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EDITOR: BERNARD DEWIT
MANAGING EDITOR: MIN YAN
ADVISOR: LIEVE PEETERS | LAYOUT: GELUCK-SUYKENS
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ADDRESS OF BCECC

RUE WASHINGTONSTRAAT 40, SUITE 408
1050 BRUSSELS
T: +32(0)2 345 25 54 | F: +32(0)2 649 04 39
M: INFO@BCECC.BE | WWW.BCECC.BE

比中经贸委员会 通讯

A PUBLICATION OF THE BELGIAN-CHINESE
ECONOMIC AND COMMERCIAL COUNCIL

[1] MESSAGE FROM H.E. AMBASSADOR MICHEL MALHERBE 比利时新任驻华大使米歇尔·马雷伯致辞
[2] WESTERN CHINA – THE NEW BUSINESS FRONTIER BY ERIC BAART, PARTNER, AND TOM CHEN, CONSULTANT, ROLAND BERGER STRATEGY CONSULTANTS 中国西部地区 – 新的商业前沿 文/ERIC BAART, 合伙人, TOM CHEN, 顾问, 罗兰贝格管理咨询有限公司 [3] BPOST, BELGIUM'S LEADING POSTAL OPERATOR AND UNIVERSAL SERVICE PROVIDER BPOST, 比利时领先的邮政运营商和普遍服务供应商 [4] INFO CHINA
[5] CHINA THROUGH MY EYES / 我眼中的中国

The arrival of a new ambassador is always an important event in bilateral relations and recently Mr Michel Malherbe has been named to succeed Mr Patrick Nijs as Belgian Ambassador to China.

Many of our members know Mr Malherbe as he began his diplomatic career in China and was later Belgium's Consul-General in Hong Kong. We will have the honour of presenting him as our host at the networking lunch we are organizing on June 26. We would very much like to wish him success and happiness in his new role.

The second part of the year will see a number of important events. Flanders Investment and Trade is organising a trade mission led by Minister-President Kris Peeters to Chongqing and Chengdu. Our Chamber, which has had an office in Chengdu since 2009, will be organising a working reception during the mission. As you will read in the presentation by Roland Berger Strategy Consultants, western China offers real opportunities if you can meet the challenges.

Following the success of the first ANTWERP FORUM two years ago, a second forum will take place on 26 September. This represents a unique opportunity for European and Chinese



Foreword 序言

BERNARD DEWIT, CHAIRMAN OF BCECC
比中经贸委员会主席 德威特

新旧大使交替是双边关系中的一件重要事件。米歇尔·马雷伯先生即将接替奈斯先生出任比利时驻中国新大使。

商会的许多会员都熟悉马雷伯先生，因为他的外交生涯始于中国，而且不久前还担任了比利时驻香港总领事。2013年6月26日，我们荣幸地邀请他出席本商会组织的工作午餐会活动。藉此，我们衷心祝愿他在新的岗位上工作顺达、生活愉快！

我们下半年的活动议程中将有多个亮点。法兰德斯投资贸易局将在法兰德斯地区首席部长克里斯·佩德斯亲自率领下组织贸易代表团前往重庆和成都考察访问。本商会自2009年起在成都就设立了代表处，届时我们将为代表团在当地访问举办业务对接招待会。正如本期中罗兰贝格管理咨询有限公司介绍中国西部地区时所谈，西部充满了商机，但需要您具有应对挑战的足够能力。

companies to seek new business opportunities. We look forward to seeing the majority of our readers at the event!

New economic sectors have developed in recent years and Belgian operators are playing an important role. This is particularly true in the development of e-commerce where bpost is known for providing logical solutions for global activities. Our visit to the bpost AntwerpenX Sorting Centre enabled visitors to understand bpost's new strategy and its increased presence in China.

Mr Olivier du Roy, former China Country Manager for Solvay, writes about the country in which he helped develop his company. In this issue he explains why he and his family fell in love with China and its culture. Let's hope his example will inspire the new generation of Belgian students to take a strong interest in China during their studies and to invest in this afterwards.

We are all looking forward to summer and, we hope, some sun in Belgium. I wish you a warm and rewarding season. ■

Bernard Dewit
Chairman

继两年前我们成功地举办了第一届安特卫普论坛之后，2013年9月26日我们将迎来第二届安特卫普论坛。它将是欧洲和中国企业寻找新的商业契机的独特机会。我们期待着届时与大家相会。

近些年，新经济产业发展迅速。比利时运营商为之发挥了重要的作用。尤其在电子商务活动的拓展，比利时邮政（bpost）被视为在全球电子商务领域擅长提供合理解决方案的先锋企业之一。近期我们访问了比利时邮政安特卫普X分拣中心，此次访问增进了我们对企业的新战略和在华不断增加业务的了解。

前苏威中国地区经理奥利维·杜罗伊（Olivier du Roy）先生在本期中撰文，畅谈了他为苏威公司拓展中国市场的体验以及他和家人在华的生活、对中国文化的钟情。我们希望他的榜样鼓励更多的比利时新一代学生对中国产生更大的兴趣并为今后的发展进行投资，打下基础。

我们都期盼着夏天的到来，都希望比利时拥有明媚的阳光。在此，我祝您度过一个温暖和快乐的夏季！■

德威特
比中经贸委员会主席

It is easier for east
to meet west
if your guide knows
his way around



For more information

Coen Ysebaert
Tax Partner
Head Chinese Services Group Belgium
Tel + 32 9 393 75 36
Mob + 32 495 59 49 60
Fax + 32 9 393 75 01
cysebaert@deloitte.com

Koen De Ridder
Head European Desk Greater China
Tel + 852 2852 5640
Mob + 852 6712 3462
kderidder@deloitte.com

www.deloitte.be

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[1] Message from H.E. Ambassador Michel Malherbe

比利时新任驻华大使 米歇尔·马雷伯致辞



Dear BCECC Members,

It is a great pleasure to introduce myself as the next Belgian Ambassador to China.

Under my guidance the Embassy will continue to play its role to the full as your representative and intermediary in China. In close cooperation with Flanders Investment & Trade, AWEX, Brussels Invest & Export and other agencies, we will be the networking engine that helps you achieve projects which in turn should benefit the people of Belgium. Our team will be in the field every day, developing the in-depth knowledge you expect of your diplomats. We will work closely with our Consulates-General in Shanghai, Guangzhou and Hong Kong. Whenever possible our chanceries, residences and other facilities will be at your disposal for various events. In return we would expect you to share information which can serve the community, making our diplomatic network your own.

We will also remain an efficient centre for the expatriate community and travellers, and deal professionally with visa requests and other administrative issues. In difficult times – which cannot always be avoided – our consular service will be on your side and act as efficiently as possible.

I personally look forward to reinforcing the close links already established in East Asia during previous postings in Beijing and Singapore, and during my recent tenure as Consul-General in Hong Kong. My interest in communication will continue as well - I will be more than pleased to be your spokesperson whenever useful. ■

Best regards,

Michel Malherbe
Ambassador

Professional Experience:

- Spokesman, Federal Public Service Foreign Affairs
- August 1, 2007 - May 5, 2011: Consul-General of Belgium in Hong Kong and Macao
- August 1, 2003 - July 31, 2007: Spokesman, Head of Royal Palace media relations
- August 1, 2002 - July 31, 2003: Counselor, Permanent Representation of Belgium in Geneva, WTO
- August 1, 1999 - July 31, 2002: Deputy Spokesman, Federal Public Service Foreign Affairs
- August 1, 1996 - July 31, 1999: Deputy Head of Mission, Embassy of Belgium in Singapore
- January 1, 1994 - July 31, 1996: Second Secretary, Embassy of Belgium in Beijing

Education:

- September 1, 1988 - June 30, 1990: Masters in International Relations, Centre for the Study of International Relations (CERI), Free University of Brussels (ULB)
- September 1, 1986 - June 30, 1988: Licentiate German Philology, Language and Literature; English and Dutch; Catholic University of Leuven (KU Leuven)
- September 1, 1984 - June 30, 1986: Candidate in Philology, Germanic Languages and Literature; English and Dutch; Faculties Universitaires Notre-Dame de la Paix

亲爱的比中商会会员，

我十分高兴作为比利时驻中国新任大使向大家介绍一下自己。

在我的领导下，比利时驻华使馆将继续发挥其连接您与中国官方接触的桥梁作用。与法兰德斯贸易投资局、瓦隆贸易投资局和布鲁塞尔外国投资与贸易促进局以及其他机构密切合作，我们将致力于成为帮助您实现业务项目并造福于比利时人民的网络引擎。我们的团队将在每一天的工作岗位上拓展更广泛的知识能力，努力满足您的期待。我们将同驻上海、广州和香港总领事馆紧密合作。只要可能，我们的使馆、场地及其设施都将为您举办各种活动提供便利。同时，我们期待与您共享信息，服务于社会，使我们的外交网络成为你们的网络。

我们还将是所有生活在中国的比利时外派人员和旅游者的高效服务中心，专业化地处理签证申请以及其他行政事务。在难免都会出现困难的时候，我们的领事服务将伴随您的身边，并致力于为您提供高效服务。

我本人还期望着进一步加强曾在北京、新加坡以及在香港担任总领事任期中已建立的密切关系。我将继续发挥我的传播角色，只要有用了和有益，我将十分乐意成为您的代言人。 ■

此致

良好的祝愿！

米歇尔·马雷伯
比利时驻华大使

职业:

- 比利时联邦政府公共服务外交部发言人;
- 2007年8月1日 - 2011年5月5日: 比利时驻香港和澳门总领事;
- 2003年8月1日 - 2007年7月31日: 比利时王室发言人暨媒体公关主管;
- 2002年8月1日 - 2003年7月31日: 比利时常驻世贸组织(日内瓦)参赞;
- 1999年8月1日 - 2002年7月31日: 比利时联邦公共服务外交部副发言人;
- 1996年8月1日 - 1999年7月31日: 比利时驻新加坡大使馆代表团副团长;
- 1994年1月1日 - 1996年7月31日: 比利时驻华大使馆二等秘书。

学业:

- 1988年 9月1日 - 1990年6月30日: 获布鲁塞尔自由大学国际关系研究中心国际关系硕士学位;
- 1986年9月1日 - 1988年6月30日: (荷语)鲁汶大学德国语言文学学士文凭, 语言与文学; 英语和荷兰语;
- 1984年9月1日 - 1986年6月30日: 那穆尔和平圣母大学日耳曼语言文学大学本科; 英语和荷兰语。

[2] Western China – The new business frontier

中国西部地区 – 新的商业前沿

By Eric Baart, Partner, and Tom Chen, Consultant, Roland Berger Strategy Consultants
文/Eric Baart, 合伙人, Tom Chen, 顾问 罗兰贝格管理咨询有限公司

Roland Berger

Strategy Consultants



Eric Baart 合伙人



Tom Chen 顾问

Joel Garreau divided North America into nine countries, arguing that it was highly varied; that each of the nine nations had its own distinctive economy, climate and culture. The same is true of China. Many foreign companies regard China as homogenous and assume that, as they migrate westward in search of new markets, they will encounter the same China they have become familiar with in the more highly developed eastern coastal regions.

They will not. Western China is a different country, or rather a group of different Garreau-type countries. The 12 provinces of western China ("the west") comprise two-thirds of China's landmass but barely a quarter of its population. But that's still 365 million people, more than the population of the 17 countries of the eurozone.

For foreign companies it is almost virgin territory. Only 6% of the 260,000 registered foreign enterprises in China are based in the west. Real opportunities exist for some industries in the west, but many risks and challenges await.

The business case for western China

Roland Berger, active in Greater China with five offices and 360 consultants, recently surveyed experts and the China CEOs of major European companies about the importance of various factors when deciding where to locate operations. Overall, they ranked them in the following order:

1. Market attractiveness
2. Infrastructure development
3. Staff qualification
4. Cost level
5. Economic incentives
6. Natural resources

How does the west stack up according to foreign enterprises already doing business there?

1. Market attractiveness

Although the west currently accounts for only 19% of China's GDP and 17% of its consumer spending, incomes and living standards are expected to rise as China's economy, and per capita disposable income, continue to grow. The current level of consumer goods spending in the west is similar to that of the east in 2004. While it will continue to grow it's unlikely the west

1981年乔尔·卡罗在他的著书中把北美划分成9个地区（或者说国家），因为他认为北美高度多样性，每个地区都有自己独特的经济、气候和文化。这在中国正是如此。许多外国公司用同一种眼光看待整个中国，以为他们在向西迁移寻找新市场的时候，所遇到的是他们在高度发达的东部沿海地区已经熟悉的中国。

然而，他们想错了。中国西部地区是类似乔尔·卡罗所谓的一组不同的地区。中国西部的12个省份占中国陆地面积的三分之二，虽然只占全国人口的四分之一，但那里仍有3.65亿的人口，超过了欧元区17个国家的人口总数。

对外国企业来说，那里几乎是大片处女地。在中国注册的26万家外国企业中，只有6%到西部地区发展。西部拥有一些潜力巨大的产业，但风险和挑战并存。

中国西部的商业案例

罗兰贝格管理咨询有限公司在大中华地区设立了5个办事处，拥有360名顾问。最近我们向欧洲驻华公司的总裁和专家进行了一项调查，即哪些是决定在某一地方开辟商业的重要因素。总体而言，我们按顺序归纳如下：

1. 市场吸引力
2. 基础设施建设
3. 员工资质
4. 成本水平
5. 经济诱因
6. 自然资源

那么已在西部地区开发业务的外企是如何看待这几个要素呢？

1. 市场吸引力

虽然西部地区目前只占中国GDP的19%，占消费支出的17%，但随着中国经济和人均可支配收入的上升，西部的收入和生活水平有望持续增长。目前西部消费品支出水平相当于2004年的东部地区。显然它会继续增长，但不可能以东部地区过去十年的同样速度增长，尤其考虑到较低的有针对性增长率和新出现的信贷忧虑。

由于西部的竞争相对较弱，所以早进入者将占有天时地利和拓展当地市场的优势。



will develop at close to the same pace as the east did during the past decade, especially given lower targeted growth rates and emerging credit concerns. Since competition remains relatively muted in the west early entrants will be well-placed to build market share.

2. Infrastructure development

The «Go West» policy of the central Government has significantly improved the infrastructure in western China, accelerated by the 2009 stimulus package. As a result of these substantial investments, transportation and logistics in inland China are far less problematic than they were. But the west still lags behind the east in infrastructure and this deters some companies dependent on east coast or foreign demand for their products from establishing facilities in the West.

3. Staff qualification

Staff qualification levels are generally lower than in the east and employees have not been regularly exposed to foreign outlooks and management styles. Companies must therefore invest more in training and supervision. However, employee attitudes are potentially better, and the work ethic stronger than in the east.

4. Cost level

Utility and labour costs in the west are significantly lower than in the east. Average electricity costs among the 12 western provinces (excluding Tibet) are about 23% lower than those in Guangdong and Jiangsu. The average annual employee wage at foreign-invested enterprises in the 12 western provinces is about 15% lower than in Guangdong and Jiangsu. In the six poorest provinces, it is 26% lower than in the east. Land is also cheaper in the west. In 2010, industrial land prices in the east were 28% higher than in the west.

5. Economic incentives

Although Chongqing, Chengdu and Shaanxi have reputations for welcoming foreign companies, most companies feel there is little to choose from among the economic incentives offered by the western provinces. Most offer a 15% tax rate, rather than the federal 30% rate, and most try to attract companies with reduced raw material prices or rebates on equipment.



2. 基础设施建设

中央政府“西部大开发”政策已明显改善了中国西部地区的基础设施，尤其2009年的经济刺激计划更是加速了建设。由于这些大量投资的结果，中国内陆地区的运输和物流问题比以前少得多。但西部在基础设施方面仍落后于东部地区，这阻碍了一些依赖东海岸或国外需求产品的企业到西部开设工厂。

3. 员工资质

员工资质水平普遍低于东部地区，而且员工不常接触国外的观念和管理风格。因此，公司必须在培训和监督方面做更多的投入。然而，员工的工作态度可能更佳，工作热情比东部地区高。

4. 成本水平

西部的公共事业和劳动力成本费显然低于东部。西部12省（不含西藏）的平均用电成本比广东和江苏约低23%。西部12省外企员工的平均年工资比广东和江苏低15%左右。六个最贫困的省份则比东部低26%。

土地在西部地区也更加便宜。2010年，东部地区的工业用地价格比西部地区高28%。



Our study found that government incentives are not what initially attracts a company to a province, but can help to confirm the merits of the province once the company sees the benefits of operating there.

6. Natural resources

China's western provinces contain most of the country's reserves of raw materials including rare earths (especially in Inner Mongolia and Gansu) and fossil fuels.

Challenges

Although the economic climate in the west is more hospitable than it was for foreign companies, and is becoming more so, it is still not for the faint-hearted. The challenges can be summarised as follows:

Geography, nature and climate

Long distances between economic centres and relatively low population density essentially make each market in the west a local one. Even with the improvements in infrastructure, logistical challenges remain and restrict the reach of any given plant or even sales office.

In addition, the northern provinces in the west are subject to extreme temperatures and periodic water shortages, both of which can disrupt business.

Soft factors

Our study revealed several soft factors that characterise doing business in China's hinterland – for companies of Western origin, these factors are particularly challenging:

- Staff not highly trained;
- Small to non-existent expatriate communities and the general unwillingness of expatriates and Chinese established in the east to work in the west;

5. 经济诱因

虽然重庆、成都和陕西在吸引外企方面不乏声誉，但大多数公司认为西部省份所能提供的经济诱因选择较少。大多数税率在15%，而不是国家的30%，大多数省份通过降低原材料价格或设备回扣来吸引外国公司。

我们的研究发现，政府的鼓励措施并不是首先吸引公司前往某个省份的要素，但一旦公司认为某省值得去开发时，它便有助于公司确定该省的优势。

6. 自然资源

中国西部省份含有国家大多数储备原材料，包括稀土（尤其在内蒙古、甘肃）和化石燃料。

挑战

尽管西部经济形势对外国公司来说吸引力愈来愈大，但仍然不可掉以轻心。挑战可以概括为如下几个方面：

地理、自然和气候

经济中心与人口密度相对较低区域之间的远距离，基本上使西部的每个市场成为当地的一个独立市场。即使是基础设施的改善，物流方面的挑战依然存在，而且对前往任何生产基地或销售代表处会仍有不便。

此外，西部的北方省份受极端气温和周期性水资源短缺问题的困扰，这两者都可能影响到业务。

软因素

我们的调查显示西方公司在中国的腹地从事业务会遇到一些软性因素，这些因素具有特别的挑战性：

- 员工缺乏高素质训练；
- 很少甚至几乎不存在的外籍社区以及通常外籍人士和东部中国人不愿意到西部工作的问题；



- Local authorities and local company partners are less experienced in dealing with foreigners – processes take more time and demand greater personal commitment from management teams;
- Forging close, long-term relationships with local partners is more important for success in business than in the east, and requires time and patience.

Where to go

Our study found that the most attractive provinces are Sichuan, Chongqing and Shaanxi, but a few of the provinces more remote from the east, namely Inner Mongolia, Xinjiang, Yunnan and Guangxi, are becoming increasingly attractive.

Conclusion

Despite slowing growth and emerging credit concerns, China's rapid development and the government's commitment to a «harmonious society» mean that the questions for foreign companies are not whether to go, but when, how and where.

The potential is obvious – more people live in China's western provinces than in the US – but the risks of skilled labour shortages and logistical problems must be carefully assessed and the importance of local relationships must be recognized. The local, provincial and national governments should be seen as primary stakeholders that can help pave the way to success. Too many companies have either missed opportunities or been unable to maximise them by trying to go it alone without on-the-ground connections and support. ■

Flanders Investment and Trade will organize a multi-sector mission to Chongqing, one of the four Municipalities in China and Chengdu, capital city of Sichuan province where BCECC has had a representative office since 2009. The mission will be from September 9 to September 13, 2013. On Thursday September 12 BCECC will organise a networking event in Chengdu.

Interested in joining this mission? Please register on the FIT website before June by following the link below: <http://www.flanderstrade.be/acties/2013/09/09/Groepszakenreis-Multisectoraal-China?opendocument>.

- 地方政府和当地公司合作伙伴在同外国人打交道方面缺乏经验，需要经过一定的时间过程，并需要管理团队做出更大的个人承诺；
- 为取得业务的成功，要与当地合作伙伴建立密切的长期合作关系，这比东部地区更为重要，需要时间和耐心。

去哪里开发

我们的研究发现，最具吸引力的省份地区是四川、重庆、陕西，但也有少数远离东部的地方正在成为越来越具吸引力的省份，如内蒙古、新疆、云南和广西省。

结论

尽管增长放缓加上新出现的信贷担忧，中国经济的快速发展和政府建设“和谐社会”的承诺，都意味着问题不在于外国公司是否去开发西部地区，而是在于何时、如何以及去哪里的的问题。

机遇是显而易见的（中国西部省份人口超过了美国的人口总数），但必须仔细评估短缺熟练劳动力和物流问题的风险，以及需要考虑同地方关系的重要性。应该视地方、省和国家政府为主要利益相关方，他们可以帮助打开通往成功的道路。许多公司也许已经错过了机遇，或者因没有当地的连接和支持而未能最大限度地发挥他们的才能去单枪匹马地开发西部业务。■

法蘭德斯投資貿易局將於2013年9月9日至13日組織貿易代表團考察訪問中國西部地區直轄市重慶和成都。本商會自2009年起在成都設立了代表處，屆時（9月12日），比中商會將在成都為代表團舉辦一次業務对接活動。如果您有興趣參加該經貿考察團，請於6月14日前在法蘭德斯投資貿易局網站上註冊：<http://www.flanderstrade.be/acties/2013/09/09/Groepszakenreis-Multisectoraal-China?opendocument>

[3] bpost, Belgium's leading postal operator and universal service provider

bpost, 比利时领先的邮政运营商和普遍服务供应商



bpost was created in 1830 as a public service and over the years has undergone various structural and name changes. The Post casted off its status of autonomous public enterprise to adopt the status of a public limited liability company and in 2011 took on its present name.

bpost offers addressed and non-addressed mail services and efficient, high-quality commercial and administrative communication solutions. In the Belgian parcels delivery market it is well positioned thanks to a wide range of delivery options and an outstanding network. Its dense network of sales points (more than 1300) and the fact that each working day it passes by every household (4.5 million) means it reaches its clients in the most effective way.

bpost International is the company's international business unit, specialised in the handling and international shipment of parcels and packets, administrative mail and addressed commercial mail. International delivery is achieved through a dense network of exchange offices and agreements with foreign postal operators.

bpost International also provides logistics solutions for global e-commerce activities: from warehousing and fulfilment to delivery and management of returns. The focus is on value for money, a customer-first emphasis and innovative solutions that create clear added value for clients.

Mr Patrick B. Simon, International Product Marketing Director of bpost, has kindly answered our questions below.

Question: What are your competitive fields? What is the difference compared to other postal operators?

Answer: bpost does much more than simply delivering letters... As Belgium's leading postal operator and universal service provider we offer an array of mail, financial and insurance products through

bpost (比利时邮政), 是一家公共服务企业, 创建于1830年。多年来, 该公司历经了不同时期的机构重组与名称更换, 从一家公共企业向有限责任公司过渡, 于2011年更名为bpost股份有限公司。

bpost提供邮件投递服务及高效率、高品质的商业与行政通讯解决方案。在比利时包裹投递市场, bpost依靠广泛的送货方式和高效网络已赢得了重要的市场份额。归功于公司密集的1300多个销售网点和每个工作日路经450万户家庭的投递服务, bpost以最有效的方法接近并建立了一个庞大的客户网络。

bpost国际邮政专门从事国际业务, 尤其在包裹、行政和商业邮件的国际运输、处理和邮递。国际快递是通过互换局的密集网络和外国邮政运营商之间所建立的合作关系来实现。

bpost国际邮政也为全球电子商务活动提供物流解决方案: 从仓储到履行交付和回报的管理。其重点是物有所值以及客户至上和创新解决方案, 努力为客户创造明确的附加值。

bpost国际产品营销经理Patrick B. Simon先生在本期中回答了比中商会《通讯》提出的问题。

问: 与其他邮政运营商相比, 贵公司的竞争优势体现在何处?

答: bpost 的业务远远不止是简单的信件投递...

作为比利时领先的邮政运营商和普遍服务供应商, 我们通过密集的销售网点提供一系列邮递、金融和保险产品。公司还开发了基于电子通讯、信件、包裹投递和金融支付服务



a dense points of sale network. We also develop value-added solutions based on the integration of electronic communication, letters, parcel delivery and payment services

We monitor market changes and come up with innovative solutions that answer the needs of customers. One of these innovations is delivery@home, a new service where bpost delivers not only mail or parcels to households, but also consolidates deliveries of groceries, laundry, returns, etc., all in the preferred timeslot of the customer. This project is now in start-up phase.

Q: What are your business activities in China? What are the challenges? How do you manage? Do you have experiences to share?

A: bpost opened an office in China at the start of 2012. We now have a Wholly Owned Foreign Entity that employs 20 people in Beijing, with sales and / or operational activities in Shanghai, Guangzhou and Shenzhen.

The China office is currently focused on capturing parcel volume from consolidators and e-tailers from China to Brussels and on to Europe and the rest of the world.

The Chinese international e-commerce market is completely different from what we experience in Europe and the US, and we needed to adapt quickly to different needs. While western e-tailers

1-5. BCECC organized company visit to « AntwerpenX » sorting centre on 14 May 2013. / 2013年5月14日比中商会组织参观比利时邮政安特卫普X分拣中心 / © Van Eemeren

的增值解决方案。

我们监控市场的变化，并推出了创新解决方案，以满足客户的需求。这些创新之一是上门交付服务，不仅上门递信件或包裹，同时还扩展了在购物、洗衣、退货的送货上门，这一切均可在客户选择的时间内提供服务。该项目仍处于启动阶段。

问：bpost在中国的业务有哪些？面临的挑战是什么？在经营管理中有哪些经验可以分享？

答：2012年初bpost在中国设立了办事处。现在我们在中国是一家外商独资实体，在北京聘用员工20人，在上海、广州和深圳开辟了销售和运营业务。

目前bpost中国办事处侧重从中国到布鲁塞尔以及欧洲和世界其他地方的包裹收寄量整合和电子零售商方面的业务。

中国的国际电子商务市场与我们在欧洲和美国市场上的经历完全不同，我们需要尽快适应市场的不同需要。当西方的电



are starting to focus on customer experience for delivery and are offering value-added services such as insurance and returns, the focus for Chinese e-tailers is on getting the first sale and reducing the cost of shipping. This means most B2C parcels outbound from China are using non-tracked cost-efficient solutions.

Q: How can you become one of the strongest and most trusted postal operators for your customers?

A: Our strategy is to increase presence in China with a balanced mix of local and international staff, and to be close to our market, our clients and their needs. Our ability to offer proximity and personal relationship to our customers is key to our success.

Also, finding the right balance between decent service (transit times, management of customs formalities, track and trace) and cost-effectiveness will enable us to find the sweet spot and attract substantial volumes.

Q: What is most important for a postal company in order to achieve sustainable and profitable growth in a changing world?

A: In order to keep up with competition and to achieve sustainable and profitable growth a postal company needs to be innovative.

It is mandatory to monitor the needs of the constantly changing market and develop new services that answer these needs.

Mail is a declining market and e-commerce is still growing worldwide. Postal operators need to jump on the bandwagon and provide parcel and e-commerce related services: adapt parcel delivery to the needs of e-tailers and customers, develop new services, work together with e-commerce businesses, etc.

One of bpost's innovative solutions is Globify: an international postal B2C parcel solution with a guaranteed landed cost for an end consumer, which is integrated within the e-tailer website. Our landed cost solution provides transparent pricing for consumers, eliminating unpleasant surprises at their doorstep. ■

子零售商开始聚焦交付时的客户体验，他们往往以提供增值服务为重点，如保险和回报，而中国的电子零售商则侧重首次销售的实现和运输成本的减少。这意味着大多数B2C（商家对客户）包裹从中国出境时使用的是非跟踪成本效益的解决方案。

问：如何才能成为客户最值得信赖的邮政运营商？

答：我们的战略是提高在中国市场的份额，均衡本地和国际区域的员工数量，更加贴近我们的市场、客户和他们的需求。善于为客户提供贴近服务和友好关系的能力是我们获得成功的关键。

此外，在良好的服务（过境时间、海关手续、跟踪和追溯系统）与成本效益之间找到正确的平衡将有助于我们处在最佳状态并扩大业务量。

问：在一个不断变化的世界中，为实现可持续发展和盈利增长，对一家邮政公司来说最重要的是什么？

答：为保持竞争和实现可持续发展与盈利增长，邮政公司要善于创新。它必须观察不断变化的市场需求，开发满足这些需求的新服务。

信件投递是逐渐下降的市场，而电子商务则呈现全球性的增长。邮政运营商需要赶潮流，并提供包裹和电子商务相联系的服务：根据电子零售商和客户的需求调整包裹递交的方式和期限，开发新服务，与电子商务携手共进。

bpost的创新解决方案之一是Globify，即国际邮政包裹B2C（商家对客户）解决方案，保证终端消费者的到岸成本费，并体现在电子零售商的网站。我们的到岸成本解决方案为消费者提供了透明的定价，消除了递送至家门口时可能出现的不愉快意外。 ■

[4] Infochina //

We publish in each issue a Chinese economic information column with the support of the Xinhua News Agency.

EU chamber: optimism waning for European companies in China

BEIJING, May 30 (Xinhua) -- Fewer European companies are optimistic about earning profits in China, as wage surges and an economic slowdown resulted in losses for more of the companies last year, according to survey results issued on Thursday.

Less than one-third of European companies said they are optimistic about their profitability for the next two years, down from 47 percent in 2008, according to a survey issued by the European Chamber of Commerce in China and Roland Berger.

Only 44 percent of the surveyed enterprises reported profit increases in 2012, down from 64 percent a year earlier, while 21 percent said their profits have decreased, the survey said.

Almost half of all European companies that have operated in China for less than five years and half of all small- and mid-sized enterprises said their businesses failed to make a profit last year, the survey showed.

Davide Cucino, president of the EU chamber in China, cited rising labor costs, slowing growth and increased local competition as the main causes of the profit slump.

China's economy has been expanding by 7 to 8 percent in recent years, down from the double-digit growth seen in years previous. GDP growth slide to 7.7 percent last year, the lowest growth in 13 years. Enditem//

Hot money behind rising yuan

BEIJING, May 28 (Xinhua) -- Speculative money lies behind the rising yuan as the relatively high interest rates in China in comparison to other countries are attractive to investors.

The Chinese currency Renminbi, or the yuan, retreated 7 basis points to 6.1818 against the U.S. dollar on Tuesday, after having gained 56 basis points to set a record high of 6.1811 on Monday, according to the China Foreign Exchange Trading System.

So far this year, the central parity of the yuan against the U.S. dollar has expanded by about 1.7 percent.

Chen Daofu, a researcher with the Development Research Center of the State Council, said the yuan's appreciation has recently been pushed up by the wave of interest rate cuts on the global markets, the plummeting yen and expectations on the yuan to appreciate.

Central banks in the eurozone, India, Australia, the Republic of Korea, Poland and Israel cut rates in early May, amid lower-than-expected global growth and the yen's drastic depreciation, which fueled competitive devaluation concerns.

The Chinese central bank has not followed suit yet.

Li Huiyong, an analyst with Shenying & Wanguo Securities, said there seems to be quite a good chance that China will cut interest rates, but such a move, if taken, may hike prices including in property.

But without such a move, interest rate differentials would grow bigger between China, with its intact interest rates, and other major economies with newly cut interest rates, attracting more speculative capital into China and putting the yuan under further appreciation pressure, according to Li.

The analyst said an overall way-out for monetary controls should be to further free interest rates and foreign exchange rates.

The central bank vowed to steadily push forward market-oriented reform in its interest rates and exchange rates mechanisms in 2013, according to a statement issued on May 24. Enditem//

China's economic growth to remain stable: Moody's

BEIJING, May 28 (Xinhua) -- China's economy will see stable yearly growth of 7 to 8 percent through 2017 without any collapse, Moody's Investors Service said on Tuesday.

The renowned U.S. bond credit rating agency said at an annual credit risk conference that China's new leadership is advancing the country's reform and rebalancing at a measured pace, which can tamp down asset bubbles and prevent a boom-bust cycle.

China's consumer price index, a main gauge of inflation, will also remain low to moderate, and asset inflation in land and housing prices are contained, according to Moody's.

The agency kept China's rating at Aa3, but cut the country's credit outlook to stable from positive in April, citing concerns about its opaque local government debt, fast bank lending growth and stalled economic reforms.

Tom Byrne, senior vice president of Moody's sovereign group, said China's fundamentals are underpinned by its robust economic growth and strong central government finances.

He also mentioned the pace and scope of China's structural reform may not be sufficient over the next 12 to 18 months to justify a rating upgrade.

Mao Zhenhua, director of the Economic Research Institute at Renmin University, said local government debt is still under control but needs thorough reform in the local liability system to avoid local governments bearing excessive risks.

Moody's said the absorption of local-government associate contingent liabilities will lead to a very gradual decline in the debt burden.

Meanwhile, slower growth and increasing demand for social welfare expenditure will lead to moderately higher budget deficits, which will impede a more rapid decline in the debt burden. Enditem. //

[5] China through my eyes

By Olivier du Roy (former China Country Manager for Solvay)

我眼中的中国

文/Olivier du Roy (前苏威中国地区经理)

[1]



After six years in Shanghai and a total of 16 years abroad our family has now returned to “little” Belgium, a country which is half as large as Shanghai, and just PuXi or PuDong. I was once told this by our Consul-General when wondering why our Prime Minister found it difficult to get a meeting with the Mayor of Shanghai.

We had a great time in China and learned to love this amazing country and its rich culture. But first let me explain why we went there.

Professionally I was naturally attracted by Asia, and more particularly by China, because of the growth and business opportunities. It is far more exciting, but not easier, to open plants and hire employees there than to have to restructure all the time in mature Europe. Personally, my wife Patricia and I felt this would be a great experience for our three children. We wished to expose them to Chinese culture and there is nothing like living there for that.

When we left Europe (Paris) for China in 2006 our children were aged eight, 10 and 12, and providing them with this opportunity was even more important to us than my career development. Even if they did not return later to work in China (highly probable for at least one) the idea was that Chinese culture and Chinese companies would play an ever-increasing part in our daily lives.

There is not one day that China does not make the headlines in the media, a fact which will not change as it is expected to become the largest world economy, surpassing the US, within the next 10 to 15 years. In the past we mainly had a choice of working for a European or an American multinational, each with quite different styles. Now Chinese multinationals will become a third choice. You might not see them around much yet but they are coming and are even more different in culture and their way of doing business.

Through our daily life in Shanghai and our many trips around China we have witnessed the rapid development China currently enjoys. Take infrastructure for example. When we arrived in Shanghai there were just two metro lines. Where we lived in South PuDong there was no major supermarket, no metro and in LuJiaZui there was just one skyscraper. When we left six years (and a World Expo) later, there were 14 metro lines, with a station next to our home, one Carrefour, one Wall Mart and one Ikea within biking distance, one additional ring road, one new airport (the HongQiao terminal) linked with a high-speed train station (with 16 platforms) and, in LuJiaZui, three skyscrapers (ranging from 420m to 632m).

在国外生活了16年（其中6年在上海）之后，我们一家又回到了“小小”的比利时（我们的国家只有半个上海大）。在中国工作生活期间，我们学会了热爱这个惊人发展的国家及其丰富的文化。

为什么我们去了那里？理所当然，首先是职业需要我到亚洲尤其是到中国赴任，因为那里充满商机，尽管这令人兴奋，但要开辟工厂、聘用雇员也不比在成熟的欧洲市场重组来得容易。其次，我和妻子帕特里夏都认为这对我们三个孩子来说将是一次重要的生活体验。当我们2006年离开欧洲（巴黎）时，我们的孩子分别是12、10和8岁。给孩子们这样一次机会实际上比我的职业生涯更为重要。即使孩子们今后也许不会在中国工作，但中国文化和企业在我们日常生活中将构成不可忘怀的一部分。众所周知，新闻媒体没有一天不在头条反复预言中国有望在未来10至15年超过美国而成为世界最大的经济体。

在上海的日常生活和在中国各地的旅游都让我们看到中国日新月异的快速发展。就说基础设施，当我们抵达上海时，那里仅有两条地铁线，我们住在浦东南路，那里既没有大型超市，也没有地铁，在陆家嘴也只是一座摩天大楼。可是6年（和世博会）后，当我们离开时，那里已有14条地铁线，我们家附近已有一家家乐福、一家沃尔玛和宜家商店，从我们家可以骑自行车去购物。此外，还新增了环行路，一个新机场（新虹桥航站楼）直接链接高速火车站（16个站台），陆家嘴的摩天大楼拔地而起，楼高达420至632米。

我们的孩子都很喜欢中国，不仅因为其国际氛围，也因为他们享受着自由空间。首先是非常安全的生活环境、便捷的地铁和价廉的出租车，以及方便的生活设施，如购物、体育、音乐会、酒吧、娱乐等。在上海，生活内容尤为丰富，布鲁塞尔的夜生活难以与上海比拟！大概只有伊比沙岛、纽约或伦敦能与之相提并论。

当然，一切并不都是完美的。首先是环境污染和食品安全问题，其次就是对外国人的住房、教育、医疗保健的疯狂要价。交通安全，尤其出租车行驶也是个问题。此外，还有互联网的审查，没有VPN就无法访问Facebook、Picassa和维基百科，且网速慢。再者就是语言的困难和文化差异。我第一次在当地一家超市购物的经验至今难忘。所有商品和柜台

Our children loved China and not just because of the international environment (at school or in the compounds where expatriates live). They loved it because of the freedom they were enjoying. First, it is a very safe environment (we never felt threatened), transport is easy with metro and cheap taxis, and opportunities are many (shopping, sports, concerts, clubbing, entertainment, etc.). There is always something to do in Shanghai. Brussels nightlife hardly compares with Shanghai and probably only Ibiza, New York and London can compete in the same league.

Everything, of course, is not perfect and naturally there are problems. I would probably start by mentioning pollution and food safety. Then there are the crazy prices asked of foreigners for everything from housing and schooling to healthcare and more. Then there is road safety followed by the amount of time it takes to find and negotiate something at a reasonable price plus censorship of the internet (no access to Facebook, Picassa or Wikipedia without a VPN) and therefore its slow speed.

Of course you also have difficulty with the language and the difference in culture. The first experiences of trying to shop in a local supermarket can be memorable as everything is marked in Chinese characters with brands you do not know and no one can help you in English.

I would say that things improved dramatically the day we started speaking Mandarin (often better than that of most Shanghainese who mix it with their own dialect). It changes your life, your relationship with people, your efficiency at shopping and even the prices they first ask of you.

Without doubt, however, our Chinese after six years is still poor. We speak without the tones (the famous Laowai de Putonghua) or in the wrong ones, always making the same mistakes (sentence structure) and read a maximum of 800 characters. In any case, this is sufficient to make yourself understood and to communicate. But after six years we can speak a little and decipher some characters but still not watch a movie or read a newspaper...

Turning to the political system and human rights I must say that I was very impressed by the efficiency of the Chinese single party (is it still Communist?). They evolve progressively, try new policies, attract the best talents, but do things slowly so as not to lose control. The way they manage their huge country (never forget the size) and lead it on the path of development (at a pace no other country has ever experienced) is impressive and calls for admiration. And it is not our Western democracies, which allowed the financial crisis to develop (with unregulated speculations) and now the public debts issues, that can give lessons to the Chinese leaders. Then again, of course, there is room for reform.

As for a sensitive issue such as Tibet, I would advise Europeans not to make a quick judgement based only on what our Western media present. It is so easy and romantic to present the Tibetans and the Dalai Lama as the oppressed and the Chinese as the invaders. The reality is never black and white, and people usually do not know that Tibet before 1959 was a medieval theocracy with the vast majority of the population kept in an illiterate poor status of serfdom and even sometimes slavery with no prospect of development.

I trust our Chinese friends to continue developing progressively and to become the new world leaders, taking back a position that was theirs for centuries before they became weak and were humiliated by the Western powers and the Japanese. I just hope they will not become arrogant...

Now you can perhaps understand why it was time I returned to Belgium, I was becoming more Chinese than a Chinese. This is what happens when you fall in love with this country and its rich culture. ■



1. Olivier du Roy 先生
2. Olivier du Roy and his family - Olivier du Roy先生与其一家

都仅有汉字标示，难以辨别品牌，也没有人可以用英语帮助你。我想说的是，当我们能够开始说一口流利的普通话时，这就改变了你的生活、人际关系和工作效率。不过，我们不敢好高，六年后，我们的中文水平仍然较差，说的是“老外”的普通话，能读懂800多个汉字，但无论如何，这已帮助我们理解和沟通。

在政治体制或人权问题方面，我对中国共产党领导的效率印象非常深刻。他们逐步发展，尝试新的政策，吸引最优秀的人才，但有些事情进展缓慢是为了不失去控制。中国的管理方式（别忽略其国家之庞大）及其发展速度令人赞叹，没有任何国家可以与之相比。我们西方民主国家频频出现金融危机与公共债务问题，毫无理由向中国领导人进行说教。当然，中国尚有改革的空间。

至于西藏这样一个敏感的话题，我想提醒欧洲人不要仅基于我们西方媒体的报道做出迅速判断。把西藏人和达赖喇嘛当作受害者而汉人视为侵略者似乎如此轻松和浪漫，然而，现实情况从来不是黑或白，人们通常不知道西藏在1959年之前曾是一个中世纪的神权政治和绝大多数人生活在一个不识字的农奴制之下，甚至是奴隶制，毫无发展的前景可言。

我相信我们的中国朋友会继续发展，并将成为世界的新领导者，寻回他们在遭受西方列强和日本侵略之前曾经持续几个世纪的国际地位。但我只希望他们不要变得过于傲慢...

现在，你明白为什么是我返回比利时的时候了，因为我变得比中国人还更中国化，这就是当你爱上这个国家和它丰富的文化内涵所致。 ■（编译）

Save the date 预告



26 September 2013 • 2013年9月26日

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- 法兰德斯工业理事会主席、巴斯夫安特卫普首席执行官沃特·德海斯特介绍新产业政策
- 国际奥委会主席雅克·罗格谈跨文化领导力
- Franco Dragone 娱乐集团谈创造推动创新

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[6] BCECC's activities photos 比中经贸委员会活动图片

For more pictures, please visit our website : www.bcecc.be



On March 28, 2013 BCECC organized an event titled Meet & Greet with the F.I.T. Economic counselors at Sheraton Brussels Airport Hotel.

2013年3月28日，比中商会在布鲁塞尔机场喜来登酒店组织了一场企业家与法兰德斯经济专员的交流见面会。



On May 6, 2013, BCECC organized the 4th China Customs seminar at Sheraton Brussels Airport Hotel.

2013年5月6日，比中商会在布鲁塞尔机场喜来登酒店举办了关于中国和比利时海关商品进出口业务第四次报告会。



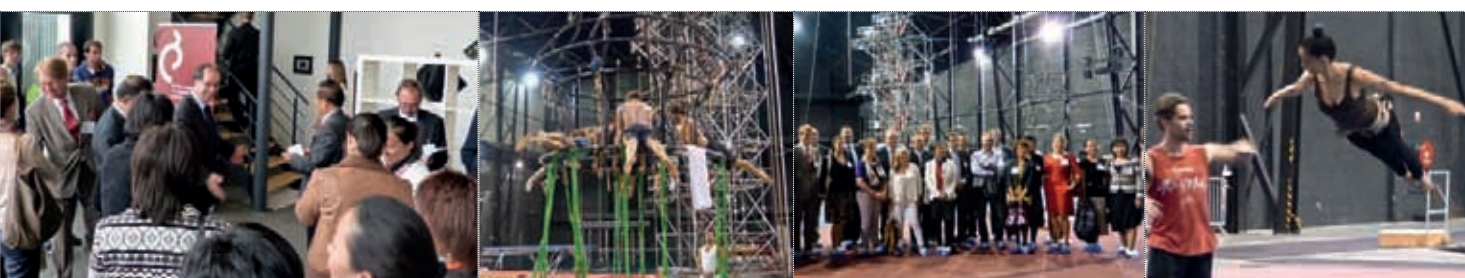
On June 6, 2013, the joint American-Brazilian-Chinese Conference: «Bridging Business Barriers» was co-organized by the American, Brazilian and Chinese Chambers of Commerce in Belgium at the headquarters of BNP Paribas Fortis in Brussels. © Mr. Van Eemeren

2013年6月6日，美国商会、巴西商会和比中商会在布鲁塞尔的法国巴黎银行富通集团总部联合举办了题为“跨越商业壁垒”报告会。



On June 13, 2013, BCECC organized a company visit at the premises of the studios at Alfacam in Antwerp: Behind the scenes of the Franco Dragone Entertainment Group.

2013年6月13日，比中商会组织公司访问：观赏FRANCO DRAGONE娱乐集团在安特卫普ALFACAM摄影棚的舞台表演。





Useful addresses //

BELGIUM:

**Federal Public Service Foreign Affairs,
Foreign Trade & Development Cooperation**
Mrs. Jehanne Roccas, Head of the Desk Asia
Mrs. Jan Hoogmartens, China Desk
Rue des Petits Carmes, 15
Karmelietenstraat, 15
B-1000 Brussels

FEDERAL EXPORT AGENCY

Mr. Mark Bogaerts, Managing Director
Mrs. Fujii-L'hoost, Director General Adjunct
Rue Montoyerstraat, 3
B-1000 Brussels
Tel.: +32 2/206.35.11
Fax: +32 2/203.18.12
E-mail: info@abh-ace.org
www.abh-ace.org

BRUSSELS INVEST & EXPORT

Mr. Jacques Evrard, Managing Director
Mr. Emmanuel De Beughem, Business
Development Manager
Avenue Louise, 500/4
Louizalaan, 500/4
B-1050 Brussels
Tel.: +32 2/800.40.00
Fax: +32 2/800.40.01
E-mail: info@brusselsinvestexport.be
www.brusselsinvestexport.be

FLANDERS INVESTMENT AND TRADE (FIT)

Ms. Claire Tillekaerts, Acting CEO
Mrs. Michèle Surinx, Area Manager Asia
(exporting from Flanders)
Mr. John Verzele, Business Development
Manager Asia (investing in Flanders)
Rue Gaucheretstraat, 90
B-1030 Brussels
Tel.: +32 2/504.87.11
Fax: +32 2/504.88.99
E-mail: info@fitagency.be
www.fitagency.be/site/landing.nsf/NL
Invest in Flanders:
www.investinlanders.com/ch/home/

BELGIAN FOREIGN TRADE AGENCY

Mr. Marc Bogaerts, Director general
Mrs. Fujii-L'Hoost, Deputy Director general
Rue Montoyer 3
Montoyerstraat 3
B-1000 Brussels
Tel.: +32 2/206.35.11
Fax: +32 2/203.18.12
E-mail: info@abh-ace.be

**WALLONIA EXPORT AND FOREIGN
INVESTMENT AGENCY (AWEX)**

Mr. Philippe Suinen, CEO
Mr. Michel Kempeneers,
Director Asia-Pacific
Mr. Thomas Ronse, Market Analyst –
Asia-Pacific
Place Sainctelette, 2, Saincteletteplein
B-1080 Brussels
Tel.: +32 2/421.82.11
Fax: +32 2/421.87.87
E-mail: mail@awex.be
www.wallonia-export.be,
www.investinwallonia.be

CHINESE EMBASSY IN BELGIUM

H.E. Mr. Liao Liqiang, Ambassador
Avenue de Tervueren, 443-445
Tervurenlaan, 443-445
B-1150 Brussels
Tel.: +32 2/771.14.97
Fax: +32 2/779.28.95
E-mail: shen_si@mfa.gov.cn
www.chinaembassy-org.be/eng/

CHINESE MISSION TO EUROPEAN UNION

H.E. Mr. Wu Hailong, Ambassador
Boulevard de la Woluwe, 100
Woluwelaan, 100
B-1200 Brussels
Tel.: +32 2/772.95.72
Fax: +32 2/771.34.15
E-mail: chinamission_eu@mfa.gov.cn
www.chinamission.be/eng/

HONG KONG ECONOMIC AND TRADE OFFICE

Mrs. Mary Chow
Special Representative for Hong Kong
Rue d'Arlon, 118
Aarlenstraat, 118
B-1040 Brussels
Tel.: +32 2/775.00.88
Fax: +32 2/770.09.80
E-mail: general@hongkong-eu.org
www.hongkong-eu.org/

**CHINA COUNCIL FOR THE PROMOTION OF
INTERNATIONAL TRADE (CCPIT)**

Mr. Ye Bing
Chief representative
131, Avenue Gustave Demey,
1160 Bruxelles,
Belgique
Tel: 32-2-6757865
Fax: 32-2-6757189
E-mail: yebing@ccpit.org
www.ccpit.org

**BEIJING
BRUSSELS INVEST & EXPORT, EMBASSY
OF BELGIUM**

Linda HENG
Tourism and Investment Promotion Officer
6 San Li Tun Lu, Beijing 100600,
PR China
Tel.: +86 10/65.32.32.62
Fax: +86 10/65.32.66.96
Mobil: +86 13911937477

EMBASSY OF BELGIUM IN BEIJING

H.E. Mr. Michel Malherbe, Ambassador
San Li Tun Lu, 6
CN-100600 Beijing
Tel.: +86 10/65.32.17.36/37/38
Fax: +86 10/65.32.50.97
E-mail: Beijing@diplobel.org
www.diplomatie.be/BEIJING/
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be/en/

**ECONOMIC REPRESENTATION OF FLANDERS
IN BEIJING**

Mr. Hubert Cooleman, Trade
Commissioner
San Li Tun Lu, 6
CN-100600 Beijing
Tel.: +86 10/65.32.49.64
Fax: +86 10/65.32.68.33
E-mail: beijing@fitagency.com
www.flandersinvestmentandtrade.com

**ECONOMIC REPRESENTATION OF WALLONIA
& BRUSSELS REGIONS IN BEIJING**

Mrs. Emmanuelle Dienga, Trade Commissioner
San Li Tun Lu, 6
CN-100600 Beijing
Tel.: +86 10/65.32.66.95
Fax: +86 10/65.32.66.96
E-mail: awexbrubeijing@188.com
www.wallonia-export.be,
www.investinwallonia.be

CHENGDU**H.BCECC Chengdu 比中商会成都代表处**

Mrs. Eileen Wang, Office Manager
6F, West Building, La Defense,
No.1480 Tianfu Avenue, Post code:
610042, Chengdu, Sichuan, P.R.China,
Tel.: +86 28 85336682
Mobile: +86 13880149505
Fax: +86 28 85336767
Email: bceccchengdu@gmail.com

SHANGHAI**CONSULATE GENERAL OF BELGIUM IN
SHANGHAI**

H.E. Cathy Buggenhout, Consul General
Wu Yi Road, 127
CN-200050 Shanghai
Tel.: +86 21/64.37.65.79
Fax: +86 21/64.37.70.41
E-mail: Shanghai@diplobel.org
www.diplomatie.be/shanghai/

**ECONOMIC REPRESENTATION OF FLANDERS
IN SHANGHAI**

Ms. Sara Deckmyn, Trade Commissioner
Wu Yi Road, 127
CN-200050 Shanghai
Tel.: +86 21/64.37.84.67
Fax: +86 21/64.37.75.74
E-mail: shanghai@fitagency.com
www.flandersinvestmentandtrade.com

**ECONOMIC REPRESENTATION OF WALLONIA
REGION IN SHANGHAI**

Mr. Stephano Smars, Trade Commissioner
Jacqueline ZOU Xiaoping, Investments
Representative - China
Wu Yi Road, 127
CN-200050 Shanghai
Tel.: +86 21/64.37.92.34
Fax: +86 21/64.37.70.83
E-mail: awexsh@188.com
www.awex.be

**ECONOMIC REPRESENTATION OF BRUSSELS
CAPITAL REGION IN SHANGHAI**

Mr. Stefano Missir di Lusignano, Trade
Commissioner
Wu Yi Road, 127
CN-200050 Shanghai
Tel.: +86 21/64.37.52.24
Fax: +86 21/64.37.65.41
E-mail: mail@brussels-china.com
www.brussels-export.be

HONGKONG**CONSULATE GENERAL OF BELGIUM
IN HONG KONG**

H.E. Evert Marechal
St. John's Building (9th Floor)
33, Garden Road (Central)
CN-Hong Kong China
Tel.: +852 25/24.31.11
Fax: +852 28/68.59.97
www.diplomatie.be/hongkong

**ECONOMIC REPRESENTATION OF FLANDERS
& BRUSSELS IN HONG KONG**

Mr. Siegfried Verheijke, Trade Commissioner
c/o Consulate General of Belgium
St. John's Building 9/F
33, Garden Road, Central
CN-Hong Kong China
Tel.: +852 2/523.22.46
Fax: +852 2/524.74.62
E-mail: hongkong@fitagency.com
www.flandersinvestmentandtrade.com

**ECONOMIC REPRESENTATION OF WALLONIA
REGION IN HONG KONG**

Mr. Xavier Schreiber, Trade Commissioner
c/o Consulate General of Belgium
St. John's Building (9th Floor)
33, Garden Road (Central)
CN-Hong Kong China
Tel.: +852 25/37.57.62
Fax: +852 25/37.58.34
E-mail: awexhk@netvigator.com
www.awex.be

GUANGZHOU**CONSULATE GENERAL OF BELGIUM IN
GUANGZHOU**

H.E. Mr. Johan D'Halleweyn, Consul
General
Room 1601, Office Tower, Citic Plaza,
233, Tian He Bei Lu
CN-510613 Guangzhou
Tel.: +86 20/83.31.18.96
E-mail: Johan.DHalleweyn@diplobel.fed.be
www.diplomatie.be/guangzhou/

**ECONOMIC REPRESENTATION OF FLANDERS
IN GUANGZHOU**

Dirk Schamphelaere, Trade Commissioner
Room 1601-1602A, Office Tower, Citic
Plaza,
233, Tian He Bei Lu
CN-510613 Guangzhou
Tel.: +86 20/38770463, +86 20/38770493
Fax: +86 20/38770462
E-mail: guangzhou@fitagency.com
www.flandersinvestmentandtrade.com/site/
landing.nsf/EN

**ECONOMIC REPRESENTATION OF WALLONIA
REGION IN GUANGZHOU**

Mr. Michel Gerebtzoff, Trade
Commissioner
Mrs. Catherine HUANG Chen, Trade
Secretary
c/o Consulate-General of Belgium in
Guangzhou
Room 1601, Office Tower, Citic Plaza,
233 Tianhe Bei Lu
CN-510613 Guangzhou
Tel.: +86 20/38.77.17.68
Fax: +86 20/38.77.14.83
E-mail: awexgz@pub.guangzhou.gd.cn
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