

范克高夫-中国的洋劳模
Van Kerckhove: the model China worker

From the book (pages 227 to 242):

“International Talent, the bridge of Communicating the World”

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范克高夫前前后后在中国生活了20多年，1999年他获得上海白玉兰奖，2004年获得北京长城友谊奖，2005年获得中国国家友谊奖，这是政府对外国专家在中国所作贡献的最高奖励和荣誉，也是他在中国得到的第三个奖。范克高夫他还曾获得2004年比利时王子以国王的名义授予他骑士勋章。作为比利时外贸部的特别顾问，他的工作得到了很高的评价。1998，范克高夫联合10个驻沪的外国商会主席组织发动了驻沪外国人的募捐义卖活动，筹得了120万人民币捐给灾区。因此他荣获上海红十字会奖。

Gilbert Van Kerckhove has lived on and off in China for over 20 years. He obtained the Magnolia Silver award in 1999, the Beijing Great Wall Friendship award in 2004, and the China Friendship Award in 2005. The Friendship Award is the highest level award and honor bestowed by the Chinese Government onto foreign experts in China, as well as the third award Van Kerckhove has obtained in China. In 2004, Van Kerckhove has also obtained Knighthood medal from the prince of Belgium, in the name of the King of Belgium. His work as special advisor to the Belgium's Minister of Foreign Trade has earned him high praise. In 1998, Van Kerckhove has joined the presidents of 10 foreign chambers of commerce in Shanghai to help organize charity fundraising activities. This raised RMB 1.2 million for disaster areas. As a result he was awarded the Shanghai Red Cross award.

初到北京

Arriving in Beijing for the first time

座在记者面前的范克高夫高高的个头，瘦瘦的，但很精神，看上去很精明练达，他是比利时人，会讲法文、英文、荷兰文、葡萄牙文、德文、西班牙文等在内的7国语言。他现在是北京大策略有限公司总经理。

Sitting across the reporter was Van Kerckhove: head high, thin, but looking very energetic and astute. He is Belgian, and can speak seven languages including French, English, Flemish, Portuguese, German, and Spanish. He is currently the president of Beijing Global Strategy Consulting Co., Ltd.

1973年，获得电机电器工程硕士的范克高夫去了巴西，开始了他的第一份工作，西门子子公司的项目经理，负责巴西电话局的建设项目。

在当时这是南美洲最大的电信项目工程。大型跨国企业西门子发现设计图纸有瑕疵，提出要从德国派15个专业工程师协助范克高夫，但他拒绝了总部的提议，并在当地招聘了近80个本地工程师及工人。团队在他的带领下，圆满地解决了技术上的问题，完成了任务。

In 1973, Van Kerckhove, who had just obtained an Engineer Master in electric and electronics, moved to Brazil. He began his first job as project manager for Siemens, and was responsible for the projects of Brazilian telephone exchanges. This was South America's largest telecommunication project back then. The large multi-national company Siemens discovered that there was a slight defect in the planning, so offered to send 15 engineers from Germany to assist Van Kerckhove. He rejected the offer from however, and looked up 80 local engineers and workers. Under his leadership, the technical issue was fully solved, completing the task at hand.

在巴西的工程经历和经验让范克高夫认识到，在不发达国家同样可以找到一流的工程师，完成一流的工程项目。

This experience in Brazil led Van Kerckhove to believe that even in developing countries, it is possible to find top-rate engineers to complete top-rate work.

1980年，范克高夫接受了一项在北京的工作，来到中国。他说，“那时全世界对中国的认识还非常不够，中国对于大多数西方国家的人来讲还是一个谜。家人和朋友一致反对我来华工作，他们说，中国贫穷而且危险。”每个人在劝说的最后，几乎都忍无可忍地高声质问他：“去中国，你疯了吗？”但是，喜欢挑战的范克高夫最终还是来到了中国。

In 1980 Van Kerckhove accepted a position in Beijing, and came to China. He says, "Back then the world showed insufficient understanding of China. How China greeted the majority of western comers was still a mystery. My friends and family kept opposing my decision to go there. They said: China is poor and dangerous." After each failed to persuade him, each said in an exasperated way, "Go to China? Are you crazy?" However, Van Kerckhove liked challenges, and came to China anyway.

作为最早来中国的外籍商务人士之一，范克高夫来到中国，组建比利时ACEC公司的中国办事处，并为中国引进了第一笔国外政府软贷款，执行了中国河南平顶山的发电站项目，。

As one of the first foreigners coming to do commerce in China, Van Kerckhove set up the Chinese office of the Belgian ACEC company for a project with the first government soft loan to China. He then carried out the China Henan Pindingshan power station project.

1981年，范克高夫成为北京第一个比利时居民，虽然在此后的20年间，他的工作地点曾辗转全球多个国家，但中国在他的心目中始终是第二故乡，中国朋友都亲昵地称他“老范”。

In 1981, Van Kerckhove became the first Belgian residing in Beijing. Even though his work led him to a number of countries all around the world during the course of the next 20 years, China remained his second home. His Chinese friends call him affectionately "Lao Fan".

刚来北京时，老范最难忍受的是业余生活的枯燥：“我当时住在北京饭店，想买东西，只有饭店东边的王府井大街和专为外国人服务的友谊商店可以去。其实也没什么可以买的，不过是一些土特产品，可许多外国人都坚持经常去溜达一趟，道理很简单，没其它地方可去。

When he just arrived in Beijing, the hardest thing Lao Fan had to endure was the monotonous life outside of work. "I was living back then at the Beijing Hotel. The only places where you could buy something were at the Wangfujing street east of the hotel and at the Friendship store specially set up for foreigners. In truth, there wasn't much you could buy either, just a few local products. Many foreigners insisted on taking frequent walks outside, but it was very simple, there weren't any other places to go."

上世纪80年代初期，美国等4个国家的驻华使馆周末共同组织在京外国人聚会，这是当时在京外国人最重要的社交活动。以至当建国饭店开业的时候，一个‘重大新闻’在我们这些外国人之间流传——建国饭店里有一个酒吧！”

During the start of the 80's, the embassies of four countries including the US organized to have foreigners in Beijing get together on Friday night (TGIF or "Thank God it's Friday"). This was at the time the most important activity for foreigners in Beijing outside of work. This was until the Jianguo Hotel started doing business, and a "big news" circulated among us foreigners: there's a bar in the Jianguo hotel!

1995年，范克高夫作为法国阿尔斯通驻中国华东地区总经理来到上海，上海地铁3号线及浦东金茂大厦等诸多重大项目的建设当年就是由他负责的，涉及合同总金额超过7亿元人民币。

In 1995, Van Kerckhove went to Shanghai as the general manager of Alstom in charge of the Eastern China region. He was responsible for big construction projects such as the Shanghai Line 3 metro line, the Pudong Jing Mao Tower, etc. The combined contracts represented an amount of over USD 700 million.

奥运顾问

Advisor for the Olympic Games

1999年底，范克高夫与夫人又回到北京，成立了自己的公司——北京大策略有限公司，搬进了自己买的房子，“希望更久地留在中国”。

At the end of 1999, Van Kerckhove and his wife returned to Beijing, and founded the Beijing Global Strategy Consulting Co., Ltd. They moved into a house they purchased themselves, "hoping to stay in China longer."

刚到北京的范克高夫，接受了北京投资促进局的邀请，成为北京市政府的高级顾问，多年来一直保持着良好地合作关系。他向来华的外商介绍北京的情况，用外国人更容易理解的方式来诠释中国 and 北京，及时回答来华国外代表团的各种疑问。

Right after arriving in Beijing, Van Kerckhove accepted an invitation by the Beijing Investment Promotion Bureau, and became a senior consultant for the Beijing Municipal Government. He maintained these good ties for many years. He presents Beijing's situation to foreign businessmen, using methods easy for foreigners to understand to explain China and Beijing, and promptly answering questions by foreign delegations to China.

由于与北京市政府长期的密切合作，2001年，范克高夫被推荐参加奥运会的筹备工作。最初是协助奥组委做一些工作，随着工作的深入，范克高夫对奥运会参预也在逐步加深。2002年，范克高夫成为北京市计委奥运项目的投资促进专员，主要协助确定大型奥运场馆的建设项目。

As a result of his close long-term cooperation with the Beijing Municipal Government, in 2001, Van Kerckhove was recommended for participating in the preliminary works for the Olympic Games. His first works consisted in assisting the Olympic Organizing Committee. As things progressed, Van Kerckhove's participation in the Olympic Games gradually deepened. In 2002, Van Kerckhove became the investment promoter for Olympic projects for the Beijing Planning Commission (Beijing development and Reform Commission). He mainly assisted in the decisions for construction of large-scale Olympic facilities.

2002年中旬，范克高夫提出联合体投标的概念：设计-建设-融资-运营，并利用网络扩大宣传，解释联合体概念。对大使馆、商会及潜在国外投资商做了大量的解释及引导如何组建“联合体”的工作，跟踪游说国外重点潜在投资商参加项目投标，接触交流了几十家大使馆及商会、数百家公司，写了百多份报告。

In mid 2002, Van Kerckhove proposed a unified bidding concept: Design - Construction - Finance - Operation, and used the internet for extensive promotion, explaining this concept. He did massive explanatory work for embassies, chambers of commerce and potential overseas investors, and provided guidance on how to do it up. He solicited potential key overseas investors to participate in the project biddings, exchanged contact with dozens of embassies and chambers of commerce, hundreds of companies, and has written hundreds of reports.

范克高夫说，按他自己的话，“我有一张大嘴和一些勇气”。他花费了大量时间和精力根据各使馆的要求，义务给外国代表团介绍中国的商业环境、提供建议，得到了大使馆、商会的好评。

Van Kerckhove said that according to his own words, "I have a big mouth and a bit of courage." He's spent massive time and energy to meet the demands of all embassies, presented the China market environment to foreigner delegations and provided advice, thus obtaining the praise of embassies and chambers of commerce.

范克高夫利用自己在国际上的关系，为北京奥运会寻找合作伙伴，让国际上有实力的友人能够参与到中国的奥运项目中。同时也将外国各大使馆、商会及投资商的意见和想法整理好，写成报告，反馈到北京政府。多次与北京市政府及奥组委的官员到奥运举办国实地考察。

Van Kerckhove used his own international relations to find partners for the Beijing Olympic Games, allowing able international friends to participate in the China Olympic projects. At the same time, he gathers the thoughts and advice from foreign embassies and chambers of commerce and presents them as feedback to the Beijing Government. He often conducted on-the-spot surveys for officials of the Beijing Municipal Government and the Olympic Organizing Committee.

范克高夫告诉记者，他在2000年购买的手机号码的最后四位数恰好也是2008，也许是注定他与2008年的北京奥运会有缘，至今他担任过北京市发改委奥运经济高级顾问；北京国有资产经营有限责任公司聘请的奥运及涉外项目顾问团谈判/发展专员；北京市计委奥运项目办投资促进专员等职务。因此，他被称为北京的义务宣传员。他则自称是北京的“说客”，为北京2008年奥运会“搭建中国管理机构 and 外国商业团体之间的桥梁”。

Van Kerckhove has told a reporter that in 2000, the last digits of the mobile phone number he purchase were exactly 2008. Maybe he was pre-destined to have ties with the 2008 Beijing Olympic Games. To date he holds the posts such as senior consultant for the Beijing Development & Reform Commission, Negotiation and Development Director for BSAM (Beijing State-Owned Assets Management Co., Ltd.), Delegate Investment Promotion for the Beijing Planning Commission, etc. He dubs himself Beijing's "spokesman," helping Beijing "bridge the gap between the Chinese administration and the foreign business community."

“我出名是因为奥运会，但实际上我做的并不局限于奥运会，涉及到更多的领域。”他很乐意充当这种“说客”，他大部分的工作是穿越国际文化和各种经济障碍，理顺及沟通存在的问题。范克高夫现实而又大胆的开拓的精神，使他不拘束地与中国接近，成为中国项目的合作伙伴。

"It was thanks to the Olympic Games that I became famous, but in fact I do not limit myself to the Olympics. I target many more domains as well." He's very happy to assume this position as "spokesman." The majority of his works goes to bridging international culture and breaking economic barriers, while straightening out remaining problems. Van Kerckhove is up-to-date and has a bold spirit, causing him to grow ever closer to China, becoming business partners to Chinese projects.

校友罗格

His schoolmate Jacques Rogge

记者看着家里墙上范克高夫与国际奥委会主席罗格的多幅合影，老范笑着说解释：“我跟国际奥委会主席罗格在比利时的家住得非常近，我们小学、中学、大学都念的是同一所学校。我夫人告诉我，用中国话说，罗格算是我正宗的师兄。

"The reporter observed many group photos of Van Kerckhove and the President of the IOC J. Rogge on the family wall. Lao Fan smiles and explains: "I lived very near the home of the IOC President Rogge in Belgium. We went to the same middle school and university. My wife tells me that in Chinese terms, Rogge is my senior schoolmate."

2003年，北京遭遇“非典”，全城许多机构的工作都陷于停顿状态，但奥运会的筹备工作却一天也没有因此而停顿。有一段时间，为了方便，北京市奥组委甚至将筹备会议设在范克高夫的家里召开。在此期间，为了使在海南召开的国家体育场招标工作能够顺利进行，范克高夫不仅参与各种繁琐的招标准备工作，而且，利用自己在国际上丰富的人脉关系，联络世界著名场馆运营商、保险管理公司及风险管理公司来海南参与评标工作。

In 2003, Beijing suffered through "SARS." Many organization works came to a stop, but the preliminary works for the Olympic Games did not stop for a single day. At one point, for convenience, the Beijing Olympic Organizing Committee even gathered at Van Kerckhove's home to hold meetings for the Olympic preliminary works. During this time, in order to insure the successful procedure of the National Stadium tender works in Hainan, Van Kerckhove not only participated in all kinds of tedious tender preparatory work, he also used his own rich network of international relations, in order

to contact famous international business companies, insurance companies and risk management companies to come participate in bidding works in Hainan.

许多国外专家由于“非典”不敢到中国来，范克高夫用各种方法说服他们，最终北京市计委从他所推荐的名单中挑选的5名专家全部来到中国，他请来的国外专家作为国家游泳中心评委及技术组评委在海南参与评标工作，保证了海南评标的成功完成。

Because many overseas experts did not dare come to China because of SARS, Van Kerckhove used all sorts of methods to convince them. In the end, all 5 experts on his recommendation list for the Beijing Planning Committee all chose to come to China. He invited overseas experts to act as appraisal committee for the National Swimming Center and for technology appraisal in the tendering works, thus ensuring the success of the Hainan tendering works.

海南评标后，范克高夫协助北京大型奥运场馆的建设工作，主要是国家体育场和国家游泳中心的建设。为此，他提出了大量的合理化建议，是北京2008奥运会方面的一个关键的城市顾问，在“水立方”和“鸟巢”的国际化招标进程中都凝聚了他的智慧和汗水。

After the tendering works in Hainan, Van Kerckhove assisted in construction work for large-scale Beijing Olympic facilities, mainly for the National Stadium and the National Swimming Center. As such, he's made a large number of rational proposals, as an essential city consultant for the Beijing 2008 Olympic Games. His wisdom and efforts were all present in advancing the tendering works for the Water Cube and the Bird Nest.

救火队员和谈判高手

The Fireman and master negotiator

范克高夫曾在3个世界500强公司做过高管，西门子、阿尔卡特及阿尔斯通，又为北京市做顾问，涉及过谈判的项目上百亿。老范说“中国人无论过去还是现在，都是谈判桌上值得尊敬的对手。”

Van Kerckhove has held high positions in 3 of the world's top 500 companies: Siemens, Alcatel and Alstom. He is also a consultant for Beijing, and has been involved in negotiation works involving sums of tens of billions. Lao Fan says, "whether in the past or in the present, the Chinese are opponents at the negotiation table worthy of respect."

范克高夫说，他的祖国比利时历史上没有敌对国家也没有政治联盟，这样的背景会使他在国际商务团体与中国中央、地方政府之间以中间人的姿态出现。“就是这种中立的地位使我能够自由发言，有些话对于处于国际关系中的人来讲不那么容易说的。”范克高夫从来不会逃避项目工作中的敏感问题，这使他在北京国际关系中扮演“救火队员”的角色。

Van Kerckhove said he believes that the fact that he is from Belgium, a minor European power with few problematic allies or political associations, helps him act as go-between in facilitating communication between international business communities and national and local Chinese governments. "It is this neutral capacity that allows me to speak freely, something not always easy for people in international relations." Van

Kerckhove is never afraid to face sensitive issues. This has earned him the nickname "fireman" on the Beijing international relations scene.

范克高夫的另一个身份是欧盟商会政府采购组主席，还是中国美国商会、欧盟商会、瑞士商会和扶轮社的成员，他与北京很多外国团体都有密切的联系，是都市很多商会中活跃的一份子。范克高夫一直在研究中国政府的采购投标应该怎样做，推动中国与欧盟国家之间政府采购条例的有效执行，以期达到WTO的要求。

Van Kerckhove's other status is as the chairman of the Government Procurement Working Group of the European Chamber of Commerce. He is also a member of the American Chamber of Commerce, the European Chamber of Commerce, the Swiss Chamber of Commerce and the Rotary Club. He has close relations with many of Beijing's foreign associations, and is an active contributor to the various chambers of commerce. Van Kerckhove keeps studying how the Chinese Government procurement and bids should be held. He pushes for the effective implementation of rules for China procurement from the European Union, timely achieving the requests by the WTO.

“中国是个很特别的国家，很多项目都是由政府或与政府相关的企业来完成，到目前为止，在法律等方面还存在一些问题，我目前在协助欧盟推动中国参加世界性的招标活动。政府采购非常复杂，我现在每天都在学习中国的法律，快成一个律师了。”范克高夫说。

"China is a very particular country. Many projects are conducted by the government or by government-related companies. To date, there are still remaining problems on the legal aspects etc. I am currently assisting the European Union in pushing for China to participate in world-wide bidding activities. Government procurement is very complicated. I am currently studying Chinese legislation every day. I've practically become a lawyer," Van Kerckhove says.

范克高夫目前的新课题是：如何在成功举办2008年奥运会之后，使奥运场馆得到有效利用，让北京的经济实现可持续发展。

Van Kerckhove's current task is: how to successfully conduct the Post-2008 Olympics, to enable effective use of the Olympic venues, and let the Beijing economy achieve sustainable development.

范克高夫正在与欧盟商会一起推动欧洲的中小企业与北京合作参与奥运经济，他说，大企业就像齿轮推动社会的发展，而中小企业就像大企业的润滑油，将中小企业的先进经验带到中国，将有利于北京成功举办奥运会后，实现经济的可持续发展。

Van Kerckhove is currently promoting the participation of European SMEs in the Olympic economy with the European Chamber of Commerce. He says that big enterprises are like the gears to promote development, but SMEs are like the lubricant for big enterprises. SMEs bring their advanced experience to China, which will help Beijing in the post-Olympics, and realize sustainable economic development.

文化使者

The cultural messenger

范克高夫不但协助推动经济，也是协助中西文化的交流的使者，他担任了比利时世界著名雕塑家斯特贝尔先生为北京捐赠雕塑作品的代表，赠送给北京市政府以奥运为主题的大型雕塑——“运动员之路”，献给2008北京奥运会。

Van Kerckhove doesn't just assist in the economy. He also serves as the messenger in assisting China and Western cultural exchanges. He served as the representative for the world-renowned Belgian sculptor Mr. Strebelle for the donation process of a large-scale sculpture with the Olympics as theme - the "Athlete's Alley" - to the Beijing Municipal Government, for the Beijing 2008 Olympic Games.

老范介绍说：斯特贝尔先生是世界著名的雕塑家，他的艺术作品分布在世界各地37个国家的公共场合中，他的许多作品成为城市的大型艺术雕塑及城市的亮点。斯特贝尔先生得到过十多个世界级艺术大奖，在1950年—2003年参加过27个世界著名艺术展。在比利时、俄国、德国、以色列、意大利、瑞士、美国和新加坡等国家均可以看到他的大型作品。

As Lao Fan presents: Mr. Strebelle is a world-renowned sculptor. His artistic worlds are displayed in public locations in 37 countries around the world, forming city large-scale artistic sculptures and landmarks. Mr. Strebelle has obtained over 10 world-class artistic awards. Between 1950 and 2003, he has participated in 27 world-famous art exhibitions. His large-scale works can be seen in countries such as Belgium, Russia, Germany, Israel, Italy, Switzerland, US and Singapore.

20年前斯特贝尔先生的好友前国际奥组委主席萨马兰奇要求他创作一个以奥运为主题的雕塑，他开始构思“运动员之路”雕塑的创作。他的作品得到了现任国际奥组委主席罗格的高度赞赏。以奥运为主题的大型雕塑群概念设计——“运动员之路”是由5组不锈钢雕塑组成，高低不等，排列在公园或大道上。马路的起始处放置两个标牌，拉丁语：citus, altius, fortius, 中文：更快、更高、更强。

20 years ago, the good friend of Mr. Strebelle, the then president of the IOC Samaranch, asked him to create a sculpture with the Olympics as theme. He has thus begun the conception work of the "Athlete's Alley." His work has obtained the high praise of the current president of the IOC Rogge. This Olympic-themed large-scale sculpture, Athlete's Alley, is composed of 5 stainless-steel sculptures of varying sizes, arranged along a path. Two panels are displayed at the start of the sculpture, with the latin inscriptions: citius, altius, fortius, and the Chinese inscription for Faster, Higher, Stronger.

从前端正面望去，雕塑群形成了5个运动员用不同姿态高举着奥运标志5色环，而从其它的角度望去，每一组单体的雕塑均是一个独立的艺术品，整个雕塑群与奥林匹克完美结合，建成后它将会成为世界上最大的不锈钢雕塑。老范希望这个独特创作能为北京增添一个新的风景线。

When one looks directly from the front, the sculpture appears as 5 athletes in different postures lifting up the 5 Olympic rings. But when viewed from a different angle, each sculpture appears as an independent artwork. The sculpture cluster forms a perfect union with the Olympics. After completion it would become the largest stainless steel

sculpture in the world. Lao Fan hopes that this unique creation could form an additional landmark for Beijing's landscape.

在范克高夫的协助下，艺术家的雕塑经过两年多的修改和完善，2006年2月中旬北京市人民政府主管领导同意接收斯特贝尔的捐赠，这是北京第一个接收国外奥运雕塑的艺术品。

Under the assistance of Van Kerckhove, the sculptor has spent over 2 years of revisions and embellishment to the sculpture. In mid-2006, the leader of Beijing Municipal Government has accepted the donation. This is the first foreign Olympic sculpture accepted by Beijing.

中国巨变，推介创新

The great changes in China, and recommendations on innovation

“中国的变化太大了！简直让人不敢相信。现在，围观外国人、换外汇券、极度紧缺的商品、匮乏的娱乐场所，这些事情都难以想象了。他印象深刻的是北京的三环路已经从农田变成高楼林立；上海虹桥机场旁边，6个月时间修起了一条高速公路。

"China's changes are enormous! It's hard to believe. Now, foreigners being stared at, Foreign Exchange Certificates ("FEC"), shortage of electronic appliances, no any entertainment venues, all these have become hard to imagine. One thing that left a profound impression on him was the transformation of Beijing's 3rd ring road, from farmland to numerous sky-scrapers. Near the Shanghai Hongqiao airport, a brand-new highway was built in 6 months.

谈到兴奋处，范克高夫还惟妙惟肖地模仿了当时一些商店售货员的傲慢态度，其神似程度让人忍俊不止。不过，老范说，这些“趣闻”在1995年以后就很少遇到了。

When talking about jokes, Van Kerckhove starts imitating the attitude of arrogant store clerks of the time with surprising likeness. However, Lao Fan says, these "interesting anecdotes" have become rare after 1995.

范克高夫作为政府顾问，对中国国情的熟悉，使他看到了创新精神的提倡推广的十分必要，要只要一有机会他就介绍世界各国创新案例。在北京东城区的21世纪商业城市成功要素的一个研讨会议上，范克高夫说，商业城市成功要素主要是体现在城市运输和交通、电讯、环境、污染、

生活和商业的成本，但是这些因素真的那么重要吗？真的是这些因素推动了最终的选择吗？当我们看几个成功或失败的例子后，我们就会承认并不是如此简单。

As a government consultant familiar with the conditions in China, Van Kerckhove has seen the importance of advocating and promoting innovation. He watches for every opportunity to present examples of innovation in various countries. After a successful conference on the necessary factors for a successful commercial city for the Dongcheng district in the 21 century, Van Kerckhove said, the main success factors in a commercial city lies in public transportation and traffic, telecommunication, the environment, the pollution, and the commercial and living costs. However, are these factors truly important? After looking at examples of success and failure, we can acknowledge that it's not so simple.

看看交通情况：纽约、巴黎、伦敦、的情况好吗？当然不。成本是重要因素吗？一个最近的研究表明，办公成本最高的城市是伦敦、东京、香港、旧金山、巴黎、苏黎世和纽约。我们能不能认为曼哈顿、拉斯维加斯、香港和台北的环境好呢？可能对此有不同的观点。

Looking at the situation of traffic: are the situations in New York, Paris and London good? Certainly not. Is the cost an important factor? A recent research has indicated that the cities with the highest office costs were London, Tokyo, Hong Kong, San Francisco, Paris, Zurich and New York. Can we truly believe that the environment in Manhattan, Las Vegas, Hong Kong and Taipei isn't good? There are different viewpoints perhaps.

但可以肯定的是有其他更好的城市可以居住，为什么人们不去那些城市做生意呢？我记得我在80年代做的一个比较适合做亚洲总部的城市的研究。在当时，吉隆坡看起来很有吸引力。但为什么吉隆坡并没有很大的发展呢？为什么想成为多媒体超级走廊的梦想没有实现呢？虽然已经花费了40亿美元，效果却令人失望。

What can be certain is that there are better cities to live in. Why don't people go to those other cities for business? I remember a city research done in the 80's on which city would make the most suitable headquarters for Asia. At that time, Kuala Lumpur looked very attractive. But why didn't Kuala Lumpur get big development? Why did it fail to realize its dreams in becoming a multimedia super corridor? Although it had spent USD 4 billion, the results were disappointing.

我可以给出一些原因：主要是不能保护外国投资和他们的利润；；在外汇兑换、雇佣和商业方面的保护主义规章和政府干预太多；在信息流动方面限制太多；吉隆坡的电讯和因特网基础设施差

I can give several reasons. Mainly, it could not protect foreign investment and foreign profits. In the foreign exchange market, there are too many protectionist market and hiring rules, regulations, and government interventions. Information flow was too limited. Kuala Lumpur had bad telecommunication and internet infrastructure.

在以著名的城市新加坡为例，一份发表的由政府部分自主的研究带来了令人不安的结果。以很多标准来看，新加坡都是一个全球化和对因特网时代作好准备的国家，有很好的支持政策和规章。

Using the famous city Singapore as an example, an independent report for the Government department brought disconcerting results. According to many standards, Singapore is a country prepared for globalization and internet, with very good support policies and rules and regulations.

但是新加坡在人们创业方面的排名几乎垫底，缺乏创业精神和创新精神。新加坡现在正在寻找解决问题的办法。分析后认为出现问题的原因包括：对信息的自由流动限制太多；干预创造性、信息和私生活的法律规章太多；建立新企业时过于害怕失败等。

But Singapore is placed nearly last in entrepreneurship, and is severely lacking in entrepreneur spirit and innovation spirit. Singapore is currently seeking solutions to the problem. After analysis, it is believed that the problems are the following: too many restrictions on the free flow of information; too many rules and regulations intervening with innovation spirit, information and private life; fear of failure at the set-up of a new enterprise, etc.

最近，德国试图成为欧洲的新的金融中心，与伦敦一起成为第二支柱。这一努力总的来说失败了。为什么？因为伦敦有作为金融中心的长期传统，丰富的关系，创业精神，更多的宽松的商业规章和制度，以及低税收。伦敦以他的国际精神、创造性和创新精神闻名，这表明要想获得成功仅有政府的意愿是不够的，还要有参与和付出。

Recently, Germany has attempted to become Europe's new financial center, becoming a second financial center along with London. This effort was largely a failure. Why? Because London has a long tradition as a financial center, rich relations, entrepreneur spirit, looser commercial regulations and systems, as well as low taxes. London is well-known for its international spirit, entrepreneurship and innovation spirit. This shows that government wishes for success alone are insufficient. It needs to participate and contribute.

幸福家庭—中国太太孙冰

The Happy Family – his Chinese wife Sun Bin

范克高夫先生的家坐落在北京东城的一个别墅小区里，东西合璧的装饰风格体现着主人的匠心。“我喜欢中国，中国是我的家，是我的第二故乡。”在自家宽敞的客厅里，范克高夫真诚地告诉记者。

Van Kerckhove's home is located in a compound in the Dongcheng district in Beijing. The east-meets-west decoration portrays the ingenuity of the owner. "I like China. China is my home, my second hometown," Van Kerckhove told the reporter in his spacious living room.

八十年代初期老范刚到北京时，比利时的皇后来中国来访问，范克高夫到机场去迎候，闲聊中，皇后得知他还是单身，同他开玩笑，要不要娶一个中国太太，范克高夫坚定的表示：“绝对不可能！！”。那时他认为中西文化背景的差别是决定不可逾越的障碍。结果呢？他不但娶了中国太太，还“倒插门”在中国安家落户。

When Lao Fan just arrived in Beijing in the early 80's, the Queen of Belgium came to China to pay a visit. Van Kerckhove went to the airport to greet her and chatted with her. The Queen knew immediately that he was single and joked with him on whether he wants to marry a Chinese wife. Lao Fan resolutely said: "Never." He believed back then that the cultural differences between the East and the West were an insurmountable barrier. Result? Not only did he marry a Chinese woman, but also "Inverted the doors" to settle down in China.

他说：我太太是中国人，我是比利时人，我们已经结婚20多年了。她是按照中国的方式由朋友介绍的，那时她刚刚从国外回来，能干、潇洒、开放，我并没有把她当作大路的女孩子，只认为她漂亮、非常特别，是我从来没有接触过的那种，按照中国人的说法，她是那种上的了厅堂，下的了厨房的类型。在宴会上，她光彩照人，在厨房里，她能化腐朽为神气，无论中餐西餐都难不到她，我对她充满了好奇，当初就好像被她下了迷药，被她牵着鼻子走，糊里糊涂的都还没有搞清楚是怎么回事，就发现自己已经结了婚”，好像是在做梦。

He says: My wife is Chinese, I'm Belgian. We've been married for 20 years already. She was introduced to me by friends according to Chinese ways. She just came back from abroad back then. She was able, natural and open. I did not view her as a typical local girl. I thought she was attractive and very special. I had never met anybody like

her. As the Chinese would say, she was good in the living room as well as in the kitchen. During banquets, she was brilliant, and in the kitchen, her abilities were incredible: neither Chinese nor Western dishes were too hard for her. I was really curious about her, just like if she had drugged me. I was led by the nose, and before I realized what was happening, I found out I was married," it was just like a dream.

更可笑的是结婚了一段时间才发现太太显赫的家庭背景，家族有不少名人，她的祖父孙炳文曾同周恩来，朱德一起参加革命的前辈，姑姑孙维世是周恩来的养女，父亲孙泱是高级领导干部，姨公冯友兰是中国现代最有名的哲学家。。。但她几乎从来不提她的家庭背景，她有大家闺秀的大气，但没有大家闺秀的架子。

The most comical aspect about this marriage is that he only found out about his wife's prominent family background after some time after they were married. The family had many celebrities. Her grandfather was, along with Zhou Enlai, one of the forerunners to the revolution. Her aunt Weishi was Zhou Enlai's adopted daughter. Her father Sun Yang was a high-ranked leader. The husband of her aunt Feng Youlan was one of China's most famous modern philosophers. Yet she practically never brings up her family background. She had the upbringing of a lady of a prominent family, but not the arrogance.

我们有完全不同的家庭、文化和社会背景，但我并没有感到不可逾越的隔阂，我们共同努力分享和适应双方的生活习惯，无论在中国还是去其它的国家，我们双方一起去适应当地的生活习惯，分享双方的乐趣。

We had completely different family, cultural and social backgrounds, but we didn't feel as though it were an insurmountable barrier. We made joint efforts to share and understand each other's habits. Whether in China or in other countries, we also both made efforts to adapt to local living customs, and to share in each other's joys.

无论是语言还是饮食习惯，我们都是一个多元化的家庭，在家里我们用3种语言交流，我同女儿说法文，太太同女儿说中文，三个人在一起说英文。一日三餐也是中西合并。

Whether for language or eating habits, we're all a multi-cultural family. We use 3 languages to communicate at home. I speak French with my daughter; my wife speaks Chinese with her. When the three of us are together, we speak in English. Our three meals every day are also a blend of Chinese and Western.

我的一个巴西的朋友对我说：“我和我的太太都生长在里约，我们有共同的社会背景、环境、邻居、朋友，生活习惯，尽管这样，我们仍有许多矛盾，而你们来自彻底不同的家庭、社会背景、文化背景，每天要面对对方，更不是一件容易的事”。

One of my friends from Brazil told me: "My wife and I had similar upbringings. We had a common social background, a common environment, common neighbors, and common living habits, and even then, we still have our disagreements. Yet you came from completely different families, social backgrounds, and cultural backgrounds. To thus face each other every day is truly something not simple."

作为夫妻不可能没有矛盾，但最重要的一点是，我们双方都知道对方的价值是什么，这个价值是在头脑里的，精神上的，而不是用金钱物质能衡量的。我们都认为：我们的结合是互补的结合，无论是家庭生活，还是工作都是在不断的互补，这也是中西方文化的互补，如果将这种不同的文化处理的好，便是互补，如果处理的不好，便是矛

盾。我敬佩太太的宽容和肚量，她高贵的气质和风度，她能干、体贴，有奉献精神，她有高贵和仁慈的心肠。我希望能和她一起成功，希望她永远年青美丽和健康。

As a couple, they couldn't be free of disagreements. But the most important was, we all knew the value of our partner. This value lies in the head and in the spirit, and can't be measured by money or material values. We both believed that we were complementary, whether on the family aspect, or on the work aspect. This is also the complementing of East and West. If these cultural differences are managed well, then they're complementary. If they aren't, then there would be problems. I admire my wife's patience and tolerance, her noble air and demeanor, her competence, sympathetic attitude, her charitable spirit, and her benevolent spirit. I hope to succeed together with her, and hope that she'll forever remain young, beautiful, and healthy.

对于结婚后的经验，孙冰说，成家只是开始，家庭生活和事业都需要精心经营，最重要的是要不断的沟通，不断的改进，发现矛盾就要解决矛盾，老范是个非常聪明但极为敏感和复杂的人，他不是生活中容易相处的人，分享他社交圈，他的嗜好对他非常的重要。

As for the marriage experience, Sun Bin says that forming the family was only the beginning. Both family life and work required dedication. The most important was constant communication, constant improvements, and to discover problems and solving them. Lao Fan is a very intelligent person but also extremely sensitive and complex. He isn't someone very easy to be with. He is dedicated to his social circles, and his hobbies are very important to him.

20多年的中西结合，相互适应的确不是一件容易的事，我们周围无论是中外婚姻，还是中中或外外的婚姻，很多夫妻多走上的分道扬镳的路，但我们至今还在一起，我们都是追求完美的人，我们对“完美”有不同的认识，我们经常对对方要求的完美感到很累，所以如果说我们从来没有矛盾，那是骗人，但我们一直在磨合，不断的改造自己，我们把我们的问题摆在桌面上，想办法去解决。

After 20 years of East meets West, mutual adaptation isn't an easy thing. We see people around us going separate roads, whether for Chinese – Western couples, Chinese – Chinese couples or Western – Western couples, but we are still together. We're still the couple seeking perfection. We have different notions of “perfect,” we are often tired in asking the partner for this perfection, so we'd be lying if we claimed that we've never had problems. But we keep going at it, we keep changing ourselves. We put all of our problems on the table and think of ways to resolve it.

生活是艺术，处理好工作和家庭的关系是一个永远不结束的大工程。我们也是经历了很多的风风雨雨，我们保留自己的习惯和文化，并去习惯和参与对方的文化和习惯，互相信任，我们总是有同样的目标：是夫妇也是情人，是知心的朋友，也是事业上的合伙人，我们不停的努力让生活充满激情。

Life is an art. To manage well the relations in both family and work is a never-ending construction process. We've also weathered many storms, we've kept our habits and cultures, while getting used to and participating in the habits and cultures of the other. We believe in each other, and we always have the same goal: we're couple and lover, good friends, and also business partners. We keep striving for a fulfilling life.

中外通婚

The marriage between Chinese and Foreigners

范克高夫是一个性格开朗的人，在中国的长期生活，广泛的人脉关系，东西方文化差异的反复对比，特别是他那位漂亮贤惠的中国夫人使他对中外通婚问题有了绝对的发言权，谈起中外通婚不亚于一个婚姻专家，观点鲜明，且耐人寻味。

Van Kerckhove is a cheerful person. During his long stay in China, he has acquired extensive relations. The differences between Eastern and Western culture contrast sharply. It was especially his beautiful Chinese wife who gave him the right to speak about the questions on China – Foreign marriages. His knowledge on such matters is in no ways inferior to that of marital experts. He has a bright and thought-provoking view.

范克高夫认为，生活是一个整体，是由许许多多的小事汇集而成的。小事情结集的多，就从小矛盾变成大矛盾，对家庭将构成威胁，双方不能接受对方。

Van Kerckhove believes that life comes as a whole. It is formed by a collection of many small matters. When there are too many small matters, then small problems become big problems. It then poses a threat to the family structure, while both are unable to accept each other.

多数西方男人对女人的要求并不是一定是美丽，更主要的是妩媚，女人的妩媚和气质是很重要的一部分，比如我有很多社会活动，需要接触很多人，太太的风度对我的身份和工作有直接的影响。

What many foreigners ask of Chinese women is not necessarily beauty. More important is their charm. A woman's charm and elegance are a very important part. For example, we have many social activities, and we need to greet many people. My wife's demeanor directly influences my status and work.

对西方人来讲，太太的妩媚、穿着、身材等是非常重要的事。他们希望看到他们的太太美丽、享受和欣赏太太是生活中的乐趣的一部分。但是一些中国女孩结婚之后就不再注重自己的身材和装束，认为不再需要，但这也将成为生活矛盾开始的因素，但对男人来讲，他们却希望自己的太太每天都有新的东西来吸引丈夫。

To foreigners, the wife's charm, clothes, and demeanor are very important. They hope to see their wives as beautiful and enjoyable, and hope for their wives to be part of their daily joys. But some Chinese girls, after marriage, no longer maintain their demeanor and attire, thinking that it's no longer important. But this is also the beginning of everyday problems. For men, they hope for their wives to show something new every day to attract them.

西方人很开放，并不是将太太当一件自有财产，别人对太太的赞美，甚至倾心对多数他们是一种傲骄，而这种习性，对东方女性来讲很难理解，东方人更多是拥有和忌妒。

Westerners are very open. They do not view their wives as property. If others praise their wife, they feel praised for it. It's a habit that eastern women find hard to understand. Eastern men tend to be jealous.

东方人男人的社交，许多时候不同太太一起，太太们有自己的圈子，但欧洲不同，他们多数是夫妻共同出现在社交场合，与丈夫分享共同的生活，分享社交和朋友，丈夫可以同太太无话不谈，工作、生活、性等等。东方女人需要适应这种生活习惯，

Often eastern men have social circles that don't involve their wives. The wives have their own circles. But this is different in Europe, where for the most part, the couple appears together in a social event. This has the couple sharing a common lifestyle, common relations and common friends. The husband can tell his wife anything about his work, like, feelings etc. Eastern women needs to adapt to this habit.

饮食习惯也是生活中的许多小事，西方人喜欢中国菜，但也不过是偶尔一次，但让他们天天吃米饭和中式炒菜，就如让中国人天天吃奶酪、生肉一样难以接受。生活中小磨擦，为一日三餐，可能引起许多不愉快的争吵。如果我的太太同我一起去酒会、餐厅，不停地告诉我，我不想吃这，不愿吃那，会给我很多麻烦。

Eating habits also represent many small things in everyday life. European people like Chinese food, but it can be just occasionally. If they had to eat rice and fried rice every day, it's like asking them to eat cheese and raw meat daily: it's hard for them to accept. Small details in life, like the three meals per day, can be the source of many quarrels. If my wife comes with me to a restaurant, and kept telling me: I don't want to eat this, I don't want to eat that, we'd have a lot of problems.

我和太太孙冰在饮食结构方面从来没有过矛盾，我们都是多元化的人，都能够享受和欣赏东西方的饮食。一些女孩嫁了老外，恰恰她们不懂西方的文化和生活方式，又不能有意从深层改变自己成为多元化的人。她们吃不惯西方的食品，就强迫她们的丈夫也吃中餐，而不是自己去适应西餐，却攻击西方的饮食结构。最后结局就是矛盾。

I've never had fights with my wife over the issue of food. We're all very multi-cultural people, we can both appreciate and enjoy Chinese and Western food alike. Some girls after marrying foreigners do not understand western culture and living habits, and can't willingly change themselves to become a multi-cultural person. They can't get used to eating western products, so they force their husband to eat Chinese and attack the western eating habits, instead of getting used to western food. The result can only be problems.

许多女孩对物质看得太重。她们认为外国人有钱，但外国人并不是人人都是百万富翁。外国人比较现实，花钱也比较小心。想同中国女人结婚的外国人，为什么对中国女孩有兴趣？他们希望的是能有一个勤俭持家的太太，希望她们能具有西人女子缺少的美德及友善，有孔夫子的道德观，能够比较顾及家庭、丈夫、孩子，比西方女子更富有自我牺牲精神。

Too many girls are too materialistic. They believe that foreigners have money, yet not all foreigners are millionaires. Foreigners are more realistic, and spend relatively less money. Why do foreigners who want to marry Chinese women show interest in them? They hope for a wife who can manage the household diligently. They hope that they can show the moral qualities and friendliness that western girls can lack. Following Confucius' views, they would take into consideration the family, the husband, and the children, and are better prone to dedication and self-sacrifice than western women.

中国女人如果想要同外国人结婚，就必须了解对方的习惯，并双方互相接受对方的文化，双方要互相新生，互给面子。中国女人太敏感。很少有人能真正理解，什么是西

方世界的现实社会，什么是西方文化，她们只是道听途说，她们抱着自己的生活习惯去面对西方世界，就无法适应国外的生活习惯，而且她们没有改变自己的准备。

So if Chinese women want to marry a foreigner, they must understand their habits. Both sides must accept each other's culture. Both must change for each other and give each other face. Chinese women are too sensitive. Few can truly understand what actual western society and western culture truly are. They've only heard about it, yet keep their own cultural habits as they face the western world. As such, they are unable to adapt to western customs, and are insufficiently prepared to change themselves.

女人必须明了自己，在生活中什么对她重要的是什么？她想要什么？她想要改变她的生活方式，或保留，并接受丈夫的生活方式，参与丈夫的一切社交活动，东方女孩必须选择、接受2—3种不同的生活方式，一种是百分之百的中国传统式，二是百分之百的欧洲式，三是一半一半。对外国人来说，文化一半一半最好，这样能更好地加深对双方的理解、了解和接受。

Women must be clear to themselves as to what's important to them in life. What does she want? Does she want to change or keep her living habits, or accept her husband's living custom, participating in all her husband's social activities? Eastern girls must choose to accept 2 – 3 different living lifestyles. One is 100% Chinese traditional lifestyle. The second is 100% Western lifestyle. The third is 50/50. For foreigners, 50/50 culture is the best. This allows them to better understand and accept their partner.

有许多话题，中国女人不愿谈，她们保守，敏感、当谈到一些话题时，她们就会紧张。而我们不同，我们比较开放，喜欢开玩笑。而中国男人许多时间在家不能是“他自己的本来面目”，并不是说他要做什么对家庭不利的事，仅仅是开放的话谈，

There are many topics that Chinese women are unwilling to discuss. They are conservative and sensitive when it comes to such matters, and can become anxious when they are addressed. We're different. We're relatively open, and we like to joke. For Chinese men, they often can't be "their true selves" at home. It's not to say that they want to do something detrimental to the family, it's merely about open conversation.

许多中国姑娘，同外国人结婚，并不是为了爱情，共同的理想，而是为了物质上的原因，因为他是鬼佬，能出国换身份，有好一点的生活，她们成功之后，就变成了另一个人。

Many Chinese girls don't marry foreigners for love or for common ideals, but for materialistic reasons. Because he's a foreigner, they can leave the country, change status and get a slightly better life. After these girls have succeeded, they become another person.

另外一些女孩，只想改变身份之后，男人付钱到国外学习，并不是想着组织家庭，共同生活，而是拿外国人做跳板。同外国人谈恋爱，结婚之前，非常友谊，体贴甜蜜。一旦结婚了，就让丈夫付钱，自己跑到国外去读书。

Some other girls, after changing their status, only want the men to pay for their studies abroad. This is not because they want to set up a family and live together, but because they want to use the foreigner as means of escape. Before they have a

relation with the foreigner marry them, they are very friendly, sympathetic and agreeable. But as soon as they marry, they let the husband pay, and run overseas to study.

但有些中国女孩子教育水平较低，更多的考虑她们嫁老外之后的面子问题，更多的想她们自己，由于文化背景的不同，特别是西方人比较开放，令她们没有安全感，所以，一定要自己在经济上独立，这样就忽略了家庭，矛盾由此而生。

Some Chinese girls have lower education levels, and more fully consider their pride after marriage to a foreigner. They think more about themselves, because they have insufficient cultural background. They feel insecure especially because western people are more open. They thus force themselves to become financially independent and neglect their family, and thus generate problems.

很多香港女人对钱和物质看得太重，她们懂得国外的社会，更懂得钱的重要，只想丈夫是生意上的合伙人，就如订了合同，她们亦不是很好的关照家庭和自己。

Too many Hong Kong women place too much importance on money and material values. They understand western society, and even better understand the importance of money, and only want for their husband to be business partners. It's like signing a contract, but they aren't very good at looking after their family or themselves.

中外通婚不能分享学习双方的文化和生活习惯是最大的问题。许多中国人很难双方分享对方，许多是一方想占上风，不相让。中国女孩有不同的审美观点，这种审美观往一般说来现外国人的审美不同，这种审美往往比较适应东方男人的口味，东方男人。

The inability for both to study each other's cultures and living habits is the biggest problem. Many Chinese have great problems in sharing with the other party. They often want to have the upper hand, and refuse to yield. The Chinese women usually have aesthetic views different from foreigner aesthetic views. These views usually suit the tastes of eastern men better.

我认为，中国女孩已在国外生活了一段时间，对国外的社会和生活习惯有了一定的了解，中外通婚建立一个美好的家庭，要比完全没有接触过国外社会的可能要大的多。即便是生活在国外，但完全与外界隔绝，只是保守的生活在中国人的圈子里，保留一切传统的中国生活习惯，我劝这种状况的女孩不要与外国人通婚。

I believe that Chinese women that have already lived abroad for a while have better understanding of foreign culture and living habits. They're much better at setting up a good Chinese-Foreign family than those who haven't had any contact with foreign society at all. I especially urge girls who have lived abroad, but have been completely closed off from the outside world, only maintaining their own lifestyle within Chinese circles, and maintaining all of their Chinese customs and habits, to not attempt a marriage with foreigners.