



## Opening up of China means win-win cooperation for world: President Xi

(Xinhua) 07:20, October 31, 2017



President Xi Jinping meets with members of the Advisory Board of Tsinghua University School of Economics and Management at the Great Hall of the People in Beijing on Monday. WU ZHIYI / CHINA DAILY

BEIJING, Oct. 30 (Xinhua) -- President Xi Jinping said Monday that China is a contributor to economic globalization and its opening up is a win-win outcome for China and the world.

Xi's comment came while meeting with an advisory board of Tsinghua University school of economics and management, at the Great Hall of the People in Beijing.

Xi said the 19th Communist Party of China (CPC) National Congress is of great significance, and has enhanced China's confidence on the path of socialism with Chinese characteristics.

China is pushing forward comprehensive reform with unprecedented determination and efforts and will continue to boost reform and development through opening up, Xi said.

While ensuring China's sovereignty, security and development interests, the country will remain committed to reform and opening up and adopt a mutually-beneficial and higher-quality approach to opening up, the president said.

"As a beneficiary of and contributor to economic globalization, China's development is the opportunity for the world. China's opening up is not a zero-sum game but win-win cooperation," Xi said.

As a Chinese saying goes, our friendship remains despite a failed deal. China will not set unfair clauses or take advantage of others, Xi said, adding that China will actively take part in the reform and construction of the global governance system, and promote the establishment of a community of shared future for mankind.

Talent is the foundation and core element of innovation, said Xi, noting that constructors and successors of socialism with Chinese characteristics, rather than bystanders or opponents, should be trained through education.

Xi said that China has made strategic decisions to speed up the construction of world-class universities and world-class academic subjects to enhance the country's core competitiveness.

Xi said he is looking forward to receiving U.S. President Donald Trump in Beijing early next month.

China is willing to work with the U.S. side to look far ahead and aim high, take each other's interests and concerns into consideration, properly solve differences and jointly promote China-U.S. cooperation so as to realize a mutually beneficial and win-win situation, Xi said.

"We are optimistic about the prospects for China-U.S. relations," he said.

Xi encouraged his guests to provide more advice on China's development, conduct more cooperation with the Chinese side, and offer a more objective and comprehensive introduction of China to the world.

Breyer Capital's Founder and CEO Jim Breyer, chairman of the advisory board, and some other members, including Paulson Institute Chairman Henry Paulson, Chairman of the Blackstone Group Stephen Schwarzman, Apple CEO Tim Cook, Facebook CEO Mark Zuckerberg spoke at the meeting.

They said they were deeply impressed by President Xi's report to the opening session of the 19th CPC National Congress, noting that China deserves praise for its achievement in poverty relief and efforts to promote innovation and development, as well as its robust development in economic and social areas.

The guests expressed confidence in China's future, saying that the international community expects to deepen cooperation with China in its reform and opening up process.

They also hoped to see fruitful outcome from Trump's visit and the meeting between the two presidents in Beijing in November.

The advisory board was founded in 2000 and consists of scholars and entrepreneurs from multinationals, as well as Chinese officials.

(Web editor: Liang Jun, Bianji)

## SEEKING YOUR INPUT



We'd like your feedback on new product ideas for The Wall Street Journal. We value your perspective.

[TAKE SURVEY](#)

This copy is for your personal, non-commercial use only. To order presentation-ready copies for distribution to your colleagues, clients or customers visit <https://www.djreprints.com>.

<https://www.wsj.com/articles/facebook-take-note-in-chinas-new-era-the-communist-party-comes-first-1509615006>

## CHINA CIRCUIT

# Facebook, Take Note: In China's 'New Era,' the Communist Party Comes First

U.S. tech companies need to rethink their relationship with China—and fast



Xi Jinping met with members of an advisory board for Tsinghua University's School of Economics and Management, including Facebook's Mark Zuckerberg and Apple's Tim Cook.

PHOTO: TPG/ZUMA PRESS



By [Li Yuan](#)

Updated Nov. 2, 2017 11:08 pm ET

American tech giants need to rethink their relationship with China. Now.

The need to do so was evident on Monday when [Facebook Inc.](#)'s [FB 0.04% ▲](#) [Mark Zuckerberg](#), Apple Inc.'s Tim Cook and a bevy of other leaders in the worlds of technology,

finance and industry were whisked to the Great Hall of the People to meet Chinese President Xi Jinping.

Mr. Xi was fresh off a Communist Party congress that anointed him as China's paramount leader. The business chieftains, members of an advisory board to Tsinghua University's School of Economics and Management, were the first foreigners to congratulate Mr. Xi in person on his success.

Congratulate, they did. According to the official People's Daily, Mr. Cook expressed his admiration for Mr. Xi's leadership in global governance. Mr. Zuckerberg borrowed a phrase from Mr. Xi's speech to the congress, "Never forget where you started," and hoped China would develop as fast as it has the past 30 years.



#### WSJ NEWSLETTER

## Notes on the News

The news of the week in context, with  
Tyler Blint-Welsh.

☒ I would also like to receive updates and special offers from Dow Jones and affiliates. I can unsubscribe at any time.

☐ I agree to the [Privacy Policy](#) and [Cookie Notice](#).

Enter your email

SIGN UP

Asked about the meeting, Apple declined to comment other than to point to remarks Mr. Cook made during a teleconference with analysts in August when China's censorship policies came up: "We believe in engaging with governments even when we disagree." A Facebook spokeswoman also didn't directly comment but reiterated a statement that the company remains interested in China and is focused on getting Chinese businesses to use its ad platform.

Messrs. Cook and Zuckerberg weren't the only ones who spoke during the meeting. Former Treasury Secretary Henry Paulson, Blackstone Group Chairman Stephen Schwarzman and Jim Breyer, an early Facebook investor and chairman of the advisory board, also praised Mr. Xi's leadership of China.

China hasn't been an easy market for foreign companies in many sectors. Technology is particularly fraught because it influences the way people think and thus is being brought under ever tighter control by Mr. Xi's government.

Mr. Zuckerberg and the other American technology leaders should recognize that China is entering a "new era"—a phrase used in the title of Mr. Xi's speech to the congress. In this era, according to Mr. Xi's policy blueprint, the Communist Party will be supreme. The bargaining power of foreign tech companies, never high, is likely to dwindle.



PAID PROGRAM: SCHWAB ADVISOR SERVICES

### Can You Spot Your Financial Blind Spots?

"Zuckerberg and so forth have many illusions about China," says Chen Zhiwu, director of Asia Global Institute and professor of economics at the University of Hong Kong. Chief among them, he said, is a tendency to see Chinese leaders as economic pragmatists and play down political statements. "They should understand it's really different this time," he says.

China's tech giants, Alibaba Group Holding Ltd. 's Jack Ma and Tencent Holdings Ltd. 's Pony Ma, were also at the meeting with Mr. Xi, sitting in the second row. Microsoft Corp.'s CEO Satya Nadella and iPhone manufacturer Foxconn Technology Group founder Terry Gou were there, too, part of the roughly two dozen advisory board members to attend.

A five-minute report shown on national television's prime-time newscast featured 10 seconds of applause for Mr. Xi from the executives. That was after he told them that the goal of education is to "train the builders and successors of socialism with Chinese characteristics, not bystanders and opponents."

## Zuckerberg and so forth have many illusions about China.

— Chen Zhiwu, director of Asia Global Institute and professor of economics at the University of Hong Kong

Social-media users cackled about the event. Some referred to Mr. Zuckerberg and Mr. Cook as "comrades." Others said the executives looked like representatives of the toothless government advisory body the Chinese People's Political Consultative

Conference reporting to Mr. Xi. Some publications closed off their social-media posts' comment function.

During Mr. Xi's first five years in power, censorship has grown more severe, taking aim at critical remarks and foreign content. That trend looks likely to worsen. "The party leads everything" is a sentence that the recent congress added to the party constitution at Mr. Xi's behest.

Mr. Zuckerberg, who shed his usual casual wardrobe for a suit and a tie to see Mr. Xi, should have seen this coming. When Mr. Xi took power in 2012, only Facebook was blocked. Now Facebook's Instagram is blocked and WhatsApp is partially blocked. Apple has had to police its app offerings in China, removing applications that circumvent censorship.

Especially challenging for the foreign tech leaders to understand is that the party's priorities have shifted under Mr. Xi from economic growth to political control and what that might mean for their businesses. According to his newly endorsed policy program, Mr. Xi sees a strategic opportunity to make China a rich superpower. Only the party can provide the leadership—and maintain the firm control—necessary to do that.

That means that as they pursue greater access to China's huge market, the foreign tech firms are going to have to accept a bigger role for the party. The government is already seeking a say in management decisions by some tech firms. It is demanding access to user data and investing heavily in surveillance technologies.

Facebook is drawing heat in the U.S. and Europe about Russia's use of its platform to meddle with elections. In his remarks to Mr. Xi, Mr. Zuckerberg said, "If billions in the world could hear China's voice, the world will become a better place." A question is what will Facebook do when it is the Communist Party's voice that demands to be heard?

Write to Li Yuan at [li.yuan@wsj.com](mailto:li.yuan@wsj.com)

*Appeared in the November 3, 2017, print edition as '.*





清华经管学院  
Tsinghua SEM

School of Economics and Management  
Tsinghua University

To Advance Knowledge  
and Cultivate Leaders  
for China and the World.

[Admissions](#)
[Faculty & Research](#)
[Research Centers](#)
[Careers](#)
[Alumni](#)
[News](#)
[About SEM](#)
[Dean's Message](#)
[School Culture](#)
[School Leadership](#)
[Our History](#)
[Past Leadership](#)
[Advisory Board](#)
[International  
Collaboration](#)
[Organizational  
Structure](#)
[School Publications](#)
[Media Contact Person](#)
[Contact Us](#)

## Tsinghua SEM Students Dialogue with Advisory Board Members

November 30, 2015

From the 22nd to the 23rd of October 2015, the "Tsinghua Students Dialogue with Board Members" was in full swing as part of the series of activities of Tsinghua SEM 2015 Advisory Board Meeting. 12 Board members entered 12 Tsinghua SEM classrooms to interact with students in an intimate setting.



Advisory Board Members arrive at Tsinghua SEM

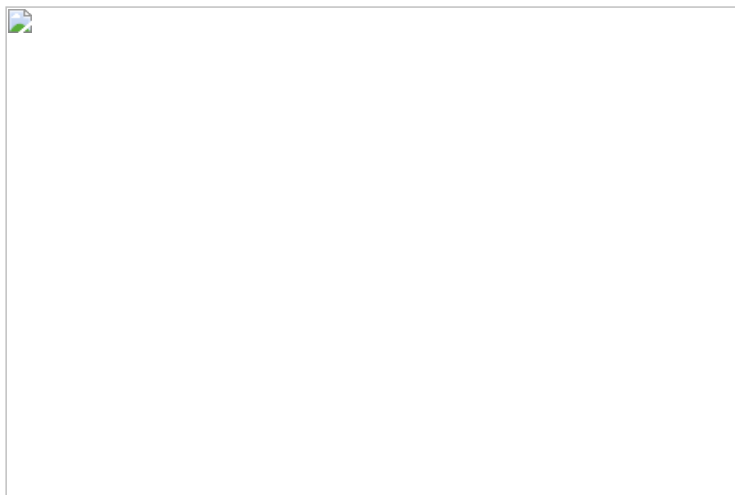
(from top left clockwise: John L. Thornton, Chairman of Barrick Gold Corporation, Co-Chairman, Board of Trustees, Brookings Institution; Li Rongrong, Former Chairman of the State-Owned Assets Supervision and Administration Commission; Mike McNamara, CEO of Flex; Jim Breyer, Founder and CEO of Breyer Capital, Partner of Accel Partners)

The 12 Board members participating in the dialogue sessions were: John L. Thornton, Chairman of Barrick Gold Corporation, Co-Chairman, Board of Trustees, Brookings Institution, Jim Breyer, Founder and CEO of Breyer Capital, Partner of Accel Partners, Henri de Castries, Chairman and CEO of AXA Group, Christopher B. Galvin, Chairman, CEO and Co-Founder of Harrison Street Capital LLC and Former Chairman and CEO of Motorola Inc., Li Rongrong, Former Chairman of the State-Owned Assets Supervision and Administration Commission, Mike McNamara, CEO of Flex, Nitin Nohria, Dean of Harvard Business School, David M. Rubenstein, Chairman of the Tsinghua SEM Advisory Board, Co-Founder and Co-CEO of The Carlyle Group, Martin Senn, CEO of Zurich Insurance Group, Risto K. Siilasmaa, Chairman of Nokia Corporation, Chairman and Founder of F-Secure Corporation, Carlos Ghosn, Chairman and CEO of The Renault-Nissan Alliance and Muhtar Kent, Chairman and CEO of The Coca-Cola Company.

John L. Thornton delivered a speech on the topic of "Leadership" and answered questions from Tsinghua SEM students including Sino-US cooperation on climate change, similarities and differences in Chinese and Western education and how China should tackle future economic challenges, etc. Upon mentioning Sino-US relations, Thornton drew upon his experiences of accompanying three American congressmen to China to say that most Americans do not understand China. Hence they are often biased in their views towards China and its policies, presenting an awkward disproportion contrast in the current opportunities for cooperation between the two countries. He expressed hopes for Americans to enhance their knowledge on China, taking the opportunities of Chinese President Xi Jinping's recent visit to the U.S. and the economic, education and cultural cooperation between the two countries.

### Related Links

[Undergraduate](#)
[Master's](#)
[Doctoral](#)
[MBA](#)
[EMBA](#)
[Executive Education](#)



John L. Thornton, Tsinghua SEM Advisory Board Member, Chairman of Barrick Gold Corporation, Co-Chairman, Board of Trustees, Brookings Institution,

Jim Breyer shared his insights on the future hotspots of venture capital, predicting that with the commercialization of innovative technologies, the industries of IT, healthcare, financial services and film entertainment will be the points of future investments. The development of smartphones will also provide further impetus for SMEs (Small and Medium Enterprises) and entrepreneurs. On the topic of making career and entrepreneurial choices, he advised to choose an industry that one is passionate in, seek out the best leaders and teams and focus on building a good product.



Jim Breyer, Tsinghua SEM Advisory Board Member, Founder and CEO of Breyer Capital, Partner of Accel Partners

Henri de Castries presented on the topic of the past and future of AXA and the insurance industry, answering questions raised by students. He summed up AXA's secret of success - "clear and ambitious company vision" and "a successful M&A strategy". During his speech, Mr. de Castries mentioned cultivating and choosing the right talents, emphasizing the importance of EQ by saying that only employees with high EQ could be able to work and cooperate well with others in a team.



Henri de Castries, Tsinghua SEM Advisory Board Member, Chairman and CEO of AXA Group



Christopher B. Galvin spoke about the Galvin family management philosophy with students, sharing his entrepreneurship strategies and innovations that he drew from his career experiences. He narrated the Galvin family philosophy and how his grandfather started up what came to be known as the greatest company in the 20th century, Motorola and how he developed Harrison St Capital to become one of the biggest heavyweights in the US real estate investment industry. "To take the road less travelled by" was the entrepreneurial strategy Galvin gave to the students. In the tea session after the dialogue, Galvin shared how he educates his children, achieves work-life balance and his take on the meaning of work.



Christopher B. Galvin, Tsinghua SEM Advisory Board Member, Chairman, CEO and Co-Founder of Harrison Street Capital LLC and Former Chairman and CEO of Motorola Inc.

Li Rongrong advised students "not to work blindly even if you are in a leading company". He stressed on the importance of reflection from practical experience. He also reminded students to see through problems and solve key conflicts with the help of tools such as the Pareto Principle. He recommended two classic works by MAO Zedong - On Practice and On Contradiction. According to Li Rongrong, "Practice gives you confidence, since rightful thinking comes from practical experience. Contradiction gives you more methods."



Li Rongrong, Tsinghua SEM Advisory Board Member, Former Chairman of the State-Owned Assets Supervision and Administration Commission

Mike McNamara had a special lesson for the students, "Flex and its role in the leadership of manufacturing". McNamara brought up the concept of "The intelligence of things", emphasizing the importance of smart data sharing to the world. McNamara also shared several insights on how he managed the company. He believed that in a constantly changing corporate environment, effective implementation of strategy was absolutely crucial. The key element to achieve this effectiveness is corporate culture, he remarked, and that is the biggest, most important asset that remains constant in a company.



Mike McNamara, Tsinghua SEM Advisory Board Member, CEO of Flex, on his way to the classroom with the teaching assistants

Nitin Nohria brought across in his speech the theme of "Leadership: Knowing, Doing and Being". Dean Nohria talked about the curriculum of the Harvard Business School Leadership program, including how to make better decisions(Knowing), how to have a better group implement decisions (Doing) and some of the qualities that a leader should possess(Being).



Nitin Nohria, Tsinghua SEM Advisory Board Member, Dean of Harvard Business School

David M. Rubenstein delivered a speech on "Trends of private equity growth and future investment opportunities" and answered questions. Rubenstein shared his views on life, contending that one should pursue the things that one loves and money can be only seen as a benchmark for success, not the thing to pursue. Rubenstein mentioned that he started his current career at the age of 37. His previous experiences in the government and other law firms are now, looking back, precious assets of his life.



David M. Rubenstein, Chairman of the Tsinghua SEM Advisory Board, Co-Founder and Co-CEO of The Carlyle Group

Martin Senn shared his experiences working in Asia and emphasized on the importance of maintaining good relationships at the workplace. Alluding to more than 30 years of experience in the financial and insurance sector, he encouraged students to see the world from a wider perspective rather than narrowing views only on

money. When asked how to achieve work-life balance while managing a world class financial insurance company, Senn shared his experiences in the army from more than 30 years ago, urging students to seek that 'mesmerizing dawn' no matter how stressful life turns out to be.



Martin Senn, Tsinghua SEM Advisory Board Member, CEO of Zurich Insurance Group

Risto K. Siilasmaa shared his insights on leadership with students along with the precious experiences he obtained as he led Nokia through the transition. He began with his self-introduction in Chinese, saying that he was very fond of his Chinese name as the words "Si" and "Tuo" were the key success factors of a company. In his opinion, entrepreneurs are a group of people willing to try regardless of how large the risk is. Professionalism was also not about working 24 hours a day, to him it was rather a way of life. Drawing on the story of Nokia, Senn shared some of his reflections. He felt that a leader should always treat any criticism with the best intent. Instead of being defensive, a leader should seek to see things from the critic's point of view. A good leader should learn to establish trust with the company and its employees, run everything on a transparent basis and consider the emotions of others.



Risto K. Siilasmaa, Tsinghua SEM Advisory Board Member, Chairman of Nokia Corporation, Chairman and Founder of F-Secure Corporation, receiving a gift from students

On October 23rd, Carlos Ghosn engaged in dialogue with Professor JIAO Jie, Associate Dean of Tsinghua SEM, Tim Hesler and WANG Yue, Tsinghua GMBA students. Ghosn shared his insights and experiences on leadership, cross-cultural communication and the growth of the auto-mobile industry. He also provided personal advice on the development of the Tsinghua SEM MBA Program and how MBA students could maximize their self-improvement in the program.





Group photo of Carlos Ghosn, Tsinghua SEM Advisory Board Member, Chairman and CEO of The Renault-Nissan Alliance, Professor JIAO Jie, Associate Dean of Tsinghua SEM, and Tsinghua SEM students

Muhtar Kent shared his experiences regarding brand positioning. Coca Cola's brand is its greatest asset and the brand value is realized through interaction with consumers. No matter where he goes, Kent finds that locals will always know the name of Coca Cola. This is what Coca Cola has been very proud of. However he emphasized that despite the brand name of Coca Cola belonging to the company as a legal entity, it actually belonged to consumers since they determine the value of the brand when they talk about the Coca Cola Company. Coca Cola Company is also a strong advocate of taking on corporate social responsibility to promote its brand.



Muhtar Kent, Tsinghua SEM Board Member, Chairman and CEO of The Coca-Cola Company



Tsinghua SEM Advisory Board Members Mike McNamara CEO of Flex and Martin Senn, CEO of Zurich Insurance Group, in a dinner session with students

The 2015 Tsinghua Students Dialogue with Board Members has come to encompass students from a larger variety of backgrounds. Apart from Tsinghua SEM's undergraduates, doctoral, Master's, MBA and EMBA students and EMBA alumni, students from Tsinghua's other schools and departments, including those from the Tsinghua SEM's undergraduate dual-degree programs in Economics and in Management and the students of Tsinghua x-lab's projects also participated in the Dialogues.









- 江山如此多娇
1. **Tim Cook**, Apple
  2. **Jack Ma**, Alibaba
  3. **Mark Zuckerberg**, Facebook
  4. **Henry M. Paulson, Jr.**, Bush Treasury Secretary, Goldman Sachs
  5. **Stephen A. Schwarzman**, Blackstone Group (CIA), Schwarzmann Scholarships (copies Oxford Rhodes Scholarships)
  6. **James W. Breyer**, Facebook, IDG-Accel Partners
  7. **Xi Jinping**, General Secretary of the Chinese Communist Party and Chairman of the Central Military Commission, President of the People's Republic of China
  8. **John L. Thornton**, Barrick Gold Corp
  9. **Maurice Raymond "Hank" Greenberg**, AIG
  10. **Satya Nadella**, Microsoft
- (Oct. 31, 2017) Tsinghua University,  
Advisory Board of Tsinghua University  
School of Economics and Management,  
The Great Hall of the People, Beijing  
China. *People's Daily*



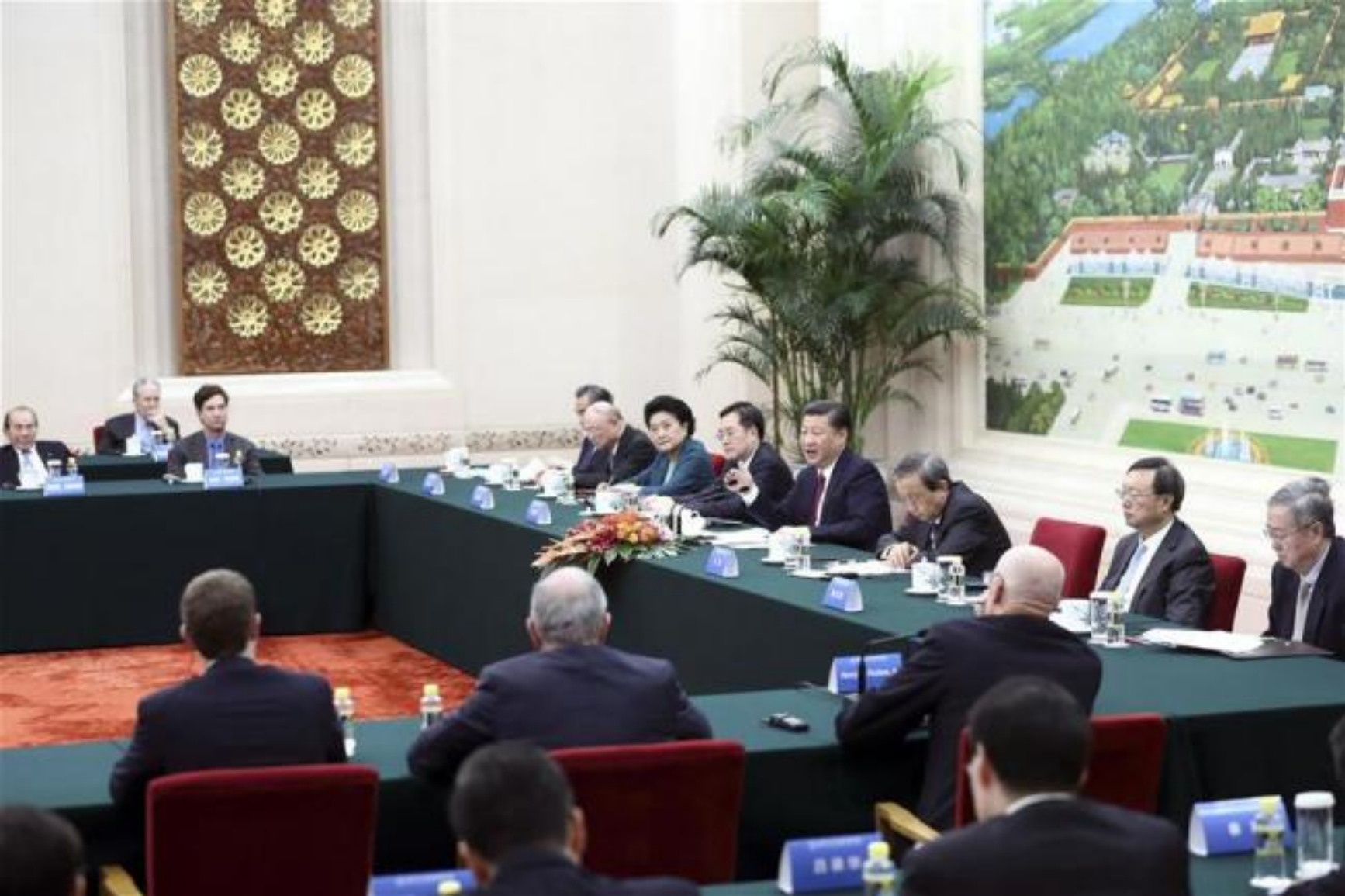


List of Participants. (Oct. 31, 2017). James W. Breyer-led a delegation of American business to meet with China's dictator Xi Jinping in a program by the Tsinghua University School of Economics and Management (Beijing). China Daily.

No	Lastname	Firstnames	Fullname2	American Traitors, Seditionists
1	<b>Breyer</b>	James W.	<a href="#">James W. Breyer</a>	Accel Partners, Walmart, News Corp (Fox), NVCA, American Academy of Achievement, IDG-Accel China, Accel-KKR, McKinsey & Company, Blackstone Group, Baidu (China), Tencent (China),
2	<b>Cook</b>	Timothy D.	<a href="#">Timothy D. Cook</a>	Apple, IBM, Compaq, Duke, Auburn
3	<b>de Casties</b>	Henri	<a href="#">Henri de Casties</a>	AXA, Bilderberg Group, General Atlantic, Argus Media, HSBC, Nestlé, LeapFrog, Carnegie Endowment, German CFR
4	<b>Galvin</b>	Christopher B.	<a href="#">Christopher B. Galvin</a>	Motorola, Harrison Street Capital, Northwestern
5	<b>Ghosn</b>	Carlos	<a href="#">Carlos Ghosn</a>	Renault, Michelin, Nissan, Mistubishi Motors
6	<b>Gou</b>	Terry	<a href="#">Terry Gou</a>	Foxconn, HMD Global (Nokia),
7	<b>Greenberg</b>	Hank	<a href="#">Maurice Raymond "Hank" Greenberg</a>	AIG, CFR, Hong Kong Chief Executives, Rockefeller Foundation, Starr Foundation, US-China Education Trust, Marco Rubio
8	<b>Kent</b>	Ahmet M.	<a href="#">Ahmet M. Kent</a>	Coca-Cola, Bilderberg Group
9	<b>McNamara</b>	Mike	<a href="#">Mike McNamara</a>	Flex, Intel, Ford Motor Company, MIT, Cincinnati
10	<b>Nadella</b>	Satya N.	<a href="#">Satya N. Nadella</a>	Microsoft, Sun Microsystems, Wisconsin U., U. of Chicago, Starbucks
11	<b>Nohria</b>	Nitin	<a href="#">Nitin Nohria</a>	Harvard Business School, MIT,
12	<b>Paulson, Jr.</b>	Henry M.	<a href="#">Henry M. Paulson, Jr.</a>	Goldman Sachs, U.S. Treasury, Paulson Institute, Dartmouth, Harvard

List of Participants. (Oct. 31, 2017). James W. Breyer-led a delegation of American business to meet with China's dictator Xi Jinping in a program by the Tsinghua University School of Economics and Management (Beijing). China Daily.

No	Lastname	Firstnames	Fullname2	American Traitors, Seditionists
13	<b>Rubenstein</b>	David M.	<a href="#">David M. Rubenstein</a>	Carlyle Group, Smithsonian, CFR, Duke, Paul Weiss LLP, U. of Chicago, Tsinghua U. SEM Advisory
14	<b>Schwarzman</b>	Stephen A.	<a href="#">Stephen A. Schwarzman</a>	Blackstone Group, Lehman Bros, Yale, Skull & Bones, Harvard, Russian Director Investment Fund, Mitch McConnell, Schwarzmans Scholarship (Rhodes Scholarship-eque) Tsinghua University
15	<b>Senn</b>	Martin	<a href="#">Martin Senn</a>	Swiss Bank Corporation of Basel, Credit Suisse, Zurich Insurance Group
16	<b>Siilasmaa</b>	Risto K.	<a href="#">Risto K. Siilasmaa</a>	Nokia, F-Secure
17	<b>Thornton</b>	John L.	<a href="#">John L. Thornton</a>	Barrick Gold Corp, Brookings Institution, Goldman Sachs, Pinebridge Investments, Ford Motor Company, HSBC, Brookings Institution, China in 2020
18	<b>Zuckerberg</b>	Mark E.	<a href="#">Mark E. Zuckerberg</a>	Facebook, Harvard dropout









# 人民日报

RENMIN RIBAO

人民网网址: <http://www.people.com.cn>

2017年10月

31

星期二

丁酉年九月十二

人民日报社出版

国内统一连续出版物号

CN 11-0065

代号1-1

第25315期

今日24版

## 习近平会见清华大学经济管理学院 顾问委员会海外委员和中方企业家委员



10月30日,国家主席习近平在北京人民大会堂会见清华大学经济管理学院顾问委员会海外委员和中方企业家委员。

新华社记者 鞠鹏摄



