

the industry in its recovery from the recession.

Catalyzing new capital to support 'greening' buildings is another of the Carbon War Room's early battles against climate change – and one of the biggest opportunities. More than 70 percent of all carbon emissions come from buildings. That's why, besides planning new buildings that make environmental sense, we must refurbish outdated structures.

This requires accessible financing from national and local governments, possibly new legislation and a raft of new entrepreneurs to design and refit the buildings.

CITY SMARTS

Many mayors are taking the lead in creating entrepreneurial opportunities to help their cities become greener.

In February, for example, Vancouver as host to the Winter Olympics, focused on meeting its carbon-reduction goals by kick-starting a process to encourage investment in building improvements. Vancouver, and other innovative cities, will work with the Carbon War Room and a group of partners to look at how to bring about the changes needed to create a city for the future.

The last 40 years have brought great progress in information technology, software and computing, and many fortunes have been made.

I believe the next 40 years will see great progress in the clean, green sector, a host of new fortunes made and the creation of a more equitable, cleaner and safer world. ■

Managing in China

msl - michael sing lawyers director of Asian Business, Sharon Wang, provides some useful hints on how to do business successfully in China.



Sharon Wang.

By Sharon Wang

A simple, yet important, part of doing business in China is addressing the Chinese person you are meeting with properly.

Address people using their official titles such as 'General', 'Committee Member', or 'Director' whenever possible. It is customary to address the deputies by skipping the word 'deputy' such as, 'Chief' for 'Deputy Chief', 'Chairman' for vice chairman and 'General Manager' for assistant general manager.

For business purposes, it is traditionally acceptable to call a Chinese person by the surname, together with a title, such as 'Director Wang' or 'Chairman Li'. Avoid using someone's given name unless you have known him or her for a long period of time.

If a person does not have a professional title, address a person using his or her family name only, such as Mr Chen or Ms Hsu. Formality is a sign of respect, and it is advisable to clarify how you will address someone very early in a relationship, generally during your first meeting.

Before your visit, it is worthwhile to know some aspects of Chinese culture, history, and geography, for your hosts will appreciate your initiative. It is a

good idea to make an effort to learn and use a few words in Chinese.

Your initiative will be noticed and appreciated. Make sure you know the meaning and appropriate occasions for what you say.

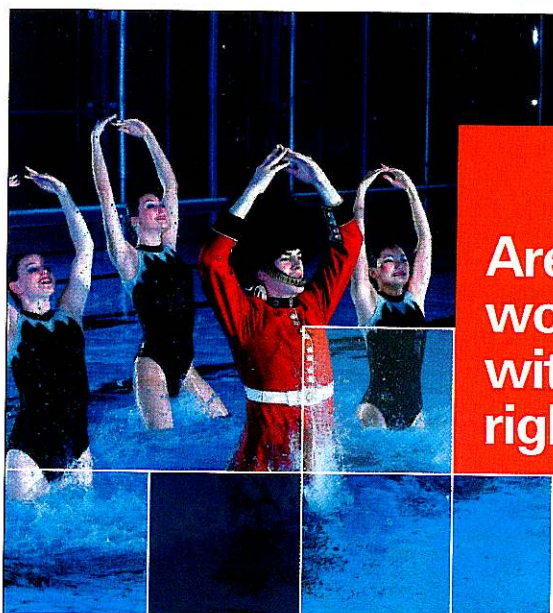
You can make general inquiries about the health of another's family, such as "are all in your family well?"

During a meal, expressing fondness for the food you are eating is a welcome, and usually an expected topic of conversation. 'Small talk' is also considered especially important at the beginning of a meeting.

Acknowledge the most senior person in a group first. Try, as well, to refrain from looking straight into the eyes of your Chinese colleague. This is particularly offensive during a meeting and will offend your Chinese colleagues' feelings. An offense or insult is a proven formula for failure of the meeting.

• *Fluent in Mandarin and Cantonese, Sharon Wang brings extensive expertise to msl's Asian Business services, in particular in the areas of corporate law and property. She is adept at assisting business to break into this market, which can be difficult without the right contacts and local knowledge.*

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