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 **LIVE** Michelle Yeoh wins

Summary

- "Dreams do come true," says Michelle Yeoh as she wins best actress - the first Asian woman to receive the award - for Everything Everywhere All at Once
- The eccentric sci-fi comedy drama also wins best picture and other top awards in a triumphant night
- Earlier in the night, Jamie Lee Curtis and Ke Huy Quan won for their supporting actress and actor roles in the film
- The award for best actor has gone to an emotional Brendan Fraser for The Whale
- Chandrabose and MMM Keeravaani won best song for Naatu Naatu from film RRR
- This year, the red carpet was not actually red for the first time in 62 years, but "champagne-coloured", the Academy said

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Mar 12, 2023 8:30pm PT

Michelle Yeoh Makes Oscars History as First Asian Lead Actress Winner

By Rebecca Rubin ▼



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D&B Films began crediting Yeoh as "Michelle Khan" in an effort to make her name more marketable internationally. She began acting in action movies, particularly martial arts films and did most of her own stunts. Her first lead role was in the movie Yes, Madam in 1985. She briefly retired from acting from 1987 through 1991 for the duration of her marriage to Dickson Poon, one of the executives of D&B Films. Following her divorce from Poon, she returned to acting and starred in Police Story 3: Super Cop.

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Michelle Yeoh wins best actress in historic Oscars win – video

Oscars 2023

Michelle Yeoh wins best actress Oscar for Everything Everywhere All at Once

Yeoh becomes the first south-east Asian performer to win the award, adding to her Golden Globe and BAFTA wins for the same role

Michelle Yeoh has won the Oscar for best actress for superhero comedy Everything Everywhere All at Once at the Academy Awards in Los Angeles.

Born in Malaysia, Yeoh becomes the first person of south-east Asian descent to win the best actress Oscar for her role as laundromat manager Evelyn Wang, who stumbles across a “multiverse” of alternative realities. Yeoh defeated strong competition for the award, including Cate Blanchett for Tár and Michelle Williams for The Fabelmans.



Everything Everywhere All at Once wins best picture Oscar



Read more

Yeoh has already attracted considerable attention during the awards season for Everything Everywhere All at Once, including a Bafta nomination for best actress, and wins

2 [N-SING 单数名词] 竞争对手; The competition is the person or people you are competing with. [usu the N]

I have to change my approach, the competition is too good now.

我得改变方法, 现在的竞争对手太强。

3. <常用作总称>竞争者;比赛对手

- Sunday was the store's biggest day, since all nearby competition was closed.

该店星期日生意最兴隆,因为邻近的竞争商店都停止营业。

- There's a lot of competition for this job.

有许多人争夺这工作。

- She's no competition for (或 to) Helen.

她不是海伦的对手。

wages, food or housing.

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Yeoh dedicated the award to “all the little boys and girls who look like me watching tonight”. She continued: “This is the beacon of hope and possibility. Dreams do come true.

“And ladies: don’t let anybody ever tell you you are past your prime.”

She finished by thanking her mother, 84, who was watching at home in Malaysia, and “all the mums in the world because they are really the superheroes and without them none of us would be here tonight.

I am happy to join with you today in what will go down in history as the greatest demonstration for freedom in the history of our nation.

Five score years ago, [a great American](#), in whose symbolic shadow we stand today, signed the [Emancipation Proclamation](#). This momentous decree came as a great beacon light of hope to millions of Negro slaves who had been seared in the flames of withering injustice. It came as a joyous daybreak to end the long night of their captivity.



张海露 Eric



Everything's coming up Michelle 🤖

HOME > Film > NEWS Mar 12, 2023 8:00pm PT

Michelle Yeoh Makes Oscars History as First Asian Lead Actress Winner

By Rebecca Rubin



Born in Malaysia, Yeoh becomes the first person of south-east Asian descent to win the best actress Oscar for her role as laundromat manager Evelyn Wang, who stumbles across a "multiverse" of alternative realities. Yeoh defeated strong competition for the award, including Cate Blanchett for *Ti* and Michelle Williams for *The Fabelmans*.



Everything Everywhere All at Once

Yeoh has already attracted considerable attention during the awards season for *Everything Everywhere*

Michelle Yeoh cemented *Oscars* history on Sunday night as she became the first Asian person to win for lead actress.

Yeoh took home the first Academy Award of her celebrated career, for best actress in "*Everything Everywhere All at Once*." The honor came after a long career in martial arts and action movies like "*Crouching Tiger Hidden Dragon*" and "*Yes, Madam*."

Directed by Daniel Kwan and Daniel Scheinert, the zany sci-fi adventure centers on Yeoh's Evelyn Wang, a middle-aged laundromat owner who, while being audited by the IRS, discovers she has to connect with versions of herself from parallel



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"And ladies: don't let anybody ever tell you you are past your prime."

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Michelle Yeoh wins best actress in fiction; Oscars win - video

Oscars 2023: Michelle Yeoh wins best actress Oscar for



Bagehot

How Britain's Conservative Party channels Milhouse from The Simpsons

➔ Everything's coming up Rishi!

Mar 2nd 2023



The world this week

Politics

Mar 9th 2023

The National People's Congress, **China's rubber-stamp** parliament,

On the wrong track

China's foreign minister, Qin Gang, warned America that its hostile attitude was in danger of souring relations between the two countries

Too fast to land *e pigheaded*

A stubbornly strong economy complicates the fight against inflation

Higher interest rates are not sufficiently slowing global growth

Mar 8th 2023



YOU MIGHT have expected the fastest tightening of global monetary policy in 40 years to deal a heavy blow to the world economy. Yet in 2023 it seems to be shrugging off the effects of higher interest rates. Not only is inflation stubbornly high, but economic activity also appears to have quickened.

Faster growth may sound good, but it is a headache for policymakers, who are trying to bring about a managed slowdown. And it could mean that a recession, when it eventually strikes, is more painful.

At the end of last year, according to business surveys, manufacturing and services output were both shrinking around the world. Today manufacturing output is flat and services are rebounding. American consumers are spending freely. Both wages and prices continue to grow fast, even in places where they were long stagnant. Japan looks set for a round of bumper wage rises in the spring. In the euro zone the monthly rate of “core” inflation, which excludes food and energy prices, broke records in February. Labour markets

Learning skills, not values

Many of China's top politicians were educated in the West

It did not endear them to it

Mar 9th 2023 | BEIJING



Mark Leong/Redux/Eyevine

IN THE EARLY 20th century thousands of Chinese Communist Party members went to Russia to learn how to stage a revolution and build a socialist state. The Russians, in turn, hoped the study programmes would give them lasting influence over their Chinese comrades, many of whom would rise to positions of great power. But within a decade of becoming communist, China began squabbling with the Soviet Union. In 1961 leaders in Beijing denounced Soviet communism as the work of “revisionist traitors”.

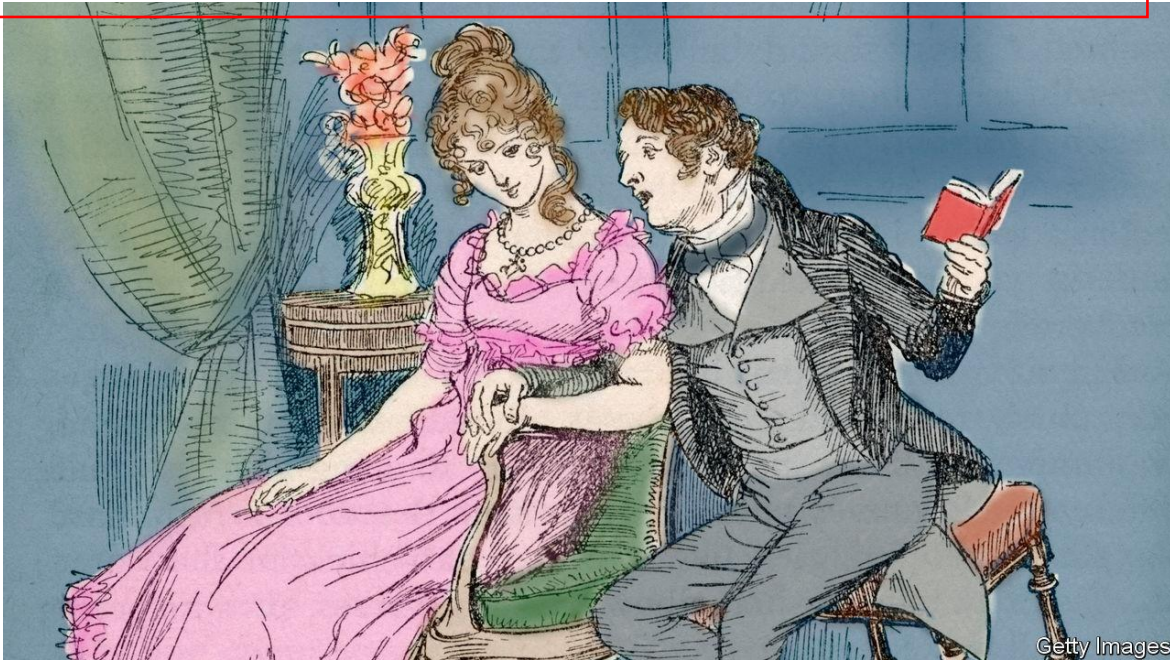
The episode holds sobering lessons for Western countries, which have hosted millions of Chinese students over the past four decades—many of whom have risen to positions of great power. While universities raked in cash, Western leaders hoped the experience would endear future Chinese leaders to liberal values. But, as with the Russians, they have been disappointed. Today the party is more anti-Western than it has been in

Her pulse quickened

Sales of romance novels are rising in Britain

Tiktokers are falling in love with the genre

Mar 6th 2023



PASSION IS BEING partitioned. Online, and particularly on TikTok, romantic fiction is being carved into categories by its fans. Where once people merely read a category called “books” now they read categories called #friendstolovers, #enemiestolovers and #academicrivalstolovers. There is #spicytok and there is #smuttok; there is #forbiddenlove and there is the slightly creepy #forcedproximity. Feminism is not this movement’s strong suit. There is a category called #billionaireromance; there is no category named #earningsparity.

Progressive or not, the hashtags are shifting books. Thanks in part to TikTok memes, sales of romance and saga fiction in Britain have risen by 110% in three years, to £53m (\$64m) a year—their highest figure in a decade, according to figures from Nielsen BookData. Publishers have started to take notice. For many years the industry had regarded romantic fiction with Darcy-like disdain but now its pulse is quickening. Bookshops no longer stash books with pink covers at the back of shops but put them on tables

near the tills; publishers are learning to brave the word “heartwarming” without embarrassment.

It is thought the rise in romance is due, in part, to the pandemic. “We’re looking for escapist fiction,” says Molly Crawford, editorial director at Simon & Schuster UK. But it is also perhaps because the genre lends itself so readily to filters and personalisation. Antique poets might have claimed love was as limitless as the stars but romantic fiction, however good, has always been prone to tropes. A large number of old novels already fit these new paradigms perfectly: online, “Pride and Prejudice” is now categorised as #enemiestolovers. As P.D. James, a novelist, once observed, Jane Austen novels are merely “Mills & Boon written by a genius”.

Mills & Boon itself is marketed by a genius. Long before most Tiktokers were born, the romantic publisher had cornered the market in categories. Its website offers the drop-dead gorgeous in drop-down menus, with entries for such things as “Historical”, “Medical” and “Desire”.

The Mills & Boon search bar is a kind of census of female desire. Type in “Italian”, and you will be offered 338 titles; “Sheikh” brings up 282; and “Welsh” four. “Brooding” returns 66 results, while “Cheerful” produces zero. “Billionaire” offers you 754, “Surgeon” 206 and “Doctor” 380 (though to judge by titles such as “Baby Surprise for the Doctor Prince” and “A Doctor in Her Stocking”, neither the doctor’s knowledge nor his morals would seem to deserve such reverence). “Middle Manager” returns the pitiless phrase: “Sorry, no products matched the keyword.”

Middle managers aside, tastes vary when it comes to romantic fiction. Elisabeth Kendall is mistress (the title feels unusually apposite) of Girton College, Cambridge and a world expert in jihadi chick lit. In “I Fell In Love With a Jihadi Fighter”, two distant cousins are thrown together in the same house in the Syrian civil war (#forcedproximity). Smouldering glances are followed, somewhat unexpectedly, by the hero’s death. Happily all is not lost because, as Dr Kendall explains, “the woman decides she wants to join him” and so the rest of the novel is about “her metamorphosis into a suicide-bomber”. The smouldering resumes.

The novels that straddle the romance-bestseller charts in Britain strike a different tone. Many are modern and American; all have taut-jawed heroes and a fondness for exposition. In one, a #billionaire checks his “Patek Philippe watch. Limited edition, hermetically sealed and waterproof, the stainless-steel timepiece had set [him] back a cool twenty grand.” It’s almost like reading Austen. In another, a surgeon hero has a habit of uttering such improbable sentences as: “I get to perform a very rare...craniopagus separation on Monday” and “I think I like you too much” and “Your mother is wonderful, by the way.” (Naturally he turns out to be a monster.)

Not every title is modern. The covers of historical bestsellers feature **winsome women** in shawls; their plot lines feature pirates, illegitimate children and a liberal supply of scoundrels. As the blurb for one explains: “Marcus is excited by Emmy’s virginity and has her kidnapped, but Emmy hits him over the head and escapes.” It was all go in the past.

Romance is a genre with great continuity. But as Sharon Kendrick, a bestselling Mills & Boon author, points out, the past few years have left their mark. The Black Lives Matter movement has diminished the appeal of the Regency rake because, as with National Trust houses, everyone wonders “how this great wealth was acquired”. Although women still like masterful heroes, #MeToo means “Sheikhs aren’t quite as popular...as they have been” (bit too masterful). Billionaires now far outnumber millionaires because of “the cost of living...I mean, look at the price of a stamp.” ■

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Gay watching for straight women

Are Thailand's gay TV dramas the next K-pop?

A Thai take on manga storylines is big in Japan

Mar 9th 2023 | TOKYO



THE “2GETHER CAFE”, a pop-up restaurant on the second floor of the Tower Records Shibuya building in Tokyo, is a hub for a new Asian craze. Visitors, all women, swoon over wall-to-wall pictures of Bright Vachirawit and Win Metawin, stars of “2gether: The Series”, a Thai TV drama about two students who fall in love. The actors, both men, are depicted exchanging flirtatious glances and hugging. Airy Thai pop music plays in the background. “I didn’t know Thailand had such handsome men,” says Kobayashi Maki. An ardent fan of the TV series, she is studying Thai because of it.

Thai soap operas about gay romance, generically known as “Boys’ Love” (BL) or sometimes “Y series”, are stealing hearts across Asia. Though the first shows appeared in 2014, the genre, including over a hundred series to date, took off outside Thailand during covid-19 lockdowns, thanks in part to many being available on YouTube. In Japan, a key market, the hashtag *Thainuma* or “Thai swamp”—a reference to the shows’ addictiveness—is

popular on social media. Thailand promotes BL content at international trade shows. In June 2021 the industry secured 360m baht (\$10.4m) in foreign investment.

BL originated as a Japanese manga storyline, which became popular in the 1990s. It has always been mainly consumed by straight women, just as the Thai televised version is. “I get to see two handsome men together. It’s a feast for my eyes!” says Takabayashi Otoha, a 20-year-old Japanese fan. Rujirat Ishikawa, a Thai academic at Aoyama Gakuin University in Tokyo, says some women find it liberating to watch romance as a sexual “outsider”, with no female protagonist to make them feel jealous.

For the shows’ Thai producers, the global success of another group of delicately featured young men—South Korea’s K-pop stars—was another inspiration. They have copied elements of the K-pop business model, including heavy use of “fan services” such as meet-and-greet events to boost revenues. Poowin Bunyavejchewin of Thammasat University in Bangkok calls Thai BL a “melting pot” that mixes “the Japanese ingredient and Korean ingredient”.

Thai BL’s success has also started to attract more gay viewers. A recent survey suggested that more than 20% of the TV shows’ fans in Thailand are gay. That may be in part thanks to a growing number of storylines about the discrimination they face, notwithstanding Bangkok’s reputation as a gay mecca. The shows’ success is itself a rebuke to that chauvinism. “These days, you see BL couples featured on big advertisements in public. That used to be unthinkable,” says Mr Bunyavejchewin.

This puts the Thai government in a slightly awkward position. While embracing the BL shows’ potential to burnish Thailand’s soft power, it tends to play down their gay content when promoting them; it is also opposed to same-sex marriage. Back in 2007 the government briefly banned BL comics under obscenity laws. The production companies will be wary of provoking another backlash. “If they go too far, they might get crushed,” warns Ms Ishikawa. In Thailand, Boys’ Love is in, gay rights not so much. ■

2. (*usually* **mecca**) a place that many people like to visit, especially for a particular reason 热门地方

◆ *The coast is a mecca for tourists.* 🔊 🔊

这个海岸是旅游的热门景点。



"chiang mai is a mecca"



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佛历2565年2月8日 — ~~Located along several blocks to the east side of the Old City, this part of~~
Chiang Mai is a mecca for people who love to shop.

World in a dish

Singapore's unique dining style comes to Manhattan

Cooking dishes from another culture is straightforward. Transplanting a mood is another matter

Mar 9th 2023 | NEW YORK



COOKING A DISH from one culture while living in another is simply a matter of ingredients and technique. Translating an entire dining style is harder. No matter how tasty the *pâté de campagne*, how artfully nicotine-stained the walls and how much Édith Piaf warbles from the speakers, eating at a bistro in Phoenix will always be different from eating at one in Lyon. The trick, as a new Singapore-style hawker centre in midtown Manhattan shows, is knowing which parts of the experience can be transplanted successfully, and which should be left at home.

In Singapore, [hawker centres](#) are large, semi-outdoor spaces (they have roofs but no walls). Food stalls line the perimeter while customers stake out seats at tables in the middle. Ubiquitous and cheap, they are [integral to eating](#) in Singapore, where your columnist once lived. They let groups of friends with different tastes and dietary requirements eat together. They are unpretentious

and fun: vendors banter and flirt with their customers and the open setting encourages relaxed conversation.

Urban Hawker in Manhattan chews to the same basic design principles, with vendors along the walls and communal tables in the centre. The hawkers sell similar foods to their Singaporean counterparts, including creditable *prata* (a folded fried bread of South Indian origin, served with *dhal* that was sweeter and less spicy than it should have been), greasy and delicious *char kway teow* (fried flat noodles), and properly chewy if slightly ungenerous *satay* with *lontong* (grilled skewered meat with rice cubes). A sublime chicken rice could hold its own with any stall in Singapore, the poached chicken soothingly soft and springy, every grain of rice distinct yet slicked with rich chicken flavour, the sauces—thick soy, fiery chilli and ginger—complementary rather than overpowering.

But unlike Singapore's hawker centres, Manhattan's is indoors. It has a cocktail bar, whereas Singapore's serve nothing stronger than Tiger, the local lager. And the prices are high: New Yorkers will evidently pay around \$20 for a plate of chicken rice that would cost a few Singaporean dollars (a couple of American ones).

In Singapore, everyone eats at hawker centres because they are everywhere and serve familiar food cheaply. In New York that role mainly falls to halal carts and fast-food chains. Urban Hawker's target clientele is posher: the sort of people who know what hawker centres are despite living halfway around the world. Dining there is an event rather than a habit. In other words, it sells cachet as well as food, like the many French bistros outside France that serve *cuisine grand-mère* at prices many actual grandmothers cannot afford.

Compare the New World Mall's food court (in effect, an indoor hawker centre), a 40-minute subway ride away in Queens. It is at least as delicious and a lot cheaper. But it is authentically Asian-American and aimed at locals in New York's biggest Chinatown; other visitors need to do some translation work. Urban Hawker gives diners a helping hand—and reaches into their wallets with the other one. ■

This is our hope, and this is the faith that I go back to the South with.

With this faith, we will be able to **hew** out of the mountain of despair a stone of hope. With this faith, we will be able to transform the jangling discords of our nation into a beautiful symphony of brotherhood. With this faith, we will be able to work together, to pray together, to struggle together, to go to jail together, to stand up for freedom together, knowing that we will be free one day.

2. <美>坚持;遵守(to)

- hew to a principle

坚持原则

- hew to rules

遵守规则

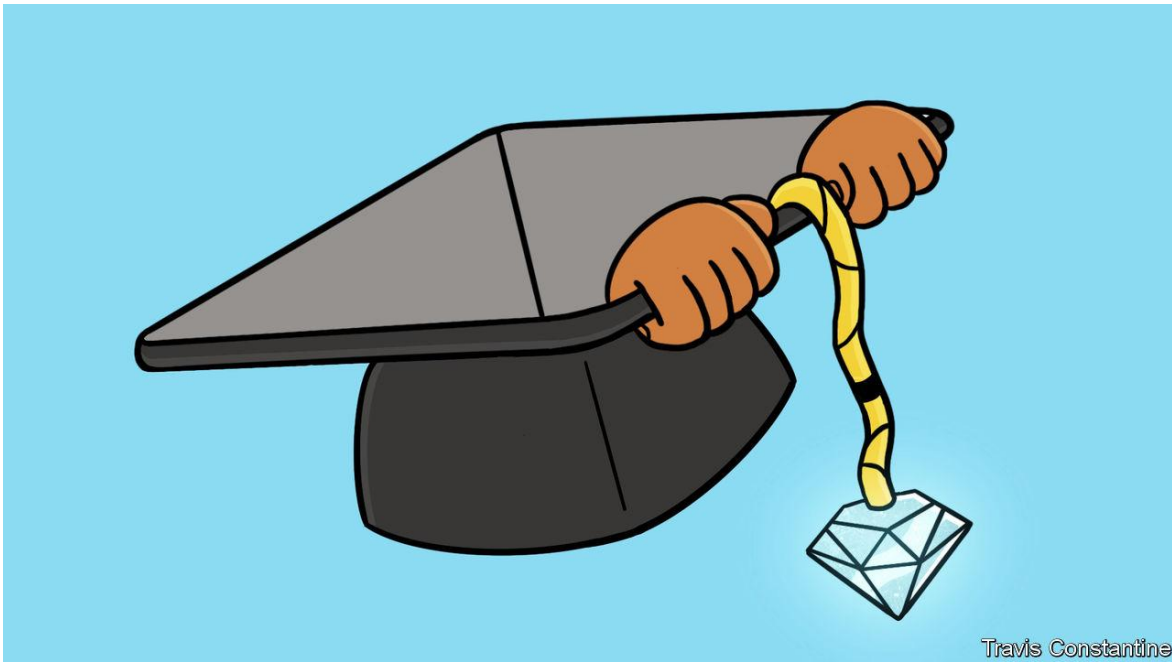
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Testing fail

American universities are pursuing fairness the wrong way

Drop legacy admissions—not standardised exams
Mar 9th 2023



THE BEST American universities wish to be ruthlessly discriminating on academic merit—and beacons for diversity on everything else. Trying to accomplish both at once can prompt mistakes. Lately Columbia University, an Ivy League member in New York, has been making a lot of them. Last year it admitted to submitting incorrect data to a college-rankings outfit in a bid to seem more exclusive than it really is. And on March 1st, in a bid to seem more inclusive than it is, Columbia said it would drop the requirement for applicants to submit standardised exam scores.

Campaigners claim that exams favour the privileged. Evidence for this is thin. Maths problems involve neutral things like numbers and algebra; reading-comprehension tests are rarely about silverware or yachting. The bias, however, is said to be latent. Because scores are correlated with race and parental income, the exams must therefore be contaminated with racism and classism.

This confuses disparity with discrimination. Tests correctly measure educational inequality, which begins before kindergarten and grows as a result of bad policy. Just as smashing thermometers does not prevent climate change, so abandoning the measurement of educational inequality will not magic it away.



In fact, for meritocrats to abandon exams is self-defeating. Scores may be correlated with privilege, but they are probably the hardest part of an admissions application to warp with money. Children of the rich can get ample help in completing their coursework (which may receive inflated grades), hire professional writers to “edit” their essays and even spend lavishly on consultants who will help craft a delectable smorgasbord of extra-curricular activities. Yet research shows that intensive tutoring has a marginal effect on test scores. That is why, in the Varsity Blues scandal of 2019, very rich parents paid to have others sit their children’s exams.

Worse, supposedly progressive universities like Columbia operate affirmative-action schemes for deep-pocketed dullards in the form of “legacy” admissions that shower advantages on the relatives of alumni. One study found that undergraduates at Columbia are more than 100 times more likely to belong to the top 0.1% of families by income than to the poorest 20%. The best way to promote fairness would be to eliminate such a regressive pathway to admission.

In the 1920s Harvard moved to a “holistic” admissions system because its president thought it had too many Jewish students (who excelled on the standardised exam adopted in 1905). A century later, Harvard is being sued over a holistic admissions system that limits the number of Asian-American students, who also do well on tests. Based on that case, the Supreme Court is expected to rule that race-based affirmative action is unconstitutional. A cynical observer might conclude that universities are jettisoning quantitative measures, the lawsuit’s key evidence, to make discrimination harder to detect.

Fixing educational inequality requires more data, not less. Susan Dynarski, an economist at Harvard, makes the case that free, universal testing helps unearth promising young talent from rough backgrounds. Timely reminders about financial aid also help. For decades, elite universities have sought



Eric zzz



Mimic this sentence structure: Just as smashing thermometers does not prevent climate change, so abandoning the measurement of educational inequality will not magic it away. Make short sentence using "just as...so..." in real life scenarios



Sure, here are some more sentences:

1. Just as ignoring your finances won't make them better, so overspending won't make you rich.
2. Just as procrastinating won't make your tasks disappear, so working hard won't exhaust you.
3. Just as avoiding difficult conversations won't resolve issues, so speaking up won't make them worse.
4. Just as avoiding learning new skills won't make you proficient, so practicing them won't make you an expert overnight.
5. Just as neglecting your mental health won't make it improve, so taking care of it won't make you weak.

skin-deep diversity to paper over abysmal socioeconomic diversity, a failing that is exacerbated by legacy admissions. If the Supreme Court rules that stratagem out, universities should not devote their energies to maintaining an undesirable status quo, but to crafting something better: a true meritocracy shorn of an unjustifiable, hereditary mediocracy. ■

This article was downloaded by [calibre](#) from <https://www.economist.com/leaders/2023/03/09/american-universities-are-pursuing-fairness-the-wrong-way>.

Bartleby

The small consolations of office irritations

➔ *The silver linings of interruptions and impostor syndrome*

Mar 9th 2023



Paul Blow

EVEN PEOPLE who love their jobs have a few gripes. Even people who excel at their work have their share of worries. The office environment makes it hard to concentrate; their colleagues are annoying beyond belief; their career path within the organisation is not obvious. There are aspects of the workplace, like “reply all” email threads and any kind of role-playing, which are completely beyond redemption. This column is here to administer the balm of consolation for some of work’s recurring irritations.

Start with a pervasive problem: being interrupted. You have muted notifications on Slack and cleared your calendar; the Prelude from Bach’s Cello Suite No 1 is playing; your fingers are poised above the keyboard and a thought of world-altering profundity is gradually taking shape in your mind. Then there is a knock at the door, and a colleague asks if you have a minute to discuss the air-conditioning. By the time they have gone, so has that momentous thought and any sense of well-being.

Context-switching of this sort is more than simply annoying. A survey conducted in 2021 found that it takes people nine and a half minutes to resume a focused state of mind after switching between apps. But there is a bright side to being interrupted. A paper by Harshad Puranik of the University of Illinois Chicago and his co-authors asked a sample of employees in America to record how often they were distracted by colleagues and to report their sense of belonging to their organisations. They found that being interrupted involves a social interaction with colleagues that can strengthen a worker's feelings of connection. The next time a knock comes, remind yourself that at least you are not lonely.

What about some of the characters who make office life so teeth-grinding? Every company has its share of toadies who specialise in managing up: flattering the bosses and claiming more credit than is their due. Unctuousness is undoubtedly irritating. But it, too, can sometimes have wider benefits.

Recent research by Wei Cai of Columbia Business School and her co-authors found that teams performed better when they had some crawlers among them. People who got better assessments from their superiors than from their peers in performance-review processes were designated as “upward influencers” in the study. Too many characters of this sort is bad: at some point, team members will expend more effort competing for recognition than getting actual work done. But because these personality types are prepared to invest more time communicating with their managers, the presence of a handful of them ensures that a team does not become invisible to the bosses. A few suck-ups can be good for everyone.



What of traits that workers find most irritating about themselves, the things that may be holding them back? Impostor syndrome, the belief some people have that they do not deserve to be in positions of influence, is usually thought of as being bad for individuals and organisations alike. But it can have an upside.

Research by Basima Tewfik of the MIT Sloan School of Management found that people who worry about being an impostor are regarded by others as having better interpersonal skills than those who are untroubled by self-doubt. It may be that a concern about lacking competence leads people to

compensate by developing stronger relationships with others. In a world that increasingly prizes collaboration and soft skills, that is not to be sniffed at.

Weaknesses can turn into advantages in other ways, too. The idealised entrepreneur may drip with confidence and charisma, for example. But not everyone fits that mould. In a recent study, Lauren Howe and Jochen Menges of the University of Zurich asked participants in an investment game who had been asked about their own flaws to allocate funds to startups. They found that entrepreneurs who reveal a personal shortcoming, such as indecisiveness or insecurity, are more likely to attract funding from investors who share these same characteristics. Some weaknesses are not to be admitted: stupidity say or narcolepsy. But flaws can sometimes help people get ahead, not hinder them.



The problem with silver linings is that they are attached to clouds. You are still being interrupted all the time. You are still surrounded by annoying colleagues. Impostor syndrome still causes you unnecessary anxiety. Your weaknesses are still weaknesses. But there are bright sides to most things in office life, and they go beyond the payslip.

Read more from Bartleby, our columnist on management and work:

[*The uses and abuses of hype*](#) (Mar 2nd)

[*Unshowy competence brings drawbacks as well as benefits*](#) (Feb 23rd)

[*Why it's time to get shot of coffee meetings at work*](#) (Feb 16th)

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Seizing the moment

How China Inc is tackling the TikTok problem

A CEO's guide to doing business amid anti-Chinese sentiment

Mar 7th 2023 | Shanghai



The Economist/Shutterstock

AMERICAN-FOOTBALL fans watching the Super Bowl last month in the sport's heartland were treated to a surprising TV commercial. In it, a woman switched magically between chic but cheap outfits as she scrolled through a mobile-shopping app called Temu. The jingle—"I feel so rich; I feel like a billionaire"—refers to the sensation of wealth evoked by the endless choice and rock-bottom prices for Temu's clothes. Since its launch last September Temu has become America's most-downloaded app for iPhones. That is a feat for a young brand based in Boston. It is all the more impressive because Temu hails from China.

This is a critical moment for Chinese companies in the West. On the one hand, Chinese brands have never been more popular in America. Hot on Temu's heels in iPhone downloads are CapCut, a video-editor, and TikTok, a time sink. Shein, a fashion retailer, ranks above Amazon. This year it may pull off one of the world's biggest initial public offerings (IPOs) in New York.

About 12,300,000 results (0.35 seconds)

“Temu”是拼多多跨境电商平台，平台产品于2022年9月1日上线，9月1日到9月15日为测试期，之后将全量开放售卖。App Store应用详情页显示意为“Team Up, Price Down”，与国内名拼多多的意思相近，即买得人越多，价格越低，但目前APP中并没有出现“砍一刀”和拼单的营销方式。



temu app



rakuten



bowl commercial



giant pinduoduo



shopping



temu commercial



pdd



s



Time
Temu and Its Super Bowl Ads ...



CBS Chain Store Age
app Temu scores big with Super Bowl ad ...



Adweek
Ecommerce Startup Temu Airs First Super ...



Pandaily
Temu Blazes E-Commerce Trail With Super ...



■all the more

中国人不习惯使用这个词组，因为译成中文是“更加”，似乎同英文的more或even more差不多。但其实all the more表示的“更加”，是前后文说出了原因或隐含不明言原因的，而简单的more或even more则不涉及原因。【例如】It's all the more remarkable if you consider... 如果你考虑到...那么这一点就显得更加值得注意。/ There's much to admire in this film, making its shortcomings all the more lamentable. 这部片子有许多值得钦佩之处，因此它的缺点就更加令人遗憾。/ I felt all the better for having told him. 我因为告诉了他，心里就舒畅了些。/ If we lose our will at home, it makes the task for our soldiers all the more difficult. 如果我们在国内失去斗志，我们士兵们的任务就更难办了。/ For this very reason, their recklessness is all the harder to forgive. 正是由于这个原因，他们的鲁莽就更难原谅。

 ludwig.guru

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for missing the deadline."

EXACT (60)

Then the sonogram revealed twins -- which was all the more amazing because Ms. Salley is paralyzed.

1









The New York Times

At the same time, Western suspicions of Chinese business are mounting, together with intensifying geopolitical tensions between China and the West. America has banned Huawei, a Chinese maker of telecoms gear, at home and crushed its efforts to capture Western markets. On March 6th it was reported that Germany's government was close to forcing mobile operators to stop buying Huawei kit and to replace installed Chinese equipment. TikTok may be in for similarly harsh treatment. Several countries, led by America, are discussing full bans on TikTok over concerns about the Chinese government using the platform for anti-Western propaganda or to gobble up Western users' personal data (TikTok denies both these accusations).



For ambitious Chinese firms eyeing wealthy Western shoppers this presents a conundrum: how do you do business in places where you are increasingly unwelcome? Companies like Shein, Temu and the beleaguered TikTok are all coming up with answers that have a lot in common. Whether they pull it off will determine the fate of Chinese commerce in the West.

China Inc began making a global mark in the 1980s, as foreigners poured investments into Chinese factories which then shipped cheap goods to the West. Consumers would buy these almost exclusively through retailers such as Walmart or from Western brands that sourced products from China. Then, in the mid-2000s, Chinese firms began building a presence in foreign markets. Until Uncle Sam clipped its wings, Huawei was selling its own networking kit and handsets across the West. Other Chinese champions such as Haier, a home-appliance maker, bought and nurtured Western brands (GE's white-goods division, in Haier's case). Between 2011 and 2021 Chinese firms acquired nearly \$90bn-worth of foreign retail and consumer brands, according to Refinitiv, a data company. Many of the targets were Western.



The Economist

In recent years, however, the dealmaking has slowed. In 2022 Chinese companies spent just \$400m on foreign brands (see chart). The authorities in Beijing have grown warier of [capital flight](#) even as Western governments have become more hostile to such transactions, often blocking them. Chinese brands seeking to build a Western presence have had little joy. Lenovo, a Chinese firm that in 2004 acquired IBM's personal-computer division, has captured a mediocre 15% of America's PC market, far behind HP and Dell, which together control more than half of it. Xiaomi, which in 2021 overtook Apple to become the world's second-biggest smartphone-maker, has been unable to crack America.

The latest wave of global Chinese brands has taken a different approach. Many initially eyed the domestic market, before the covid-19 pandemic and China's draconian response to it forced them to look abroad for growth, says Jim Fields, a marketer who works with Chinese brands in America. Companies such as Shein, Temu and TikTok may grab the headlines but hundreds of Chinese firms have been making similar inroads in America, Europe and Japan—using similar strategies.



The first is not to flaunt their Chineseness. *The Economist* has reviewed dozens of companies' websites and found that most could easily pass for a Western brand. Their names sound English: BettyCora produces press-on

nails; Snapmakers makes 3D printers. Almost none mention their country of origin. One young entrepreneur who is currently planning the launch of his own brand in America discerns a long-standing prejudice against Chinese-made goods as being of poor quality. This perception is linked to the first wave of cheap factory wares in the 1980s. Increased hate crimes against people of Asian descent in America in recent years has not encouraged companies to come out as Chinese. Most people hoping to start such businesses will avoid references to China if possible, the entrepreneur says.

~~The second common characteristic is the use of technology~~ to beat Western rivals on service and price. Many Chinese firms use their own websites and mobile apps to sell directly to customers. They thus bypass retailers while gaining access to data on consumer trends, allowing them to react quickly to shifts in demand—or, using sophisticated analytics, predict these changes and respond in advance.

This “on-demand manufacturing” has allowed Shein to triple its American sales between 2020 and 2022, to over \$20bn. Its app attracts 30m monthly users in America. Hundreds of Chinese firms are experimenting with this model in the American marketplace. Halara, a newish women’s-apparel retailer, gets around 1.5m digital visitors monthly to its app. Newchic, a rival, attracts 1.7m. The ability to understand customers through data analytics is a big advantage in developed markets, says Xin Cheng of Bain & Company, a consultancy.

The firms’ savvy use of technology and supply chains allows them to limit their non-Chinese assets—their third shared strategy. Asset-lightness appeals to investors, says Zou Ping of 36Kr, a Chinese research firm. It helps cut costs and reduce the risk of assets being stranded should Western politicians turn the screws. 

For many Chinese brands, their only Western assets are customer-facing websites and apps. Although it recently opened a distribution centre in Indiana, Shein ships most goods directly from China to buyers in America. Its Boston base notwithstanding, Temu has no warehouses in America, let alone factories (though it does not rule out storage). Naturehike, a maker of camping gear, has conquered the West and Japan without employing a single person outside China. Instead, says Wang Fangfang, a spokeswoman, it is

boosting its on-demand manufacturing capacity so it can better understand customers from afar. In February CATL agreed to furnish its electric-vehicle batteries to Ford by licensing its patents to the American carmaker rather than building a factory in America.

Made in China? Who, me?

The most dramatic way in which some Chinese companies are guarding themselves against a Western backlash, as well as Communist Party meddling in their Western business, is by distancing their governance structures from China. The first big name to pursue this strategy was ByteDance, TikTok's parent company. From the start, it kept TikTok's popular Chinese sister app, Douyin, separate from the version used in the rest of the world (which in turn cannot be used in China). Then TikTok moved its headquarters to Singapore, to separate itself from decision-making at ByteDance's headquarters in Beijing. Now it reportedly wants to create an American subsidiary tasked with safeguarding the app, which would report to an outside board of directors rather than ByteDance. ByteDance, for its part, stresses it is domiciled in the Cayman Islands, not China.

Seeing that none of this has fully placated Western regulators, other Chinese companies are going further. Last year Shein also decamped to Singapore, from Guangzhou. The city-state is now its legal and operational home. Add its planned New York listing and its executives almost bristle when you call Shein Chinese. More businesses may adopt a version of this model.

The success of these strategies is hard to gauge. Export figures from China do not distinguish between Chinese brands and goods made for foreign clients. Many packages are sent by courier and not counted as exports. But it is clear that, in some areas at least, Chinese brands are taking market share in the West. Anker has become one of America's biggest purveyors of phone chargers. In 2021 about half its \$1.8bn in global sales came from North America; less than 4% came from China. A few Chinese makers of smart appliances like robot vacuum cleaners rank among top global sellers alongside American and German firms. One, Roborock, had foreign sales of \$500m in 2021, accounting for 58% of its total revenues, up from 14% two years earlier. America is its main market. Chinese firms such as EcoFlow are poised to dominate sales of household power banks there.

Investors are bullish. Shein's IPO could be a blockbuster. Last year Hidden Hill Capital, a Singaporean fund, raised nearly \$500m with TPG, an American private-equity firm, to invest in Chinese firms backing the supply chains of future global brands. Some of the entrepreneurs behind these success stories nevertheless worry. One concern is overcoming the shabby reputation of the "Made in China" label. Today fake or shoddily made me-too items can hurt the cachet of Chinese firms that do invest in research and development. In 2021 Amazon banned 600 Chinese brands on concerns that they were churning out fake reviews of their wares.

But Chinese bosses lose most sleep over the deteriorating Sino-American relations. Many look to TikTok as the bellwether. In January the firm said it would set up a data centre in America to store local users' data and give American authorities access to its algorithms; on March 6th the *Wall Street Journal* reported that it was seeking a similar deal in Europe. Despite the assurances, bills are moving through Congress that would let President Joe Biden ban the app.

If Beijing and Washington continue to grow apart, as seems likely, American politicians may take aim at other Chinese apps. For those that collect data on shopping habits—which is to say most of the consumer-facing ones—this would turn their technological strength into a geopolitical weakness. Facing up to that threat will require a whole other level of ingenuity. ■

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7 [PHRASE 短语] 对...十分担心;为...而睡不着觉; **If you say that you didn't lose any sleep over something, you mean that you did not worry about it at all.** [V inflects]

I didn't lose too much sleep over that investigation.
我并不太担心那个调查。

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SIMILAR (60)

"That's the question I lose sleep over," Rosenberg said.

1    [The New Yorker](#)

She looks like someone I could lose sleep over, lose money over, bleed over.

2    [Vice](#)

Skills, tax systems and cybersecurity are also among their concerns, but the future of the planet is not something that most chief executives lose sleep over.

3    [The Guardian - Business](#)

While most Western metal bands lose sleep over hair loss, shelling out for new speaker cones and wondering how to pay for Viagra, these kids have had to make real sacrifices for their band like going to practice with a hand gun stuffed down the front of their pants.

20    [Vice](#)

I don't think anybody will lose sleep over it".

46    [The Guardian - Business](#)

Mr. Britten won't lose sleep over it.

47    [The New York Times](#)

"That's something to lose sleep over, for years.

personality strength into

  FILTER

Questions: Have you ever allowed a **personality strength** to become a weakness?

1



Huffington Post

Pride is a root cause of **personality strengths** turning **into** weaknesses.

2



Huffington Post

Insight #1: It's hard to recognize when a **personality strength** hits the weakness tipping-point.

3



Huffington Post

One of my **personality strengths** recently turned **into** a weakness, and believe me, the experience was no picnic.

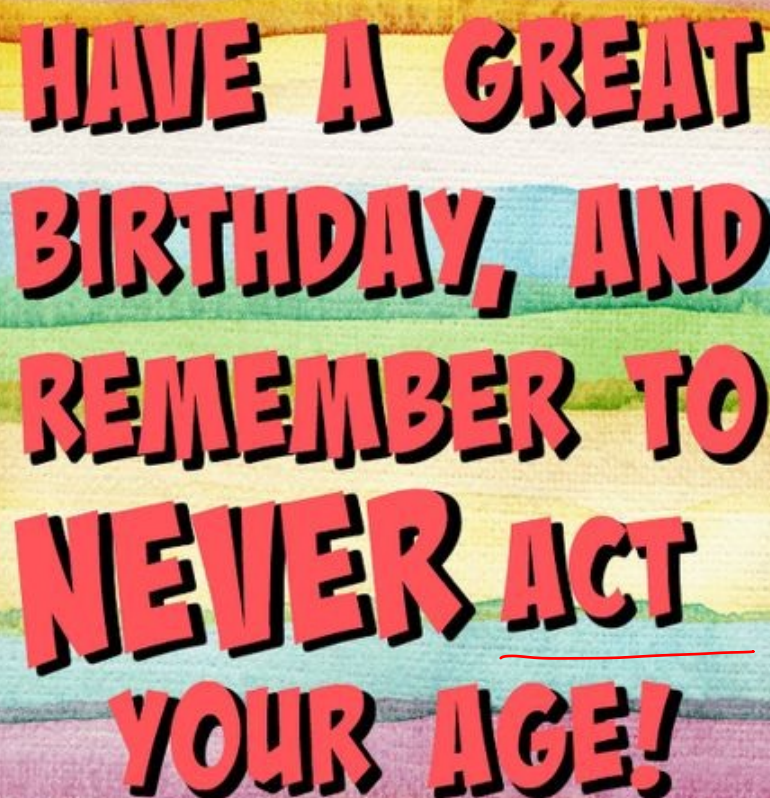
4



Huffington Post

B-day
Bonus
Bits

Humor me plz.



**HAVE A GREAT
BIRTHDAY, AND
REMEMBER TO
NEVER ACT
YOUR AGE!**

**Congratulations
on being a year
older and still
maintaining
such a low level
of maturity. You
are truly an
inspiration.**

**You are older
today than
yesterday,
but younger
than tommorrow**

**HAPPY
BIRTHDAY**



Thank you all for the
birthday wishes! You made
turning a year older seem
a little less sucky!





Fīt, wīt, līt

Yes, that's all you

Happy bīrthday!



Are you ready for the
next 365 days with me?
I know I am

Happy Bīrthday!



In whiskey years you just got more delicious!

HAPPY BIRTHDAY



— HOPE YOUR —
BIRTHDAY
ROCKS

rule



OLDER...BUD WISER



HAPPY BIRTHDAY

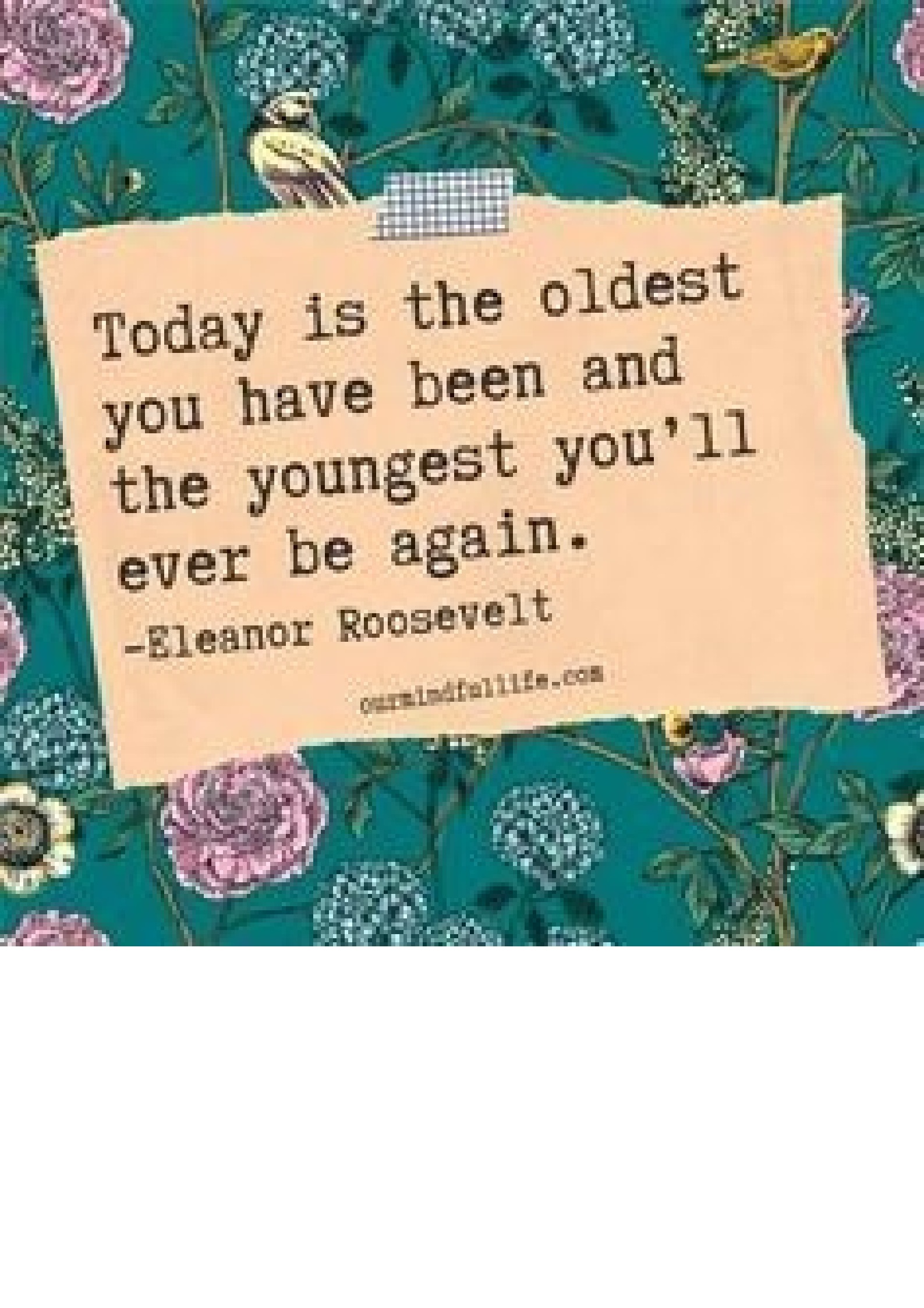
“Live your life
and forget
your age.”

—NORMAN VINCENT PEALE



A close-up photograph of a birthday cake with several lit candles. The candles are in various colors, including pink and yellow with white stripes. The flames are bright and glowing. The cake is decorated with blue frosting and white sprinkles. A semi-transparent white rectangular box is centered over the image, containing the text.

**Don't
count your
candles.
Just enjoy
the glow!**



Today is the oldest
you have been and
the youngest you'll
ever be again.

-Eleanor Roosevelt

carminedailife.com

RELAX, YOU'RE NOT GETTING OLD.

that ship has sailed.
you've been old for a while now.

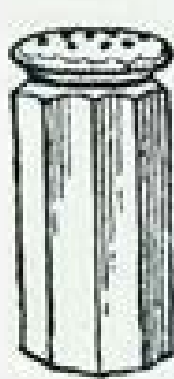
WE DON'T GET
SMARTER AS WE
GET OLDER.
WE JUST RUN
OUT OF STUPID
THINGS TO DO.

Happy birthday to one
of the few people whose
birthday I can remember
without a Facebook
reminder.

someecards



BIRTHDAY GIRL



Get ready to disgrace yourself.



I'M NOT 39
I'M 18
WITH 21 YEARS
EXPERIENCE



Don't count the days,
make the days count.

Muhammad Ali



Congratulations on being
one year closer to a
senior citizen's discount
at the movies.



**What do you say to a rabbit
on its birthday?**



Hoppy Birthday!

Hope your birthday is

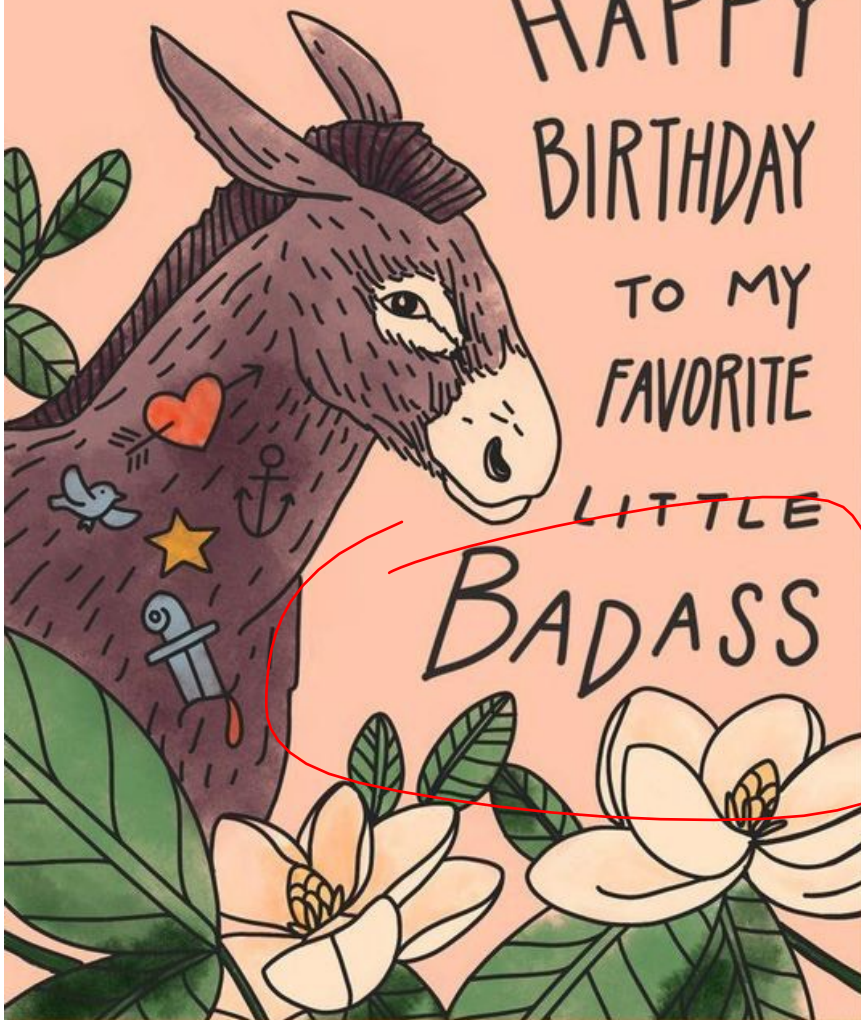


HAPPY
BIRTHDAY

TO MY
FAVORITE

LITTLE

BADASS



Two secrets on your
Birthday:

1) Forget the past,
you can't change it.

2) Forget the present,
I didn't get you one.



someecards
user card