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比中经贸委员会 通讯

A PUBLICATION OF THE BELGIAN-CHINESE
ECONOMIC AND COMMERCIAL COUNCIL

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The State visit to China of the King and Queen of Belgium in June was a real success.

Cooperation between the federal authorities and the regions was excellent, and participants from the Belgian business sector returned with renewed energy plus the ways and means of advancing new cooperation projects.

Ambassador Malherbe and his diplomatic staff in China played an important role in the organisation of this visit and it was thanks to them that Belgium achieved a very positive image in the country where the Silk Road is departing.

Life goes on and our Chamber continues to organise many events as shown by the pictures of some of our activities in the present issue.

On the last day of June we were pleased to host an important delegation from the China Council for the Promotion of International Trade led by its new chairman, Mr Jiang Zengwei, on the occasion of its participation in the EU-China Business Summit.

As Belgium is host to the European institutions our Chamber is happy to organise European events on a regular basis. In October we hosted a Conference on EU-China Tourism Cooperation in the beautiful new premises of the China Cultural Center in Brussels, which had been inaugurated just a few weeks previously.

A number of major events are still to come. In particular, the third edition of the Antwerp Forum will take place at the castle in Brasschaat with the topic "From Made in China to Create in China: The new age of doing business between Europe and China". The forum will provide a balanced programme of company testimonials, panel discussions and networking opportunities as well as the updated "Euro-China Investment Report 2015-2016".

We are also launching the first edition of the **Say Yes to China Programme** under the auspices of His Majesty the King. This programme aims to help young entrepreneurs/managers who have



Foreword 序言

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

今年6月,比利时国王和王后陛下对中国的国事访问取得了圆满成功。

比利时联邦政府和三大地区政府之间建立了出色和有效的合作。比利时经贸界代表带着新活力和新的合作项目兴致而归。

比利时驻华大使马莱博以及驻华外交官们为此次国事访问的成功发挥了重要作用。依靠他们的努力,比利时在华形象更加积极活跃,并开启了新丝绸之路的征途。

如本期《通讯》图片专栏显示,比中商会一如既往地继续组织各种双边交流和对接活动。6月底,我们很高兴接待了由新任会长姜增伟先生率领的、专程前来出席中欧工商峰会的中国国际贸易促进委员会代表团。

比利时作为欧盟总部的所在地,本商会很高兴定期组织有关欧洲方面的活动。10月中旬,我们在布鲁塞尔刚刚新成立的中国文化中心举办了欧盟-中国旅游合作报告会。

值得一提的是将于11月27日举办的第三届安特卫普论坛,其主题聚焦“从中国制造到中国创造:中欧之间商务发展的新

little or no experience with the Chinese market to export products to China. It will be launched at the beginning of next year with two briefing sessions in Belgium for the selected candidates. These will be followed by a one-week training programme in China next October.

China is moving further with the internationalisation of its economy and this is adding pressure for a more important sovereign currency in international transactions. You will find some reflections from Dr CAO Yuanzheng, former Chief Economist of the Bank of China, in this issue.

Doing business in China means also managing people locally. This requires special attention and skills as Mr GUO writes: "Both for Chinese companies and foreign investments, talent management supported their rapid development and high business outcome."

Environmental protection is now the key issue for the entire world. China is playing a more important role in this as shown by Mr FU Jing, Chief Correspondent of the *China Daily* EU Bureau in Brussels. No doubt China will participate actively in the COP21 Conference in Paris in a few weeks' time.

With more and more Chinese tourists visiting Belgium along with businessmen setting up branches in our country, it seems interesting to ask Chinese citizens living in Belgium to give us their opinion of our country. Mr LIU Jun, Chief Correspondent of the *Guangming Daily* in EU and Benelux, has long experience of living in Europe. As his article illustrates he has a very good understanding of our country and deserves to be one of our key friendship ambassadors!

The present issue of our Newsletter is the last for 2015 and I would therefore very much like to take this early opportunity to wish our readers a happy New Year! ■

Bernard Dewit
Chairman

时代”。本届论坛将通过商业案例和互动讨论，使双边参会人员从双向合作中获得更深入的了解，同时还将发布《2015-2016中欧投资报告》。

在菲利普国王陛下的支持下，我们推出了2016年第一期《年轻企业家中国项目》。它旨在帮助尚缺乏市场经验的企业经理人开辟中国市场，向中国出口产品。该项目始于2016年，年轻企业家首先将在比利时接受两期市场推介会的培训，随后于2016年10月在中国接受为期一周的实习。

中国经济的进一步国际化，加强了其主权货币在国际交易的重要性。前中国银行首席经济学家曹远征博士在本期中撰文，分享了他的思考。

在中国发展业务也意味着当地人员的管理。这要求具备特殊的技能和关注，正如郭井生先生在文中写到：“无论是中国本土企业，还是在华投资的外资企业，重视人才管理都使他们得到了快速的发展并且产生了高的绩效。”

环境保护是当前世界关注的焦点。中国日报驻欧盟布鲁塞尔首席记者付敬在文章中突出强调了中国在应对气候变化方面所发挥的重要作用。毫无疑问，中国将积极参与到即将在巴黎举办的第21届联合国气候变化大会（COP21）。

随着越来越多的中国游客和商人造访比利时并在我们国家设立分支机构，了解中国人眼中的比利时无疑意义非常。光明日报驻欧盟和比荷卢经济联盟首席记者刘军不乏旅居欧洲的长期经验，从他的文章可以看出他对我国的了解，他应该能够发挥友谊使者的桥梁作用！

本期《通讯》是2015年的最后一期。籍此机会，我预祝各位读者新年快乐！■

德威特
比中经贸委员会主席



We visited most of the other international schools. BSB was the school we liked the best."

Brann family from Australia
(who chose BSB Primary for their children)

Learning together
inspiring success

- 1,350 students from ages 1-18 years
- 70 nationalities
- British-based curriculum up to age 16
- Students aged 16-18 years - only school to offer A Levels, IB Diploma and BTEC
- French/English bilingual education available for ages 4-14 years
- Outstanding academic results
- Wide choice of extra-curricular activities

[1] Message from H.E. Mr. Michel Malherbe, Ambassador of Belgium to China

比利时王国驻中国大使米歇尔·马莱博致辞



Almost four months have elapsed since the State Visit of the King and the Queen to China. Since then each working day at our Embassy in Beijing and Consulates General in Shanghai and Guangzhou has demonstrated the success of this intensive and highly successful visit. Our institutions, companies, universities and, above all, citizens, are creating ever-closer links, bringing the bilateral relationship to what is probably its best level ever. It was no small effort. The extensive official, business and academic delegation covered Wuhan, Beijing, Shanghai, Suzhou and Shenzhen in eight days, travelled 15,000 km and signed some 100 agreements. The Heads of State deepened their personal relationship. Federal and regional ministers discussed the situation in both countries, identified opportunities and, at times, agreed to disagree, with full respect for each other. Our gratitude also goes to the BCECC for the Chamber's always much appreciated contribution.

No time will be wasted and new high-level visits are already being considered in 2016. Do not hesitate to check out with us how your own projects could fit into these upcoming visits.

The follow-up to the State visit is a challenge which we share. We should not rest on our laurels. The direction is clear: Outbound. China clearly endorses its new economic status and seeks to invest itself abroad. We will support and accompany the growing number of Chinese investors in our country. Since June new opportunities have arisen and new personal links to investors are being kept alive and intensified. Together with FIT, AWEX and BIE, Belgium, Flanders and Brussels are being promoted in carefully chosen forums. We have recently been helped by the Governors of Antwerp, Limburg and West Flanders, breathing new life into twinning agreements with their Chinese sister provinces.

Chinese tourism to Belgium is booming and, in a new development, we have been supporting all regional authorities in their efforts to introduce our destinations to the Chinese tourism operators. Creative visa solutions are being proposed to offset the inconveniences caused by the introduction of fingerprints in the visa application process. We also entered into an agreement with our British colleagues, enabling applicants to apply and collect a Belgian and a British visa at the same application centre, saving time and effort.

The future of the bilateral relationship rests more than ever in the hands of those learning the Chinese language and culture. We welcome a growing number of Belgian students to China, and actively support new and existing university agreements and alumni networks.

The diplomatic posts in China are more than ever at your disposal to enhance and defend your interests, capitalising on the considerable goodwill generated by the State visit. Those among you in Beijing on November 13 at noon are kindly invited to continue the conversation at our King's Day Winter Garden Party, meet our best contacts and enjoy Belgian drinks and food. ■

自国王和王后陛下对中国国事访问后，近四个月过去了。从那时起，我们驻北京大使馆、驻上海和广州总领事馆的每个工作日都证明了这一行程密集且圆满成功的成绩：我们的机构、公司、大学以及所有人都在创建更加紧密的合作关系，努力使双边关系更上层楼。理所当然，这需要付出很大的功夫：官员、商界和学术界代表团八天访问了武汉、北京、上海、苏州和深圳，历经15000公里，签署了约100个合作协议。两国元首加深了他们之间的关系。联邦和地区部长们讨论了两国的经贸关系，开拓了合作契机，无论意见相同或差异，都充分体现了彼此的尊重。我们在此感谢比中商会一如既往的支持与贡献。

现在，我们没有时间可以拖延，2016年新的高层互访已经提到议事日程上。请大家不要犹豫看看各自的项目如何将融入到这些即将到来的访问之中。

跟进国事访问的后续事宜是我们共同分担的挑战。我们不应该自满，方向是明确的：那就是继续向前。中国显然确立了其新的经济地位，并寻求自身的海外投资。我们将支持和帮助越来越多的中国投资者到我们国家来投资发展。自6月以来，新的机遇已经显现，与投资者的联络正在继续和加强。协同法兰德斯投资贸易局、瓦隆贸易投资促进局以及布鲁塞尔投资与出口局，比利时、法兰德斯、布鲁塞尔都在精心挑选领域，并促进对接。最近我们得益于安特卫普省、林堡省和西佛兰德省省长的支持，与中国建立了新的友好省份结对协议。

中国旅游业在比利时蓬勃发展，并处在新的发展阶段，我们致力于支持所有地区政府努力向中国旅游运营商推介我们的旅游目的地。我们所推出的创意签证解决方案将消除签证申请程序引入指纹采集所带来的不便。我们还与英国同行签订了一项协议，即签证申请人可以在同一个签证中心办理和支取比利时和英国的签证，由此节省了申请人的时间和精力。

两国的未来关系比以往任何时候都把握在那些学习中国语言和文化的人们手中。我们欢迎更多的比利时学生前来中国，并积极支持和加强新建及现有的校际合作协议与校友网络。

我们驻华外交机构比以往任何时候都更加乐意地为您提供服务，加强和维护您的利益，延展国事访问所带来的积极影响和重要商誉。11月13日，如果大家有机会恰好身在北京，我们欢迎你们前来参加我们组织的国王日冬季花园派对，以期继续交流，与我们的网络互动并品尝比利时佳饮和美食。■

[2] Developments and Trends of RMB internationalization

人民币国际化的发展与趋势

Dr CAO Yuanzheng, former chief economist of the Bank of China /
前中国银行首席经济学家曹远征博士

RMB is China's sovereign currency. The internationalization of RMB as a sovereign currency introduces RMB into a wide range of positions on non-resident's balance sheet, which is in another way the process to become an international currency.

RMB internationalization came from the assignable international and domestic demand. After Asian financial crisis at the end of last century, it was found that the "original sins" are currencies of developing countries. Three mismatches include currency mismatches, maturity mismatches and structural mismatches. Because of these mismatches, fluctuation of dollar changes easily leads to crisis. The "dollar shortage" during global financial crisis proves once again that systemic risk, particularly liquidity risk related to international trade and investment system are excessively dependent on U.S. Dollar. Settlement in local currency reduces the influence of fluctuation of foreign currencies. The increasing use of local currency in trade settlement will reduce the dependence of foreign currencies and expend trade cooperation. Based on the above the development of local financial markets can ease the mismatches of investment and savings on tenor and structure.

Meanwhile, on the way of globalization of emerging market and developing countries, regional currencies cooperation are more than ever demanded, so as to reduce settlement risk, support stable economic growth and develop regional economic and financial integration. Meanwhile, China has become the world's second largest economy, the largest exporter and second largest importer. The size of its economy and trade volume in recent years has set up the foundation for the international use of its currency. We should say that the RMB internationalization started with the demand from trade, but it won't be end with trade.

From November 2008 the Chinese government decided to start cross-border RMB trade settlement between Pearl River Delta, Yangtze River Delta, Guangxi, Yunnan and 10 ASEAN countries, Hong Kong and Macao. The RMB internationalization process was accelerating during past 7 years, and all mainland provinces and enterprises can settle cross-border goods and services trade in RMB by 2011. At the same time, trade settlement is not limited to goods, but also to service trade. Settlement area is not limited to Asia, but is spread throughout the world. Especially after 2014, with the deepening of regional economic cooperation, China put forward the strategies of "Silk Road economic belt" and "Maritime Silk Road of the 21st century". On this basis, the establishment of Asia Infrastructure investment bank and Silk Road Fund begins, in order to develop and improve the Asian financial system, whereby the process of RMB internationalization shows a gradual deepening and accelerating trend. At present, RMB



人民币是中国的主权货币，人民币国际化是主权货币的国际化，是人民币开始广泛进入非居民资产负债表的过程，亦即成为国际货币的过程。

人民币国际化尤其不可忽视的国际和国内需求。自上世纪末，亚洲金融危机后，人们发现，在发展中国家存在着货币原罪，体现为三种错配，即货币错配、期限错配和结构错配。由于这种错配极易因美元的变动而引发危机，全球金融危机高潮时出现的“美元荒”再次凸显了国际贸易和投资体系对美元过度依赖的系统性风险，特别是流动性风险。而如果通过本币结算，可以有效地减少地区贸易受到非本地区货币波动的影响。并由于本币结算，本币贸易融资将得到增加，对非本地区货币贸易融资的依赖将会减少，扩大经济贸易合作。在上述基础上，可以有效地发展本地区金融市场，缓解投资和储蓄的期限和结构错配。

同时，新兴市场和发展中国家在全球化背景下加强区域货币合作的要求日益强烈，以此来降低结算风险，促进本地区经济稳定和增长，推动区域经济金融一体化。而中国目前已成为世界第二大经济体，第一大出口国和第二大进口国，其经济规模和近年贸易地位也使其本币—人民币，具有了国际使用的基础。可以说，人民币国际化始于贸易需求，但是又不能止于贸易。

自2008年 11月中国政府决定在珠江三角洲、长江三角洲及广西、云南开展针对东盟10国和港澳地区的人民币跨境货物贸易结算业务以来，近七年中人民币不断加速其国际化进程，2011年实现了中国所有的省份和企业都可以使用人民币进行贸易结算。与此同时，贸易结算不仅限于货物，扩展到服务贸易。结算地区也不仅限于亚洲，扩展到了整个世界。尤其是2014年后，随着区域经济合作的深化，中国提出“丝绸之路经济带”和“21世纪海上丝绸之路”。在此基础上，亚洲基础设施投资银行和丝路基金开始发起设立，以发展和完善亚洲金融体系，由此，人民币国际化呈渐进深化和加速发展的态势。



ranks the 5th International payment currency in the world, with market share 2.17%. And RMB is already the 2nd currency in trade finance in 2013, with market share 8.66%. Currently, there are 30 countries have signed bilateral currency swap agreement with China, 26 countries have announced RMB as a reserve currency, and RMB has become the world's seventh reserve currency. We expect RMB to join in SDR by 2015.

Coming all this way, we can see that RMB internationalization has a good momentum of development.

First of all, RMB internationalization fundamentals are solid and stable. 2015 China's economy will maintain a high-speed growth rate of 7%, and its growth of market share in global trade will remain steady. And RMB export of capital and "one belt-one road" policy will further stimulate external demand for RMB. In five coming years, China plan to purchase \$10 trillion global sourcing of goods and services, and will also invest \$ 500 billion overseas. All of these lay a solid demand foundation of RMB internationalization.

Secondly, Market-oriented reforms and further liberalization of the capital account will further enhance price discovery ability of onshore market, will enrich transmission channels to offshore markets, and will promote the integration of RMB into foreign economic cycle.

Third, the continuous adjustment of commodity market offers good opportunity for RMB to strengthen the function of pricing currency. China is a major consumer of energy and raw materials, and number of energy and raw material producing countries are highly complementary in economic structure. If commodity prices continue downturn trend in 2015, it is likely to promote bilateral cooperation, enlarge the use of RMB in the pricing of gold, oil and raw materials.

Of course, we should also see that RMB internationalization occurs when the conditions of becoming international currency

目前,人民币已跃居全球第五大国际支付货币,市场份额为2.17%;而作为贸易融资货币,人民币已经在2013年便跃居第二位,市场份额8.66%。现有30个国家和中国签订了双边货币互换协议,26个国家宣布人民币为储备货币,人民币已经成为全球第七大外汇储备货币,预计今年人民币可以进入SDR。

一路走来,我们可以看到人民币国际化具有良好的发展势头。

首先,人民币国际化的基本面较为扎实稳固。2015年中国经济仍预期保持7%这一中高速增长率,在全球贸易的份额仍将稳步提升,而人民币资本输出及“一带一路”建设将进一步激发境外的人民币需求。今后五年,中国将向全球采购10万亿美元的商品和服务,也将向海外投资5000亿美元。这些都为人民币国际化打下了坚实的需求基础。

同时,人民币利率、汇率市场化改革的推进和资本账户的进一步放开,在岸市场的价格发现能力将进一步提升,对离岸市场的辐射传导渠道更加丰富,将推动离岸市场的人民币资金更加广泛深入地融入境外实体经济循环。

第三,大宗商品市场的持续调整可能成为人民币强化定价货币职能的良好契机。中国是能源及原材料的重要消费国,与许多能源及原材料生产国在经济结构上高度互补,如果2015年大宗商品价格延续低迷的走势,有可能促进双方合作,促成人民币在黄金、石油及原材料大宗商品定价方面得到更广泛的使用

当然,我们也应该看到,人民币国际化是人民币尚不具备国际货币条件,但又为了满足国际需求而发生的。从而使其进程有别于其他货币国际化的进程,同时又造就了离岸市场发展快于在岸市场的局面,并形成了“离岸市场+清算行”的安排。人民币国际化的发展形成了开放促改革的态势,由于人民币国际使用不能止于贸易,资本项目的本币开放应运而生并在加速中,相应地推动了人民币利率市场化、汇率自由化和可兑换的进程。其结果是人民币在岸市场迅速成长,上海日益成为

are not met and international demand urges at the same time. Therefore the process of RMB internationalization is different from that of other currencies and it creates a situation where the development of offshore market is faster than that of onshore market and forms a combination of "offshore market + clearing bank". The development of RMB internationalization forms a situation where openness stimulates reforms. The use of RMB is no longer limited to international trade, but emerging into liberalization of foreign exchange and capital account. This situation promotes accordingly market oriented reform of interest rate, liberalization of exchange rate and convertibility. As a result, within rapidly growing onshore RMB market, Shanghai is increasingly becoming an international financial center, to further consolidate the foundation of RMB internationalization. Once RMB capital account is convertible the special route of RMB internationalization will return to conventional one. Trading market due free convertibility of RMB and the corresponding clearing arrangement will replace the form of "offshore market + clearing bank"; RMB will become a reserve currency for non-residents. At present, RMB internationalization is still in bilateral use, the future direction will be the multilateral use, which can be reflected by the fact such as RMB going into Asian investment bank and serving as a currency in Special Drawing Rights. China People's Bank is establishing cross-border RMB payment system (CIPS). The internationalization of RMB entered a new phase. ■

国际金融中心，从而进一步巩固了人民币国际化的基础。一旦人民币资本项目实现可兑换，人民币国际化的特殊路线将回归传统。因人民币的自由兑换形成的市场交易以及相应的结算安排 将取代“离岸市场+清算行”的安排，人民币将成为储备货币而广泛进入非居民的资产负债表中。目前人民币的国际化还是双边使用，未来的发展方向是多边使用。现在已有迹象，例如亚投行、人民币进入SDR等。为此，中国人民银行正在建立跨境人民币的支付系统（CIPS）。从这个意义上讲，人民币国际化开始进入了一个新阶段。■



[3] How to manage your people in China

中国的人才管理

By Kingsen GUO / 郭井生

CFR
Global Executive Search

After 37-years rapid growth of China's economy, the Chinese government as well as the entrepreneurs in China started to realize that the talents play a decisive role in the market. We can say that these 37 years of the reform of Chinese economy witnessed the development of the concept of talent management.

What's the current status of the human resource and talent in China? How do the entrepreneurs and human resource managers manage their talents? This article is an attempt to summarize these based on the 15 years business experience of CFR Group (recruitment, assessment center, talent development, and training) in China serving more than 200 Chinese local companies and European investments.



Since the concept of human resource management introduced into China in late 1980s, the systematic management of talent has been gradually accepted by Chinese enterprises.

After getting rid of the "labor and personnel management" under planned economic system in China, the concept of human resource management based on the processes and modules starts to become known. With foreign investments quickly entered and increased in a fast pace, including most of the Fortune 500 entered China, the modern concept of human resource management in China has been rapidly developed and localized.

Both for Chinese companies and foreign investments, talent management supported their rapid development and high business outcome. Special attentions were paid to the following three areas: selection, retention, and engagement.

1. Selection:

Recruitment has become the number one focus of Chinese enterprises. The business owners have recognized that the unbearable, even fatal cost of a wrong hiring. Generally speaking, Chinese companies have already accepted using all forms of recruitment nowadays. Depending on the different level of talent, using different combinations of channels, for example, campus recruitment, recruitment roadshow, intermediary agencies, and high-end professional headhunting services. Executive search recruitment has become even more important and reliable channels for all the clients of CFR China and Competence@ China because of the professional services in talent screening, pre-selection process and reference checks. For quite some positions, Assessment Centre methodology is also very common in place. Because for an organization, a talent should not only meet the requirements of experience and professional skills, but also matching of the personality traits, communication styles, reason-

在 中国经济经历了快速增长37年后的今天，无论是中国政府还是中国的企业主，都已经开始认识到，人才在市场竞争中的决定性作用。可以说，中国改革开放的政治历程，也是人力资源管理概念在中国发展的37年。

那么，在中国，人力资源管理和人才管理目前是什么样的现状，企业主和人力资源管理者又是如何进行他们的人才管理？本文根据CFR Group（人才招聘、人才测评中心、人才发展培训）在中国15年的业务经历，结合超过200家的中国本土企业和在华投资的欧美企业的人才管理现状，力图给出一个尝试性的总结。

自从20世纪80年代中后期人力资源管理的概念引入中国以后，对人才的系统性管理才慢慢开始被中国的企业所接受。摆脱了之前中国计划经济体制下行政命令式的“劳动人事管理”，人力资源按流程、按模块的管理方式得到了快速的推广，加上改革开放后在中国投资的外资企业的迅速进入，包括所有的世界500强企业的进入，现代化的人力资源管理概念突飞猛进地在中国得到了发展并被本土化。

无论是中国本土企业，还是在华投资的外资企业，重视人才管理都使得他们得到了快速的发展并且产生了高的绩效。概括而言，他们尤其重视以下三个方面：人才甄选、人才保留、人才激励。

1、人才甄选。人才招聘已经成为中国企业非常重视的第一个环节，企业主们已经认识到，错误的招聘带来的浪费成本是如此之大，甚至会带来致命的伤害。普遍来说，中国企业目前已经接收多渠道的招聘方式，根据不同层次的人才，使用不同的渠道组合，比如高校招聘、人才市场招聘、职业中介推荐、中高端或专业人才的猎头招聘。在CFR China和Competence@China 服务过的所有客户中，猎头招聘甚至成为非常重要和被依赖的渠道，因为猎头顾问有专业的人才搜寻能

ning capacity, values, etc. On the other hand, the efficiency of the recruitment is also a major concern for Chinese enterprises. With the ever-increasing use of Internet, the online recruitment platforms and social network platforms have been increasingly used by business owners.

2. Talent Retention

Talent retention becomes the main challenges, doubtlessly. With the continuous increase China's economy in the past 37 years, the employment market are much more active than other parts of the world, such as the US, Europe and Japan. How to retain talent has become an important topic to business owners. The resignation of an important technical personnel will slow down the business development; The leave of an outstanding sales personnel will impact the customer portfolio; the exit of a influencing manager will even make enterprise paralyzed. The most applied incentivizing solutions are stock options, seniority bonus, familial insurances, which helped many businesses to retain talents. However, business owners have realized that working atmosphere, the shortage of talent development plan is also an important reason for talent attrition. Therefore, the employee satisfaction survey, Development Centres are used by more and more organizations. With traditional Chinese culture formed in a 5000-year history, "guanxi" and "face" play an irreplaceable role of talent retention. That's why more and more managers started to make friends with the talents, try to retain the key personnel by using this kind of invisible, but highly effective "relationship".

3. Engagement

Talents of people emerges by motivations, especially the potentials. A Gallup research in 2013, pushed the current situation of the engagement level of Chinese employees into a spotlight. Comparing to a level of 13% as the global employee engagement, Chinese workforce reaches only 6%. We believe the next engine of China's economic development is the employee engagement. How to motivate employees, increase their engagement becomes an essential issue for all Chinese business and even the Chinese government. With 15 years experience of CFR China and Competence@ China, we observed that low morale impact the most engagement. Stress level, sense of achievement, the work environment, trust, and incentive are the five key factors. A healthy stress level comes from clearly set goals and daily management tracking and feedback; the lacking of a sense of achievement makes employees lose their motivation; the working environment together with the trust between employees, and between employees and employer will always affect their emotions; and as an economic driver, incentive is a concern of each individual. The companies are taking various measures related to these key factors. The effect of these measures is still to be verified. It remains an important issue for both companies and government.

Nevertheless, China has 5,000 years of history. This historical precipitation formed the culture, and keeps influencing the business culture and labour market significantly. The human resource services of CFR China and Competence@ China combine the scientific foundation of our services and the understanding of this culture, to ensure modern business being conducted successfully in this fast-paced changing and yet traditional cultural environment. ■

力、专业的面试技巧和背景调查能力，甚至在很多岗位中，人才测评中心(Assement Center)的技术也使用得非常普遍，因为对企业来说，一个优秀的人才不仅需要经验、专业能力方面满足企业需求，更重要的还有其性格特质、沟通风格、思维方式和价值观方面与企业匹配。另外一方面，招聘效率也是中国企业目前关注的一大需求，随着互联网招聘和社交平台的出现和推广，在线的招聘方式越来越被企业主所青睐。

2、人才保留。人才保留毫无疑问成为目前中国企业面临的巨大挑战，由于中国经济延续了37年的快速发展，所以经济的繁荣导致了人才的活跃度普遍高于全球其他地区如美国、欧洲和日本。那么对企业主来说，如何留住优秀的人才，就成了一个重要的话题。一个重要的技术人才离职，会让企业发展变缓；一个优秀的销售人才离职，会让企业客户变化；而一个影响力巨大的管理人才离职，甚至会让企业陷入瘫痪。而目前解决这个问题采用得最多的方法，包括股权期权激励、留任年限服务奖、家庭关爱激励等，已经帮助很多企业主保留着优秀的人才。而另一方面，企业主也已经意识到，工作氛围、人才发展计划短缺也是很多优秀人才离开的重要原因，所以关于组织气氛的调查、人才发展中心(Development Center)技术的服务，也越来越多地被中国企业所运用。而特别地，由于中国5000年所积累的传统文化，友情和“面子”的作用在人才保留中也发挥着不可取代的作用，所以越来越多的企业管理者，都慢慢地与公司的各种人才交朋友，以这种看不见的、但是非常有效的“关系”来留住核心的人才。

3、人才激励。人才的能力都是由于某种驱动作用而发挥出来的，人才的潜能更是如此。2013年美国盖洛普公司的一项调查，把中国企业人才激励的现状推向了一个舆论高峰，相比全球员工敬业度13%的比例，中国只有6%。所以我们有理由认为，中国经济发展的下一个引擎将是员工敬业度。那么如何激励、驱动员工提高其敬业度？这是所有中国企业甚至中国政府都在思考的问题，结合15年来CFR和 Competence 在中国的业务，很多企业主都认识到，士气不高甚至士气低下是敬业度的罪魁祸首。那么在哪些方面将影响员工的士气呢？我们认为压力、成就感、氛围、信任、回报是影响士气最重要的五个因素。压力源自于清晰的目标和日常的管理追踪和反馈，成就感的缺失会让员工丧失动力，工作氛围和同事间（包括和上司间）的相互信任会时刻影响员工的内心感受，而回报作为经济驱动是每个个体都关心的因素。中国企业目前所采取的各种管理措施，都或多或少地考虑了人才激励的因素。人才激励不仅是人力资源领域中的核心问题之一，现在也成为了中国政府尤其其经济主管部门官员的关注点。

不可忽略的是，中华民族有着5000年的悠久历史，这些历史沉淀形成了中国特色的民族文化，也很大程度上影响着中国企业的企业文化。所以在人才管理中，中国本土的民族文化将是不可或缺的一个方面。近年来，无论是中国的企业家，还是全球范围内的很多企业家，开始研究中国古代流传下来的“国学”，如《易经》、《论语》、《道德经》、《中庸》等，甚至研究中国传统的文学如《三国演义》和古代成功的商人如胡雪岩等，并形成了一股研究的热潮。而这种研究，越来越多地剖析传统文化在企业管理甚至人才管理中的影响。CFR China 和 Competence@China 在中国的人力资源业务，保持着与中国企业密切的沟通与合作，我们将继续观察并思考，并期待有更多的分享带给读者。■

[4] China will be in a better position to help the world achieve a success in Paris

从哥本哈根到巴黎： 中国为应对气候变化做足了功课

By Fu Jing, Chief Correspondent of China Daily EU Bureau /
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I covered the United Nations climate summit in Copenhagen and gained first-hand experience of how China's image was tarnished even though it had been involved in lasting efforts to help achieve a global deal, which the international community commonly believes is a failure.

While the world has been increasing its efforts to dash for a renewed greenhouse gas reduction deal at the Paris summit in a few weeks, it has been surprisingly meaningful to take stock of how far China has moved between Copenhagen and Paris.

In my view the past six years have seen China develop growing green awareness and better institutional arrangement, encouraging low-carbon commitments and active global participation.

With such dramatic changes China, for sure, will be in a better position to help the world achieve a success in Paris.

Since the late 1970s China has reformed and opened up, and for a long the over-riding strategy was that "development is the unyielding principle". This resulted in decades of fast economic growth, unfortunately at the cost of severe environmental pollution and wasteful energy consumption.

China's leadership has longed for change in such a development pattern. And since Xi Jinping was elected Party chief in 2012 such changes have gathered speed.

First, the development principle that clean water and green mountains are silver mountains and golden mountains, which Xi promoted while Party secretary in Zhejiang province, has been prevailing among officials at various levels.

The leadership has, of course, been requiring that ecological civilisation and building a beautiful China are important part of realising China's dream, the rejuvenation of the Chinese nation. All of these new narratives, along with others, have already begun to guide China's economic activities, which has brought the concept of the new economic norm.

This concept has been helping China cool down its growth rate from the previous two-digit figures to around 7 or 8 per cent annually. That slowed growth could still result in an economic

2009年，我全程参与报道了联合国哥本哈根气候大会，目睹了中国的形象如何不公地遭遇破坏，而事实上，中国已为全球应对气候变化达成共识做出了可圈可点的努力。但国际社会一直认为哥本哈根是一个失败。

年底的巴黎气候大会迫在眉睫，世界各国正在为达成新的2020-2030减排目标全力以赴。此时全面地回顾评估一下中国近几年来从哥本哈根到巴黎这一路上做出的努力非常意义；同时也会发现成绩令人吃惊。

在我看来，过去六年来中国的绿色意识与日俱增，应对气候变化的制度和法律框架也日益完善，政府的减排承诺令人鼓舞，同时中国也在全球应对气候变化国际事务中扮演着更加活跃积极的角色。

有了如此巨大的进步，中国必将在巴黎气候大会上获得优势并为其成功助一臂之力。

自上世纪七十年代末以来，中国开始了改革开放。多年来，指导中国的首要理念便是发展是硬道理。这一战略为中国带来了几十年的经济飞速增长，但也以严重的环境污染和能源的极大浪费为沉重代价。

近年来中国的领导层一直在努力改变这一发展模式。继习近平在2012年当选为中共中央总书记之后，这一发展思路变革的步伐也大大加快。

早在担任浙江省委书记之时习近平就曾提出“绿水青山就是金山银山”的发展理

念。现在，这句简洁明了的俗语已经挂在了中国各级官员的嘴边。当然，领导层还提出了生态文明建设和建设美丽中国是实现中国梦和中华民族伟大复兴的重要组成部分。

所有的这些新表述和新理念现在已经成为指导中国经济活动的原则，而我们所熟知的经济新常态也就此应运而生。

“新常态”这一概念的核心是主动让中国经济增长速度放缓，年经济增长率由原先的两位数回落到7%到8%。尽管如此，GDP7%的增量已经相当于欧洲中等国家全年的经济总量，比如奥地利和瑞士。





output comparable to that of an average European country such as Austria or Switzerland.

During the slowdown China is aiming to transform its economy by emphasising domestic consumption rather than being investment and trade led as previously.

In turning the concept into actions China has also recently been beefing up efforts to build the legal framework. For example, leading officials at various levels are required to accept environmental and natural resource auditing when they leave their positions.

In addition China's law-making body is also busy drafting law for preventing climate change which should be another milestone in the environmental protection domain after laws relating to the fight against air and water pollution and the realisation of the circular economy.

What is most encouraging is that China has pledged to cap its carbon emission peak by 2030 through improving energy efficiency and increasing the ratio of renewable energy in the total energy mix, which will be 15 per cent by 2020 and 20 per cent by 2030.

The target also includes a pledge to lower carbon emissions per unit of GDP by 60 to 65 per cent from the 2005 level by 2030. And China has already implemented tough energy efficiency measures since 2005.

In turning greener China has quickened the pace of trying to usher in a nationwide cap-and-trade emission system by 2017, while carbon emission trade is in pilot schemes in some regions right now.

As well as these tremendous domestic actions, China has spared no effort on the bilateral and international levels as well. Xi Jinping and President Barack Obama have made presidential announcements twice since last year concerning inputs to a Paris success. In June China and the European Union also announced joint commitment and actions.

China has been pledging and taking increased action in South-South cooperation by embedding more sustainability content. It has been busy coordinating with BSIC countries (Brazil, South

在经济放缓的过程中，中国正在经历经济发展模式的变革，即从之前的以投资和出口为导向的经济增长模式转变为由扩大内需和拉动消费实现经济增长。

为了把绿色理论更好付诸实践，中国正在努力加强相关法律法规的建设。举例来说，十八届三中全会以来，各阶层的领导干部被要求在离任前接受环境审计，此举将生态环境保护纳入政府考核体系。

同时，中国的立法机构也在马不停蹄地制定应对气候变化的相关法律条款。继《大气污染防治法》、《水污染防治法》和《循环经济法》出台之后，这一举措将再度成为中国环保领域的重要里程碑。

十分鼓舞人心的一点是，中国承诺将在2030年前后达到碳排放峰值，并力争尽早到达。为实现该承诺，中国正在提高能源利用率和新能源在总体能源消费中所占比例，其中，新能源消费需在2020年达到15%并在2030年上升到20%。

同时，为了达到目标，中国还承诺到2030年将把单位国内生产总值的碳排放比2005年水平降低60%至65%。实际上，自2005年起中国便已经开始实施了一系列严格的提高能源效率的措施。

中国还加快引入市场机制，建设全国性的排放交易市场。上月末，中方承诺将在2017年建设全国性排放交易系统，其中北京、天津、上海、重庆、湖北、广东和深圳五市二省已在2011年成为碳排放权交易试点。

除了国内大刀阔斧的举措外，在双边和多边层面上中国更是在不遗余力地加强应对气候变化合作。去年以来，习近平和奥巴马总统两次发表气候领导宣言，以推动巴黎气候大会取得成功。中国和欧盟也在今年六月举行的第十七次中欧领导人会晤期间签署了《中欧气候变化联合宣言》。

而通过进一步强调可持续发展的重要性，中国在南南合作中也做出了更多承诺和实质性举措。与此同时，中国与“基础四国”中的其他国家（巴西、南非和印度）的协调互动也正在积极进行，因为就为全球气候所做贡献而言，“基础四国”的立场是相似的。

Africa, India and China) which share similar stances on global climate efforts.

All in all China has taken action as a trigger for institutional and legal framework improvement, development pattern transformation and lifestyle changes, as well as an opportunity to showcase its rising desire to be a responsible global stakeholder.

It's not only China that is active and by October 1 more than 140 countries had submitted their intended national climate action plans to the UN.

Being so well prepared, China, together with other players, should make Paris a better deal than Copenhagen when it comes to the bottom line. ■

总而言之，中国正以应对气候变化为契机，优化升级制度和法律架构，实现发展模式转型，并调整人们的生活方式。最重要的是，中国也借此传达了一个日渐强烈的愿望：希望在全球事务中成为有担当的利益攸关方。

根据《联合国气候变化框架公约》缔约方会议的要求，各国应在今年10月1日前自主提出2020年后应对气候变化行动计划，今年年底的联合国气候变化巴黎大会则将在汇聚各国“贡献”的基础上对2020年后全球应对气候变化的行动作出进一步的制度设计和安排。目前，包括中国在内的146个国家已经向联合国递交了预期国家自主减排贡献方案，为巴黎气候大会制定新协定打下基础。

有着如此充分的准备，中国和其他参与国一道，至少也应当在今年巴黎气候大会上拿出一个比哥本哈根会议更令人满意的谈判成果。■



[5] Belgium through the eyes of a Chinese journalist 中国记者眼中的比利时

By LIU Jun, Chief EU and Benelux Correspondent of the Guangming Daily
《光明日报》驻欧盟记者站首席记者 刘军

I arrived in Brussels a little more than a year ago to work as a journalist. Since then local people have often asked me: "Do you like Belgium?" This is very difficult question to answer. If I say "no", it would sound impolite; and if I say "yes" I have to explain the reasons.

Before coming to Belgium I spent more than 10 years living and working in Switzerland. To be frank, during my first half year in Belgium I cannot say that I really liked it. Belgium does not have Switzerland's winding and continuous mountain ranges, does not have Switzerland's untroubled snowy peaks and does not have Switzerland's mirror-like lakes. As time passed, however, I gradually started liking this country where population amounts to only half that of Beijing.

First, Belgium is the 'capital' of the EU and is therefore the place in the world that receives the most attention from the media. It is an ideal working place where every journalist in the world would dream of being. Journalists here can closely follow the world's rapid changes; observe the world's political circles getting together. Even if China is not a member of the EU, it still has some 10 media represented here, and dozens of people are employed in the news sector including radio and television, print and new media. Everyday there is political, economic, financial, diplomatic, refugee, war and unrest news. You can also see rather easily French President Hollande, German Chancellor Merkel, Belgian Prime Minister Michel and other influential figures. This advantage can not be offered by any other city or country.

Second, Belgian people are very warm-hearted, kind and willing to help. When arranging our resident permit we received a very warm welcome, which made us directly feel at home. Our neighbours also organised a "welcome party" especially for us and neighbourhood relations are very harmonious. I have built strong friendships with colleagues from the media, EU officials and think-tank experts from all over the world working in Brussels.



来到比利时布鲁塞当记者已经一年多，经常被当地人问：“你喜欢比利时吗？”这是一个非常难回答的问题，说“不爱”显得不礼貌；而要说“爱”，是要有理由的。

来比利时之前，记者曾在瑞士生活和工作过十多年。坦率地讲，刚到比利时的前半年，很难对比利时说“爱”：这里没有像瑞士那样绵延迤邐的高山、没有像瑞士那样心旷神怡的高山雪场，也没有像瑞士那样明镜般明亮的高原湖泊。但随着时间的推移，我逐渐“爱”上这个人口只有北京市一半的蕞尔之国。

首先，这里是欧盟的“首都”，是全世界最受媒体关注的城市之一，也是各国记者梦寐以求的理想工作场所。记者在此关注世界风云变化，看世界政坛云卷云舒。虽然中国不是欧盟成员，但中国在此有近十家媒体，新闻从业人员达几十人，包括广播电视、纸质媒体、新媒体和网络媒体。这里每天都有各类政治、经济、金融、外交、难民、战争和动乱类的新闻，可以很容易见到法国总统奥朗德、德国总理默克尔、比利时首相米歇尔等风云人物。这些优势是别的国家和城市所不具备的。

其次，比利时人非常热情、厚道，助人为乐。我们在街区办理居留证时就受到很热情的接待，让我们宾至如归。我们的邻居还专门为我们一家举办了“欢迎会”，邻里关系非常和睦。我和在布鲁塞尔工作的各国新闻同行和欧盟官员、智库的专家学者建立起深厚的友谊。在比利时的华人安居乐业，实现自己海外创业的梦想，也为比利时创造了就业机会，促进了中比双边友好合作。

第三，中国政府高度重视与比利时的友好合作关系。2014年春，国家主席习近平访问了欧盟和比利时；今年6月底，国务院总理李克强访问了欧盟并顺访比利时；国务院副总理刘延东在9月中旬也访问了欧盟和比利时，并在比利时自由大学发表演讲；比利时国王菲利普陛下也于今年成功访华。中比在各领域的合作有进一步拓展的空间。

The Chinese people in Belgium live in peace and work happily; they realise their dream of undertaking projects abroad. They also create employment opportunities in Belgium, promoting bilateral cooperation between China and Belgium.

Third, the Chinese Government attaches high importance to good cooperative relations with Belgium. In spring 2014 our President Xi Jinping visited the EU and Belgium; at the end of June this year the Prime Minister of the State Council, Li Keqiang, visited the EU and Belgium; the Vice Prime Minister of the State Council, Liu Yandong, also visited the EU and Belgium in the middle of September and made a speech at the Free University of Brussels; His Majesty King Philippe also visited China this year. China and Belgium have room for further expansion in all spheres of cooperation.

In addition hundreds of Belgian companies have settled in China, while Chinese investments and acquisitions in Belgium are also increasing. Chinese people love chocolate, beer and other Belgian delicacies and the number of Chinese tourists visiting Belgium is on the rise. I believe that with joint bilateral efforts the flower of Belgian-Chinese friendship will become increasingly beautiful. ■



此外，数百家比利时企业在中国落户，而中国在比利时的投资和收购也越来越多。中国人非常喜欢巧克力、啤酒等比利时美食，越来越多的中国游客造访比利时。相信在双方的共同努力下，中比友好之花会越开越艳丽。■

BCECC is pleased to announce you the launch of the 1st edition of the **Say YES to China Program**. Inspired from the YES (Young Executive Stay) Program of the Belgian-Japan Association/Chamber of Commerce, this program starting in 2016 is a training project **under the auspices of His Majesty the King**. The main goals of the program are:

- To stimulate young entrepreneurs/managers to export their products to China
- To assist SME's with advice and support to make their products more attractive for the Chinese market, to see if their products are in line with all the customs regulations, etc.
- To provide SME's with a maximum of information and business contacts against a low cost and in a short period of time

In cooperation with Dragon Design Foundation, BCECC will organize **two briefing sessions** in Belgium - Spring and Fall 2016 - followed by a **one-week training program in China in October 2016**. The two briefing sessions will help the selected participants understand and learn the basics of doing business with China. The first briefing will mainly focus on the standard export procedures to China, registration of trademark in China and the Chinese business context which has its own specificities. The second briefing will focus more on the individual program of the participant. During their stay in China, the participants will be introduced to the potential customers in their business area. The training will start with 1 day of group studies (lectures and company visits). After that, the participants will benefit from a tailor-made program and be introduced to potential customers in their business area. All along the program, the participants will benefit from the help of Chinese university students. They will also work individually with a business coach, who will be selected from a company that is related to the participant's business, but not in direct competition.

You are a young entrepreneur/manager working for a small or medium-sized company in Belgium and you wish to export to China but have little or no knowledge about the market? Apply and join the "Say YES to China" program to have a personalized hands-on program which gives you direct contact with your potential customers and partners in China! The best candidates will be **selected by a jury** composed of representatives of FIT, AWEX and BIE as well as members of the Board of Directors of BCECC.

Up to the challenge? Please send to following documents in English by email to info@bcecc.be before December 4, 2015:

- The application form (Please download it from our website)
- A profile of your company
- Catalogues of the products/services you intend to promote in China
- A resume of the applicant
- Financial Statement of the company
- A tentative market study of the Chinese market
- Overview of your activity in China to present (if any)

For more information and details, please visit www.bcecc.be.

[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 June 26, 2015, to mark the special occasion of the state visit of HM King Philippe of Belgium to P.R. China, BCECC co-organized together with Bank of China a breakfast seminar on "The Future of the RMB" in Shanghai. / 2015年6月26日，在比利时菲利普国王陛下对中国国事访问之际，比中商会和中国银行联手合作，在上海共同举办了题为“人民币的未来”早餐研讨会。



During the state visit of HM King Philippe of Belgium to P.R. China in June 2015, BCECC signed two important agreements: a cooperation agreement on the "Say Yes to China" program with CISO Consulting international and a Memorandum of Understanding with BenCham. / 2015年6月，在比利时菲利普国王陛下对中国国事访问期间，比中商会签署了两项重要合作协议：一是与CISO国际咨询公司联合执行的《年轻企业家中国项目》；二是与荷比卢工商协会签署了《合作谅解备忘录》。



On June 30, 2015 BCECC and the CCPIT co-organized a B2B event with the support of the regional partners, AWEX, Flanders Investment and Trade and Brussels Invest & Export. This event was a unique opportunity for Belgian companies to meet a big Chinese delegation. / 2015年6月30日，在法兰德投资贸易局、瓦隆贸易投资促进局以及布鲁塞尔投资与出口局的支持下，比中商会和中国贸促会在布鲁塞尔共同举办了中比企业商务对接活动。





On September 30, 2015, BCECC organized a seminar "Climbing China's great wall of worry: Investment risks & opportunities" with a guest speaker from Blackrock, Mr. Stephan Desplancke. / 2015年9月30日, 比中商会举办了题为“投资中国的风险与机遇”研讨会, 演讲嘉宾: STEPHAN DESPLANCKE先生。



On October 8, 2015, China-related companies and job-seekers gathered at Campus Group T - University of Leuven for the 4th edition of "ChinaCareers" event, organized by BCECC. / 2015年10月8日, 比中商会在鲁汶大学GROUP T校园为中国相关企业和求职者举办了第四期“中国职业”交流活动。



On October 13, 2015, BCECC organized, together with the European Parliament a High Level Conference on EU-China Tourism Cooperation at the Chinese Cultural Center in Brussels. / 2015年10月13日, 比中商会与欧洲议会在布鲁塞尔的中国文化中心联合举办了《欧中旅游合作》高级别会议。





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