese Meiji era programme of fukoku kyohei (enrich the country and strengthen the army). Shinzo Abe's policies are also a result of China's acceleration as an economic and political power. He wants to not only outweigh China in the Asia-Pacific region but also make Japan less dependent on the US for defence deals



XIAOMI - DIALLING THE RIGHT NUMBERS IN INDIA

By Vibha Sharma

As the Indian customer gets 'smarter' about the kind of phone he uses, the smartphone market in India is poised at second place in the world, with 220 million users. And the numbers are soaring every day. According to a survey by Counterpoint Research, more than 180 smartphone brands are selling their products in the country. But the battle lines are just about being drawn, as the total penetration of the market stands just below 30%. In an ample playground for phone makers, brands are devising new selling points to provide cheaper and efficient communication solutions to their clientele and claim the market share.

Xiaomi, pronounced as 'shaome' or, an even easier, 'show me' is the one 'showing' results with some enviable sale figures. Even though the latest economic surveys give Xiaomi the number '6' spot in the market share, Xiaomi has a few tricks up its sleeve that have competitors in the industry worried! Its latest achievement is an awe-striking 1,500-patent deal with Microsoft to help provide its customers a never-before user experience. Sources from the company shared with *World of Business* that “pre-loading Microsoft Office and Skype on Xiaomi phones will be done starting



Hugo Barra, Global VP, Xiaomi

September 2016, initially in China, with other markets, including India, to follow. This will include Mi 5, Mi Max, Mi 4S, Redmi Note 3 and Redmi 3 devices from Xiaomi. Specific offerings may vary by device, market and mobile operator.” In a country like India, where pre-installed apps are sometimes rendered useless by consumers, in-built apps like Microsoft Office and Skype may receive a warm welcome by smartphone users looking for apps for commercial use and connectivity, and Xiaomi has firmly set its eyes on India with the same approach.

In this tough battle of brands in the mobile market, survivors will be the ones that can work the market! Intex has been one of the top smartphone-selling brands in India, and it owes its success to working according to the needs of the consumer. In a chat with *World of Business*, Keshav Bansal, director of Intex Technologies, accepts that “as the mobile market continues its phenomenal growth in the country, there are enough and more opportunities for growth for brands that have the quality, the scale and, most importantly, the consumers at the heart.”

SOURCES FROM THE COMPANY SHARED WITH WORLD OF BUSINESS THAT PRE-LOADING MICROSOFT OFFICE AND SKYPE ON XIAOMI PHONES WILL BE DONE STARTING SEPTEMBER 2016, INITIALLY IN CHINA, WITH OTHER MARKETS, INCLUDING INDIA, TO FOLLOW

On his Facebook page, Xiaomi Global VP Hugo Barra claimed their 6-lakh-Redmi Note 3 sale in May as their 'biggest record yet' in the country. It was followed by another post by Xiaomi India Head Manu Jain, elaborating their success story, saying "We had opened the sale of Redmi Note 3 across all platforms—Mi.com, Amazon India, Flipkart, Snapdeal and Tata CLiQ. Despite huge volumes being made available, everything went out of stock within a day. Redmi Note 3 is coming back in stock across all platforms." But the twist in the tale is that Xiaomi will now be manufacturing the Redmi Note 3 phablet in India. It's a smart move in the smartphone industry! Building its way up and handling competition by its horns, Xiaomi is reducing its turnaround time. And how!



Manu Jain, India head, Xiaomi, and Hugo Barra, Global VP, Xiaomi, celebrating 6 lakh sales (Source: Hugo Barra's Facebook page)

The company says that 'making in India' was long on its agenda, even before the PM launched his desirous 'Make in India' campaign. Apparently, Mr Modi was inspired by the Chinese and amazed with their work of transforming their country into a manufacturing powerhouse. It now seems the Chinese Xiaomi may contribute tremendously in taking this vision forward. Cashing in on their popularity and working on the fact that the Indian consumer doesn't want a long wait to get his hands on the latest bit of technology, Xiaomi's 'make in India' will not only create more opportunities but also work well for the tech-hungry consumers. The company calls it a part of its focused strategy for the current year, and the customers couldn't be happier. Xiaomi is now meeting rising demands by taking its sales to the offline market too.

Xiaomi manufactures three smartphones in India. The Chinese company has partnered with Foxconn Technology Group to make this happen. This venture also marks the return of Foxconn in India, officially known as Hon Hai Precision Industry Co., to the Indian market, after they had stopped making phones for Nokia in their India unit. Foxconn, the world's largest contract electronics manufacturer, has planned to invest \$5 billion in India till 2020. The first from the series to be made here was Redmi 2 Prime, followed by Redmi Note Prime and now, Redmi Note 3. Xiaomi's India factory has been set up in Sri City, Andhra Pradesh. Capitalising on Andhra's skilled manpower and extensive opportunities for companies, Xiaomi's venture is not only working well for the brand but also creating substantial job options in the state. China's Xiaomi shipped 1.5 million smartphones to India in the fourth quarter of 2015, and manufacturing in India is sure to cut down its import cost. The company managed to set up a factory within six months and claims the results are already showing. One no longer needs to order today what one needs 4–5 weeks later. As the turnaround time reduces, the Indian market will also receive the products

sooner than their Chinese counterparts. “Manufacturing smartphones locally is a significant step towards incorporating Xiaomi into the fabric of India in the years to come,” says Hugo Barra, Xiaomi's global VP.

In a chat with World of Business, Keshav Bansal, director of Intex Technologies, accepts that “as the mobile market continues its phenomenal growth in the country, there are enough and more opportunities for growth for brands that have the quality, the scale and, most importantly, the consumers at the heart”

“Government-driven initiatives such as Make in India and Digital India had gained momentum in 2015 to attract more players in the mobile value chain. Almost half of the total mobile phones shipped in India during the quarter were assembled in India, driving the Make in India trend. We estimate this trend to scale even faster and broader in 2016,” says Tarun Pathak, a senior analyst at Counterpoint Research.

**XIAOMI WILL NOW BE
MANUFACTURING
THE REDMI NOTE 3
PHABLET IN INDIA.
IT'S A SMART MOVE
IN THE SMARTPHONE
INDUSTRY!**

**CHINA'S XIAOMI SHIPPED 1.5
MILLION SMARTPHONES TO
INDIA IN THE FOURTH
QUARTER OF 2015, AND
MANUFACTURING IN INDIA IS
SURE TO CUT DOWN ITS
IMPORT COST**

WHY IN INDIA

As the Indian smartphone market gets super crowded, with almost 50 brands only from China, phone makers need to think new and think fast! Not to forget, India is the world' second most populous country, and thus there are millions of customers! Not long ago, Nokia, one of the most popular phone brands in India, nosedived owing to lack of innovation and 'smart' thinking. It could not prepare enough for the smartphone revolution coming its way. Nokia was ranked the fifth most valuable brand in 2007, estimated at \$33.7 billion by Interbrand. And now, it's been beeped out! Taking a cue, perhaps most smartphone makers are keeping themselves ahead of the game.

In interviews to international news agencies, Lin Bin, co-founder, Xiaomi, analysed the Indian market, saying “India is the world's fastest-growing smartphone market, with 140 million devices expected to be sold in 2016 as against about a 100 million last year.” He goes on to accept that the current situation in India is akin to China a few years ago. "There were 150 brands in China; now, only 30 are left, where six of us control 60% of the market. In India, there are 170 brands, and it is going up...It will drop to 30 here too because it's not sustainable," he said.

INDIAN SMARTPHONE MARKET GETS SUPER CROWDED, WITH ALMOST 50 BRANDS ONLY FROM CHINA

HOW THE GAME CHANGES...

Though the monies involved in the patent agreement between Xiaomi and Microsoft may never reach our ears, buzz is that it was a long-drawn deal. But Xiaomi accepts that “in terms of patents, we are a young company” and the Microsoft deal is a “big milestone.” They know it will put them ahead in the race. An International Data Corporation (IDC) survey claims that Chinese mobile phone sales have increased in the Indian marketplace from 5% in 2013 to 22% in 2016, and Xiaomi is feeling the heat in various ways. Chinese products in India have often been associated with the 'cheap' tag. However, the new phone makers in the market are dealing with this perception 'head-on.' They are focusing on innovations in hardware design, and software and user interface (UI) integration, basically the entire smartphone experience curve.



Xiaomi – Redmi Note 3

But the Indian market is disparate. The popular handsets here like Micromax, Lava, Intex and Karbonn import components from China, assemble them locally and sell cheaper feature-rich phones in India. And so, the story takes a U-turn when the same companies, which were earlier exporting hardware to India, set a shop here. And, around 80 phone brands are already on the 'Make in India' bandwagon.

According to a report by the research firm Gartner, “Smartphone sales will slow down in 2016 globally, seeing only 7% growth. India has the highest growth potential... Sales of feature phones totalled 61% of the total mobile phone sales in India.” But the real revelation is that “smartphones in India under \$120 (Rs 8,000) will continue to contribute around 50% of the overall smartphone sales in 2016.”

And so, the next biggie is ready with its plan of action. Oppo Mobiles India, a wholly-owned arm of parent Guangdong Oppo Telecoms Corp Ltd, claims it has ambitious plans for India. At a product launch in May this year, Oppo Global VP and President of Oppo India Sky Li said “We will invest about \$15 million to start our mobile-manufacturing unit by August 2016.”

WE WILL INVEST ABOUT \$15 MILLION TO START OUR MOBILE-MANUFACTURING UNIT BY AUGUST 2016

CALLING CUSTOMER SERVICE

So then, how do you stand out in an industry where a majority of the top 10 brands, originating from the same country (China), are at loggerheads, trying to carve out a niche after saturation in their home market? Most brands reveal the secret lies in customer service. Here too, Xiaomi is taking a lead. After dealing with post-sales service-related complaints, Xiaomi has ushered in a new strategy.

The company's India head explains “We've brought in e-commerce learning into service as well, and the pickup from home is an example of this. With e-commerce, the convenience is that the product is delivered to your home, and we're doing the same with when your phone needs to go in repair. Currently, it's restricted to Delhi and Mumbai, but we want to expand it.”

With the market space getting too crowded, experts claim that no amount of aggressive publicity can deal with a good-quality product. In interviews to the press, Sudhir Kumar, CEO, itel Mobile India, says “The major focus is on the quality of the product. Word of mouth works if your product's quality and performance are superlative and if the penetration of the product is great.”

But what makes Xiaomi stand out is its fairy tale success, inspiring a generation of start-ups in their home country. After dominating the Chinese market and giving stiff competition to local feature-rich phone makers in India, Xiaomi has emerged as the third-largest vendor globally, as reported by the research firm Canalys, claiming that its smartphone shipments crossed 300 million units for the first time.



Another Chinese new entrant, LeEco, intends to start local production in India.

Huawei is in talks with Foxconn to make mobile phones in India.

Vivo, another Chinese handset maker, plans to invest \$80 million in India over the next three years to set up a smartphone-manufacturing unit and an R&D unit in a phased manner.



Manu Jain, Country Manager & India Head, Xiaomi

As Xiaomi's co-founder, Lin Bin said in one of his interviews, “Selling the phone to users is a good start, but it's really not the end of the business; it's actually the beginning of the business. It's after the user buys the phone and starts using the phone that generates extra value, to the users and to us.” No wonder then Xiaomi takes special care in providing a ‘wow’ factor to its consumers—like an international phone warranty, a call recorder in the call menu (not as a separate app) and an acceptance to provide service to users (even if they tamper with pre-installed software) and restore the device to working condition within warranty (which most phone makers deny).

Xiaomi has announced its plans to set up two manufacturing plants in India.

Eighty chinese handset ecosystem players are getting ready with manufacturing options in India, including Holitech, Wingtech, Camera King, Galaxy Core, Poxiao, Sprocomm, Sinwoo, Far-Sighted Mobile, Vikin, Miki, Sop, HuaLong, Wind-Mobi, Nuwei and Ramos.

THE 1500 PATENTS FROM MICROSOFT WILL FURTHER STRENGTHEN XIAOMI'S MARKET POSITION AS IT GOES ON TO BUILD A BRAND THAT IS AFFORDABLE AND EFFICIENT, A REASON WHY MILLIONS OF SMARTPHONE USERS IN INDIA ARE CALLING XIAOMI!

WHY IS INDIA SPECIAL?

World's lowest call rates (1 paisa/sec)

Fastest growth in the number of subscribers (15–20m per month)

World's cheapest mobile handset (Rs 251)

World's most affordable 3G phone (Rs 4,999)

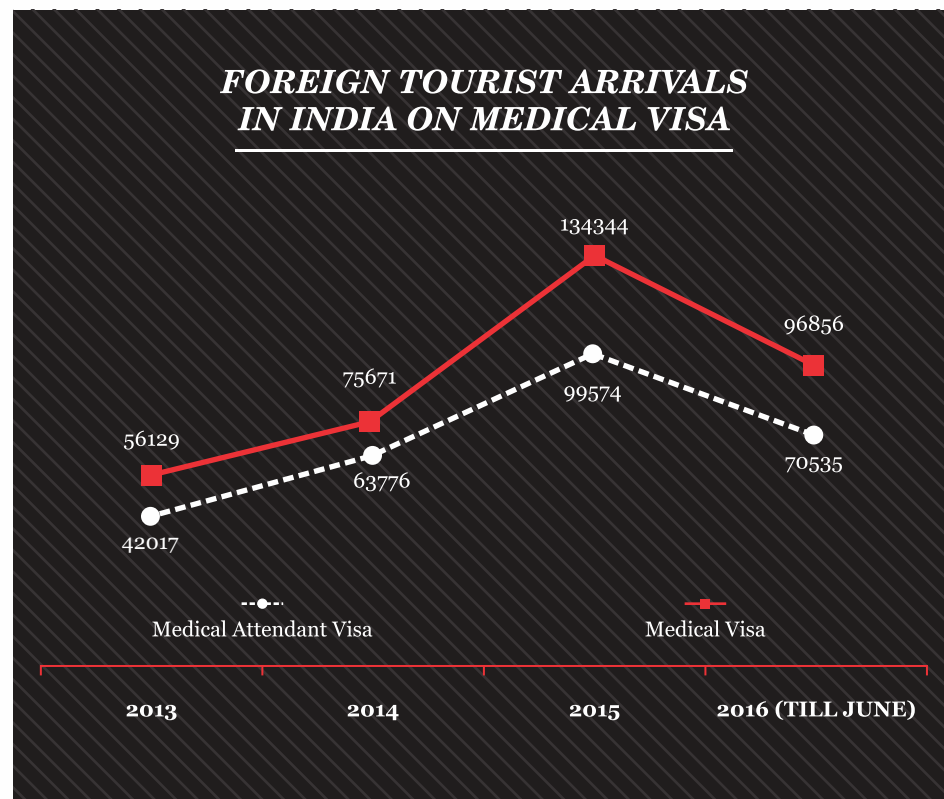
AN EXEMPLAR IN THE MAKING

By Debasish Chakraborty

India is eyeing to champion the medical tourism sector with its growth forecast of becoming an \$8 billion industry by 2020

No one is a soothsayer, but what Great Britain once perceived while naming India as the 'Jewel in the Crown' is slowly unveiling itself through the translucent curtain of this developing country. Not many could have foretold the bright future of this great country as the English did, and today when India repeatedly appears before the world with its accomplishments, we are able to picture it as a global face, surging ahead at a fast pace. And the sector it has taken by surprise, almost winning the rat race among developed nations and third world countries, sprinting shoulder to shoulder, is medical tourism.

Unbelievably, India has won itself the position of the most-preferred destination for medical tourism as per a report published by the Medical Tourism Association (MTA). Poised to become an \$8 billion market by 2020 from a \$3 billion market in 2015, medical tourism in the land of seven rivers is enjoying its all-time honeymoon days. In an exclusive interview with *World of Business*, Dr Anup Dhir, president of the Indian Association of Aesthetic Plastic Surgeons,



said “Medical tourism in India is growing 20–25% every year.” To deepen the impression, Dr Sunil Kapur, sales head of Fortis Healthcare, added “On the basis of inpatient registrations across all Fortis hospitals, we have had 13,347 international patient admissions during FY 2015–2016.” “Sir Ganga Ram Hospital treated approximately 200 indoor international patients and at least three times the number of outpatients during the last year,” is what Dr Subhash Manchanda, a senior cardiologist and a Padma Shri awardee, supplemented in an exclusive interview with us.

IN THE LAST THREE YEARS, INDIA HAS WITNESSED A 140% STEEP INCREASE IN FOREIGN TOURIST ARRIVALS ON MEDICAL VISA

A press release by the Ministry of Tourism revealed a tremendous 140% increase in the foreign tourist arrivals in India, on medical visa, in the last three years. The press release revealed that in the year 2013, around 40,000 international tourists arrived in India on medical attendant visa and around 56,000 arrived on medical visa. These numbers drastically increased in the year 2014, when around 63,000 foreign tourists came to India on medical attendant visa and around 75,000 arrived on medical visa. All these figures went into a tizzy in the year 2015, when India leapfrogged other countries in the medical tourism sector. The same year, around 99,000 international tourists came to India on medical attendant visa and around 130,000 arrived on medical visa. The January–June period in 2016 revealed that around 70,535 international tourists came to India on medical attendant visa and around 96,856 tourists came on medical visa. Keeping in mind the months remaining, it can be easily said that the year will mark a huge change in the medical tourism sector in India.



Painstakingly, these facts have not only painted a colourful picture of India's medical sector before the world but also highlighted a few facts that are equally astonishing. Recognising the actualities are the nations that are increasingly contributing to the number of international patients to India. To this, Dr Manchanda opined “We get patients mostly from the SAARC countries, some from African countries and few from the UK and Europe.” Dr Dhir too expressed his support when he confirmed that 90% of international patients are from African and Middle Eastern countries, while the remaining 10% are from European countries. The report released by the Ministry of Tourism in India also suggested that Bangladesh had been a huge contributor of international patients to India.

MOST INDIAN TRANSPLANT CENTRES ARE AT PAR WITH WORLD'S BEST CENTRES THAT DELIVER THEIR BEST TO TREAT THE INCURABLE HAEMATOLOGICAL DISORDERS AT ONE-FIFTH TO ONE-TENTH OF THE PRICE CHARGED IN WESTERN CENTRES

DISSECTING THE POPULARITY SYNDROME

But what's exactly the catalyst that's propelling medical tourism in India to such an extent? This question has become an international topic and often tops the list of agendas during global discussions. But the answer is fairly simple. India is one among the very few nations offering a plethora of modern medical services at a price belonging to the mediaeval age. Be it allopathy, homeopathy or Ayurveda, all forms of medical services offered to anyone in India are way below the cost structure followed in western countries. As specified by Dr Dhir, “A simple liposuction in India would cost around INR 50,000–2,00,000, while the same service availed in any developed nation would cost around USD 10,000–15,000.” Hard to believe, but that's the truth!

Not just cosmetic procedures, even the cost of more complicated surgeries (such as coronary bypass surgery, cardiac transplantation, pacemaker implantation, kidney transplantation and bone marrow transplantation) requiring exceptional expertise, leading-edge equipment and world-class setup is found to be comparatively low in India. “Most Indian transplant centres are at par with world's best centres that deliver their best to treat the incurable haematological disorders at one-fifth to one-tenth of the price charged in western centres,” confirmed Dr Dharma Choudhary, director, Bone Marrow Transplant, Dr B L Kapur Super Speciality Hospital.

Low cost may be seen as the primary factor towards choosing the medical service provider, but that's not the conclusive factor behind India's mounting popularity as a medical tourism destination. As highlighted by Dr Sunil Kapur, “highly qualified doctors and supporting medical staff; ability to handle complicated procedures; better

technology; wider treatment options; geographical proximity/centrality; lower logistics and accommodation cost; and no waiting list” as compared to the scenario in home countries are some of the secondary but crucial factors that allure people from across the world to seek medical services in India.

Not only the allopathic sector but also the homeopathic and Ayurveda sectors reign owing to the same reasons. Dr Seena Rajendran, senior medical officer at Somatheeram Ayurveda Group, emphasised the “doctors and therapists with traditional knowledge and professional qualification and availability of quality medicine” are the most important factors in attracting tourists from around the world and compelling them to avail themselves of these services here. She also added that “favourable climatic conditions, relaxed ambiance, high-quality hospitals and resorts, personalised services and rich cultural heritage (of India)” add to the reasons that drive international tourists towards Ayurvedic body-healing services in India. Talking about the homeopathy sector, Dr Raj K Manchanda, director-general, Central Council for Research in Homoeopathy, Ministry of AYUSH, said “Intensive research is being carried out in homeopathy to substantiate its well-known clinical effectiveness with scientific evidence. Such researches are internationally acclaimed and are focused on diseases that are global in nature such as diabetes mellitus, cancer, hypothyroidism, renal stones, dengue fever, malaria, filariasis, drug-resistant tuberculosis and acute encephalitis. The fact that most of these researches have been carried out in India has brought more recognition to the Indian homoeopathic system and attracted more informed and educated tourists.”

90% of international patients are from African and Middle Eastern countries, while the remaining 10% are from European countries

RECOGNISING IN-DEMAND SERVICES

Unearthing the reasons behind India's quest to be the top medical tourism destination, the next obvious question that leaves everyone fathoming is, which medical services are actually being winnowed by the immigrants? Being a person who likes to keep tabs on the inflow of international patients, Dr Kapur came forward with the answer, saying cardiology, nephrology, oncology, neurology, nephrology, gastrointestinal transplantation and metabolic surgeries are some of the services chosen by incomers. Providing a strong support to the response and seconding the opinion, Dr Choudhary added that in the last year alone, he treated approximately 115 international patients who were diagnosed with haematological disorder.

ZEROING OUT THE POTENT VIRUS

This clearly displays the manner India is moving on its way to success. Uncaring about whether the path is constructed of thorns or petals, India is flying high, enjoying its status of being the topmost medical tourism destination. But there's a saying that if everything is going good, there is at least one thing that's turning sour behind the veil of sweet success and may finally rot the achievement. In this case, what have been recognised as such factors are possibly pulling back India from surging ahead. Explaining this further, Dr Kapur highlighted the drawbacks, saying that there is a lack of “dedicated immigration desk for international patients; relaxed fiscal laws for genuine foreign patients; and comprehensive, uniform and simplified check list for foreign medical travellers.” A few more downsides highlighted by



Dr Choudhary are “lack of guidelines for managing these [international] patients, proper regulations for becoming a transplant physician and the required infrastructure.” However, the one drawback that remained commonly highlighted is the need for easier visa norms for medical immigrants.

ADMINISTERING THE RIGHT DOSE OF ANTIDOTE

It's an accepted fact that not everything in this world is perfect, but things can be worked out towards achieving perfection. This is exactly what explains the Indian government's initiatives towards boosting medical tourism. While not everything has been standing tall against the tide, India has still managed to erect a perfectly strong sand castle amidst tussle. For the past few years, the Government of India's initiative to boost medical tourism has been reckoned worldwide. After the recent change in the governance in 2014, initiatives and efforts have multiplied. Right from infrastructural development to injecting funds in this sector, from developing mobile applications for

spreading awareness to offering drugs and diagnostic services at subsidised rates or for free of cost, every drive has made a huge difference in medical tourism in India.

On 9 November 2014, the government went ahead and formed the Ministry of AYUSH (Ayurveda, Yoga and Naturopathy, Unani, Siddha and Homoeopathy) to ensure utmost development of the medical sector through India's traditional medical treatment. “AYUSH Ministry is committed to offering its best services and utmost benefits to the people willing to use AYUSH modalities for their ailments. Ever since there has been a separate creation of a ministry dedicated to AYUSH therapies, the services have gained more momentum. The international schemes of the ministry encourage formal tie-ups with medical and/or research organisations of various countries for the promotion of AYUSH practices in those countries, as well as wider dissemination of the facilities available in India among the patients,” said Dr R K Manchanda. He further added “In the field of homoeopathy alone, the Central Council for Research in Homoeopathy has signed a

memorandum of understanding (MoU) with homoeopathic institutions in Mexico, UK and Armenia. Further discussions are in progress with Brazil, USA, Russia, Argentina and Cuba” to signify the extent of initiatives taken by the government to take medical tourism to an altogether different level. Besides all these, the Ministry of Health and Family Welfare has also formed regulatory bodies to maintain a world-class standard of food and drugs for a healthy living. The Government of India, as announced to the press, will also roll out e-medical visas for non-residents seeking medical services in India. This will allow the applicant to travel to India with just a printout of the authorised email. The initiatives by the Government of India stand chest-high before the world and form the chariot in taking India to the number one spot in medical tourism.

Offering a suggestion to the government to revolutionise this sector by some ground-breaking measures, Dr Kapur added “Medical travel (MT) is covered under the Ministry of Tourism, Government of India. Though the MoT has taken some initiatives from its end to promote inbound medical travel into India, there is a scope for further impetus. The ministry can allocate a percentage of its Incredible India budget towards the promotion of MT in key markets. This will ensure awareness regarding the excellent medical facilities available in India at one-tenth of the cost vis-à-vis developed countries.”

PILLS FOR FREE

Source: Ministry of Health and Family Welfare (India) 2016 e-book

OPENING DOORS TO INVESTMENT

In order to walk in parallel with the government and contribute to India's race to the top spot, private medical institutions too are not leaving any stone unturned. From acquiring and manufacturing technologically advanced medical equipment to promoting awareness in the most modern ways, the private medical sector has been playing its part with great fervour. A recent report published in a popular daily brought forth a hefty investment made by Carlyle Group LP and TPG Capital Management LP, private equity (PE) giants in the US, in the Indian healthcare sector ascertaining its growth, viability and excellent return-on-investment (ROI) opportunity. Besides them, many

other PEs have found the healthcare sector or, more precisely, the growing medical tourism industry of India investable. Housing and commercial property developers in the real estate sector too are contributing largely to promote medical tourism in India by constructing more hotels, speciality clinics, emergency wards, state-of-the-art diagnostic centres and rejuvenation points. Recently, the yoga guru Ramdev Baba announced that his venture Patanjali Ayurved Limited will be spending INR 10,000 crore in yoga research and in the training of almost one lakh yoga teachers for the further betterment of medical tourism in India. This truly leaves the door of the medical tourism sector of India ajar, inviting a tsunami of investments from business houses and promising them lucrative ROIs.

- Around 4,917 new health facilities constructed and 3,543 renovated under the National Health Mission (NHM)
- More than INR 140,376 crore invested as grants to strengthen health facilities in the states and union territories till 31 March 2016
- Kayakalp Awards launched to promote cleanliness and hygiene in hospitals and health facilities
- Affordable medicine and reliable implants for treatment (AMRIT) stores set up to offer cancer drugs, cardiovascular drugs and cardiac implants at up to 90% discount
- e-Hospital, an online registration system for OPD appointment, initiated and witnessed more than 24 lakh appointments till April 2016
- Tele-evidence system, allowing video conferencing facility, launched to save the travel cost of patients
- Swastha Bharat Mobile App launched to spread awareness on healthy lifestyle, disease symptoms, first aid, treatment options and much more
- Around 24,070 new beds to be added in government hospitals to meet the increased number of patients, national and international
- Around INR 2,118 crore approved to upgrade government medical colleges pan-India

BESPOKE LUXURY TRAVEL AWAITS YOU

By Tanu Bhatia

Promising to elevate your senses with exotic destinations, gastronomical experiences and class-apart accommodation, Asia is all set to upgrade its retail, hospitality and travel sectors to offer you an experience of a lifetime.

In a recent report concluded by Amadeus, one of the leading global travel technology providers, Asia-Pacific's luxury travel market is expected to outpace Europe's in the coming years. If we go by the statistics indicating a 4.5% compound annual growth rate (CAGR) in terms of outbound flights in business/first class compared to 4.2% for the overall travel for the period 2011–15, we can confidently say that luxury travel has established its strong footprint in the travel industry. With data collated from Tourism Economics and interviews with industry experts, Amadeus has also projected a CAGR of 6.2% in luxury travel for the period 2015–25.

Quite evidently, the vast Asia-Pacific tourism market continues to beckon passionate travellers from across the world to experience bespoke holidays to suit their growing needs of a rich travel experience in exotic and novel destinations. With changing trends in the tourism industry, reflected by increasing investments in global sojourns and growing demand for private and customised itineraries, the escalating luxury travel market in Asia-Pacific gives testimony to the drastic shift witnessed in the years gone by.

Another research firm, Agility, has recently reported in its annual report (Affluent Insights Travel Consumer Report) the key aspects of luxury travel. As per the report, which was conducted on around 2,441 affluent people in eight Asian markets, the desire to 'try new things' is one of the reasons for people to plan luxurious vacations. It is also the promise of exploring the region's culture and heritage, particularly the culinary culture to have a great gastronomical experience. High-end shopping is another important aspect when people plan their trips. The report indicated that affluent people often plan their holiday destinations keeping in mind their intention to shop luxury goods there. Surely, 'luxury-oriented' people have given enough reasons to the retail sector too to prosper.

With news about Starboard Cruise Services striking a deal with Dream Cruises to manage its Asian travel retail business by launching *Genting Dream* in November, it stands to reason that Dream Cruises hopes to offer a wide range of high-end lifestyle brands and tailored offerings to cater to its premium Asian market on sea sojourns. Apparently, Starboard has been an onboard retailer for premium Asian cruise lines for a long time now.



Interestingly, travel has always played a significant role in outlining personal human experiences with nature. Perhaps this is the reason it has evolved over time and given a new dimension to hospitality and tourism. From seafaring through the Yangtze River on a luxury cruise in China to relishing a private dinner along the spice plantation in India to experiencing different facets of Shinto culture in Japan to witnessing the exquisite beauty and elaborateness of Buddhist temples of Thailand, the Asian hospitality sector too has beefed up its core domains to enhance luxury travel experience of its visitors seeking epicurean pleasures.

To satiate their hunger for travel experiences that are beyond the ordinary and of unmatched novelty, epicures around the world today look for travel agents who can redefine their travel experience and take it to a different level altogether. The concept of 'travel' has grown beyond the geographical locations and has intertwined with 'luxury.' This transition from 'conventional travel experience' to 'elite travel experience' has given way to innumerable business possibilities to those operating in the hospitality and tourism/travel industries in Asia.

With people working their way through their bucket lists, short- and long-haul trips are often in their minds to experience novelty. Amusingly, penetrating into the minds of such people and playing on their fancies are the travel and hospitality companies that leave no stone unturned to plan guilty but unforgettable itineraries for those with deep pockets.

PROMISING TO ELEVATE YOUR SENSES WITH EXOTIC DESTINATIONS, GASTRONOMICAL EXPERIENCES AND CLASS - APART ACCOMMODATION, ASIA IS ALL SET TO UPGRADE ITS RETAIL, HOSPITALITY AND TRAVEL SECTORS TO OFFER YOU AN EXPERIENCE OF A LIFETIME

In fact, the Indonesian people deserve their share of entertainment. To put into perspective, South Korea, which is one-fifth of the population of Indonesia, has more than double the number of cinema halls Indonesia has. In fact, there is so much scope in the industry that experts have labelled Indonesia 'the sleeping giant' in cinema terms. The country where moviegoers are anticipating a never-before movie experience, Marsya Karzinar, a student in Indonesia, shared with a local magazine “Sometimes, the movies at Indonesian cinemas are not up-to-date enough” and if “foreign cinemas come, they can give good facilities that would be good.”

TAKING THE 'NEGATIVE' POSITIVELY

Sometime ago, the so-called 'negative investment list' of the government had shunned foreigners out of the country. But now, there is anticipation and, hopefully, foreign catalysts will change things for good. The competition is intense already, as the domestic players are ready to sharpen their game. The filmmakers in Indonesia realise this means more hard work for them. “Opening up the Indonesian market can bring incentives to invite investors and new industry practitioners. Not only will the number of screens and the demand for films increase but also a healthy competition and transparent market data will be realised,” says Sheila.

Even Hanung accepts this. He says “The opening up of investment opportunities will create a good competition between filmmakers. But not all Indonesian filmmakers are happy. They are worried that they will now have to come out of their comfort zone.”

The Association of Indonesian Film Producers of Indonesia (APROFI) had been lobbying for opening up the market for a long time, and it's finally been achieved. In a chat with *World of Business*, Sheila Timothy, the chairman of the APROFI, explains “The opening for FDI is a big opportunity to increase the market and the number of screens. Indonesia needs at least 2,000–5,000 new screens. This growth will spawn new job opportunities and trigger market advancement because of the rise in both demand and supply of films, which directly affects the number of national film productions and admissions.”

Although Indonesia is the fourth most populous country in the world, the film industry here is in an appalling state. Couches at home have caved in, as one rarely goes out to a cinema hall for a movie. Picture this—the country with more than 17,000 islands has 87% of its movie screens on a single island, Java, out of which 35% are in the capital Jakarta! Surely, a statistic Indonesians won't be happy about, but has got potential investors all excited.

Even the India-based entertainment and ticketing platform BookMyShow.com has a presence in Indonesia, investing on the low screen per capita of 0.2. With ambitious plans of a nationwide presence and a phone app starting beginning of July, the company's co-founder Sudhir Syal wants to focus on the untapped territories. In an interview with *World of Business*, Syal said “We have always been bullish about the Indonesian film industry, and this strengthens our conviction further. Our target market in Indonesia is entertainment-seeking audience, aged between 18 and 34. While this is our target audience, we find that love for cinema cuts across all age groups. This is also not location-specific; we, so far, have seen significant demand in both smaller towns in East Java and Jakarta.”

The country with more than 17,000 islands has 87% of its movie screens on a single island, Java, out of which 35% are in the capital Jakarta!

SOUTH KOREA, WHICH IS ONE-FIFTH OF THE POPULATION OF INDONESIA, HAS MORE THAN DOUBLE THE NUMBER OF CINEMA HALLS INDONESIA HAS

CJ CGV, a South Korean film firm that operates the second-largest movie chain in Indonesia, already has its blueprint ready. With an ambitious project to revamp the film-going experience in Indonesia, its spokesman Cho Sung-jin has claimed in interviews to the press that “CGV Blitz plans to more than quadruple its number of screens in the country to 600 by 2020.” He said it's a move that would encourage competition, pushing the firm to bring about the best in business. He further added “We welcome the decision, as it will become much easier for foreign firms to invest in Indonesia. We will continue to actively do our business there.”

FOREIGN INVESTORS SEEK THE 'BIG PICTURE' IN INDONESIA'S FILM INDUSTRY

By Vibha Sharma

So you like watching films? But are living in Indonesia? Chances are that until now, you would've hardly been able to witness cinematic brilliance as seen by your other worldly counterparts. We wouldn't equate that to living under a rock, but with few film releases each year and a meagre 1,117 cinema halls for a 250 million population, the situation kind of takes you to an ignorant extreme. But now, the Indonesian government has taken matters into its own hands by allowing foreign direct investment (FDI) in the film industry for the first time in 10 years.

FOREIGN DIRECT INVESTMENT (FDI) IN THE FILM INDUSTRY FOR THE FIRST TIME IN 10 YEARS

Surely, it is time for some high-fives for the tech-savvy, well-informed citizens of Indonesia with a median age of 29. With their cinema hall visits limited to less than once a year, they need to catch up on a lot of lost-out popcorn time! In February, this year, the Indonesian government decided to open up its economy to 100% FDI in 35 sectors. President Joko Widodo announced that this would include film exhibition, distribution and production.

With this decision, the president has given into a longstanding demand of the Indonesian film fraternity. One of Indonesia's brightest filmmakers Hanung Bramanto accepted in an exclusive interview with *World of Business* that the opening up of the economy gives him the freedom to think creatively. “I need a company, or an individual, who can help me realise my dream. I cannot trust a local filmmaker or a producer to give me creative freedom, and the FDI will give me more options.”

FOREIGN INVESTORS SEEK THE 'BIG PICTURE' IN INDONESIA'S FILM INDUSTRY

So, in hindsight, when filmmakers complain about Hollywood movies raking in more than their share in movie distribution, FDI in the business may seem like a further push for the foreigners. Like in other sectors, FDI would mean more outside investment for the movie makers and production of smarter and better films that would appeal to a larger audience. A film-going viewer's foremost priority is a good film and then the movie-watching experience. In Indonesia, there is a dearth of both—locally made films hardly run in the halls for more than a week and the distribution rarely goes beyond the island of Java. With huge costs that go into putting together a single frame of a film, that's a huge financial loss straightaway!

The APROFI has been struggling with these problems for a long time. Speaking on behalf of the filmmakers, Sheila accepts that the struggle will not stop there, but this is their big opportunity to be at par with film industries of the world. "Opening the production sector to foreign investment means a chance to get a bigger financial and technological access and also the opportunity to expand to the overseas market. Thus, the benchmark and capacity of Indonesian films can be escalated through knowledge and technology transfer."

THE BENCHMARK AND CAPACITY OF INDONESIAN FILMS CAN BE ESCALATED THROUGH KNOWLEDGE AND TECHNOLOGY TRANSFER

However, it's like calling the glass half full! Despite the problems, the film industry is on a high like never before. Indonesia's two big-screen giants 'Cinema 21' and 'Blitzmegaplex' are adding more screens and more studios, and the list is bound to get prolific. In a never-seen-before output, 106 movies were made in Indonesia last year, which was more than what has been witnessed in decades. Surveys show that the film, video and photo industries contributed Rp 8.4 trillion (\$731 million) to Indonesia's gross domestic product last year. That was an increase of 13.5% from Rp 7.4 trillion recorded in 2012.

According to reports, Lippo Group's Cinemaxx cinema operator expects to triple its movie screens to around 250 this year as part of its greater ambition to create a network of theatres, with 2,000 screens across 85 cities in 10 years. The major players in the industry who together control three-fourths of the industry are Cinemaxx and Blitx. But Cinema 21 is the biggest group, with maximum market share.

THE 'EDITS' NEEDED IN THE INDUSTRY

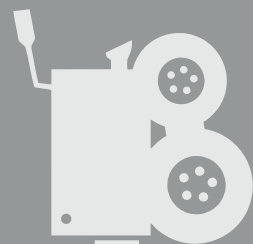
Today, when any information is just a click away and movies can be streamed seamlessly with the Internet access, the Indonesian film industry is still in a 'pause' mode. Many blame the government's conservative economic policies and tight regulations and censorship under the autocratic former President Suharto for this. And that is why Sheila Timothy stresses "The market needs supporting policies from the government for it to be effective and to help the local businesses in improving their capacity." And that support is needed in a big way. There is a need to

ENTERTAINMENT - INDONESIA

"implement an integrated box office system to monitor the market, which can be daily accessed transparently and which applies to both local and foreign films. This will solve many issues, including the ease of tax payments and analysis of film admissions and trends, screen slots and air time of each film." And then you need to work on the basics too, starting right from the beginning where a lot of money needs to be put into the "infrastructure in film education."

Surely, the people of Indonesia must be heaving a sigh of relief seeing the amount of attention and money being channelised into making some serious changes in their entertainment industry. It's time for them to dream in 'high-definition.'

HOW THE PICTURE LOOKS...



Average number of viewers for an Indonesian film - 200,000

Screens per capita ratio - 0.2

Total number of screens - 1,117 (mostly in Jakarta)

Hollywood releases' gross average in Indonesia - About \$5 million



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ASIAN CONSTRUCTION INDUSTRY GETS A TECH MAKEOVER

By Asad Waseem

Of late, timely delivery of real estate projects has become a major concern for those investing in real estate. Also, with advancement in technology and exploration of land for industrial purposes, there has been a considerable increase in the construction of new properties in the outskirts of cities. However, quite often, a delay in construction leads to a big lag in project delivery within a stipulated time. This delay can be avoided with effective implementation of new techniques to speed up the delivery process.

Evidently, construction technology varies with the topography and climate of countries. Therefore, civil engineers and architects across the globe are coming up with technologies that can revolutionise building construction as per the country needs. Some big innovations have been made in China, Japan, South Korea and Australia, which are considered front-runners in technology within the Asia-Pacific region. Because of massive urbanisation across its major cities, China has resorted to rapid construction of skyscrapers across its city landscape. Countries like Japan, South Korea and Indonesia have started focusing more on anti-seismic construction techniques owing to their susceptibility to earthquakes. Unfortunately, India and the rest of South Asia have still not been able to make use of cutting-edge construction technologies, the reason being lack of funding resources and little or no government support. Interestingly Asia-Pacific has witnessed some of the most innovative building construction techniques in recent times.

CHINA'S 3D PRINTING CONSTRUCTION

Can you imagine a house constructed in just three hours? Seems like a scene from a science fiction movie, isn't it? The herculean task has been completed by Zhuoda Group, a Chinese firm, which used the 3D printing technique to prefabricate the house and assemble it in just three hours. The components of the house were built in a factory and later completed with plumbing, wiring, interiors and sanity ware. Another Chinese company WinSun Decoration Design Engineering Co. has made the highest 3D printed building. The company has to its credit 98 national patents for construction materials. In 2004, the company built a 3D printing spray nozzle.

While interacting with the press, Ma Yi He, CEO of WinSun, explained “The company's success is due to their unique and leading techniques. First is their exclusive 3D printing 'ink,' which is a mixture of recycled construction waste, glass fibre, steel, cement and special additives.” According to Ma, recycling construction waste and mine rest produce a lot of carbon emissions. With 3D printing, the company turned that waste into new building material. The process also ensured that construction workers were at less risk of coming into contact with hazardous material or work environment.

CONSTRUCTION TECHNOLOGY

In India, constructing a building takes months and often leads to excessive noise and dust pollution along with other heavy expenses on security and contractors. By implementing the 3D printing technique, the Indian construction industry can cut its costs and ensure timely delivery of real estate projects. The technology can also solve the problem of the involvement of a large number of people who work under hazardous conditions at the construction sites.

JAPAN'S SEISMIC ISOLATION CONSTRUCTION

Frequent earthquakes in South Asia over the last few years have alarmed and cautioned urban planners and construction companies, and they are constructing anti-seismic buildings that can withstand the effects of major earthquakes. Since Japan has been facing the onslaught of earthquakes for a very long time now, most of the buildings constructed lately are earthquake-resistant. The most recent technology in earthquake-resistant building construction is seismic isolation.

The threat of an earthquake increases with the height of a building; therefore, high-rises are at maximum risk during a seismic activity. To mitigate this danger, construction experts in Japan have come up with seismic isolation technology. In this technology, building structures are decoupled from the base so that the buildings do not get affected by earthquakes. Such construction methods are being implemented in various cities of Japan to make property and life safer.

One of the developers who have utilised the seismic isolation technology in their projects have remarked “Not a lot of objects fell over in our building. In fact, we've had residents tell us that they were glad to have chosen to live in an apartment with seismic isolation.

Even on the upper floors, no bookshelves toppled over, and nothing fell off tables. The only damage to speak of was cracks in the interior boards.”

Since most parts of north India fall under a high-risk seismic zone, the seismic isolation technology can be implemented in the construction of real estate projects there. Although tremor-resistant techniques have been implemented in many buildings, seismic isolation is a new technology for Indian builders and developers. The government should take stringent measures to mandate the implementation of this technology. Though the technology increases the cost for a builder, ease in taxation, if done by the government, will lead to easy purchase of the property.

PRE-CAST TECHNOLOGY

The technology provides endless possibilities in the designing and application of building construction. Through this technology, architects and engineers can develop unique buildings, with emphasis on quality. Pre-cast technology offers custom-built beams, roof slabs, wall panels, columns, etc., in a wide variety of colours, sizes and shapes.

Pre-cast component development takes place in a controlled environment, with the use of advanced machinery. The components are later erected at the site with the help of cranes. They are joined with the help of grouts and bolts to lend the structure the required strength and rigidity.

IN SEISMIC ISOLATION TECHNOLOGY, BUILDING STRUCTURES ARE DECOUPLED FROM THE BASE SO THAT THE BUILDINGS DO NOT GET AFFECTED BY EARTHQUAKES

With the use of pre-cast technology, a hindrance-free construction can be carried out in any season, saving up to 64% of time compared to the construction time of a brick house

Pre-cast construction technology has multiple benefits compared to traditional construction methods. Pre-cast components are manufactured in a factory by highly skilled personnel. More importance is given to the quality and durability of the final product. Pre-cast components can be erected on the site with less disruption and wastage. The overall process also saves the energy required to create a structure.

People often try to refute the use of pre-cast technology because of its high cost compared to the low cost involved in conventional methods, but if we consider factors like waste control, construction speed, quality deliverance and maintenance required, then the overall cost involved in construction is almost equal in both the methods. Moreover, a consumer gets a much better product in less amount of time with the help of pre-cast technology. The technology is a cost-effective way of construction, where quality is not compromised and the project is delivered in time, without any kind of hassle.

Many developers in India are vouching for the pre-cast technology and its implementation. Developers like Supertech, Amrapali, Sobha and Umang have implemented this technology in some of their projects.

CONSTRUCTION TECHNOLOGY

On the implementation of the pre-cast technology in his projects, R K Arora, the chairman and managing director of Supertech Limited, says “In pre-cast construction, the structures are not made of mortar and cement but of beams, columns, panels, slabs and standard concrete. This concrete is cast into a reusable mold, cured and then along with the beams, slabs, panels and columns is transported to the construction site and erected to form a structure. Such construction does not need plastering, as the surface made is very smooth and requires very less maintenance. The technology strengthens the overall solidness of the house, much more than a traditional house. With the use of this technology, a hindrance-free construction can be carried out in any season, saving up to 64% of time compared to the construction time of a brick house.”

One of the leading developers, Sobha Limited, launched its project Sobha Dream Series a year ago, in which it utilised the pre-cast technology. J C Sharma, vice-chairman and managing director, Sobha Limited, said “This new segment of ours, the Sobha Dream Series, is efficiently designed and targeted at the young professional looking for his/her first home. We are catering to the most demanding customer segment aspiring for premium homes. The project is attractively priced as well as smartly designed with specialised technology and meticulous planning, strengthened by our backward integration capabilities and enabling us to come up with this massive project (the biggest ever) without sacrificing any of the values SOBHA stands for. The project shall come up in five phases, with 80% open spaces. The Sobha pre-cast plant erected at the project site is probably one of the largest and most modern set-ups catering to the large-scale construction with unmatched quality and speed.”

PRE-FABRICATION TECHNOLOGY

In the pre-fab technology, buildings are constructed with the use of factory-manufactured components. The most common pre-fab materials are wooden panels, cement, gypsum (for ceilings), walls and floors, ready-to-use doors and windows, and steel frames for structures. In layman's terms, the pre-fab technology utilises various modules of the building structure that are first made in a factory and later assembled on site.

An entire building can be designed using architecture software, and individual modules (such as wall and ceiling panels, steel frames and floor tiles) can be custom-made later. The modules or components are finally assembled at the construction site. Houses that use steel frames can have multiple stories without a beam or a

pillar support. The other way to construct a building is to get the main structure and walls constructed through conventional methods and the interiors can be done with the pre-fab material.

Building construction using the pre-fabrication technique is trending in India. One of the pioneers in offering green technology solutions is Acme Group, which has developed an entire sports village in Kerala using the technique. On the use of the pre-fabrication technology in the project, Samir Sharan, CEO, ACME, said “Pre-fabrication technology is the key to the future of the infrastructure sector, which is reeling under pressure to meet the requirements of a growing economy supporting a population of 1.2 billion. We have delivered many successful projects in the past in record time and the National Games Village, which is Asia's largest pre-fabricated installation, will serve as the model infrastructure for the sector to emulate.”

The pre-fab housing technology may get a boost from the government's initiative of 'housing for all by 2022,' which will require construction of 30 million low-cost houses and development of 98 smart cities across the country. There has also been an increased growth of commercial real estate because of the spur in the IT and e-commerce industries. The coming years will likely see maximum use of the pre-fab technology. The government's decision to ease norms for 100% foreign direct investment (FDI) in real estate will also allow rapid adoption of modern pre-fab technologies.

In spite of so many advantages, the pre-fab housing technology has few drawbacks as well. Compared to conventional construction techniques, the pre-fabrication technique has more risk involved in it. Since most of the components are developed off site, a big factor of trust is involved and a lot is at stake.

Since construction projects are generally time-bound and workers at pre-fabrication sites have to meet deadlines, they may complete the projects quickly, compromising on the quality aspect. This may lead to faults. Conversely, the time utilised in traditional methods is more, but the risk associated with the construction is almost nil.

Although the pre-fabrication technology provides a quicker schedule, low construction cost and less wastage, one cannot ignore the slip-ups that happen at the off-site construction. Evidently, the pre-fabricated technology has an edge over traditional construction methods, but one must ensure quality, else the money and time invested in the process will prove to be of no use.

The government's decision to ease norms for 100% foreign direct investment (FDI) in real estate will allow rapid adoption of modern pre-fab technologies

There is little support from the government in the development of construction technology.

WHY CONVENTIONAL CONSTRUCTION STILL RULES THE ROOST IN INDIA

Despite the introduction of new techniques in the construction technology, a major part of the industry still relies on traditional methods for construction. Some of the reasons behind this are listed below.

1. New construction technology increases the cost for the developer.

2. Indian contractors and builders lack knowledge on new construction techniques.

3. There is a huge labour force in the Indian construction industry, which is an easy alternate to new technology.

4. Construction machinery from the West comes along with heavy import duty and taxes.

5. As far as research and development is concerned, very few builders rely on country-made techniques.

6. Construction companies in India are also reluctant to utilise new construction technologies.



aptitude tests, classification of students by capacity bands, and parental choice. However, this scheme failed drastically, as the schools continued designing their own assessments to measure students' competitiveness to grow along the education graph. Situation kept turning worse, and by the end of the 20th century, Hong Kong faced a structural crisis in the education sector. This disaster was imminent owing to the mounting difference between the demands of a fast-changing society and the outmoded education structure that was on role.

Taking the criticism seriously and understanding the importance of quality education in the development of any nation, the Education Commission of Hong Kong started planning reforms in this regard. It flushed out the Academic Aptitude Test from its system in the year 2000. The education department, in order to prove its worth, further went into a reform drive by introducing a new education system, the Hong Kong Diploma of Secondary Education (HKDSE), in 2009. The HKDSE not only replaced the age-old Hong Kong Certificate of Education Examination (HKCEE) and the Hong Kong Advanced Level Examination (HKALE) but also curtailed the duration of the primary/secondary education to 12 years from 13 years and extended the undergraduate education duration to 4 years from the existing 3 years. However, the HKDSE soon acted as a boomerang; instead of reducing the surmounting academic pressure, it ate away the residual mental peace of students by causing havoc in Hong Kong. Addressing the confusion this sudden curriculum shift stirred, coupled with the shortening of the academic years for the primary and secondary education, Prof. Paul Yip Siu-fai, director, Centre for Suicide Research and Prevention, University of Hong Kong, said to the press “Students are entering university at a younger age. They might not be mature and prepared enough to deal with challenges and lack the closer network present in secondary school, for example.”

EDUCATION STRUCTURAL FAILURE - CONTINUING HEREDITY

Variation in the Children's Happiness Index and cases of student suicides reported because of ceaseless academic pressure are not the issues that have suddenly crept up. These are just being highlighted more presently as compared to the past in the wake of the glaring increase in student suicides in Hong Kong. Since ages, Hong Kong's education sector has been following the Confucian heritage culture, which is characterised by a strong emphasis on the concept of examination. Even scholars and intellectuals addressed Hong Kong as an 'examination hell,' where more than a student's intellectual capability, scores were given prominence. In fact, numbers and percentages solely dictated the chance behind a student's selection for the pursuit of higher studies.

This was the phenomenon followed since the early 19th century. At the conclusion of the Second World War, Hong Kong saw a sudden spike in the population but had only one university, with a maximum capacity of 200 students to cater to the education needs of the masses. This was like finding a needle in a haystack. Mirroring the statement, the education system in Hong Kong became supremely selective, and only a handful of students excelling in the stringent primary school examinations were given enrolment in the university. This triggered stiff competition where students falling short even by a mark were not allowed to dream of acquiring further education.

In the 1970s, after Hong Kong introduced the nine-year compulsory education system, it started working towards revolutionising it. As the primary step, the education department decided to replace the secondary school entrance examination with a placement scheme that combined internal assessments,

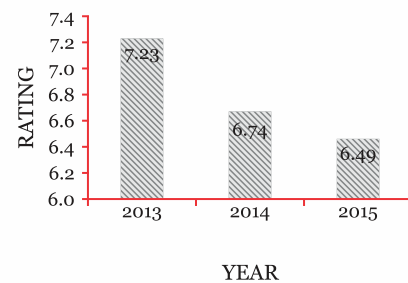
Not only the students from primary and secondary schools are losing their peaceful days but also the students from tertiary schools have crossed the thin line to the breaking point. Such is the condition that the last academic year, 2015, witnessed an alarming number of students committing suicides as they failed to cope with the tough academic structure that laid under the shroud of a preliminary step towards an overall education transformation. However, to sight the current scenario in a wider spectrum and to interpret the transformation critically, one first needs to code break the nation's past, which bears witness to the Confucian heritage culture, a stressful exam-oriented structure for the selection of worthy brains.



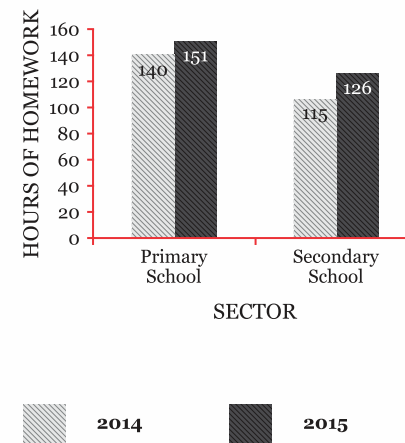
By Debasish Chakraborty

THE LAST ACADEMIC YEAR, 2015, WITNESSED AN ALARMING NUMBER OF STUDENTS COMMITTING SUICIDES AS THEY FAILED TO COPE WITH THE TOUGH ACADEMIC STRUCTURE

CHILDREN'S HAPPINESS INDEX



HOMEWORK HOURS - PRIMARY AND SECONDARY SCHOOLS



HONG KONG - AN “EXAM-i-NATION”

Hong Kong, to many, is a hub of entertainment owing to the presence of the globally popular Disneyland. However, the biggest irony is that the nation featuring such a delightful tourist destination, where children from all around the world dream to set their foot in and enjoy, is nosediving fast in its Children's Happiness Index and ascending rapidly in its number of student suicides owing to surmounting academic pressure. In an exclusive interview with *World of Business*, Prof. David Carless, associate dean, Learning & Teaching, University of Hong Kong, described the education sector as a combination of “high academic standards, outstanding levels of performance, dedicated teachers, hardworking students supported by a Confucian work ethic, and high parental expectations.” It's pretty clear that high parental expectations in parallel with the Confucian heritage culture, promoting the examination-oriented system, are playing down students' mental health with a hefty dosage of academic excellence. In an era where education is considered the most potent weapon to transform the world, such disoriented educational structure can only have a negative impact on the economy and on the country as a whole.

LOSING SMILING FACES

Hong Kong has always enjoyed the limelight for being China's biggest cultural and financial hub. But the picture behind the colourful portrait has a grey side too. Lately, the city has witnessed a sharp decline in its children's happiness rate. As per the Children's Happiness Index survey, introduced in the year 2012 by the Centre for Public Policy Studies, Lingnan University, the slump can be attributed to increased academic pressure and edgy socio-political environment. The survey also revealed that the age groups that are most affected by these factors are 8–9 and 14 and above.

Studying the revelations of the Children's Happiness Index survey further, it can be made out that the time primary and secondary school students spent on their homework too witnessed a steep increase in the last year, compared to the scenario of the penultimate year, thus taking away the slightest of time the children had to do something of their interest. Adding to the pressure of homework is the coercion to excel in the entrance exams, lined up as a yardstick to judge students' capability of pursuing higher education. The same has been highlighted by Prof. David Carless when he said “A potential downside of the drive for high academic standards is that there is a certain amount of pressure on students from an examination-oriented system.” It is a tormenting fact, driving the parents crazy and making the students hysterical.

IN SEARCH OF THE RIGHT ANTIDOTE

If you have been into medical science, you would probably be the right person to understand how hard it is to recover from a hereditary disease. Hong Kong, plagued by disoriented educational structure, haphazard reforms and inconsiderable academic coercion, is finding it tough to discover the right antidote for its speedy recovery. As the first step towards retrieval, the Education Bureau formed a committee in the early March 2016 to address the immediate cause of student suicides. In its first meeting, which held in April 2016, the committee formed five working groups to establish and understand the links between student suicides, academic pressure on them, and their mental health and family life. This was done to study the scenario more closely and devise strategies to strike out such dark details from Hong Kong's education system.

THE HONG KONG DIPLOMA OF SECONDARY EDUCATION (HKDSE), INTRODUCED IN 2009, REPLACED THE AGE-OLD HONG KONG CERTIFICATE OF EDUCATION EXAMINATION (HKCEE) AND HONG KONG ADVANCED LEVEL EXAMINATION (HKALE)

Highlighting the government's initiatives in curbing suicides and reducing students' stress levels, Prof. David Carless said "The government has been promoting 'learning how to learn' for some time and this is a useful priority." To justify it further, he added that the Hong Kong government, in order to trigger a revolution, can also "promote more learning for the sake of learning rather than for the sake of passing examinations" and "view assessment more holistically as not just a grading and sorting device but also as a deeper learning experience." He also emphasised the role of families, besides that of the government, in improving students' mental health by expressing "Hopefully parents show their love, care and support to their children and encourage them to excel without experiencing excessive pressure."

EDUCATION - HONG KONG

Much said and done, there still prevails a mist of uncertainty on whether the measures adopted by the Education Bureau and suggested by the academic experts would be enough to result in the transformation of the education sector of Hong Kong. Considering the present scenario, where nations are competing hard to be at the apex, even in the education domain, Hong Kong needs to strike the right chord with the least delay and at the perfect spot to avoid following its past.



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GUIDING THE LUMPY LEATHER WALLET INTO OBLIVION

By Debasish Chakraborty

Transforming this era into an age of cash digitisation, Oxigen is aggressively trying to revolutionise cash transactions by gathering people on the online monetary rostrum



Ms. Meher Bharucha Sarid
Group president at Oxigen Services India Pvt. Ltd.

A revolution in the financial sector was long pending and when it came, some people welcomed it with open arms, while some remained befuddled. The initiators of this revolution were many, but only a notable few lasted to see the dawn of the new morning. Oxigen Services India Pvt. Ltd, founded in 2004, is one of the companies that are still playing hard on an unfavourable turf to turn the game in India's favour. Over the years, it has become India's leading payment solutions provider by effecting radical changes in this sector. In an exclusive interview with *World of Business*, Ms Meher Bharucha Sarid, group president at Oxigen Services India Pvt. Ltd, throws some light on the present-day digital payment sector and how Oxigen is planning to effect more changes. Edited excerpt:

Q How do you think India is faring in the digital payment sector or when it comes to digitising money?

The digital payment sector is still in its nascent stage in India. There is a need for educating the masses, as most Indians are technologically backward. Also, when it comes to money, it is something that is very close to their heart and something that makes them cautious when its disposal and safety are concerned. Therefore, a lot needs to happen to bring that shift from using cash to digitising it.

Q Can you please clarify on the kind of education you are talking about?

Some of the tools for cash digitisation are point-of-sale terminals, mobile wallets and unified payment interface (UPI). All these things come together at the retail touchpoint. But beyond the placement of these facilities, there is a need for education. Firstly, shopkeepers handling point-of-sale devices need to be educated on the usability and advantages of those devices. Secondly, there is a strong need to educate the people who are developing or using these mobile wallets on how these

services can be user-friendly. Thirdly, there is a need to educate the consumers, who walk into the shops carrying cash in their wallets, on the advantages of using a digital wallet.

Q What, according to you, is the scenario in rural India?

In rural India, people still tend to keep their money behind God's photo frames, in the temples of their homes and inside the trunks or kitchen jars. These are the ways in which they save money. Therefore, firstly, the concept of saving money and moving it from these hiding places to proper bank accounts has to take a concrete form. Once that shift happens, people will automatically understand that a mobile wallet is also a safe place to keep their money. The government also needs to play an important role in leveraging these services and spreading awareness on the benefits of a mobile wallet, i.e. how safe, secured and trusted medium it is for all.

Q With 'no interest' factor attached to mobile wallets, what can actually compel a person to choose a digital wallet over a bank account?

Firstly, people at the grassroots level earn no interest at all, as their money lies in their trunks, inside their pillow covers, behind their God's photo frames or in their piggy banks.

Secondly, transactions these days take place through a debit or credit card, which is directly linked to the user's bank account, indirectly exposing all account details. So, if there is a hacker online, he can easily siphon off the entire amount. A credit card, however, makes for a safer option with a transaction limit. But the amount transacted through a credit card gets exposed. On the other hand, in case of a mobile wallet, a person can put only that much amount that he/she needs to use.

Thirdly, net banking is basically for people who are educated or tech-savvy. Even a well-learned person sometimes feels uncomfortable using net banking. It is also difficult to find a user-friendly approach in net banking, which is why telcos and banks have moved into this space of app creation for mobile banking. These mobile banking apps are quite friendly, but these apps directly link to the user's bank account, which again exposes all the details.

Mobile wallets have an extremely rare chance of getting hacked unless the service provider exposes the classified data or the mobile wallet holder himself/herself makes public his/her password or username. Further, mobile wallets come with a limit of Rs 10,000 for a regular customer and Rs 100,000 for a customer who has fulfilled the KYC requirement. In a month, at a given point in time, a user can't spend more than Rs 25,000. Therefore, it's a regulated sector, and the Reserve Bank of India (RBI) has done a commendable job by opening up the space and relaxing some of the stringent rules. Further, it has made it easier for the consumers to become a member of any mobile wallet.

Q Talking about the viability of a mobile wallet in India, do you think it will be able to prosper?

Today, people even from the lower class can be seen using WhatsApp to make calls to connect with their families in villages instead of using any telco's services for calls where they are charged Re 1/minute. They generally settle for Re 0.001/minute data calls to connect with their loved ones. Most of these people even have Facebook accounts to make Facebook calls. It is indeed a miraculous shift. And it won't be wrong to say that if these people can do voice calls, they will also find it easier and welcoming to use mobile wallets.



Mr Pramod Saxena, Chairman, Oxigen Services India Pvt. Ltd

In a wirelessly connected world, digitisation has presented an opportunity to eliminate poverty in counties like India by using digital access of mobile and Aadhaar cards (Unique Identification Number) to bring more than 600 million financially excluded people into the mainstream of development. Oxigen is combining its last mile access of micro ATMs and mobile wallet to offer low-cost digital payments and banking solutions for eKYC-led cash in cash out, microlending, insurance and government-benefit payments, etc.

Q How can the government promote education on the use of mobile wallets?

The Government of India (GoI) puts pension directly into the beneficiary's bank account. In case the person has died, the bank account still operates and the pension is deposited in perpetuity. In such a case, anyone having access to that account can easily withdraw the amount. In some rural areas, the pension amount reaches through post or a third party, leaving a great chance of embezzlement or misappropriation of funds.

However, if the pension is actually directed into a mobile wallet, it will be much easier to track with the Aadhaar-linked point-of-sales terminal. Oxigen has already implemented it in Tamil Nadu. Besides, the government can also endorse their wallet partners as authentic gateways to the payment of utility bills. In far-flung rural areas, Panchayats can play a huge role in spreading awareness on mobile wallets. Also, there are several NGOs in India that can take the initiative to spread the awareness.

Q Other than education, what can possibly be the barrier in the way of digitising cash?

In the early '90s, Hong Kong had the Octopus Card, which was a prepaid card and could be easily bought from any counter. A user of this card could top it up with cash and use it for bus travel, for buying a ferry or train ticket, for purchasing a movie ticket and much more. But India is yet to come up with such a payment card. Countries like the US, the UK, Hong Kong, China and Japan have evolved greatly in the digital payment segment. The only reason India has not been able to reach that stage is it is a diverse country, with so many states and dialects. It's a big challenge indeed.

Q With competitors like Paytm, FreeCharge and MobiKwik venturing aggressively into this sector, where do you see Oxygen stand?

Talking about the competitors, none of them have all the elements of cash digitisation, i.e. mobile wallet, Adhaar linkage, point of sale and Kiosk banking. Oxygen, on the other hand, prefers working silently and doesn't encourage client retention through cash back or any other offers. Oxygen's ethics and values are towards the greater good of the nation. When we started 12 years back, our vision was to make our services reach every doorstep, whether it's in an urban area or a rural area. Then, in 2010, when we changed our vision to become financially inclusive, we started doing banking services, promoting financial literacy and opening bank accounts. However, in the wallet segment, we have a lot of competition, which is healthy. While all other wallets are targeting the urban youth, we are looking at the audience in Tier II, III and IV cities. So,

when everyone focuses on CLASS, Oxygen focuses on MASS.

Q How is Oxygen trying to encourage more and more customers to use its services?

Instead of directly transferring money from one bank account to another, Oxygen encourages users to open up a wallet account, top it up with cash and then transfer it to the receiver's wallet, bank account or any other account.

Oxygen's point-of-sale device is approved by Indian Banks' Association (IBA). This allows us to execute cash-in and cash-out transactions that no one else can. Further, Oxygen's point-of-sale device helps the buyer to do a recharge, pay utility bills, buy a ticket, open a savings account, apply for an Adhaar card or a PAN card and much more. Besides that, Oxygen has always been a kiosk bank to the State Bank of India (SBI). In the past, it has been a kiosk bank to ICICI Bank, Yes Bank and Union Bank as well. Oxygen is currently promoting its point-of-sale device in linkage with RBL Bank. We have rolled it out in the northeast India and have received a good response. We also have a retailer app where a person earns on every transaction he/she makes. Oxygen has a network of around 200,000 outlets. It is also the first in India to introduce a virtual Visa card. We focus on customers who believe in no transaction failure. We have executed billions of transactions and have a 98% success rate.

Q Do you have any plans of tying up with online or offline merchants?

Big Bazaar is one of our focused partners. We are also working closely with eBay. Oxygen introduced a virtual card, so it doesn't have to do merchant tie-ups. Today, all telco wallets like airtel Money, Vodafone mPesa, Tata mRUPEE and Idea Money get the feed from Oxygen. Similarly, banking websites like SBI uses InstaPay, which is from Oxygen. If a person doesn't want to pay a recharge bill through his/her account in Axis bank and Corporation Bank, it can go through Oxygen. In the US, companies like Transwire take the feed from us. In around 18 large retail stores across India, including Chroma, Next, Vijay Sales, Electronic Store, Mobile Store and WHS Smith, the sales person at the retail touchpoint encourages consumers to either pay their bills or recharge their mobile using Oxygen Wallet.

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SWEET **SUCCESS** THROUGH INNOVATION



-By **Shashank Surana**

Vice-President, New Product Development, DS Group

The last few years have seen innovation as an indispensable tool for brand success across industries. Be it a start-up or a hi-tech bio technology company, innovation is critical to the success of any company, product or brand. The need for evolution has given way to new products and technologies, which are poised to change our world. It is the same need for a novel change that is pushing the established industry leaders to incessantly reinvent and renovate to stay strong in the market, and the confectionary industry is no different.

In the long-established confectionary sector in India, where brands are backed by strong marketing and advertisement campaigns, established brands are leveraging their distribution networks, quality and ability to launch new variants to command the market share. In this complex industry, several new products, including candies, mouth fresheners and chewing gums, have jumped into the fray to leave a mark on the Indian mind. In order to spur the industry growth, companies are trying to find synergies between the consumer desires and their own inherent strengths. The hard-boiled candy segment, which commands a value of Rs 2,100 crore, too was once seeking such a push. Flavours, such as orange and mango, which otherwise give an ample choice to manufacturers to innovate, were once flat for years. Over the last decade, leading manufacturers demonstrated a degree of comfort with the choices they had to offer to their customers and appeared contented with their year-on-year growth.

Innovation in this segment, in the truest sense, was brought about with the launch of Pass Pass Pulse, a flavourful, hard-boiled value-added candy with a tangy twist. In less than one year, it became a more than Rs 150 crore brand, witnessing an organically developed footprint across India. This was a case where the demand outstripped the supply and the production had to be scaled up to match it, virtually overnight. The Pulse launch also revitalised the segment that showed the most dramatic escalation, of 12%, to take the growth rate to 23%, last year to become the fastest-growing segment in the confectionary industry.

The introduction of this new player in the segment shook up the sector to demonstrate that it still had the appetite for new formats. The company also risked on the pricing factor; it priced the candy for 1 rupee instead of 50 paise, the price mostly charged by other companies with a similar product. However, the increase in price was matched by an associated increase in the size and the weight of the candy for a great candy experience for the customer, who did not feel short-changed and got the value for money. After Pulse, many other manufacturers ventured into the Rs 1 MRP arena!

The most important factor in this case was innovation: the tangy core of the candy that lent it a new taste, which took everyone by surprise. The product broke the traditional mould from which hard-boiled candies came from! This is what gave Pulse the edge over others and a distinctive image that caught the fancy of the consumers. Pulse took a chance by first developing a connection with the



consumers through its unique taste and then leveraging the distribution network to strengthen its position in the organic market. There was excitement in people of all age groups, from children to adults, which is rare for a confectionary product. Since that launch and the stupendous success that followed, manufacturers have started reviewing their confectionary portfolio. This is a welcome step, as the market is large enough and there is space for all the choices that can be made available. New products infuse fresh energy in the market and keep alive the excitement level in customers. Pulse Kachha Aam's entry in the market was followed by that of Pulse Guava, which too made instant inroads. Certainly, there will be more to choose from in the months to come and there will be other products from other companies too. However, eventually, it is the customer who decides the ultimate hero. And that accolade is not that easy to earn!

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UP ABOVE THE WORLD SO HIGH...

By Debasish Chakraborty

If not financial institutions, who do you think can breathe life into China's slumping economy? Not that difficult to answer, is it? And, if you have been to China lately, you will have the answer ready at your fingertips. It's the superwoman Fan Bingbing, who has topped the Forbes China Celebrity list consecutively for three years, 2013, 2014 and 2015. She is currently the fifth highest-paid actress in the world, after Jennifer Lawrence, Melissa McCarthy, Scarlett Johansson and Jennifer Aniston, as of August 2016. She has left the world awestruck with her 42 million followers and \$75 million net worth. Believe it or not, she charges \$21 million for a movie. Income tax department officials worldwide, perhaps, have already started drooling, hoping Fan Bingbing take up their country's citizenship. There is also an extra dose of Dou Sha Bao for Fan's followers worldwide, as she has been quoted revealing her presence as the popular character 'Blink' in the next four X-Men movies. So, get ready to lose your heart again to this Asian beauty!



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