

Language Translations ***Anheuser-Busch, Inc.***

In 1994, Anheuser-Busch purchased a brewery located in Wuhan, China. During this same period of time, the Environmental Management System was just beginning to evolve. A tool called the Environmental Quality Manual or EQM was being developed for the U.S. breweries. The EQM, or the EHS Manual as it was later called, is the central tool of the environmental manager at Anheuser-Busch. It documents all of the tasks, calendars, and responsible parties that are required for environmental management.

In 1995, the EQM was translated into Mandarin Chinese for use at the Wuhan Brewery. The "EGM" (Environmental Guidance Manual) was tailored to reflect the local requirements and/or Company's minimum requirement for offshore facilities.

The Wuhan Brewery needed a tool that would enable the facility to meet the environmental expectations of the company and also help team members manage the project and progress. The EQM tool not only helped define company expectations for the Wuhan Brewery, it also helped span an ocean when it came to U.S. environmental personnel supporting the facility.

The solution - Develop a simpler version of the extensive U.S. EQM and translate it into Mandarin Chinese. Use it not only for ongoing environmental management but also as a structured format to help bring the facility personnel up to speed on the company's expectations. As it turned out, starting out simple helped the facility come up to speed quickly and, in 1999, the facility began translation of a complete management system EQM.

- Don't expect too much from translation software packages. Unfortunately most are not adept at translating English into understandable Chinese, or visa versa. Use a recommended translator, if possible.
- If the amount of effort required to bring a facility or facilities up to expectations is large, begin with a simpler version of the tool.
- Give lots of support from the U.S. and, despite the time difference, provide that support as timely as possible.
- A good tool can provide ongoing support to a facility and it can be used to:
 - Help manage the implementation of environmental programs.
 - Provide a common plan which can be referenced when team members are in their respective countries and not on-site.
 - Provide a common plan which new team members can review and come up to speed on the project quickly.