

Canadian Hospitality for Chinese Guests

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Preface

Canadian Hospitality for Chinese Guests is a result of the need to update those in the hospitality industry with changes in the Chinese inbound market. It is also a response to anticipated high demand resulting from Canada's Approved Destination Status (ADS) with the People's Republic of China.

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Introduction

The Canadian tourism industry continues to target the growing Chinese market following Canada officially receiving Approved Destination Status (ADS) from China in 2010.

The ADS designation allows Chinese Nationals to travel to Canada in large tour groups, a widely popular model that gives tourists the advantage of group travel while providing a worry free vacation with every aspect pre-organized.

Chinese Citizens can now apply for a ten year multiple-entry visa to travel to Canada.

Over the course of this new decade China will become the second largest source of tourists, after the United States.

Our Chinese guests have high hopes and expectations of Canada. We must, therefore, adopt the correct form of tact and diplomacy, and show ourselves to be most welcoming in our hospitality. In terms of succeeding in our relationships with the Chinese tourists, cultural sensitivity with regard to their needs and expectations plays a key role. Aside from having brochures, websites, menus and leaflets translated into Chinese, we must also take into consideration the customs in China, in organizing holiday or leisure activities, as well as in accommodating preferences in meals and in-room décor and amenities.

It is important to note that Chinese social conduct and etiquette differ from those of North America, and those differences should be accommodated in order to achieve a most agreeable relationship with your Chinese clientele.

Approved Destination Status is expected to boost the early rate of travel to Canada for China by up to 50 per cent by 2015 according to the Conference Board of Canada. This will generate \$300 million in new tourism revenues for Canada.

Achieving ADS is expected to significantly boost leisure travel over the first 5 to 10 years. In the Conference Board study, inbound travel with ADS expands by approximately 50% over non-ADS inbound volume for China four years after achieving ADS. This corresponds to a compounded annual growth rate of 21.1% with ADS relative to 9% without ADS.

While ADS will likely increase the number of visitors from China traveling to Canada for business and visiting friends and relatives, the biggest impact is expected to be on leisure travelers. Accordingly, the Conference Board of Canada study focused primarily on the impact of ADS on leisure travel. The table below provides an impact perspective of ADS on overnight travel from China by trip purpose 10 years after achieving ADS. As shown in the table, the impact is expected to be significant for leisure travel, and to a much lesser extent for business and VFR travels.

Total Overnight Travel from China by purpose of trip – 2015 (000's)

| | Business | VFR & Other | Leisure | Total |
|-----------------------------|----------|-------------|---------|-------|
| Base scenario (no ADS) | 67 | 100 | 81 | 248 |
| Likely Scenario (with ADS) | 79 | 122 | 182 | 383 |
| Variance ADS to non-ADS | 17.9% | 22.0% | 124.7% | 54.4% |

China Profile

China is the most populous country in the world with a population of 1.3 billion. Simply put, around one of every 5 people on earth lives in China. China can still boast the greatest civilization of any time in world history. At its height the Chinese empire was responsible for the world's greatest works of art, inventions, and innovations in science and technology. The Roman Empire at its height never reached the Chinese empire many centuries prior.

Travel and tourism in China accounts for 9.8% GDP (US\$449.3 billion), and 7.8% of total employment in the country, or 60.8 million jobs, according to 2009 WTTC research.

The country is expected to be the fastest growing economy in the world over the next ten years in addition to being the leader of travel and tourism growth.

In 2009, 31.6 million Chinese tourists traveled outside their country. They spent \$43.7 billion on their travels despite the economic downturn.

More than 200,000 Chinese visitors come to Canada in 2010. The Canadian Tourism Commission forecasts a 25% growth for 2011 with 55 weekly flights between the two countries. By 2020, China will have 100 million international travelers making it the largest outbound tourism market in the world.

Characteristics of Chinese Culture

A Deep Historical Foundation

One of Chinese culture's most pronounced traits are its deep roots in history, which span almost five millennia. Despite various ruptures and discontinuities in this tremendously long and rich history, the Chinese see themselves as guardians of a unique heritage. Their history serves as a reference point for many customs, traditions and practices, whether in the form of iconic figures, such as Confucius, or recognized fact, and even epic tales.

The formation of the empire in 221 BC began a heritage of dynasties that bound the country together. The perception of China as a whole entity stems from a totally centralized and hierarchical administration. The Imperial period continued until 1911, and after a period of instability, the Communist Revolution brought about the advent of the People's Republic of China. Economic and cultural transitional pains took hold until the death of Mao Zedong, the father of Chinese Communism. The country then redeveloped its export market system and since then has experienced very strong economic growth over the last half century, showing percentage growths of 8% annually every year for the last two decades. This trend does not show any signs of slowing down.

Modern Chinese society is complex. Various elements of Chinese social, political and economic functionality contradict the more foundational and historic doctrines. One of the overarching elements of Chinese societal identity is the concept of rights and obligations. Rights belong to society; obligations belong to the individual. This notion extends from the holistic concept of a unified Chinese society. A greatly advantageous characteristic of Chinese society, however, is its ability to incorporate external thoughts and practices.

The Concept of Face

Chinese society, generally speaking, is based on “face” which is very simple. All it means is not behaving in a way that would embarrass someone and cause them to lose status in front of their peers.

One sure way for foreigners to make someone from China lose face is to lose their temper in public. Not only will the person targeted lose face, the foreigner loses face as well for being weak and unable to control emotions. The Chinese pride themselves on self-control and when flustered or embarrassed will often giggle or give an evasive response, rather than deal with the situation directly. This does not mean the Chinese don’t get angry but the general rule is that self-control goes a long way.

The Chinese Zodiac

The Chinese attach a great deal of significance to the Zodiac and it is integrated into their religion. The Chinese New Year usually falls in late January or early February.

THE CHINESE ZODIAC

Astrology has a long history in China and is integrated with religious beliefs. If you want to know your sign in the Chinese zodiac, look up your year of birth in the. Future years are included here so you’ll know what’s coming:

- Rat: generous, social, insecure, prone to laziness; 1936, 1948, 1960, 1972, 1984, 1996
- Ox/Cow: stubborn, conservative, patient; 1937, 1949, 1961, 1973, 1985, 1997, 2009
- Tiger: creative, brave, overbearing; 1938, 1950, 1974, 1986, 1998, 2010
- Rabbit: timid, amicable, affectionate; 1939, 1951, 1963, 1975, 1987, 1999, 2011
- Dragon: egotistical, strong, intelligent; 1940, 1952, 1964, 1976, 1988, 2000, 2012
- Snake: luxury seeking, secretive, friendly; 1941, 1953, 1965, 1977, 1989, 2001, 2013
- Horse: emotional, clever, quick thinker; 1942, 1954, 1966, 1978, 1990, 2002, 2014
- Goat: charming, good with money, indecisive; 1943, 1955, 1967, 1979, 1991, 2003, 2015
- Monkey: confident, humorous, fickle; 1944, 1956, 1968, 1980, 1992, 2004, 2016
- Rooster: diligent, imaginative, needs attention; 1945, 1957, 1969, 1981, 1993, 2005, 2017
- Dog: humble, responsible, patient; 1946, 1958, 1970, 1982, 1994, 2006, 2018
- Pig: materialistic, loyal, honest; 1947, 1959, 1971, 1983, 1995, 2007, 2019

Religion and Spirituality

Three major spiritual and/or ideological paths are outlined below, as an indicator of the mindset of Chinese ways of looking at life:

Confucianism

According to Confucius, a philosopher from about 500 BC, man must conform to a social order and tradition. This philosophical doctrine became so strongly held that it is not part of state ideology. This extends to all aspects of life, public and private, and denotes the necessity for roles, be they official as in ministerial, or familial, such as the relationship between father and son or husband and wife.

Taoism

Taoism is a passive approach to existence, preaching compromise and conflict resolution through detachment. Meditation and other characteristics of an ascetic life are recommended through Taoism.

Buddhism

Buddhism has its roots in India, and reached China about 2000 years ago. It introduced the concept of karma, or the retribution of actions and ideas of reincarnation into Chinese life. Modifications of Buddhism have been developed, through a synthesis with Confucianism and other domestic philosophies and ideologies.

Forms of Thought

The Chinese are pragmatic. Functionality and results are primary motivators: that which works is true. According to the tradition of the yin and yang, man must understand the movement and constant dynamics of these two opposing but complementary forces to maintain harmony in life.

Developing relationships is of great importance to the Chinese. Reciprocity is integral in relationship building, as in one good turn deserves another.

In keeping with the yin and yang concept and maintaining harmony, there are an abundance of practices and beliefs, such as:

- Favourable words: proverbs, maxims.
- Animals: incorporation of images of the dragon, phoenix, crane, fish and tortoise. All are considered good omens.
- Certain flora.
- Certain characters are regarded as bringers of good fortune or longevity.
- Colours have symbolic value as well; red is for good fortune, yellow is imperial, white is the colour of mourning.
- Numbers: "8" sounds like the word fortune, and is therefore considered lucky. "4" is similar to the word for "death", and has an opposite value.

Rules of Conduct

During an exchange, it is essential to remember that Chinese culture is traditionally based on inequality of status. This is of paramount importance on rules of conduct.

- Establishing the rank of an individual is a vital factor. This involves, for example, handing a business card with both hands at the beginning of a meeting. Much more than just a piece of paper, the business card provides vital information for knowing what behaviour is appropriate. The card should be studied at length.
- Personal image, which encompasses social standing and moral integrity, is used to establish trust and to check that the person is worthy of trust. Without this highly personal touch from the outset, it will not be possible to build on the relationship.
- Protocol assumes a great importance, as it must ensure that people are treated strictly according to their rank.
- The order of precedence must closely follow the hierarchy of status, and then comes the respect afforded to elders. Rules of gallantry generally do not apply.

When discussing an issue with a Chinese client, it is recommended to be indirect and diplomatic in your approach. Debate and discourse in Chinese society is reserved and modest, and attempts to avoid anger and direct confrontation.

Business Conduct

Long-term vision is paramount

- Understand that the negotiation process calls for deep personal involvement. Progress is made cautiously, step by step.
- Emphasize a long-term partnership, as opposed to short-term objectives.
- Favour an amicable and peaceful atmosphere, which is key to ensuring harmony.
- Without trust, without good relations and without compromise, there will be no business deals.

Negotiations

- Pay close attention to seating arrangements, as the highest-ranking persons sit opposite each other at the centre of a long table, furthest from the door.
- At dinner, the best seating place is to the right of the host, the next best to his left. The place of honour is opposite the door, but is far from it, and, if possible, faces south. The lowest-ranking person occupies the most vulnerable place, with the back to the door.
- Respect the speaking order. Express yourself slowly and in an intelligible manner, without interrupting the other party.
- Set aside ample time, as haste is ill advised.
- Understand that Chinese culture expects important information to be revealed only towards the end of any negotiation.

- Do not continue negotiations during the meal that follows, although this period is essential to the success of the process.
- Use interpreters who possess an excellent level of language skill and who are trained in the relevant area.

Travel Facts and Issues

Who are the Travelers?

- Middle and upper socio-economic groups
- Urban residents in 3 major geographic areas (Beijing, Shanghai, Guangzhou)
- New Private enterprise owners
- White-collar workers in foreign and joint-venture enterprises
- Teachers, lawyers, engineers, students
- Media, sport and entertainment professionals
- Families

Trip Characteristics

- Long planning horizon
- Booked through approved travel agencies
- Internet searches
- Multi-destination trips
- Group packages still preferred – except for VFR and 25-34 age group
- Most travel in three Golden Weeks:
 - Chinese New Year (Jan/Feb)
 - Labour Day (May 1)
 - National Day (Oct 1)

Chinese Travelers Want to Shop

As Canada opens up to tourists from China, we must focus on catering to Chinese tourists' shopping habits in trying to attract more visitors from that country.

While North American and European tourists generally focus on "leisure and culture" on their vacations, Chinese tourists, on the other hand, are more eager to visit popular tourist spots to take photos. They also tend to focus on shopping for items such as brand-name clothes, cosmetics, jewelry and electric home appliances. Most Chinese tourists come from wealthy coastal areas, and are government officials or employees of state enterprises; they generally tend to have higher incomes or enjoy government subsidies for air tickets, hotel accommodations and food.

Chinese Travel Trends

- Chinese tourists are officially allowed to travel to countries that have been granted Approved Destination Status (ADS).
- Chinese tourists will be the world's leading source of tourism worldwide over the next ten years with the number of Chinese outbound visitors expected to reach 100 million by 2020.
- In Chinese culture, traveling is a way of self-improvement and learning.
- Factors including increased disposable incomes, more leisure time and less travel restrictions have enhanced the opportunities for Chinese nationals to travel overseas.
- Those people who travel abroad are generally well educated and have a well-paid job.
- Safety, and ease of obtaining visas for the destination influence how Chinese travelers choose their destination.
- 'Value for money' and attraction of the destination are two main reasons for the affluent Chinese to choose their travel destination.
- There are approximately 670 government-approved travel agencies authorized to organize group visits overseas.
- 'Word of mouth' is one main way for the Chinese tourists to share their information. Providing quality service and prestige should therefore potentially attract more Chinese customers.
- The peak times to travel are during the three golden weeks: Lunar New Year holiday (late January or early February), Labour Day holiday (1st May) and National Day holiday (1st October).
- Most Chinese tourists will not be afraid to voice their complaints to their Chinese tour guides if service levels and accommodation expectations are not met or they do not perceive 'value for money.'

Leisure Activities

When traveling, the Chinese will have tastes and expectations that differ somewhat to those of the Western tourist.

The notion of leisure travel is still rather new to Chinese society. In fact, no clear distinction is made between the time spent at work and the time dedicated to family, friends or hobbies. Working life and more private moments are not considered to be mutually exclusive.

The Chinese tend to relate to more “busy” atmospheres, as they apply more directly to environments in larger cities in China. Enjoying a stroll in the evening after dinner among a downtown crowd, entertaining guests and family at home, and indulging in shopping are among the more popular activities.

Sports, however, do not rank as high for the Chinese as it does for the Western Hemisphere in terms of leisure activities.

The concept of “saving money at home and spending it abroad” for the Chinese, is quite prevalent. Presents and gifts for family and friends back home are a noticeable portion of spending habits among Chinese travelers, especially branded products with local characteristics.

Much of Chinese daily life revolves around food. Eating and dining are important social events. Typically, food is consumed at a large table with a large gathering of family and/or friends.

Keep in mind, therefore, as a service provider, that this is an important element to ensuring a hospitable reception for your Chinese guests.

The usual selection of wine, beer, water and soft drinks, along with hot tea or hot water would be quite adequate.

Chinese Language

China has eight major dialect groups: Putongua (Mandarin), Yue (Cantonese), Wu (Shanghainese), Minbei (Fuzhou), Minnan (Taiwanese), Xiang, Gan and Hakka and many sub-dialects. The language spoken in Beijing is often referred to as Mandarin or Putonghua. Putonghua, which means “common language” is the country’s predominant language and is widely used by more than 70% of the population. Putonghua is variously referred to as the “Han language” (hanyu), “Mandarin”, or simply Chinese. About two-thirds of the Han people are native speakers of Putonghua, while Han people who come from the southwestern and southeastern sections of China often speak Putonghua as well as their own dialects, such as Shanghaiese and Cantonese.

A. 23 letters in Pinyin:

| Letter | Pronunciation | Letter | Pronunciation | Letter | Pronunciation |
|--------|-------------------|--------|---------------------|--------|----------------------|
| B | As in bay | G | As in go | Sh | As in shirt |
| P | As in pay | K | As in kit | R | As in leisure |
| M | As in may | H | As in hit | Z | As in reads |
| F | As in fat | J | As in jeep | C | As in hats |
| D | As in dad | Q | As in cheer | S | As in say |
| T | As in time | X | As in she | Y | As in yes |
| N | As in nay | Zh | As in junk | W | As in way |
| L | As in lay | Ch | As in church | | |

B. Useful words and phrases:

1. Orientation and Geography

| Pinyin | English | Pinyin | English | Pinyin | English |
|--------|---------|--------|----------|--------|---------|
| dong | East | hu | lake | qu | canal |
| xi | West | he | river | jie | street |
| nan | South | shan | mountain | lu | road |
| bei | North | hai | sea | xiang | lane |
| | | wan | gulf | | |

2. Numbers

| Number | Pinyin | Number | Pinyin | Number | Pinyin | Number | Pinyin |
|--------|--------|--------|--------|--------|-----------|--------|------------|
| 1 | yi | 6 | liu | 11 | shi yi | 31 | san shi yi |
| 2 | er | 7 | qi | 12 | shi er | 100 | yi bai |
| 3 | san | 8 | ba | 20 | er shi | 200 | er bai |
| 4 | si | 9 | jiu | 21 | er shi yi | 1,000 | yi qian |
| 5 | wu | 10 | shi | 30 | san shi | 10,000 | yi wan |

3. Useful phrases: Pronouns

| English | Pinyin | English | Pinyin |
|-------------|--------------------|----------------|----------|
| I | Wo | hello | Ni hao |
| we/us | women | goodbye | Zai jian |
| you | Ni / nimen(plural) | thank you | Xie xie |
| he/ she/ it | Ta | please | qing |
| they / them | tamen | you're welcome | Bu ke qi |
| Excuse me | Qing ni | I'm sorry | duibuqi |

| English | Pinyin | English | Pinyin |
|-----------------------|----------------------|---------------|---------------------|
| How much is it? | duoshao qian? | train station | huo che zhan |
| That's too expensive. | tai guile | airport | fei ji chang |
| My name is... | Wo jiao... | bus station | qi che zhan |
| I'm from... | Wo shi cong...laide | hotel | jiu dian / fan dian |
| Where is the...? | ...zai nail | hospital | yi yuan |
| I'm lost. | Wo mi lu le. | police | Jing cha |
| What's the time? | Ji dian le? | Restroom | cesuo |
| I fell ill. | Wo bu shu fu. | Train | huo che |
| Could you help me? | ni ke yi bang wo ma? | restaurant | can ting / fan dian |
| I would like... | wo xiang yao... | shop | Shang dian |
| I need | Wo xu yao | Taxi | chuzu qi che |
| I want to go to | Wo yao qu | Bank | yinhang |
| Do you have | You mei you | Book | shu |
| Here is my address | Zhe shi wode dizhi | Map | Ditu |

Chinese Names

The full name of a Han Chinese person is composed of two parts: the surname (family name) and the given name.

Today, there are 3,050 surnames in China. Among them, surnames like Zhang, Wang, Li, Zhao and Liu are the most popular. The surname, which comes first, is often passed down from father to son. It is generally composed of one word. There are also two word surnames, or compound surnames, such as Oyan, Zhuge and Sima. Chinese women always retain their family name even after marriage.

The given name, which contains one or two words, follows the surname. Take Chairman Mao's name for example: his name is "Mao Zedong". "Mao" is his surname and "Zedong" is the given name.

A full Chinese name normally has two or three words. Full names containing four words can also be seen because of a compound surname and two syllable given names.

Addressing a Chinese person directly by his (her) given name is considered to be offensive, unless you are longtime friends. The proper way to address a person is by his (her) surname (family name), followed by XIANSHENG (Mr.) for men and NVSHI (Mrs.) or XIAOJIE (Ms.) for women.

Similarly, the professional/functional title is also used after the family name when addressing an important person. Following are some examples:

| English | Chinese | English | Chinese |
|-----------|--------------|-----------------|--------------|
| Mr. Li | Li xiansheng | President Jiang | Jiang zhuxi |
| Mrs. Wang | Wang nvshi | Minister Zhu | Zhu zongli |
| Ms. Wang | Wang xiaolie | Manager Zhang | Zhang jingli |

Protocol and Etiquette Suggestions

Demographics

The main age segment of Chinese travelers is between 45 and 59 years primarily due to China's pensioners being relatively young. Business travelers are usually male. Travel to foreign countries is seen as an important status symbol.

Structure of Trips

It is standard for government employees to have between 7 and 14 days of annual leave. Foreign companies offer up to 15 days a year. Family travel including children usually takes place in July, August and September. Group sizes vary. Business groups can be between 3 and 20 persons. Package tours can be even larger.

The Chinese seldom use their vacation time to visit beaches choosing to opt for sightseeing which makes up three quarters of travel. The Chinese only visit what they know or have heard of. Typically they do not try new things. Casino visits and musical programs are in high demand. Shopping is key and brand names are very important to Chinese.

Packed daily itineraries depend on a smooth succession of events with no waiting periods. However, fixed itineraries can be changed at a moment's notice and flexibility is expected.

Chinese groups are almost always accompanied by tour guides due to a lack of experience and language barriers. Chinese guests expect to be lodged in modern hotels and prefer eating Chinese food.

Communications

Check-in and Welcome

Breakdowns in communication between people from different countries are often due to not simply language differences but to varying cultural interpretations. For example North American culture shows that a lack of eye contact shows lack of interest in honesty. In China not showing eye contact is considered to be polite and demonstrating proper etiquette.

The tour guide is a key person as it is this person who is the link between the hotel, the group and the travel agency.

The surname is usually said first when addressing someone in Chinese. 'Li Xiansheng' would therefore be Mr. Li.

The Chinese use the words 'please' and 'thank you' much less than in western countries. This should not be taken as an insult. Their words are often expressed with friendly smiles and nods.

Much as Chinese tourists are very offended when they are compared with Japanese guests, the Chinese written word is very different from Japanese. They also have their own symbols for numbers although the Arabic / Latin numerical system is well known.

The Chinese do not bow. They shake hands. Frequent and friendly nodding is very important and is a sign of politeness. Chinese communication is generally indirect and frequently meanings are only hinted at. The Chinese take time to evaluate what is being said often resulting in pauses in conversation. Conventional pauses in North America are often shorter leading the Chinese to believe there is a lack of thoughtfulness in responses.

Negative subjects should be avoided in conversation including even bad weather. Politics, religion and sexuality must be avoided and references to current political situations including human rights and freedom of speech should never be raised. If in doubt avoid the topic. Avoid humor which more often than not loses its meaning in the translation.

Issues which are considered very personal in the west are often discussed openly in China. It is common place and not impolite for Chinese to ask questions about income, age, marital status and prices.

Non verbal communication is greatly valued. A staff smile goes a long way in making a guest feel welcome. However do not take this too far as the Chinese expect restraint at the same time. Staff are seen as servants and should therefore keep themselves in the background.

The Chinese rarely show emotion in public. The worst offence could be to lose one's temper. To save face is critical and hiding emotions is considered a virtue. One should never turn ones back on a Chinese guest.

Chinese guest complaints will be made by the tour guide directly with the hotel. Complaints will be noticeable however their annoyance will be displayed in a quiet and respectful manner. In this type of situation it is important for the hotel to have established a relationship with the tour guide and it is even more important to help he or she "save face". This should involve apologizing immediately, regardless of where the fault lies. A lack of an apology is seen as impolite.

Upon check in each guest should be greeted with individual attention and a big smile. It is the accepted norm to greet the delegation leader first not his wife. Preferential treatment of women would leave the family feeling embarrassed.

If a Chinese guest offers his or her business card it should be treated with greatest respect. A business card is offered using both hands with the writing facing the recipient. A business card should always be accepted using both hands.

Allocation of Rooms

Every effort possible must be made to avoid putting Chinese guests on the fourth floor. When pronounced the number four sounds very familiar to the word "dead". A room number such as 444 should never be allocated. Alternatively, the numbers 8 and 9 are considered to be very lucky. In the western world one says it is seventh heaven. In China it is ninth heaven. Contrary to the Japanese, Chinese couples share a double bed. At the same time Chinese have no problem with having only a shower in their room; a bathtub is unnecessary. However Chinese guests do expect to find a comb, toothbrush and slippers in their room.

Meals

The Chinese drink great quantities of tea and hot water. Accordingly kettles should be available in each room. Chinese drink still water not sparkling and are very hesitant to drink tap water.

The three daily meals are treated equally by the Chinese who rarely skip a meal. Agreed upon eating times are strictly followed and breakfast is generally concluded by 8:00AM. Hotels are encouraged to supply chopsticks; however food must be prepared in bite size portions. At breakfast knives and forks should be provided. Toothpicks must be provided. Cold dishes are rarely eaten by the Chinese. Breakfasts should include soups, eggs, sausages and bacon. White bread is definitely preferred over whole wheat. Fish and seafood are usually looked upon as delicacies. The most popular meats are chicken and pork and should be prepared well done. Beef is unpopular due to BSE.

The most popular drink is tea and hot water and should always be available. Coffee is a popular breakfast drink. The Chinese like beer and sweet red wines.

The Way Ahead

Now is the time to prepare for our Chinese Guests. An old Chinese Proverb says it best "A man without a smiling face must not open a shop".

If you don't look after your guest, someone else will.

Anthony P. Pollard
August 2011

Anthony P. Pollard

The author was born and raised in Montréal and educated at Concordia University, The University of Western Ontario, McGill University and Carleton University. He holds a Masters Degree in Political Science and International Affairs. He has traveled extensively in China. Since 1991 he has headed up the Hotel Association of Canada.

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