

# ***The “Going Global Strategy” Case Analysis and Countermeasures of China Railway High-speed under the Belt and Road Initiative***

***—taking the cooperative program of China-Indonesia Yawon High-speed Rail as an example***

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***Abstract***—The Belt and Road initiative" has achieved results and the pace of international capacity cooperation has been accelerating. China Railway High-speed has mastered core technologies and achieved integrated and scale advantages, it has also owned the conditions of "Going Global strategy" and obtained a series of breakthroughs after gathering advantages from others and more than ten years of efforts. However, the "Going Global strategy" road of China Railway High-speed would not be an easy trip because the High-speed Rail itself is an intricate system project. This paper takes cooperative program of China-Indonesia Yawon High-speed Rail which has fully adopted Chinese technologies, equipments and standards for the first time as an example. A systematic analysis of the project's cooperation history, cooperation motives, cooperation influence, and cooperation prospects was conducted to explore the main issues of the “Going Global strategy” of High-speed Rail in China. The countermeasures and suggestions would be put forward based on five aspects of High-speed diplomacy, choice of target countries, personnel training, technological progress, optimization of China Railway High-speed standards and internationalization of China Railway High-speed standards.

***Keywords***—China railway high-speed; yawon high-speed rail; case analysis; countermeasures study

## I. INTRODUCTION

After hard works over decade, China has obtained a series of breakthroughs in the technological field of High-speed Rail, mastered core technologies, achieved gather and scale advantages and formed a set of High-speed Rail technology with China's independent intellectual property rights. China Railway High-speed technology, as a "National ID card" representing innovation capability of China, has become a competitive advantage of it among the international competition. Chairman Xi Jinping and Premier Li Keqiang are promoting China Railway High-speed actively in any case of bilateral or multilateral diplomacy occasions and carrying out High-speed Rail diplomacy. At the same time, China are boosting the construction of “the Belt and Road initiative”, it's obvious that “the Belt and Road initiative” requires the

interconnection of roads, which would bring new chance to the High-speed Rail technological cooperation among China and countries along “the Belt and Road initiative”. Besides, it could also inject new power for China Railway High-speed to “go abroad”.

Indonesia is the largest economic entity in southeast Asia, the fourth-most populous country of the world, it's also the vital traffic network channel on the ocean and the only ASEAN member countries of G20. The backward transportation infrastructure has become one of the main factors restricting the development of economical society since the financial crisis of Southeast Asia in 1997, the government has made relevant infrastructure building plan towards that. The behavior that Yawon High-speed Rail of Indonesia chose to adopt China Railway High-speed system has attracted attention of the world. It's also the first time for China Railway High-speed to go abroad with full industry chain, which makes a big difference towards “Going Global strategy” of China Railway High-speed and has relatively strong research value.

This paper uses literature analysis methods, case analysis methods, data analysis methods and comparative analysis methods, by taking the cooperative program of China-Indonesia Yawon High-speed Rail which fully adopted China's technologies, equipments and standards for the first time as study case, to systematically analyze the developing history, cooperative drivers, influence and prospects of Yawon High-speed Rail and explore issues still existing in "Going Global strategy". According to the information above this paper would come up with countermeasures and suggestions from five aspects of High-speed Rail diplomacy, the choice of target countries, personnel training, technological progress, optimization of China Railway High-speed standards and internationalization of China Railway High-speed standard.

## II. LITERATURE REVIEW

### A. Literature Review Related to "Going Abroad" of China Railway High-speed

Lu Chunfang, author of the book "China Railway High-speed" points out the developing history and plans of China Railway High-speed and has distinguished the different definitions of High-speed Railways in China and abroad. It has also introduced the development status of High-speed Rail abroad in detail and at the same time taken Beijing-Shanghai high-speed rail, Harbin-Dalian high-speed rail, Zhengzhou-Xi'an high-speed rail as typical cases to demonstrate China's experience while constructing and operating High-speed Rail under different geological and climate conditions, for the sake of emphasizing the environmental care of China Railway High-speed and its significant impact on social, economic and other fields of China [1]. Gao Bo: "High-speed Rail and China's 21 century grand strategy", author of this book pointed out why it is necessary for China to make great efforts to build high-speed rail? And what the meaning would be? It has indicated the dilemma of the Ocean Strategy at China's current stage, China has urgent requirements to open up Eurasian channel, vigorously develop land rights to achieve hedging and jump out of the current developing dilemma [2]. Moshe Givoni's article: "Development and impact of the modern high-speed train: A review" indicates the impact of high-speed rail on transportation, interspace, social economy, environment and other fields and explained the motivation of each country's development of high-speed railways [3]. Roger Vickerman's article: "High-speed rail in Europe: experience and issues for future development" refines the types of high-speed rail in different European countries, such as France TGV, Germany ICE and Spain AVE and indicates that the development of high-speed railways plays an active and important role in the development of regional economy [4]. Walrave Michel's article "The development of High-Speed Rail: Innovation and Tradition, Prospects for the Future" analyzes the feasibility of constructing a Europe-cover high-speed rail network in European countries, and focuses on the challenges that European countries should focus on in order to solve technical problems, funding gaps, and political risks [5]. Hong Yu explores the strategic intention and spillover effect of China Railway High-speed diplomacy which has been promoting vigorously in his article "China's Eagerness to Export Its High-speed Rail Expertise to East Asia" [6]. Gerald Chan, thinks that China Global High Speed Rail is a significant component of infrastructure diplomacy as well as the core of China's "the Belt and Road initiative", which has been indicated in his article "China's High-speed Rail Diplomacy: Global Impacts and East Asian Responses" [7].

### B. Literature Review about the Cooperation of China-Indonesia High-speed Rail

The study on cooperation between China and Indonesia mainly focuses on four fields: marine economy, humanity, energy sources and infrastructure. As for cooperation of High-speed rail, there are only few documents. Li Wannan and Wang Yaqin indicate the motivation of Yawon High-speed Rail in article "the strategic docking of China and Indonesia brought by Yawon High-speed railway": Leaders of the two countries

own frequent visit and high political trust, the economic cooperative foundation between China and Indonesia, the overwhelming superiority of China's project compared with Japan's, the docking of "Chinese Dream" and "Indonesian Dream", the strategic docking of "21st century Maritime Silk Road strategy" and "Axis of World Ocean strategy". [8]Fu Yinmei and Gu Yunlong point out that the "Going Global strategy" of China Railway High-speed should base on the knowledge of local culture, environment and laws in their article "Decision Analysis of China Railway High-speedways' Going Global strategy—Taking Yawon High-speed Rail as an example", issues like land acquisition, labor, and environmental protection should also be concerned, and they came up with considerable suggestions for problems that China Railway High-speed should avoid and prevent while implementing "Going Global strategy" [9].

## III. THE ACHIEVEMENT OBTAINED BY "GOING GLOBAL STRATEGY" OF CHINA RAILWAY HIGH-SPEED

The "Going Global strategy" of China Railway High-speed began in 2009 and has gained remarkable achievement. In the industry of railway equipment and rail transit equipment, China Railway High-speed owns the most export trade amount, approximately accounts for 30% of the world market share. In 2014, China Railway High-speed companies frequently won overseas orders, and overseas orders of CSR and CNR continued to grow, with total overseas performance reaching US\$6.75 billion. It could be regarded as the proof for "Going Abroad" of China Railway High-speed. At the end of the same year, CSR and CNR incorporated. In the first half year of 2015, the signed export trade amount of has been over 4.5 billion dollars in total.

TABLE I. MAIN OVERSEAS HIGH-SPEED RAIL PROJECTS BUILT BY CHINA HIGH-SPEED RAIL COMPANY FROM 2009 TO 2015

Major countries	Project name	Bid/start time	Mileage (Km)	contract figure ( a hundred million dollars)	Project status
Turkey	Ankara-Istanbul Railway High-speed	2009	158	12.7	Completely finished
Saudi Arabia	The 1st period of Mecque-Médine Railway High-speed	2009	450	18	Completely finished
Venezuela	Dinako-Anako Railway High-speed	2012	471.5	75	Unfinished
Kenya	Mombasa-Nairobi Railway	2014	480	38.04	Started
Mexico	Mexico-Queretaro Railway High-speed	2014	210	44	Cancelled
Thailand	Bangkok-Nong Khai Railway	2015	800	122	Started
Indonesia	Yawon High-speed Railway(Houting - Sishui)	2015	150	55	Started
Russia	Moscow-Kazan High-speed Railway	2015	770	324	To be built
Hungary	Budapest-Belgrade	2015	350	28.9	To be built
The United States	Western Express High-speed Rail	2015	370	127	To be built
Laos	Kunming-Vientiane High-speed Railway	2015	420	72	To be built

Source of data comes from selected Internet material

Table 1 shows main overseas High-speed Rail projects built by China High-speed Rail from 2009 to 2015, it also shows the great contribution brought by the incorporation of CNR and CSR to promote China Railway High-speed towards international market.

Table 2 reflects the major high-speed rail projects for China Railway High-speedway companies bidding overseas from 2016 to 2018. It can be seen from this that the China Railway High-speedways will then accelerate their entry into the markets of developed countries.

TABLE II. THE MAJOR HIGH-SPEED RAIL PROJECTS FOR CHINA RAILWAY HIGH-SPEEDWAY COMPANIES BIDDING OVERSEAS FROM 2016 TO 2018

Major countries	Project name	Bidding time	Mileage	Contract figure (a hundred million dollars)	Bidding status
Singapore	Malaysia-Sinapore High-speed Rail project	2016	340	112	High probability to win the bidding
The United States	California High-speed Rail project	2016	832	680	Facing distractions and disturbances
The United Kingdom	HS2 high-speed rail project	2017	539	510	Facing distractions and disturbances

Source of data comes from selected Internet material

#### IV. COOPERATIVE STATUS OF CHINA-INDONESIA YAWON HIGH-SPEED RAIL

Although Turkey's Ankara-Istanbul High-speed Rail Period II (An-Yi High-speed Rail Period II) is the earliest signed Sino-foreign high-speed railway cooperation projects, the standard adopted is European rather than Chinese. Not only has China-Indonesia Yawon high-speed Rail project fully adopted the technologies, standard and equipment of China and its high-speed rail, but China has also participated entirely in the processes of the project like design, reconnaissance, construction, operation. Therefore, Yawon high-speed rail project could be regarded as "the first overseas order" of China Railway High-speed, which has strong representativeness and research value.

##### A. The General Situation of Yawon High-Speed Rail

Yawon High-speed Rail is a high-speed railway linking the Indonesian capital Jakarta to Bandung, the total length of the line is 142.3 kilometers, the design speed is 350 kilometers per hour, with 3-year (2016-2019) construction period. The operating time for each trip would approximately be 40 minutes after its completion, there would be 4 stations across the line and the ticket fares approximately would be US\$ 14.68. There are around 30 million residents are along the line. China-Indonesia High-speed Rail Joint Venture (PT Kereta Cepat Indonesia-China, KCIC) assumes the construction, operation and management of the Yawon High-speed Rail, the Indonesian side owns 60% holdings and the Chinese side holds 40%.The total investment of Yawon High-speed Rail is US\$5.135 billion. The China Development Bank (CDB) will

provide low-interest financing for 75% of the total investment. The loan period is 40 years and the grace period is 10 years. The franchise of the China-Indonesian High-speed Rail Joint Venture (KCIC) began on May 31, 2019 and would last for 50 years. After the end of the franchise, the Indonesian government will operate the franchise.

##### B. The Cooperation History of Yawon High-Speed Rail

The high-speed bids of Yawon high-speed rails were twists and turns, during which the intense competition between China and Japan attracted Chinese and foreign media to report. Until October 16, 2015, the Chinese enterprise consortium and the Indonesian state-owned enterprise consortium formally signed an agreement, marking that China officially won the Yawon high-speed rail project. The detailed cooperation history of this project could be found in Table 3.

TABLE III. THE COOPERATION HISTORY OF YAWON HIGH-SPEED RAIL

Time	Event
2011	Japan provided a feasible research plan of Yawon high-speed rail to Indonesia
2014.11	Joko Widodo, president of Indonesia, came to China for APEC conference and was met by President Xi Jinping, during which Joko was invited to experience the Beijing-Tianjin Intercity High-speed Rail
2015.03.26	Joko Widodo, president of Indonesia, visited China and signed <i>Memorandum of understanding for Jakarta (Indonesia)-Wanlong(China) high-speed rail cooperation in Beijing.</i>
2015.4.22	President Xi Jinping paid a visit to Indonesia and attended the 60th anniversary of the Asian-African Conference, presidents of two countries signed <i>Arrangements for the development of the Jakarta-Bandung high-speed railway project in Jakarta.</i>
2015.8.10	Xu Shaoshi, Minister of Land and Resources of China, met with Indonesian President Zoko as a special representative of President Xi Jinping and submitted a feasible plan report on China's construction and operation of the Yawon High-speed rail
2015.10.16	The China Enterprise Consortium and the Indonesian State-Owned Enterprise Consortium formally signed an agreement, marking that China has officially won the Yawon High-speed Rail project;
2016.1.21	Yawon High-speed Rail held the groundbreaking ceremony;
2016.3.16	Indonesia's Ministry of Transportation gave the franchise of the China-Indonesian Yawon High-speed Rail to KCIC, which will begin on May 31, 2019 and will last for 50 years. After the end of the franchise, the Indonesian government will operate the franchise. It provided an important legal guarantee for the construction and operation of the Yawon High-speed Rail.
2016.3.24	FiThe 5-km pilot section of the Yawon High -speed Rail achieved full-scale construction. This is the first time that China's high-speed railways have gone abroad with entire industrial chain.

Source of data comes from selected Internet material

##### C. Motivation of Yawon High-speed Rail cooperation

The high-speed bids of Yawon high-speed rails were twists and turns, during which the intense competition between China and Japan attracted Chinese and foreign media to report. Until October 16, 2015, the Chinese enterprise consortium and the Indonesian state-owned enterprise consortium formally signed an agreement, marking that China officially won the Yawon high-speed rail project. The detailed cooperation history of this project could be found in Table 3.

###### 1) China

Firstly, "Going Global strategy" of China Railway High-speed has been raised up to a national strategic level. Leaders of China and CCP have been promoting China Railway High-speed several times during diplomacy and developing the diplomacy about High-speed rail.

Secondly, China Railway High-speed owns advanced technology and excellent compatibility. The development of China's High-speed rail is on the basis of introducing, digesting and absorbing advantages of French Alstom, German Siemens, Japan's Kawasaki Heavy Industries, and Canada's Bombardier, having integrated innovation advantages. It increased the compatibility of China High-speed Rail.

Thirdly, China High-speed Rail is cost-effective. Costs of China Railway High-speed construction are lower than that of other developed countries' high-speed rails. According to the World Bank's research report in July 2014, the construction cost of high-speed rail in China with a speed of 350 kilometers per hour is 129 million yuan per kilometer. The construction cost of high-speed rail in China with a speed of 250 kilometers per hour, however, is 0.87 billion yuan per kilometer. The estimated cost of the recent high-speed rail project in Europe is shown in Table 4. It can be seen that the construction cost of China Railway High-speed is much lower than that of European countries. In terms of operating fares, China's cost is still lower than other major high-speed rail countries. In the absence of high-speed rail fares in China, CRH trains operating at speeds ranging from 200 to 250 kilometers per hour have a fare of 0.28 yuan/km. The high-speed CRH trains operating at speeds of 300 to 350 kilometers per hour have a fare of 0.48 yuan/km. This fare is only one-fourth to one-fifth of that of major high-speed rail countries such as Germany (about 2.11 yuan), France (1.5 to 1.95 yuan) and Japan (1.8 to 1.93 yuan). See Figure 1. The total cost of China's construction of high-speed railways is 5,135 million U.S. dollars, while the total cost of building high-speed railways in Japan is 6.2 billion U.S. dollars.

TABLE IV. ESTIMATED COST OF THE RECENT HIGH-SPEED RAIL PROJECT IN EUROPE (YEAR 2012)

High-speed rail project	length (km)	The approximate cost of construction per kilometer	Completion date
Cordoba-Malaga (Spain)	155	\$27 million ¥ 170 million yuan	2007
Madrid-Barcelona-Figueras (Spain)	749	\$29 million ¥ 180million yuan	2008
Paris-Strasbourgto (France)	300	\$31million ¥ 200million yuan	2007
Madrid-Valladolid (Spain)	177	\$39million ¥ 250million yuan	2007

Source of data: Texas A&M Transportation Institute (2013) based on US Government Accountability Office (2009)

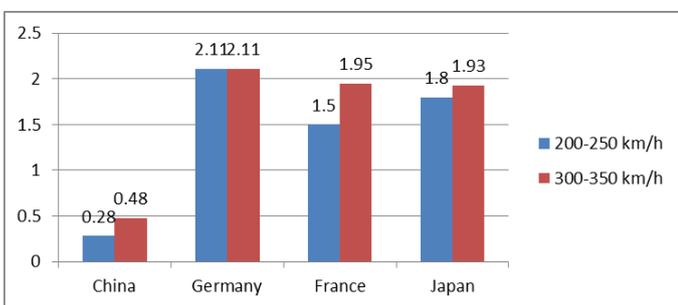


Fig. 1. Comparison of High-speed Rail Fares between China, Germany, France and Japan (Units: yuan/km)

Fourthly, the construction period of China High-speed rail is short. The construction plan for China's construction of the Yawon high-speed railway started in 2016 and will be opened in 2019 with a construction period of 3 years. The construction

plan of Japan's Yawon High Speed Rail started in 2017 and will be operational in 2021 with a construction period of 4 years.

2) *Indonesia*

Firstly, Indonesia is the fourth most populous country in the world, whose GDP ranked 16th in the world in 2014. According to the prediction of McKinsey Consulting, Indonesia will become the world's seventh largest economy in 2030, and will be ranked ahead of the UK and Germany in 2030. It provides an important economic guarantee for the construction and operation of the Yawon High-speed Rail.

Secondly, since the Southeast Asian financial crisis in 1997, the contribution rate of transport infrastructure to Indonesia's GDP has been declining year by year, from 8% in 2016 to 2.1% in 2011. The backward infrastructure of Indonesia has become a major constraint to its economic and social development.

Thirdly, Indonesia's financing capacity is relatively weak. It is estimated that between 2015 and 2019, Indonesia will need 450 billion U.S. dollars to fund the government's infrastructure construction plan. However, through the national budget, the government can only provide about 50% of the required funds. China's strong financing capacity is complementary to it.

D. *Impact of Yawon High Speed Rail Cooperation*

At first, the cooperation of Yawon High-speed Rail can improve China's soft power and international influence. High-speed rail is a representative of China's advanced technology products and an important component of China's soft power. The cooperation of Yawon High-speed Rail is conducive to further enhancing China's soft power. China's exports of high-speed rail technology are more cost-effective than competitors and have a shorter construction period, which will surely enhance the international image of China's "science and technology power".

Secondly, Yawon High-Speed Rail Cooperation will promote Indonesia's economic development and increase employment opportunities for the people. Yawon High-speed Rail does not require Indonesian government guarantees for investment and financing, it does not use the Indonesian state budget, use of local raw materials would be 50%, and 39,000 jobs would be added to Indonesia.

Thirdly, as the largest ASEAN country, Indonesia has a major influence in Southeast Asian countries. If China successfully completes the Yawon High-speed Rail project, it will have a positive role in demonstrating high-speed rail cooperation between China and other ASEAN member countries.

Fourthly, the cooperation of the Yawon high-speed rail will help to consolidate China's relations with Indonesia's countries and help crack the predicament of ASEAN member states such as Vietnam and the Philippines in attempting to fight China through the form of a group. At the same time, China has strengthened its solidarity and strategic initiative in solving the South China Sea issue.

### *E. Prospects of Yawon High-speed Rail Cooperation*

Firstly, "Going Global strategy" of China High-speed rail exists problems itself. Yawon High Speed Rail is the first full-scale industrial chain of China's high-speed rail to go abroad. Therefore, China's high-speed rail is lacking in the experience of building and operating overseas high-speed rails and handling emergencies. For example, China High-speed Rail has experience in constructing and operating high-speed railways in cold and high altitude areas, tropical monsoon climate belts, and karst geomorphological belts, but it still lacks in anti-seismic technology, while Indonesia is located in seismic belts. The lack of this technology is not conducive to the smooth construction and operation of the high-speed railways.

Secondly, the competition between China High Speed Rail and the Japanese Shinkansen is fierce. The world's first commercial high-speed railway was born in Japan. Japan's Shinkansen has comparative advantages in safety records, punctuality rates, and anti-seismic detection technologies. In particular, Japan's high-speed rail has strong earthquake resistance, and it has obvious advantages in preventing earthquakes and reducing earthquake damage. This is very valuable for Indonesia with similar quantity of earthquakes.

Thirdly, the Indonesian economy is relatively underdeveloped, the internal political situation is unstable, the terrain is fragmented and it is easily plagued by ethnic conflicts, which will certainly affect the expected revenue of the Yawon High Speed Rail. First of all, the Zoko government "Asaka Onodera" whose government was hampered by opposition parties and Yawon High Speed Rail may be the victim of party struggles. Secondly, Separatism and terrorism in Indonesia threaten the construction and operation of the Yawon High Speed Rail. Thirdly, the areas along the high-speed rail line along the Yawon high-speed rail line and China have not been comparable in terms of economic vitality, population density, and consumption levels. This has caused Indonesian people to be suspicious of the profitability expectations of the Yawon High-Speed Rail. Finally, frequent earthquakes will also threaten the safety of the Yawon High-speed Rail and affect future earnings.

Fourthly, the South China Sea dispute and the "China threat theory" may severely reduce political mutual trust between China and Indonesia and arouse national sentiments in Indonesia, thus ruining the cooperation of the Yawon High-Speed Rail.

### **V. COUNTERMEASURES OF CHINA RAILWAY HIGH-SPEED "GOING GLOBAL STRATEGY"**

From the above analysis of the cooperation of Yawon High-speed rail between China-Indonesia, it is not difficult to see that although China's high-speed rails have achieved impressive results, there are still quite a few problems. The following countermeasures are proposed in this paper:

Firstly, China should continue to deepen high-speed rail diplomacy and strengthen bottom-up exchanges. Our leaders should continue to seize all diplomatic opportunities to "promote" China Railway High-speed, and invite leaders from

all over the world to visit and experience China Railway High-speed during their visit to China to enhance the visibility and influence of China Railway High-speed in the world. National relevant ministries (such as the Ministry of Commerce) may hold high-speed rail training seminars on a regular basis, and invite middle and high-level technical officials from relevant ministries and government agencies of the target countries and key officials of relevant Chinese institutions and enterprises to participate in the seminars, so that the "major force" would establish long-term friendly relations and promotes future cooperation. At the same time, China should increase its propaganda for the realization of profitable high-speed railway lines in order to strengthen the confidence of the target countries in cooperating with China and reduce internal doubts and resistance.

Secondly, China's high-speed rails should select partners carefully while implementing "Going Global strategy". High-speed rail is a "strategic" project for any target country. Affected by country factors and project itself, the effective market has become much too limited. The reasonable choice of the target country can help China find the real driving force of interest, build a community of interests, take advantage of the situation, reduce project resistance, and win reasonable contract conditions. While choosing the target country, the following references are given in this paper: economic development level, resource endowments, sound legal system, political and economic friendly level in China, the stability and political orientation of the ruling party, the geopolitical environment, and China's strategic consideration of the target country.

Thirdly, China should accelerate the cultivation and use of overseas elites in the high-speed rail field. The lack of international engineering management personnel is the root cause of many problems in the process of China Railway High-speed "Going Global strategy". International engineering management talents belong to compound, outward-oriented and pioneering senior management talents. Therefore, due to the current situation, it is recommended to periodically organize relevant management personnel and translators in China and target countries to provide high-speed train knowledge training and professional foreign language training, and organize the management personnel of target countries to conduct contract, legal and investment and financing training.

Fourthly, China should continue to optimize relevant standards for high-speed rail in China, increase basic investment and positive innovation, and further increase the "cost-effectiveness" of high-speed rail in China. At the same time, we will strive to achieve early breakthroughs in missing and developing areas such as earthquake warning systems.

Fifthly, China should continue to promote the internationalization of High-speed Rail standards in China. It is suggested that China speed up the construction of a demonstration high-speed rail project. This demonstration high-speed rail project is not only reflected in domestic high-speed railway lines, but also reflected in high-speed railway lines abroad, and it is necessary to strive to win the approval of more countries that have no systematic high-speed rail standards. In this way, China will build a high-speed rail internationalization standard system.

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