INDEX

A
Acer, 10
Afghanistan, 156
Africa
  Gahiji’s story, 147–149
  investment in, 151–152
  natural resources, 152
  noninterference policy, 152
  resources, access to, 150–151
  students from, 147–149
  support from, 149–150
  views of China in, 151–152
  Zambia incident in, 152
Ai Weiwei, 47–48
Ai Zhongxin, 40
Airbus, 22
airport construction, 131
Ajisen Ramen, 90, 99
Alibaba, 2, 147
Alipay, 2
Amerilink Wireless, 12
Amodei, Mark, 160
Amway, 100
Angle, Sharron, 160
Anta, 11
Apple
  product design, 193
  production costs, 32–33
  sales in China, 36–37
Arab Spring, 48, 197, 200
ASD, 2
Association of Southeast Asian Nations
  (ASEAN), 31
Atlantic Monthly, 5
Auchan, 141
Australia
  Chinese buying firms in, 13–14
  currency, 153–154
  automobiles. See also specific cars
    buyer’s profile, 60
    electric, 120–121
B
B&Q, 144
Baby formula scandal, 96–99
Baidu, 6
  control of, 58
  Google loss of, 15
Banda, Rupiah, 151
Bank of China, 187
banks
  investment, 23
  real estate loans by, 139–140
  state-owned, focus of, 46, 187
  underground, 3, 140
Barbie, 79
Beijing Olympics, 48
Beijing, China
  historic infrastructure, 50–51
  locating outside of, 142
  rural migrants in, 68–69
  subway in, 131
Bentley, 60
Bernanke, Ben, 25
Best Buy, 14, 144
billionaires/millionaires. See also executives
  (Chinese)
    brand building by, 4–12
    high-profile investments by, 13–14
    market share consolidation by, 138
    meeting with, 1–4, 14
    number of, 66, 137–138
    women, 69
Bird’s Nest Stadium, 47–48
bloggers, 50
Bloomberg, 52
Bo Xilai, 106
Bob (Laura Furniture president), 20–21
bonds
  Italian, 155, 190
  municipal, 129
  sovereign, 154–155
  U.S., 190
A Book of Five Rings (Musashi), 162
Books Brothers, 80
Boston College, 183
brand managers
  market demands on, 9
  market understanding by, 61
  outdated notions of, 79
  program development by, 83
brands (Chinese)
  affordable of, 77
  aggressiveness of, 16
  American awareness of, 6
  American discounting of, 4–5
  corner cutting by, 97
  dairy, 99
  domestic market growth and, 13–14
  importance of, 11–12
  long-term approach of, 13–14, 17–18
  loyalty and, 82–83
  managers, 83
  overseas growth of, 4, 8–9
  quality of, 15
  real estate, 11
  rise of, 5–6
  safety and quality of, 77, 89
  sold in American stores, 5
  underestimating quality of, 14–15
  in Western stores, 5–6
brands (Western)
  differentiation of, 144–145
  due diligence by, 59
  launching strategies, 8–10
  localization of, 58
  loyalty programs for, 82–83
  positioning of, 57–58
  safety and quality of, 89
  shops in China, 168
  sold in China, 8–9
  trust for, protecting, 100
Brazil, 200
Bright Food, 13, 166–167
Broadway Cafe, 64
Brownouts, 118
Buffett, Warren, 23, 120
Burger, Richard, 49–50
Bush, George H.W., 4
BYD, 120–121
C
Cai Fang, 33
Cameron, David, 53
Canada, 153–155
capitalism
  crime of, 65–66
  embrace of, 65–66
Carlyle Group, 4
Carrefour, 89–89, 96, 112–113
Carreras, Jose, 50
CCTV, 101
Center for East Asian Research, 164
Center for Research on Social Contradictions, 111
central government
  affordable housing plan, 127–128
  business connections to, 9–11
  constituency balancing by, 119–120
  corruption in, 48
  diffuse power of, 48
  food trust crisis and, 89, 98–99
  internal security measures, 54–55
  monetary policies of, 115–119
  public views of, 49–50
  real estate market and, 10–11
  reforms by, 55–56
  social media and, 47, 53–54
  support for, 114–115
Cerruti, 100
Champs-Élysées, 190
Changsha, China, 141
Chanos, Jim, 129–132
Chaplin, Charlie, 42
Chen He Lin, 2
Chen Liangyu, 106, 123–124
Chen Xiaolu, 56
Chen Yi, 56
Chen Yun, 180
Cheney, Dick, 107
chengguan, 112–114
Chiang Ching-kuo Foundation, 164–165
Chiang Kai-shek, 43
chin “Chinese Professor” ad, 160
China. See also government; individual cities
  brand preference in, 16–17
  civil war in, 43
  consumer power in, 9
  Cultural Revolution in, 40–44
  economic power of, 5–6
  firms operating in, 4
  Forbidden City in, 50–51
  growth domestic product in, 8
  income gaps in, 34
  internal problems, 195
  life spans in, 59
  political discontent in, 48
  population of, 184–185
  poverty in, 8
  tech companies’ investment in, 23
  urbanization rate in, 68
China Daily, 91, 106
China Merchant Banks, 187
Index

China Rich List, 66
Chinese Communist Party, 42
  allegiance to, benefits tied to, 107
  constituency of, 115
  control of business by, 58
  corruption in, 106
  first capitalist in, 201
  torture of, 43
Chloé, 189
CITIC bank, 46
Citigroup, 23
Civil War (Chinese), 43
Club Med, 4
CNBC, 206
Coca-Cola, 23
commercial property
  cutting back on, 75
  over-construction of, 134–135
  rents of, 132
Committee of Foreign Investment in the United States, 161
commodities
  global demand for, 129
  investing in, 25
  securing rights to, 149
companies (American in China). See also specific companies
  business model of, 5
  location of factories, 34–35
  margin erosion, 28
  profit growth of, 9
companies (Chinese). See also specific companies
  acquisition policy, 162–163
  African investments, 151–152
  brand purchase by, 13–14
  conventional beliefs about, 6
  domestic focus of, 163
  fear of, 166–169
  internal training by, 181
  management practices of, 7
  operating costs of, 15
  production line conditions at, 21–22
  safety scandals among, 11
  selling to, 167–168
  state-owned, 187–188
  western discounting of, 4–5
  Western focus of, 12–13
competition
  decrease in, 141–142
  employee, 23
  global, 16, 193–194
  internal, 168
  local, 12, 145
  VIP program, 168
  Western, fending off, 12, 14
Confucius Institute program, 163–164
Connery, Sean, 161
construction
  BYD experience, 120–121
  commercial, 134
  commodities used in, 129, 149
  costs of, 128
  inefficient, 136
  infrastructure, 129–131, 133, 137
  manufactures, 15
  Mr. Xu experience with, 139–140
  municipal bonds for, 129
  need for, 140
  residential, 135
  rules governing, 18
  shoddy, 127, 130
  workers, 133
consumers (American)
  foreign brand purchases by, 10
  low confidence of, 25
  raising pressure on, 27, 116
  T-shirts catering to, 151
consumers (Chinese). See also women
  consumers
    age considerations, 59–61
    brand preference of, 16–17
    changing patterns of, 205–206
    class consciousness in, 57–58
    cost consciousness of, 144
    evolution of, 29
    food safety concerns of, 87–89, 91–92
    in-store education of, 143
    loyalty programs for, 82–83
    luxury goods preference of, 189
    older, targeting, 59–60
    payment habits of, 81–82
    rise of, 12
    targeting of, 79–80
    travel by, 168–169
    women as, 77
    young, targeting, 60–61
consumption
  American, 32, 166
  American-style, Chinese desire for, 34
  domestic, 182, 196
  family dynamics effects on, 56
  food, 91–92, 98, 101
  government promotion of, 36
  habits, influences on, 77
  orientated economy, 28
  pattern changes in, 56, 205–206
  self, 142
  stimulating, 118–119
  Coptic Christians, 197
corruption. See also local governments, corruption in
campaign against, 48–49
chengguan in, 113–114
government divide and, 104–105
Jack’s observation of, 103–104
local officials, 106–112
political reforms and, 183
problem of, 106
in real estate, 111–112
shaming efforts, 105
Council on Foreign Relations, 48
Crichton, Michael, 161
CTRIP, 11
cultural imperialism, 50
Cultural Revolution, 54, 72
academic attacks during, 180–181
atrocities in, 40–47
capitalism and, 65–66
economic reforms following, 46
launch of, 40
legacy of, 55–56, 71
memories of, 44–45
Red Guards in, 41
retribution during, 42–43
currencies
Australian dollar, 153–154
renminbi, 4, 116–119
U.S. dollar, 25, 115–116, 118, 154
currency. See renminbi

D
Da Vinci, 100–101
dairy brands, 99
Dairy products
companies, 16, 99
-crack down on, 98
-melamine added to, 100
-protein levels of, 98
-safety scandal, 87, 98, 100
Dalai Lama, 47
Davis, Betty, 41
debt. See also loans
-American, 32, 160
-Eurozone, 25, 190
-Japanese, 136
-real estate (Chinese), 133–135, 138–140
debt-ceiling crisis (American), 120, 161
decision makers
-in central government, 119
-characterization of, 60
-influences on, 60, 119
Dell, Michael, 163
democracy, 200
Deng Pufang, 46
Deng Xiaoping, 180
economic views of, 65–66
-ranking of, 46
diets. See eating habits
DiMaggio, Joe, 41
Disney, 23
divorce, 55, 68
domestic market (Chinese)
-automobiles, 37
-brand preferences in, 13–14
-growth in, 13–14, 36–37
-technology products, 36–37
-Western brands sold in, 8–9, 36–37
Domingo, Plácido, 50
Doonesbury, 171
Du Weiming, 185
Dubai, 24–25
Duke University, 180
Duncan, Arne, 179
Dunkin’ Donuts, 86

E
E-House, 2–3
eating habits. See also food
-Emily on, 85–86
-fast food, 85–87
-food safety concerns and, 87–89
-quality food trend, 86–87
-shifts in, 91–92
eBay, 15
ECCO, 57–58
Economist Intelligence Unit, 153
economy (Chinese). See also financial reforms
-commodity access, 151
-commodity costs, 118
-global ambitions of, 161–162, 190–191
-income gap fears, 118–119
-industries benefiting from, 198
-inefficiencies in, 187
-infrastructure, role of, 130–131, 135–136
-monetary policy, 115–119
-overall debt, 136
-persistent challenges of, 198–199
-political reform and, 200–201
-slowing of, 196, 199–200
-Western enthusiasm for, 192–193
economy (global)
-American jobs and, 26
-China as savior of, 190, 195–198
-China’s integration with, 190–191
Economy, Elizabeth, 48
education system. See also students; universities
-American system vs., 179–180
-Helen’s experience with, 178–179

index.indd   214
0x0   19-05-2014   09:20:13
job market and, 175–176
limits of, 173–178
Mimi’s experience with, 178–179
reform challenges, 183–186
educational reforms, 185–187
EF Education, 187
Egypt, 48, 197
entrepreneurs (Chinese)
branding by, 7–8
defeat of state ownership by, 7–8
description of, 2–3
Eton, 182
Europe
Chinese buying firms in, 13–14
Chinese consumers and, 28, 57, 77
Chinese tourist in, 168–169
Eastern, consumption in, 12–13
farm products exported to, 91
financial crisis of, 3, 190, 194
investments, 23
executives (Chinese). See also billionaires/millionaires
average age of, 60
complaints of, 79–80, 175, 181
economic inefficiency of, 187
global branding efforts by, 12–13, 24, 190–191
government trusts of, 54
learning from West by, 162–163
long-term strategic thinking of, 18
operating costs of, 9
regulation awareness of, 18
short-term planning by, 8, 117
executives (Western)
competition for, 14
underestimate of Chinese brands by, 14–15
view of Chinese government, 121

F
Facebook, 47, 52
factories (Chinese). See also manufacturing (Chinese)
in Africa, 151–152
initiatives at, 22–23
labor shortages at, 34
location of, 140–142
new growth in, 22–23
relocation of, 26–27, 28
turnover at, 24–25
working conditions at, 22
Fallows, James, 5–6
family dynamics
changing, 27, 69
consumption patterns, 56
women’s role, 69
farms. See also rural areas
food safety issues, 86–89
labor, 67–68
nut production, 91
rice, 91
seeds, company providing, 100
topographical limits, 97
fast food
fake Subway, 92–95
popularity of, 86–87
safety of, 89–90
female infanticide, 67–68
Fendi Casa, 100
Ferrari, 37
Ferriss, Tim, 172
Fields, Patricia, 79
financial crisis (global)
advantage taken of, 13
balance of power and, 3, 158, 190
business community view of, 12
Chinese investments during, 151, 156
labour pool and, 23
scapegoating China for, 32
U.S. unemployment and, 33
financial reforms
beneficiaries of, 173–174
initiation of, 46
Melanie’s experience with, 173–174
opportunities for, 60
progress of, 201
Flippo, Chet, 162
food. See also eating habits
better quality, demand for, 91
imported, 91–92
inflation, 57, 205
local preferences for, 101–102
packaging for, 101–102
rising costs of, 57
food safety
baby formula example, 95–98
building trusts for, 100–101
consumer demand for, 91–92, 97
fast-food preference and, 86–87
global scope of, 88–89
governmental efforts, 89, 98–99
local corruption and, 106
market reaction to, 89
problems, signs of, 87–88
restaurant chains efforts, 89–90
supply chain and, 88
Walmart scandal, 90–91
Forbes, 4, 66, 206
Forbidden City, 50–51
foreign citizenship, 188
foreign relations
with Africa, 147–152
with Australia, 153–154
low-priority of, 198
national sovereignty focus of, 166
noninterference policy, 157–158
with Pakistan, 156–158
soft power, 160, 165–166
with United States, 158–163

foreign travel
for business, 190
to Europe, 189–190
for food purchases, 98
growth in, 4, 37, 55
for luxury shopping, 168–169, 189–190
obtaining foreign passports for, 188
restrictions on, 98, 100
right to, 55
services, 11

Fosun Group
brand buying trends, 166
foreign investments, 13
founder of, 3

The 4-Hour Body (Ferriss), 172
The 4-Hour Work Week (Ferriss), 172

Foxconn, 30–31, 36

free trade
benefits of, 193
crusade against, 194
greater adherence to, 198
sentiment against, 191–192
support for, 160

freedom
American view of, 54
to choose college major, 191–192
concept of, 52
drive for, 51
government retreat on, 200
increase in, 55
local officials, 112
Frito-Lay, 102

G

Gadafi, Muammar, 152, 200
gaijin, 162
Gang of Four, 46
goal of, 41
leader of, 40
power of, 48
suffering caused by, 44
gaokao, 175–176
Gap, 32, 78
Garnaut, Ross, 53
GGDP. See gross domestic product (GDP)
Geely, 13, 167
Gehrig, Lou, 41
gender equality, 65
gender inequality, 72
General Electric, 10, 198
General Electric X-Ray, 11
General Motors, 5, 10
Gephardt, Richard, 12
Giant Interactive, 2
Gibbs, Bob, 160
Global Times, 49, 106
GNC, 13
Goldman Sachs, 23
Google, 23, 47, 54
government. See also central government; foreign relations; local governments
Africa and, 147–152
Australia and, 153–154
Canada and, 153–155
complexity of, 120–121
connections to, 123–124
consumer promotion by, 36
diffuse power of, 48
food trust crisis and, 89, 98–99
foreign recognition of, 149–150, 157
human rights and, 47–48, 52–53
humanness of, 121–122
internal security measures of, 54–55, 198
monetary policies of, 115–119
mortgage rules, 138
one-child policy, 47
Pakistan and, 156–158
People's Republic founding, 43
project approval from, 121–122
promotion of China by, 165–166
reform of, 196–197
stability of, 200–201
U.S. criticism of, 45, 161
wealth creation by, 65

Grable, Betty, 41
gross domestic product (GDP)
average, 8, 34
fixed investments and, 135
infrastructure spending and, 136
Japan's, 136
percentage of debt, 136
in real estate, 135
rise in, 37
salaries and, 118
Guanghua School of Management, 136
guanxi, 10, 123–124
Gucci, 57, 77, 141, 169
Guo Guangchang, 3
INDEX

H
H&M, 77
Haier, 13, 16–17
Hainan Island, 17
Harrods, 169
Harvard University, 180–182, 185
Hello Kitty, 79
high-speed rail, 136
Hilton Hotels & Resorts, 169
Holocaust, 148
Home Depot, 144
home ownership, 74
Hong Kong’s Independent Commission Against Corruption, 96–97
housing
affordable, lack of, 134
affordable, need for, 132–134
decent quality, 127–128
economic debate over, 129–133
five-year plan for, 127–128
interiors, pride in, 142
interiors, products for, 144
landlords, 141
luxury, 137–139
mortgage rules, 138
Mr. Chen’s experience with, 138
Mr. Zhou on, 139
overcrowding in, 132–133
prices, 130, 138
rents, 132
HTC, 10
Hu Jintao
on corruption, 106
leadership of, 120
on renminbi, 116
Hu Yaobang, 180
Huai Hai Road, 58
Huawei
board, American members, 12
hubs built by, 161
sales focus of, 6
Huffington Post, 52
Human rights, 47–48
Hurun Report
billionaire estimates, 66, 137–138
function of, 3
real estate earnings, 111

I
IBM, 163, 167
ICBC, 187
IKEA, 89, 141
in-store education, 143
India, 200
individualism, 143
Indonesia
factories moving to, 26
infrastructure development in, 26–27
infanticide, 67–68
inflation
food, 57, 205
long-term, 155
national resources, 149, 155
rampant, 200
world-wide, pressure of, 91
infrastructure, 35
African projects, 150
domestic projects, 131, 137
economic efficiency of, 136
leverage in, 131–132
spending, 130
transportation, 20, 132
Intel, 23
intellectual property
courts cases, 94
Huawei case, 161
infringement, court rules on, 94
stealing charges, 4, 6, 192
Subway case, 94
International Monetary Fund, 158, 181, 197
Internet, 54, 60
accessing, 52
auctions on, 15
pornography on, 108–109
product information on, 37, 97
investments (Chinese)
abroad, increase in, 188
in Africa, 151–152
banks, 23
in farming, 91
friction caused by, 154
high-profile, 13
initial, 99
Westerners’ fear of, 156
iPads, 36–37
iPhones, 36, 72
Italy, 193–194

J
Japan
corporate management in, 162
GDP, 136
infrastructure development in, 135
overall debt of, 136
rise, tourism and, 189–190
stagnant economy of, 161–162
Japan (continued)
success in American market, 4–5
as U.S. bogeyman, 161

Japan as Number One: Lessons for America
(Vogel), 162

Jenny Lou’s, 96

Jiang Qing (Lan Ping), 45, 48
cruelty of, 43–44
film career of, 42–43
leadership of, 40

Jiang Zemin, 178

Jiangxi province, 72

Jiao Tong University, 178

job market
candidates for, 180
education system and, 175–176

Jobs, Steve, 193

Johns Hopkins University, 181

The Joy Luck Club (Tan), 66

judicial system, 94

K

Kentucky Fried Chicken (KFC), 8, 86, 102
Kenzo Maison, 100
Kerry, John, 171
Kinyarwanda, 148
Kissinger, Henry, 47
Kodak, 8–9

Korean Foundation, 164
Kraft’s Foods, 101–102

Krugman, Paul, 26, 191
currency manipulation charge, 115–116,
161
job stealing charge, 194

Kung Hao, 126

L

L’Oréal, 81
La Maison, 144
labor (Chinese). See also professionals
(Chinese)
construction workers, 133
cost, real estate development and, 27
growing confidence of, 34–35
minimum wage of, 28
raising cost of, 20, 23–24
retaining, 31–32
skilled, shortage of, 27
tightening pool of, 23–24
turnover rate, 24
U.S. economic growth and, 32
women, 27
working conditions of, 22
land-leasing process, 10–11

landlords, 141
Lang Ping, 42

The Last Emperor, 66
Laura Furniture factory, 33, 75
company president, perspective of, 20–25
conversion of, 29–30
manufacturing outsourcing by, 20
relocation by, 26–29
renminbi appreciation and, 25–26
rising labor cost of, 20–21, 28
U.S. dollar depreciation and, 25–26
working conditions at, 21–22
Lenovo, 163, 167
Lewis, Arthur, 34
Lewisian turning point, 33–34

LG Electronics, 10
Li & Fung, 5
Li Keqiang, 68
Li Ning, 11, 12
Li Peng, 107
Li Shufu, 13

Li, Lili
Cultural Revolution and, 39–45
father of, 42–43
first husband of, 41
persecution of, 42
second husband, 40
son of, 45–46
torture suffered by, 41

Liang Wengen, 15, 201

Libya, 200
Libyan National Transitional Council, 152
different spans, 59
Lin, Justin, 158
Liu, Xiaoobo, 48
LiuGong, 15

loans. See also debt
construction, 140
foreign, 149
nonperforming, 129, 196
real estate, 129, 134, 139–140
underground banks, 3, 140

local governments
autonomy of, 112
central-government directives and, 106
land sales push by, 129
motivations of, 122
private sector transiting by, 107–108
protests against, 114–115
renminbi appreciation and, 117–118
wages of, 106

local governments, corruption in
forced land appropriations, 110–112
prevention efforts, 107–108
punishment of, 109–110
real estate, 111–112
reasons for, 106–108
Long March, 43
Lotus Supermarket, 100
Louis Vuitton, 57, 141, 189
flagship stores, 203
sales people at, 169
women’s desire for, 77–78
loyalty programs (shoppers), 82–83
Luo Jingyu, 41
Luo, Dan, 45
luxury goods
  Chinese preference for, 189–190
  foreign travel for, 168–169, 189–190
  positioning of, 81

M
Ma, Jack, 2
Madam Mao. See Jiang Qing
Major, John, 4
Makihara, Minoru, 172
managers. See also brand managers
  factory, 21
  human resource, 24
  line, 26
  Zambia incident, 152
Manassen, 13, 167
Mandarin language, 163–165, 169
manufacturing (Chinese). See also factories (Chinese)
  advantages of, 35–36
  changes in, 7, 27
  direct-own, 5
  effects on U.S. manufacturing, 32–33
  growing costs of, 34
  infrastructure for, 29
  labor pool changes in, 30
  low-valued goods, 116
  renminbi value and, 117–118
  shift away from, 28
  simple, 27
  Taiwan’s share of, 30
manufacturing (U.S.)
  decline in, 32
  lose of, cheap labor and, 32–33
Mao Zedong, 1
  cultural revolution launched by, 42–44
  death of, 46
  vision of, 14
marketing
  brands heritage, 194
  building trust through, 101
  to Chinese women, 80–81
  emphasizing aspirations in, 57
  images, 60–61
  Marks & Spencer, 57–58
  Mattel, 79
  McDonald’s, 8, 95
  consumer trust of, 86–87, 99
  food supply investment by, 89
  quality control at, 99
  McGill University, 164
  McGregor, James, 200
  media (Chinese), 52. See also social media
    state owned, 89, 101
    media (Western), 24
    Arab Spring coverage, 111
    blocking websites of, 52
    Chinese leadership image on, 44–45
    Chinese legislature coverage, 115–116
    Occupy Wall Street coverage, 51–52
    women depictions by, 67
  melamine, 87, 100
  Mengniu Dairy, 11, 16, 99
  Mercedes-Benz, 22
  Mexico, 34
  microblogging, 53
  Microsoft, 23
  middle class
    American, 32
    brands, 57–58, 77–78
    consumption patterns of, 83, 205–206
    democracy, desire for, 200
    housing, 133
    luxury goods, desire for, 190
    upward mobility of, 58
    “middle income trap,” 118
  military, 6
    aid for South Korea, Chinese, 164
    bases in Pakistan, U.S., 156
    capabilities, 158
    conflict reduction efforts, 191
    in Cultural Revolution, 46
    exchange with Taiwan, Chinese, 165
    hegemonic use of, 196, 199
    Tzu-based philosophy, 47
  Mindray, 11
  minimum wage, 28
  Mubarak, Hosni, 48
  Mueller, Robert, 172
  municipal bonds, 129
  Musahi, Miyamoto, 162

N
Nanjing Road shopping district, 132, 203
Nankai University, 147
National Association of Home Builders, 133
natural resources
  African, 151–152
depletion of, 155
inflation of, 155–156
need for, 157–158
rising costs of, 149, 155
Nazis, 148
Negishi, Ei-ichi, 7
Nestlé baby formula, 97
Nevada Republican Party, 160
New Oriental, 187
New York magazine, 162
New York Stock Exchange, 3
New York Times, 52, 179
New York Yankees, 41
New Zealand, 24–25
Nike, 12, 32, 192
Ningbo, China, 137
Nobel Prize
  from China, 5–7
nongovernmental organizations (NGOs), 165
nut production, 91

O
Obama, Barrack, 161, 180
Occupy Wall Street, 51, 199
Okura Garden Hotel, 1, 7, 14, 34
older generation
  Cultural Revolution memories of, 57
economic status of, 59–60
medical needs of, 59–60
optimism of, 57
purchases made by, 60
Omega, 168
On China (Kissinger), 47
one-child policy, 47, 67–68
optimism
  Chinese history and, 47
decision-makers, 197
effects of, 56
improvement in, 55
older generation’s, 57
women’s, 79
workers, 35
young generation’s, 57, 80
younger generation’s, 57
Oreo cookies, 101–102
Organization for Economic Cooperation and Development, 179
outsourcing
  economic benefits of, 32
tax-breaks for, 160
Ownes, William, 12
Oxford University, 182

P
Pakistan, 156–158
passports, 55
Pavarotti, Luciano, 50
payment habits, 81–82
The Peking Duck, 49
Peking University, 181, 185
People’s Bank of China, 118
Pepsi, 23
Perth, Australia, 153
Pettis, Michael, 136
Pew Center poll, 5
Pizza Hut, 58
political reforms
  corruption and, 183
economic growth and, 200–201
model for, 197
opportunities for, 35
public demand for, 196–197, 201
security fears and, 55
shape of, 54
slow pace of, 183
Poon Wai, 90
Population (China’s), 184–185
pornography
  banning of, 105
  Internet, 108–109
  open, 104
Porsche, 37
Ports Design, 141
Procter & Gamble, 198
products. See brands (Chinese); brands (Western)
professionals (Chinese). See also labor (Chinese)
educational deficit of, 180–181
post-graduate training of, 181–182
skill sets of, 181
prostitution
  crack downs, 104, 105
  local tolerance of, 108–109
Prudential Financial, 4
Public Security Bureau, 54
Pudong International Airport, 131

Q
Qian Zhuangfei, 42
Qing Dynasty, 42

R
Ralph Lauren, 9, 80, 141
real estate. See also housing
  commercial development, 134–135
  connections importance, 10–11
  corruption in, 111–112
  debt, 133–135, 138–140
forced appropriations of, 110–112
GDP invested in, 135
home ownership, 74
intentionally ramshackle, 18
investments in, 138–139
Karen’s story, 125–128
labor costs and, 132
land-leasing process of, 10–11
leverage in, 131–134
loans for, 129, 134, 139–140
locations, 140–142
Mr. Xu experience with, 139–140
Mr. Zhou strategies, 139
need for, 132
rentals, 132
spending on, 131–132
viability of, concerns for, 139–140
wealth from, 111
Winnie’s story, 125–128
Red Guards, 41, 46, 56
reforms. See educational reforms; financial reforms; political reforms
Reid, Harry, 160
renminbi, 4
artificial manipulation of, 116
U.S. dollar vs., 115
renminbi, appreciation of
domestic support for, 117–118
local government opposition to, 117–118
manufacturing impact of, 116–117
perceived advantages of, 118–119
U.S. demand for, 16, 25–26
Renren, 52
retail outlets
accessories for, 24
in-store education at, 143
loyalty programs, 83
management of, 141
middle-class image of, 57–58
payment policies, 82
product differentiation at, 144–145
sales growth, 29, 36
space shortage, 132
rice production, 91
Rising Sun (film), 161
Romney, Mitt, 192
Roosevelt, Franklin D., 41
Roubini, Nouriel “Dr. Doom,” 130–132, 136
Ruan Lingyu, 39
Rubin, Robert, 107
rural areas. See also farms
gender equality in, 69, 72
infanticide in, 67–68
job prospects in, 75–76
medical care access in, 68
migration from, 63

S
safety. See also food safety
factory, 22
infrastructure, 139
manufacturing, 86
public concern over, 89, 95
transportation, 131
safety scandals, 11
Said, Edward, 50
Samsung, 10
“Samurai Businessman,” 162
SANY, 15, 201
Sanyo, 13
SARS (severe acute respiratory syndrome), 195
Sata, Michael, 151–152
Schumer, Charles, 25
Science magazine, 33
self-consumption, 142
Sex and the City, 79
Shanghai Entry-Exit Inspection and Quarantine Bureau, 101
Shanghai Foreign Correspondents Club, 134–135
Shanghai, China
airport in, 131
commercial development in, 135
food preferences in, 102
locating outside of, 142
population density of, 135–136
rural migrants in, 68–69
shopping district in, 132, 203
subway in, 131
transportation in, 132
Shangri-La hotel, 190
shanzhai
definition of, 92
examples of, 92–93
law suit over, 93–95
Shi Yuzhu, 2
ShiMao Group, 11
Sichuan Provence, 101–102
Sina Weibo, 52–54
Snipes, Wesley, 161
Snoopy, 79
social media. See also Internet
blocking of, 47, 52
bloggers, 50
communist party and, 58–59
government alternatives, 53
opinions on, 53–54
social mobility, 77–78
soft power
  example of, 163–164
  nongovernmental, 165–166
  origins of, 160
  South Korea’s use of, 164
  Taiwan’s use of, 164–165
SOHO, 11
Sony, 4, 10
South Korea, 10, 164
Southern Barbarian, 81
sovereign debt, 154
Space, Zack, 160
St. Paul’s School, 171, 182
Standing Committee of Politburo, 115
Starbucks, 89, 95, 192
State-owned enterprises, 187–188
students
  fascination with America, 172–173
  foreign, 147–149, 183
  interviewing for St. Paul’s Academy, 171–172
  job prospects for, 175–176
  post-graduate training of, 181–182
  skill set deficiencies of, 181–182
  standardized test performance by, 179
  stress levels of, 176
  studying abroad, 180–181
Subway
  fake, 92–94
  law suit by, 93
  real, 95
subway construction, 131
Sun Tzu, 47
Suning, 141
Super Girl, 105
Suzuki, Akira, 7
T
Tabor Academy, 188
Taiwan
  branding by, 10
  manufacturing, 30
  soft power of, 164–165
Tán, Amy, 66
Taobao, 6, 15
Target, 14
tariffs
  on imported goods, 168
  reduction policy, 32
  U.S. against Chinese goods, 192, 194
  WTO opposition to, 191
technology
  access to, 53
  food, 92
  investments, 23
quality of, 10
Teen Vogue, 203
Tencent’s WeChat, 52, 58
“The Chinese Disconnect,” 115–116
ThinkPad, 163, 167
Three Tenors, 50
3Leaf Systems, 161
Tiananmen Square, 51
Tianjin, China, 64–65
“tofu construction,” 127
tourist (Chinese)
  American campaign for, 159
  impact of, 189–190
  major destinations of, 55
  number of, 4
  preparing for, 168–169
  spending by, 55, 169
Toyota, 4, 10
transportation
  infrastructure, 20, 132
  in Ningbo, 137
  in Shanghai, 132
  travel. See foreign travel
Trudeau, Garry, 171
Trust building, 90–91, 123–124
Tunisia, 48
Twitter, 47, 52, 54
typewriter industry, 193
U
U. S. Federal Reserve, 25
U.S. Chamber of Commerce, 9
U.S. dollar
  decline of, 25, 154
  oil-prices based on, 118
  renminbi race with, 115–116
  unpegging from, 116
  underground banks, 3, 140
unemployment (U.S)
  renminbi appreciation and, 25–26
  scapegoating China for, 32
  stagnate, effects of, 199
Union Pay cards, 169
United Nations, 197–198
United States
  anti-Chinese rhetoric in, 160–161, 191–192
  bogeysmen, 161
  bonds, 156
  Chinese investment in, 162–163
  currency, value of, 115
  debt addiction in, 32, 160
  debt-ceiling crisis in, 120, 161
  education system, 179–180
  farms in, 33
food imported from, 91–92
infrastructure development in, 135
middle class in, 32
outsourcing benefits to, 32
pro-China campaign launched in, 158–159
way of life, Chinese fascination with, 172
universities (Chinese)
closing of, 180–181
course of study, 177
elite, 181, 185
entrance exams for, 175–177
government funding of, 185
graduates, job prospects for, 175
increased access to, 175
international prestige for, 182–183
quotas for, 176
urbanization
rate of, 68
rural migration and, 68–69
wages and, 73–74

V
Vanke, 11
Versace Home, 100
Vietnam, 161
factories moving to, 26
infrastructure development in, 26–27
VIP programs, 168
Vogel, Ezra, 162
Volvo, 13, 167

W
Wadhwa, Vivek, 179
wages
blue-collar, 35
local officials, 106
minimum, 28
women’s, 27, 73–77
Walmart, 5, 99
market share of, 58
mislabeling organic meat by, 90–91
Wang Dan, 165
Wang Hongwen, 46
Wang Lao Ji, 11
Wang Zongnan, 13
Washington Post, 179
wealth creation
household goods purchases and, 142–143
mansion proliferation and, 138
sociopolitical effects of, 65
WeChat, 53
Wen Jiabao, 151, 201
Wen Jiabao, 89
Wharton School of Business, 158
Wolfensohn, James, 12
women
Amy, portrait of, 63–64
changing roles of, 66–67
earnings of, 27, 68–69
empowerment of, 67–69, 79
Julie, portrait of, 72–75
Little Qian, portrait of, 75–76
Melanie, portrait of, 70–72
one-child policy and, 67–68
payment patterns of, 81
in rural areas, 72–75
social mobility of, 77–78
spoiling of, 78–79
western depictions of, 67
women consumers
food safety concerns of, 100
marketing to, 80–81
packaging for, 101–102
payment habits of, 81–82
shopping patterns of, 77–78
size differences, 81
targeting of, 79–80
World Bank, 8, 151, 158
World Health Organization (WHO), 49
World Trade Organization, 191
World Uighur Congress, 47
Wu Bangguo, 54
Wu, Butterfly, 39

X
Xi Jinping, 106, 180
anti-corruption efforts of, 48–49
Cultural Revolution experience of, 46–47
father of, 47
Xiao Nan Guo, 81
Xinjiang, China, 91

Y
Yale University, 180
Yao Ming, 159
Ye Jianying, 45–46
Ye Shanghai, 81
Ye Xiangzhen (Lingzi), 45–46
Ye Xuanping, 46
Yemen, 197
Yoplait, 13
younger generation
credit use by, 72
food preferences of, 86, 95
Internet use by, 54
job prospects for, 178–182
local preferences of, 79–80
marriage views, 66
younger generation (continued)
  optimism of, 57, 80
  population, 33
  price sensitivity of, 77
  salary demands of, 205
  sophistication of, 172–173
  targeting of, 60–61
  urban lifestyle, desire for, 164
  women, 74, 77–78
Yum! Brands, 58, 198

Z
  Zambia, 151–152
  Zara, 57, 77
  Zegna, 143, 193–194
  Zhang Rongkun, 123–124
  Zhang Tingyu, 42
  Zhang Xin, 134–135
  Zhejiang Province, 117
  Zhejiang University, 183, 185
  Zhejiang, China, 73
  Zhongnanhai, 51
  Zhou Enlai, 42–43
  Zhou Xiochuan, 118
  Zhou, Xin, 2
  Zhu Min, 158, 181
  Zhu Rongji, 107
  Zine al-Abidine Ben Ali, 48
  Zoellick, Robert, 151
  Zou Jiahua, 46