

【人物特写】

“我不是天生的商人,但这是我的命运……”李文昊这样讲。

李文昊,原名 Luigi T. Pecconi,华尔街学院全球创始人,华尔街英语(中国)创始人、董事长。作为一名意大利人,他用30年时间创办了遍及全球26个国家和地区的400多个中心的国际著名英语培训机构。

年近70岁的李文昊一生经历坎坷,几次彻底失败,但总能重新站起来。

李文昊并非美国移民那样的美国人,要么成功,要么死。

25岁,李文昊开始创业。5年前,他满怀激情,带着30多年的英语教学经验来到中国,同样掀起了中国人学习华尔街英语的热潮。《时尚》杂志调查显示:对许多市民来说,去华尔街学艺,就像去健身房、去美容院那样已成为一种时尚。

口本林记者 赵冉/文 陈伟雄/摄

李文昊

一个意大利人掀起的英语时尚

【国智元素】

A 不到10个月的第一次创业

和许多第一代创业者一样,李文昊创业的道路中也多次出现了惊险和曲折。说到这件事,他说:“我经历了多次的失败,甚至不只是失败,而是被很多错误。”

第一次创业,由于资金和选择了商业伙伴,不到10个月,李文昊的投入几乎损失殆尽。他不得不回到起点,又开始给别人打工,为的是积累一些资金之后,再自己创业。“如果有技能,有经验,肯定能找到工作。对

我来说,找个好工作从不是很难的事情,但对我来说,自立,自己创业才是真正目标。”他说。

为别人工作了6个月,李文昊创立了他在语言教育领域的第一个公司,并成功地销售其他公司的产品,为以后的事业打下了基础。

1972年6月,李文昊决定进入英语培训领域,创立了华尔街学院,这是他一生为之奋斗的事业。1978年,华尔街学院在意大利有了

25个学习中心,采用连锁经营的模式,华尔街英语的中心在四年中数量翻了一番。

在创立这家学院的时候,李文昊就梦想创立自己的教学方法和教学材料,给学员提供最佳的学习工具。1990年,华尔街学院成功经营了8年之后,李文昊决定将写自己的教学法,3年之后,他的梦想得以实现,开发了当时最先进的多媒体语言教学程序——英语在线(EOL)。

然而,为了进一步完善“英语在线”,李文昊倾其所有,并向银行和个人投资借款,也通过大规模的销售活动获得巨大发展。但是这一新事物却没有得到公众的认可,李文昊背上了沉重的债务负担。1995年,意大利的30家华尔街英语中心和巴黎的一家中心不得不全部关闭。李文昊的事业再次一落千丈,回到原点。这对他来说是最大的一次失败,不只公司破产,他的健康也严重恶化。

D 放弃了
自己的股份

李文昊当初创立的COMPUTEX公司是一家合作性质的公司,李文昊以个人管理经验、知识和一家瑞士大公司合作,占50%的股份,瑞士公司是投资方,也占50%的股份。后来李文昊放弃那家公司的根本原因是经营理念不合。那家公司追求的是利润至上,而李文昊更愿意去做教育,再做商人。

COMPUTEX公司起初的成功,是公司利润所增多,逐渐扩大时,瑞士公司要求李文昊退出股份,当时李文昊为了公司的发展,另外他自己也没有野心,于是就把自己50%的股份让给了瑞士公司,作为回报,他获得了扩大后整个大公司5%的股份。后来公司开往意大利、法国、西班牙等很多国家,不断发展起来之后,李文昊发现管理方式,经营理念与自己经营理念相背而驰。那家公司的理念就是赚钱,盈利第一,李文昊不愿赚钱,但他把教育服务放在第一位,对教育的执着,服务别人的执着让他放弃了自己的5%。

“我从事英语培训其他行业的经营理念,对他就属于行业,完全是一个生意人,也许你买家具不合格,你追求的是利润至上,这是一种经营理念。在教育领域,作为教育产业的经营,首先应是教育者,然后才是商人。因为当你在提供教育服务的时候,同样也是提供发展的希望,肩负别人的希望,对别人影响是非常深远的。”

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B 用仅有的2000美元登广告

人的广告。广告上说:“我有经验和理论知识,亦提供15万美元,我们再将各占50%的股份合作。”幸运的是,他最后找到了合伙人。

1986年4月,他得到了慧眼的钱,在瑞士创办了华尔街学院 Lugano 分院。在瑞士很快取得了巨大的成功,到1990年,公司在瑞士建立了15个连锁店,并重新获得了意大利经营的专利权。在1988年到1995年间,华尔街学院成功扩展到意大利、葡萄牙、德国等欧洲国家,然后扩大到墨西哥、委内瑞拉、美国等国家。

“在失败之后总是有机会的,而且失败越惨重,出现的机会越多,如果你抓住了这个机会,就有更多的转机。现在我自己回头看,都觉得不可置信,但是确实发生过。”李文昊回顾那次经历时说。

回到当时他有没有考虑过如果找不到合伙人怎么办?李文昊没有直接回答,而是举了一个例子:在美国的新奥尔良和欧洲的巴黎之间是宽阔的大西洋。1926年,美国大富豪林伯格(Lindbergh)为了人类历史上第一个单人驾飞机飞越大西洋的人,以前也有一些人试过,但都死了。

林伯格做这件事的时候,知道要么成功,要么死,因为中间没有着陆的机会。

“生活中的那些开拓者们都是很有自信的,相信自己会成功,因此能够承担风险。所以我在只有2000美元时没有用作生活费,而是用来做自己的事业。当时我周围的人,包括我的顾问都劝我别冒险。不可理解,但我认为有开拓精神的人做事就是这样,有想法就去做。”李文昊说,“林伯格值得尊敬,因为他不成功的话,肯定就会摔死。对这样的人我是非常崇拜的。”

C 一个培训英语的意大利人

所以他就办了这家公司。

四年后,李文昊将COMPUTEX公司他所有的股份转让给一家瑞士公司,得到了人生中第一个100万美元,就是靠这笔钱,创办了华尔街英语。

作为一个意大利人,李文昊想创办英语培训机构,这在很多人看来是极奇怪的事,但他不那么认为。

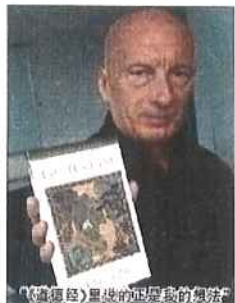
“好的点子可以在任何一个国家产生,不光是意大利,还可以是任何其他国家,不一定非说是英语的人才能想到。想到这个点子之后,我可以聘请英语为母语的人教授英语。”

“我想到的点子是很新的,具有革命意义的,这就是我的优势。这就是为什么我能成功地创办全球性的英语培训机构,而许多以英语为母

语的人不能。”李文昊说。

华尔街英语教学方法的核心是巨计算机培训公司用的方法,就是以学生为主导。当时他想:为什么不把COMPUTEX方法应用到英语教学中?于是就有了今天华尔街英语。

“学习是一件很艰苦的事情,华尔街英语力求让学习成为一件轻松、有趣、激动人心、令人愉悦的活动。”



《时尚》杂志的封面是李文昊

1986年,投资“英语在线”失败后,李文昊口袋里只剩下2000美元。这些钱,他没有拿来作生活费,而是全部花掉,在瑞士登了一则寻找合

1968年1月,计算机行业还处于早期的阶段,李文昊就前瞻性地创办了意大利第一家为个人提供计算机培训服务的公司——COMPUTEX公司。当时,电脑还非常庞大,IBM360有一个橱柜那么大。

但是李文昊能预见到:计算机将是未来不可缺少的领域,认为计算机培训对年轻人来说是非常关键的。

Peccenini 我不是天生的商人

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E

不要工作 要自由

西方的圣诞节对孩子来说是最盛大的节日,那一天,孩子们都能从父母和长辈那里得到礼物,而李文昊却不能,虽然他是家中惟一的孩子。

李文昊出生于意大利一个拮据的家庭,别的孩子都能在这一天得到很多玩具礼物,他却不能,还是孩子的李文昊自己动手做玩具。即使这样,他仍很快乐,他知道父母都很爱他,他天生乐观,祖父和父亲的智慧,给了他很大的影响,教给了他人生中最基本的道德准则:诚信、尊重别人、有责任感、有激情……

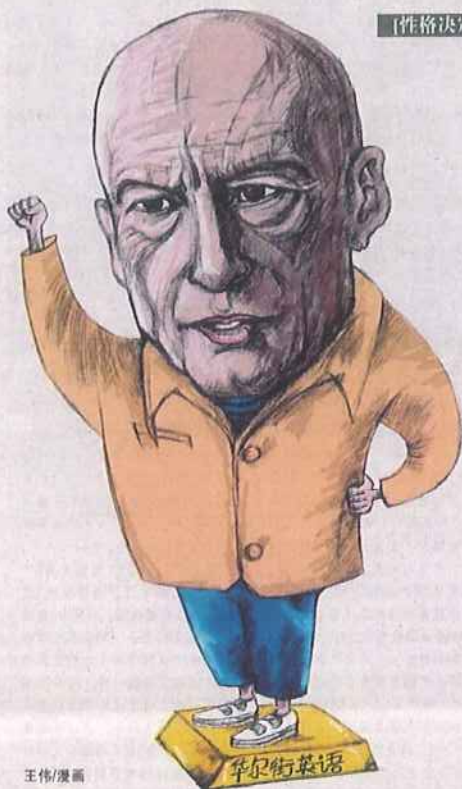
16岁,还在上高中的时候,李文昊就利用暑假在工厂打工,分担家庭的责任,每天工作12个小时,有时候还要上夜班。19岁,高中毕业,由于父母支付不起他上大学的费用,他开始工作,当上了一名推销员,虽然他在班上是个尖子生。

因为勤劳和敬业,5年后,李文昊已成为米兰一家玩具制造公司的销售主管,拿着不菲的薪水。但是他做了一个令很多人震惊的举动,辞去这份工作,做了一个没有工资,只依靠佣金维持生活的销售代理,上门推销百科全书和语言自修课程。

李文昊说他是一个追求快乐的人,对工作也是如此。他认为工作的快乐要满足三个条件:一、自己喜欢做的事情;二、有好的环境和好的老板;三、有足够的薪水。这三个条件都符合了,工作才会快乐。在原来的公司工作,尽管得到了足够的薪水,有不错的工作环境和一个很好的老板,唯独第一个条件没有满足,就是工作的内容非常枯燥,自己很不快乐。他一直在想:如果每天早上醒来,我可以自由决定我今天要做什么,我愿意为我的自由付出任何代价。

“我不是天生的商人,但创业是我的命运……”李文昊说,性格决定命运,追逐自由和快乐的李文昊很快走上了自己创业的道路,那年,他25岁。

“每个人的特质不一样,莫扎特能成为世界著名的音乐家,是因为他生来就有音乐方面的天赋,而我的性格中有永不放弃的执着精神,当我失败的时候,我对自己说‘没有关系’。”李文昊一生中经历了各种各样的起伏,失败,他都坚持了下来,从头再来,自己承担责任,从失败中吸取教训,最后他又获得了重生。



王作/漫画

李文昊对中国文化非常着迷,30多年前就开始了解中国文化,学习中国的风水和其他的一些传统理论。他在欧洲的庄园里的游泳池是中国的八卦图形状。“这恐怕在全世界都是惟一的。”李文昊得意地说。

中国文化对他影响最大的是老子的思想、道家的思想。30多年前,还在意大利的时候,有一次逛书店,李文昊无意中看到一本英文版本的《道德经》,随手翻了一下,竟然觉得书里面说的就是他的想法,他的思想。从此,他开始对中国充满了向往。

18岁时,李文昊便开始问自己三个问题:我是谁?生活的意义是什么?我在这个世界上应该做什么?直到今天,这些问题还一直在他心中萦绕。他总在想,生活是一件美好的礼物,沿着生活之路,我做的任何事情和我遇见的任何人,都将帮我找到答案。终于,他找到了第三个问题的答案:将一生投入到教育事业,服务于人类。

李文昊不止一次强调:我不是一个天生的生意人,更多的是哲学家、教育家,然后才是生意人。去年开始,他把公司日常管理工作交给首席执行官,今年又另外创立了一个小项目——成立系列研讨会“Q MASTER——职业和生活的品质”,帮助年轻人职业发展,这些研讨会的

1997年,此时的华尔街英语日益强大,有条不紊地国际化发展,利润可观。要使其进一步发展,需要依托一个财力雄厚的跨国公司,于是,李文昊把业务出售给美国修文学习系统公司。之后,经过两年“消化过去和展望未来”的思考,李文昊开始了“中国历险”。他说他来到中国并不是为了业务,而是真的喜欢这里。

李文昊意大利名为 Luigi T. Peccenini,李文昊是他的风水大师为他取的中文名。2000年11月,他在完成华尔街英语培训中心的建立后,遇到了这位风水大师。风水大师说他前

话题主要包括:理解人的性格和为人,人类语言交流,如何应对失败和错误,健康的生活方式和心态。他已经对北京、上海的学生做了这样一些讲座,希望可以对年轻人人生和职业发展提供一些有帮助的指导。

“要从你的词汇里去掉‘退休’这个词,保持年轻,挑战自我,享受生活。”李文昊说,“这不是说要继续做培训公司的业务,而是坚持帮助别人的理念,继续做教育工作。我也会照顾健康和私生活。也许不久以后,我就会学习打高尔夫球。”

李文昊和前妻离婚多年了,虽然他们依旧是非常好的朋友,现在孩子都很大了,都已经非常独立了,李文昊无牵无挂,他觉得自己是一只自由的鸟。

[性格决定命运]

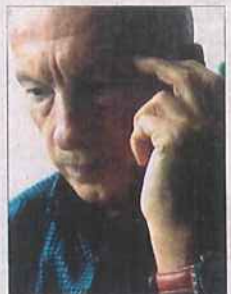
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医生说他只有 不到60天的生命

在投资“美迈在线”失败后,李文昊身心俱疲,病得非常严重,医生说他只有30-60天的生命,但查不出病因。李文昊躺在病床上就在想:我还没年轻,还有很多事情要做,现在还不是我离开人世的时候。既然医生解决不了问题,他就离开医院,他决定自己给自己治病,再也没有和医生联系。在一家书店,李文昊找到一本书,是一本介绍饮食疗法的书,按照书中的方法试用,居然把造成疾病的毒素给排除了。

将近两年之后,一个以东方医学理念治病的医生告诉他生病的原因。那位医生说,西医是将人体各器官分开来治,因而一些病找不出原因,而中医是把身体看成一个整体。公司破产前三个月,李文昊拼命想留住自己的事业,夜以继日的工作,每天只休息三小时,这种情况下只是靠着意志支撑,身体处于非常脆弱的状态,神经系统紊乱,用中医来说,就是元气大伤,

□本报记者 赵冉/文 陈锋/摄



这是他致病的基本原因。

重病之后使他真正领悟到健康对一个人来说有多么重要。于是他创建了健康基金会,以一种积极的方式倡导健康的生活方式。他个人也不断地开设“营养教育”、“疾病预防”、“心理健康”等方面的讲座。他认为健康的生活方式有四个条件:正确的营养搭配;心态保持平衡;锻炼;休息。

“在生活中取得成功,身体健康和心态健康都是很重要的。我愿意把我的经验传授给学生。”他说。他现在的健康生活 and 饮食方法,很多就是从当年治好他病的那本书里受到的影响。

G

游泳池是中国八卦图

生是中国人,“李”是他的姓,他一生都在从事文化教育事业,所以说是“文”,“昊”是他在世界很多国家,在欧洲、美国都生活过,是属于整个宇宙。他笃信这一点:“虽然我长得不像中国人,但面孔、身体可以改变,而人的灵魂不会改变。”

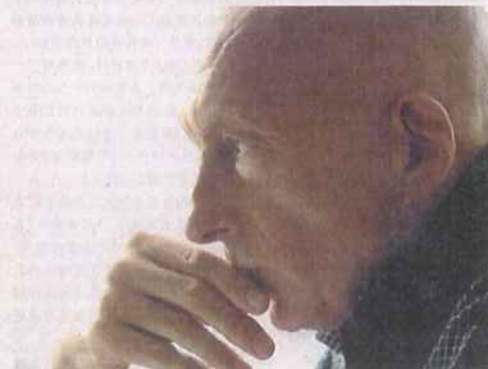
当他第一次来到中国的时候,他觉得就像回到了家一样,一点都不觉得自己是外国人。他爱这个国家,并决定在此度过余生。他觉得在中国生活的非常好,唯一的障碍就是语言,所以一直非常想学习中文,以前也请了汉语老师教汉语,但因为工作

忙,空余的时间很少,所以他希望年底之前,有固定的时间有规律地来学习汉语。现在他认为他的一个很大成就就是已经学会了四声。

华尔街英语在华已经经营5年了,中国学生给了他很深刻的印象。在华尔街英语25个国家和地区的学员中,李文昊认为中国学生学英语最有激情。他分析为两个原因,一是中国人认识到学习好英语对交流和职业发展非常重要的;二是中国传统的文化理念,对持续性教育非常重视,所以对教育给予了很高的期望和价值。

H

我是一只自由的海鸥



Luigi Peccenini: An Italian Started an English Fashion

By reporter Zhao Ran

“I was not born to be a business man, but it is my destiny...,” said Li Wenhao.

Li Wenhao, whose original name is Luigi T. Peccenini is the global founder of Wall Street Institute, founder and president of *Wall Street English China*. As an Italian, he spent thirty years the world renowned English training institution which has more than 400 centers in over 26 countries and regions around the globe.

At the age of nearly 70, Li Wenhao has experienced twists and turns in his life. Despite several complete failures, he could finally make a comeback.

Li Wenhao admires people like Charles Lindberg who chose between success and death when he first flew over the Atlantic Ocean.

At the age of 25, Luigi T. Peccenini began to start up his own business. Five years ago, full of passion and hope, he came to China with more than 30 years' experience in English teaching and caused a learning upsurge at Wall Street English. As is shown by a survey in Fashion Magazine, to learn English at Wall Street English has become a fashion, just like going to a gymnasium or having a cup of coffee in a Coffee house.

A: First startup of business Lasted less than 10 months

Like many first-generation entrepreneurs, Mr. Luigi T. Peccenini also experienced many risks and obstacles on his way to establish and expand his business. When talking of this experience, he said: “I experienced many failures, even made many mistakes.”

When he first started his business, all his investment went to ruins in less than 10 months because he chose the wrong business partner. He had to start all over again and came back to the starting point. He began to work as an employee again so as to accumulate some capital for his future business. “If one is both skillful and experienced, it won't be difficult to find a job. To me, it has never been difficult to find an ideal job, but my goal is to set up my own business independently,” he said.

After working for others for six months, Luigi T. Peccenini set up his first company in the language education field and successfully sold products of other companies. This laid a solid foundation for the development of his future business and career.

In June, 1972, Luigi T. Peccenini decided to enter English language training field and established Wall Street Institute. This became his lifelong career. By 1978, Wall Street Institute had established 25 learning centers in Italy in a chain store operation mode. The number centers of Wall Street English doubled within four years.

At the beginning when Peccenini established *Wall Street Institute* in Italy, he dreamed of creating his own teaching methods and teaching materials to ensure that trainees could get the best learning tool. In 1980, after eight years' successful operation of *Wall Street Institute*, Peccenini decided to compose his own pedagogy. Three years later, his dream came true with the successful development of English Online, the most advanced multimedia language teaching software at that time.

Later, to further perfect English Online, Peccenini spent all he had and even got loans from banks and individual investors. By doing so, he had hoped to make huge economic success through large-scale sales activities. However, this newly-appeared product didn't win recognition from the public. Consequently, Peccenini was deep in debt. In 1985, all the fifty learning centers in Italy and one in Paris had to be closed. His career suffered a severe decline and fell back to the starting point. This was a cruel fiasco to him. His company went bankrupt, even his health got severely damaged.

B: Place an advertisement with his last USD 2000

In 1986 when English Online in which he heavily invested failed, he had only USD 2000 left in his pocket. Instead of keeping the money for daily life expenses, he placed an advertisement in Switzerland in seek of a business partner. In the advertisement, he said: "I am experienced with management expertise. If you invest USD150, 000, we will cooperate with each possessing half of the shares." Fortunately, he finally found his business partner.

In April, 1986, he got the investment he wanted and established the Lugano branch of Wall Street Institute at Switzerland. Soon Lugano proved to be a tremendous success. By 1990, the company has established 15 chain institutions, furthermore, it regained the control of the business in Italy. Between 1988 and 1995, Wall Street Institute successfully expanded its business to many European countries, like Spain, Portugal, Germany, etc, then to Latin American countries including Mexico and Venezuela. "There are always opportunities after failure. The harder you fall, the higher you bounce. Correspondingly, there will be even more opportunities after severe failures. If you can grasp opportunities, you will have more turnarounds. In retrospect of my past experience, I find what I have achieved incredible, but they did happen," said Li Wenhao when recalling his past business experience.

When asked what he would have done if he hadn't found a suitable business partner, Mr. Luigi T. Peccenini didn't answer the question directly, instead, he told a story: Between New Orleans in the United States and Paris in Europe is the vast Atlantic

Ocean. In 1926, an American, Charles Lindberg became the first to fly across the Atlantic Ocean by steering a plane. Prior to him, there were people who had tried this challenge task, but unfortunately, they all died. When Charles Lindberg chose to do this, he knew clearly he would face either success or death as there is no chance to land over the vast ocean.

“Pioneers tend to be very self-confident, believing that they will succeed. They are able to assume risks. So when I had only USD2, 000 left, I didn’t keep it as living expenditure. Instead, I invested the money in my career. At that juncture, all people around me including my consultant deemed me crazy and unreasonable. But I believe people with pioneering spirits will immediately put their ideas into practice as soon as they crop up in their mind,” he said, “Lindberg did better than I as he would have fallen and died if he hadn’t succeeded. I cherish great respect for people like him.”

C: An Italian in the English Training Circle

In January, 1968 when the computer industry was still in its infancy, out of a forward-looking insight, Mr. Luigi T. Peccenini founded the first institution providing computer training service to individuals, COMPUTEX. Computers of that time were of tremendous sizes. IBM 360 was as big as a cupboard.

Even at that time Mr. Luigi T. Peccenini observed that computer would become an indispensable field in the future. In view of the critical role of computer training to young people, he established such a computer training company.

Four years later, he sold all the shares he held in COMPUTEX to a company in Switzerland and earned his first million USD in his life. With the money in his hand, he founded *Wall Street English*.

As an Italian, Mr. Luigi T. Peccenini established an English training institution. This seems unbelievable to many people. However, he himself doesn’t think so.

“Good ideas may pop up in any other country, not only Italy. It isn’t necessarily English-speaking people who can think of the idea. When the ideas matured in my mind, I can invite English native speakers to teach English.”

“My ideas are fresh and revolutionary, this is my advantage. That is why I was able to establish a global English training institution successfully and many other English native speakers haven’t been able to,” said Luigi T. Peccenini.

The inspiration behind the English pedagogy advocated and practiced by Wall Street English originated from the methods applied in his computer training company, that is, the student-centered approach. At that time, he thought: why don’t I introduce the training methods in COMPUTEX to English teaching? Thus, Wall Street English was born. “Learning is a very arduous task; Wall Street English tries to transform it into an

enjoyable, interesting, exciting and pleasant activity.”

D: Waiver his own shares

COMPUTEX was a joint venture when it was established. Peccenini cooperated with a large company from Switzerland with his knowledge and management expertise, possessing 50% of the shares. The Swiss company also occupied 50% of the shares as the investor. Later, Mr. Luigi T. Pecceninni gave up that company because of the conflicts in the concepts of business operation. That Swiss company put profits before anything else, whereas Mr. Luigi T. Peccenini preferred to perform his duties as an educator before becoming a businessman.

Initially, COMPUTEX proved to be very successful. However, with the profits gradually increasing and the scale of the company expanded, the Swiss company asked Luigi T. Peccenini to sell his shares to the company. For the sake of the development of the company, he sold his shares to the Swiss company. In return, he got 5% of the shares of the expanded company. Later, the company immediately expanded to Italy, France, Spain and many other countries. With the development of the company, he found the management mode and operation concept of the company ran counter to his business philosophy. The operation concept of that company is nothing but making money. Luigi T. Peccenini also wanted to make money, but he put education service before anything else. Out of the enthusiasm for education and the spirit of serving the people, he even gave up the 5% of the company's shares he owned. “I fully respect and understand operation concepts in other industries. If you do business on furniture, then you are a complete business man. The furniture you sell might not be up to the standard. This is understandable as what you are after is profits before anything else. This is a kind of operation concept. However, when it comes to the education field, things are different. In education industry, one should first of all be an educator before becoming a business man. When you are providing education and training programs, you are actually providing development opportunities and hopes for others. If you fail to live up to others' expectations, you will have far-reaching influence upon others.”