

AmCham China

QUARTERLY

Issue 2
2024

Executive insights, interviews, and intelligence for business in China

P13 26th White Paper Insights

P16 2024 DC Doorknock Trip

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Economic Diplomacy:

*US Treasury Secretary Janet Yellen's
China Visit and the Future of US-China
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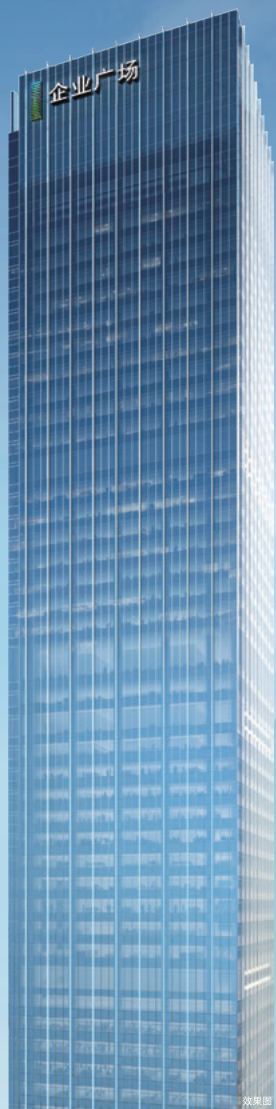


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Senior Director of Marketing and Communications

Mark Dreyer

Magazine Editor

Norris Tangen

Designers

Jin Peng

Zhang Hui

Cover Image

US Department of State

Contributors

Bin Huang

Norris Tangen

Nancy Wang

Aki Yang

Peter Zysk

Sponsorship

Please contact
Connie Zhao at

(8610) 8519-0861 or

czhao@amchamchina.org

The *AmCham China Quarterly* magazine is published by the American Chamber of Commerce in the People's Republic of China (AmCham China).

The *AmCham China Quarterly* magazine content does not necessarily reflect the opinions or positions of AmCham China or its Board of Governors.



Photo courtesy of US Department of State

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AmCham China Leadership

AmCham China's success is rooted in the vision, hard work, and dedication of its members. Through their efforts, these volunteer leaders make it possible to provide the information and intelligence, business services, networking opportunities, and events that benefit all members and the advocacy initiatives that help shape the business environment in China. At AmCham China's national level, the chairman, two vice chairs, and 11 governors comprise the organization's Board of Governors. Additionally, AmCham China's three Chapters each have their own local executive committee to ensure they are responsive to the needs of local AmCham China members.

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Advocacy at the Forefront: Ensuring a High-Quality Investment Environment

Advocacy is a critical component of AmCham China's mission. Our efforts have focused on engaging at the national level, including major ministries and organizations, to advocate for our members and promote a high-quality investment environment. Here's a summary of our recent engagements and key messages conveyed to officials.

During our meetings with central government officials, we highlighted the changing dynamics of investment in China:

- **Changing Economics of Investment:** We have noted how the return on investment (ROI) for companies in China has declined. Currently, two out of three companies report lower ROI in China compared to other global markets. This trend reflects the maturation of the Chinese economy.
- **Increased Risks:** We have emphasized the growing risks, including reduced transparency, heightened intellectual property (IP) challenges, and concerns about the impartiality of the court system in handling commercial disputes.
- **Investment Consequences:** We warned that increased risk and lower rewards lead to a predictable outcome of reduced investment, even before considering geopolitical factors.
- **Reform Implementation:** We advocated for the implementation of China's reform agenda, which aims to reduce risks, lower costs, and create a level playing field, potentially increasing returns. Stalled reforms, conversely, raise the perception of risk.

At the local level, our discussions this year have focused on reinforcing the role of US businesses as responsible corporate citizens and highlighting the factors driving investment decisions:

- **Corporate Citizenship:** We reiterated that US businesses are responsible investors, committed to their local communities.
- **Selective Investment:** While investment has slowed, it continues selectively, with a focus on local investment climates.

- **Commitment to China:** US companies remain dedicated to the Chinese market, though investment is now driven by the quality of governance rather than infrastructure.
- **Governance Quality:** We have emphasized that modern competition is centered on transparency, predictability, and fairness in governance.
- **Local Government Support:** We encourage local governments to provide fair treatment to our members and focus on improving the business climate. We also recognized individuals and offices for excellent service and demonstrated the importance of collaboration with AmCham China.

Lastly, we continually remind local governments that the best ambassadors for their regions are the companies already operating there.

Our primary goal is to encourage fair treatment of US companies and ensure a level playing field. By advocating for transparent, predictable, and fair governance, we aim to foster an environment where our members can thrive.

We remain committed to seeking opportunities for engagement and advocacy throughout the year. Your feedback and suggestions on how we can enhance our efforts are always welcome. Feel free to contact me at sstein@amchamchina.org.

Best regards,

Sean Stein

AmCham China Chairman

AmCham China Chairman's Circle

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Rebuilding Connections: *US-China Education Exchange in a Post-Pandemic World*



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By Norris Tangen

As 2023 drew to a close and the final remnants of COVID-19 controls in China disappeared, sentiment in the American business community experienced an uptick. However, according to the 2024 AmCham China American Business Climate Survey Report, members still cited “Rising tension in the US-China relationship” as their top challenge for the fourth consecutive year. One area where this sentiment has had a significant imp

act is the exchange of higher education students between the two countries. With flagging numbers of American students studying in China and Chinese students

studying in the US, the exchange of higher education students appears to be one casualty of the COVID era. The reasons behind the declining number of exchange students between the US and China is multifaceted, but it includes stiffer international competition in higher education, the mercurial US-China relationship, and perceptions of safety in both countries.

Chinese Students Look Abroad

According to a 2023 Open Door Report on International Education, the number of Chinese students studying in the US peaked during the 2019-2020 academic

year with 372,532 students. After that, the dampening impact of COVID-19 is clear—the 2022-2023 school year, for instance, saw just 289,525 Chinese students studying in the US. Increasingly, more and more Chinese students are looking toward destinations in Europe and Southeast Asia for their studies. Additionally, more Chinese students are applying to many more institutions than in the past. The 2023 China Institute of College Admission Counseling agency conducted survey of 144 high schools found that less than one third of students applied to institutions in one country for the 2024 academic year, compared to 37% applying to two and 24% applying to three.

This shift is driven by several factors. European and Southeast Asian countries

Since the COVID-19 pandemic, the landscape of higher education exchange between the US and China has undergone sizeable shifts. This feature delves into the current state of student exchange between the two nations and the profound need for educational and cultural exchanges in both countries. With insights into recent trends coupled with expert recommendations, the AmCham China Quarterly, informed by the 2024 American Business in China White Paper, explores how both countries can foster stronger academic ties, ensuring mutual cultural understanding and cooperation in a rapidly evolving global environment.

have actively marketed their educational institutions to Chinese students, offering competitive tuition fees, strong academic programs, and attractive post-graduation work opportunities. Additionally, the perception of a less welcoming environment in the US have also contributed to this trend.

Despite the decline in numbers, Chinese students still made a significant economic impact on the US, contributing approximately US \$15 billion to the gross domestic product in 2022-2023.

American Students in China Decline

The number of American students studying in China has declined even more steeply. In the 2019-2020 academic year, the number of Americans enrolled in Chinese degree programs dropped to 2,481 from 11,639 the previous year. By 2021-2022, the number had plummeted to just 211, due to the China's strict pandemic controls and geopolitical tensions. The US Embassy in China has reported a recent, modest increase in US students studying China—now at around 700.

However, there are signs of a modest recovery. In January 2023, the Chinese government lifted its entry quarantine policy, facilitating the arrival of US students and scholars in China. Additionally, the IIE Spring 2023 Snapshot on International Exchange noted that nearly all reporting US institutions have returned to or anticipate returning to in-person study abroad programs for the 2023-24 academic year.

Moreover, Chinese President Xi Jinping's initiative to invite 50,000 young Americans to China over the next five years, announced in November 2022, is expected to boost exchanges and foster mutual understanding. This initiative aims to promote young Americans' understanding of China's socio-economic development.

A Tale of Two Students: An American Student in China

For Avery Jade Prewitt, a Tsinghua University student, studying in Beijing was transformative. Initially met with skepticism, she recalls: "When I informed my family and friends of my acceptance into Tsinghua University, they were genuinely concerned for my safety and well-being." Despite challenges like adapting to a new language, post-COVID regulations, and visa requirements, she found the experience rewarding. "Studying in China has been my most challenging yet rewarding experience. As one of fewer than a thousand American students here, I've embraced the responsibility of being an ambassador for my country."

Prewitt faced issues beyond language barriers, learning about US-China relations. "Despite the enriching experiences, I am aware of the complexities between my home country and China." Ultimately, Prewitt feels her time in China was invaluable for personal growth and her professional trajectory. "Living and studying in China has immersed me in the culture, giving me a profound understanding of Chinese traditions, social norms, and daily life." She adds, "My time in China has shaped my career aspirations, particularly my passion for research. I hope to bridge the gap between Western and Chinese academic discourse."

A Chinese Student in the US

A Chinese student currently studying for his Master's in the US shares his experiences studying in America. He describes his undergraduate years at Boston University as rigorous but fulfilling, marked by strong relationships with professors and peers. "The professors are very strong

academically and friendly to students. During my undergraduate studies, I had a very good relationship with the professors, and they taught me a lot."

However, Post-COVID, he faced loneliness and focused intensely on his studies. "The last year in Boston was quite depressing, but it also made me invest more energy in my studies. I achieved more academic results this year than in the first three years combined."

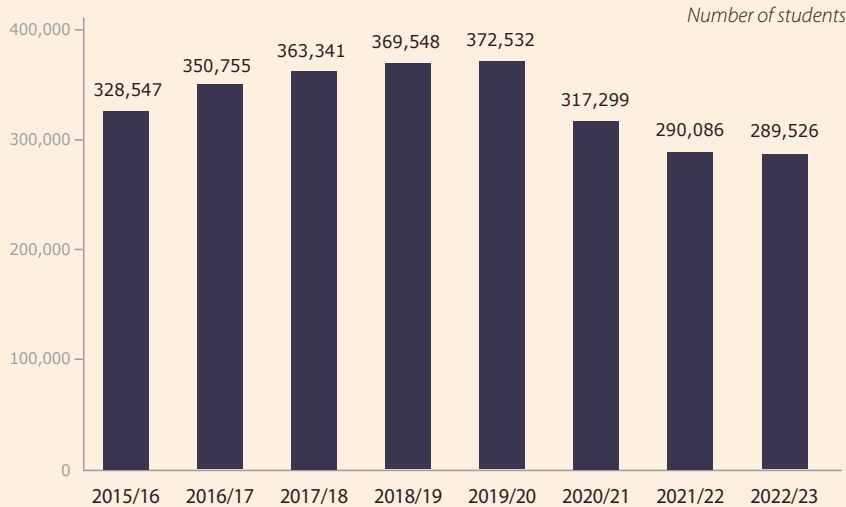
Reflecting on his career aspirations and personal growth, he notes the broader perspective gained from studying abroad. "My study abroad life has allowed me to see a wider world, hear different voices, and understand various perspectives. This experience has made me more mature and resilient."

The Crucial Role of Educational and Cultural Exchange

The exchange of students between the US and China holds immense value, beyond the economic contributions. Exchanges brings cultural diversity to campuses, foster mutual understanding, and sow the seeds for long-term cooperation between the two countries.

Despite the low numbers of US students in China, it is more important than ever for the next generation of Americans to develop not only Mandarin language skills, but also cultural understanding of China. Such understanding ensures that future American leaders can understand and appreciate the complexities of US-China relationship. Even if, and especially if, US-China relations were to deteriorate further, it would be crucial for the next generation of leaders to have a deep understanding of China to successfully steer the world's largest and most complex bilateral relationship. The

Number of college and university students from China in US from academic year 2015/16 to 2022/23



Source: Open Doors © Statista 2024

Additional Information: academic year 2015/16 to 2022/23

enhanced language skills, cultural competencies, and international networks that students gain through exchange programs are invaluable assets in a globalized world.

Addressing Issues and Finding Solutions

The following suggestions are informed by recommendations from the 2024 *American Business in China White Paper (White Paper)* chapter on Education, which was drafted by AmCham China member company representative volunteers in the education industry, to address the decline in student exchanges. Several measures can be implemented:

- Streamline visa processes: Long waiting times for interview appointments and strict background checks at US Customs and Border Patrol entry points impact Chinese students' motivation to study in the US. Simplifying and expediting these processes could encourage more students to apply.
- Enhance safety and support: Addressing the safety concerns of both US and Chinese students is essential. On the US side, this includes improving

campus safety, promoting inclusivity, and providing robust support systems for international students. On the Chinese side, this means fostering a more welcoming domestic environment for American students

- Increase transportation options: Significantly increasing the frequency of flights between China and the US, particularly direct routes to additional cities, would make travel more accessible and affordable for students.
- Expand academic opportunities: Chinese universities could offer more courses taught in English, provide safe and adequate on-campus dormitories, and create more internship opportunities in collaboration with companies. Similarly, US universities should invest in language and cultural exchange programs to attract more American students to China.

Recommendations for the Future

Also from the 2024 *White Paper*, the following are recommendations for both the US and Chinese government to increase

higher education exchange between the two nations:

For the Chinese Government:

- Simplify the approval process for work permits and work-related residence permits.
- Establish clear criteria for the import of foreign books for expatriate schools.
- Facilitate easier access to China's digital and mobile services for expatriates.

For the US Government:

- Encourage American students to participate in exchange programs in China to cultivate mutual understanding.
- Provide clear guidance and support for Chinese students applying for F-1 visas to ease the process and reduce scrutiny.

Scholarly Collaborations: US-China Academic Exchanges and Partnerships

Both China and the US attach great importance to academic exchanges and interactions. Initiatives like the US-China High-Level Consultation on People-to-People Exchange and the China Scholarship Council's funding for graduate students and scholars have facilitated significant academic collaborations.

Despite geopolitical and ideological differences, cooperation between US and Chinese scholars on global challenges such as climate change, energy security, and food security continues to deepen. Supporting these exchanges can promote scientific progress and global sustainability.

Fostering robust higher education exchanges between the US and China is essential for both nations. By addressing current challenges and implementing supportive measures, the two countries can strengthen their academic and cultural ties, ensuring a brighter future for international collaboration and understanding. 🌐

To get involved in AmCham China's Education Committee, contact Melody Wen at mwen@amchamchina.org.

The 2024 AmCham China American Business in China White Paper (White Paper) represents a culmination of insights gathered from our diverse membership covering a range of topics including industry-specific issues, industrial policy, market access, and regional dynamics across China. This comprehensive report, developed in collaboration with member company representatives, has served as a vital resource for stakeholders, policymakers, and business leaders navigating the complexities of US-China economic relations for the past 26 years. In this feature, the AmCham China Quarterly explores some key insights from the 2024 White Paper.

Key Takeaways from the 26th Annual American Business in China White Paper



Now in its 26th year of publication, the 2024 AmCham China *American Business in China White Paper (White Paper)* remains an invaluable resource for US-China business leaders, policymakers, and governments on both sides. Featuring over 30 chapters, including more than 20 that address industry-specific issues, 10 chapters focused on industrial policy and market access, and five chapters exploring region-specific issues in central China, northeast China, southwest China, Shanghai, and Tianjin, the *White Paper* comprehensively examines the multifaceted challenges and opportunities encountered by AmCham China's member companies throughout 2023 and early 2024. Developed in collaboration with member company representatives, the *White Paper* offers an accurate and comprehensive snapshot of the business environment in China, reflecting the latest developments and insights.

In the ever-evolving landscape of international business, few bilateral relationships carry as much weight and complexity as that between the United States and China. For American companies operating in China, understanding and adapting to this dynamic environment is not just crucial for success but also for navigating the myriad challenges that define the US-China economic relationship.

AmCham China's 2024 *White Paper* provides a comprehensive overview of the current business climate and sheds light on the perspectives and challenges faced by its member organizations. The

report highlights both the opportunities and the obstacles encountered by American businesses in China, offering valuable insights into the state of US-China relations from a commercial standpoint.

Economic Opportunities Amidst Political Tensions

In 2023, the foreign business community welcomed the last tranche of COVID-19 control measures and the resumption of high-level talks and visits between the US and Chinese resumed. Nevertheless, despite these many positive developments, the Chamber's 2024 Business Climate Survey (BCS) revealed that members cited "Rising tension in the US-China relationship" as their top challenge for the fourth consecutive year. Going forward, both nations will look to safeguard their national security interests while advocating for economic engagement that promotes mutual prosperity. However, Chamber members has emphasized the importance of maintaining open channels for dialogue and cooperation, urging policymakers on both sides to balance security concerns with the need for a conducive business environment.

Challenges and Realities of Doing Business in China

The 2024 *White Paper* delves into the nuanced realities faced by American businesses operating in China. Despite China's efforts to enhance the foreign investment environment through policies like the "New 24 Measures," actual experiences reveal a more cautious sentiment among investors.

For example, even though there has been talk of creating a more welcoming environment for international investors, foreign businesses have well-founded reasons for skepticism based on history. The increase in foreign businesses' direct investment into China in 2023 was modest, marking its slowest pace since the early 1990s. The inconsistency in policy over time and the discrepancy between stated policies and their implementation has led to a cautious approach among investors. Foreign investors are finding that the anticipated economic reforms and efforts to liberalize are unfolding at a slow pace, which has tempered enthusiasm and confidence over the prospects of the Chinese market for foreign investment.

Concern over the sustainability of foreign investment and broader economic reforms also affects the enthusiasm of our members to invest in China. They have seen how abrupt changes in policy or in the regional security environment can impact economic prospects and the security of investments, and naturally have concerns about their medium-to-long term prospects in China as well.

To US government policymakers, we welcome the opportunity to work closely with policymakers and are pleased to offer a comprehensive overview of the present circumstances and operational realities faced by US companies in China. We will continue to pinpoint and convey fair and durable opportunities to our member organizations.

Technology and Financial Controls: Balancing Innovation and Security

The intensifying competition over technological supremacy has also shaped US-China relations in recent years. Both countries have implemented stringent measures to safeguard sensitive technologies and mitigate risks associated with dual-use applications. The imposition of export controls on entities involved in military-related activities underscores the growing concerns over technology transfer and national security.

Moreover, financial investments have come under scrutiny, with regulatory measures aimed at preventing US capital from inadvertently bolstering China's military capabilities. This regulatory landscape underscores the intricate challenges faced by American investors navigating China's market, where economic opportunities are intertwined with geopolitical considerations.

Policy Recommendations and Outlook

Policy Priorities for 2024

Priority One: Encourage High-Level Communication and Dialogue to Foster Mutual Understanding

Background:

- "Rising tensions in US-China relations" is the top business challenge for American organizations in China, with 54% of survey respondents considering positive bilateral relations crucial for business growth.
- COVID-19 stalled high-level communication, contributing to misunderstandings and tensions.
- Trade and investment are vital for the global competitiveness of US companies operating in China.
- AmCham China is ready to communicate the opportunities and challenges of operating in China to policymakers.

AmCham China Recommends:

- Frequent high-level communication between the US and China through consultative working groups and forums.
- Separating economic concerns from national security issues, limiting export and investment controls to allow for mutual prosperity.
- Supporting citizens in reestablishing bilateral ties through tourism, education, and business platforms, and securing multiple high-level bilateral forums in 2024.

Priority Two: Strive for Consistent and Clear Policy-making and Implementation to Support Investment Decisions**Background:**

- AmCham China seeks updated business-oriented policy reforms, equal treatment for all enterprises, and transparency in government-supported subsidies.
- Opaque policymaking in China diminishes business confidence and hampers informed investment decisions.
- Multinational corporations need flexible data transfer regulations; excessive regulations hinder business confidence and operations.

AmCham China Recommends:

- Implementing transparent and practical economic policies treating domestic and foreign entities equally.
- Clarifying and narrowing the bounds of the new Anti-Espionage Law to not impede business operations.
- Adopting a less burdensome approach to cross-border data transfer requirements, as encouraged by the recent regulations on cross-border data flows.

Priority Three: Build Efficient and Equal Market Access to Sustain the Commitment of Foreign-Invested Enterprises (FIEs) to the Chinese Market**Background:**

- 39% of survey respondents are unsure about the Chinese government's commitment to opening its market to foreign investment, signaling a lack of confidence.

- US companies aim to promote their businesses and invest long-term. Greater information transparency would aid prudent and timely investments.
- Despite the Chinese government's stated encouragement of foreign direct investment, members face barriers, discrimination, and suspicion.


AmCham China Recommends:

- Reducing biased scrutiny of foreign business operations, less interference in corporate due diligence, and halting arbitrary import controls on non-sensitive goods.
- Ensuring consistent implementation of national policy at provincial and local levels, greater access to government procurement, and narrowing cross-border data transfer restrictions.

Looking ahead, AmCham China emphasizes the importance of sustained dialogue and collaboration between US and Chinese policymakers to address mutual concerns and foster a more predictable business environment. The *White Paper* outlines key policy priorities aimed at enhancing transparency, regulatory clarity, and market access for American companies in China.

AmCham China advocates for continued efforts to promote fair competition and equitable treatment of foreign businesses in China's market. It calls for reforms that uphold international standards of governance and protect intellectual property rights, essential for fostering long-term confidence and sustainability in bilateral economic relations.

AmCham China's 2024 *White Paper* serves as a critical resource for policymakers, stakeholders, and businesses navigating the complexities of US-China relations. By providing a comprehensive analysis of the economic landscape and articulating the challenges and opportunities facing American companies in China, the report underscores the importance of dialogue, transparency, and strategic engagement in building a resilient and mutually beneficial bilateral relationship.

As uncertainties persist and geopolitical dynamics evolve, maintaining open channels for dialogue and cooperation remains essential. AmCham China remains committed to advocating for the interests of its member organizations, contributing to the advancement of US-China relations through constructive engagement and shared prosperity. 

All AmCham China card-holding members should have received an email with a link to download the 2024 White Paper. All non-members are welcome to buy the publication, please visit our website to learn how to purchase.

Strengthening Ties: Join AmCham China on the 2024 DC Doorknock

Photos courtesy of AmCham China

From May 6th to 11th, an AmCham China delegation led by Chairman Sean Stein and President Michael Hart visited Washington DC to meet with think tank representatives, members of Congress, and Biden administration officials. The annual DC Doorknock brings China-based executives to the US capital to advocate for member companies and communicate the Chamber's policy priorities and positions.



The first session of the week was a breakfast briefing by David Finkelstein from the **Center for Naval Analyses (CNA)**.

1



Following the breakfast briefing, the delegation met with representatives from the **Peterson Institute for International Economics**, including Senior Fellows Mary Lovely, Martin Chorzempa, Nicolas Véron, and Yeo Han-koo.

2



4

After lunch, the group met with senior fellows from the **Brookings Institution**, including Ryan Hass, as well as Kenneth Lieberthal and Ryan McElveen.



3

Next was a lunchtime briefing at the **Hudson Institute** hosted by President and CEO John Walters. Walters invited colleagues, including Miles Yu, Senior Fellow and Director of the China Center at the Hudson Institute, to exchange views on issues pertaining to China and the region.



This year's Conference, which featured 60 speakers, covered the full suite of issues weighing on the US-China relationship including domestic politics in China, the post-Zero-COVID economy, commercial opportunities and regulatory challenges for foreign business in China, decoupling and supply chain resilience, tech competition, reputational risk of doing business in China, and a broad array of national security issues.



Opening remarks at the China Business Conference by AmCham China President Michael Hart and the US Chamber's China Center President Jeremie Waterman.

1

On day two, the Chamber delegation joined the 14th Annual China Business Conference (CBC), co-hosted by AmCham China and the US Chamber of Commerce.

Day Two

2

Hart then moderated a session on China's foreign investment environment that also featured AmCham China Chair Sean Stein.



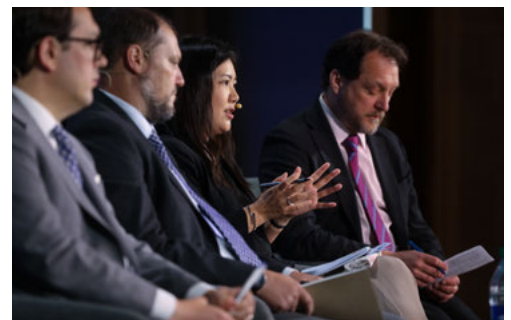
Day Three



On day three, the AmCham China delegation returned to the US Chamber of Commerce for the second and final day of this year's China Business Conference which featured panels led by industry leaders and policymakers.

1

The day finished with a rooftop reception for our delegation, hosted by the GreenPoint Group.





Discussion with **Senator Steve Daines (R-MT)**

2



Meeting with staffers from **Senator Jeff Merkley's (D-OR) team**

3

Meeting with **Senator Chris van Hollen (D-MD)**



4



5

Meeting with **Scott Shaw**, Deputy Assistant Secretary for China and Mongolia at the US Department of Commerce



1

Meeting with **Senate Majority Leader Chuck Schumer (D-NY)**

1

On Day Four, our delegation divided into two groups – Washington and Lincoln – to tackle over 10 congressional meetings on Capitol Hill, advocating for American business interests in China and delivering the 2024 *White Paper* and the China Business Climate Survey Report.

Day Four



6

The delegation's final commitment of the day was a dinner at the personal residence of **His Excellency Xie Feng**, Ambassador of the PRC.





The final day of our DC Doorknock rounded out a busy and productive week. On Friday morning, our delegation visited the Eisenhower Executive Office Building to begin the day with a meeting with **Pierce Davis**, Director for China at the **National Security Council (NSC)** and **Brendan Kelly**, Director for China Economics at the NSC.

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5

After a productive week filled with numerous meetings, the AmCham China delegation concluded by attending a reception hosted by Crowell & Moring. Several members of the expanding AmCham China DC Alumni group were also in attendance. The group returned to Beijing with renewed optimism and AmCham China remains committed to playing a constructive role in the US-China relationship. **Q**



2

Next up was a visit to the **USTR** office to meet with **Terrence McCartin**, who serves as the Assistant US Trade Representative for China, Mongolia and Taiwan Affairs.

Day Five



3

For lunch, the delegation was hosted to a briefing at the **Center for Strategic and International Studies (CSIS)**, led by **Scott Kennedy**. He welcomed over a dozen of his colleagues to discuss various issues concerning China and the region.

4



The week's final meeting took place at the **US Department of State** where the group met with several State Department officials.





US-China People to People Exchanges: A Transformative Playbook

Photo courtesy of WildChina

By Aki Yang

“Our executives are planning a visit to the United States in October to gain insights, particularly in the cutting-edge field of AI. They are eager to learn from top universities and engage with leading companies. Cultural experiences are also a priority, so in addition to corporate visits, we plan to arrange museum tours and cultural interactions including sports events, led by professional scholars for a deeper understanding.”

This brief from a China-based corporation reflects a growing trend. This year, we've seen a surge in corporate demand for study and learning trips to the

United States. In May, we facilitated a trip for 40 Chinese executives to California and Los Angeles, where they engaged with industry experts and professors. Even before we could even promote that trip, more companies reached out for similar arrangements.

Interest in US-China exchanges extends beyond the corporate sector. Our education practice has organized multiple study trips for business schools, including visits by Ivy League institutions to China. Some US high schools are revitalizing ping pong 2.0 diplomacy to catalyze exchanges between the US and China. From an inquiry perspective, we are witnessing a renewed interest in China-focused programs, planned for 2025 and beyond.

Another area of exchange is affinity programs, which are on the rise. For example, next year marks



the 80th anniversary of the end of World War II, and WildChina plans to collaborate with the Royal Asiatic Society and various associations to develop programs that revisit significant World War II sites in China, where the US and China worked together as allies. This includes the Doolittle Raids, where the Chinese played a critical role in saving downed pilots in Zhejiang, and the Flying Tigers, who, serving in the China-Burma-India Theater, were instrumental in the war effort in Chongqing and Yunnan. Veterans and their families, as well as history buffs, are showing increased interest in this form of travel. These programs foster

About WildChina

Since 2000, WildChina has been catering to the curious, the world wanderers, and the wild travelers. They offer socially responsible, off-the-beaten-path adventures tailored to the desires of the clients.

The award-winning teams plan each journey with the knowledge that the visitors expect the highest level of attention and care. WildChina creates journeys and experiences that cross the borders of geography and knowledge, challenging preconceptions and inspiring new stories.

WildChina operates through three major business practices: leisure travel, corporate services (MICE), and experiential education programs, all covering both inbound and outbound travel, across B2C and B2B markets.



Above: Vantage point from an ancient trail

Photo courtesy of WildChina

In the realm of US-China relations, Aki Yang, Director of Corporate Services at WildChina, offers a strategic outlook on advancing people-to-people exchanges. Yang emphasizes the growing corporate interest in US study tours and educational engagements, signalling a pivotal shift in bilateral interactions. From AI advancements to cultural immersions curated by leading scholars, these exchanges underscore a broader movement towards innovation-driven learning experiences. As we navigate this evolving landscape, Yang's insights illuminate pathways for enhancing cultural understanding, fostering economic partnerships, and driving shared advancements between the two nations. This article delves into the transformative potential of these exchanges, advocating for a renewed playbook that strengthens ties and propels collaborative endeavours forward.

people-to-people exchanges between China and the US, celebrating their shared history and deepening mutual understanding.

While the increase in people-to-people exchanges between the US and China is promising, it's evident that the evolving landscape of US-China interactions demands a new playbook. As an experiential travel and educational company, with over 80% of our client base and products centered on the United States and China before COVID-19, we aim to share insights drawn from our recent field experiences and inquiries in 2024.

Changing Narrative: From Culture to Tech-Driven Innovation

The narrative of inbound travel to China is rapidly evolving. While previous trips focused heavily on Chinese history, culture, and iconic landmarks like the Forbidden City and the Great Wall, there is now a keen interest in exploring China's modern innovations. Travelers are eager to engage with China's "New Four Great Inventions"—high-speed rail, mobile payments, bike-sharing, and e-commerce. Memorable experiences in our current programs include testing Sharing-bikes, participating in live-streaming events, experiencing fast-food delivery on high-speed trains, and test-driving the latest EV vehicles. This shift underscores China's transformation from a manufacturing powerhouse to a global leader in innovation.

Increasing Micro-Segmentation: Driving Themed Programs in China

China's strategic investments in rural infrastructure during the pandemic have transformed tourism dynamics, providing travellers with enhanced logistics and comfort to explore remote areas. This

paradigm shift has created new avenues for us to develop specialized programs. We're witnessing a burgeoning interest in affinity travel, focusing on



Above: A WildChina gala dinner themed around a Chinese martial arts novel

Photo courtesy of WildChina

themed programs centered around food, nature, and heritage, moving away from overarching geopolitical narratives about China. For example, recent initiatives included culinary explorations led by celebrity chef Fuchsia Dunlop in Sichuan. Collaborating with Esteemed Professor Ye Wa, we organized an archaeology-themed expedition in Gansu Province. Additionally, partnerships with affinity groups like birdwatchers and wildlife enthusiasts offer unique experiences such as exploring natural habitats and observing local wildlife, including snakes.

Looking ahead to 2025 and beyond, US-based foundations and museums are expressing strong interest in themed programs that bring curators, donors, and their members to China, immersing them in projects related to classical gardens, fashion, and art.

From navigating farmers' markets in Yunnan to foraging for mushrooms and participating in ancient

horse racing festivals in Sichuan, these micro-segmented programs offer immersive experiences tailored to specific interests. The opening up of rural China has broadened possibilities for thematic travel experiences that resonate universally within niche groups, while downplaying broader geopolitical narratives related to China.

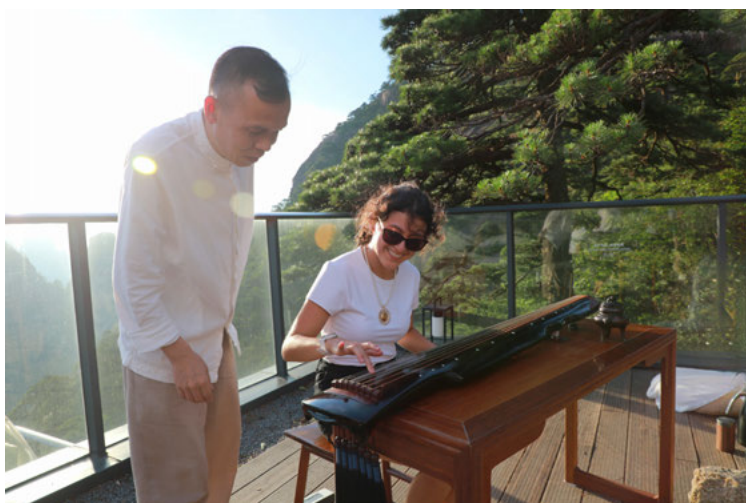
Chinese Outbound Travel to the US: A Shift towards Learning and Experiences

Chinese outbound travellers continue to demonstrate profound fascination and respect for the United States, increasingly adopting a learning-oriented approach to their visits. There's a discernible trend towards seeking bespoke and educational experiences, diverging from conventional sightseeing and moving away from previous investor-focused trips.

Travelers now prioritize experiential travel, immersing themselves in cutting-edge technologies, exploring vibrant business ecosystems, and participating in homestay visits in lesser-known locales. This evolution underscores their aspiration to gain first-hand insights and practical knowledge from America's leading experts, while also forming nuanced perspectives on the current dynamics of US-China relations, both challenges and opportunities.

For instance, curated programs may include visits to Silicon Valley's top tech firms, entrepreneurship workshops in New York City, or cultural exchanges through rural community homestays. Chinese travellers eagerly embrace the chance to unravel the cultural intricacies and innovation hubs across different states, broadening their understanding beyond iconic landmarks to encompass the diverse tapestry of American life. We see this evolving approach highlights a broader shift towards experiential and educational tourism, where personal enrichment and meaningful cultural exchange take precedence over traditional tourist activities.

As we advocate for US-China people-to-people exchanges as the core of the countries' bilateral relationships, we acknowledge the need for a new playbook in today's geopolitical landscape marked by existing animosities. Despite challenges, we believe in the transformative power of these exchanges, fostering cultural learning, economic partnerships, and shared advancements. Our guests consistently return enriched, highlighting their profound value. WildChina remains committed to fostering ongoing dialogue for a more harmonious global community. With inquiries between US and China approaching pre-COVID levels, optimism surrounds the resurgence of US-China exchanges, promising positive developments across corporate, educational, and leisure travel. 🌐



Top: Playing the Guqin - a traditional Chinese instrument - on Huangshan Mountain

Bottom: Champagne on the Great Wall of China

Photos courtesy of WildChina

Bridging Borders:

How Cultural Exchange Fuels Trade Prosperity

By Bin Huang

Supply chains have evolved from local production and vertical integration to offshoring and outsourcing. This decade, as the narrative of global commerce unfolds, a significant shift is underway. Companies are increasingly diversifying their supply sources, beginning with uniform components from different country sources. Chinese factories are also adapting by expanding beyond their national borders to remain competitive. With these added dimensions to the international commerce matrix, the importance of cross-cultural understanding is set to ascend to unprecedented prominence for reliable scaled production. This commercial evolution is a proactive step towards strengthening resilience across society. In this context, elevating cultural exchange is a mandatory priority for success in the coming years. Going forward, we will see corporations that adopt resilient trade frameworks optimizing profits and operations by reducing misunderstandings across all levels. Through a blend of historical examples, trends observed by member companies of the American Chambers of Commerce in China, and future possibilities, we will explore why, in the next decade, fluid engagement across cultures will not just be beneficial but essential for mutual economic prosperity and trade success.

The Silk Road's Legacy of Prosperity and Exchange

The Silk Road, a historic network of trade routes connecting East Asia to the Mediterranean, is a prime example of how



Photo courtesy of Bin Huang

Bin Huang's career spans business development, government relations, and data analytics. As an American, he brings over a decade of experience at the Dalian Commodities Exchange, a key Chinese financial government agency. Bin has worked closely with the US Department of Commerce and the American Chambers of Commerce to enhance the presence of the foreign business community in China. He has also collaborated with private Chinese businesses, providing advice on cross-border expansions. Known for his ability to listen and analyze, Bin has developed innovative, win-win solutions for his partners. He holds a degree in Applied Mathematics from Columbia University, where he attended on a full scholarship.

Discover how cultural exchange fuels trade prosperity. Bin Huang, a key member of AmCham China's Northeast Chapter Executive Committee, explores the transformative impact of cross-cultural understanding on global supply chains. With insights from AmCham China member companies and an examination of historical precedents, Bin explores why nurturing cultural exchange is vital for navigating today's complex trade landscape.

cultural exchanges and trade can create a self-reinforcing loop of economic growth and prosperity. As a result of prosperous trade, cities along the Silk Road like Samarkand – now in modern-day Uzbekistan – and Xi'an in China, developed into bustling multicultural centers with rich economic and cultural dynamism. These multilingual hotspots, where traders and residents spoke Persian, Arabic, Turkish, Mandarin, and other Central Asian languages, were not just a cultural phenomenon but a business necessity. The linguistic diversity facilitated new and smoother transactions, significantly enhancing trade depth and breadth.

Corporate Growth Strategies Leveraging Cultural Exchange

Cultural exchange and international trade dynamics move in corresponding tides. They are powerful tools that can be strategically utilized. Both corporate strategies and government initiatives play crucial roles in leveraging these exchanges to enhance economic growth and trade. By fostering mutual understanding, respect, and cooperation, cultural exchanges can significantly reduce trade barriers, open up new markets, and raise quality standards, thereby enhancing both qualitative and quantitative gains.

Forming strategic partnerships with companies in other countries facilitates smoother entry into new markets by leveraging local expertise and established networks. These partnerships often materialize through joint ventures or reciprocal arrangements, such as employee exchange programs, which promote cultural exchange and mutual understanding.

Cultural exchanges are particularly valuable as they equip business leaders, negotiators, and employees with the necessary cultural competence needed to navigate social complexities with empathy and respect.

Moreover, these partnerships allow companies to combine strengths, share risks, and innovate together. By pooling resources and expertise, companies can achieve synergies that would be difficult to attain independently. For instance, a local partner can offer invaluable insights into consumer behavior and regulatory environments, while the international partner can provide advanced technologies and global best practices.

Japanese automotive assembly factories have established long-term partnerships with local suppliers, creating an integrated ecosystem within Dalian's Development Zone. This strategic collaboration has been instrumental in transitioning from producing combustion engine forklifts to electric forklifts, aligning with the global shift towards environmental sustainability.

This transition has enabled multinational factories to modernize and stay competitive while playing a crucial role in preserving the local economy. By shifting to electric forklift production, jobs were safeguarded and potential bankruptcies among local businesses were averted. The continuous demand for components and services from local suppliers ensured these businesses remained viable and thrived alongside the evolving product lines of multinational enterprises.

Furthermore, foreign leadership in electric forklift production has had a ripple effect, fostering innovation and adaptation among local suppliers. These suppliers have had the opportunity to learn and transition into the green economy, acquiring new skills and capabilities

that are increasingly valuable in today's market. This not only benefits direct stakeholders but also contributes to the broader economic development of the region by embedding advanced, environmentally friendly manufacturing practices into the local industrial fabric.

The integrated ecosystem developed through these partnerships exemplifies the significant advantages of international collaboration. It underscores how multinational companies can drive local economic resilience and growth while advancing their strategic goals.

Building Trust and Cooperation

Trust is a fundamental element of successful trade relationships. Cultural exchanges often involve shared experiences, joint projects, and educational programs that build personal and institutional trust. The US-China Sister Cities program, which pairs cities from the United States with cities in China, fosters cultural and economic ties.

People exchange between the US and China has become more frequent after the "Sunny Land" dialogue. Hewlett Packard Enterprise (HPE) played a crucial role in strengthening these ties by collaborating with public sectors, private sectors, and NGOs. HPE welcomed the Shanghai Government Delegation to The HP Garage, the birthplace of Silicon Valley in California, to celebrate the 45th anniversary of the San Francisco-Shanghai Sister City relationship in May 2024. Additionally, HPE hosted the Dalian Government Delegation at their Customer Innovation Center in Houston during Cera Week in March 2024. This renewed collaboration underscored the importance of building trust and fostering cooperation, setting a positive tone for future partnerships in trade, investment, and innovation across cities.

Education and Intercultural Competency

Dr. Richard Swann, Head of Dalian American International School and Chair of the Northeast Chapter Executive Committee, emphasizes the critical role of

intercultural competencies in international business. He explains:

“Building a foundation for intercultural competencies is crucial in meeting the demands of international business. The importance of international and bilingual education from kindergarten through high school graduation cannot be overstated.

“Employing teaching and administrative staff from diverse countries brings a multicultural mindset and the ability to engage across cultural boundaries. This diversity enriches the educational environment and fosters intercultural understanding.

“Students from multicultural backgrounds benefit from experiencing international curriculum models that emphasize intercultural citizenship and international mindedness. This prepares them for overseas tertiary education and equips them with the skills needed for global interactions. Bilingual school programs based on national curricula aligned with international standards offer host country nationals the opportunity to prepare for intercultural experiences.

“Intercultural educational preparation is essential for developing collaboration, higher-order thinking, service learning, and the ability to apply imagination and innovation across various contexts. These skills are critical for success in a globalized world.

“International and bilingual schools engage with host country communities through various means, including education bureaus, ministries of foreign affairs, employment bureaus, tourism, embassy, and consular missions. This engagement with governmental and legal infrastructure strengthens intercultural ties and supports the development of a globally competent workforce” (Swann, 2024).

Moreover, a new generation of business leaders is emerging, bridging Eastern and Western education and business practices. Students who have received education at institutions like Dalian American International School are now joining their family businesses after completing their studies in North American universities. This cohort, self-identified as 厂二代 (chǎng èr dài), meaning “second generation manufacturers,” actively engages in expanding their family businesses by leveraging their cross-cultural competencies.

These young leaders utilize their education and experiences to work

effectively with Western clients, both within China and internationally. Their proficiency in navigating Western business practices, combined with their understanding of Chinese culture, positions them uniquely to drive international business growth.

With renewed collaboration between national and city-level governments in the West and China, facilitated by AmCham China, and the academic and cultural bridge provided to the incoming generation of business leaders, these efforts contribute not only to individual business success but also to stronger economic ties and increased trust between the regions.

Facilitating Market Entry and Expansion

Cultural exchange programs can provide businesses with reduced employee training hours when entering new markets or expanding in existing ones. These programs help employees understand local behavior, regulatory environments, and potential business risks.

Epoch International, a high-tech design and manufacturing company and AmCham China member, has successfully leveraged cultural understanding to thrive as a multinational enterprise. Founded in 1993 by Foad and Ladon Ghalili, who come from diverse cultural backgrounds and grew up in different countries, Epoch International was among the earliest foreign in the region.

Their diverse cultural experiences enabled Epoch International to seamlessly navigate various markets, efficiently operating in China, India, and the US. This geographical versatility gave the company a competitive edge, especially as customers adopted resilient supply chain strategies. Epoch met customer needs by implementing internal training programs across regions, ensuring employees adhered to operational standards.

Epoch’s unique management structure facilitated rapid expansion and integration of new locations, minimizing startup time for new factories while maintaining production efficiency and quality standards. The founders’ adaptability has been crucial to Epoch International’s sustained success and growth.

Benefits for US and China Economies

Looking ahead, the trajectory of global economic prosperity will increasingly depend on cultural exchange programs.

Economic Growth and Job Creation: Effective cultural exchange programs can lead to trade agreements that spur economic growth and create jobs. For instance, after the establishment of direct educational exchanges under the US-China Phase One trade deal, sectors such as agriculture, automotive, and services saw a boost, leading to economic benefits in both countries.

Sustainability Initiatives: Both nations have expressed commitments to sustainable development. Cultural exchanges, such as the Green Revolution led by the United States Agency for International Development (USAID) and the Consultative Group on International Agricultural Research (CGIAR), improved seed varieties to boost crop resilience and productivity in various countries. Similar cooperation in green energy can accelerate sustainable technology development.

Health and Biotechnology: The COVID-19 pandemic underscored the importance of international collaboration in health and science. By increasing cultural exchanges in these fields, the US and China can accelerate the development of medical technologies and public health strategies, paving the way for advancements that could define health care standards worldwide.

Creative Industries: The United States and China are major players in the global entertainment and creative industries. Movie collaborations have proved beneficial for both sides. Expanding cultural exchanges in media can lead to faster economic returns and enhanced cultural understanding.

The imperative for increased cultural exchanges between countries is clear. Such programs are not just friendly formalities; they are necessities for the sustained economic prosperity of the world.

Policymakers, educators, and business leaders in both the US and China should lead the expansion of cultural exchange programs. From the Silk Road to modern-day trade, committing to expanding the pathways of commerce and exchange is a fundamental principle for mutual benefits and global peace. **Q**

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and promote your company on our website, in our magazine, and through our WeChat posts and emails to let our members know more about you. We'll help you to amplify your message and enhance awareness of your brand!

AmCham China's Exclusive Discount Program (EDP)!

Annual Fees to Join the EDP:

Large Corporation
(China revenue above US \$50m) **RMB 30,000**

Small Corporation
(China revenue between US \$1m-50m) **RMB 15,000**

Venture
(China revenue below US \$1m) **RMB 6,000**



Once you have joined the EDP program, we will create an individual page to promote your products and services, with your company logo featured on our EDP landing page

Then, your products, services, and company logo will be shared in our:

EDP
WeChat post

Promotional email
to over 10K recipients

Quarterly
magazine

More than that, you will also get:

One time free display booth at an
AmCham China Member Mixer

Participation in AmCham China
events at Member rates

Opportunities to connect and interact
with AmCham China's 900 corporate
members and 4,000 cardholders

More opportunities to promote your
brand, products, and services

From Local to Global: The New Talent Strategy

Nancy Wang is the China Country Manager and Senior Director of Talent Solutions for Greater China at LinkedIn. Joining LinkedIn in 2019, she now leads a team overseeing strategy, sales, marketing, business development, and customer success for LinkedIn in Mainland China, Hong Kong, and Taiwan.

With over 20 years of experience, Wang has held key management positions at companies like Microsoft and Oracle. Before LinkedIn, she was President of Trax Greater China, where she developed and implemented the company's market strategy.

Her leadership and strategic vision have earned her prestigious awards, including "Fortune China's Most Influential Businesswomen" and "36Kr SHE POWER-2023 Influential Women". These accolades highlight her contributions to connecting Chinese enterprises with global opportunities and advancing women's empowerment. She holds a Bachelor's degree in International Economics and Trade from Shanghai Jiao Tong University.

Photo courtesy of LinkedIn China



In the rapidly evolving landscape of Chinese enterprises, the slogan "If we don't go global, we won't survive" has become a rallying cry. Nancy Wang, Country Manager of LinkedIn China, has been at the forefront of this transformative era, guiding businesses through the complexities of international expansion. Over the past decade, Wang and her team have played a crucial role in reshaping the talent strategies of Chinese companies, helping them to navigate the fierce global competition. In this article, Wang shares insights into the significant shifts in talent acquisition and development, and how LinkedIn's innovative solutions are empowering Chinese enterprises to thrive on the world stage.

At the beginning of 2024, many Chinese enterprises adopted the mindset, "If we don't go global, we won't survive," demonstrating their determination to expand internationally. This has proven to be true. From intelligent manufacturing and photovoltaics to consumer-oriented industries like gaming, e-commerce, and entertainment, and even emerging AI applications, we are seeing more and more companies feeling the pressure to "go global" to beat out fierce competition.

According to recent statistics, nearly 96,000 Chinese enterprises currently operate overseas, and the demand for recruiting overseas talent has reached 4.5 million people. By 2026, the market for overseas talent recruitment is expected to reach 8.4 billion US dollars. Last year, a report jointly released by LinkedIn and MIT Technology Review highlighted that the demand for overseas talent in four emerging hot fields—smart hardware, industrial robots, healthcare, and new energy—is continuously growing. Over 95% of these enterprises have already started localized overseas operations.

As global expansion becomes a necessity and localized operations a crucial factor in determining success or failure, the talents required by enterprises are no longer limited to those with merely overseas experience. LinkedIn, which has been in China for ten years, has witnessed and experienced the evolution of Chinese enterprises' talent outlook for global expansion.

In 2014, LinkedIn established its first office in China, fully launching its business in the country. LinkedIn introduced two brand-new concepts—"professional networking" and the "economic graph"—to the Chinese market and played a crucial role as a "guide" for Chinese enterprises seeking to expand globally. By providing enterprises with the necessary overseas talent profiles and one-stop global talent solutions, LinkedIn helped Chinese enterprises effectively enhance the impact of their talent strategy on global business development. This, in turn, gave them more confidence and momentum to participate in global competition.

The Shift to Long-Term Talent Strategies

Ten years ago, a group of Chinese ventures took their first steps toward global expansion, achieving numerous "firsts" through LinkedIn. From pinpointing locations and recruiting key talent for their overseas R&D centers to securing highly skilled technical professionals and identifying ideal candidates for aiding in their global business expansion, LinkedIn supported these organizations throughout every stage of the process, aiding their growth and expansion worldwide.

"Over the past 10 years, we have witnessed a profound change in the talent outlook of Chinese enterprises expanding globally," says Nancy Wang, Country Manager of LinkedIn China. "In the initial years, most of the overseas recruitment requests received by the LinkedIn China team were vague. However, in recent years, the demands and starting points of enterprises have become increasingly clear and in-depth. They have clearer talent plans for the local market, pay more attention to the precise matching of positions and business needs, and focus on building a longer-term overseas employer brand and talent pipeline."

Data supports this evolution. Numerous enterprises began collaborating with LinkedIn between 2014 and 2015, and their investments have since surged. For example, the number of recruitment listings on LinkedIn has grown exponentially, increasing by over 30% year-over-year. This growth has enabled organizations to effectively connect with crucial talent pools, spanning tech innovators, overseas management, and Gen-Z candidates.

The Global Talent System: A "Skills-Oriented" Approach and "Continuous Learning"

Another notable shift in the talent strategy of Chinese organizations expanding globally is their focus



“Leaders who prioritize agility and invest in skill development gain a competitive edge by fostering an equipped workforce that is ready for AI.”

Above:

Nancy Wang delivers a keynote at AmCham China's 25th Annual HR Conference

Photo courtesy of AmCham China

on a "talent development perspective" to attract and retain top talent. According to LinkedIn's research, the two key factors for Chinese enterprises in attracting top talent in 2024 are offering opportunities for skill development and career growth (54%) and emphasizing the company's vision and goals in the AI era (51%). Particularly for enterprises with overseas operations, the primary factor in attracting top talent is providing a sustainable development platform, surpassing even salary considerations.

In response to shifting demand trends, LinkedIn proposes a "skills-oriented" and "continuous learning" solution for Chinese enterprises. LinkedIn data indicates that by 2030, 68% of global workplace skills will undergo disruption. In 2023, LinkedIn research identified over 500 skills potentially influenced by generative AI technology. With skill supply and demand trends becoming increasingly unpredictable, how can global enterprises enhance job-person matching? The initial step involves embracing a "skills-first" talent recruitment strategy.

In 2019, LinkedIn pioneered the "skills-first" talent concept worldwide and developed the

world's first "Skills Graph." Leveraging data from one billion professional profiles, job postings from 67 million companies, and over 40,000 skill tags on its platform, LinkedIn enables enterprises to stay attuned to global labor market dynamics and foster sustainable growth focused on "skills."

To provide career advancement opportunities for top talents, enterprises should build effective organizational learning and development mechanisms that align with employees' career aspirations. In 2023, LinkedIn Learning solutions was launched in the Chinese market, creating an intelligent skill enhancement platform for Chinese enterprises. With generative AI support, LinkedIn Learning provides employees with a unique, self-driven, and customized learning experience.

Since its launch, LinkedIn Learning has garnered global recognition. In the past six months alone, the number of non-technical professionals using LinkedIn Learning to enhance their AI skills has sky rocked by 160%. With this success, LinkedIn Learning's mission in China is clear: Help enterprises build learning organizations,



Above: Nancy Wang delivers a keynote at AmCham China's 25th Annual HR Conference

Photo courtesy of AmCham China

enabling Chinese professionals to stay ahead in the rapidly changing labor market; and assist enterprises in building dynamic cross-cultural teams and empowering their globalization efforts.

AI: A Productive Force for Enterprises and a Talent Magnet

AI is reshaping the business landscape by enhancing access to information and optimizing efficiency. Yet, the skill shifts driven by AI and digitization present multifaceted challenges in terms of talent supply and demand, talent development, and individual career trajectories within enterprises.

Recently, Microsoft and LinkedIn unveiled the "2024 Work Trend Index on the State of AI at Work," highlighting a pervasive "AI-driven work revolution" permeating from grassroots levels. Over the last six months, the global workforce adopting generative AI at work has nearly doubled, while the number adding AI skills to their LinkedIn profiles has surged by 142 times. Furthermore, 75% of knowledge workers worldwide have utilized AI tools in their roles, with this percentage soaring to 91% in China. Among these users, 78% integrate AI tools into their daily workflow.

However, while employees eagerly embrace AI, corporate managers are hesitant. Only 38% of executives stated they are "helping employees improve

their AI capabilities," and just 25% of companies plan to provide relevant training in 2024.

"Corporate managers are at a crossroads with AI - they recognize its potential but are unclear about the direction and goals of AI investment," explains Nancy Wang. "Learning how to utilize AI and digital technology is highly relevant to Chinese as they seek to deepen their global footprint. Companies must activate the power of talent by providing more 'AI opportunities,' utilizing AI technology to foster business innovation, and empowering employees with the chance to learn AI skills and apply AI tools effectively in practice."

Some forward-looking global companies are already taking action. Many companies on LinkedIn's Top Company list in 2024 are offering AI skills learning opportunities for their teams. According to surveys of AI super-users, these companies provide enhanced opportunities (over 37%) for employer-sponsored AI training. This includes courses covering natural language processing, data analysis, and practical applications of AI in daily work environments.

With the integration and empowerment of Microsoft and LinkedIn's advanced technology, including unique generative AI models, LinkedIn is pioneering innovative approaches in talent recruitment and development, giving enterprises a competitive edge. For instance, LinkedIn Recruiter 2024 leverages generative AI to offer optimization suggestions for talent searches and intelligent recommendations. Recruiters can also craft personalized recruitment messages tailored to candidates' job preferences, effectively identifying high-quality candidates from a diverse talent pool.

"For Chinese companies, understanding local national conditions, business dynamics, and interpersonal relationships is essential for successful overseas localization," explained Nancy Wang. "This requires talent with 'global vision' and 'localization capabilities.' The trend of overseas talent supply and demand is accelerating, and whether acting as 'explorers' or 'undercover agents' in foreign markets, they require a 'guide.' With insights drawn from one billion professionals globally and a comprehensive global solution, LinkedIn remains at the forefront, guiding Chinese companies forward."

The shift towards global expansion among Chinese enterprises is imperative for their survival and success in today's competitive landscape. With LinkedIn's innovative solutions supporting them, companies are reaping rewards from AI-driven strategies that enhance talent acquisition and development. As organizations navigate these challenges and opportunities, LinkedIn remains a crucial partner, empowering businesses to adapt, innovate, and thrive on a global scale. **Q**

Economic Diplomacy: *Treasury Secretary Janet Yellen's Guangzhou Townhall and the US-China Trade Landscape*



Photo courtesy of US Department of State

During her six-day journey through China, US Treasury Secretary Janet Yellen participated in an exclusive AmCham China Townhall in Guangzhou on April 5. Sean Stein, Chair of AmCham China, began by recognizing Janet Yellen's significant role in enhancing bilateral communication between the US and China.

In her remarks, Secretary Yellen thanked the Chamber for hosting the event, underlining the significance of engaging with the American business community at the beginning of her visit. Recognizing Guangzhou's historical importance in Chinese economic history and as the starting point of US-China trade in

1784, she emphasized the city's relevance in representing the robust economic ties between the two nations. Yellen also shared her intentions to address concerns raised by the US business community in her discussions with her Chinese counterparts during her trip.

Secretary Yellen stressed the importance of the US-China economic relationship as one of the most crucial in the world, reiterating the three key objectives of the Biden Administration: maintaining a healthy economic relationship, cooperating on global challenges, and employing economic tools to protect national security and human rights when necessary. She

underscored the Administration's stance against complete economic decoupling, advocating instead for sustained investment in economic strength while addressing issues through targeted interventions.

The Secretary also reiterated that one of her ongoing key priorities has been establishing resilient communication channels between the US and China, highlighting the success of regular meetings of the Economic and Financial Working Groups. These meetings have facilitated discussions on key aspects of the relationship, potential areas of cooperation, and the prevention of misunderstandings and escalations in case of disagreements.

In April 2024, US Treasury Secretary Janet Yellen made her second official visit to China. During her six-day trip through the country, she participated in an exclusive AmCham China Townhall event in Guangzhou. The AmCham China Quarterly takes you inside the event with key takeaways, and Brunswick Partner Peter Zysk provides an update on US tariffs on China and what to expect.

Recognizing the challenges faced by American enterprises operating in China, Secretary Yellen candidly acknowledged the business community's concerns regarding unfair treatment. She cited the Chamber's recent China Business Climate Survey (BCS) Report, revealing that one third of American firms in China report experiencing unfair treatment compared to local competitors. She emphasized the negative impact of such practices and expressed her intention to raise these issues in meetings during her trip.

Additionally, Secretary Yellen addressed other areas of concern for US businesses including China's shift from a market approach and the prevalence of overcapacity – as also cited in the latest BCS survey. She noted that addressing these issues would benefit both American firms and China by improving the business climate.

The Secretary went on to call for market-based reforms in China, emphasizing the need to address overcapacity and pursue policies that generate both supply and demand. She highlighted the success of past market reforms in China in lifting millions out of poverty and stressed the



Above:
Secretary Yellen and AmCham China President Michael Hart

Photo courtesy of US Department of State

potential for further gains.

Secretary Yellen concluded by reaffirming the administration's commitment to dialogue and constructive exchanges

with Chinese counterparts to stabilize the US-China economic relationship and realize greater benefits for both countries and the global economy. **Q**

An Update from Brunswick Partner Peter Zysk on US-China Tariffs and What to Expect

By Peter Zysk

On May 14, 2024, US President Joe Biden directed the office of the US Trade Representative (USTR) to increase tariffs on \$18 billion worth of Chinese imports after the agency extensively reviewed existing tariffs under Section 301 of the Trade Act of 1974.

The new tariffs target key growth industries and national security sectors. The White House has said the measures

result from "China's unfair trade practices concerning technology, transfer, intellectual property, and innovation." The announcement came after US Treasury Secretary Janet Yellen and US Secretary of State Antony Blinken expressed concerns about Chinese overcapacity during their recent visits to China.

These new tariffs further demonstrate the major shift in US trade policy in recent years, with far-reaching consequences for global business. Moreover, they come during an election in which

both candidates have fully embraced protectionism (albeit with important differences). In the post-war era, US trade policy was focused primarily on opening markets, with US presidents generally pushing back against the more localized interests of Congress. That era is over.

In 2018, then-President Donald Trump imposed tariffs on \$300 billion worth of Chinese goods and his actions were broadly condemned by many at the time as poor economic policy. President Joe Biden has now opted to keep all those

tariffs in place and add additional tariffs. The move is broadly supported across the political spectrum. The major point of political opposition is that the tariffs don't go far enough.

Some additional points for business to consider:

- US trade policy is now fully established as a national security tool and not just an economic one. That makes anticipating potential tariff actions more difficult and increases the probability that additional tariffs will be put in place.
- These new measures reinforce the Biden economic policy of combining subsidies with protection, with associated unintended macro risks.
- The action highlights that the green agenda and energy transition is secondary to protectionist politics.

These are big shifts for US economic and national security policy, with major implications for businesses to consider.

Looking Ahead – China's Response

China has taken a measured response so far (as of mid-June 2024) to the Section 301 tariffs. This response is calibrated to not alarm US and other Western investors or to create further challenges for the domestic economy. Ministry of Foreign Affairs spokesperson Wang Wenbin told reporters ahead of the expected announcement that "China opposes the unilateral imposition of tariffs which violate World Trade Organization (WTO) rules and will take all necessary actions to protect its legitimate rights." China's strong rhetorical response will continue, but the economic constraints against more forceful action at this stage are significant.

One option for Beijing would be to launch a WTO complaint, although this would be lengthy. The WTO's dispute resolution mechanism is frozen due to the US's failure to appoint judges to the appellate body. Alternatively, China could take reciprocal trade and tariff action against the United States.

US automakers may be particularly vulnerable. In past spats with South Korea



Above:
Secretary Yellen and AmCham China President Michael Hart

Photo courtesy of US Department of State

and Japan, carmakers from the two countries suffered. In Germany, carmakers are concerned about potential retaliation due to the recent announcement by the European Union to raise tariffs against Chinese electric vehicles (EVs), and they lobbied against that move.

In the past, China's trade policy responses targeted companies or industrial sectors with ample alternative supply. For instance, in hitting out against Australia over its call for an international inquiry into the origins of COVID, China banned imports of Australian coal, switching quickly to suppliers from Indonesia and elsewhere, but did not target iron ore, where Australia is the low-cost – and high-quality – producer. Regarding autos, China has vast surpluses, and consumers could be persuaded to forgo US brands without much damage to the Chinese economy (although the Chinese joint venture partners of those brands would take a hit, too.)

Alternatively, China could target consumer products with additional tariffs and other restrictive trade actions, as it has done on many occasions. For example, in response to the European Union's ongoing anti-subsidy investigation into Chinese EVs, Beijing has threatened an anti-dumping probe into brandy. This key French export supports some 70,000 workers in the country. French President Emmanuel Macron is so concerned about a potential loss of sales in China that he lobbied China's leader, Xi Jinping, during his recent state visit to France, even gifting him several bottles of cognac.

China has a long track record of targeting agricultural produce for retaliation, partly because the agricultural lobby in many countries is so strong. Bulk commodities, including grains and oilseeds, account for around two-thirds of US exports to China by value.

Still, given the stakes, China will likely calibrate any retaliation against US companies with extra care. During escalating geopolitical tensions, China may be reluctant to expand a trade war with the world's largest economy. Besides, a tit-for-tat trade dispute would hurt China disproportionately: China runs colossal trade surpluses, and its exports as a share of GDP are higher than in the United States.

Additionally, the European Union's decision to raise tariffs on Chinese electric vehicles to as high as 38%, poses a more immediate concern for the Chinese government. European markets account for one-third of global exports of Chinese EVs, making it a more significant growth market than the US. China is likely to prioritize its focus on the EU's tariffs over those implemented in the US.

Further US Policy Action

Businesses should prepare for President Biden and former President Donald Trump to continue taking tough-on-China stances on economic issues ahead of the November election. Biden touted his

measures as better for US workers, while Trump claimed that Biden followed his lead and argued that tariffs are needed on more products. An escalation of tit-for-tat measures can significantly damage the US-China bilateral relationship and warrants careful monitoring.

Given the broadly bipartisan skepticism toward China, the tariff measures were largely welcomed in Congress, although Republicans criticized elements of the announcement. The response reinforces the tough-on-China economic and national security approach that many members of Congress have taken. Indeed, Congress is likely to continue its actions to restrict the activities of some Chinese companies in the United States on national security grounds:

- The US recently enacted legislation mandating TikTok's China-based owner, ByteDance Ltd., divest its stake in the app within a year or face a ban in the United States. This action underscores broader concerns about Chinese influence and the possibility of the Chinese government accessing American user data or manipulating content to advance its interests.
- On May 15, the House Committee on Oversight and Accountability favorably reported out the BIOSECURE Act, a significant development in the ongoing efforts to address national security risks associated with Chinese firms in health care. Spearheaded by Mike Gallagher, the former chair of the House Select Committee on Strategic Competition with the Chinese Communist Party, and current Ranking Member Raja Krishnamoorthi (D-IL), the act prohibits federal agencies from contracting with biotech companies in "foreign adversary" nations, with a specific focus on Chinese firms. The legislation still faces several procedural hurdles but may be incorporated into the annual "must-pass" defense spending bill that Congress will consider beginning this summer.

Recommendations for Businesses

China is likely assessing options for retaliatory action, perhaps structured

to avoid creating further challenges for the domestic economy. However, direct action from China against the United States carries significant risk. For these reasons, we expect the response to remain measured and for the fragile stability that has characterized the US-China relationship since the November 2023 Woodside Summit to remain intact. While that does not preclude retaliatory responses from China or further US economic action, it does suggest that the guardrails around the relationship broadly remain in place, with continued bilateral economic exchanges and military-to-military dialogue.

This escalation in bilateral trade relations will nonetheless test the relative stability in place since the Woodside Summit. These new tariffs are the most aggressive action either side has put on the other since November, testing the strength and durability of the mutual desire to avoid letting the relationship deteriorate further.

In this environment, businesses must take proactive but nuanced responses to manage risks around US-China strategic competition, as outlined below.

Issues and Recommended Actions

Taking Stock

Businesses must conduct a thorough analysis of all stakeholders – investors, retailers, suppliers, distributors and consumers in both the United States and China. This involves mapping out all direct and indirect connections to assess how each stakeholder might be impacted by geopolitical shifts. Understanding these relationships is critical as companies evaluate their current and future business planning to mitigate the risk of operations being caught in the crossfire of tense relations.

Risk Planning

Develop a nuanced communication strategy that reflects an understanding of political, regulatory and geopolitical landscapes. This should involve not only identifying current risks but also predicting potential future challenges. Scenario planning or other forms of risk

assessment are crucial to ensure that plans are in place for potential fluctuations in the bilateral relationship. Communication should be flexible and adaptable, with prepared responses for various scenarios that could affect operations.

Monitoring Political Developments in Real-Time

Tracking political developments directly relevant to a company's business is an increasingly important dynamic. Timing matters. The ability to make swift adjustments to tactical strategy depends on the reliable interpretation of emerging political developments, whether in Washington, Brussels, Beijing or Delhi. Gaining a reliable understanding of political developments is essential.

Proactive Public and Government Relations

Engage in proactive communication campaigns to inform and shape public opinion. This includes regular briefings, updates and engagements with policy influencers, along with participation in public forums to help shape the regulatory environment and enhance the company's public profile.

Navigating Decoupling with Strategic Communication

As economic decoupling may intensify, communicate a strategic narrative that emphasizes the company's commitment to both markets. Highlight how the business contributes to economic prosperity in both the United States and China, positioning the company as a bridge between the two superpowers rather than a participant in their rivalry.

Opportunity-Driven Messaging

In an environment characterized by tension and competition, communicate a vision for seizing emerging opportunities. Focus on how the business is well-positioned to leverage innovations in technology and new market dynamics. Emphasize the company's role in driving future developments in fields like digital transformation, AI governance and green technology, aligning with global power shifts in data and tech. **Q**



Navigating Cooperation and Competition:

The Essential Role of the US-China Aviation Cooperation Program

By Norris Tangen

The genesis of ACP traces back to the early 2000s when industry leaders and US government entities recognized the necessity for a unified approach to address aviation challenges in China. Jackson recalls ACP's inception as a pivotal moment to consolidate efforts and create a cohesive platform—what ACP Executive Director Geoffrey Jackson terms a 'Team USA' in aviation—to leverage collective resources effectively.

"Before ACP was established, we had industry companies in the aviation sector doing their thing in China. We also had the US government there working on safety issues. But what we found, which was to our benefit, is that as a team, you are stronger than you are individually," Jackson reflects on the program's origins. "By working collectively with our various companies, not only the big ones like Boeing, Honeywell, GE, Pratt & Whitney, and companies like that, but also smaller companies with niche expertise, we could achieve more together."

From the beginning, Jackson says, ACP's mission has been clear: to facilitate

joint safety, security, and capacity building activities that promote the growth and sustainability of China's aviation market. This mission aligns closely with broader global aviation objectives, ensuring harmonization of standards and practices between the US and China.

Facilitating Cooperation

Operating under the AmCham China umbrella, Geoffrey Jackson underscores that the US-China Aviation Cooperation Program (ACP) effectively harnesses the combined expertise of industry leaders and regulatory bodies from both sides of the Pacific. Key partnerships with entities such as the Civil Aviation Administration of China (CAAC), Federal Aviation Administration (FAA), and Transportation Security Administration (TSA) are pivotal to ACP's success.

Jackson emphasizes, "Our unique strength lies in the collaboration between

public regulators and private industry leaders. By pooling resources and expertise, we enhance safety measures and operational efficiencies across the aviation ecosystem."

Since its inception, Geoffrey Jackson has played a pivotal role in ACP, recognizing that the program's success hinges on understanding the value and needs of its members. "We rely heavily on the expertise of our member companies," Jackson explains. "As with any group, AmCham understands that its clientele are its members. Close contact with them to understand their needs is crucial. This applies not only to our US company members but also to the Chinese business community and regulators."

Milestones and Impact

Over the years, ACP has achieved significant milestones, spearheading initiatives that underscore its commitment to enhancing aviation safety and operational standards in China. One of the program's signature

In the high-flying world of aviation, where safety, security, and efficiency are increasingly top-of-mind for consumers, the US-China Aviation Cooperation Program (ACP) serves as a cornerstone of collaboration between two global aviation leaders. Established over two decades ago, ACP exemplifies the power of public-private partnership in advancing shared goals and fostering mutual understanding in aviation practices. Explore the world of US-China aviation cooperation – and competition – with ACP Executive Director Geoffrey Jackson.

events is the annual Airline Operations Safety Symposium (AOSS), which convenes senior officials and industry experts from both countries to facilitate crucial dialogues surrounding aviation safety.

"Our signature events, such as the Airline Operation Safety Symposium (AOSS), have evolved over the years and are widely recognized within the industry," Jackson points out. "AOSS, for example, is a hallmark event attended by numerous Chinese airlines, demonstrating our commitment to safety and collaboration."

Jackson also highlights the upcoming Aircraft Airworthiness Safety Symposium in Qingdao as another milestone event. "This symposium will gather over 150 participants to address critical issues in aircraft manufacturing and airworthiness, underscoring ACP's proactive approach in shaping the future of aviation safety."

Additional Priorities and Initiatives

In addition to its focus on safety, ACP places increasing importance on sustainability, particularly concerning aviation fuel. "Sustainable Aviation Fuel (SAF) is a key area of focus for us as we aim to address global climate change concerns," emphasizes Jackson.

Looking towards the future, to further foster aviation cooperation between the US and China, ACP is concentrating on several critical areas, Jackson highlights key areas of focus: "Activities such as general aviation and business aviation remain high priorities for ACP," he says. "We've seen significant changes in these sectors' requirements and growth both in the US and China."

He also underscores the critical role of air traffic management in enhancing collaboration. "Efficient air traffic connectivity is vital for airlines, whether handling cargo or passenger flights," Jackson explains. "While we share relevant experiences

with China, we recognize that not all US practices are directly applicable due to the differing stages of aviation system development. Our goal is to foster a system in China that is fair, transparent, and efficient, promoting regulatory standards that benefit the entire aviation ecosystem."

Cultural Exchange and Education

ACP prioritizes cultural exchange and education as integral components of its mission. Jackson proudly discusses ACP's



Photo by Jin Peng

Geoffrey Jackson has over three decades of experience in international trade and development, focusing on US-China relations. Since June 2014, Jackson has served as the Executive Director of the US-China Aviation Cooperation Program (ACP) in Beijing, China. In this role, he has been instrumental in fostering aviation cooperation and strengthening bilateral ties between the United States and China.

Prior to ACP, Jackson had a distinguished career at the US Trade and Development Agency (USTDA) in Arlington, Virginia, from January 1990 to May 2014. His tenure at USTDA included roles as Director for Policy and Program and Senior Executive Service member (2004 to 2014), Regional Director for East Asia (2004 to 2014), Regional Director for Asia (1995 to 2004), Regional Director for Europe (1990 to 1995), and Regional Director for Africa and the Middle East in 1990.

Jackson's achievements include establishing USTDA's Program in Central and Eastern Europe and working closely with the European Bank for Reconstruction and Development, European Investment Bank, and the OECD. He pioneered the creation of three major public-private partnerships: the US-China Aviation Cooperation Program (2004), the US-China Energy Cooperation Program (2009), and the US-China Health Cooperation Program (2011), resulting in Presidential recognition and significant increases in US exports.



Above: AmCham China launches second session of Aviation Culture & Education Accelerator with Boeing's 'Soaring with Your Dreams' in Zhoushan

Photo courtesy of Boeing China

Executive Management Development Training (EMDT) program, a cornerstone initiative fostering leadership skills among Chinese aviation professionals. This program not only equips participants with essential industry knowledge but also strengthens bilateral ties by nurturing future aviation leaders.

"Our EMDT program has been instrumental in shaping the careers of numerous Chinese aviation officials," Jackson notes. "It serves as a testament to our commitment to investing in the next generation of industry leaders, promoting mutual understanding and cooperation."

Jackson further focusses on ACP's innovative approach in public diplomacy through educational outreach initiatives targeting schoolchildren across China. This effort, supported by a grant from the US Embassy, aims to educate and inspire young minds about the aviation industry's societal benefits and career opportunities, reinforcing ACP's long-term commitment to China's aviation sector.

Addressing Challenges and Seizing Opportunities

Despite geopolitical complexities and occasional regulatory challenges, ACP maintains robust communication channels with Chinese regulators, ensuring

continued collaboration and exploration of mutual interests.

"Political tensions can impact travel and operations, but our focus remains steadfast on advancing safety and efficiency," Jackson acknowledges. "We adapt to new realities while continuing to foster meaningful exchanges that benefit both nations."

"As China's aviation sector continues to mature, investments in indigenous projects like the

C919 and ARJ21 present new avenues for international collaboration," Jackson highlights. "ACP's role extends beyond safety initiatives to include promoting sustainable aviation practices and enhancing operational standards."

US-China Flights and Future Prospects

Jackson points to the essential role of air travel in fostering cultural exchange and economic growth between the United States and China. Despite geopolitical challenges, the aviation sector remains a vital conduit for people-to-people exchanges and collaboration.

Following the COVID-19 pandemic, the aviation industry faced significant disruptions globally, including the US-China routes. Jackson acknowledges the importance of an orderly growth strategy for the airline sector post-pandemic, highlighting ongoing negotiations between US and Chinese regulators to optimize flight routes and frequency.

"Recovering from the pandemic has been a collective effort," notes Jackson. "While challenges like the Ukraine war impacted polar routes accessibility for US carriers, negotiations have resulted in agreements ensuring fair competition."

He explains, "The US Department of Transportation and the CAAC have worked to balance the interests of US

and Chinese airlines, ensuring equitable opportunities while addressing pricing and subsidy concerns."

Looking forward, Jackson expresses optimism about the future of US-China aviation relations and increased flights. "Both US and Chinese carriers share a mutual interest in expanding flight frequencies," he states. "This reflects growing demand and underscores the role of aviation in supporting economic ties and cultural exchanges."


While there are still concerns around current challenges including low seat occupancy rates and aircraft availability, Jackson highlights ongoing efforts by airlines to match supply with demand effectively. "US carriers are keen to increase flight frequencies as demand rebounds," he notes. "This aligns with our mission to facilitate greater connectivity and collaboration in the aviation sector."

Charting the Future

Looking ahead, Jackson acknowledges the evolving landscape of global aviation, particularly with China's emergence as a formidable player in aircraft manufacturing. As China advances its indigenous aviation projects like the C919 and ARJ21, Jackson anticipates shifts in market dynamics that could influence ACP's future focus areas.

"The rise of Chinese aircraft manufacturers presents both opportunities and challenges for US-China aviation relations," Jackson reflects. "While competition may intensify, our role in facilitating dialogue and information sharing through ACP remains crucial."

He underlines the need for adaptive strategies to navigate these changes, suggesting that ACP's role may evolve to encompass broader industry forums or new focus areas aligned with emerging aviation technologies and sustainability practices.

Ultimately though, Jackson says he envisions a promising trajectory for US-China aviation cooperation, driven by shared interests in innovation and economic growth. "We will remain committed to our core mission of safety, security, and capacity building," affirms Jackson. "Our collaborative efforts not only strengthen US-China ties but also contribute to the broader global aviation community." 

Charting the Course:

Alvin Liu on Leading Boeing China

Could you briefly introduce your background and role as President of Boeing China?

Alvin Liu:

I've dedicated my career to helping multinational companies develop relationships, drive innovation, and achieve lasting success in China.

This work has given me a first-hand view of the evolving political environments, economic shifts, and technological advances that have shaped the US-China relationship, and a deep appreciation for the enormous impact it has on both countries and the world. Boeing has embodied this dynamic for over half a century, proudly supporting China in building a world-class air travel system that has kept pace with its rapid economic growth.

As President of Boeing China, I'm responsible for steering our long-term vision, overseeing strategic operations and engagements, and ensuring we remain a pivotal player and partner in this crucial market.

Since joining Boeing in 2022, what are some of the best lessons you've learned or advice you've received during your career?

Alvin Liu:

Navigating the complexities of the Chinese market has taught me the value of adaptability and resilience in leadership. The best advice I've received is to always prioritize integrity and transparent communication, which are essential for fostering trust and long-term success. It's no secret that the last few years have been tremendously challenging for Boeing in China, but the relationships we've forged with government agencies, our customers, and partners have remained strong, and our long-term commitment to the market has never wavered.



Photo courtesy of Boeing China

Alvin Liu was named President of Boeing China in September 2023. He serves as Boeing's senior in-country executive, leading company-wide activities and supporting the development and implementation of Boeing's China strategy. Liu is also responsible for leading government and community engagement, supporting new business and industrial partnerships, and expanding Boeing's relationships with stakeholders in China. He reports to Dr. Brendan Nelson AO, president of Boeing Global. Liu joined Boeing in 2022 as Executive Vice President of Government Operations, Boeing China and was responsible for building and strengthening partnerships with government stakeholders in China. Previously, Liu had two decades of senior leadership experience with Ford Motor Company, serving as vice chairman of the company's Greater China Operations and vice president of Ford International Market Group. Liu previously also held leadership roles at Chrysler Corporation and DaimlerChrysler AG. Liu earned his master's degree in international relations and his Juris Doctor from Marquette University in the United States.



Above: Alvin Liu attends the 3rd Aviation Logistics Forum co-hosted by AmCham China, ACP, Boeing, and the Shenzhen Airport Group

Photo courtesy of AmCham China

How would you describe your leadership style?

Alvin Liu:

I believe in leading by example and cultivating a culture of openness and teamwork. My approach is collaborative and strategic, encouraging everyone to contribute ideas and expertise and ensuring that our actions create a real impact. Integrity and transparency are fundamental to my decision-making process, as they build trust and respect within the team. I also prioritize sustainability and community engagement, aiming to make a positive impact within our organization and in the broader society.

What are Boeing China’s primary goals, and what strategies are you implementing to achieve them?

Alvin Liu:

Boeing’s top priority globally is strengthening safety and quality in everything we do. In China, we’re supporting this by improving quality control processes, providing more training to employees and suppliers, and ensuring we’re creating a culture where employees feel safe and empowered to speak up with ideas or concerns.

Our more China-specific priorities are centered around supporting our customers with industry-leading products and services, fostering mutually beneficial partnerships, and innovating and investing toward a more sustainable future for air travel. Our strategy includes investing in Chinese industry partners to expand manufacturing capabilities and stabilize the global supply chain. Our recently expanded composite parts facility in

Tianjin is a good example of this. We’re also enhancing service offerings in areas like flight training and digital aviation technology, such as upgrading simulators at our Shanghai Training Campus and partnering with the CAAC to launch a new navigation-data system.

Additionally, we’re advancing sustainability by developing innovative solutions like biomaterials and optimized air traffic management, while also deepening our commitment to education initiatives that support the next generation of aviation professionals.

How do you foresee the aviation industry evolving in China over the next decade, and how is Boeing preparing for these changes?

Alvin Liu:

Our latest forecasts show China will add 8,560 new commercial airplanes over the next 20 years, more than doubling its fleet size and becoming the world’s largest domestic market for commercial aviation. Importantly, three-fourths of those new deliveries will be single-aisle jets like the 737 MAX family.

China’s growing fleet will also generate demand for \$675 billion in aftermarket services and require nearly half a million new pilots, technicians, and aviation professionals. Based on current trends and feedback from our Chinese customers, versatility in fleets is key. So, we’re making sure we continue to offer the most versatile, fuel-efficient range of airplanes. From the 737 MAX to the 787 Dreamliner to the 777 Freighter, all are ideally suited to move seamlessly between domestic and international markets.

Meanwhile, we’re focusing our research and development efforts on sustainability initiatives, expanding our aftermarket service capabilities, and

In the rapidly evolving landscape of US-China relations, few sectors embody the dynamic interplay of cooperation and competition like the aviation industry. At the forefront of this complex environment is Alvin Liu, Vice President of Boeing Global, President of Boeing China, AmCham China Board of Governors member, and Co-Chair of the Chamber's US-China Aviation Cooperation Program. With over two decades of leadership experience and a deep understanding of the Chinese market, Liu is steering Boeing through both challenges and opportunities, reinforcing its commitment to innovation, safety, and sustainable growth.

ensuring all these strategies align with China's aviation growth plans.

How do you build and maintain crucial relationships with government and community stakeholders?

Alvin Liu:

Commercial aviation is, at its heart, about bringing people together. At Boeing, we always strive to reflect that ideal in the ways we do business. Here in China, we've spent more than 52 years creating connections based not just on products and purchases, but on partnerships and progress. This approach hasn't changed. Lasting relationships are created from a foundation of mutual respect and trust. I believe we build that foundation by listening first, communicating honestly, and finding ways to work together toward common goals. Community engagement activities, such as Soaring with Your Dream, Newton Flight Academy, and aviation science education support, exemplify Boeing's commitment to investing in the local community and nurturing the next generation of leaders and talent.

What are some of the key issues AmCham China should focus on to support members and foster US-China business relations?

Alvin Liu:

The US-China bilateral relationship is at a critical juncture. Now, more than ever, US business leaders in China need to speak with a unified voice and act with strategic focus to secure our long-term future. I believe AmCham China should focus on fostering an environment of transparency and mutual understanding between American and Chinese businesses and the government agencies we rely on.

AmCham China's US-China Aviation Cooperation Program (ACP) is a great example of this. This initiative is specifically set up to strengthen safety, capacity, and efficiency in China's aviation system and promote bilateral trade relations between the US and China.

As the Co-Chair of the ACP, I'm dedicated to expanding its role in fostering cooperation between the FAA and CAAC and promoting the mutual economic benefits of a thriving global air travel industry.

As a member of the Board of Governors, what is your vision for the future of AmCham China?

Alvin Liu:

My vision for AmCham China is for it to become a more inclusive and effective advocate for constructive US-China economic relations. I believe we can do that by increasing engagement with current members, partnering with a wider collection of like-minded advocacy groups, and leveraging our shared capabilities to provide more actionable insights and valuable support for us all.

As Co-Chair of the ACP, what are your current priorities, and how do you plan to address them with the CAAC and other stakeholders?

Alvin Liu:

My current priorities for the ACP are concentrated on enhancing aviation safety, improving operational efficiency, and promoting sustainable practices. To do that we're focusing on increasing technical exchanges and training programs to elevate safety standards, optimizing air traffic management to boost efficiency, and advancing sustainable aviation fuels. These initiatives are being pursued in close collaboration with the CAAC and other stakeholders, leveraging our combined expertise to drive meaningful progress in the aviation sector.

What are the key challenges and opportunities you foresee for the ACP in the coming years, particularly in the context of the evolving global aviation landscape?

Alvin Liu:

Some key challenges I expect us to face include navigating regulatory shifts, addressing environmental concerns, and mitigating geopolitical tensions. These obstacles, however, also provide excellent opportunities for innovation, collaboration, and taking a leadership role in sustainable aviation practices. By working together, I believe we can turn these tough challenges into positive advancements for the aviation industry and for US-China relations. 🗣️



China's New Fair Competition Review Regulations: Will They Improve the Business Environment?

By *Arendse Huld*

On June 6, 2024, the State Council released the final version of the Fair Competition Review Regulations (the “regulations”), in an effort to “unify the domestic environment” and level the playing field between state-owned and private companies.

The regulations, which are based on China's Anti-Monopoly Law, will require administrative authorities to conduct fair competition reviews when drafting laws, administrative regulations, local regulations, rules, normative documents, and policy measures (hereinafter collectively referred to as policy measures), to ensure

that they do not unfairly favor certain market entities. The new regulations will come into effect on August 1, 2024.

Fair Competition Review Standards

The regulations prohibit drafting authorities from including any content in policy measures that may negatively impact market access, the free flow of goods and resources, production and business costs, or production and business activities. Policy measures found to contain any such content during the review process (or that do not qualify for the exemptions, see below) will not be issued.

Specifically, the following content that may directly or indirectly restrict market access and exit cannot be included:

- Illegally setting approval procedures for industries, fields, businesses, and other areas, outside the negative list for market access;
- Illegally setting or granting franchise rights;
- Restricting the business, purchase, or use of goods or services provided by specific operators;
- Setting unreasonable or discriminatory conditions for market entry or exit; or



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China's newly introduced fair competition review rules seek to improve the business environment and break down local protectionism by prohibiting authorities from including discriminatory provisions when drafting local policies and regulations. Under the rules, local policy measures cannot include content that could restrict market access or the free flow of goods, or adversely impact production costs or business activity. However, certain exemptions provide potential cover for local governments to pass discriminatory measures, nonetheless. The Quarterly explores impact of the new rules on business operating in China.

participating in local government procurement and bidding;

- Setting discriminatory fees, standards, prices, or subsidies for non-local or imported goods and resources;
- Setting discriminatory requirements for non-local operators in terms of qualification standards, regulatory enforcement, and so on; and
- Other content that restricts the free flow of goods and factors.

Without a legal or administrative regulatory basis or State Council approval, they also cannot include the following content that affects production and business costs:

- Granting tax incentives to specific operators;
- Granting selective or differential fiscal rewards or subsidies to specific operators;
- Granting specific operators preferential treatment in obtaining resources, administrative fees, government funds, social insurance fees, and so on; and
- Other content that could affect production and business costs.

Finally, they cannot include any of the following content that affects production and business activities:

- Forcing or indirectly forcing operators to engage in monopolistic behavior

or providing convenience for such behavior;

- Setting government-guided prices or government-set prices beyond legal limits, providing preferential prices for specific operators;
- Illegally intervening in the price levels of goods and factors regulated by the market; and
- Other content that could affect production and business activities.

The regulations provide exemptions in which the authorities are permitted to include content that could be deemed to restrict competition in policy measures. However, to do so, there must be no alternative plan that has a less negative impact on fair competition, and the authorities must determine a reasonable implementation period or termination conditions.

Specifically, authorities can still include restrictive content in the following scenarios:

- To safeguard national security and development interests;
- To promote scientific and technological progress and enhance national innovation capabilities;
- To achieve social public interests such as energy conservation, environmental protection, and disaster relief; and
- Other circumstances as stipulated by laws and administrative regulations.

- Other content that directly or indirectly restricts market access and exit.

They also cannot include the following content that may restrict the free flow of goods and resources:

- Restricting the entry of non-local or imported goods and resources into the local market or hindering local operators from moving out, or goods and resources from being exported;
- Excluding, restricting, forcing, or indirectly forcing non-local operators to invest or set up branches locally;
- Excluding, restricting, or indirectly restricting non-local operators from

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"While the new regulations address some of the issues faced by foreign and non-local companies, the clauses on exceptions provide a significant amount of leeway for local governments to pass discriminatory laws."

If authorities wish to employ these exemptions when drafting policy measures, they must also provide a detailed explanation of the circumstances for the fair competition review.

Review Procedures

Under the regulations, policy measures must undergo a fair competition review by a relevant government authority. Which government authority is responsible for carrying out the review depends on which unit drafted the law in question:

- Policy measures issued by government departments must undergo fair competition review by the drafting unit during the drafting stage.
- Policy measures jointly issued by multiple departments shall undergo fair competition review by the lead drafting unit during the drafting stage.
- Policy measures issued by the people's governments at the county level or above or submitted to the people's congresses or their standing committees at the same level for deliberation, must first undergo a preliminary review by the drafting authority and then be submitted to the market regulation department for review.

Authorities conducting the reviews are also required to seek the opinions of relevant operators, industry associations, chambers of commerce, and other stakeholders on the potential impact of the policy measures on fair competition. If the interests of the general public are involved, they must also seek opinions from the public.

The State Administration of Market Regulation (SAMR) is responsible for

overseeing the fair competition review system and supervising the relevant authorities in carrying out reviews.

Potential Impact on China's Business Environment

The new regulations ostensibly address issues surrounding fair competition for private companies, by explicitly prohibiting certain types of anti-competitive clauses from being stipulated in local laws and regulations. Foreign companies in particular have long had concerns over equal access to government bidding and market access to certain industries.

The central Chinese government has been striving to improve the business environment in China for private companies, issuing a series of measures aimed specifically at foreign companies. Some municipal and regional governments have also issued similar plans to boost the local business environment, including Shanghai and the Greater Bay Area. These measures invariably include commitments to expand market access and ensure equal access to foreign companies in government bidding processes.

The new regulations form part of China's long-term efforts to establish a "national unified market", an initiative that seeks to break down local protectionism and market segmentation by standardizing rules and regulations across different regions.

Local protectionism has been a major issue in China in the past, as growth incentives have led provincial and municipal governments to favor local companies in areas such as government incentives, procurement, and market access. Ensuring fair competition has been a crucial part of the national unified market push, and as a result, the central government

has been building its fair competition review system since 2021.

While the new regulations address some of the issues faced by foreign and non-local companies, the clauses on exceptions provide a significant amount of leeway for local governments to pass discriminatory laws, if they can provide evidence that they are in the service of national security or certain technological, economic, or social benefits. In particular, the clauses that allow anti-competitive policy measures to be passed in order to promote scientific and technological progress and enhance national innovation capabilities, or for the interest of energy conservation or environmental protection, could create conflicting incentives for local governments.

The exceptions may also make it difficult for foreign or non-local companies to contest proposed policy measures, as a local drafting authority can use the relative ambiguity of the language to its advantage when arguing for anti-competitive clauses.

Meanwhile, the restrictions on local governments from offering preferential treatments, such as tax incentives or subsidies, without proper legal or administrative approval can significantly impact foreign investors. Foreign investors must be vigilant during negotiations with local governments, understanding that any promises of special tax breaks, subsidies, or other financial incentives may not hold up if they violate fair competition regulations. This regulatory environment aims to create a level playing field but may introduce uncertainty for companies who seek these advantages as part of their investment strategy.

Foreign investors should therefore ensure that all agreements comply with national regulations to avoid potential nullification, thereby affecting their financial planning and long-term business strategies. **Q**

AmCham China Committees and Co-Chairs

AmCham China's Committees are the lifeblood of our advocacy, industry relations, and community development. We have Committees focusing on industry sectors, corporate functions, and special issue-based interests that well represent American businesses operating in China as well as the active membership of our community. Committees allow members to:

- Use AmCham China as a platform to drive foreign companies and industry-based advocacy efforts
- Hold dialogues with regulators and industry stakeholders to influence the business environment
- Share information and ideas specific to their industries
- Meet like-minded people for professional development
- Generate contacts for business development

If you are interested in joining any of our **Committees**, please contact the corresponding member of staff listed below.

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Ma Li, ECP

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Roberta Lipson, United Family Healthcare

Rong Zheng, Merck Healthcare

Edward Wang, HCP

Supporting Staff

1. Ada Yang ayang@amchamchina.org
2. Dandan Li dli@amchamchina.org
3. Melody Wen mwen@amchamchina.org
4. Yin Yu yyu@amchamchina.org
5. Yoyo Wu ywu@amchamchina.org
6. Connie Zhao czhao@amchamchina.org
7. Yiming Li yli@amchamchina.org
8. Cynthia Zhai czhai@amchamchina.org
9. Lucinda Liu lliu@amchamchina.org
10. Edward Wang ewang@amchamchina.org
11. Yuning Xu yxu@amchamchina.org
12. Weijia Zhang wzhang@amchamchina.org
13. Elliott Johnson ejohnson@amchamchina.org
14. Lina Wang lwang@amchamchina.org
15. Mora Zhang mzhang@amchamchina.org
16. Melody Li mli@amchamchina.org
17. Alice Xin axin@amchamchina.org
18. Amanda He amandahe@amchamchina.org
19. Linda Cheng lcheng@amchamchina.org
20. Christine Chen Christine.chen@amchamchina.org



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Beijing United Family Hospital
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2 Jianguai Road, Chaoyang District, Beijing
- 北京和睦家京北妇儿医院
United Family Women's & Children's Hospital
北京市朝阳区北苑路甲170号院一号楼
Building 1, Beiyuan Road, No. 170A, Chaoyang District, Beijing
- 和睦家启望肿瘤中心
United Family New Hope Oncology Center
北京市朝阳区将台西路9-11号
9-11 West Jianguai Rd, Chaoyang District, Beijing
- 北京和睦家建国门诊部
United Family Jianguomen Clinic
北京市朝阳区建国门秀水街1号建外外交公寓 14和15号楼之间
Between Buildings 14/15, Jianguai Diplomatic Residence Compound (DRC), No. 1 Xiushui Street, Chaoyang District, Beijing
- 北京和睦家复兴门诊部
United Family Financial Street Clinic
北京市西城区太平桥大街109号
109 Taipingqiao Avenue, Xicheng District, Beijing
- 北京和睦家天竺综合门诊部
United Family Tianzhu Clinic
北京市顺义区空港街道馨园一路2号院5幢29号
#5-29, 2 Xinyuan Yilu, Konggang Street, Shunyi District, Beijing
- 北京和睦家中西医结合医院
Beijing United Family Hospital of Integrative Medicine
北京市东城区西总布胡同46号
46 Xizongbu Hutong, Dongcheng District, Beijing
- 北京和睦家康复医院
Beijing United Family Rehabilitation Hospital
北京市朝阳区东风乡将台洼村甲168号
No. Jia 168#, Jianguaiwa Cun, Dongfeng Xiang, Chaoyang
- 北京和睦家亮马诊所
United Family Liangma Clinic
北京市朝阳区东方东路19号1号楼会所27号 (外交人员公寓 B 区官舍 16 号)
2nd Floor Grand Summit, 19 Dongfang East Road, Beijing,
- 北京和睦家五道口综合门诊部
United Family Wudaokou Clinic
北京市海淀区王庄路1号清华同方科技广场D座1层
1st Floor, Building D, Tsinghua Tongfang Hi-Tech Plaza, 1 Wangzhuang Lu, Haidian District, Beijing
- 北京和睦家广渠门诊部
United Family Guangqumen Clinic
北京市朝阳区广渠路39号京纸大厦二层
2nd Floor, Jingzhi Building, 39 Guangqu Street, Chaoyang District, Beijing,
- 北京和睦家亮马诊所
United Family Liangma Clinic
北京市朝阳区东方东路19号1号楼会所29号, 官舍B区二层
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Spring is always a busy season for AmCham China, and this year has been no exception. Over the past few months, AmCham China's 30+ industry Committees have hosted a range of events for membership, from the launch of the MSSC Committee's Supply Chain Navigator Program to the Education Committee's Study Abroad Seminar. Join the AmCham China Quarterly as we look back at some of the most memorable events of the last quarter.

AmCham China's Committee Highlights: Discover the Latest!



Above:

Attendees of the Energy Management Event including speakers Lin Gao and Gloria Xu

Photo courtesy of AmCham China

Women Professional Committee: Energy Management Event

On April 10, AmCham China's Women Professional Committee hosted a workshop on energy management strategies tailored for professional women. Michael Hart, President of AmCham China, opened the event, followed by Lin Gao, Executive Coach and CEO of Message Coach, who led the main session on effective energy management techniques. A Q&A panel discussion with Lin Gao and Gloria Xu from Albemarle addressed participants' questions on navigating professional challenges. The workshop concluded with a raffle and closing remarks, offering attendees networking opportunities.

To join the Women Professional Committee, contact **Yu Yin** at yyu@amchamchina.org.

Healthcare Industry Group & Legal Affairs Committee: BIOSECURE Act Read Out

On May 9, AmCham China hosted a sold-out event to discuss the implications of the BIOSECURE Act, which restricts US companies from engaging with biotechnology firms from countries like China, Russia, Iran, and North Korea. Experts including Xin Tao, Anne Wang, Zhiyun Yu, and Hong Zhang analyzed the Act's scope, potential impacts on biotech innovation, and investment strategies. Organized by AmCham China's Legal Affairs and Healthcare Industry Committees, the event provided guidance on navigating the evolving legislative landscape.

To learn more about the Legal Affairs Committee, contact **Ada Yang** at ayang@amchamchina.org

To learn more about the Healthcare Industry Group, contact **Cheryl Lin** at clin@amchamchina.org



Above:

AmCham China members join the BIOSECURE Act read out event

Photo courtesy of AmCham China

Education Committee: Getting Ready to Study Abroad Seminar



Above:
Erin Metcalf from EducationUSA at the US Embassy Beijing

Photos by Jin Peng



On May 10, AmCham China's Education Committee held a "Get Ready to Study in the US" seminar at its Beijing offices, offering a comprehensive guide for prospective international students. Speakers included Education Committee Co-Chair Fran Liu from the University of Minnesota, Erin Metcalf from EducationUSA at the US Embassy Beijing, and Annie Kennelly from the US Embassy Beijing, who discussed trends and policies for studying in the US. Stephanie Tong from United Airlines and Cui Tao from Mastercard provided financial and travel security tips. During the panel discussion, Liu was joined by Jingyu Wang from the University of Notre Dame Beijing, Frank Au from PacificPine Sports, and Sumin Lai from ETS China.

*To learn more about the Education Committee, contact
Melody Wen mwen@amchamchina.org*



On May 30, the MSSC Committee's Navigator Program brought participants on an exclusive factory tour of Boeing Tianjin Composites (BTC). Beyond the tour, this quarter also saw the launch of the Navigator Program, a new five-month initiative aimed at cultivating young professionals in the manufacturing and supply chain industry. During the tour, attendees witnessed BTC's operational excellence and corporate culture firsthand, with presentations from Dan Park, BTC's General Manager, and Lisa Ma, Procurement Leader. Special thanks to MSSC Co-chairs Craig Abler and David Song for organizing the event. 📢

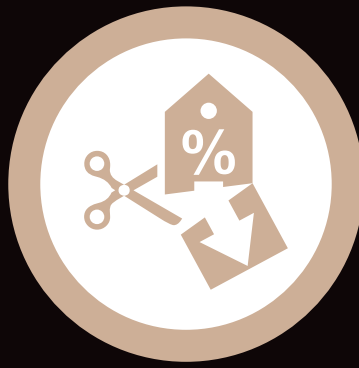
*To learn more about the MSSC Committee or the Navigator Program, contact **Yu Yin** at yyu@amchamchina.org.*

MSSC Committee: Navigator Program Factory Tour



Above:
Attendees touring the Boeing Tianjin Composites factory

Photos courtesy of AmCham China



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