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September 30, 2007
Issue 189

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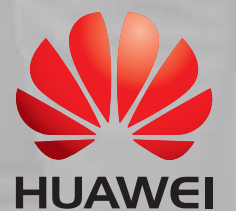
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- Huawei to Deploy First Commercial WiMAX 16e-based Network for Saudi Telecom in Mideast
- Our Stars in Latin America
- A Domain Expert Shares His Best Practices

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Reach for the sky and
transform your vision into reality.
Realize Your Potential

Just as the idea of taking flight can become a reality, Huawei helps you realize your bigger business goals. We deliver results by listening to your needs and responding with fast product and solution implementation.

As a leading provider in 3G, mobile softswitch, IMS, IP DSLAM and optical networks, Huawei has deployed its solutions in over 100 countries, serving over a billion users worldwide. Many of the world's leading telecom network operators are now enjoying the benefits of our expertise.

So let Huawei unleash your potential and help you quickly soar to greater success.

Contents

Our Stars in Latin America

My Dutch Colleague Mr. Martin van den Hoorn

Available In-house Free of Charge

目　录

域专家分享最佳实践

泰国TrueMove 3G研讨会

肯尼亚之旅，浪漫之花绽放

Huawei Successfully Deploys MSCG for Qatar Telecom

Doha, Qatar, July 27 – Huawei today announced that Huawei has successfully deployed the ME60, a Multi-Service Control Gateway (MSCG) product for Qatar Telecom (Qtel), helping the operator to provide all its broadband subscribers with abundant and reliable services. In the future, all Qtel's Internet services will be migrated, step by step, to the ME60 platform.

By deploying the ME60, Qtel is building up a secure, reliable, operable and full-service Ethernet network with good quality of service (QoS) assurance and will be able to provide its customers with a large number of carrier-class services.

"We are glad to have this opportunity to cooperate with Qtel," said Yao Fuhai, senior vice president of Huawei. "Huawei is focused on the telecoms market in the data communication field, and we deeply understand the requirements of our customers. We hope to bring a carrier-class high-reliability IP network to Qtel and to help provide its subscribers with more and better services through our cooperation."

Qtel is a large operator in the Middle East undergoing telecommunications transformation. After half a year of conducting strict tests on equipment and solutions from worldwide major vendors, Qtel selected Huawei's MSCG product, ME60, for its high reliability and multi-service bearing capability.

About Qatar Telecom

Qtel is Qatar's exclusive telecommunications provider and one of the largest public companies in the country with around 1,900 employees. The company was successfully floated on the Doha Securities Market (DSM) in 1998, and subsequently listed on the London Stock Exchange in 1999, the Bahrain Stock Exchange in 2001 and the Abu Dhabi Securities Market in 2002. Qtel provides a range of telecommunications products including national, international, mobile GSM, Internet and cable television services. Creating value for Qtel's shareholders by combining the latest products and services with superior customer service is our strategic vision within Qatar's modernizing and rapidly-growing economy. We are currently seeking international investment opportunities as well as executing an extensive transformation program to develop our advanced telecommunications network and achieve world-class operational efficiency.

Huawei Successfully Deploys Asia Pacific's First Commercial HSUPA Network for StarHub in Singapore

Singapore, Aug. 27 – Huawei today announced that it has successfully deployed Asia Pacific's first commercial High-Speed Uplink Packet Access (HSUPA) network for StarHub, one of Singapore's leading info-communications companies.

Awarded to Huawei in February this year, the expansion of StarHub's 3G network to high-speed packet access (HSPA) involved the installation of over 1,000 next generation Distributed Node B base stations across the island state. Huawei's innovative distributed Node B solution features small, light weight and easy-to-install units, which significantly reduces an operator's operating expenditure. During the project deployment phase, Huawei engineers ensured smooth implementation and achieved an average of about 100 Node B unit installations per week.

Following the commercial launch of its nationwide mobile broadband network, StarHub can now deliver a better user experience over the existing 3G and HSPA (both HSDPA and HSUPA) offerings. With local access of up to 7.2Mbps downstream and up to 1.9Mbps upstream, these specifications far exceed current 3G mobile broadband speeds of up to 384Kbps, as well as other offerings in the Singapore market.

Mr. David Storrie, Head of StarHub's Network and Wholesale Services, said, "As a strategic partner, Huawei has enabled us to deliver a customized HSPA service to our customers quickly and efficiently. We hope to continue our close relationship with Huawei as we enhance our mobile network over the years."

StarHub has begun retailing Huawei's E270 USB 3.5G Modem in Singapore. The modem is designed to fully realize the potential of high speed mobile data access experience, anytime and anywhere. The stylish multi-mode E270 supports HSUPA/HSDPA/UMTS/EDGE/GPRS/GSMS, with downlink speed of up to 7.2 Mbps and uplink speed of up to 1.9Mbps.

Huawei to Deploy First Commercial WiMAX 16e-based Network for Saudi Telecom in Mideast

Riyadh, Saudi Arabia, Aug. 28 – Huawei announced that Saudi Telecom (STC), the largest telecom service provider in Saudi Arabia, has selected Huawei to deploy the first WiMAX 802.16e-based network in the Middle East, covering major cities including Riyadh, Jeddah and Dammam.

Under this agreement, Huawei will design and deploy an end-to end WiMAX 802.16e network including Base Station, Access Service Network Gateway, Network Management System, as well as an Authorization, Authentication and Accounting system. Huawei's end-to-end WiMAX solution integrates the most advanced technologies such as orthogonal frequency division multiple access (OFDMA) and multiple-input multiple-output (MIMO), enabling high-quality network coverage and bandwidth capacity. The distributed base station supplied by Huawei is easy-to-install, featuring easy site acquisition and fast rollout. The WiMAX 802.16e-based network features high-quality network coverage and bandwidth capacity satisfying STC's needs to accommodate an increasing number of broadband subscribers.

"We enjoy a longstanding relationship with Huawei cooperating in different technology fields such as GSM and WCDMA," commented Bandar M. Al Qafari, general manager of STC's Network Department. "Huawei has the experience and technology advantages in the WiMAX field and its WiMAX 16e solution enables the next generation network evolution. Huawei has successfully delivered more than 5,000 wireless projects, and I'm confident that it will provide us with an excellent network that will allow us to provide wireless broadband access service to our subscribers."

"We are proud to be contributing to the development of STC's broadband access field, strengthen our strategic cooperation with it," said Wang Jiading, vice president of Huawei North Africa & Middle East. "STC trusts Huawei's cutting-edge technology and continuous commitment to innovation in the WiMAX field. Huawei will continue to support its customers in maintaining market leadership."

As a leading WiMAX solution provider, Huawei actively promotes the development of WiMAX and has more than 600 engineers engaged in WiMAX R&D. Huawei is an important member of the WiMAX Forum and IEEE standard organization, and owns a number of essential patents in WiMAX technology. Based on its experience in both mobile and IP fields, Huawei provides tailored solutions for fixed and mobile operators such as fast-to-deploy networks that provide broadband access services, VoIP and data services for their customers.

Huawei Constructs All-IP Network for QSC in Germany

Berlin, Germany, Aug. 28 – Huawei today announced that it has accomplished the installation of its multi-service control gateways (MSCG) ME60, on the all-IP network of Germany's leading telecommunications provider QSC AG.

The ME60 is a next-generation multi-service edge solution designed to meet the challenges in the transformation toward a customer-centric all-IP architecture network for multi-play applications. The ME60 offers a perfect QoS mechanism to help QSC deploy services more quickly at highly reliable levels and achieve intensive service operations. It also provides QSC with a unified operation platform for services and applications, reducing the capital and operational expenditure of its broadband network. After a strict test and selection process, QSC chose Huawei as a partner to build its all-IP network.

QSC is one of the leading fixed network carriers in Germany. Its broadband network is accessible nationwide in Germany and offers voice and data services to business and private customers. QSC also provides other carriers and internet service providers with wholesale services.

In 2006 QSC founded Plusnet GmbH & Co. KG. This "network manufactory", now a joint venture between QSC and TELE2, plans, builds and operates QSC's next generation network.

"Huawei owns advanced technologies and rich experience in the telecoms market in the data communication field, and our cooperation with Huawei on MSCG is a good start. We will join hands with Huawei to provide higher-quality service experience for our users," said Mr. Eivind Dugstad, Managing Director Plusnet GmbH & Co KG.

"We are pleased to see Huawei MSCG devices recognized by leading European carriers such as QSC," commented Chen Junhua, president of Huawei's data communications product line. "Huawei's data communications product line has always been devoted to serving the needs of carrier markets by offering its vast technology resources and extensive network construction experience to customers. Huawei will continue to focus on customers' demands and help QSC build operable, maintainable and manageable broadband networks."

Mobinil Secures Egypt's Mobile Future with New Core Network

Cairo, Egypt, Sept. 2 – The Egyptian Company for Mobile Services (Mobinil), Egypt's leading mobile service operator, and Huawei Technologies, a global leader in providing next-generation telecommunications networks, are celebrating the benefits of their successful long-term collaboration in core network services.

Founded in 1998 as the first GSM operator in Egypt, Mobinil has captured the no. 1 position in the Egyptian market with an expansive range of mobile services and a network stretched to cover the far-flung corners of the country. Mobinil has been focusing on constructing the perfect business model that would enable them to sustain their market leadership.

As part of its plans to expand and upgrade its existing network to meet future demand, Mobinil has decided to adopt the softswitch solution in constructing its mobile core network due to the solution's cutting edge technology, profitable returns and investment protection. As the first equipment supplier to introduce Softswitch technology into commercial 2G/3G mobile core network construction, Mobinil has selected Huawei for the provision of its core network.

"The modernization of our network is part of our relentless efforts for improving customer satisfaction and enhancing the competitiveness of network performance. Huawei is meeting our sophisticated requirements, and its advanced solutions provide a perfect integration of advanced technology and market demands," commented Alex Shalaby, president and CEO, Mobinil.

Mobinil has been joining efforts with Huawei since 2005, where they started to work on softswitch trials in Egypt and finished the first call on this trial mobile network during this period. Mobinil signed the commercial contract with Huawei in 2006 to expand the network capacity to support five million more customers.

"Offering the richest experience and highest service standards to our customers in Egypt is our mission, and Huawei is a reliable partner helping us to achieve this optimum mission," said Hervé Suquet, chief operating officer of Mobinil.

According to the latest study from In-Stat, the leading research firm, Huawei is the market leader and propellent of Mobile Softswitch. Huawei Softswich technology is currently serving more than 370 million subscribers of more than 100 mobile service providers and was the first vendor to deploy the separate-architecture Mobile Softswitch (Etisalat, UAE in 2003).

Huawei Softswitch Certified by CableLabs®

Shenzhen, China, Sept. 7 – Huawei announced that it has received the CableLabs® Certified® designation for its SoftX3000 softswitch after passing the PacketCable™ 1.0 specification tests for a Call Management Server (CMS). This certification means that Huawei's softswitch has demonstrated interoperability with other CableLabs' certified devices.

Huawei softswitch, a worldwide leader in the telecommunications industry, has successfully passed the 63 compulsory test items and demonstrated compliance with 600 specification requirements. Acting as a CMS, Huawei's softswitch supports the wide range of cable modems and telephone adapters used by cable operators to provide advanced voice services.

Xinyu Zhang, vice president of Huawei's Core Network product line, said: "We are pleased to have successfully passed the stringent tests of CableLabs. The combination of Huawei's understanding of cable protocols and our extensive design capabilities, will provide mature, flexible, and compatible solutions for cable operators who are developing leading-edge voice, data, and multimedia services. Huawei softswitch, along with global cable television operators, will bring exciting new capabilities to users and help the operators achieve more business success."

Huawei works with the world's leading service providers to build the largest and most robust all-IP networks in the world and continuously introduces advanced solutions to customers. Huawei softswitch for fixed-line service providers supports more than 91 million ports in over 60 countries and regions, including the UK, Germany, the USA, Russia, Portugal, Spain, the United Arab Emirates, Brazil, and China.

Huawei Selected by Warid to Deploy IMS in Uganda

Shenzhen, China, Sept. 10 – Huawei announced that Warid Group (Warid), a fast-growing mobile service provider in South Asia and Africa, has selected Huawei to deploy an advanced IMS (IP Multimedia Subsystem) system in Uganda. Huawei will construct the IMS core network and integrate it with the WiMAX access network, helping Warid to offer VoIP and IP-based multimedia services.

Under the agreement, Huawei will also provide GSM network components, wireless base stations, a VAS (Value-Added Service) platform, long-distance/international gateway offices and the IP bearer network to help Warid build a future-oriented all-IP network.

Warid is one of the first service providers in the world to offer IMS over WiMAX. By providing wireless access to data and voice services, Warid will be able to quickly provide customers with the advanced services they demand. A wide range of services will be provided to both business users and consumers, including voice, IP Centrex, multimedia communications, prepaid and other value-added services. By leveraging Huawei's innovative technologies, Warid will also be able to deploy advanced Fixed-Mobile-Convergence (FMC) services to attract more subscribers, and improve its competitive edge without having to make additional investments.

In the short term since the contract was signed, progress on the project has been excellent, with the Core/IMS equipment installation nearing completion. The first IP call was made over the IMS network on September 3, 2007.

"We're expecting more than that. Huawei as the mainstream equipment supplier provides us with innovative industry core solutions, which we believe will keep us always one step ahead on both technologies and networks," said Mr. Bashir Tahir, CEO of Warid.

Ding Yun, vice president of Huawei, commented, "Sophisticated services providers like Warid are seizing opportunities to bring the benefits of FMC to new markets. Huawei is excited to be part of this effort. Our IMS products are successfully deployed in both large and small networks and are rapidly proving the value of this architecture. Our total commitment to customer partnership means that Warid is ensured of having a network for the future."

Bharti Airtel Signs US$150 Million Managed Network Deal with Huawei

Colombo, Sept. 18 – In its endeavor to offer world-class mobile services and products to customers in Sri Lanka, Bharti Airtel Lanka Private Limited, a subsidiary of Bharti Airtel Limited, one of Asia's leading integrated telecom services companies, today announced that it has signed a managed networks deal for its Sri Lanka operations with Huawei. The three-year deal is valued at approximately US$150 million and includes telecom applications and software. With the network deal in place, customers in Sri Lanka can look forward to a host of innovative products and services at an affordable price from Airtel's vast portfolio.

The latest custom-built technology from Huawei is expected to reduce Bharti Airtel's total cost of ownership (TCO), as well as enhance its competitive edge. Specifically, Huawei's Distributed Node B will enable Bharti to deploy the network faster and more cost-effectively.

Bharti Airtel, rated among the best performing companies in the world in the BusinessWeek IT 100 list 2007, was recently awarded the license to provide 2G and 3G mobile services in Sri Lanka. Under the agreement, Huawei will deploy and manage Airtel's core network, Node-Bs and BTSs and comprehensive end-to-end 2G/3G network solutions.

According to Mr. Sanjay Nandrajog, Executive Director, International Operations & Managed Services, Bharti Airtel, "Bharti Airtel is committed to creating a state-of-the-art mobile network and offering world-class and affordable 2G and 3G services to customers in Sri Lanka. Huawei has established credentials as a global company producing high quality products and solutions. We are delighted to be partnering with Huawei in this endeavor of ours."

Mr. Max Yang, CEO, Huawei India said, "We are extremely proud and happy to partner with Bharti Airtel who pioneered the telecom revolution in India and continues to contribute immensely to the remarkable growth of the telecom sector. We look forward to continuing this strategic partnership with Bharti Airtel by providing innovative and customer-oriented solutions and services including wireless solutions."

About Bharti Airtel Limited:

Bharti Airtel Limited, a group company of Bharti Enterprises, is Asia's leading integrated telecom services provider with an aggregate of 46.76 million customers as of end of July 2007, consisting of 44. 76 million mobile customers. Bharti Airtel has been rated among the best performing companies in the world in the BusinessWeek IT 100 list 2007.

Bharti Airtel is structured into three strategic business units – Mobile services, Broadband & Telephone (B&T) services and Enterprise services. The mobile business provides mobile & fixed wireless services using GSM technology across 23 telecom circles. The B&T business provides broadband & telephone services in 94 cities. The Enterprise services provide end-to-end telecom solutions to corporate customers and national & international long distance services to carriers. All these services are provided under the Airtel brand. Airtel's high-speed optic fibre network currently spans over 40,000 kms covering all the major cities in the country. The company has two international landing stations in Chennai that connects two submarine cable systems - i2i to Singapore and SEA-ME-WE-4 to Europe. For more information, visit www.bhartiairtel.in .

Orange Awards Huawei UMTS/HSPA Contract in Poland

Warsaw, Poland, Sept. 19 – Huawei announced that it has been awarded a UMTS (Universal Mobile Telecommunications System)/HSPA (High-Speed Packet Access) contract by PTK Centertel, Orange Poland. This contract reaffirms Huawei's position as a significant 3G supplier to PTK Centertel, with a 50 percent share of the operator's UTRAN (UMTS Terrestrial Radio Access Network).

Over the next three years, Huawei will deploy its new generation Node B solution across Poland's major cities. Huawei's new generation Node Bs support full-performance HSDPA, HSUPA (High-Speed Uplink Packet Access), and IP RAN (IP-based Radio Access Network). As a result, customers are expected to get better access to the latest 3G services and mobile Internet.

"We believe that Huawei can enable us to implement the most modern telecommunications technologies and provide high quality networks and services, whilst significantly reducing the total cost of ownership," said Grazyna Piotrowska Oliwa, chairman & CEO, PTK Centertel. "This contract recognizes Huawei's commitment to helping PTK Centertel to achieve its strategic objectives."

"Huawei already works with Orange around the world, providing both mobile and core networks," said William Xu, president of Huawei Europe. "Having already started UMTS/HSPA projects on behalf of Mobistar (FT Group) and Orange Romania, we are delighted to further strengthen our relationship, by commencing with this contract in Poland."

"Huawei is committed to fast delivery and excellent service – and it is these qualities, I believe, that are leading us to become Orange's provider of choice," continued Xu.

About PTK Centertel

PTK Centertel Sp. z o.o. is one of the major mobile network operators and owner of the "Orange" brand, which owned by Telekomunikacja Polska, the flagship of France Telecom group in Poland. PTK Centertel focuses on showing how technology can improve human lives and stresses the person. The brand's main theme is "Future is bright, future is Orange". Orange reflects optimism, joy, freedom, simplicity and honesty.

Huawei Strengthens Ties with EMOBILE
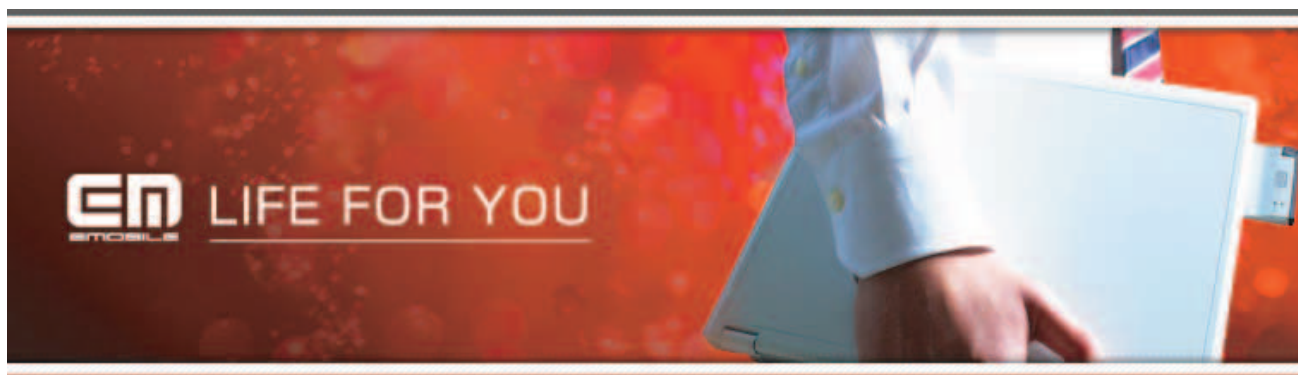
Japan, Sept. 24 – Huawei today announced that it has sealed a network expansion contract with EMOBILE, following the commercial launch of Japan's first IP-based HSDPA radio access network for the operator.

Under the new agreement, Huawei will provide EMOBILE with advanced High Speed Packet Access (HSPA) technologies and expand the network to cover vicinity of Tokyo, Osaka and Nagoya. More than 2,300 Distributed Node Bs will be deployed, including the indoor Distributed base station system (iDBS) which will provide EMOBILE with large-scale coverage in Tokyo's subway and business areas.

Apart from lower transmission costs, Huawei's full-performance IP-based HSPA solution has many advantages for operators. For example, the outdoor Distributed Node B units are easy to deploy and the resulting shorter installation period reduces cost of network construction and ensures faster time-to-market.

"Being a global mainstream vendor in the communication field, Huawei can supply us with high quality products which meet the requirements of the Japanese market," stated Mr. Eric Gan, Representative Director, President and COO of EMOBILE, "Huawei's ALL-IP mobile broadband solution provides us with outdoor and indoor coverage and enables us to deliver innovative services to our customers so that we remain the leading provider of high-speed data services in Japan."

"We are glad to support EMOBILE in building the first all-IP mobile broadband network in Japan," said Mr. Yan Lida, president of Huawei Japan. "The signing of the expansion contract represents a strengthening of the strategic partnership between EMOBILE and Huawei. We are focused on creating a customized high quality network for EMOBILE to help it better serve its customers."

Huawei has been working with EMOBILE since July 2006 when EMOBILE selected Huawei as the key partner for its 3G network construction – the first IP-based HSPA network in Japan. In phase one, Huawei has deployed a HSPA network with over 1,000 Node Bs for EMOBILE, covering major cities in Japan including Hiroshima and Sapporo.

About EMOBILE

EMOBILE Ltd. is a competitive, brand-new mobile telecommunication operator established in 2005 as large-scaled independent venture business and launched its service in March 2007. EMOBILE adopts cutting-edge technologies for its network, to offer "high-speed data communications", and is building mobile broadband services supported by the latest "HSDPA". EMOBILE is offering services in Tokyo, Osaka, Nagoya and other major cities in Japan, and is expanding its service coverage very rapidly.

Globalization means different things to different people. For some people, it means the availability of similar products around the world. For others, it means the interconnectedness of people, information and knowledge. For many companies, it means changing the business models to become global companies. When companies, like Huawei, take the globalization journey, it is critical to explain: what globalization means to Huawei, how Huawei is planning to become a global company and how becoming a global company will change the way everyday work is done at Huawei.

Huawei's IFS Program

– The Road to Globalization (I)

The Integrated Financial Services (IFS) Program, launched by Huawei as of June 18, 2007, provides another example of Huawei's commitment to developing a global business model. With the vision to "Become globally recognized for industry leading-edge finance operations", the IFS Program highlights that globalization means striving to enable the integration, automation, optimization and elevation of its finance processes.

This article highlights how the IFS Program continues Huawei's journey to globalization by reviewing the transition to globally integrated companies, introducing key globalization concepts, and describing how IBM, Huawei's partner on the IFS Program, transformed its finance operations to a global business model.

A New Business Model - The Globally Integrated Enterprise (GIE)

Globalization – whether it is in terms of culture, economy, information technology or business models – is about integration. The shape of organizations has changed

significantly over the last 200 years – progressing from the international model, through multinationalism, to operating globally. Figure 1 demonstrates the characteristics of these

Figure 1 – The History of Business Models from International to GIE

- 19th *Century Model*
- Operations, Manufacturing and Headquarters Centered in the "Home" Country
- Sales and Distribution Overseas
- Export Model

- 20th *Century Model*
- Response to Rise in Trade Barriers
- Smaller Versions of Parent Company in Multiple Countries
- Duplication of Functions: Operations, Manufacturing, Sales and Distribution in Overseas Markets
- Gain Tariff-Free Access to International Markets

- Enterprise with Strategy, Management and Operations Globally Distributed
- Operations and Functions Anywhere in the World
- Right Cost, Right Skills, Right Business Environment
- Integrated Resources Horizontally and Globally

three models:

The International business model of the 19th century was supported by operations centered in the home country, with only elements of sales and distribution occurring overseas. Moving into the 20th century and the Multinational model, companies created small versions of themselves in each country. Although this model created duplication of functions, it was a successful model for its time. For IBM, the multinational model allowed the company to grow in overseas markets, gaining understanding of local customer requirements and cultivating local talent.

In the 21st century, organizations are evolving into Globally Integrated Enterprises (GIE) - organizing strategy, management and operations around the integration of production and value delivery worldwide. The term GIE was introduced by Sam Palmisano, CEO of IBM, to describe the transformation IBM went through to be able to deliver first-class business services anywhere in the world.

Sam Palmisano says of IBM's move to a GIE, "We no longer have to replicate IBM from floor to ceiling in every country. We are optimizing key operations in the right places in the world – eliminating redundancies and excess overhead – and integrating those operations horizontally and globally. …This is about doing the right tasks, with the right skills, in the right places."

Under the GIE model, IBM can locate functions anywhere in the world – based on the right cost, skills and environment. Everything is connected and work can move to the place where it is done best. The barriers that used to block the flow of work, capital and ideas are weakening. Globalization is also creating an entirely new set of customers, workforce, competitors and potential partners to IBM.

Competing in a Global Environment

IBM is not the only company capitalizing on the global model. Globalization is bringing rewards for companies in many different industries. American radiologists send x-rays to Australia for interpretation. Customer-service centers in Nova Scotia handle warranty inquiries for shoppers in the United States of America. Procurement centers in Manila process corporate purchasing decisions on behalf of firms big and small around the world. Organizations everywhere are embracing shared business and technology standards that let businesses plug into truly global systems of productions.

China is also impacted by this globally connected business environment. It is estimated that between 2000 and 2003 alone, foreign firms built 60,000 manufacturing plants in China. Some of these factories target the local Chinese market, but others focus on the global market. To enable sustained profitability, Chinese companies must be able to compete with these global companies both at home and abroad.

Globalization Components and the Importance of Global Process Owners

The four Globalization components, presented in Figure 2, highlight the ways that organizations are shifting to a global business model.

Figure 2 – Globalization Components

Integrate   **Automate**   **Optimize**   **Elevate**

- ■ **Integrate:** *Place all resources under one global leader*
- ■ **Automate:** *Eliminate non-value add steps and use tools and technology to streamline the workflow*
- ■ **Optimize:** *Decide where each process is best performed – locally, regionally, globally*
- ■ **Elevate:** *Move resources to higher value-add work to drive further efficiency and effectiveness*
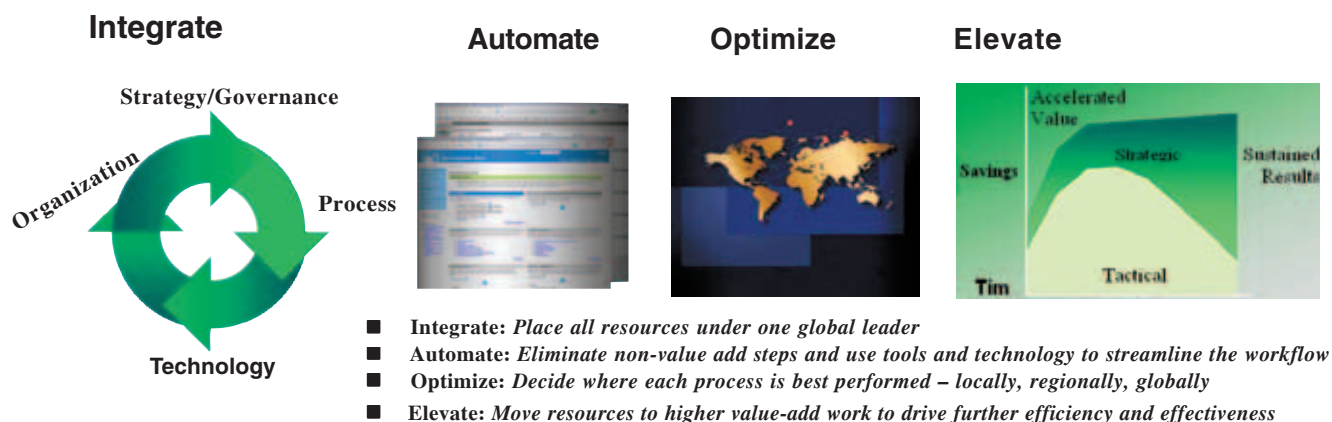
Living Inside China's
Quality Revolution (I)

by Jack Pompeo

China. The word alone conjured up images of distant, mysterious places rooted in strange foreign cultures. So when Huawei Technologies, one of China's largest telecommunications manufacturers, asked me to relocate and help direct its quality initiatives, it was too intriguing an offer to resist.

Huawei is located in Shenzhen, in the southern portion of Guangdong Province on the eastern shore of the Pearl River Delta, neighboring Hong Kong to the south. I've worked there for a year now, and I've gotten over the initial shock of living and working at the epicenter of a nation deeply committed to being the best—the best education, health, living standards and, most important, the best at manufacturing consumer products able to meet and beat Western quality standards.

Huawei has also taken a keen interest in ASQ activities, and in 2005 it adopted ASQ's certified quality engineer (CQE) program. Huawei estimates it will have more than 200 CQEs by the end of 2007, assuming a 60% pass rate. The evolution of China's quality system has always been closely linked with the skilled Chinese workers. Now with the doors of the world open to China, there's little doubt Chinese workers

will soon reach new heights in high-tech product excellence.

China: yesterday and today

The birth of quality methods, as we know them today, began in China with the Zhou Dynasty, which began in the 12th century B.C.[1] Specific governmental departments were responsible for:

- *Production, inventory and product distribution of raw material (supply chain management).*
- *Production and manufacturing.*
- *Formulating and executing standards (quality management).*
- *Supervision and inspection (quality assurance and control).*

These state run departments were well organized and helped establish China's central control over production processes. The system even included an independent quality organization responsible for end-to-end oversight that reported directly to the highest level of government.

The central government issued policies and procedures to control production across China—including production of utensils, carts, cotton and silk—and prohibited the sale of nonconforming, inferior and substandard products. In many ways, that ancient Chinese system continues today to influence quality processes through strong government control over production and quality management systems.

Today's Chinese quality system continues to strongly emphasize tools, methodology and measurement. Also, China still places great importance on key quality management processes, including self-inspection, traceability and recruiting and training of workers.

In ancient China, inspection at various stages by the workers themselves was important in establishing responsibility for quality. Traceability became an effective tool in ensuring quality standards. When a product was found to be nonconforming, the responsible worker was identified and the root causes for the failure evaluated.

Conversely, today's high-tech Chinese telecom industry has taken more central responsibility, both for processes and for quality of work. In contrast to the West, while Chinese workers are highly skilled engineers, many managers believe they lack the critical skills and experience to produce high quality work without close supervision.

Quality processes today in China continue to be influenced by remnants of ancient policies and practices established 3,000 years ago. China continues to exercise strong centralized oversight over end-to-end production processes, extending from the purchase of incoming materials and in-process testing through final acceptances and customer care.

World quality standards

Three key strategic strengths must be considered when evaluating trends in Chinese quality. First, China's immense population forms its most basic paradox. While one of its greatest strengths, it is also China's gravest frailty. The country's huge masses of diligent workers, including a body of very well-educated engineers, not only represent a pool of low-cost laborers, but they are also a challenge to maintain in terms of rapidly rising living standard expectations.

Huawei's workforce of highly educated and young workers, unencumbered with integrating older legacy systems, has a distinct advantage over workers of other developing nations. The average age of a Huawei employee is 26 years, and nearly half are trained engineers, many with advanced science degrees. China's population is adapting and learning rapidly and is hungry for best practices and new challenges.

China's second strength is its well-documented quality culture of setting production standards, including laws applicable to the overall design of architecture, specifications, structure, components and type of construction materials. This long quality history, missing in our Western culture, will have an impact later as processes are further refined.

China's third strength lies in its strong desire for balance, including a holistic view of work, family and a healthy lifestyle. This is evident in China's one-child policy, designed to balance the needs of the present with those of the future. This strength doesn't exist in India, whose population is growing faster than China's.

In general, these policies were created to help balance growth against the resources needed to support a larger population. China's minister of commerce, Bo Xilai, recently described how China is one big family: "Today my country educates more than 100 million middle school students. Each day, more than 20,000 [women] get married, and more than 40,000 kids are born."

That's a major force soon to be reckoned with by the West.

A quality leader of the telecom industry

In the same way ancient Chinese carts once provided reliable travel across vast distances, today, Huawei's

I Will Do a Good Job
as Chief Executive

By Donald Tsang

When Boris Yeltsin, late Russian president, was in office, a cleaning worker for the Kremlin was asked what she thought of her job. "My job is more or less the same as Yeltsin's. He takes care of Russia, and I take care of the Kremlin. Both are working hard to do a good job," she answered, casually but justifiably.

Probably you never heard of the story. But the commitment seen in the lady should not be strange to you. Why has Hong Kong, a tiny place, won out in global competition? It's because all have been working hard to be professional, no matter what sector they are in or what their positions.

I have chosen "I Will Do a Good Job as Chief Executive" as my election campaign slogan. It is a commitment and also an appeal to all Hong Kongers to uphold professionalism, for that is what has made us tick so far.

By its narrowest definition, a profession refers to a calling that requires qualification. It can be a lawyer, engineer, architect, accountant, doctor, or surveyor, to name just a few. Besides, it carries another layer of meaning – the attitude toward work.

In Hong Kong, there are plenty of stories themed "I will do a good job". Two months ago, as you may still remember, a fire broke out on top of a carriage of a Hong Kong West Railway train within a tunnel. After instructing the passengers how to evacuate, the conductor returned to the carriage immediately. He was walking from end to end to see to it that all the passengers left. Then he took up the fire extinguisher trying to put out the fire. Why did he act this way? Because he thought that was part of his responsibility as a conductor. In this same incident, a passenger – a policeman off duty – walked in the opposite direction of the passenger traffic, helping the passengers evacuate to safety. He forgot about his own safety, and was performing his duty as a policeman

of protecting those in danger. On the same day, a student from the Department of Journalism of Hong Kong Shue Yan University, who had already left the danger zone, returned there taking pictures first-handedly for the headlines about the incident on all the newspapers in Hong Kong. Not yet a journalist himself, he was already trying his best to do the job of a reporter.

Quite some people may think it very easy to "do a good job". Actually they are underestimating the price one has to pay for doing a good job. Ohmaekenichi the Japanese economist once said of professionals: "They not only have a higher level of professional knowledge and skills and ethnics, but also unexceptionally put customers in the first place, are always curious and enterprising, and are strictly disciplined. People who have all the above qualities are called professionals."

The 21st century is an era of globalization featuring rapid change and an Internet-based revolution that is reshaping business organization and the competitive landscape. We have to compete not only locally but globally. To become an international finance center, say, we have to compete with the world's most successful finance centers for talent and market share. In an age of global competition, we cannot afford to settle for mediocre talent. Gone is the time when we could act as go-betweens taking advantage of poor information availability.

In this election, I hope, we will advocate the kind of attitude toward work required for future competition. Because the world is changing at an unprecedented speed and scale, we Hong Kongers need to be hugely acquisitive and enterprising, disciplined and practical, and pursue excellence and progress always.

Real professionals not only have insight, but also can

judge the future trend. At the same time, they must have the capability of turning thinking into action and seizing any opportunity to attain their goals as efficiently as possible. Hong Kongers must be such professionals, for it is the only way for us to survive the fiercer global competition in the 21st century and thrive. As for individual professionals, we each should always ask ourselves: "Am I doing a good job?"

I hope that I can serve as a role model in adapting to such change despite likely hardships and failure. A 62-year-old, I have just experienced a major change in my career, and in a professional manner, planned my project for the Third Hong Kong SAR Chief Executive Election campaign. I am going all out to be a professional candidate and meet all the election rules and requirements.

If I win the election, I will honor my commitment to "Do a good job as Chief Executive". First of all, I will not confine myself to the Government House. By this I mean that not only will I visit our grassroots people, but also totally change the government's attitude toward policy making. In the past, we at the Government often asked such questions as what we could do for the citizens or Hong Kongers. That seemed to be a big, glorious question. But we asked the wrong question, actually. We should have asked: What can we do together with the citizens?

To do a good job as Chief Executive, I need the support and help of the general public in Hong Kong. I am well prepared. And I hope that everyone in Hong Kong does his best at his job so that Hong Kong can develop at various aspects and attain new heights. The five years to come, I believe, will see Hong Kong become a much better place.

(The above speech was delivered by Donald Tsang, Hong Kong SAR Chief Executive, at "Hong Kong Professionals and Senior Administrative Executives Association Luncheon Meeting" on April 30, 2007.)

(Continued from P.12)

products provide reliable telecommunication services to more than 100 countries. But the company's goal is not to be just another telecom manufacturer; it is to be the quality leader in the telecommunications industry.

To achieve this, Huawei has studied Western telecom manufacturing in great detail and has invested heavily in the latest tools and technology. It is constantly looking for better tools and techniques that will make it a world leader, moving away from its current emphasis on low-cost production.

Huawei's rapid economic growth parallels the company's desire to be the world leader, and Huawei is now in the midst of understanding the critical role quality processes play in its future expansion. The company places a strong focus on measurements, tools and

methods to enforce strict quality control of production processes. Its management systems are based on ISO 9001 and TL 9000 processes and standards and are applied across all of Huawei's product lines in design, development, manufacturing, sales, installation and service. Huawei also has a complete end-to-end integrated product development process that was implemented with the support of IBM in early 1998.

(Jack Pompeo is Chief Quality Chief, Core Network, Huawei Technologies. He has a baehelor's degree in chemical engineering from McGill University in Montreal. Pompeo is a senior member of ASQ and a founding member of the Quality Excellence for Suppliers of Telecommunications Forum. He has also served as a Baldrige, Shingo Prize and Texas Quality Award Examiner.)

(Continued from P.10

The first step along the road to globalization is integrating resources to create global functions and remove duplication. One of the challenges IBM faced in its transformation to a GIE, was developing the leadership model to support these new global functions. Strong leadership was needed to oversee the initial integration of strategy, governance, processes and technology across the company and to take ownership of the new global functions on an ongoing basis. The answer to this leadership need was the appointment of Global Process Owners overseeing Globally Integrated Support Functions (GISF). Designed to provide effective support to the business and with total spending owned and managed by the Global Process Owner, GISFs are expected to achieve consistent annual productivity improvements based

on benchmarked targets. Employees report through a global functional management chain to the Global Process Owner. Professional development of employees focuses on nurturing deep functional skills and expertise.

Global efficiencies are achieved through this global ownership and consistent processes – instead of duplicating management structures and maintaining different processes in multiple locations. Supported by GISFs, GIEs can focus on providing their core business to a global market without needing to invest more in support services.

IBM is applying these globalization components, under the leadership of Global Process Owners, to all of its business functions. A good example of this transformation process is IBM's own finance transformation journey.

Our Stars in Latin America

By Chen Junnian

Huawei's globalization is a process we cannot accomplish without local colleagues. Identifying the right candidates and training them into managers is an effective way of solving the insufficiency of managers for our overseas operations. Our representative office in country X in Latin America has seen a rapid business expansion, leading to tight project delivery schedules and a bottleneck in delivery resources. To overcome project pressure, cultural difference and communications barriers, the office has trained and promoted the local staff. Some of them in the fiber optical network team have excelled. Now let us take a look at these stars and their team and see how they have grown up.

The delivery department at our representative office in country X recruited close to 80 people in one month from the end of 2006 to the beginning of 2007. This doubled the original population of the office. However, most of them were inexperienced new university graduates, and it was difficult to recruit fully-qualified people from the local talent market. Furthermore, this is a typical Latin American country – with passionate Latin music and dance – where quality of life is put before anything else. As the office was under project delivery pressure, these newcomers were assigned to work at the site without going through all the required training. How could they make it without training? Many managers had plenty of misgivings about this situation.

Stars at the fiber optical team

But a succession of stars emerging from the fiber optical team put us at ease.

Technical star – Hernan

Hernan always wears a serene smile. He is easy-going and congenial. Like many of his Chinese colleagues, he joined our office in country X on graduation from university. Though he majored in electronics engineering, he was lacking in telecom expertise and skills. He was a typical new recruit.

Originally Hernan was recruited as a wireless engineer. It so happened that the wave-division project team was short of hands, and he was transferred to the project team temporarily. This chance was the start of his involvement in fiber optical network products. Once he was in the project team, he started to do real work together with his Chinese colleagues: DWDM hardware installation and software debugging. He knew nothing about SDH, not to mention the high-end DWDM product. But Hernan was diligent and self-motivated, and would ask for advice from seniors whenever he encountered problems. Whenever he saw a Chinese colleague doing something, he would want to know what the work was exactly and why he approached it that way. After watching him do the work three times, in particular, he would volunteer to do it himself to improve his hands-on ability. His intense pursuit of knowledge and positive attitude moved us. Upon the completion of the work on three OTM sites, he commanded all the connections inside the BWS1600G, DWDM signal direction, which is the most important knowledge of DWDM. In this way Hernan has been seen growing day by day.

Furthermore, Hernan has learned the oriental knowledge of "knowing the means to earn money is more important than receiving money directly." Though he learned how to

install hardware and debug software, he did not stop there. He found that there were still way too many technical issues he could not cope with because he did not know enough of the principle. In the beginning when he asked his Chinese seniors for help, the latter would advise him to find the answer directly in CD7.0. He was puzzled: "Why didn't you tell the answer directly and why bother with CD7.0?" After he used CD7.0 many times, he knew why – mastering the method to find the answer is much more important than getting it from others directly. Later on when he was a mentor himself, he would remind his mentees: You don't have to memorize CD7.0; it is important that you know how to use CD7.0 and other knowledge libraries of the company like the Support website and GCRMS.

Management star – a good leader in Carlos

Carlos' team has made impressive achievements. In the past two years, his fiber optical team delivered more than 50 projects. He was seen shuffling between the office, the customer and the subcontractor site. He often worked over the weekend. His ability and contribution earned him respect from his local colleagues. At last he summed up some experience in ensuring the quality of optical network project delivery: We should not provide simple training for the team; to have good project documentation in the initial stage, we should take the initiative to train the EDD colleagues; every new recruit should be assigned a mentor. After each maintenance project, he would identify the causes for analysis in a bid to ensure future system quality. Through team training and workshops, he has helped to build a good team climate where one is ready to help and support another. As a local manager and mentor, Carlos has done a great deal in experience sharing and team capability improvement, and helped his Chinese Technical Support director to build a highly efficient fiber optical team in country X. His hard work has brought him a GTS "Excellent Mentor" award and his team "Gold Medal Team" award.

The most improved star – Victor

Victor may look shy to you when you meet him for the first time. But as you get more familiar with him, you can feel his initiative and passion. From time to time he shows off some Chinese sentences he just learned from me.

When Victor joined the company, the fiber optical team was already a solid and high-performance team. He has been proud of his team from the very beginning, where he feels naturally motivated. In his first three months at Huawei, he made rapid progress. He submitted a technical case study to the Support website; in two months he finished the

deployment of seven sites and the expansion of two sites; he was elected team leader for a transmission project …

Surprised that he became a team leader in such a short spell, I talked with Victor at length, only to find a lot of leadership traits in him. Of his understanding of a team, he said, "A team means that the best is done so that none of the team members fails. If a member fails, it means that you as a team leader fail." As I learned later, Victor spared no effort to help new recruits in work. At the classroom or the laboratory he was often seen surrounded by a lot of people discussing technical problems. This, in his opinion, was the best way to build personal relations between team members.

Self-taught star: Luis

By his childish face, you could tell Luis was a fresh university graduate when he was recruited by Huawei. When complimented for work well done, he would smile a shy smile. Like most of the newcomers, he was assigned to a project without having systematic training. Many new recruits just did what was assigned them, but Luis was not like them. He was totally devoted to his work. He would sort out what to do and when in the project, templates needed, who to submit to, what result to achieve, etc., and form them into a complete workflow, which he would explain clearly. This helped to improve the efficiency of the project greatly. We saw potential in Luis. We prepared a presentation video for him, and made a poster as well.

Luis was also a diligent lad, which was an exceptional quality in Latin America where quality of life is taken seriously. As new recruits were busy with their project work during weekdays, we organized some team training programs, but not many of them attended. To avoid conflict between training and normal work, some basic training sessions were arranged at a weekend. Luis had attended some trainings on workflows and rules and had summarized many workflows for the projects. At this weekend, it so happened that he had just returned from a business trip and he lived far from the office. So I told him that he only needed to come back for the examination. To my surprise, he came back for the training and exam, though his eyes were obviously bloodshot for staying up late the night before.

Fruitful season

With joint efforts of the local and Chinese colleagues, the optical product team achieved the year's installation completion rate, preliminary test completion rate, service sales, etc. exceeding the targets set by the regional division and representative office. Of all the product teams, the team ranked first and second in the first and third quarters of the year.

In engineering, the team had delivered 30 projects for 5 customers. Continuously tempered in work, three of the local staff members on the product line have grown into key players.

On the maintenance front, the optical team carried out routine network inspection on a quarterly basis to remove the hidden trouble with the network. As a result, only a single accident took place on the network in the whole year. With full-time maintenance personnel, they guaranteed meeting customers' maintenance requirements, leading to high satisfaction with our maintenance delivery. Furthermore, they had a meeting of communication with the customer every two weeks regularly to ensure good communication and improve customer satisfaction.

On the training and development front, they had a registry of personal competencies and encouraged the team members to lecture to each other on certain topics. They also organized study activities early in the morning and in the evening. At the same time a mentoring system was put in place to provide mentoring for the new recruits on a one-on-one basis. In the "2006 TSD Technical Contest", three (two locals and one Chinese) of the team participated, claiming three As. Hernan ranked second. More encouragingly, the local product manager could already take charge of the product line on his own.

As for team building, they clearly defined the responsibilities of respective positions. After work, they organized various activities where the local and Chinese could interact with each other and enjoy themselves. Now a benign climate has been created for learning and competing in the department. And they have had better coordination with relevant departments such as the sales department, which helps create a good environment for delivery.

Reasons for these achievements

Why did the optical network team make these achievements? Reviewing his more than a year of experience in leading his team, the technical support director of the representative office listed the following reasons:

1. Selecting and promoting local staff members. Many Chinese managers complain that there are no potential candidates for such. In effect, this is not the case. The problem is that they are not given the opportunity. It is not that difficult to develop and train a local manager. As long as you

My Dutch Colleague Mr. Martin van den Hoorn

Telfort.   March 5th, 2007 Amsterdam   HUAWEI

By Amanda Shou Lingfang

Foreword: Martin is my Dutch colleague. He has been with Huawei for nine months. With his participation and support, Huawei has successfully won the contract for the KPN/Telfort convergent billing project, making a strategic breakthrough in this field in Europe. These months, Martin and I experienced many things, which gave rise to many stories.

Story one: Cooperation

While going global, Huawei is also going localized with determination. Sure enough, we do not just need people with a European complexion; all the more we need their experience and wisdom gained and cultivated in their own culture. Once, Martin and I were at KPN for a visit. He had just left KPN for Huawei two months ago, had not quite understood Huawei, and even had not had his own business card. When introducing himself to the KPN people, he smartly and tactically said, "I am colleague of Amanda" after I had introduced myself. When we met other people from KPN on another occasion, Martin had had enough understanding of Huawei. With his language advantage, he presented our department satisfactorily. When it was my turn to introduce myself, I knew what to say, alas, "I am colleague of Martin." And we would smile at each other knowingly and appreciatively. It was the beginning of mutual trust and cooperation!

Story two: "It's the big company's culture. I understand."

In interviews with local candidates for openings at our office, I would remind them of crosscultural problems likely to come up. And I did the same to Martin, but I am not sure how seriously he considered my reminder. In the nine months of joining Huawei, he had to face misunderstandings, conflicts and other disagreeable situations. These have come from: Huawei's management model, communication approach, perspectives of thinking, departmental responsibilities, work plans and their relentless implementations, means of handling emergencies, work instructions, workflows and communications in Chinese, and

large amounts of emails in Chinese he may not understand at all. Under such circumstances, it is a great challenge for our local colleagues to find their directions and play their roles. When I explained company workflows and rules and instructions to him and discussed issues with routine work, he would say, "Oh, it's the big company's culture. I understand." Incredibly, he understood all this, and accepted with tolerance. With his acceptance, he has another perspective, from which he can cross cultural barriers and discover a whole new world.

Story three: impression of China

In May this year, he was assigned to go to our Shenzhen headquarters where he would do preparatory work for the visit by a KPN/Telfort delegation. He stayed at Shanshui Hotel at the suburb of Shenzhen. We worried that he might have difficulty traveling in China where not many people speak English. Before his departure for China, I had written him all possible addresses he might use and asked him to call me whenever necessary. In the subsequent days, however, I received short messages from him telling of his developments and stories. Unbelievably he told me that he had made friends with the hotel staff who do not know English. Probably he was specially treated because he was the only foreign guest at the hotel. When asked about his trip to China, he would keep telling about the warm-hearted Chinese people who did not speak English but was always eager to help him. That was a memorable China experience to him.

Story four: Martin is an expert and translator in work

Before joining Huawei, Martin worked with other telecom equipment vendors and KPN. Obsessed with technology, he is definitely a technical expert. All the documents to be submitted to the customer in the convergent billing project must be reviewed and corrected by him. He not only made technical confirmations, but also identified problems with the documentation from the customer's perspective and made competitive and technical strategies. At the same time, Martin would be happy to serve as a translator when necessary. To maintain our professional image and ensure proper project implementation, he helped to review most of our emails to the customer. Sometimes he argued many times over a single email. With his review, those emails were professionally worded and combined the wisdoms of Dutch and Chinese cultures. These emails helped us to form a really

interactive channel of communication between the customer and us. With the project successful, we now have an accumulation of consensus and trust built during the project implementation.

Story five: love and happiness

It is a misunderstanding on the part of us Chinese that the Europeans do not work overtime. Actually, they do. During the busiest four months when we were involved in bidding for the project contract and bidding documentation review, we had a lot of ups and downs in the process. Actually all the project team was geared up, and worked nonstop without any weekend or vacation. Martin did likewise. He happily said OK to the overtime work requirements. He worked overtime with us, and to my surprise, I could receive his short messages discussing work! Actually he identified some problems and found their solutions on his homebound train. Incredibly, even his girlfriend developed the habit of asking about the progress of the project every day, and Martin was happy to make an extra "report" to her. When we worked overtime, we would order fast food and have our meals at the office. No matter how late into the night we worked, Martin never had supper with us. We had thought that he did not like Chinese food. But we later found that he was eager to go home where his girlfriend had prepared their supper and was expecting him!

My Dutch colleague Martin has enlightened me on many aspects. The picture at the beginning of this article shows both of us at the MOU signing ceremony for the CBS project in the Netherlands. I am justified to say that he is not special as he is an ordinary local member of the project team and has worked with us all along. But in some sense he is special because he has worked well with us and contributed so much to the success of the project!

Postscript: Message to Chinese colleagues

I admire Martin for his positive attitude toward problems and his huge patience shown in solving them. It is thought-provoking that, at a time when our company is going global, our local colleagues are positively adapting to Huawei's culture and environment in face of crosscultural conflict. So, should we Chinese colleagues do the same to the local culture? I think we should. We should, with a tolerant, open attitude, create an agreeable and harmonious atmosphere where work can be done efficiently. It is the foundation for us to survive and thrive.

Taking an Effective Course-correcting Action

By Virendra Gupta

T he author, Associate VP - Head Embedded Software, Huawei, talks about how to face difficult situations and take effective actions.

This experience is related to one of my recent assignments. The situation was that the team that I was assigned to lead was faced with many issues: low customer satisfaction, low quality of deliverables, high attrition, lower compliance to information security rules, low morale of the team and lack of clear direction and ambiguity about the future.

In fact, when I joined this team, whoever I interacted with gave me a very bleak picture of the conditions and the future of this team. One person who had just left this team when I just joined told me that I had come to this team very late and there would hardly be any prospects here. For me, it was a challenge of my skills and my perseverance. Prior to joining this team, I was heading another team, which was doing very well. Hence moving to this team was not something very easy.

However, I had belief in the capabilities of people. I knew that this team does possess very good people and they can really deliver and turn around the situation but probably were lacking in direction. Every one had a different understanding of that. In fact, when I asked them what is the topmost expectation of our customers from us, every one gave me a different reply.

I believed strongly in the focused approach. From my interactions with all the relevant stakeholders, I figured out the highest-priority aspect for this team that can have a causal effect on all other results such as customer satisfaction and low morale. After interaction with all the stakeholders, I realized that the root cause of all the problems and major expectation of the customer was the quality of deliverables. If we can focus on this and ensure high quality, it can help eliminate nearly every issue. High quality will mean high customer satisfaction; it will also reduce rework; it will give a super-ordinate and challenging goal to every one and help improve team morale. High quality was also a goal that will, if achieved, give a sense of pride, sense of achievement and satisfaction to the team members.

I single-mindedly pursued this goal. Repeatedly in all meetings, in all communication, I highlighted this. We geared our rewards and recognition program toward this objective. We oriented our goal setting and performance appraisal and evaluation system to emphasize quality as the most important

goal and achievement.

Improving quality also required some short-term and long-term actions and again a focused approach. If in one go, we want to improve quality of each deliverable, it may not be possible. We focused most on the deliverable, which really had a direct and profound impact on the customer. We examined influencing factors for that and oriented our strategy toward that. Our strategy for quality centered on improving code quality and competency improvement.

For people management, we again adopted a mix of short-term and long-term actions - an approach based on people focus and interest in their career growth. We initiated many short-term actions that helped in improving people orientation in teams such as a welcome program for new team members, team get-togethers, birthday celebrations, and wedding celebrations. We also made it a practice to give a bouquet of flowers on these occasions, as flowers have a very profound impact on people. Our long-term actions focused on training, feedback-based competency improvement, rewards and recognition. We implemented many different methods of recognition.

We could resolve the issue of information security with a very simple but very effective mechanism of cross-audits and awareness on the impact of some of the violations. The team members' receptiveness to these efforts and understanding of this aspect pleasantly surprised me.

I think we still have a long way to go. The past experience has also given us many lessons & learning. The most important lesson, which I have learnt, is on perseverance and patience. I feel teams can do wonders if they remain perseverant and patient. They can conquer most of the difficult situations. Supportive and understanding stakeholders and team members can also prove to be a strength in this situation.

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Journey to the Northwest

(Part Two)
By Wang Xingyuan

6. The Helan Mountains, sandstorms, the Qinghai-Tibet Plateau

Yinchuan to Xining. The trip covered 7,000 kilometers
Our wheels are running along the long river of history.

In ancient times rose from the ocean this magnificent Helan Mountains, which many heroes had vowed to break through. The mural and other art works on the rock have recorded the changes of history.

A long green corridor, 100 meters in width and 10 kilometers in length, splits the Gobi Desert into two parts. The corridor accommodates a paradise for birds and other little animals. It is a miracle of life created by our scientific researchers, who beginning from last century, surmounted untold difficulties channeling the snow water here from the Helan Mountains.

Between Wuzhong and Baiyin of Gansu Province, we were exposed to the ferocious elements of nature. Not a patch of green could be seen on the steep mountains or barren plains. In face of such a situation, you wanted to cry, to shout, but got answers from nobody save the bushes struggling along the express highway.

The wind rose, yellow drops of sand rushed forward like hungry locusts in an attempt to swallow up everything. Our car was like a tiny boat on the ocean, bumping along amidst gales and gravels.

There was no village, no passerby, no birds in sight. I had a look at my cell phone. Here in the land almost forgotten by God, the signals kept flashing quietly, telling us that we were still connected with the world. Suddenly the words "To enrich people's life through communications" came into my mind. What a great cause we were now undertaking!

We finally broke through the besiegement of the sandstorms and drove up and forward. At this moment, from the CD player of the car, came the familiar melody of a song

that sings of the Qinghai-Tibet Plateau. Here we were, Qinghai-Tibet Plateau.

7. Lao Li, the driver

Li Yongsheng, the driver at our Xining representative office, was tall, strong, and kind looking. Recalling his first connection with Huawei, he said, "At that time, I was driving a cab, taking someone in charge to look for a place for the establishment of the representative office. He said, 'Come and join us in Huawei.' And I said yes, but I was dubious about it for they did not even have an office. But soon they found a house and set up the office. Later, I went to the company headquarters, which was located in Shenyi Building, Shenzhen. The company was small but people there were quite good, all aiming at doing a good job in research and development. So I made up my mind to stay and before I realized it, over a dozen years have passed. I never imagined that Huawei would develop to such a scale."

The car was running along the highway that wound round the mountains. The slopes appeared dark brown, the typical color of the Qinghai-Tibet Plateau. It was early June, but we could see ice hanging on the cliffs like sculptures. The altitude instrument showed it was 3,800 meters above sea level. Talking about the altitude, I asked "How many times in a year do you drive along highways at this altitude?" "Maybe seven or eight times a month, I am not quite sure. This is not

the highest, for I have been to a mountain pass at 5,600 meters above sea level."

"When is your busiest time?" I continued. "On May Day and National Day, for sure. Sometimes, I have to go with the staff for installation, testing and debugging, and inspection. At other times, I escort customer people in their visits. My child is now three years old and I have no idea whether I have ever stayed with him for a whole vacation." At this, I detected in his voice a trace of remorse.

The car was turning around a lap when everybody in the car yelled with excitement, "Yaks! Yaks!" Also called the "boats on the plateau", these yaks dotted the slopes and the foot of the hills, some grazing with sedateness and others moving at a slow pace. "If we go to Yushu or Guole (more remote places on the plateau), we can see more wild animals: bears, wolves, foxes and wild yaks. In summer, we'll have most picturesque scenes with flowers blooming in the fields. " Lao Li, eyes narrowed, seemed to be immerged in reminiscence…

In the crimson dawn, the jumbo jet roared into the sky, taking us back to our starting point, Shenzhen. Our ad hoc team has covered a journey of 10,000 kilometers. With mission completed, it will soon disband.

However, this is not the end but a new start of a new phase. Take a short rest, and refresh ourselves from the fatigue, and we will begin a new journey where we may have to fight stronger winds and heavier rains but our life will surely be more meaningful.

take the initiative to know them, you can easily find some potential candidates. Then assign them some tasks – the opportunities for them to grow – and provide them with guidance at the same time. This should be done step by step, of course. In the process, you will be able to find out who has the best potential to serve as the local manager. As a case in point, the technical support director has no worry when he lets Carlos take charge of the optical team.

2. Setting roadmaps for new recruits. There have been so many newcomers in the optical network team, who are not clear about their development paths. So the optical network team has done quite a lot of work in setting career development paths. Hernan and Luis are two good examples: one has become a technical star and the other an expert in workflow improvement. Through a series of

publicity measures such as posters, awards and presentation videos, they have become role models for the local staff members.

3. Organizing learning activities for the team where the objectives are set and monthly exams taken. Team learning is our magic weapon. The company has mature training and development measures like the mentoring system and monthly exams. So long as we do our best to implement the measures, we will have the expected results. In team learning, there is a subject for learning on a regular basis, which is tackled by way of discussing and exchanging. It is a very effective method for learning. Though he was not a technical expert, he said, he could build an excellent technical team by this method!

Chinese Giant Wants to
Strengthen
Its Network

Editor's note: China Mobile has the world's hugest mobile network with the largest subscriber base. Still, its customer base continues to grow, which presents enormous challenges commercially and technically. In response, the carrier has to strengthen its network. It chooses Huawei's mobile softswitch technology to get the job done. The following story tells the why and how.

When the world's largest mobile operator decides on a new approach to its network, the planning alone can take years. The first task was to find a vendor who could handle such a complex job.

The deployment in the mobile industry of mobile softswitch technology has received a boost over the last two to three years from the world's largest single national mobile operator, China Mobile. The company, which has well over a quarter of a billion customers in its home market, has successfully migrated its transit and local networks to work with mobile softswitch technology, using equipment supplied by Huawei. No other mobile operator in the world has a customer base in a single country as large as that of China Mobile, nor anything like its growth rate. In the first six months of 2006 the company added 25,770,000 customers to its base – a number that is far in excess of most other mobile operators' total customer base.

And this rate of growth looks set to continue. The Chinese economy is expanding rapidly, providing an ever greater proportion of its population with the necessary wealth to afford a mobile phone. Indeed, mobile telephony will be the only means to make a voice call in many rural parts of China where there is no fixed network. China Mobile's rollout plans mean that 98 percent of the population will be within range of its cellular network by later this year. But such rapid growth presents enormous challenges, commercial as well as technical. An increasing number of its customers want not just voice calls but also value–added and multimedia services, which pose a different set of challenges for the operator.

China Mobile has had to decide how to cope with simultaneous expansion on an unparalleled scale as well as providing its customers with access to new services. Its solution has been to migrate away from traditional TDM technology in its network and toward IP and mobile softswitch technology. The combined softswitch and IP approach is the only one that allows the level of scalability and new service provision required by China Mobile. Even in 2002, China Mobile had the world's largest GSM network, both in terms of capacity and the number of users. But the company realized that it had to develop a strategy that would allow migration to 3G as well as enabling its rapid growth in GSM subscriber numbers to continue at the same pace.

Over a period of 18 months, the company worked out how to manage the transition to a softswitch network that can handle both 2G and 3G on a single network. The company was not just moving enormous amounts of traffic, but also had to plan for unprecedented traffic growth in the future. IP-based technology was identified as the only serious contender to support such scalability demands. China Mobile then spent a full year proving the commercial feasibility of its new network and in 2004 decided to migrate its 2G transit traffic to an IP-based backbone network controlled by Huawei mobile softswitches.

The existing transit network, covering all of China's 31 provinces, had grown up piecemeal and developed an extremely complex topology, with the result that planning for future growth as well as maintaining a robust recovery strategy was proving difficult. The new approach required a

simplified, meshed network that would support both growing traffic demand as well as ensuring secure links for callers.

China Mobile's new transit network was fully implemented by October 2004 and six months later, after the successful operation of the IP network had been proved, the operator faced having to decide how to manage its local networks. The company was faced with the choice of whether to continue with its TDM-based local networks, which were having trouble coping with changing demand, or expand its use of mobile softswitch technology.

The company decided that a migration of local networks to IP would be the best way of ensuring long-term protection of its investments and ensuring a level of performance that would satisfy its expanding customer base.

"From working with China Mobile we understood it took this decision for three basic reasons", says Mr. Zhang Xinyu, director of core network marketing at Huawei. "First, they saw softswitch technology as the only way to maintain adequate performance while supporting rapid growth. Second, they badly needed to simplify their huge network. Third, they wanted to be ready to offer 3G services to all customers and realized that softswitch technology was the only way to do that."

"China Mobile faces a very aggressive market and the company realized that it needed to be in a position in the future where it could provide customers with multimedia as well as telephony and offer them convergence services, so that it could compete with the fixed line market as well as other mobile companies."

"They realized that it may seem risky to back newly emerging technologies such as softswitch that is a recent development in the mobile world, but they have to be prepared to meet customer demand for VoIP and other new services. Softswitch is a competitive and commercially successful way of doing that."

The first stage of this new phase of the migration project

China Mobile's four-year softswitch strategy

October 2002 – A program is launched to kickstart the company's migration to 3G while maintaining 2G services

October 2002 to March 2004 – China Mobile runs a study into networking options for its move to 3G. The operator invites major mobile infrastructure vendors to participate in this project, including Huawei, Ericsson, Nokia, Nortel, Alcatel and Siemens.

April 2004 – China Mobile chooses Huawei softswitch as strategic centrepiece for its migration.

October 2004 – Implementation of the first steps in migrating existing 2G transit network to softswitch technology.

Spring 2005 to present – Following successful migration of transit network to IP-based softswitch technology, China Mobile decides to migrate local networks to same technology. Company has subsequently continued with its local-networks program.

required a total of 16 big Huawei mobile softswitches and 32 of the vendor's media gateways. More than 1,600 2G mobile and gateway service centers from a wide range of equipment suppliers - Ericsson, Nokia, Siemens, Alcatel and Nortel - connected to the softswitch network for handling long-haul voice calls.

Through its deployment China Mobile proved the feasibility of migrating even the world's largest mobile network to IP as its growth rate over recent months has proved. And now that it has made the successful migration from TDM to IP, it is in a position to start offering a much wider range of new services to its customers.

A significant reason for China Mobile's success has been its ability to innovate and to appeal to market segments overlooked by others. It already carries over a billion text messages a day and this traffic is expected to increase dramatically. New subscribers from the countryside might adopt text messaging and other value-added services as enthusiastically as their urban counterparts.

The company is attracting as customers many small farmers from China's remoter rural provinces. Indeed it is estimated that about half of the 26 million new customers who signed up in the first half of 2006 are rural subscribers. While they may currently each generate less revenue than city-dwellers, these rural users are not technically backward and many are keen to use value-added services offered by China Mobile.

The kind of services that have been developed for the countryside are more work-related rather than the music, ringtones or other content popular elsewhere. Typical applications include delivering crop price data and weather forecasts to users' handsets. Such applications will likely ensure that demand for the operator's service continues to grow among rural users while also ensuring a steady growth of traffic that will keep its new networks busy.

For more information, please visit www.huawei.com.

A Domain Expert Shares His Best Practices

By Vinitha Oommen

I still remember the first time I met Varakumar. It was a small meetup to juice out his best practices. He was awarded HTIPL's 2005 Domain Expert Award. Being the best at what you do is one thing and consistently delivering is another... But with Varakumar, it seems to come easy. Following my brief meeting with him over a cuppa, it was time to have a detailed interview penned – what he feels about the award, why he believes he got it, what are those essential ingredients that help him achieve the best for himself and his team, and so on.

Before I get to the details, I would like to say one thing… His colleagues who have been with Vara from the time he joined Huawei have seen him "blossom" into a true professional - transforming from being an introvert into an outgoing and easy person to work with.

Tell us...where do you stand academically?

My belief is that life is a course in itself, which never ends

till you breathe your last. In that context, I still have a long way to go in getting my degree in life and constantly have small courses to keep myself abreast. But to talk in terms of the university certified courses, I have a Master's Degree in Computer Applications (MCA).

You are professionally qualified, alright! How did Huawei happen? And how long have you been here?

Luck and hard work have played their parts in my life very well: "Luck" because I was recruited on-campus and "hard work" because I did work really hard with the attitude to want to make it good (just as others do too). It was surely worth the while. Once I completed my course, I joined Huawei. It's almost 6 years now since I have been a part of Huawei.

What's the difference in you then (when you joined Huawei) and now?

I started as a fresher in Huawei and like all others who are just out of college I had hardly any clue as to what to expect or how the ride being a professional was going to be... Having said that, today I have more confidence in me than ever before and am sure of what I am working on. There are two aspects, especially, that the company has groomed me to - my perspective and approach.

Perspective - Huawei has been a great catalyst in developing the way I think/perceive. The greatest instance that I can cite in this regard is my transformation from a person who did not know where to start, to knowing clearly well what to deliver. I have moved from being told what to do, to one who can make confident decisions. The recent opportunity to directly market and interact with the end users of our product in India "Tata Teleservices", in Mumbai and Hyderabad, was a great learning experience. It helped us get more clarity of the end user's perspective.

All said I believe that these two aspects have been nurtured thanks to the success of the product we handle, which renders each of us with the confidence level we share.

Tell us of your role and the product you work on?

I am the System Engineer for iWeb (a 40 member team). This means that I also have the role of a team player, motivator and a catalyst.

Can you list out some of your people management skills that have got you this far?

I totally believe in treating all my teammates equally giving them the freedom to voice their opinions on any aspect personal and professional.

What do you think of the 2005 Domain Expert Award that you bagged? What is it that got you the same?

Before he answers this, let me just tell you... Varakumar's efficiency and expertise has bagged him a few more awards - he has become a PRO at it.

It's nice to know that your work has been greatly appreciated and that the management is taking notice of your efforts. In this regard, it is always great to be bagging an award. The reason I have bagged the award - according to me - is because of my knowledge of the product. (He's humble at acknowledging it) Well going by the number of years I have spent on it and considering that I had joined the team when the product was just introduced, I believe I must be able to read the pulse of the product by now - knowing it like the back of my hand. We have come a long way with this platform and have slated its success too.

You deserve the award Vara. So what is that makes you so good at what you do? Could you share with us some of your best practices with all of us?

I am just a normal guy - I just try and do whatever it I have been given with utmost dedication.

On a personal level I believe in working for myself! (Don't get me wrong on this one.) It's just that I make sure that I am completely satisfied with my work – that expectations match quality of delivery. Self-improvement is another area that I

work on constantly. I try to spend as much time as possible learning and trying new things (Validating this point - he was the mastermind behind the Continuous Integration practice in iWeb, which has helped in risk mitigation and continuous quality assessment). According to me, it is easier to satisfy customers with proper tools and techniques used.

Knowledge transfer is another aspect I strongly believe in. This could be an avenue to increase individual as well as technical capabilities of the team. To this effect, I believe that knowledge about customer scenarios, tools, processes, and system functions should be freely shared among the team members on a regular basis. This will help us find newer ways to knowledge transfer.

I am successful because of my successful team. Lots of best practices in the team have enabled me to do my job successfully. Some of these best practices that come to my mind are open communication & the friendly environment, high schedule adherence & product awareness, and a desire for continuous improvement.

Let's make it simple Vara. Describe each of these briefly...

1) Open communication & the friendly environment: We try to be friends rather than colleagues. We go frequently for outings, trips that also act in informally bonding the team members and in building rapport. We make sure not to miss any team member's birthday. Good communication across the sub-teams in iWeb (Testing, Documentation, Technical support) has also played its crucial part. In other words, we keep the fun alive with a right balance of work and recreation.

2) Schedule adherence and product awareness: This is extremely high in the team. While the schedule is always respected, the quality of delivery is never compromised. High awareness in the team for metrics/processes also makes everyone quality conscious.

3) Continuous improvement: We encourage people to identify corrective & preventive actions. We make sure that the actions are handled in the next phases.

What are the qualities that you look for in a thorough professional?

Apart from sound technical background/knowledge, there are three critical qualities that I personally look for in any person: Problem-solving ability, positive attitude, and a self-learning ability (an ability to pick up at least with initial guidance and to move ahead alone). I guess these three qualities are a must in any professional. Any other positive quality is welcome.

Your leisure time - Tell us something about it?

Basically I am an indoor person. I like watching cricket, surfing the Net, trying online tools, watching movies - well it's all what most people do I guess. But I also enjoy spending time with the iWeb team. We try and catch up on fun and frolic almost every weekend - it's a great time to bond and rejuvenate. I also try to catch up on latest trends in technology by reading journals or accessing the Internet.

What is your drive?

Personally a strong support system is what keeps me going - my family. On a personal level, it'd be nurturing my product, adding new features to it and coding for challenging requirements is always my passion. As simple as that...

Where do you see yourself 5 years from now?

I don't know about the uncertainties of tomorrow. But if I was the one dictating my life and destiny coincided, then I would like to be ahead of customer needs and conceive a product for them. And one thing that will be a base would be that all of these will be technical.

Your message to your team members?

They are heroes in themselves. All I have to say is continue to be a warrior....

Interviewing Varakumar was like having a casual chat – easy conversation and valuable insights. And his personality, million dollar smile and values are a friend to keep - no wonder he bagged the Most Eligible Bachelor award in the recently conducted HTIPL Society Awards 2007 too.

And this is what Vara's team members had to say of him:

Brilliance, humility and friendliness, all in one person. haven't seen such a combination other than Vara

- Ramdas , team member

A perfect blend of creativity, hardwork and perseverance, a valuable asset to the team.

- Anuradha C, Senior Group Leader

TrueMove 3G Workshop

On August 21, 2007, "2G/3G Evolution Workshop", co-sponsored by Huawei and Thai operator TrueMove, was taking place at Grand Mercure Fortune Hotel in Bangkok.

Conducted by way of reports, discussions and case studies, the workshop was attended by more than eighty people from the operator including top management and telecom experts. Together with Huawei's mobile experts they discussed and analyzed the trends of future-oriented telecom network transformation, the roadmaps of GBSS/UTRAN, and solutions to integrated 2G/3G network construction. In particular, they made comparisons between new 3G network building and 2G Ready for 3G in terms of technology and TCO, anticipating a wonderful diversity of 3G services in the future.

The workshop also proved to be a successful event helping TrueMove have a better understanding of Huawei as the No.1 brand name in EnerG and 3G and further consolidating the long-term partnership between TrueMove and Huawei.

Huawei at Vietnam Comm 07

Huawei showcased its communications equipment and solutions at Vietnam Comm 07 that took place September 19 - 22 at Vietnam Exhibition and Fair Centre in Hanoi, Vietnam. As the largest and most influential ITC event in Vietnam, it attracted major telecom equipment vendors and Vietnamese telecom operators.

Vietnam has been regarded by the ITU as one of the most fast-developing ITC markets in the world, with mobile and broadband subscribers growing rapidly and fixed telephony sustaining its momentum of growth. It is also a market that features fierce competition and a huge potential for value-added services.

In addition to leading-edge WiMAX, IPTV, outdoor MSAN and microwave equipment and terminals, Huawei exhibited its end-to-end telecom solutions.

At Huawei's booth, there were executives from local customers and MPT (Ministry of Posts & Telematics) officials standing at front of the displayed IPTV, WiMAX,

Visitors at Huawei's booth

MSAN and microwave equipment, patiently listening to the presentation and asking questions from time to time.

Huawei booth at Vietnam Comm 07

Like America has the National Parents Day, China celebrates its own day for the elderly people. It is the Chongyang Festival. Falling on the ninth day of the ninth month on the Chinese lunar calendar, the occasion is also known as the Double Ninth Festival.

The festival is actually a product of the Taoist philosophy of Yin and Yang. According to this ancient Chinese philosophy, Yin and Yang are two opposing elements in nature. The former is feminine and negative while the latter is masculine and positive. This philosophy, Chinese ancients believed, could explain all natural phenomena. It also governs the attributes of numbers. The even numbers are Yin and the odd numbers are Yang. The ninth day of the ninth lunar month is a day when the two Yang numbers meet. So it is called Chongyang. Chong means double in Chinese, so Chongyang means double Yang literally. It has been an important festival since ancient times.

The Chongyang Festival is celebrated in the golden season of autumn when the bright clear weather and the joy of bringing in the harvest make for a happy festive atmosphere. It is usually a perfect time for outdoor activities. So many people go hiking and climbing in the country, enjoying Mother Nature's final display of colors before she puts on her dull winter cloak. Some will carry a twig of dogwood.

It is hard to say when and how these customs started. But there are many stories about them. The book Xu Qi Xie Ji , written by Wu Jun in the sixth century, has one such story. Long, long ago, there lived a man named Huan Jing. He was learning the magic arts from Fei Changfang, who had become an immortal after many years of practicing Taoism. One day, the two were climbing a mountain when Fei Changfang stopped and looked very upset. He told his companion that a disaster would come to his hometown on the ninth day of

family to do exactly as his teacher told him. The whole family climbed a nearby mountain and did not return until the evening. When they got back home, they found all their animals dead, including chickens, sheep, dogs and even the powerful ox. Later Huan Jing told his teacher about this. Fei said the poultry and livestock died in place of Huan Jing's family, who escaped the disaster by following his instructions.

This story explains why climbing a mountain, carrying a twig of dogwood and drinking chrysanthemum wine became the traditional activities of the Chongyang Festival.

The dogwood is a plant with a strong fragrance, and is often used as a Chinese herbal medicine. People in ancient times believed it could drive away evil spirits and prevent one from catching cold in late autumn. So its history as a medicine goes back many centuries. But the custom of carrying a spray of dogwood during the Chongyang Festival is slowly dying out and many people, especially young people in the cities, do not even know what a dogwood spray looks like.

Even though the tradition of carrying a few twigs of dogwood dies out, that of mountaineering is getting more and more popular.

Early in the Western Han Dynasty some 2,000 years ago, people used to climb a high platform outside the capital city of Chang'an on the occasion of the Chongyang Festival. For many, it was the last outing of the year before the onset of winter. The custom evolved into its present form, when people go climbing to get some exercise as well as enjoy the autumn scenery.

But what about those people who live in the plains far from any mountain? The problem is solved by going for a picnic and eating cakes. The Chinese character for cake is "gao", which has the same pronunciation as that of the

The Chongyang Festival

the ninth month. He said, "Go home immediately and make a red bag for each one of your family members and put a twig of dogwood in every one. Then you must all tie your bags to your arms, leave home quickly and climb to the top of a mountain. Most important of all, you must all drink some chrysanthemum wine. Only by doing so can your family avoid this disaster."

On hearing this, Huan Jing rushed home and asked his

character for "high" or "height". Mountains are high, so when you are eating a cake you are climbing a mountain symbolically.

Since nine is the highest odd digit, people take two of them together to signify longevity. Therefore, the ninth day of the ninth month on the lunar calendar has become a special day for people to pay their respects to the elderly and a day for the elderly to enjoy themselves.

The Alexandrian Library

To offer copies of every text in the world

By Michael Long

The ancient Alexandrian Library was established around 300 B.C. by the Ptolemies, a series of Greek rulers whom Alexander the Great had established in Egypt. The ambition for the Alexandrian Library was to offer copies of every text in the world, and with a collection that peaked at approximately 600,000 works; the Ptolemies came nearer than anyone in history to achieving that goal.

Many anecdotes are told of the means by which the books were acquired. Ships entering the harbor were forced to give up any manuscripts they had on board and take copies instead. The official copy of the works of the three great tragedians belonging to Athens was retained by forfeiting the deposit of 15 talents that had been pledged for its return. The rivalry between Alexandria and Pergamon was so keen that to cripple the latter the exportation of papyrus was prohibited. Necessity led to the perfecting of the methods of preparing skins to receive writing, the improved material being known as "charta pergamena", from which is derived our "parchment". This rivalry was also the occasion of the composition of many spurious works, of devices for giving to manuscripts a false appearance of antiquity, and also of hasty and careless copying.

Among the great scholars who worked there were:

Aristarchus, who developed the first detailed sun-centered picture of the solar system 1,800 years before Copernicus.

Erastosthenes, who mapped the earth and accurately determined its size.

Hipparchus, who accurately determined the cycle of the precession of the equinoxes. This yielded the concept of the Piscean Age of 2,160 years, and the Aquarian Age (perhaps beginning soon) of equal length.

Claudius Ptolemy, the father of modern astrology (The Almagest) and the detailed earth-centered system.

Hypatia (370 - 415 A.D.), a physicist, mathematician, astronomer, philosopher, and spokesperson for the library. She was known for her beauty and knowledge, and her refusal to marry.

The Alexandrian Library was destroyed in about 415 A.D. All that is physically left of it is the Serapeum, a temple to the god Serapis. Some say that Serapis Bey, as many now call him, was the Atlantean architect of the Great Pyramid. Had the volumes stored there not been lost - many of which were the only copies - who knows the heights civilization might have achieved.

Romanticism Blossoms
in Kenya

By Zhang Xianxian

Whenever the word "romantic" is mentioned, people will always think of Paris and Florence. Hardly will anyone imagine that an African country can be called a kingdom of romanticism. However, you are sure to find one there as long as you follow your heart to find and feel romantic things.

A paradise of roses

It was not long after I came to Kenya when I saw my roommate bring back to the dorm a big bunch of yellow roses. I was amazed at the size of the flowers. Back in China, we could only afford flowers of this size at Valentine's Day or on birthdays, but here in Kenya such flowers could be bought everywhere, and at a much lower price. The roses were quite big and still fresh with pricks and dews. A bunch of some 30 roses like these cost only 20 RMB. We unpacked the bouquet and carefully placed the flowers in a glass vase, and the room immediately brightened up.

Whenever I slowed down my car for gas, local young people would gather around me with bouquets in their hands. I would always be amazed at the abundance of radiant colors and types of flowers outside the windshield. I remembered my trip to Europe a few years back when I couldn't help lingering among the dark blue roses in the streets of Vienna and my wonderful experience in the tulip gardens. But now when I was surrounded by those enthusiastic street florists, all I was thinking was I loved this place.

Roses have always been, in my heart, the representation of love and romanticism. Back in college, I once wrote an article called "Can You Send Me a Bouquet of Roses" and the article was even published on the school paper. I was then in my girlhood and full of dreams about the future. But ever since I started working and living in Kenya, every week I filled the vase with fresh roses. I had to admit that it was those abundant, low-priced roses in Nairobi that kept my dream going.

I came to know later that Kenya is the largest floral exporter in Africa, and has a 25% market share in the entire European Union. I could not help thinking that, when the Europeans deliver filial affection, friendship and love with flowers, did they know that this piece of land in East Africa is the pure source of all romanticism.

A trip to the beach

The most famous beaches in Kenya are in Mombasa and Malindi, the cities where Cheng Ho, the Great Chinese Mariner, established the Chinese-African culture exchange center some 600 years ago. Hotels here were a bit expensive, but their service was great. With reservations booked in advance, some hotels would even pick you up at the airport. Once you arrived at the lobby and started the check-in procedure, the serviceman would bring you some soft drinks

that tasted like waxberry soup, and all the fatigue from the journey was removed.

On opening the French-windowed door, you would have a good view of the neat lawn, tall pine trees and a vast blue sea. The long white beach is scattered with artisans of handmade souvenirs, tourists on camel back, and people surfing on the tide. Everything looked so peaceful and quiet. Here, you could smell romanticism everywhere.

What impressed me most was the night we checked in at the Whitesand Hotel at Mombasa. We had an African-style buffet. With all kinds of tropical fruits there, it was a great feast. Close to the restaurant, by the lake, a trio was singing American songs and African songs. During the dinner we were greatly entertained by a few Masai dances. Close to the end of the dinner time, the lights were suddenly off. Just as I thought this was another power failure when the candles were lit, and to my amazement, this was a birthday surprise that the hotel specially arranged for an American guest, and she seemed quite surprised and excited. As each guest checked in, the receptionist noted down the name and room number of the guest whose birthday happened to fall on that day, and arranged birthday cakes for him/her at the dinner. All our guests began singing, and I joined them, enjoying this wonderful moment and feeling touched by the considerate service of the hotel.

Pub culture

Before I embarked on the journey to the East African regional office, I thought I would have to say goodbye to the pub life back in Shenzhen. Here in Nairobi, however, as long as you felt like joining the locals, it was not a bad choice to enjoy the local pubs. The young people here loved dancing and the pub music had multiple styles. After you went to a few pubs, you would find that while the locals favored the Blues and rock & rolls of the western world, they would always add some indigenous flavor into the music. The DJs here in Nairobi

demonstrated their music talent wildly, and they even had a few Indian or Arabic elements mixed in the music.

Ki was my favorite pub. It was a small wooden structure where entry was free. Even the tables and chairs were made of wood or plants. The host casually laid some ebony sculptures of animals and tropical fish. Pop music was played on the first floor. Once you stepped on the second floor, your ears would be rocked, like you suddenly changed a channel in the radio, and you would be overwhelmed by the intensely-played western music and English Premiere League games on a large screen. Near the pool table area hanged a wooden plate reading Oxford Street, and it immediately reminded me of my favorite shopping area in London. There was even table soccer on the second floor. You might forget that you were in Africa until you walked outside on the terrace on the second floor when you could see long white ivories protruding from the two elephant sculptures hanging on the wall. They would delicately remind you of your presence here in Nairobi, on the African continent.

Africa is a land of dances. The locals even love clapping and twisting their hips in the pub, as they would do in their indigenous dances. They have such an excellent rhythmical sense that a few twists in the body are enough to show their sharp understanding of music. The local beer, Tusker, is very popular among pubs and restaurants, and so are the Kenyan coffee wine and milk tea. Apart from these, the pubs offered all kinds of flavored food, from Nyama Choma (grilled mutton), Mandazi (fried doughnut), Kjapati (pancake), Samasa (fried sandwich with beef or vegetable stuffing), to Ugali, African stable food made of cassava and maize flour.

The Nairobi pubs undoubtedly impressed me as a great choice for the night-life-loving young people. They added a tinge of amusement to the leisure life of Chinese expatriates here. If one day I left Africa and stopped by one of the pubs in Shenzhen, China, I would proudly introduced to my friends the bits and pieces of my experiences in the Nairobi pubs, I guessed.

The contract with a customer in Lijiang, Yunnan Province is yet to be signed. But it won't take long. I sit down and relax myself, thoughts of the days in Lijiang whirling in my mind.

A Saturday afternoon in late April, I was visiting a customer in Honghe District when my boss told me over the phone to hurry to Lijiang for a meeting of technology exchange. It was an urgent meeting of which a customer informed us at short notice, and I was to meet in Lijiang a product manager sent by the representative office. It took seven or eight hours to go from Honghe to Lijiang and change of coaches was necessary. I was a bit puzzled at the phone but soon brightened up for I had a chance to go to Lijiang at last. Lijiang earned the name of the most-liked town by Europeans. In recent years, Lijiang has become a rising nova enjoying great popularity, and the first choice for tourists in Yunan Province. It is said the most charming is the Jade Dragon Snow Mountains, whose mystery is most yearned for. However, I had no time to appreciate the crimsoned peaks at dusk, the torrents of the Jinshajiang River, the famous Tortuous Trail, the unusual lake in the gully and the huge dragon-like dam; and I hurried to the dormitory building for our local network colleagues once I got there. When I met the product manager, I instinctively expected a good rest, for as a rule, we would begin work the next day. However, I was amazed when the customer informed us of a technology exchange for two products which would be presided over by us as the supplier from eight to eleven the very evening! We lacked preparations because of the urgency and it was almost out of the question to prepare a set of presentation materials again in such a short time. We confined ourselves in the room, busily making phone calls, searching on the Internet, discussing and revising the drafts. Finally, the product manger went up the platform on an empty stomach.

The luxurious videophone lecture hall was packed to capacity. Senior managers from the customer occupied the front rows, which showed how seriously they took the exchange meeting. Seeing this, I was greatly inspired, totally forgetting my fatigue and hunger. The product manager was even more enthusiastic; his eloquent, easy-to-understand but informative presentation of our company's new products and new technologies won peals of applause. He and I were quite moved and inspired indeed.

Yes, every time we have developed a new product or a new technology, the customers are even more concerned and happier than we are. After the meeting, the customer's

Tonight
I Belonged to Lijiang

By Liu Gao

senior managers invited us to dinner. Though it was the first time we had met, we felt like old acquaintances and enjoyed our cheerful conversations. Gradually, I seemed to be overcome with fatigue and the moment I was back in the dormitory, I felt asleep right away.

I woke up at midnight. I pushed open the window and marveled at the charming scenes of the night. The moon had climbed over the trees quietly, a thin veil of mist hanging midway over the opposite hills and forests. The Jade Dragon Snow Mountains, like a shy gentle lady in the tranquility of night, half-covered by the mist, gave off a charming radiance in the clear moonlight. And the snow accumulated over thousands of years on top of the mountains emitted cold and pure sparkles. Oh, it was the body of the Jade Lady of the Snow Mountains! A mirage that appeared once in a thousand years! It seemed that all this could be seen in movies only. I was totally void of thoughts…

I took a look at my colleague, who was in a sound sleep, and walked outside. The center of this ancient town not far away now had a different appeal in the moonlit night. Peace replaced the daytime bustle. The ancient buildings of varied heights were asleep in the embrace of the goddess of the moon. A few bats that flew out from nowhere added to the tranquility of the mountain town. Occasionally came the singing of an exotic song; maybe it was from some homesick foreign visitors. In Lijiang, in such a night and in face of such a scene, you would feel as if your body and mind were floating, thoughts ceased to function, and you were completely immerged in the nocturne…

In the deep of night, a chill wind rose, stirring my body and soul. The day's fatigue was all gone. Recalling the past years of work, I was full of ease, excitement and pride. Behold, the Jinshajiang River flowed past in an endless stream. It is the same as Huawei people's spirit: high morale and strong will, and constant striving for excellence. The mysterious Jade Dragon Snow Mountains, sedate and serene, is the symbol of Huawei's style – low-key, practical and realistic.

Sitting beside a brook in the ancient town, facing the sparkling glaciers on the top of the snow-capped mountains, I let my thoughts transcend time and space; and I became part of the environment…

Tonight, I belonged to Lijiang.

Inner Mongolia

Bordering Russia and Mongolia to the north, Inner Mongolia is the third largest province in China. Its enchanting scenery – the rolling grassland, the Gobi Desert, to name just a few – is reason enough for you to pay a visit.
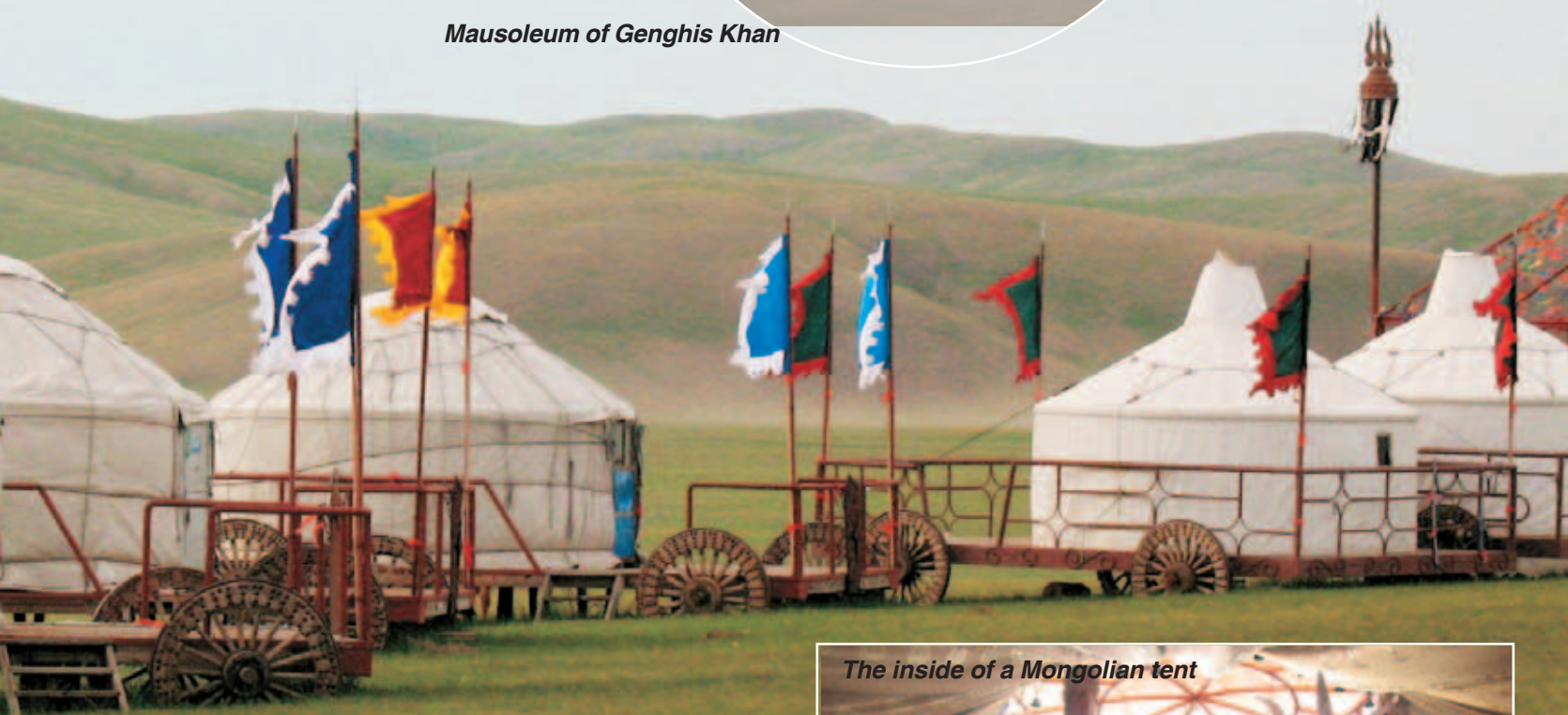
And there is more reason. The history, the culture, and the legends. Genghis Khan the great conqueror had his origin here, his legacy told eloquently in his memorials and folklores about him. On top of this are traditional Mongolian singing and dancing, and the oboo (cairn)…
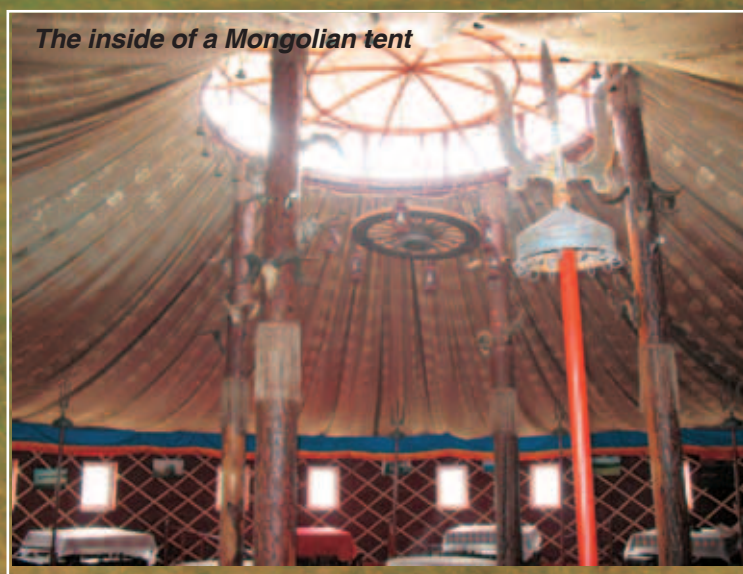
Mongolian tents on grass land

Statue of Genghis Khan

Mausoleum of Genghis Khan

The inside of a Mongolian tent

An oboo