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中国经济“新常态”

"NEW NORMAL" OF CHINESE ECONOMY

务实创新 跨越发展

PRAGMATISM AND INNOVATION

机遇与挑战——移动互联网对大铲湾港区转型发展的影响

OPPORTUNITIES AND CHALLENGES, THE DEVELOPMENT OF THE MOBILE INTERNET TO THE TRANSFORMATION OF DA CHAN BAY



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财经 Finance

二季度经济运行回暖可期

中国物流与采购联合会、国家统计局5月1日发布的数据显示，4月份中国制造业采购经理指数（PMI）为50.4%，较上月回升0.1个百分点。PMI连续两个月回升，反映出中国经济运行增长态势趋于巩固，二季度有望转暖。

在一季度经济增长放缓，尤其是名义GDP增速下降的情况下，市场关心经济增长动能何时见底企稳。自3月份以来，一些衡量工业经济运行的指标，比如发电量、重点企业粗钢产量等均有明显回升，4月份这一回升趋势仍在延续，令市场期待有所上升。

在专家看来，市场需求回暖是推动制造业PMI回升的主要动力。4月中国物流与采购联合会公布的PMI新订单指数较上月上升0.6个百分点至51.2%，为去年9月以来最为明显的一次上升。

考虑到新订单指数与生产指数的差值为近7个月以来最小，中国物流与采购联合会副会长蔡进解释称，这说明我国供求矛盾有所缓解，未来经济稳定上升具备牢固的市场基础，中国经济运行将更为合理、协调。

（来源：人民日报）

一季度我国国际收支仍为“双顺差”

国家外汇管理局公布的一季度我国国际收支平衡表初步数据

仍是“双顺差”，跨境资金仍净流入我国。按美元计价，2014年一季度，我国经常项目顺差72亿美元；资本和金融项目顺差1183亿美元。国际储备资产增加1255亿美元，其中，外汇储备资产增加1258亿美元，特别提款权及在基金组织的储备头寸减少3亿美元。25日人民币兑美元即期汇率为2012年11月以来的新低。业内人士预计，未来跨境资金流动和人民币汇率双向波动将成为一种新常态。

（来源：广州日报）

广东一季度存款余额稳居全国首位

中国人民银行广州分行向南方日报独家披露消息，一季度广东银行业机构认真贯彻稳健的货币政策，信贷投放继续增加，新增贷款稳居全国首位，有力地支持了实体经济稳增长、调结构。新增贷款中，单位贷款和中长期贷款增加，个人贷款和短期贷款减少；骨干企业、重点项目、制造业和粤东西北地区贷款增加，房地产贷款减少。值得一提的是，3月份，广东中外资银行业机构本外币各项存款增加4970亿元，月末余额达12.29万亿元，同比增长10.2%；比年初增加3228亿元。

数据显示，企业需求明显回升，一季度单位贷款增加2233亿元，同比多增248亿元，中长期贷款增加1714亿元，同比多增222亿元，其中单位中长期固定资产贷款和银团贷款共增加1002亿元，同比多增374亿元，较好地支持了基础设施和重点项目建设。

在粤东西北振兴发展战略带动下，季末粤东、粤西和粤北地区本外币各项贷款余额同比分别增长15.8%、15.9%和18.7%，

比珠三角地区分别快3.8个、3.9个和5.7个百分点；县域地区贷款同比增长18.5%，涉农贷款同比增长21.4%，比全省分别快6.0个和8.9个百分点。

（来源：南方日报）

一季度GDP增长7.4% 略高于预期

国家统计局公布了一季度经济数据，一季度GDP同比增长7.4%。该数据虽然略高于市场预期（7.3%），但是仍然低于上个季度的7.7%。国家统计局新闻发言人盛来运表示，“虽然一季度经济增速稳中略缓，但运行在合理区间，并且经济稳中有进、稳中向好的态势没有发生根本改变，仍在向宏观调控的预期方向发展。”

据初步核算数据，一季度国内生产总值128213亿元，按可比价格计算，同比增长（下同）7.4%。具体到三大产业，第一产业同比增长3.5%；第二产业增长7.3%；第三产业增长7.8%，均低于上一季度。

（来源：新快报）

贸易 Trade

中国钢材出口创近6年新高

据《华尔街日报》，中国钢铁出口大增，加剧与美国、欧洲及其它贸易伙伴的贸易摩擦。他们认为中国政府补贴钢企，使它们得以以低于市场的价格出售钢材。

英国《金融时报》也有相关报道，一季度美国钢材进口激增25.7%，关于页岩气革命带来的“肥水”流入“外人之田”的担忧开始加剧。

据海关总署，4月中国钢材出口增至754万吨，同比增加35.86%，环比增加11.56%，创2008年8月以来新高。2013年中国钢材出口达6230万吨，逼近2007年的历史记录。

（来源：新华网）

中国超美成全球第一大货物贸易国

世界贸易组织（WTO）4月公布称，中国2013年货物贸易总额达25.83万亿人民币（约合4.16万亿美元），超过美国的3.91万亿美元，跃居全球第一大货物贸易国。

WTO同时公布的预测称，2014年的全球贸易增长率将比2013年提高2.6个百分点达到4.7%。除欧洲的进口将时隔3年转为正增长外，亚洲的出口将出现4年来的高增长率，这也将对全球整体增长率的提高做出贡献。另外WTO还认为，2015年全球贸易增长率将达到5.3%，恢复到截至2013年的20年间的平均水平。报道称，2014年发展中国家的出口将同



港航

Port & Shipping

比增长6.4%，进口同比增长6.3%，均比发达国家领先约3个百分点，成为贸易增长的拉动力。分地域看，亚洲的进出口增长率将会最高。

据《日本经济新闻》网站4月15日报道，2012年，中国仅次于美国，成为全球第二大货物贸易国。2013年内，中国实现了同比8%的出口增长和同比7%的进口增长，赶上了进口大致与上年持平的美国。另外，德国为全球第三大货物贸易国。日本的进出口都次于德国，排在第四。

(来源：中国贸易与采购)

中国4月出口同比增长0.9%

海关总署5月8日公布的数据显示，4月我国进出口总值3586.3亿美元，同比增长0.8%。其中，出口1885.4亿美元，同比增长0.9%；进口1700.9亿美元，同比增长0.8%；贸易顺差184.5亿美元，扩大1.8%。

1-4月，进出口总值13243.2亿美元，同比下降0.5%。其中，出口6797.8亿美元，同比下降2.3%；进口6445.4亿美元，同比增长1.4%；贸易顺差352.4亿美元，减少41.4%。

交通银行首席经济学家连平表示，4月出口增速从上月的-6.6%反弹至0.9%，说明发达经济体恢复性增长带动全球经济弱复苏，对我国出口产生一定拉动作用。另一方面，反弹力度较小，说明基数效应导致对香港出口同比增速延续剧烈下降，这是出口不振的最大扰动因素。此外，日本经济不振、新兴市场经济增长乏力也是拖累我国出口增长的重要因素。

展望未来的出口形势，连平表示，由于去年5月出口同比增速处于1%的低位，对香港出口持续的高基数效应得以消除，有助于今年5月出口同比增速反弹。考虑到美欧发达经济体复苏步伐强劲、人民币持续贬值、国务院出台支持外贸稳增长和优化结构措施等因素，短期内出口形势有望改善，预计5月出口同比增速有望延续弱回升态势。不过，鉴于春季广交会的采购商到会量和出口成交量双双下降，今年外贸出口的压力仍然较大，全年出口将处于低速增长态势。

(来源：中国港口网)

广东新加坡达成多项贸易合作协议

“中国(广东)-新加坡经贸合作交流会上，中新双方签署了一系列投资贸易合约和合作协议。据介绍，该活动共签订48个经济类项目和6个非经济类项目合作协议，总金额52.8亿美元。同时，共有13个经济类项目、6个非经济类合作协议在现场签约，金额共39.1亿美元。其中，招商引资项目9个，投资总额32.98亿美元，外资金额19.32亿美元；对外投资项目1个，投资总额和中方协议投资额均为1.12亿美元；贸易意向和协议3个，贸易总额5亿美元(进口3亿美元，出口2亿美元)。有30多家广东企业在外签订了35个项目，金额达13.6亿美元。

(来源：中国证券网)

一季度我国进出口均下降

据海关统计，前4个月，我国进出口总值8.1万亿元人民币，比去年同期(下同)下降3.1%。其中，出口4.16万亿元，下降4.8%；进口3.94万亿元，下降1.2%；贸易顺差2154亿元，减少42.9%。

海关统计显示，4月份，我国进出口总值2.2万亿元人民币，下降1.3%，较一季度降幅收窄2.4个百分点。其中，出口1.16万亿元，下降1.4%，较一季度降幅收窄4.7个百分点；进口1.04万亿元，下降1.3%；贸易顺差1122亿元，减少2.3%。

按美元计价，前4个月，我国进出口总值13243.2亿美元，下降0.5%。其中，出口6797.8亿美元，下降2.3%；进口6445.4亿美元，增长1.4%；贸易顺差352.4亿美元，减少41.4%。

(来源：航运交易公报)

中瑞自贸协定7月1日生效

瑞士联邦经济、教育和研究部4月30日宣布，《中国-瑞士自由贸易协定》的内部审批程序已经完成，该协定将于7月1日正式生效。

瑞士联邦经济、教育和研究部当天在一份书面声明中说，瑞中双边自贸协定将改善双方商品和服务的市场准入，加强知

识产权和双边经贸往来的法律保护，并在大多数经贸领域全部或部分取消关税。

中瑞双方在经过两年多9轮谈判之后，于2013年7月在北京正式签署该自贸协定，这是中国与欧洲大陆国家签署的首个自贸协定。去年12月和今年3月，瑞士联邦议会下院和上院分别通过了该自贸协定。

中国商务部表示，该协定是近年来中国对外达成的水平最高、最为全面的自贸协定之一，不仅货物贸易零关税比例高，还在钟表等领域为双方合作建立了良好的机制，并涉及环境、知识产权等许多新规则，将进一步提升中瑞双边经贸合作水平，深化中欧经贸合作。

据中国商务部介绍，该协定生效后，瑞方将对中方99.7%的出口立即实施零关税，中方将对瑞方84.2%的出口最终实施零关税，如果加上部分降税的产品，瑞士参与降税的产品比例是99.99%，中方是96.5%。工业品方面，瑞方对中国降税较大的产品有纺织品、服装、鞋帽、汽车零部件和金属制品等。这些都是中国的主要出口利益产品，瑞方承诺自协定生效之日起立即实施零关税。

(来源：新华网)



2014年集装箱船拆解量将创新高

Alphaliner发布的报告称，2014年的前四月已有超212,000TEU的集装箱船运力拆解，因而有预测称今年的船舶报废率将再创新高。据估计，2014年前四月总拆解率比去年同期高出27个百分点，截止到今年年底报废运力很有可能达到500,000TEU。

今年以来，报废船舶的平均船龄为21年，较之以前平均船龄大为缩短。报废船龄自2011年连续下跌，从平均28年一直下降到2012年的23年，而

2013年下降到22年。此前，2013年报废运力已达450,000TEU，这已经打破之前记录。

(来源：航运界)

上海自贸区负面清单将减至130项

上海自贸区管委会财政和金融局局长张红在媒体沟通会上表示，自贸区今年要进一步缩短负面清单，预计可从190项缩到130项左右，进一步提高开放度、进一步增加透明度、与国际通行规则相衔接。

据介绍，从自贸区去年挂牌到今年4月末，累计新设企业8770家，加上存量企业共计达到17000家。这些新设企业以贸易和服务类为主，分别占比58%和32%。挂牌以来，服务业扩大开放的势头良好。目前，在自贸区的23项开放措施中，已有22项开始实施，注册实体企业170多个。最后一项开放措施——有限牌照银行，目前也正在制定相关管理办法。

截至目前，自贸区内共计新增金融机构54家，股权投资和融资租赁的类金融机构264家，金融信息服务企业207家，投资于资产相关管理类型的企业1500家。

(来源：上海证券报)

2014年一季度广东港口生产保持增长

2014年一季度，广东港口生产保持增长态势，港口内贸、外

贸增速平稳，沿海港口增势较好，内河港口呈现下降态势。全省规模以上港口完成货物吞吐量35974万吨，同比增长5.8%；完成集装箱吞吐量1137.96万TEU，增长4.9%。

从内外贸看，完成内贸货物吞吐量24017万吨，增长5.7%；外贸货物吞吐量11957万吨，增长6.1%。从沿海内河看，沿海港口货物吞吐量31853万吨，增长7.3%；内河港口完成货物吞吐量4121万吨，下降4.7%。从主要港口看，湛江港增势最好，货物吞吐量和集装箱吞吐量增速分别达18.7%和17.4%，广州港和汕头港货物吞吐量也分别增长5.7%和6.1%，集装箱吞吐量分别增长10.6%和9.6%。但深圳港一季度货物吞吐量、集装箱吞吐量则双双出现下降，分别下降8.7%和1.7%。

（来源：省统计局）

武汉将投951亿建长江航运中心

长江航运干线全长2838公里，素有“黄金水道”之称，是世界内河运量最大的通航河流，其中1037.8公里在中游的湖北境内，省会武汉更是两江交汇，得天独厚，上个世纪初已成为国内仅次于上海的第二大国际口岸城市。

未来，武汉市将投入951亿元用于港航基础设施、产业支撑能力提升等50个项目建设，至2020年基本建成具有国际功能的长江中游航运中心，2025年集装箱吞吐能力达1000万标箱，形成连接国内外市场，具有国际功能的江海直达型内河航运中心。

建成后的武汉长江中游航运中心汇集集装箱运输、船舶制造、航运综合服务、物流及贸易、航运科技与教育、信息服务等六大基地，以及集水运交通、物资集散、港口经济等三大枢纽为一体。

武汉新港管委会介绍，当前，武汉长江中游航运中心正在建设阳逻港综合保税园区，构筑临港开放平台；建设武汉航运交易所，构筑航运交易平台；建设陆地港，构筑港口功能延伸服务平台；建设航运公共信息交换中心，构筑信息联通共享保障平台；集聚发展航运要素，构筑航运产业“特区”；整合发展市场主体，培育壮大龙头企业。

（来源：武汉晨报）

4月份浙江省港口货物吞吐量增长5.1%

2014年4月份，浙江省港口生产总体保持平稳增长态势，受外贸进港原油及金属矿石增长较快拉动，全省沿海港口吞吐量呈现较快增长，而内河港口因矿建材料吞吐量下降影响，其吞吐量继续呈明显下降。当月全省港口共完成货物吞吐量12717万吨，同比增长5.1%，环比增长10.4%；其中，沿海港口完成9806.8万吨，同比增长14.7%，环比增长7.9%；内河港口完成2910.2万吨，同比下降18%，环比增长19.6%。完成外贸货物吞吐量4134.5万吨，同比增长23.6%，环比增长14%。完成集装箱吞吐量182.6万标箱，同比增长19.9%，环比增长7.4%。

4月份全省港口共完成旅客吞吐量103.9万人，同比下降3.9%，环比增长68.7%；其中，沿海港口完成57.9万人，同比下降9%，环比增长17.4%；内河港口完成46万人，同比增长3.4%，环比增长274.4%。

1—4月份全省港口累计完成货物吞吐量44887.8万吨，同比增长4.5%；其中，沿海港口累计完成36091.9万吨，同比增长13.1%；内河港口累计完成8795.9万吨，同比减少20%。累计完成外贸货物吞吐量15348万吨，同比增长17.2%，累计完成集装箱吞吐量678.6万标箱，同比增长11.4%。

1—4月份全省港口累计完成旅客吞吐量304.4万人，同比减少5.6%；其中，沿海港口累计完成222.6万人，同比减少9.7%；内河港口累计完成81.8万人，同比增长7.6%。

（来源：深圳港口协会）

4月份宁波—舟山港集装箱吞吐量同比增长20.4%

2014年4月份，宁波—舟山港完成货物吞吐量7907.6万吨，同比增长16.6%，其中宁波港域完成4735万吨，同比增长12.6%；舟山港域完成3172.6万吨，同比增长23.3%。完成外贸货物吞吐量3869万吨，同比增长23.3%，其中宁波港域完成2710.8万吨，同比增长17.8%；舟山港域完成1158.2万吨，同比增长38.3%。完成集装箱吞吐量164.4万标箱，同比增长20.4%，其中，宁波港域完成158.9万标箱，同比增长19.7%；舟山港域完成5.5万标箱，同比增长44.8%。完成旅客吞吐量25.1万人，同比减少16.6%，其中宁波港域完成12.3万人，同

比减少4.3%；舟山港域完成12.8万人，同比减少25.6%。

1—4月份宁波—舟山港累计完成货物吞吐量29341万吨，同比增长14.3%，其中宁波港域累计完成17278万吨，同比增长9.9%；舟山港域累计完成12063万吨，同比增长21.3%。累计完成外贸货物吞吐量14476.8万吨，同比增长17.7%，其中宁波港域累计完成9972.5万吨，同比增长11.7%；舟山港域累计完成4504.3万吨，同比增长33.4%。累计完成集装箱吞吐量616.4万标箱，同比增长12%，其中宁波港域累计完成596.4万标箱，同比增长11.2%；舟山港域累计完成20万标箱，同比增长24.3%。累计完成旅客吞吐量95.4万人，同比下降21.2%，其中宁波港域累计完成45.8万人，同比下降16.4%；舟山港域累计完成49.6万人，同比下降25%。

（来源：深圳港口协会）

今年前4月福建港口货物吞吐量增长9.9%

2014年1—4月，该省沿海港口共完成货物吞吐量1.55亿吨，同比增长9.9%。其中福州港完成4509万吨，增长17.0%；厦门港完成6384万吨，增长7.1%。

据统计，今年前4个月福建港口完成集装箱吞吐量383万标箱，同比增长9.9%。其中福州、厦门两港分别完成68.32万标箱和258.91万标箱，分别增长16.2%和7.0%。

今年第一季度福建省沿海港口货物吞吐量完成1.14亿吨，同比增长11.2%。其中，福州港完成货物吞吐量3334.27万吨，同比增长20.0%；厦门港完成货物吞吐量4676.83万吨，同比增长8.0%。

（来源：深圳港口协会）

今年前4月山东沿海港口货物吞吐量突破4亿吨

2014年1—4月份，山东省沿海港口货物吞吐量累计完成4.25亿吨，同比增长8.62%。其中，集装箱吞吐量完成757.33万TEU，外贸吞吐量完成2.37亿吨，同比分别增长8.87%和5.66%。

前4月，青岛、日照、烟台三大港口累计完成货物吞吐量3.93亿吨，占沿海港口货物吞吐量的92.47%。其中，青岛港

集团1.64亿吨，日照港集团1.16亿吨，烟台港集团0.8亿吨，同比分别增长5.03%、8.39%和7.43%。其他港口企业中潍坊市港口累计完成672.26万吨，同比增长6.95%。

（来源：深圳港口协会）

前海湾保税港区实现自动化消毒

日前，深圳检验检疫局前海湾保税港区办事处在MCT码头安装2条自动消毒通道，实现自动化消毒，标志着前海MCT码头集装箱智能消毒处理系统正式全面启用。新系统采用第三代智能。

消毒处理系统技术，实现MCT码头集装箱24小时不间断全自动配药，自动检测喷洒和自动核销。一个集装箱内、外消毒时间从原来的2分钟缩短到5秒钟，大大节约了码头消毒工人的劳动力，提升了码头集装箱消毒的效率。

（来源：深圳港口协会）



中国经济“新常态”

“NEW NORMAL” OF CHINESE ECONOMY

文/王子约 重华 By Wang Ziyue, Chong Hua

国家领导人近期对于经济发展“新常态”的表述，令外界进一步确认了中国对经济增速放缓的容忍度。国家主席习近平近日在河南考察时指出，我国发展仍处于重要战略机遇期，我们要增强信心，从当前我国经济发展的阶段性特征出发，适应新常态，保持战略上的平常心。

作为近年来重要的经济术语，“新常态”最先由美国太平洋基金管理公司总裁埃里安（Mohamed El-Erian）提出。尽管在不同领域有不同含义，但“新常态”在宏观经济领域被西方舆论普遍形容为危机之后经济恢复的缓慢而痛苦的过程。

一名部委官员称，作为世界经济的重要组成部分，中国经济不可避免地也呈现出“新常态”，“从近两年的宏观数据和工作实践来看，我们应该尽快转变认识，从过去的‘常态’转变到‘新常态’。”上述官员表示，“新常态”的提法在大部分经济领域的官员中有较高的认可度，此次习主席明确这一提法统一了思想。同时，中国容忍经济放缓的态度有了基础，调结构的思路再次得到确认。

The recent statement of Chinese national leader about the “new normal” of economic development enables the world to further confirm China’s tolerance for slowing down of economic growth. Recently, when investigating Henan Province, Chinese Chairman Xi Jinping pointed out that Chinese development was still in a period with important strategic opportunities, and that we should start from the periodical characteristics of Chinese economic development and adapt to the new normal with more confidence and usual mind.

As an important economic term in recent years, “new normal” was first put forward by Mohamed El-Erian, President of American PIMCO. Although it has different meanings in different fields, in macro-economy, “new normal” is commonly described as the slow and painful process of economic recovery after crisis by western public opinions.

One ministry officer stated that Chinese economy, as an important part of world economy, inevitably presented a “new normal”. “Seen from the macroeconomic data and practice in recent two years, we should transfer our knowledge from the past ‘normal’ to ‘new normal’ as soon as possible.” The abovementioned officer said the wording of “new normal” received quite high recognition among most of the officers in economic field and this time Chairman Xi confirmed this wording and unified people’s awareness. Meanwhile, the basis of Chinese tolerance for slowing-down economy was formed and the idea of adjusting structure was confirmed again.

中国式“新常态”

在埃里安提出“新常态”概念后，不同领域的人士在金融、商业和宏观经济等领域给出过不同的含义。在2010年举行的第40届达沃斯论坛上，有嘉宾提出，世界也许再也无法回到金融和经济危机前稳定的“正常”状态，它将面临一个全新的“正常”状态。

中国社科院副院长李扬在一篇名为《中国经济发展的新阶段》的文章中提到，全球危机步入“新常态”，传统上，经济危机可能表现为连续若干年的负增长，但是，由于大剂量的调控政策被强力推出，现阶段的危机并不表现为负增长，而是表现为经济增长在低水平上波动、全球流动性过剩、大宗产品价格和资产价格变动不居、贸易保护主义升温、地缘政治紧张等。

后危机时代，世界主要经济体开始聚焦“新常态”这一概念，越来越多的人士用这一概念来分析中国经济。2012年，国际评级机构惠誉(Fitch)表示，中国的国内生产总值(GDP)数据符合“新常态”增长率。惠誉同时认为，中国经济将避免“硬着陆”。

那么，中国经济发展的“新常态”到底有着怎样的特点？国务院发展研究中心发展战略和区域经济研究部副部长刘培林认为，考虑到中国技术水平与前沿国家的差距，与过去的常态相比，“新常态”可能会有几方面的特点：增长速度可能会比过去10多年有所降低，但与全球范围其他经济体特别是发达经济体相比，仍然有望保持较高水平；推动增长的主要力量，将转向主要依靠转型升级、生产率提升和多元的创新；经济结构也将会发生新的变化，比如，服务业的比重超过第二产业，投资的比重会达到峰值并缓慢降低。

申银万国首席宏观分析师李慧勇则认为，在“新常态”下，一是中国经济从高速增长放缓到中高速增长，二是中国的经济增长模式从粗放式增长变成创新和消费驱动增长，三是同一般经济增长时期相比，这个时期要把防风险放到更为重要的位置，要充分认识到改革的困难，充分估计风险释放的压力。

“新常态”下的新危机

面对“新常态”，世界主流舆论均在反思中寻求突破，不同经济体的危机和解决方法亦成为讨论的焦点。多位分析

Chinese "New Normal"

After Erian put forward the concept of "new normal", different people from different fields of finance, business and macro-economy, etc. gave different explanations. On the 40th Davos Forum held in 2010, a guest put forward that maybe the world could not return to the stable "normal" state before financial and economic crisis, and that the world would face a brand new "normal" state.

Li Yang, Vice Director of Chinese Academy of Social Sciences, mentioned in an article named New Stage of Chinese Economic Development that global crisis entered into the "new normal". Traditionally, economic crisis could be shown in negative growth for several continuous years. However, since a large amount of regulatory policies were launched powerfully, the current stage crisis is not manifested in negative growth. Instead, it is manifested in economic growth fluctuation at low level, excess global liquidity, constantly changing prices of bulk commodities and assets, rising of trade protectionism and geopolitics tension, etc.

In post-crisis era, main economic entities in the world begin to focus on the concept of "new normal". More and more people analyze Chinese economy with this concept. In 2012, an international rating institution named Fitch stated that Chinese GDP matched with the growth rate of "new normal". Fitch also thought that Chinese economy would avoid "hard landing".

Then, what on earth are the characteristics of the "new normal" of Chinese economic development? In Liu Peilin's opinions, who is the Vice Minister of Development Strategy and Regional Economic Research Department of the Development Research Center of the State Council, considering the distance between the technology level in China and leading edge countries and comparing with the past normal, "new normal" could have several characteristics: the growth speed could reduce compared with past over 10 years, but still higher than that of other economic entities, especially developed economic entities in the world; the main growth driving force will turn to transformation and upgrading, production rate increase and multi-element innovation; there will be new change in economic structure, for example, the proportion of service industry will exceed the second industry and the proportion of investment will reach peak value and slowly reduce.

In Li Huiyong's opinions, who is the Chief Macroeconomic Analyst of Shenyin & Wanguo, in "new normal", 1.Chinese economy slows down from high speed growth to middle-high speed growth; 2.Chinese economic growth mode changes from extensive growth to growth driven by innovation and consumption; 3.Compared with ordinary economic growth period, in this period, anti-risk should be placed at a more important position, the hardship of reform should be fully understood, and the pressure released by risk should be fully estimated.

New Crisis in "New Normal"

Facing the "new normal", mainstream public opinions in the world search for breakthroughs during reflection, and various economic entities' crisis and solutions also become the discussion focus. Many analysts' ideas about "new normal" have something in common: the

人士对“新常态”的观点均有相似之处：目前主流舆论口中的“中国危机”主要体现在地方债务压力、金融风险、产能过剩、要素成本上升等方面。

国家发改委秘书长王一鸣就曾表示，中国“新常态”下的挑战主要集中在四点：第一，产能过剩矛盾趋于突出；第二，生产要素成本加快上升；第三，企业创新能力不足的问题日益显现；第四，财政金融风险有可能增大。

大华银行的最新研究报告称，随着中国进入改革、结构重组和再平衡的新阶段，其经济亦进入温和增长的“新常态”，这一缓慢增长势头有可能延续到2014年第二季度。

“新常态”的基本特点，主要是由与前沿国家的技术差距决定的，是由经济基本面因素变化决定的。识别“新常态”，要点是客观，而不是乐观或悲观。比较准确的预期，会使新旧常态之间的转换得以平稳实现。

战术上如何未雨绸缪

为应对新形势，世界主要经济体均出台了各自的措施。其中，中国的“转型”和“温和刺激”引来较大关注，大华银行的前述报告认为，中国政府已经对潜在的增长阻力做出了切实的响应，只是政策较为温和且更具针对性，这与全球金融危机后大规模的财政和货币刺激政策截然相反。

习近平主席在河南考察时也强调，我国经济发展的基本面没有改变，要坚持稳中求进的工作总基调，继续处理好稳增长、促改革、调结构、惠民生、防风险的关系，深化改革，发挥优势，创新思路，统筹兼顾，确保经济持续健康发展和社会和谐稳定。

多位市场人士均表示，中国目前的总体调控思路是出台大规模刺激、坚持市场的决定性作用、落实减政放权等举措。与此同时，推行自贸区和“两带一路”（丝绸之路经济带、长江经济带和21世纪海上丝绸之路），尽快挖掘新的红利。事实上，中国政府此前已经加快了对基础设施和保障房建设的投资。中国现阶段的“新常态”，有两方面主要任务：眼下比较紧迫的是，化解旧常态下形成的一些经济、金融和社会风险因素；同样紧迫但意义更加重大、影响更为深远的任务，则是推动转型升级。能否推动设备更新升级尽快取代房地产成为带动投资增长的新力量，已经成为攸关全局的关键。

"Chinese crisis" known by mainstream public opinions currently is mainly shown in local debt pressure, financial risk, excess production capacity and factor cost increase, etc.

Wang Yiming, Secretary General of NDRC once said that the challenges in Chinese "new normal" mainly included four aspects: 1.The conflict of excess production capacity become more obvious; 2.The growth of production factors cost was speeding up; 3.Lack of enterprise innovation ability become increasingly evident; 4.Financial risk may increase.

The latest research report of UOB mentioned that with China's initiation of reform, structure reorganization and rebalance, its economy also entered into the "new normal" of gentle growth, which could extend to the second season in 2014.

The basic characteristics of "new normal" are mainly decided by the technological distance between leading edge countries and the change of economic basic factors. The key of recognizing "new normal" is being objective rather than optimistic or pessimistic. Accurate estimation will achieve a stable transfer from old normal to new normal.

How to plan ahead?

To face the new situation, the world's major economic entities take measures separately. Among them, China's "transformation" and "mild stimulus" attract more attention. In the abovementioned report, UOB said Chinese government had made practical response to the potential growth resistance. Just the policy was milder and more specific. This was opposite to massive fiscal and monetary stimulus policies after global financial crisis.

When visiting Henan, Chairman Xi stressed that the fundamentals of Chinese economy remained unchanged, and required that we should insist seeking improvement in stability, keep handling the relationship among steady growth, promoting reform, adjusting structure, improving people's livelihood, and anti-risk. He also said we should deepen reform, give full play to our advantages, create innovative ideas and make overall planning to ensure sustained and healthy economic development and social harmony and stability.

Many market participants think Chinese overall regulation and control idea at present is not launching large-scale stimulus, insisting the decisive effect of the market and implementing such measures as administrative decentralization. Meanwhile, promote Free Trade Areas and "Two belts and one road" (silk road economic belt, Yangtze River economic belt and 21st century maritime silk road), and discover new bonus as soon as possible. In fact, Chinese government has accelerated the investment for infrastructure and security housing building. There are two main tasks for the current stage Chinese "new normal": what is more urgent at present is eliminating some economic, financial and social risk factors formed in old normal; what is of equal urgency but more significant and far-reaching is promoting transformation and upgrading. Whether the equipment renewal and upgrading can replace real estate to become the new force of driving investment growth has become the key for overall situation.

天津港(600717.SH)营业收入增幅为第二。去年,天津港完成营业收入166.26亿元,同比增长23.22%;实现净利润10.67亿元,同比增长6.27%;经营活动产生的现金流量净额11.12亿元,同比下降33.21%。一季度,完成营业收入50.71亿元,同比增长49.58%;实现净利润2.55亿元,同比增长3.91%。货物吞吐量方面,去年,天津港货物吞吐量31153万吨,同比增长3.17%。其中,散杂货23672万吨,同比增长0.51%;集装箱651万TEU,同比增长6.77%。

秦皇岛港(03369.HK)实现营业收入两位数增长。去年,实现营业收入70.28亿元,同比增长12.44%;实现净利润17.78亿元,同比增长26.43%;实现毛利率42.55%,同比下降0.87%。现金流入净额为22亿元,同比增加约43.70亿元,经营活动产生的现金流入净额为28.52亿元,同比增长31.34%。其在年报中表示,营业收入实现增长的原因有两方面:首先,去年6月1日起上调了秦皇岛港内贸煤炭的作业包干费及8月1日实行“营改增”;其次,位于黄骅港的子公司沧州渤海投入运营,于2012年10月开始产生收入,金属矿石收入同比大幅增长,现金流入净额增加。另据年报显示,该港口提供的配套和增值服务获得营业收入2.21万元,同比增长2.356%。

关于未来的经营计划,秦皇岛港在年报中表示,计划未来5年,曹妃甸港的设计年通过能力大幅增加;黄骅港继续投资建设矿石和油品专用码头,并配合邯黄线通车时间建设煤炭码头;黄骅港拥有的泊位设计年通过能力将超过亿吨;预计今年秦皇岛、曹妃甸、沧州港至上海港集装箱班轮航线将通航。

唐山港(601000.SH)营业收入实现两位数增长。去年,实现营业收入45.5亿元,同比增长15.16%;实现净利润8.88亿元,同比增长37.46%。其在年报中表示,营业收入增长的主要原因有两个:首先,得益于吞吐量继续保持较高增速,与之直接相关的装卸堆存收入、港务管理收入均实现增长;其次,商品贸易及其他物流取得较好效益,收入大幅增长。经营活动产生的现金流量净额为10.19亿元,同比下降10.17%。

南方港口“悲鸣一片”

与北方港口业绩普遍向好不同的是,南方港口则是“悲鸣一片”,业绩普遍下降。

RMB, net profit 1.778 billion RMB, up 12.44% and 26.43% respectively, gross profit margin 42.55%, dropping by 0.87%. And net cash inflow was 2.2 billion RMB, an increase of about 4.37 billion RMB, net cash inflow from operations was 2.852 billion, rising by 31.34%. Two reasons accounted for the operating revenue growth, revealed in the annual report, one reason is that domestic coal operations lump sum fee was raised from 1st June and the policy of changing sales tax into value added tax was implemented from 1st August, the other is that a subsidiary named Cangzhou Bohai located in Huanghua Port began operations, starting to generate revenue from October 2012, and metal ores revenue grew substantially year on year, increasing net cash flow. Furthermore, indicated by the annual report, by providing supporting and value-added services, the port gained operating revenue 22,100 RMB, growing by 2.356%

As for the future operation plan, Qinhuangdao Port suggested in the annual report that the designed annual capacity of Caofeidian port will be increased significantly in the future five years, Huanghua Port will continue to invest in the construction of the ore and oil wharf, building coal terminal considering the opening time of Ganhuang Line, the designed annual capacity of the berths in Huanghua Port will exceed 100 million tons, and the container liner routes from Qinhuangdao, Caofeidian and Cangzhou to Shanghai Port are expected to open this year.

Tangshan Port (601000.SH) achieved double-digit growth in operating revenue. Last year, its operating revenue was 4.55 billion RMB, net profit 888 million RMB, increasing by 15.16% and 37.46% respectively. It indicated in its annual report that two reasons contributed to operating revenue growth. First, throughput continued to maintain a rapid growth rate, promoting the increase in handling stockpiling revenue and port management revenue, which is directly related to throughput. Second, merchandise trade and other logistics achieved fine returns, pushing revenue rise substantially. And net cash inflow from operations was 1.019 billion RMB, declining by 10.17%.

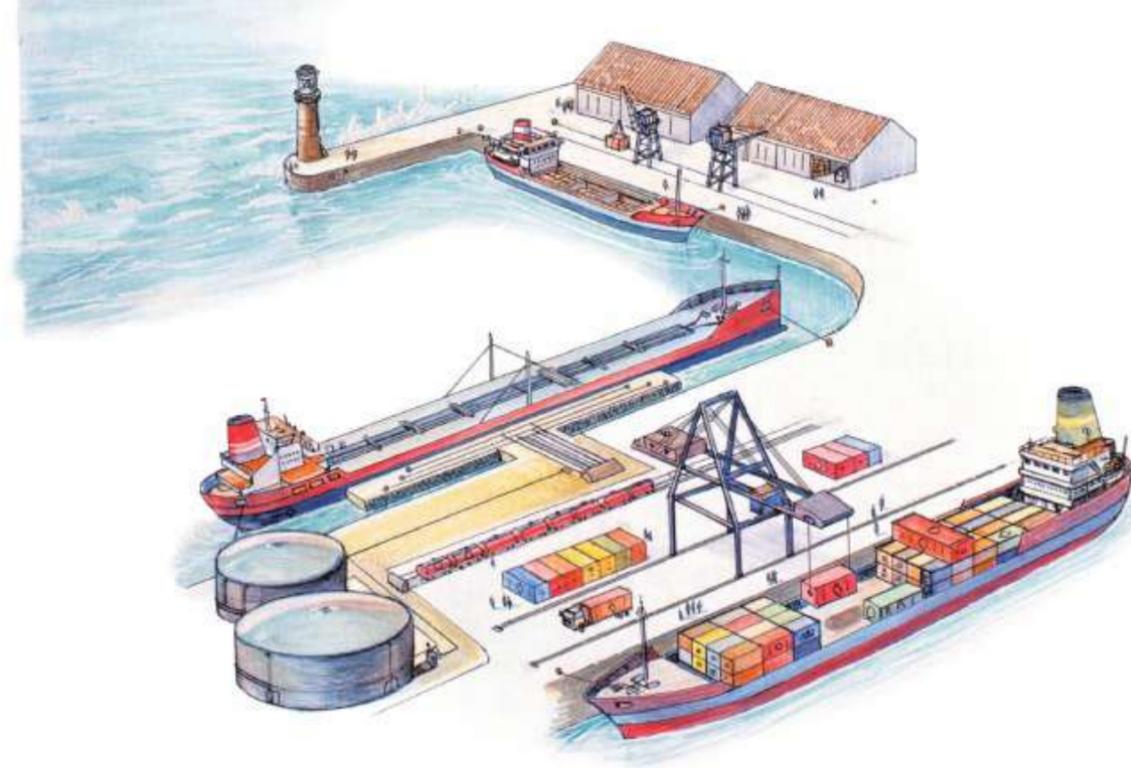
Southern ports performance was generally deteriorating

Different from the favorable performance of northern ports, southern ports performance was generally deteriorating.

Zhuhai Port (000507.SZ) achieved operating revenue of 1.291 billion RMB last year, increasing by 97.3%; net profit was 92.1 million RMB, dropping by 40.68%; net cash flow generated from operations was 12.84 million RMB, rising by 1247.44%. Although the growth rate of operating revenue seemed prominent, net profit also fell sharply.

Last year, the cargo throughput of Zhuhai Port exceeded 100 million tons for the first time, among which Yunfu Xingang Port Company contributed to 2.29 million tons, increasing by 35%; container throughput was 0.116 million TEU, rising by 37.3%.

In the first quarter, Zhuhai Port achieved operating revenue of 0.3 billion RMB, with the amount increasing by 23.33%; net profit was -147.2 billion RMB, dropping by 177.29%; net cash flow generated from operations was 30.04 million RMB, growing by 21.94%. Yunfu Xingang Port Company's cargo throughput was 627,300 tons, up



珠海港(000507.SZ)去年实现营业收入12.91亿元,同比上升97.3%;实现净利润9210万元,同比下降40.68%;经营活动产生的现金流量净额为1284万元,同比增长1247.44%。虽然营业收入看似上升幅度很大,“羡煞旁人”,但是净利润下滑也很厉害。

去年,珠海港货物吞吐量首次突破亿吨。其中,云浮新港港务有限公司货物吞吐量229万吨,同比增长35%;集装箱吞吐量11.6万TEU,同比增长37.3%。

一季度,珠海港实现营业收入3亿元,同比上升23.33%;实现净利润-1472亿元,同比下降177.29%;经营活动产生的现金流量净额3004万元,同比上升21.94%。其中,云浮新港港务有限公司货物吞吐量62.73万吨,同比增长63%;集装箱吞吐量2.86万TEU,同比增长31%。

深赤湾A(000022.SZ)去年实现营业收入17.8亿元,同比下降0.17%;实现净利润5.03亿元,同比上升7.66%;经营活动产生的现金流量净额8.97亿元,同比上升28.45%。虽然净利润有所上升,但是幅度不大。

去年,该港货物吞吐量6589.4万吨,同比增长7.1%。其中,集装箱534.6万TEU,同比小幅增长0.7%;散杂货1331.1万吨,同比增长24.4%。一季度,深赤湾A实现营业收入4.04亿元,同比下降1.99%;实现净利润1.07亿元,同比下降18.17%;经营活动产生的现金流量净额1.47亿元,同比上升3.63%。

63%; container throughput was 28,600 TEU, up 31%.

Shenzhen CWH Limited (000022.SZ) achieved operating revenue of 1.78 billion RMB, decreasing by 0.17%; net profit was 503 million RMB, rising by 7.66%; net cash flow generated from operations was 897 million RMB, increasing by 28.45%. Although the net profit has increased, the growth rate was not much.

Last year, the cargo throughput of Chiwan was 65,894 million tons, representing increases of 7.1%, among which container throughput was 5,346 million TEU, with a slight increase of 0.7% and bulk cargo was 13,311 million tons, rising by 24.4%. In the first quarter, Shenzhen CWH Limited achieved operating revenue of 404 million RMB, 1.99% lower than a year earlier; net profit was 107 million RMB, decreased by 18.17%; net cash flow generated from operations was 147 million RMB, growing by 3.63%.

Yantian Port (000088.SZ) achieved operating revenue of 308 million RMB last year, dropping by 2.77% and net profit was 388 million RMB, decreasing by 5.26%. Operating revenue and net profit both declined. Net cash flow generated from operations was 107 million RMB, rising by 8.61%. Container throughput of Yantian International Container Terminals (Phases I & II) was 2,929 million TEU, up 1.21%; operating revenue was 1.429 billion RMB, down 0.7%; net profit was 678 million RMB, down 8.1%; container throughput of West Port company was 431,800 TEU, up 1.2%; operating revenue was 209 million RMB, down 1.68%; net profit 99,9675 million RMB, down 8.07%. In the first quarter, operating revenue of Yantian Port was 67.39 million RMB, 3.1% lower than a year earlier; net profits 112 million RMB, increasing by 41.26%; net cash flow generated from operations was 24.64 million RMB, rising by 14.34%.

Ningbo Port has surpassed imperceptibly

Both located in Yangtze River Delta region, Ningbo Port

盐田港(000088.SZ)去年实现营业收入3.08亿元,同比下降2.77%;实现净利润3.88亿元,同比下降5.26%,营业收入和净利润双双下降。经营活动产生的现金流量净额1.07亿元,同比上升8.61%。其中,盐田国际(一二期)集装箱吞吐量292.90万TEU,同比增长1.21%;营业收入14.29亿元,同比下降0.7%;实现净利润6.78亿元,同比下降8.1%;西港区码头公司集装箱吞吐量43.18万TEU,同比增长1.2%;营业收入2.09亿元,同比下降1.68%;实现净利润9996.75万元,同比下降8.07%。一季度,盐田港实现营业收入6739万元,同比下降3.1%;实现净利润1.12亿元,同比上升41.26%;经营活动产生的现金流量净额2464万元,同比上升14.34%。

宁波港“暗暗”超越

同处长三角地区的宁波港(601018.SH)与上港集团(600018.SH)间的竞争向来此消彼长,但是去年宁波港实现营业收入和净利润增长幅度大大超过上港集团。根据年报,宁波港去年实现营业收入113.96亿元,同比增长46.06%;实现净利润28.4亿元,同比增长37.41%。

上港集团年报显示,去年实现营业收入281.62亿元,同比下降0.77%;实现净利润52.56亿元,同比增长5.76%。营业收入下降的主要原因是,原上海港务工程公司改制为中建港务建设有限公司,从去年2月1日起不再纳入合并报表范围。剔除该因素影响,按同口径计算,营业收入同比增长2.9%。

生产经营方面,宁波港在货运总量上虽比不上“国际大佬”上港集团,但增幅并不逊于上港集团。去年宁波港货物吞吐量4.89亿吨,同比增长9.9%,而宁波港域外码头公司占1.22亿吨,同比增长11.2%。其中,集装箱吞吐量1819万TEU,同比增长8.1%(水水中转356.6万TEU,同比增长13.2%;内贸173.8万TEU,同比增长10.1%;铁水联运首次突破10万TEU,同比增长76.6%)。

除集装箱业务外,宁波港去年铁矿石接卸量7905万吨,同比增长11.4%;原油接卸量4036万吨,同比增长5.4%;煤炭接卸量5516.4万吨,同比增长14.4%;液化气吞吐量875.2万吨,同比增长5.4%;汽车滚装出口量同比增长14.6%。与此同时,“无水港”业务量同比增长50%。上港集团去年母港货物吞吐量5.43亿吨,同比增长8.1%。其中,散杂货2.04亿吨,同比增长10.5%;集装箱3377.3万TEU,同比增长3.8%。

在资金面上,宁波港的增长幅度大大高于上港集团。宁

(601018.SH) and Shanghai International Port Group (600018.SH) always compete with each other. But last year, the growth rate of operating revenue and net profit of Ningbo Port both exceeded Shanghai International Port Group by far. According to the annual report, Ningbo Port achieved operating revenue of 11.396 billion RMB, with the amount rising by 46.06% and net profit 2.84 billion RMB, increasing by 37.41%.

According to the annual report of Shanghai International Port Group, its operating revenue was 28.162 billion RMB last year, decreasing by 0.77% and net profit was 5.256 billion RMB, rising by 5.76%. The decline in operating revenue is mainly due to the restructuring of former Shanghai Port Construction Engineering Company to China Construction International Port Company, and it is no longer included in the consolidated financial statements from February 1st last year. Excluding this factor, according to the same method of calculation, the operating revenue grew by 2.9%.

In terms of the production and operation, although the cargo volume of Ningbo Port cannot compare with the “international big brother” Shanghai International Port Group, the growth rate is not inferior to it. Last year, the cargo throughput of Ningbo Port was 489 million tons, increasing by 9.9%, and the Ningbo Port extraterritorial dock companies contributed to 122 million tons, rising by 11.2%. The container throughput was 18.19 million TEU, representing increases of 8.1% (water-water transshipment was 3.566 million TEU, up 13.2%; domestic trade was 1.738 million TEU, up 10.1%; rail-water transport exceeded 100,000 TEU for the first time, up 76.6%)

In addition to container service, Ningbo Port's loading and unloading quantity of iron ore was 79.05 million tons last year, up 11.4%; crude oil was 40.36 million tons, increasing up 5.4%; coal was 55,164 million tons, up 14.4%; liquefaction product throughput was 8,752 million tons, up 5.4%; Ro-Ro car export increased by 14.6%. At the same time, dry port business rose by 50%. The home port cargo throughput of Shanghai International Port Group was 543 million tons last year, with the amount increasing by 8.1%, among which bulk cargo was 204 million tons, up 10.5% and container throughput was 33.773 million TEU, up 3.8%.

In term of the funding, the growth rate of Ningbo Port far exceeded Shanghai International Port Group. Ningbo Port's net cash flow generated from operations was 3.326 billion RMB, representing increases of 317.64%. According to Shanghai International Port Group's annual report, its net cash flow generated from operations was 8.613 billion RMB, rising by 31.66% from 6.542 billion RMB at the same period in 2012.

Profits of public dock inventors has slowed down the growth rate

Two comprehensive public dock operators including China Merchants Holdings International Company Limited (00144.HK) and COSCO Pacific Limited (01199.HK) have both made profits with limited growth rate.

Last year, China Merchants Holdings International Company Limited

波港经营活动产生的现金流量净额为33.26亿元,同比上升317.64%。上港集团年报显示,经营活动产生的现金流量净额为86.13亿元,同比增长31.66%,2012年同期为65.42亿元。

公共码头投资商增幅放缓

两家综合性公共码头运营商——招商局国际(00144.HK)和中远太平洋(01199.HK)均获得盈利,但增幅有限。

招商局国际去年实现营业收入77.58亿港元(约合62.06亿元),同比增长2.2%;实现净利润42.13亿港元(约合33.7亿元),同比增长10.3%;经营业务产生的现金流量净额为51.96亿港元(约合41.57亿元),同比增长18.0%。其中,港口业务实现收入200.33亿港元(约合160.26亿元),同比增长8.09%;集装箱吞吐量7132万TEU,同比增长18.5%;散杂货吞吐量3.49亿吨,同比增长6.8%。

中远太平洋去年实现营业收入7.99亿美元(约合49.48亿元),同比增长8.6%;实现净利润同比增长105.3%至7.03亿美元(43.54亿元);毛利率下跌3.1%至39.8%,其中,码头业务收入同比增长13.2%至4.55亿美元(28.18亿元);集装箱租赁、管理及销售收入同比增长3.4%至3.48亿美元(21.9亿元);集装箱吞吐量为6128万TEU,同比增长10.1%。一季度,实现营业收入2.12亿美元,同比增长11%;实现净利润6435万美元,同比降低2.6%;完成集装箱吞吐量上升9.2%至1544.8万TEU。

achieved operating revenue of 7.758 billion HKD (about 6.206 billion RMB), increasing by 2.2% compared with the same period the previous year. The net profit was 4.213 billion HKD (about 3.37 billion RMB), with the amount rising by 10.3% and net cash flow generated from operations was 5.196 billion HKD (about 4.157 billion RMB), representing increases of 18.0%. Port operations achieved revenue of 20.033 billion HKD (about 16.026 billion RMB), up 8.09%; container throughput was 71.32 million TEU, up 18.5%; bulk and general cargo throughput was 349 million tons, up 6.8%.

Last year, COSCO Pacific Limited achieved operating revenue of 799 million USD (about 4.948 billion RMB), with the amount rising by 8.6% compared with the same period the previous year. Net profit rose by 105.3% to 703 million USD (about 4.354 billion RMB) and gross profit margin decreased by 3.1% to 39.8%. Port operations revenue increased by 13.2% to 455 million USD (about 2.818 billion RMB); container leasing, management and sales revenue reached 348 million USD (about 2.19 billion RMB) with the amount rising by 3.4%; container throughput was 61.28 million TEU, up 10.1%. In the first quarter, COSCO Pacific Limited achieved operating revenue of 212 million USD, increasing by 11%; net profit dropped by 2.6% to 64.35 million USD; container throughput rose by 9.2% to 15.448 million TEU.



务实创新 跨越发展

文/谷欣

产业变革，风起云涌。当大数据时代吹起号角，传统产业的生存和发展变得岌岌可危，传统企业的发展思路 and 方向受到挑战。顺势而行，可乘风破浪，被动观望，则固步自封。

回望盐田港集团发展的三十年，每一个脚步都承载着不懈的努力。今天，集团“二次创业”势头迅猛，试图在风云变幻的新的产业时代突破自我，实现跨越式发展。

港口，是盐田港集团的主业，在主业的发展中，不仅要实现规模性的横向突破，还要在纵向的产业链上实现突破。跨行业的拓展，也是盐田港创新发展的重要战略，为企业不断发展壮大、立足时代前沿提供有力保障。

战略部署是强有力的大脑指挥，而实行和推进落实是实现战略目标的重要支撑。4月，盐田港集团召开业务发展研讨会，围绕“依托云计算、大数据、移动互联进行资源整合，实现物流、信息流、资金流的‘三流’融合”的工作思路，对重要业务板块的发展进行了头脑风暴式的探讨，得出了一系列宝贵的思想财富，为今后业务的拓展和实施提供了良好的具体思路。

构想的勾勒是跨越式发展的前提，而跨越发展的实现需要务实的方案和强劲的执行力。本组文章立足集团现状，对相关业务板块进行了梳理和规划，对集团业务今后的发展起到牵引和推动作用。未来，相信在缜密构想和快速执行的推动下，盐田港集团将以全新的面貌展现一个国企的跨越发展。

PRAGMATISM AND INNOVATION

By Gu Xin

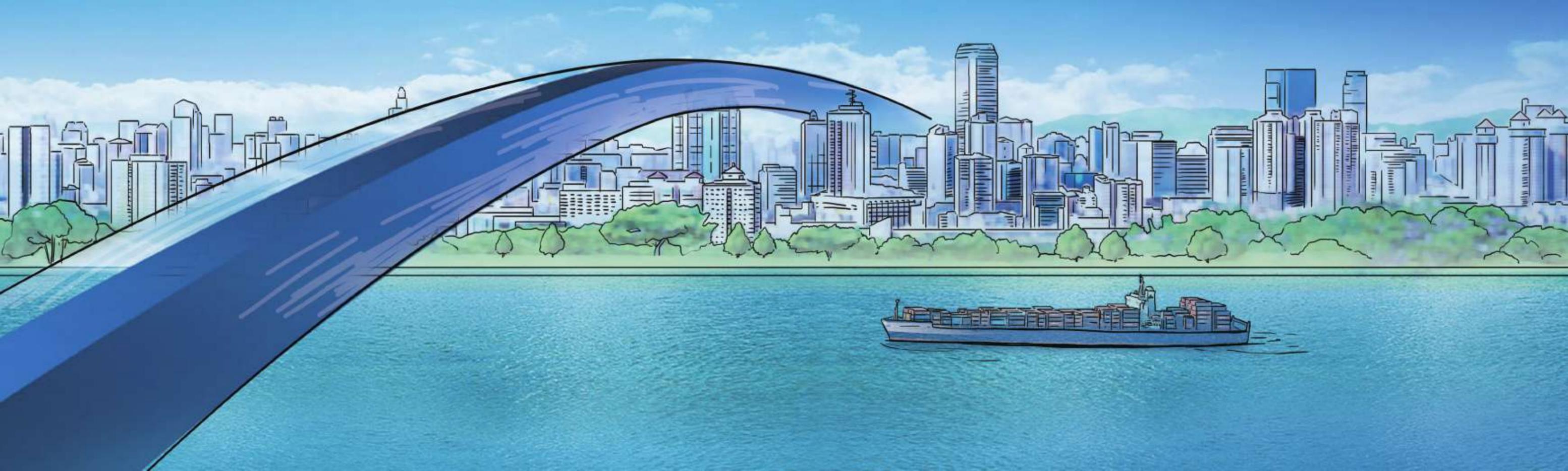
Revolution in industry is powering ahead with strength and resilience. The arrival of the big data era has posed challenges to the traditional industries, making their existence and future development risky. The industry pattern is making its turns and if one goes with the flow, further development is on the horizon. Otherwise, its progress will be constrained.

The past three decades of Yantian Port Group (YPG) had recorded the persistence and efforts in the process of seeking its own values, and today is a fresh start for the Group to make breakthroughs and to develop in the new era of ever-changing industry.

As a port-based industry, YPG should have a breakthrough in its scale as well as in the industrial chain, along with another important strategy to expand into a multi-industrial company. These factors will ensure its sustainable growth and harness its leading position in the market.

Strategic plans are crucial, while implementation and promotion are the essential parts for accomplishing the goals of strategic plans. In April, YPG convened a business development seminar, the idea of which was integrating cloud computing, big data and mobile internet to realize the combination of logistics, information flow and capital flow. The Group had brainstorming discussions over the core business sections during the seminar, which gave us valuable ideas. In addition, it was significant to our future business development.

Outlining the vision is just the premise of achieving development and it is pragmatic solutions and implementation capacity that matter. Based on the present situation of the Group, this collection of articles aims at providing direction to the development of the Group by sorting out and making plans for the related business sections. We truly believe that with the elaborate vision and effective execution, YPG will have a new outlook to show the world the significance of a state-owned company achieving substantial development.



以项目投资与深化经营为抓手

努力实现大铲湾转型升级

TRANSFORMATION, UPGRADE AND LEAPFROG DEVELOPMENT OF DA CHAN BAY WITH PROJECT INVESTMENT AND OPERATIONS IMPROVEMENT

文/盐田港集团业务发展研讨会第二小组（召集人：周鹏、马卓）
By 2nd Team of Yantian Port Business Development Seminar (convener: Zhou Peng, Ma Zhuo)



今后一个时期，面对以移动互联网、大数据为代表的经济以及区域整合、港城一体化的新形势，大铲湾必须直面机遇与挑战，顺势而为，主动谋划，按照深圳西部港区综合运营商的基本定位，充分挖掘和发挥自身的资源禀赋，以“主业突破、强强联合、纵横整合、双轮驱动”为指引，以项目投资与深化经营为主要抓手，努力实现大铲湾转型升级和跨越式发展，这就是全体大铲湾人今后一段时间工作的主题。

一 产业驱动，项目引领，推动港区实现转型升级

选择发展合适的产业是港区能否实现转型升级的关键。大铲湾应该准确把握区位优势和经济发展趋势，改变以往单纯发展港口及配套产业的思路，树立港城一体化、港产城融合发展的思想观念，选择能融合现代物流、商贸服务、电子商务等多种功能的业态，通过“强强联合”逐步进入新兴产业和先进领域，发挥产业集聚效应，充实港城融合的内涵和载体，逐步实现港区转型升级和产业升级。

（一）港口产业

With the new economy represented by mobile network and large data, regional integration and the new trend of unification of ports and cities, Da Chan Bay has to catch various opportunities and deal with different challenges by actively planning and fully utilizing its own resources based on the positioning of port areas in Western Shenzhen. Guided by "the breakthrough of major industries, co-operations between powers, vertical and horizontal integration and two-wheel drive", project investment and deepened operations can help achieve the transformation and leapfrog development of Da Chan Bay, which will be the main focus of all Da Chan Bay people from now on.

A. Transformation and Upgrade of Port Areas Driven by Various Industries and Projects

Choosing suitable industries for development is the key to transformation and upgrade of port areas. Da Chan Bay should precisely grasp the regional advantages and the trend of economic development to change the sole development of ports and relevant industries, accomplishing the unification of ports and cities and the integrated development of ports, industries and cities by selecting industries that can combine modern logistics, commercial services, e-commerce and other functions together. Through the "co-operations between powers", emerging industries and frontiers have enriched both the content and carrier for the integration of ports and cities with the effects of industrial agglomeration, gradually achieving port transformation and industrial upgrade.

a. Port Industry

Not only port industry is one of the most important industries of Da

港口产业是大铲湾公司的主业之一，也是大铲湾公司把握关键土地资源的载体。现阶段，虽然大铲湾公司提出了港区转型升级的构想，但现有的规划和资源都是依托《深圳港总体布局规划》以及《深圳港大铲湾港区集装箱码头水陆域详细规划》。如果脱离港口主业，单纯依靠其他产业来谋划港区发展，大铲湾公司可能丧失土地资源的开发权和工作的主动权。因此，港口产业仍是大铲湾公司今后一个时期应当坚持发展的主要产业之一。

围绕港口产业，大铲湾公司计划重点发展三个项目：

1、大铲湾国际集装箱码头（二期）项目

大铲湾国际集装箱码头（二期）项目规划建设4个10万吨级集装箱专用泊位（或4个7万吨和1个10万吨泊位），年设计吞吐能力200-250万TEU，岸线总长1700米。下一阶段，大铲湾公司将继续推进各项前期工作，借助现代货柜或者其他战略投资者，共同推进项目立项审批和开发建设。

2、驳船码头和后方堆场项目

三期驳船和后方堆场填海造地项目是大铲湾重要的土地储备资源。大铲湾公司目前已经整合三期驳船和后方堆场项目，协调政府有关部门同意启动了大铲湾港区北区填海及陆域形成工程，现在正在大力推进与用海申报有关的前期工作，力争尽快取得项目备案批复和用海预审批复，工程完成后可为港区新增土地资源约3.74平方公里。

3、汽车进出口项目

大铲湾公司将在集团的统筹下积极推进汽车进出口业务，积极与政府有关部门进行沟通协调寻求政策支持，申请在大铲湾港区开展汽车进出口业务，打造以汽车口岸业务为代表的港口综合配套服务基地。

（二）临港商贸物流产业

近几年来，大铲湾公司按照“强强联合、高端引领”的思路，选择性地引进了以世界名车博览中心、中锦钢材交易中心、春谷园现代粮食交易中心为引领的多个商贸物流项目，在港区营造了良好的商业氛围，也取得了较好的经济效益。实践证明，大铲湾发展临港商贸物流产业的选择是正确的。下一阶段，大铲湾公司将积极谋求临港商贸物流产业的升级与蜕变，进一步拓展业务领域，深化合作内容，推动港区商贸物流产业向纵深发展。

围绕临港商贸物流产业，大铲湾公司计划重点发展以下项目：

Chan Bay company, but also the carrier holding critical land resources of the company. Despite the idea of port transformation and upgrade raised by Da Chan Bay company at the current stage, the existing plans and resources still rely on the Overall Layout Plan of Shenzhen Ports and the Detailed Planning of Land and Water at Container Terminals of Da Chan Bay in Shenzhen Port. If Da Chan Bay company detaches from the port industry and only counts on other industries for port development, it will lose the development rights of land resources and the initiatives in works. As a result, port industry will continue to be a major target for development in the future.

Da Chan Bay company plans to focus on developing the following three major projects about port industry:-

1. Da Chan Bay International Container Terminal (Phase II)

The project of Da Chan Bay International Container Terminal (Phase II) plans to construct four berths for 100,000-ton containers (or four berths for 70,000-ton containers and a berth for 100,000-ton containers), which have a throughput of 2 to 2.5 million TEU and a shoreline of 1,700 metres in total. Da Chan Bay company will continue to facilitate various preliminary works in the next stage, promoting project approval and development with the help of modern containers or other strategic investors.

2. Barge Terminal and Container Yard

The reclamation projects for barge terminal and container yard of Phase III are important land reserves for Da Chan Bay. With the approval of relevant government departments to launch reclamation and land formation projects in the north of Da Chan Bay, Da Chan Bay company has already integrated the projects of barge terminal and container yard of Phase III, facilitating preliminary works requiring reports on sea use to strive for early project approval and pre-approval for sea use. The project can contribute extra land resource of 3.74 square kilometers to the port.

3. Vehicle Import and Export

Da Chan Bay company will actively promote vehicle import and export under the group's coordination. In order to apply for commencing the business of vehicle import and export within the port areas of Da Chan Bay, the company is seeking support by interacting and coordinating with relevant government departments, establishing a comprehensive service base represented by vehicle port business for the port.

b. Port-related Commerce and Logistics Industry

In recent years, bearing the idea of "alliance between giants, leading with high-end" in mind, Da Chan Bay Company selectively introduced many commercial logistics projects led by International Luxury Auto Expo Center, Zhongjin Steel Trading Center and Chungyuan Modern Food Trading Center, creating favorable business atmosphere and economic benefits in the port. Practice shows that Da Chan Bay has made a right choice of developing port-surrounding commercial logistics industry. In the next stage, Da Chan Bay Company will seek upgrading and material change in that industry, to further expand business, deepen cooperation and promote the development of port-related commerce and logistics industry.

Centering on this industry, Da Chan Bay plans to focus on the

1、商贸物流项目

(1) 以钢材为代表的综合性大宗商品交易中心项目

钢材交易现已在大铲湾港区初现规模，2013年交易额达16亿元。大铲湾公司计划发展以钢材为代表的综合性大宗商品交易中心项目，打造特色鲜明的要素集聚平台，促进一期码头内贸业务发展，拉动营业收入的快速增长。大铲湾公司将通过与合作伙伴成立合资公司，依托区位优势、土地资源以及港口配套资源，借助合作伙伴的行业经验和成熟业务模式，深度整合钢材行业上下游供应链业务，开拓供应链金融领域，形成物流、商流、资金流的有机统一。

目前，大铲湾公司正在开展钢材交易中心的调研和筹备工作，计划6月中旬开展钢材供应链金融业务试单，年底前成立合资公司，达到一定的交易规模。

(2) 世界名车博览中心二期项目

世界名车博览中心一期项目已初见成效，构建了诸多世界品牌名车的交易平台，在区域内形成了一定的名车展示和交易规模，2013年交易额近50亿元。大铲湾公司将在一期项目的基础上进行延续和提升，推进世界名车博览中心二期项目，借此服务和借力汽车进出口业务，将项目打造成为集汽车展示、交易、保养维护、新车发布、试车场、主题餐厅、汽车精品等多功能于一体的高端名车博览中心，进一步发挥产业集聚效应，提升大铲湾片区的商业氛围和品牌知名度。世界名车博览中心一期、二期项目建成投产后，预计年交易额近百亿元。

大铲湾公司计划5月完成制订公开招租方案，6月完成集团审批程序并上报市国资委备案，7月在深圳联合产权交易所公开挂牌招租；8月签订项目合同；12月首个项目完成报建并开工建设。

(3) 高端食品和粮食项目

春谷园现代粮食交易中心一期项目现已建成运营，2013年交易额近5亿元。大铲湾公司将在一期项目的基础上推进高端食品和粮食二期项目，与行业龙头企业合作，建立一个具备专业化食品物流运作管理和信息化服务管理系统的高端食品和粮食展示交易中心，集食品展示、网上交易、物流服务、进出口等多功能为一体，为客户提供食品供应链一站式服务。

大铲湾公司计划今年建成并投入使用，同时拓展高端食品、红酒等商贸物流项目，打造一个具备专业化食品物流运作管理和信息化服务管理系统的高端食品展示交易中心。

following projects:

1. Commercial Logistics Industry Projects

(1) Project of comprehensive bulk commodity trading center represented by steel

A primary scale of steel trade has been achieved in Da Chan Bay Port. In 2013, the trading volume amounted to RMB 1.6 billion. Da Chan Bay plans to develop a project of comprehensive bulk commodity trading center represented by steel, to build a platform full of elements and distinguished features, facilitate the development of Phase 1 wharf domestic trade and stimulate the fast growth of operating revenue. Through setting up joint ventures with cooperative partners, regional advantages, land resource and port supporting resource, as well as cooperative partners' rich experiences and mature business model, Da Chan Bay will deeply integrate the whole supply chain of steel industry and open up supply chain financial field, in order to form organic unification of logistics, commercial flow and capital flow.

At present, Da Chan Bay is conducting investigation and preparation for steel trading center. In mid-June, the first trial financial order of steel supply chain is estimated to start. A joint venture will be set up by the end of this year as a certain transaction scale will be reached then.

(2) Phase 2 Project of International Luxury Auto Expo Center

Phase 1 Project of International Luxury Auto Expo Center has gained preliminary results, building a trading platform for numerous global brands of luxury autos. A certain exhibiting and trading scale has been formed in the center, which saw a trading volume of RMB 5 billion in 2013. Da Chan Bay will make improvement based on Phase 1 Project to promote Phase 2 Project. With the aid of this service and auto import and export, Da Chan Bay will forge this project as a high-end luxury auto exhibition center which integrates such functions as auto exhibition, trading and maintenance, new auto release, auto test field, theme restaurant, and automotive excellence, etc. to further expand industrial agglomeration effect and improve the business atmosphere and brand awareness of Da Chan Bay Area. After Phase 1 and Phase 2 Projects of International Luxury Auto Expo Center have been finished and start operation, the annual trading volume is estimated to be nearly RMB 10 billion.

Da Chan Bay plans to complete drawing up the Public Leasing Proposal in May, go through the Group's approval procedures and report to municipal SASAC for filing in June. It is planned to get listed in Shenzhen Stock Exchange to attract lessees in July, and the project contract will be signed in August. The application for the first project is scheduled to be completed in December and construction will begin in the same month.

(3) High-end food and grain project

Chunguyuan Modern Grain Trading Center Project Phase I has now been completed and in operation, with the transaction of 2013 being nearly RMB 500 million. Based on Project Phase I, Da Chan Bay Company will promote High-end Food and Grain Project Phase II by cooperating with leading enterprises in the industry, and building a high-end food and grain exhibition and trade center with specialized food logistics operation management and information service management system, which integrates food exhibition, online trade,

(4) 大铲湾海洋渔业商贸综合体项目

该项目不仅符合大铲湾发展高端商贸物流的产业方向，还可以助力港区产业升级，增强大铲湾公司项目开发运营的核心竞争力。大铲湾公司将与深圳市农产品公司合作，成立合资公司对项目进行开发建设，开发模式以商业开发为主，其中政府设施由企业代建并移交政府管理，以争取政府的支持。

大铲湾公司计划今年开展项目建设的前期规划设计工作，与区政府进行沟通协调，在争取区政府的支持后正式启动项目建设的前期工作。

(5) 国际商贸物流中心一、二期项目

该项目将超越传统仓储物流的定位和形态，打造融合城市商业元素的现代物流建筑形态，引入新的商业模式和经营业态，重点围绕汽车产业、电子商务等，发展成为高端产业综合园区，打造O2O线上线下载体式购物中心。项目的发展有利于搭建大铲湾新经济发展与服务的平台，整合商流、物流、信息流和资金流，助推港区实现转型升级。

大铲湾公司计划6月完成制订国际商贸物流中心一、二期招商运营方案，年底基本确定物流中心一期引进首个项目、签订物流中心二期订制框架协议。

(6) 前海铂寓和金港大厦项目

前海铂寓和金港大厦项目是大铲湾公司承担的两个特区建发集团的投融资项目。大铲湾公司将服从大局，按照集团的统一部署，全力配合集团做好项目建设与营销准备工作，完成特区建发集团交办的任务，达到通过项目实现为集团投融资的目的。与此同时，这两个项目身处大铲湾，是大铲湾实现转型发展和产业升级的平台和载体之一，建议通过运作，使之成为大铲湾的产业孵化器，赋予大铲湾在港区内更强的统筹能力、更多的发展载体、更好的协同效应，实现大铲湾与特区建发集团的双赢。

2、以菜鸟为代表的电商项目

中国智能骨干网深圳核心节点项目是大铲湾公司与菜鸟公司合作的电商项目。该项目符合集团“强强联合”的战略方针，也符合集团和大铲湾公司的主业发展方向，有利于增强大铲湾公司的核心竞争力和盈利能力，提升港区的土地价值和商业氛围。大铲湾公司将与菜鸟公司成立合资公司共同开发该项目，打造菜鸟在大铲湾的合作平台，合作范围涵盖仓储物流、产业集聚地、O2O体验式购物中心、智慧城市运营等。

logistics services, import, export and other functions, to provide food supply chain one-stop service for customers.

Da Chan Bay Company plans to build the center and put it into operation this year, meanwhile, developing high-end food, wine and other business logistics projects, to build a high-end food exhibition and trade center with specialized food logistics operation management and information service management system.

(4) Da Chan Bay Marine Fisheries Commercial Complex Project

This project not only conforms to Da Chan Bay's industry direction of developing high-end business logistics, but also can promote industrial upgrade of the port area and strengthen Da Chan Bay Company's core competencies in project development and operations. Da Chan Bay Company will cooperate with Shenzhen Agricultural Products Company, to found a joint venture for the development and construction of the project, with commercial development as the main development model, government facilities will be constructed by enterprises and transferred to government for management to seek for government's support.

Da Chan Bay Company plans to conduct preliminary project planning and design work, communicate and coordinate with the district government, and after getting the support of the district government, officially start the preliminary work of the project construction.

(5) International Trade Logistics Center Project Phase I and II

This project will exceed the positioning and form of traditional logistics, create modern logistics building forms integrating urban commercial elements, introduce new business models and operation modes, and will be developed into integrated high-end industrial park focusing on auto industry, E-commerce, etc., and O2O online and offline experience shopping center. The development of the project helps to build new economic development and services platform, integrate business flow, logistics, information flow and capital flow, and promote transformation and upgrade of the port area.

Da Chan Bay Company plans to complete formulating the investment operations solutions of International Trade Logistics Center Project Phase I and II in June, to basically determine the introduction of the first project of the Logistics Center Phase I, and sign a framework agreement about the Logistics Center Phase II by the end of this year.

(6) QianhaiBoyu and Jingang Mansion Projects

QianhaiBoyu and Jingang Mansion Projects are two investment and financing projects of Shenzhen SEZ Construction and Development Group, undertaken by Da Chan Bay Company. The company will fully cooperate with the Group to undertake the projects, prepare for marketing and accomplish tasks assigned by SEZ Construction and Development Group, subordinated to major matters and in accordance with the unified arrangements of the Group, to achieve investment and financing via these projects. Meanwhile, located in Da Chan Bay, these two projects are platforms and carriers for Da Chan Bay to achieve transformation and industrial upgrading. We recommend that by operation, making them industrial incubators of Da Chan Bay, giving Da Chan Bay stronger coordination ability within the port area, more development carriers, and better synergies, to achieve a win-win situation between Da Chan Bay and SEZ Construction and Development Group.

大铲湾公司今年年初已完成合作框架协议的签订，计划6月底前完成合资公司的注册登记，同步开展项目策划、投资审批、用地手续办理等工作。

二 苦练内功，强强联合，通过资产与资本两个层面促进公司经营模式的转变

（一）培育和提升自主经营能力

大铲湾公司目前面临经营模式简单、自主经营能力薄弱、盈利能力不足的问题。今后一个时期，大铲湾公司将多管齐下，苦练内功，通过专业公司、合作平台等途径，培育自身的经营能力与核心竞争力。

1、港区经营领域

大铲湾公司将以商管公司为平台，参与或主导公司相关业务的经营管理，通过自主运营钢材交易中心等商贸物流项目，切实深化经营；与此同时，积极探索进入电子商务和供应链金融领域，谋求更多的发展空间。

2、物管领域

大铲湾公司将以配套公司为平台，承接前海铂寓、金港大厦、国际商贸物流中心等港区项目的物业管理业务，通过企业运作不断积累经验，锻炼人才队伍，提高员工素质，培养专业能力，提升服务水平，努力打造港区内外的物管品牌。

（二）积极探索和尝试发展混合所有制

大铲湾公司将依托现有商贸物流以及港口配套项目，尝试与合作伙伴“强强联合”，与农产品、菜鸟公司等知名国企、民企在资本层面展开合作，实现控股或参股经营，进一步深化合作内容与经营方式，整合利用港区土地和项目资源，不断增强公司的发展实力。

三 “软硬”兼施，改善环境，提高港区的资源价值和吸引力

今年，大铲湾公司将以规划为引领，从软硬两个方面着手不断提升港区环境。在硬件方面，将重点实施三项工程，包括市政配套设施续建工程、港区景观提升（近期）工程以及远期地基处理工程，健全路网系统，完善土地整备和配套

2. E-Commerce projects represented by Cainiao

Shenzhen Core Node of China Smart Logistic Network is an E-Commerce project in which Da Chan Bay Company cooperates with Cainiao Company. This project comply with the "powerful alliances" strategic policy of the Group, and also conforms to main industry development directions of the Group and Da Chan Bay Company, and is helpful to enhance Da Chan Bay Company's core competencies and profitability; and promote land value and business atmosphere of the port area. Da Chan Bay Company and Cainiao Company will found a joint venture to develop the project together, building Cainiao's cooperation platform in Da Chan Bay, and the cooperation covers logistics, industrial clustering, O2O experience shopping centers, wisdom city operations.

Da Chan Bay Company has accomplished signing the cooperation framework agreement earlier this year, and plans to finish registering the joint venture before the end of June, simultaneously starting project planning, investment approval, land use formalities, etc.

B. Practice skills, build powerful alliances, promote the transformation of business model through assets and capital

a. Foster and enhance the ability to operate independently

At present, Da Chan Bay Company is faced with problems such as simple business model, weak capacity to operate independently, and lack of profitability, etc. in next period, Da Chan Bay Company will adopt a multi-pronged approach and practice skills hard, to foster operation ability and core competency via professional firms, cooperation platform, etc.

1. Port operation scope

With business management companies as platforms, Da Chan Bay Company will participate or lead the operation and management of related business, and deepen operation by operating steel trading center and other business logistics projects; meanwhile, actively exploring into the field of E-Commerce and supply chain finance to seek more space for development.

2. Property management field

With supporting companies as platforms, Da Chan Bay Company will undertake property management business of QianhaiBoyu, Jingang Mansion, International Trade Logistics Center and other projects in the port area, through enterprise operations, accumulate experience continuously, build teams, improve the quality of staff, develop professional competence, improve service levels and strive to build the property management brand inside and outside the port area.

b. Explore and try to develop mixed ownership actively

Da Chan Bay Company will rely on current business logistics project and port supporting projects, and try to build "strong alliance" with cooperation partners, cooperating with Shenzhen Agricultural Products Company, Cainiao Company and other well-known state-owned enterprises and private enterprises in the capital level, to achieve operation by share holding or participating, further deepen cooperation contents and operation modes, integrate land use and project resources of the port area, and enhance the company's development strength.

设施，美化港区景观，增加港区识别性和文化内涵，优化土地利用条件。在软件方面，将及时转变港区的管理理念和管理方式，由原来强调的封闭式管理向开放式管理转变，由原来的人力管理向科技管理转变，由原来的粗放型管理向精细化管理转变，不断提高港区的综合管理水平，进一步改善港区的“软环境”。公司将通过持续改善港区的“软、硬”环境，进一步提升港区的土地价值和商业价值。

四 文化聚力，营造氛围，通过加强企业文化建设助推港区转型升级

港区转型升级是一项开创性的工作，无标准化模板可循，也不可能一蹴而就，需要大铲湾公司全体同仁进行长期的探索和实践。企业的长远发展需要强有力的文化体系作为支撑。大铲湾公司在探索和实践港区转型升级的过程中，有必要在集团的统领下，打造符合公司长远发展的企业文化体系，营造干事创业的良好环境，为公司发展提供源源不断的精神动力。

具体从两个方面着手：一方面，大铲湾公司要根据企业发展的特点，建立以“责任、担当、创新”为核心的企业精神和价值观，倡导员工积极应对港区转型升级的新形势和新要求，在工作中敢为人先、勇于担当、开拓创新，努力发扬不畏困难、坚韧顽强、扎实硬朗的工作作风，做到积极应对挑战，勇挑重点难点工作，主动承担工作责任，敢于直面工作困难，善于解决工作难题，正确对待风险与挫折；另一方面，大铲湾公司要紧紧围绕发展大业与核心价值观，建立健全与之相适应的激励约束机制，同时做好企业文化的培训与宣贯工作，丰富文化活动的载体和形式，引导员工认同企业的核心价值观并转变为自己的自觉行为，充分发挥文化的引领、激励和导向作用，借助企业文化推动港区转型升级和公司跨越式发展。

敢于担当的大铲湾人将坚持既高瞻远瞩，又脚踏实地。我们会用实践去证明：今后的每一年，都将会是公司道路与梦想的崭新篇章！

C. Improve the environment in the aspects of hardware and software, and enhance the resource value and attraction of the port area

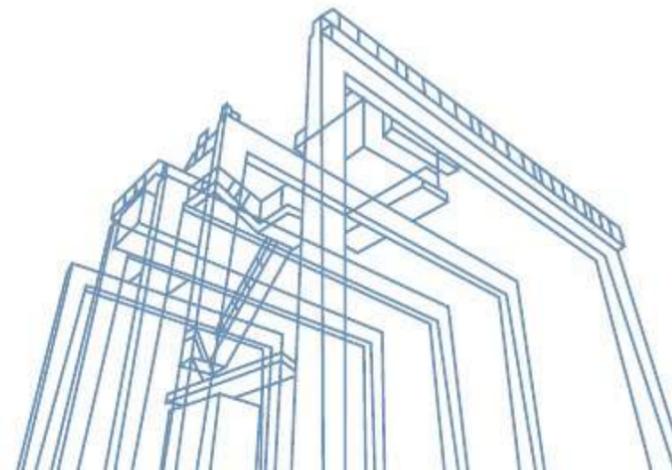
Led by the planning, Da Chan Bay Company will start to improve the port's environment in the aspects of hardware and software this year. In the aspect of hardware, it will focus on the implementation of three projects, including municipal facilities reconstruction project, landscape upgrade project (current) as well as long-term foundation treatment project, to improve the road network system, land readiness and facilities, and beautify landscape of the port area, increase recognition and culture intention of the port area, and optimize land use conditions. In the aspect of software, the company will change management philosophy and management style timely, changing from the once emphasized closed-end management to open management, from original human resource management to technology management, and from original extensive management to sophisticated management, constantly enhance the integrated management level of the port area, and further improve the "soft environment" of the port area. The company will continue to improve the "hard and soft environment" of the port area to further enhance land value and commercial value of the port area.

D. Unite by the culture, Create the atmosphere, Promote transformation and upgrade of the port area by strengthening corporate culture

Transformation and upgrade of the port area is a groundbreaking work, with no standardized template to follow which cannot be done overnight, and needs long-term exploration and practice of all the colleagues of Da Chan Bay Company. An enterprise's long-term development needs strong cultural system as a support. While Da Chan Bay Company explores and undertakes the transformation and upgrade of the port area, it is necessary to build corporate culture system in line with the company's long-term development under the command of the Group, and create a favorable environment for entrepreneurship, to provide a steady stream of spiritual impetus for the company's development.

Specifically, Da Chan Bay should satisfy the following two points: On one hand, build enterprise spirit and value which takes "responsibility, accountability and innovation" as the core, advocate employees to positively respond to the new tendency and new requirements of port transformation and upgrading, dare to be pioneers and take responsibility, open up new field and make innovation, face difficulties, be tough and strong, positively respond to challenges, dare to do important and difficult work, actively take work responsibility, be good at solving problems and correctly treat risks and setbacks in work. On the other hand, closely centering on its main business and core value, Da Chan Bay should establish and improve the corresponding incentives and restraint mechanism, try its best to do enterprise culture training and publication by enriching the carriers and forms of cultural activities and guiding the employees to acknowledge the enterprise core value and transfer it into their own self-conscious behavior, to give full play to the leading, motivating and guiding functions of culture. Therefore, port transformation and upgrading, as well as company's leaping development can be achieved by the promotion of enterprise culture.

Da Chan Bay will adhere to the spirits of both "look far and aim high" and "work down-to-earth". We will prove by practice: every year onward will be the new chapter for the company and for our dreams, too!



盐田综合保税区 开发运营建议方案

Development and Operation Plan for YIBA



文/盐田港集团业务发展研讨会第四小组（召集人：彭洪波）
By 4th Team of Yantian Port Business
Development Seminar(convener: Peng hong bo)

2014年1月22日，国务院批复设立深圳盐田综合保税区，规划面积2.17平方公里，整合原盐田港保税物流园区、盐田港保税区和沙头角保税区三个相邻的海关特殊监管区，旨在实现“土地空间零增长、经济效益增长”。深圳盐田综合保税区的批复给盐田港集团带来了新的发展机遇，盐田港集团可通过开发运营盐田综合保税区，实现新的跨越式发展，成为全国一流的保税园区综合运营商。具体盐田综合保税区开发运营建议方案如下：

盐田综合保税区概况及政府批复

2014年1月22日，《国务院关于同意设立深圳盐田综合保税区的批复》（国函[2014]10号）明确盐田综合保税区的功能和有关税收、外汇政策按照《国务院关于设立洋山保税港区的批复》（国函[2005]54号）的有关规定执行。具体优惠政策如下：

1、发挥区位优势和政策优势，发展国际中转、配送、采购、转口贸易和出口加工等业务，拓展相关功能。

2、享受保税区、出口加工区相关税收和外汇政策：
(1) 国外货物入区保税；(2) 货物出区进入国内销售按货物进口有关规定办理报关手续，并按货物实际状态征税；
(3) 国内货物入区视同出口，实行退税；(4) 区内企业间的货物交易不征增值税和消费税。

2014年2月19日，海关总署发函广东省政府《海关总署关于深圳盐田综合保税区规划建设有关事宜的函》（署加函[2014]16号），就盐田综合保税区规划建设提出意见如下：

On Jan.22, 2014, the State Council gave an official reply to permit setting up Shenzhen Yantian Integrated Bonded Area (YIBA) with a planning area of 2.17 square kilometers, integrating the original three neighbouring Customs Special Supervisory Areas of Yantian Port Bonded Logistics Park, Yantian Port Bonded Area and Shatoujiao Free Trade Zone, aiming at achieving "Zero land space increase; economic benefits increase". The approval on the establishment of Shenzhen YIBA brought new development opportunity to YPG (YPG), which can then achieve new great-leap-forward development and become the China's first-class bonded area operator. The detailed development and operation Plan for YIBA is as follows:

Overview of YIBA and governmental approval

On Jan.22, 2014, the Official Reply of the State Council about Agreeing on the Establishment of Shenzhen Yantian Integrated Bonded Area (National Letter[2014]No.10) defined the functions of YIBA and made it clear that related tax and foreign exchange policies should be implemented as per related regulations in Official Reply of the State Council about Setting up Yangshan Bonded Port Area (National Letter[2015]No.54). Detailed preferential policies are as follows:

1. Give play to regional advantages and policy advantages. Develop the functions of international transit, distribution, purchasing, re-export trading and export processing and expand related functions.

2. Enjoy related tax and foreign exchange policies for bonded area and export processing area: (1) Foreign goods entering the area are bonded; (2) Goods exiting the area into domestic sales should undergo declaration formalities as per related import regulations and be collected taxes based on actual goods state; (3) Domestic goods entering the area are regarded as export and enjoy tax reimbursement; (4) Value-added tax and consumption tax are not imposed on goods trading among the enterprises inside the area.

On Feb.19,2014, General Administration of Customs sent a Letter from General Administration of Customs about Planning and Construction of Shenzhen YIBA (Administration Letter [2014]No.16) to Guangdong Provincial Government. In the letter,

1、在综合保税区建设发展中，转变政府职能，积极发挥市场在资源配置中的决定性作用，遵循市场经济规律，充分调动开发建设、市场经营等主体积极性，加快综合保税区的整合优化。

2、省政府明确综合保税区归口管理部门，设置行政决策高效、服务功能齐全的综合保税区管理机构，履行对综合保税区的行政管理职责，全面协调和指导综合保税区的规划、建设和发展工作。

3、充分发挥综合保税区政策功能优势和深圳市现有产业优势，引导适合项目入区发展，促进综合保税区按照外向型经济规律向保税加工、保税物流和保税服务等多元化方向发展。

4、盐田综合保税区应在国务院批准设立起一年内申请正式验收。

盐田综保区相关保税园区运营和管理现状

◎ 沙头角保税区概况

沙头角保税区1987年经深圳市人民政府批准创办，1991年经国务院正式批准设立，是中国创办最早的保税区。面积0.2平方公里，建成厂房30栋，建筑面积72万平方米，是全国所有保税区当中面积最小、土地使用率最高的园区。沙头角保税区已形成电子信息、珠宝首饰和高档玩具三大支柱产业，产品90%出口，投资商来自美国、德国、日本、加拿大等多个国家和中国台湾、香港、澳门地区。截至2013年，区内生产型企业104家，其中电子信息企业23家，珠宝首饰企

opinions about planning and construction of YIBA were as follows:

1. In construction and development of the integrated bonded area, we should transfer governmental functions, positively give play to the decisive effect of market in resource allocation, follow the market economy laws, fully arouse the enthusiasm of the development construction and market operations subjects, and accelerate the integration and optimization of the integrated bonded area.

2. The provincial government should specify the management department of the integrated bonded area, set aintegrated bonded area management institute with highly efficient administrative decision-making and complete service functions, perform its administrative management duties of the integrated bonded area, comprehensively coordinate and guide the planning, construction and development of the integrated bonded area.

3. Give full play to the policy advantages ofintegrated bonded area (IBA) and the current industrial advantages of Shenzhen, guide suitable projects to enter the area, promote the IBA to develop towards the diversified direction of bonded processing, bonded logistics and bonded service according to the export-oriented economy laws.

4. YIBA should apply for formal acceptance inspection within one year since permission of the State Council.

Current operation and management of YIBA

•Overview of Shatoujiao Free Trade Zone

Shatoujiao Free Trade Zone, founded under the permission of Shenzhen Municipal Government in 1987 and formally set up under the permission of the State Council in 1991, is the earliest bonded area in China. It covers an area of 0.2 square kilometers, where there are 30 plants covering a building area of 720,000 sqm. It covers the smallest area and has highest land usage rate among all bonded areas in China. Shatoujiao Free Trade Zone has formed three pillar industries of electronic information, jewelry and high-end toys, with 90% of its products being exported. Its investors come from America,

业61家，服装企业9家，玩具企业4家，其他生产型企业7家，解决就业1.4万人。

◎ 盐田港保税物流园区概况

盐田港保税物流园区在原盐田港保税区的基础上升级而成，2005年12月30日封关运作。园区面积0.96平方公里，其中南片区0.17平方公里，北片区0.79平方公里。保税物流园区利用“区港联动”优势，重点发展国际仓储物流，国际采购、分销与配送，国际中转和转口贸易，不得开展商业零售、加工制造、翻新、拆解等业务。现保税物流园区仓储物流企业共计13家，包括盐田港物流、保开仓、嘉里物流、中海、新兴等，仓储面积总计76万平米，其中盐田港集团全资或参股其中6家，面积达38万平米，占总仓储面积50%。

◎ 盐田港保税区概况

2005年，原盐田港保税区原地升级为盐田港保税物流园区，新盐田港保税区被置换至紧邻盐田港保税物流园区以北地块，规划面积0.85平方公里。置换以来，由于新地块涉及盐田三村、四村的整体搬迁，进展缓慢，至今未封关运作。

◎ 保税园区行政管理现状

目前，保税园区运作主要涉及政府主管部门、海关联检单位和园区企业三方面，三方面协调不畅，严重影响园区发展。存在核心问题为开发和管理体制不畅：政府管理服务缺位，园区主导企业缺失，导致园区管理不善、经费不足、建设落后等问题凸显；通关查验设施和系统的维护与升级严重滞后，园区扶持政策无法落实；园区经营环境恶劣，区内优质企业流失；政府和企业陷入两难境地。

盐田港集团主导园区开发运营的优势

参考国内保税园区开发、运作成功经验，保税园区需要一家有实力、有能力的大型国有企业作为园区开发主体企业。纵观盐田综合保税区内相关企业，只有盐田港集团可作为园区开发主体企业。盐田港集团主导园区开发与运营具有6大优势，具体如下：

◎ 历史传承优势

1997年，《深圳市人民政府关于盐田港保税区建设和管理有关问题的通知》（深府[1997]105号）明确保税区实行政企分离管理体制，设立盐田港保税区管理局，成立盐田港保税区开发公司。其中，保税区管理局作为市政府派出机构，接受盐田港建设指挥部指导；保税区开发公司作为盐田港集

团下属二级公司，具体从事保税区开发建设和服务工作，创造了盐田港保税物流园区南片区曾经的辉煌。

•Overview of Yantian Port Bonded Logistics Park

Yantian Port Bonded Logistics Park is the upgraded Yantian Port Bonded Area, formally operating on Dec.30,2005. The park covers an area of 0.96 square kilometers, in which south area is 0.17 square kilometers and north area is 0.79 square kilometers. The bonded logistics park utilizes its advantage of "Port-Zone Interaction" to focus on developing international storage logistics, international purchasing, distribution and dispatching, international transit and re-export trading, while the services of commercial retail, processing and manufacturing, renewal and disassembly are not allowed. There are totally thirteen storage logistics enterprises in the park, including Yantian Port Logistics, Baokai Storage, Kerry Logistics, CSCL and Xinxing, etc. The total storage area is 760,000 sqm. Six of the thirteen enterprises are wholly or partly owned by YPG, covering an area of 380,000 sqm, 60% of total storage area.

•Overview of Yantian Port Bonded Area

In 2005, the original Yantian Port Bonded Area was upgraded into Yantian Port Bonded Logistics Park, and the new Yantian Port Bonded Area was relocated to the land to the north of Yantian Port Bonded Logistics Park, with a planning area of 0.85 square kilometers. Since the relocation, the development progress has been very slow and the area has not formally operated because the new land involves relocation of Yantian No.3 and No.4 villages.

•Current administrative management of the bonded area

At present, the bonded park operation mainly involves three parties: governmental departments, customs joint inspection organizations and the enterprises in these areas. The poor communication among the three parties seriously influences the development of bonded areas. The core problem lies in poor development and management systems: inadequate governmental management service, lack of leading enterprises in the park. The problems that cause poor management, inadequate expenditure and poor construction become more obvious; the customs clearance inspection facilities and system maintenance and upgrading seriously lag behind, so the supportive policies cannot be implemented; the poor operation environment makes some quality enterprises leave the park; government and enterprises are caught in a dilemma.

YPG's Strengths in the bonded area development and operation

Referring to successful development and operation experience of domestic bonded areas, YIBA needs a large and capable state-owned enterprise as the main body for development. An overall view of related enterprises in and out of YIBA shows that only YPG can act as the main enterprise for the Area's development. YPG has six advantages to pioneer the development and operation of YIBA, which are as follows:

•Historical advantage

团下属二级公司，具体从事保税区开发建设和服务工作，创造了盐田港保税物流园区南片区曾经的辉煌。

◎ 政府协调优势

盐田港集团和盐田港建设指挥部为盐田综保区的申报获批做出了巨大贡献，全程协调和推动申报和审批工作，与政府主管部门及口岸联检单位有着良好的沟通协调优势。

盐田港集团作为市属大型国有企业，与各级政府长期保持良好的沟通协调关系。盐田港建设指挥部自盐田港开港以来，一直承担口岸配套设施建设和服务，与口岸单位长期保持良好的合作关系。

充分发挥盐田港集团和盐田港指挥部的政府协调优势，可集中力量，争取优惠创新政策，并能更快、更好落地实施。

◎ 资金品牌优势

盐田港集团作为深圳市属大型国有企业，具备优良的品牌和资金优势，信誉良好，负债率低，融资能力强。

(1) 资金优势：截至2013年，总资产242亿元，现金42亿元，负债65亿元，负债率26.86%。

(2) 品牌优势：“盐田港”金字招牌享誉全球。

◎ 龙头企业优势

盐田港集团在后方保税园区内控制的物流仓储面积占总面积近50%，是整个盐田港后方陆域的龙头企业。

盐田综合保税区的建设和发展，与盐田港集团的各项业务板块息息相关，盐田港集团是园区良好发展的最大获益者。盐田港集团对提升园区招商经营、行政管理和查验监管具有现实的积极性。

龙头企业主导，可充分调动开发建设、市场经营等主体积极性，实现园区健康有序发展。

◎ 区港联动优势

(1) 盐田港区——盐田港集团是盐田国际码头最大权益份额持有者。

(2) 保税园区——盐田港集团是园区及后方陆域最大仓储物业拥有者。

In 1997, Notice of Shenzhen Municipal People's Government on the Issues related to the construction and management of Yantian Port Bonded Area (SG [1997] No.105) specified that the Bonded Area implements the management system of separating government administration from enterprise management, establishing Yantian Port Bonded Area Management Bureau, and founding Yantian Port Bonded Area Development Company(the Company). As the representative of the Shenzhen Municipal Government, Yantian Port Bonded Area Management Bureau was under Yantian Port Construction Headquarters. As a second-tier company affiliated to YPG, the Company engages in the development, construction and operations of the Bonded Area, and it has made great contribution to the success story of South area of Yantian Port Bonded Logistics Park.

•Advantage of coordination with government

YPG and Yantian Port Construction Headquarters made a great contribution to the approval of YIBA, coordinating and promoting the whole approval work, benefiting from the advantages of coordination with governmental departments and port authorities.

As a large state-owned enterprise owned by Shenzhen, YPG has long maintained good communication with all levels of government. Yantian Port Construction Headquarters has been responsible for ancillary facilities construction and services of the port since Yantian Port commenced operations.

Making full use of YPG and Yantian Port Construction Headquarters' advantage of coordination with government can concentrate our efforts to win preferential policies with efficient and effective implement them.

•Financial and brand advantage

As a large state-owned enterprise owned by Shenzhen, YPG has excellent brand and financial advantage, with good reputation, low leverage ratio, and strong financing capability.

(1) Financial advantage: up to 2013, total assets are 24.2 billion yuan, cash 4.2 billion yuan, liabilities 6.5 billion yuan and leverage ratio 26.86%.

(2) Brand advantage: the brand of "Yantian Port" is world-renowned.

•Advantage as the leading enterprise

The logistics and warehousing area controlled by YPG in the off-dock bonded areas account for nearly 50% of the total, and YPG is the leading enterprise in the off-dock land of Yantian Port.

The construction and development of YIBA is closely related to YPG's business segments, making YPG the biggest beneficiary from the area's sound development. YPG is well positioned to enhance the investment, operation, administration and supervision of the area.

As a leading enterprise, YPG can fully activate the enthusiasm of developers, constructors, market operators and other stakeholders, to achieve a healthy development of the area.

•Advantage of Port-Zone Interaction

(3) 区港联动——盐田港集团为最好的协调者，亦为最大的获益者，能持续推动海关不断创新监管政策。

盐田港集团在盐田港区（码头）和盐田综保区（园区）的利益上具有一致性，具备提升盐田港区整体竞争力的优势。

◎ 现有业务优势

盐田港集团具备盐田综保区建设和运营所需成熟业务平台：

(1) 盐田港保税区开发公司：场地经营、口岸设施建设、园区配套服务等；

(2) 盐田港物流公司：物流、仓储、商贸、展示等；

(3) 盐田港资讯公司：电子通关平台、贸易信息化平台等。

盐田港集团承接盐田综保区的开发运营，能以最快的速度搭建相关业务平台，实现园区高效运作与发展升级。

平台战略

盐田港集团通过构建基础服务平台体系和增值服务平台体系2大平台体系，搭建10大平台，实施平台战略，实现主业突破，成为保税园区综合运营商。平台战略具体如下：

（一）基础服务平台体系

1、开发建设平台

以盐田港集团为主体，对园区未开发土地进行重新产业与土地规划，升级开发高端产业，建设高标准园区。

2、区港联动平台

以盐田港区为依托，利用“区港联动”，开展国际中转、转口等新业务如MCC业务（多国货物集拼业务——境外进口货物与境内货物拼箱后再出口/进口）。

3、物流仓储平台

以物流公司为主体，引进战略投资者，整合园区仓储物流设施，统筹客户资源，重新规划物流仓储产业布局，打造“一站式”物流仓储服务平台，辐射南中国区域。

4、资讯服务平台

(1) Yantian Port: YPG is the biggest equity share holder of Yantian International Container Terminals.

(2) Bonded Areas: YPG is the owner of the biggest storage property in the bonded areas and the off-dock land.

(3) Port-Zone Interaction: YPG is the best coordinator, and also the biggest beneficiary and can promote the innovation of customs regulatory policies.

YPG is consistent in the interests of Yantian Port (the terminals) and YIBA (the bonded area), and has advantages to promote the overall competitiveness of Yantian Port.

•Current business strengths

YPG has a mature business platform, required by the construction and operation of YIBA.

(1) Yantian Port Bonded Area Development Company: operations, port facilities construction, ancillary services and so on;

(2) Yantian Port Logistics Company: logistics, warehousing, commerce, commodities display and so on;

(3) Yantian Port Information Company: electronic customs clearance platform, trade information platform and so on.

YPG undertakes the development and operation of YIBA, and can build related business platforms with the fastest speed, achieving the area's efficient operation, development and upgrading.

Platform Construction Strategy

By constructing basic service platform system and value-added service system, YPG carries out platform strategy through 10 platforms. It's in this way that it make breakthrough in core business and become the comprehensive operator in the Bonded Area. The strategy will be carried out as below:

•Basic service platform system

1. Development construction platform

Focusing on YPG, redesign and re-schedule the undeveloped land to update high-end industry and construct high-level Bonded Area.

2. The port-zoneinteraction platform

Based on Yantian Port, taking advantage of port-zone interaction, we should develop International transit, transit business such as MCC services (Consolidation of import goods with domestic goods for re-export/import).

3. Logistics and warehousing platform

With logistics firms as the main body, introduce strategic investors to integrate logistics equipment in the area and the client resources. By redesigning logistics warehouse industry layout to build one-stop warehousing services platform.

以资讯公司为主体，基于盐田港国际物流信息服务平台（易港讯yes-info），将信息服务由港区向综合保税区延伸，集合港口码头运营信息、园区企业经营信息和政府监管信息打造“三位一体”的资讯共享与综合信息服务平台。

5、后勤保障平台

以保开公司为主体，完善园区后勤保障服务，做好园区设施与设备的维护保养，协助联检单位开展海关查验、检验检疫、闸口验放等业务，为园区企业提供餐饮、住宿、物业管理等服务。

（二）增值服务平台体系

1、金融创新平台

利用盐田综保区优惠政策和盐田港集团在港区内主导地位，拓展融资租赁、担保、小额贷款等金融业务，引入金融机构入驻，为国际贸易企业提供全球化、一体化、全方位的金融服务。

2、电商贸易平台

基于资讯公司园区综合信息服务平台和物流公司商贸物流业务平台，不断促进海关创新业务流程，开展跨境电子商务业务，通过与知名电商合作，整合、集聚盐田港现有的进出口资源，构建跨境电商贸易平台。

3、商贸会展平台

利用盐田综保区可开展进出口商品展示的政策优势，开展奢侈品、电子产品、高档红酒、进口食品、高档汽车等保税展示，拓展相关进出口贸易。

4、检测维修平台

利用深圳特有的高新技术、先进制造业、珠宝加工、钟表眼镜等产业优势，在园区内开展进出口电子产品、精密机械、珠宝、钟表等检测与维修业务。

5、研发制造平台

利用盐田综保区区位与政策优势，面向国际、国内两个市场，吸引拥有高技术含量、高附加值的外贸加工企业进驻，同时聚集国内外相关产业人才，打造产、学、研一体的国际研发与先进制造业中心。

4. Information Service platform

Based on Yantian International Information Service Platform (yes-info), we should stretch information services from port to YIBA, with information firms as main body. By integrating port-operating information, firm-operating information and government supervisory information, we can construct a three-in-one information sharing and service platform.

5. Logistics Support platform

Focused on Baokai Company, we should implement the logistics support services in the area, including equipment maintenance, customs services, inspection and quarantine, terminal gate clearance. Therefore catering, accommodation, property management services can be provided to the firms in the area.

•Value-added services platform system

1. Financing innovation platform

Taking advantage of the preferential policies and the dominating role YPG has in the YIBA, financing services as leasing, guarantee and loans can be provided. This will attract finance institutions and ensure the globalized, integrated and comprehensive services for international trading companies.

2. E-commerce trading platform

Based on the comprehensive information services platform and commerce logistics platform operated by information companies, business process innovation should be emphasized. And by cooperating with famous e-commerce firms, integrate the current import and export resources in Yantian Port to construct overseas e-commerce trading platform.

3. Commerce and Exhibition platform

With the policy advantages of exhibition of import and export goods in YIBA, more bonded goods exhibition as luxuries, electronic devices, high-grade red wine, imported food and high-end cars can be provided to extend related import and export trading.

4. Examination and maintenanceplatform

Utilizing the industry strengths of Shenzhen featuring high-tech,manufacturing capability, and the well-developed jewelry processing, clocks and glasses industry, YIBA can develop detection and maintenance services for import and export electronic devices, precision machinery, jewelry and clocks.

5. Research and development platform

Taking advantage of the location and policy advantages, we could attract high-tech firms and firms with high-value, targeting both domestic and international markets. Plus the talents in related fields, we could build an international manufacturing center with the feature of Manufacturing-Research-Development.

构建港口综合电商平台

CREATING INTEGRATED E-COMMERCE PLATFORM FOR PORTS

文/盐田港集团业务发展研讨会第七小组（召集人：钟海）

By the 7th Team of Yantian Port Business Development Seminar(convener:Zhong Hai)



在当前国际经济缓慢复苏、国内进出口量徘徊不前的状况下，应更好发挥盐田港各类资源集约和综合供应链服务作用，充分利用互联网构建线上线下贸易模式，搭建港口综合电子商务平台，将盐田港供应链服务向腹地延伸、与货源地捆绑、促进本地高品质消费，进一步增长吞吐货量，并为本地交易创造物流增量，推动商贸物流发展，促进盐田港集团的转型升级。

With the current slow recovery of international economy and the stagnating domestic import and export volume, the wide variety of resources and integrated supply chain services of Yantian Port should be exerted wisely. By fully utilizing the Internet to establish online and offline business models, integrated e-commerce platforms for ports can be built to extend supply chain services of Yantian Port to the hinterland, tying with the origins of good to promote local quality consumptions and throughputs. Boosting local trades and logistics, both the development of commercial logistics and the upgrade of Yantian Port Group can be facilitated.

一、建设港口综合电商服务平台的必要性

（一）互联网改变业态

互联网带来商业、贸易业态，渠道和层级剧变。在互联网开放的网络环境下，买卖双方不谋面地进行各种商贸活动，实现消费者的网上购物、商户之间的网上交易和在线电子支付等各种商务活动，完全颠覆了传统以渠道为主的商业和贸易模式。

A. Necessities of Building Integrated E-commerce Platforms for Ports

(i)Internet Changing Business Formats

Tremendous changes have been brought to the trade formats, channels and levels by the Internet. Through the open networks of the Internet, both buyers and sellers can perform different commercial activities without meeting with each other, achieving online shopping of consumers, online transactions between merchants, online e-payments and other commercial activities. This has completely subverted the traditional business and trading modes based on channels.

（二）电商蓬勃发展

中国的电子商务快速发展，综合型、B2B、小额批发零售、垂直类电商爆发增长，交易额连创新高，电子商务在各领域的应用不断拓展和深化、相关服务业蓬勃发展、支撑体系不断健全完善、创新的动力和能力不断增强。

(ii)Prosperous Development of E-commerce

With the rapid development of e-commerce in China, integrated e-commerce, B2B e-commerce, small wholesale and retail, vertical e-commerce and hence turnovers grow explosively. Expanding and deepening the applications of e-commerce in various fields, relevant service industries bloom to support continuous system improvements and enhance the innovation power and capacity.

（三）内贸增长

跨地域内贸快速增长，珠三角作为国内经济发达地区，成为大宗商品的消费及集散地。

(iii)Growth in Domestic Trade

As an economy developed region of the country, Pearl River Delta region has become the center for commodity consumption and distribution under the rapid growth of cross-regional domestic trade.

（四）进口跨境需求增长

随着国内生活水平的提高，新兴中产阶层对国外高品质商品的需求日益增加。

(iv)Growth of Demand for Cross-border Imports

The demand for foreign quality commodity of the emerging middle classes is increasing with the improvement of living standards of the country.

（五）传统进出口交易成本高

中国跨境电商进出口交易额增长迅猛，但相较于中国整体进出口贸易市场规模，占比仍处于较低水平。而传统进出

(v)High Costs of Traditional Import and Export Trading

口交易成本高，环节繁琐。因此发展跨境电商能显著降低我国的进出口交易成本。

(六) 中国制造走向全球

中国已成为全球的制造业中心，产品出口世界各地，发展跨境电商，能降低交易成本，进一步促进中国产品的竞争优势。

(七) 政府推动

近年来，跨境电商越来越受到政府部门的高度重视，发改委、商务部、海关总署、人民银行、质检总局、国家邮政局、国家标准委等部门积极围绕综合法律法规、信息监管、支付清算、通关、物流保税、电子认证、纠纷解决、经营者行为、示范试点等标准规范和配套管理制度层面，跨境电子商务法律政策环境不断完善。2013年，深圳成为跨境电商出口试点城市。

二、港口综合电商服务平台的体系架构

(一) 集团优势分析

1. 区位优势。盐田港集团目前拥有盐田和大铲两个港区，位于全球制造业中心的珠三角，拥有广阔的腹地，同时都毗邻香港，大铲港区临近前海和机场，具有海陆空口岸的优势。

2. 行业优势。多年从事港口及物流基础设施的建设和营运，物流公司长期从事国际贸易的物流服务，对跨境供应链的操作有着丰富的经验，并积累了大量的客户资源。

3. 品牌优势。作为全球吞吐量最大的单体港，盐田港拥有长期品牌影响力，同时作为深圳市政府的大型直属企业，拥有良好的公信力；

4. 资源优势。集团拥有丰富的仓储、土地等资源，配套设施健全，为开展全程跨境供应链服务提供了坚实的基础。

5. 资金优势。拥有充足资金，融资便利，可以从资本市场获取必要的资金，为港口综合电商平台的搭建提供支持。

6. 信息优势。拥有大量进出口通关等数据信息资源，通

Despite the surging turnovers of cross-border e-commerce for import and export in China, its proportion is still low when compared with the overall size of the import and export market in China. Since traditional import and export trading has high costs and requires complicated procedures, the development of cross-border e-commerce can notably reduce the costs of import and export trading of the country.

(vi) Global Trend of "Made in China"

China, a global manufacturing center, exports products to different places around the world. By developing cross-border e-commerce, the trading costs can be lowered while further enhancing the competitiveness of products made in China.

(vii) Encouragement from the Authorities

The authorities have paid increasing attention to cross-border e-commerce over the past few years. Such departments as the Development and Reform Commission, the Ministry of Commerce, the General Administration of Customs, the People's Bank of China, the State Post Bureau and the National Standards Commission are focusing on aspects of standards and supporting management systems of cross-border e-commerce, including comprehensive laws and regulations, information regulation, payment and settlement, customs clearance, bonded logistics, electronic certification, dispute resolutions, behavior of business owners and experimental units for demonstration, to improve the legal environment for cross-border e-commerce. Shenzhen has become an experimental city for cross-border e-commerce export since 2013.

B. Architecture of Integrated E-commerce Service Platform of Ports

(i) Advantage Analysis of the Group

1. Geographical Advantage Currently, Yantian Port Group owns two ports - Yantian and Dachan Bay, which are both located in the world's manufacturing center - Pearl River Delta. The ports have a vast hinterland and are adjacent to Hong Kong. Furthermore, Dachan Bay Terminal is close to Qianhai and airport and thus has an advantage of land and air borders.

2. Trade Advantage For many years the Group has been engaging in port and logistics fundamental infrastructure constructions and operations. The logistics company of the Group has been engaging in international trade and logistics services for a long time and so it has a rich cross-border supply chain operation experiences and has accumulated a large number of clients.

3. Brand Advantage As the world's largest single throughput port, Yantian Port has a long-term brand influence. The Group is also a large enterprise directly under the management of Shenzhen

通过对数据进行深度分析，可以实时了解行业状况和发展趋势，并为货主、加贸企业提供供应链信息服务，提升物流整体效率。

(二) 集团信息战略定位

考虑集团及港区的发展现状，结合信息技术的迅猛发展，特别是互联网应用对传统商业模式的颠覆性改变，集团信息战略可以从以下三个方面进行定位：

1. 港口资源的载体、牵引、集成和优化。通过信息化手段对集团港口资源进行整合，集成各业务板块，对业务流程进行优化，提升集团对港口资源的有效管控和利用，促进集团港口产业转型升级。

2. 客户业务之纽带和桥梁、价值提升。通过互联网，将港口优质服务向更为广大的内陆延伸，为客户提供“一站式”供应链服务，打造信息高速公路，成为连接供应链各环节的纽带和桥梁，提升传统供应链服务的价值，促进高端物流业的发展。

3. 信息资源的占领者、深度应用的开发者。在对集团港口资源和客户群体有限掌控的基础上，可以直接面向交易双方提供电子交易平台，实现订单流、信息流、物流的“三流合一”。

(三) 港口综合电商业务范围

结合集团现在业务拓展方向，以及行业发展的趋势，港口综合电商业务范围可以从以下三个方面来考虑：一方面，珠三角制造业内迁，区域内港口竞争激烈，集团可以利用资讯公司依托盐田码头的信息资源优势，积极打造“一站式”海运供应链服务，将盐田码头的全球领先的优质服务向内地延伸，提升供应链效率，降低供应链运营成本，为盐田码头吸引更多货源；另一方面，大铲湾和惠州港具备建设华南地区大宗商品交易中心的条件，特别是大铲湾港区的钢铁大宗商品交易中心已经初具规模。在此基础上，可以考虑利用互联网的跨地域优势，建立大宗商品电子交易平台，扩大交易范围，提升交易量和交易额；最后一方面，物流公司长期以来为海内外客户提供供应链服务，积累了一定规模的客户群体和丰富的实操经验，可以考虑建立跨境电商服务，辅以商品展示中心等基础设施，提升供应链服务的价值，促进高端物流业的发展。

综上所述，港口综合电商体系的总体架构见图(图1)：

Municipal Government and thus has good credibility;

4. Resource Advantage The Group has extensive resources such as warehousing, land and full supporting facilities to provide a solid foundation for carrying out full cross-border supply chain services.

5. Capital Advantage The Group has sufficient capital, convenient finance and could obtain necessary funding from the capital market to provide support for building an integrated e-commerce service platform of ports.

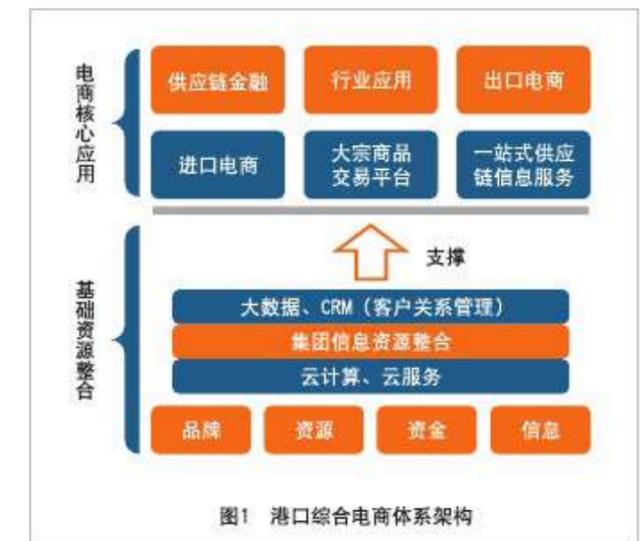
6. Information Advantage The Group owns a large amount of import and export customs clearance and other data resources to support a real-time understanding of industry conditions and trends through in-depth analysis of the data. It also provides supply chain information services to shippers and trade companies to improve the overall efficiency of logistics.

(ii) Positioning of Group's Information Strategy

Considering the present situation of the Group and port area developments, combined with the rapid development of information technology especially the disruptive changes of internet applications to the traditional business model, the Group's information strategy can be positioned in the following three aspects:

1. Carrier, Traction, Integration and Optimization of port resources. Undergo integration of the Group's port resources by informatization; integrate various business segments; optimize business processes; enhance the Group's effective control and utilization of port resources as well as promote restructuring and upgrading of the Group's port businesses.

2. Ties and Bridges and Value Enhancement of Customers' Businesses.



其中，基础资源整合主要是利用云技术技术，完成集团信息和物流资源的整合，在此基础上建立数据中心和CRM系统，实现对集团资源和客户的优化整合，提高资源利用效率、客户服务质量。以整合完成后的平台为依托，开展电商核心应用，包括跨境电商平台、大宗商品电子交易平台、“一站式”供应链服务、供应链金融等服务，近期力求在进口电商、大宗商品交易平台、“一站式”供应链服务平台等三方面有所突破。

三、港口综合电商服务平台的实施路径

(一) “一站式”供应链服务平台

国际贸易环节繁杂，货主除了完成订单的生产以外，在物流阶段，需要面对报关、报检、运输、订舱、支付、退税、汇兑等等环节，同时由于“信息孤岛”现象严重，各环节的信息不能实现共享，导致效率低下、成本高企。一般中小型加贸企业都会将物流业务外包，除了增加成本外，无法实现物流的全程监控，严重影响了客户体验，制约了服务质量的提升。在这样的市场环境下，基于供应链数据集成与共享的“一站式”服务平台具有了广阔的市场前景。见下图(图2)：

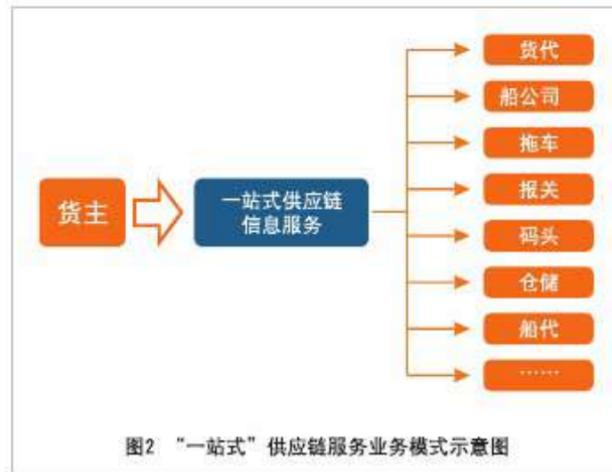


图2 “一站式”供应链服务业务模式示意图

1. 实施思路

前期，资讯公司在电子支付、国检全申报、码头信息查询的基础上，通过与其他公司的合作引入舱单申报，初步建立了港区（港区电子支付、信息查询、放行等）和关务（国检全申报、舱单申报）集成的“一站式”供应链信息服务平台，

To extend port quality services to the broader inland through the internet so as to provide customers with a "one-stop" supply chain services. Build up the information channel, be the ties and bridges connecting each link of supply chain, enhance the traditional value of supply chain services and promote the development of high-end logistics industry.

3.Occupier of Information Resources, Developer of in-depth Application. Provide e-commerce trading platform directly facing transaction parties to realize the integration of order flow, information flow and logistics under the limited control of the Group's port resources and customer base.

(iii) Business scope of port integrated E-commerce

Combined with the direction of the Group's business development, as well as the development trend of the industry, business scope of port integrated E-commerce can be considered from the following three aspects: first, manufacturing industries in the Pearl River Delta are moving inland, making ports in the region compete intensely, in which situation, the Group can utilize the information resources brought by the Yantian Port International Information Co., Ltd (YPI) relying on Yantian International Container Terminals (YICT), and provide "one-stop" maritime supply chain services actively, to extend YICT's world leading services to the mainland, improve the efficiency of supply chain, reduce operational costs of supply chain, and attract more goods supply for YICT; second, Da Chan Bay and Huizhou Port have conditions to build commodity trading center in South China, especially Da Chan Bay, where steel commodity trading center has begun to take shape. On this basis, an electronic commodity trading platform can be built taking advantage of the cross-region Internet to expand the trading range and promote trading volume and turnover; third, the company has provided logistics supply chain services for overseas customers for a long time, accumulating a certain amount of customer groups and extensive experience in practical operation, so that cross-border electricity supplier services can be established, supplemented by commodity exhibition centers and other infrastructure, to enhance the value of supply chain services and promote the development of high-end logistics industry.

Above all, the overall structure of port integrated E-commerce system is shown below:

Figure 1 the structure of port integrated E-commerce system

Among which, fundamental resource integration is to complete the integration of information and logistics resources of the group using cloud technology, based on which, building data centers and CRM systems to achieve the optimization and integration of the Group's resources and customer , improve the efficiency of the utilization rate of resources and the quality of customer service. Relying on the platform after integration, core applications of E-commerce can be developed, including cross-border E-commerce platform, electronic commodity trading platform, one-stop supply chain service, supply chain finance and other services, and we strive to achieve a

台，并于2013年3月18日正式上线，至今已经服务超过3万个自然箱。

“一站式”供应链服务平台的建设，可以在资讯公司前期工作的基础上，逐步加入拖车、仓储、船代、船公司等服务，最终实现涵盖供应链各环节的综合信息服务平台。

2. 实施路径

计划三年内取得实质性突破，具体进度安排见下表(表1)。

投资收益估算

1) 预计投入

2014年投入80万元，2015年投入100万元，2016年投入230万元；

2) 赢利模式

按票收取信息服务费

3) 收入测算

breakthrough in the near future in three aspects, import E-commerce, commodity trading platform, and "one-stop" supply chain service platform.

C. Path implementation of the port integrated E-commerce service platform

(i) "One-stop" supply chain service platform

The procedures of international trade is complicated, apart from completing production orders, in the logistics stage, the owner need to encounter customs clearance, inspection declaration, transportation, booking shipping space, payment, tax rebate, exchange and so on. Because "Information Island" is severe, information of every procedure cannot be shared, leading to low efficiency and high cost. Generally, small and medium processing trade enterprises will outsource logistics, which fails to achieve full control of logistics other than increasing costs, impacting on customer experience seriously and restricting the improvement of the service quality. In this market environment, "one-stop" service platform based on supply chain data integration and sharing has a broad market prospect. See figure below:

1. Ideas for implementation

In preliminary stage, based on electronic payment, inspection and

	工作项目	备注
2014年	通关产品完善	目前的舱单数据只能满足一家企业申报，制约了市场推广，下一步将解决此问题，使之具备大范围推广的条件
	获取通道资源	获取更多的通关申报端口，使平台能提供更多的通关申报功能
	建立联盟	与具备通关通道的公司建立联盟，集中各自优势，快速占领市场
	市场推广	建立完善的市场推广体系
	打造团队	建立必要的平台运营团队和客服团队
2015年	流程优化集成	逐步引入拖车、仓储、船代等服务，实现流程的优化集成
	融资担保	在对供应链全程监控、风险可控的基础上，开展融资担保服务
	推广至珠三角	向珠三角的货主、加贸企业推广服务
	综合解决方案	与集团物流板块整合，为客户提供线上和线下基础的综合供应链服务解决方案
2016年	进出口贯穿	在出口供应链服务的基础上，开展进口供应链服务，实现进出口业务的全贯穿
	推广至泛珠三角	向泛珠三角的货主和加贸企业推广服务
	金融服务	积累大量的生产数据后，通过BI，建立完善的风控模型，为货主以及供应链各环节提供全方位的金融服务
	方案全国推广	向全国的货主和加贸企业推广服务

表1 “一站式”供应链服务平台实施进度

单价：每票收入为5元（目前是10元，为了便于市场推广，预计大规模推广后平均单价为5元）；

业务量测算：2014年争取达到5万自然箱，2015年向加贸企业进行重点推广，预计业务量将大幅增加，预计做到20万自然箱，2016年做到35-40万箱，后续趋于平稳；

收入预测：按上述条件测算，2014年、2015年、2016年的收入分别为25万元、100万元、200万元。

（二）进口电商服务平台

深圳作为国内GDP处于前列的大都市，毗邻香港，中产阶级数量庞大，对高品质的进口商品有着旺盛的需求，而随着80、90后成为消费主体，进口商品的电子商务平台将具有良好的市场前景。

目前国内主要电子商务平台见下表(表2)。

从上表可以看出，目前出口的跨境电子商务平台发展已经相当成熟，而进口的跨境电商处于起步阶段，现阶段进入，具有较好的机会。

1. 实施思路

在激烈的电子商务竞争情况下，市场定位和产品选型是平台成功的关键，结合深圳市白领集中的特点，采取如下的实施策略：

品牌追随战略：国内未规模布点渠道的优质二线品牌；

quarantine declaration, port information inquiry, introducing declaration for order through cooperation with other companies, YPI has initially established "one-stop" supply chain information service platform integrating port business (electronic payment in port, information inquiry, clearance, etc.) and customs business (inspection and quarantine declaration, manifest declaration), which was officially launched on March 18th, 2013, and has been serving more than 30,000 containers.

Trucking, warehousing, shipping agency, shipping companies and other services can be gradually added to the construction of "one-stop" supply chain service platform, on the basis of preliminary work done by YPI, to ultimately achieve an integrated information service platform covering all aspects of the supply chain.

2. Path for implementation

Substantive breakthrough is planned to be achieved in three years, and specific schedule is in the table below:

3. Investment income estimates

1) Expected investment

800,000 yuan will be invested in 2014, 1 million yuan in 2015, and 2.3 million yuan in 2016.

2) Profit model

Information service fee charged by unit

3) Revenue estimates

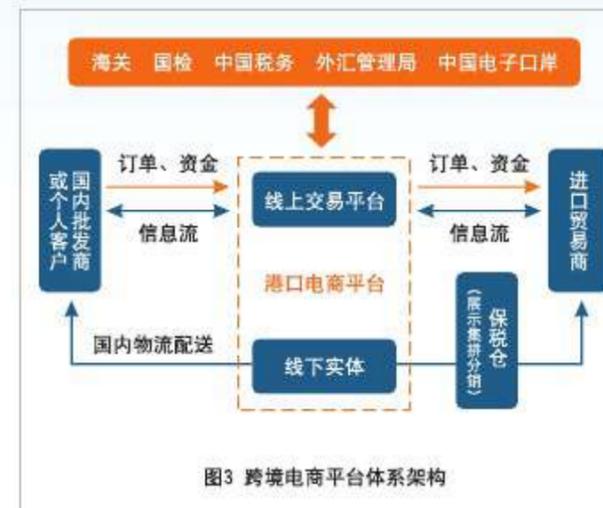
Price: revenue per container is 5 yuan (currently 10 yuan, to make marketing easier, average price is expected to be 5 yuan after large-scale promotion);

精准差异化定位：可靠、品质、品位、个性；

经销联盟：“选准一家，做大一家”；

资源复用：采用保税区动态库存管理模式，降低关税和时间成本。

基于以上思路，进口跨境电商体系架构如图(图3)所示：



2. 实施路径

预计三年内取得较大突破，实施进度安排见下表(表3)。

Business volume estimates: we strive to reach 50,000 containers in 2014, and will focus on the promotion of processing trade enterprises in 2015, business volume is expected to increase significantly, reaching 200,000 containers, 350,000 to 400,000 containers in 2016, from which year, business volume will be stable.

Revenue Forecast: Under conditions above, revenue of 2014, 2015 and 2016 is estimated to be 250,000 yuan, 1 million yuan and 2 million yuan respectively.

(ii) Import E-commerce service platform

As a metropolis whose GDP is at the forefront, neighboring Hong Kong, Shenzhen has a huge number of middle class who have strong demands for high-quality import goods. With post-80s and 90s become the main consumer group, E-commerce service platform of import goods will have good market prospects.

At present, major domestic E-commerce platforms are shown in the table below:

From the table above, we can see that at present, the development of export cross-border E-commerce platforms is quite mature, while import cross-border E-commerce platforms are in their infancy. If entering the market at this stage, one can have a better chance.

1. Ideas for Implementation

In the fierce competition of E-commerce, market positioning and product selection is crucial to success of a platform. Combined with Shenzhen's characteristics of large population of white-collars, we will take the following implementation strategies:

Brand following strategy: domestic high-quality second-tier brands which do not have distribution channels in scale.

	典型电商案例	说明
进口	上海“跨境通”	2013.10试运行，保税网购模式
	宁波“跨境购”	2014.03正式上线，保税网购模式
	杭州“天猫国际”	2014.02正式上线，直购进口模式
	郑州“万国优品”	2014.1.18上线，集货、备货、快件清关
出口	阿里巴巴国际市场、环球资源	大宗B2B模式传统（跨境大宗交易平台模式）盈利通常包含会员费和营销推广费用等
	阿里速卖通、敦煌网、易唐网	小宗B2B或C2C模式（综合门户类跨境小额批发零售平台）核心盈利来源为交易佣金，此处还包括会员费、广告费等增值服务
	兰亭集势、米兰网、帝科思、chinavasion	独立B2C模式（垂直类跨境小额批发零售平台）盈利主要来源于销售收入
	四海商舟、逢四方等	代运营模式（专业第三方服务平台）核心收入模式为服务费，此外部分采取业务收入分成的方式

表2 国内主要跨境电子商务平台情况汇总

	工作项目	备注
2014年	港口开拓内贸	大铲湾建设内贸码头，完善大宗商品的基础设施
	内部板块融合	整合资讯、物流、港口、地产等板块，为大宗商品交易提供综合服务
	研究与合作	主要研究大宗商品电子交易平台的建设和运营，并寻找合作方
	共建平台	与合作方共建电子交易平台
2015年至2016年	建立电子交易平台	符合涵盖钢材、煤炭、粮油、汽车等行业特点的电子交易平台
	推广运营平台	在华南地区推广电子交易平台，扩大大宗商品交易市场的客户覆盖面
	与大宗商品供应商建立合作关系	与供应商合作，争取更多的交易通过电子交易平台进行，提升电子交易额。
	建立华南地区大宗商品价格指数	当电子交易平台的交易额达到一定数量后，通过对交易价格的实时分析，建立华南地区有影响力的大宗商品价格指数体系。

表3 进口跨境电商平台实施进度

3. 投资收益估算

1) 预计投入

2014年投入100万元，2015-16年投入300万元；

2) 赢利模式

销售返点、广告、数据、交易分成；

3) 收入测算

预计3-4年实现盈亏平衡；

(三) 大宗商品交易中心

一方面，随着城镇化的推进，以及道路桥梁、轨道交通的大规模建设，华南地区对钢铁、煤炭等大宗商品的需求量将保持稳定的增长态势；另一方面，华南地区经济发达，人口稠密，消费能力强，对汽车、粮油等大宗商业具有巨大的需求。

1. 实施思路

集团应充分利用大铲湾、惠州港的区位优势 and 土地资源，建设面向钢铁、煤炭、汽车、粮油等大宗商品的交易市场，并利用集团资源，为大宗商品交易提供仓储、配送、金融以及电子交易等服务，最终形成华南地区大宗商品的集散地。



图4 大宗商品交易中心体系结构

2. 实施路径

大宗商品交易中的分三年建设完成，具体进度安排见下表(表4)：

Precise differential positioning: reliability, quality, taste and personality;

Distribution Alliance: "Selecting the right one, making it big"

Resource reuse: adopting dynamic inventory management model of bonded area to reduce tariffs and time costs.

Based on the ideas above, the structure of import cross-border E-commerce system is shown in the figure below:

2. Paths for Implementation

Substantive breakthrough is expected to be achieved in three years, and the schedule is in the table below:

3. Estimation of return on investment

1) Expected investment

1 million yuan in 2014 and 3 million yuan in 2015-2016;

2) Profit model

Sales rebates, advertisement, data, prorata trade bonus

3) Estimated income

Break even in 3-4 years

(iii) Commodities trading center

Urbanization, as well as the construction of railway and bridge requires stable growing command for commodities as steel and coal in southeast China. Besides, with the developed economy, dense population, strong purchasing power, there will be a huge demand for automobiles, grain and oil.

1. Idea for implementation

Location and land advantage should be fully utilized to construct commodities trading center for steel, coal, automobile, grain and oil. Resources in the group should be used to provide storage, delivery, financing and e-business services, and therefore become the distributing center of those commodities.

2. Timetable for construction

The construction of commodities trading center will last 3 years, and the timetable are shown below:

3. Estimation of return on investment

1) Profit model

3. 投资收益估算

1) 赢利模式

以参股形式投入，利润分成；

2) 收入测算

市场容量：大宗商品货物容量交易额，预计2017年达到400亿元；

单价：按交易总额的千分之一收取手续费；

业务量测算：2014进行平台的建设，不产生交易，预计2017年有20%的大宗商品交易通过电子交易平台进行；

收入预测：按上述条件测算，2017年实现收入800万元；

(四) 盐田港跨境电商实施总策略

立足自身：依托集团区域、行业、资源优势，整合已有业务、产品，形成合力，最大限度的发挥优势力量，逐步建立完善港口跨境电商平台。

强强联合：集团在跨境电商方面目前处于尝试阶段，人才队伍和平台运营方面存在不足，在平台的建设、推广过程中，应尽量与行业内做的较好的公司合作，快速进入布局所缺失板块和资源领域，并通过学习组建人才队伍。

Invest by joint-stock, revenue division

2) Estimation of income

Market size: Sum of commodities trading will reach 40 billion yuan in 2017.

Pricing: Charge 0.1% of transaction amount as fee.

Estimation of volume of business: There will be no transaction in 2014, when the platform is under construction. About 20% of transaction will be done on e-transaction platform in 2017.

Estimation of income: Considering the above condition, there will be 8 million yuan income in 2017.

(iv) Overall strategy of Yantian Port overseas e-commerce

Base on its own capabilities: Taking group regional, industry and resource advantage, integrate the current business and product to utilize all the resources, thus forming an improved port overseas e-commerce platform.

Cooperate with the strong firms: E-commerce platform is still on trail for the Group, and there is a shortage for talent and operating experience, so we should cooperate with the strong firms in this area when promoting the platform, and learn to build talent team. What's more, we can make a quick step into the missing module and resource.

Regional linkage: Connect all regions with information, and enable Yantian, Da Chan Bay, Huizhou and Fubao's regional linkage, providing the overall solution for overseas e-commerce platform.

	工作项目	备注
2014年	进口保税分送集报政策落地	为了实现货物的快速配送，需要进口保税货物在保税区里以分批集报的方式报关进境
	进口商品优选	选择合适的商品
	进口分销商合作	根据选定的商品，选中合适的进口分销商
	进口电商平台建设	搭建电子商务平台，实现商品的展示、网上下单、网上支付等功能
	进口电商线上平台运营	在深圳市范围内推广电商平台，形成客户黏度
	展示交易中心立项，前期设计	进行交易中心的前期设计，并立项，进入建设阶段
2015年至2016年	进口电商平台全国推广	向全国范围内推广电商平台，形成一定的品牌知名度
	进口贸易商合作	根据选定产品，与合适的进口贸易商合作

表4 大宗商品交易中心建设进度安排



Integration of resources: Integrate group module and resources. Da Chan Bay and logistic companies focus on off-line logistics while information companies focus on on-line business, operation and construction of O2O platform.

Emphasize on key points and carry out schedule by stage, update the system with stable investment. On one way, the e-commerce is a long-term business. The group should try to make breakthrough at 1-2 points at the beginning of the platform development. Then the successful experience could be applied to the next stage of business extension. On the other way, since the operating risk is relatively high for the e-platform, investment should be kept stable to ensure a gradually updating future.

(v) Overall Earnings from overseas e-commerce

Business along the bay: We should develop economy integrated with port, logistic, commerce, intellectual resources. E-commerce will benefit the bay, forming the mature business environment and create cluster effect in Pearl River Delta.

Raise in container volume: E-commerce will raise import and export container volume and the percentage of import container

Transform and update: The integration of logistic, capital and information will induce the innovation of business model and raise the traditional warehouse service value.

Scale effect: The integration of current logistic resources and business will bring out synergistic effect.

D. Measurement of constructing port comprehensive e-commerce services platform system

1. Driven by the group and link with the industry

It's a systematic project to construct e-commerce platform, from designing, transaction, logistic to information services. Therefore, it should be driven by the group and jointed by each industry module, and construct by linkage. Specifically, the following should be taken into account:

The acquisition of soft-resources and coordination: Soft-resources such as qualification and license, customs clearance, tax and foreign exchange policy, data and information resources should be paid attention to.

Acquire comprehensive bonded area: We should try to carry out comprehensive bonded area and gain storage transaction resources.

Linkage of modules: Each industry module should be linked with overseas e-commerce;

四、建设港口综合电商服务平台的机制措施

(一) 集团推动、产业联动

电商服务平台的建设是一个系统工程，设计到交易、物流、信息服务等环节的方方面面，因此，应由集团统一推动，各产业板块互相配合，以联动的方式进行平台的建设。具体来说，应积极开展以下几方面的工作：

软资源争取和协同：软性资源（资质和牌照）获取，政策（清关、税务、外汇）落地，数据和信息资源争取，争取电商试点业务；

综保区争取：综保区建设和经营争取，拥有仓储式展示交易资源；

板块联动：各产业板块发展注重与跨境电商业务联动；

资源整合：集团推动内部信息资源整合，由资讯公司承担建设方；

资本支持：并购、参股进入新领域；提供多种方式资金支持。

(二) 项目保障和促进机制措施

电商业务属于智力密集型行业，同时市场竞争激烈，具有较大的风险，因此，在电商平台的建设过程中，应建立市场化的项目保障和推进机制，主要包括：

股权机制：探索混合型股权机制，并购、参股相关领域公司；

市场化运作：适当的自主经营，考核上要有一个培育期；

长效激励措施：风险与收入匹配，事业合伙人制（项目跟投）；

借鉴互联网：思维和模式，企业文化，人才队伍；

大项目管理：风险管控、落地实施方向路径。

Resource integration: Impulse inner information integration and have the information firms as construction party.

Capital support: Acquisition and get shares into the new region, with the capital support in many ways.

2. Safeguard and promoting system of the project

As the intellectual-intensive industry, e-commerce industry is competitive and high-risk. So, a marketized safeguard and promoting system should be build along with the construction of the e-platform.

Stock rights system: Explore mixed stock rights system and acquire and buy stocks in relative area.

Marketable operation: The business should enable independent management and a nurturing period in assessment.

Long-term stimulating measures: Introduce partner-system, incomes are matched with risk.

Use Internet as reference: Introduce internet thought and mode, and build talent team with corporate culture.

Big project management: Emphasize risk control and ways to carry out the project.

区域联动：利用信息连接各区域，实现盐田、大铲湾、惠州、福保等区域联动，提供跨境电商平台的全面解决方案。

资源整合：集团各板块实现资源整合，分头推进，大铲湾、物流公司等侧重线下物流作业，资讯公司侧重线上及O2O平台的建设和运营。

重点突破，阶段实施，稳健投入、迭代更新。一方面，电商业务的成功是一个长期运营的过程，集团在电商平台的初期，应努力在1、2个点上实现突破，以点带面，分阶段的逐步拓展电商业务范围。另一方面，电商平台的运营风险较高，应遵循稳健投入、迭代更新的建设投入模式，以控制风险。

(五) 跨境电商的总体效益

湾区商业：打造蕴含港口、物流、商贸、智慧经济、滨海品质生活的湾区经济，协助湾区构建成熟商业环境，泛珠三角聚集效应；

箱量提升：促进进出口箱量，提升进口箱量比例

转型升级：物流、资金流、信息流融合，商业模式创新，提升传统仓储等商业价值；

规模效应：整合现有物流资源和业务，发挥协同效应。



确立以流程为中心，细化各流程的职能划分，确定核心生产环节，打造具有团队合作力、创造力、高度责任心以及能充分信息沟通的管理模式，根据优化设计好的运营模式，加强专业人才的培育和引进，搭建具有竞争优势的生产队伍。

二、认真分析市场，寻求煤炭码头竞争策略

盐田港惠州煤炭码头选址于惠州大亚湾，毗邻粤东地区河源、梅州以及江西省，这些地区分布有多家大型火力发电厂，在目前日益严峻的环保问题以及北煤南运力严重不足的情况下，决定了煤炭码头今后应凸显海铁联运及外贸煤优势的市场竞争策略，沿京九铁路直达经济腹地，目标市场直指粤东北及江西省西南部地区。

目前与惠深港务确立战略合作关系的有河源电厂以及中海油惠州炼化，这将是本项目坚实的运量保障。其次，惠深港务正在开展市场调研及拓展，重点将在江西、粤东北等地展开市场拓展。

三、深度挖掘市场，实现煤炭供应链管理

在码头建成之后，仅仅满足于传统业务（卸、堆、存、装）的做法已不足以支撑公司的跨越式发展。因此，在做好煤炭码头传统基础经营业务的同时，需深度挖掘更多赢得市场、绑定客户手段，凭借平台优势，实现一体化经营，达到最终赢得市场的目地。

盐田港股份公司希望通过“产业+金融”的发展模式，推动建设盐田港煤炭供应链形成，即设想通过培养煤炭码头一体化运营、全过程供应链服务、煤炭金融业务的能力，利用公司的品牌优势、平台优势、金融优势来整合占领更多的市场。

（一）煤炭供应链管理内容

简单来说，就是在煤炭生产企业与终端用户需求之间，通过煤炭采购（代购）、煤炭加工（配煤）、煤炭仓储、煤炭物流服务、煤炭信息服务等介质，为客户提供标准化产品和个性化解决方案，创造一站式、全过程和经济性等高附加值的第三方管理活动，最终成为煤炭流通全过程的供应链管理服务商，实现煤炭从坑口到炉口之间价值逐级增，从而达到新增利润点的目地。

具体来说，结合惠控公司煤炭码头实际，煤炭供应链管理服务商各个环节如下图：

Zhanjiang Port, Dongguan Hai Chang, Energy Group Mawan Power Plant, Zhujiang Power Plant, Lianyungang, Caofeidian and Qinhuangdao to learn from their experiences in coal terminal operation. Through such visits and the experiences accumulated, it could establish a process-centric and process-refined division of functions; ensure the core production processes to build a management model with teamwork, creativity, high sense of responsibility and adequate information communication; enhance trainings and introduction of professional personnel to build a production team with competitive advantages according to a good operation model with optimized design.

2.Careful Analysis of Market for Seeking Competition Strategy of Coal Terminal

YPG Huizhou Coal Terminal is located in Daya Bay of Huizhou, and it is close to eastern regions such as Heyuan, Meizhou and Jiangxi Province. There are many large thermal power plants located in these regions. Since there are increasingly severe environmental problems currently as well as the serious shortage of coal transportation from Northern China, this determined the coal terminal should highlight the market competition strategy of intermodal transport and foreign coal trade advantages. With direct access to the economic hinterland along the Beijing-Kowloon Railway, the target market is Northeastern Guangdong and Southwestern Jiangxi.

HSEPA has already established strategic partnerships with Heyuan Power Plant and CNOOC Huizhou Refinery so that both will be loyal customers for this project. Furthermore, it is conducting market research and exploration, with the focus on expanding market development in Jiangxi, Northeastern Guangdong and other places.

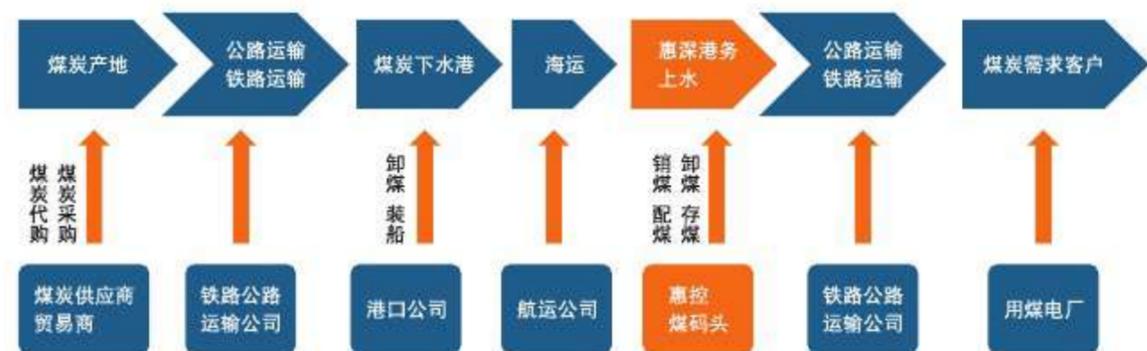
3.Develop Market to Achieve Coal Supply Chain Management

Just by satisfying the approach of traditional services (unloading, stacking, storage and loading) after completion of the terminal is not sufficient to support the development of the company. Thus, at the same time, there is a need to dig deeper to win market shares and retain customers, while achieve integrated operation through platform advantage so as to hold a major share in the market.

Yantian Port Holding hopes to promote the formation of Yantian Port coal supply chain through "industry + finance" development model, which means to consolidate and occupy more market shares through cultivating integrated coal terminal operations, the whole process of supply chain services, coal finance business as well as utilizing company's branding advantage, platform advantage and financial advantage.

(i)What is Coal Supply Chain Management

To put it simple, it means to provide customers with standardized products and customized solutions, and to create a one-stop, whole-process and high value-added third-party management activities through coal procurement (purchasing), coal processing (coal blending), coal storage, coal logistics services and coal information services between coal production companies and end-user demand. It eventually become coal supply chain management service provider of



（二）目前可提供的增值服务（供应链服务）

1、配煤：根据客户的需求和实际情况，利用煤炭堆存场地及相关运输环节设施，将不同煤质的煤炭按客户所需的煤质特性依照适当比例进行综合混配，从而实现为具有配煤需求的客户提供个性化服务方案，从而提高惠深港务作为煤炭码头经营主体公司的综合竞争力。

2、煤炭代购：以惠深投控为主体，借助惠深投控股深圳能源集团煤炭采购业务资源优势，运用煤炭码头现有资源（包括泊位接卸、堆场储存、海铁联运等资源），实时掌握煤炭卖方市场动态，为具有煤炭采购（代购）需求的客户出售煤炭采购第三方服务。

（三）打造煤炭供应链的方式

1、提供增值服务，引进煤炭合作商，打造煤炭仓储中心、销售中心。

以煤炭码头现有业务为出发点，为煤炭码头既有客户提供配煤、煤炭代购等增值服务。同时，与大型煤炭供应商、贸易商或物流商进行商务洽谈，引进并与其展开全面合作，为其提供煤炭仓储用地，以便其在煤炭码头驻点销售标准化或个性化煤炭产品，最终达到打造煤炭码头成为煤炭仓储中心、销售中心的目标。

2、打造煤炭销售平台

煤炭码头在逐步扩大煤炭码头储煤、销煤规模的同时，打造煤炭销售平台，为上下游企业提供煤炭交易信息及指引，稳固煤炭供应链流转。

the whole process of coal circulation and achieves gradual increase of value from the pit to the furnace to realize new profit growth.

Specifically, the following flow chart will show how coal terminal and coal supply chain management service provider involved in each sector:

(ii) Current Value-added Services Available (Supply Chain Services)

(1) Coal Blending: Integration and mixing of coal with different characteristics in appropriate proportions based on customers' needs through the use of coal stockpiling venues and related transport links facilities so as to provide our customers with personalized solutions and improve overall competitiveness of coal terminal operation major company - HSEPA.

(2) Coal Purchasing: With HSEIH as the main body, the coal procurement resource advantages of Shenzhen Energy Group and the current resources of coal terminal (including loading and unloading berth, storage yard, intermodal transport and other resources), we can have the coal seller's market information in real-time and provide third-party services to customers with needs of coal procurement (purchasing).

(iii). Create coal supply chain

(1) Provide added value and attract coal cooperative partner to nurture the coal storage and sales center

Other than the current services of coal terminal, valued-added services as coal blending and purchasing should also be provided. Besides, we should cooperate more with main coal suppliers, merchandisers and logistic enterprises. By providing coal warehouse for firms to sale standardized or specific coal produces, we can finally reach our goal of building coal storage and sales center.

3、统筹协调煤炭供应全过程运输

利用煤炭码头规模及平台优势，发展成为煤炭全过程供应链管理服务商，即以盐田港惠州煤炭码头为煤炭上水节点，稳定、高效的统筹协调煤炭采购（代购）、煤炭加工（配煤）、煤炭运输（海运、陆运）等煤炭生产与消费的各个环节。

4、直接参与供应链生产，打造盐田港一体化煤炭供应链

探索煤炭供应链生产新模式，或对煤炭生产消费的各个核心环节运营商（如煤炭生产企业、煤炭下水港、航运公司、铁路、公路运输单位等）进行资产收购或股权投资，打造盐田港一体化煤炭供应链，最终达到能为客户提供一站式服务的目的地，使煤炭码头具有“门到门”定点服务的功能，从而赢得最大化的市场份额。

四、充分整合资源，探索供应链金融业务

在公司煤炭供应链业务做精做细、稳步发展的前提下，引进金融机构并与之合资成立公司，与供应链上下游企业确定稳固的战略合作关系，逐步探索推进供应链金融业务，为公司主业提供有力的补充和支撑，也为公司培育战略性新兴产业，以创造新的利润增长点。

（一）煤炭供应链金融的概念与模式

简单来说，煤炭供应链金融就是对供应链中的单个企业或上下游多个企业提供全面金融服务，以促进煤炭供应链核心企业及上下游配套企业“产—供—销”链条的稳固和流畅，构筑金融机构、企业和商品供应链互利共存、持续发展、良性互动的产业生态。

煤炭供应链金融模式：

1、上游企业融资模式（应收账款保理融资）

应收账款融资是指上游企业以自己的应收账款转让给金融机构并申请贷款，银行的贷款额一般为应收账款面值的50%-90%，上游企业将应收账款转让给银行后，应向买方（下游企业）发出转让通知，并要求其付款至融资银行。

2、下游企业融资模式（预付款保理融资）

预付款保理融资业务是金融机构以控制供应链下游企业

(2) Create coal sales platform

Other than enlarging the scale of coal storage and sales, coal terminal should build sales center to provide information and instruction, hence ensuring the smooth operation of coal supply chain.

(3). Coordinate the overall transportation of coal supply

By taking advantage of the scale and platform of the coal terminal, we should provide overall coal supply chain management service. Having YPG Huizhou Coal Terminal as the key node of transportation, we can coordinate coal purchasing, processing (blending), transport (both sea and land transport) efficiently and effectively.

(4) Take part in supply chain production and urge YT port coal supply integration.

We should explore the new supply chain production pattern by assert acquisition equity investment in core operator as coal production, coal lancing port, airline, railway and highway companies, build coal integrative supply chain. And finally provide one-step service and provide door-to-door service in order to gain more market share.

(iiii). Explore supply chain financing business by resource integration

With the well-developed coal supply chain business, financing institution should be brought in. By forming joint venture, we can build stable strategic cooperative partnership with upstream and downstream firms. The exploration of supply chain financing will be a strong support for the port's main business, and will nurture emerging industry and create new profit-added business.

(1). Concept and pattern of supply chain financing

Basically, supply chain financing is providing financing services for one or more up-stream and down-stream firms in supply chain, in order to forge a smooth coal supply chain "production-supply-sale". Finally, a harmonious environment for financing institution, firms and product supplier should be cultivated.

Coal Supply Chain Pattern

1) Up-stream firm financing pattern (account receivable factoring financing)

This means up-stream firms transfer their account receivable to financing institution and apply for loan. Loan amount of the bank should be 50%-90% of account receivable. After transferring account receivable to the bank, firms should give buyers transfer notice and require payment to financing bank.

2) Down-stream firm financing (advance payment factoring financing)

This pattern enables financial institution to control the drawn right of supply chain down-stream firm. Financing institution provide money for down-stream firms so that they can pay up-stream firms back. The

向上游企业购买的煤炭的提货权为手段，向下游企业提供融资，用于支付上游企业的货款。金融机构向下游企业收取的预付款融资业务保证金一般不低于货权价值30%。

3、动产质押融资模式

是指上下游企业将动产（煤炭）存放在金融机构指定或认可的仓库作为质押物，质押物在金融机构监控下流动，据此向金融机构申请贷款的融资方式。

（二）探索实施供应链金融的意义

1、对煤炭供应商——可盘活应收账款，加速资金回笼，提高资金周转速度，整体增加煤炭供应商的销售能力，获得更多预付款。

2、对煤炭消费客户——获得充足的预付款资金采购煤炭，增加采购量，稳定业务，优化现金流，并获得更优惠的贸易条件。

3、对惠控和金融机构——为金融机构提供了一个稳定地高端客户切入点，通过面向煤炭供应链系统成员的一揽子解决方案，将核心企业“绑定”在同一金融机构，从而提高其利润水平。

（三）供应链金融初步设计内容

盐田港惠州煤炭码头将利用规模及平台优势引进金融机构，并与其合资成立公司，为煤炭供应链上下游企业提供收款保理融资、预付款保理融资、或动产质押融资等业务，从而实现煤炭供应链金融的战略布局，新增利润增长点，促进煤炭整体供应链的健康成长。设计如下：

1、引入金融机构，提供金融服务

煤炭码头具有一定储煤、销煤规模后，引进金融机构，并以煤炭码头作为供应链重要节点为信用，以提供货物质押监管场地为手段，促进金融机构向供应链上下游企业提供金融服务，改善供应链现金流。

2、与金融机构成立合资公司，提供供应链金融服务

与金融机构强强联手，成立合资公司，向供应链各核心企业提供包括但不限于收款保理融资、预付款保理融资、动产质押融资等业务。保障、促进煤炭供应链核心企业的发展，同时也促进煤炭产业链整体的健康成长。在不破坏煤炭供应产业链的基础上，实现业务增长的可持续性发展。

cash deposit should be no lower than 30% of product value.

3) Movable property pledge financing pattern

UP- and down- stream firms use coal stored in warehouse appointed or recognized by financing institution as pledge, which flows under monitor if financing institution. Up- and down- stream firms can apply for loans based on these pledges.

(2). Benefit of exploring supply chain financing

1) for coal supplier: Vitalize account receivable, speed up cash turnover and promote selling speed to get more advance payment.

2) for coal merchandiser: get enough advance payment to buy coal, raise buying amount to promote stable business and optimize cash flow and get favorable terms of trade.

3) for HSEI and financing institution: enable financing institution to approach high-end customers. By providing package solution for members of supply chain system, core firms are bonded to one financing institution, which will increase profit.

(3). Preliminary design for supply chain financing

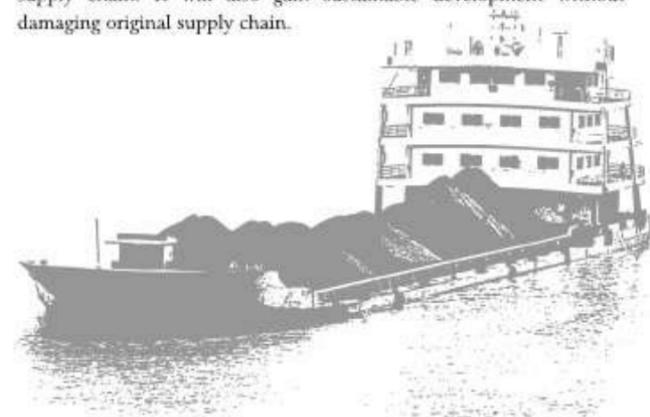
YPG Huizhou Coal Terminal will utilize its scale and platform advantage to import financing institution and by forming joint venture, providing the financing services mentioned above for up- and down-stream firms. It will cultivate strategic layout of coal supply chain financing and profit-added point and therefore contribute to healthy development of coal supply chain integration.

1) Import financing institution to provide financing services

When the coal terminal grows into scale in storage and sales and use coal terminal as main node as credit, by providing goods pledge and monitoring, the import of financing institution will urge them to provide financing services to up- and down-stream firms, improving supply chain cash flow.

2) Set up joint venture with financing institution to provide services

Forming joint venture will provide the above mentioned financing services to core firms, and contribute to healthy development of supply chain. It will also gain sustainable development without damaging original supply chain.



打造盐田港物流平台 启动物流发展新引擎

CREATE YANTIAN PORT LOGISTICS PLATFORM & START THE NEW LOGISTICS DEVELOPMENT ENGINE

文/盐田港集团业务发展研讨会第五小组(召集人:左勇权)

By 5th Team of Yantian Port Business Development Seminar(convener:Zuo Yongquan)



在今年4月召开的集团业务发展研讨会上,围绕着集团公司所提出“依托云计算、大数据、移动互联进行资源整合,实现物流、信息流、资金流的“三流”融合,实现由传统港口物流企业向综合供应链服务商升级转型”的工作思路,第五小组对集团物流板块未来发展方向、以及在新的战略时期,物流的发展模式进行了充分探讨。“整合集团物流资源,构建大物流的框架”,“依托现代物流中心为基地,组建大数据形式下的物流平台”,抓住保税物流园区升级为综保区的发展机遇,实施“前海和西进”策略,成为会议讨论形成的共识。这是对集团“主业突破、强强联合、双轮驱动、纵横整合”方针继续贯彻,也是推动集团物流板块转型升级的重要举措。

一 盐田港片区行业现状和资源分布

据不完全统计,截止至2013年12月,盐田港片区物流行业的资源状况包括:

保税库: 现盐田港保税物流园区已投入运营的仓库建筑面积有近80万M²,在建的仓库建筑面积有6万M²,待建的仓库建筑面积有34万M²;

监管库: 在港区后方有近45万M²监管仓已投入运营,是全国港口后方拥有出口监管仓数量最多的地区之一;

普通库: 港区后方约8万M²的普通干货仓正在运营;

集装箱堆场: 港区后方的集装箱堆场面积近74万M²;

车辆资源: 港区后方企业拥有约12000台各类车辆,为不同的物流企业提供服务;

物流企业及从业人员: 物流企业共有1033家,从业人员约有3.17万余人;

The Discussion Group 5 at Yantian Port Development Seminar Conference held in April this year probed deeply into the future logistic development trend and mode of the Port in the new period of strategy, around the work principles proposed by the Port Group, which include "depending on the resource integration of cloud computing, big data and mobile internet; realizing the three flow integration of logistics, information and capital; actualizing the upgrading and transformation from a traditional port logistics enterprise into a general supply chain service provider". The issues such as "the integration of logistics resources to construct the framework of big logistics", "the formation of the logistics platform with big data relying on modern logistics center as the base", and "the implementation of the westward-to-Qianhai development strategy" by taking the development opportunities for the bonded logistics park to upgrade itself to a general bonded area" became discussion points at the conference. This not only continues to carry out the Group's policy, namely "Breakthrough of Main Business, Win-win Partnership, Two Wheel Drive, and Vertical and Horizontal Integration", but also is an important measure to promote the transformation and upgrading of the Group's logistics.

1. Present Industry Situation and Resource Distribution of Yantian Port Area

According to incomplete statistics by December 2013, the logistics industry resources of Yantian Port area include the following:

the bonded warehouse, of which an area of nearly 800,000 m² has been put into operation, an area of 60,000m² is being constructed and an area of 340,000m² is to be constructed in Yantian Port Bonded Logistics Park;

the supervised warehouse, of which an area of nearly 450,000m² has been put into operation, and the back storage yard is one of the largest of the export supervised warehouses in China;

the general dry cargo warehouse, of which an area of about 80,000m² is operating at the back storage yard;

the container yard, which occupies an area of nearly 740,000m² at the back storage yard;

the vehicle resources, which are contributed by about 12,000 vehicles

服务内容：供应链管理、配送管理、贸易代理服务、商品增值服务、运输服务等；

服务对象：现有物流企业的服务对象主要为制造商、国际货代公司、海运服务商、贸易零售商。

简单的数据罗列，直白地反应出后方物流业态状况。业务模式类同、客户资源类同、产品类别类同，同质化已经成为区域市场的最大短板。与整个行业投入产出不相匹配的，大量集中的仓储设施、庞大的从业人群，不但反映出港区后方物流资源配置利用率偏低，行业门槛偏低的不足，也反映出整个后方物流过多依赖港口集装箱的进出口，处于整个港口物流的下端。同时，在集团体系内部也存在协同和互补的不足，形成合力不够。

of various kinds at the back storage yard to provide services for different logistics enterprises;

the logistics enterprises and their staff, as for which there are 1,033 enterprises with more than 31,700 employees;

the service contents, which are of the supply chain management, distribution management, trade agency services, value-added services, transportation services etc.;

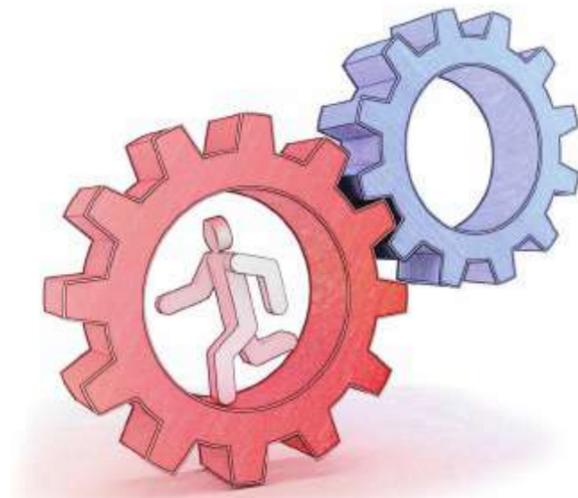
and the service objects, which mainly are manufacturers, international freight forwarders, shipping services, and trade retailers.

The simple data display clearly reflects the back yard logistics industry conditions. The business model, the customer resources and the product categories are all the same so that the homogeneity has become the largest defect of the regional market. The mismatch between inputs and outputs of the entire industry, the large concentrations of storage facilities, and the large number of employees reflect that not only the back yard logistics resource allocation efficiency is low and the industry access is low, but also the whole back yard logistics depend so much on the port container import and export that it lies at the very bottom. At the same time, synergistic and complementary deficiencies are found in the internal system of the Port, so the resultant force can not be formed.

2. Create a New Logistics Platform of the Group by Taking the Integration of Resources as a Starting Point

At present, the Group is able to directly control its own logistics facilities of about 645,000 square meters (Yantian Port back yard area), in which are involved the bonded or supervised warehouses, ordinary warehouses, container yards and others. After many years of practice, a number of rich experienced and capable teams in logistics operation and market development have been formed, their business range covers many aspects of supply chain management, and their operation and clearance ability is more outstanding especially in the special customs supervised area. At the meantime, the homogeneity problem still exists among its branch enterprises though each of them is relatively independent. They do not involve themselves deeply or directly into the operation and management of some projects in which they have made some investments, and therefore, their collected efficiency of business diversity, clear chains, mutually complementary performance and support has not been formed.

In the first place, the integration of resources in the Port as the starting point is to build a new platform, it is inevitable for Yantian to integrate a number of high-quality assets and give full play to their advantages so as to implement the three flow integration of logistics, information and capital and to promote the transition from the traditional port logistics enterprise to the general logistics service providers. Based on the rational logistics resources integration of the Group's assets, the businesses and other aspects, the relationship



心，配置延伸物流服务，构建企业分工合理、定位职能明确、协作配合有效的物流产业链；同时依托集团港口业的发展，向其他港口地区延伸，形成功能齐备、分布合理的产业布局。

对于未来的物流板块的资源整合，建议由集团统筹成立物流资源整合班底，统筹规划，分步实施，阶段推进，以最合理的整合成本、最短的时间，实现最大化的整合效能。第一阶段可以率先业务层面的整合着手，即将集团内所有物流业务整合至物流公司，减少集团内部同质化竞争，实现协同效应，提升资源利用效率。后续阶段为资产层面的整合，通过划转、注入、置换等方式，将集团物流资产注入物流公司，丰富物流公司的服务内容，提升物流公司的体量。

三 以上市为目的，推动物流板块股权多元化

从集团未来定位延伸至物流公司的发展定位，物流板块需要考虑资产整合后的发展方向。通过引入有实力的行业领先者和社会资本，实施物流板块股权多元化，促进我们进一

between the logistics enterprises will be straightened out, the logistics competitiveness will be improved, the regulation of environmental advantages will be created and the business scale and brand effect of port logistics will be greatly increased.

The resource integration aims to set up the group's "big logistics" industry, and through the integration, the assets relationship will be straightened out, a development platform will be created, the overall coordination and management will be implemented, the comprehensive logistics industry competition will be increased, and the transformation and upgrading will be sped up. It is necessary not only to consider the development of the Group's logistics industry at sight but also to lay a good foundation for constructing the logistics industry chain after sight. According to the principle of "doing some things and leaving some things undone", the storage and distribution is taken as the core business, the extensive logistics service is configured, and the logistics industry chain is built with reasonable division of labor, clearly positioned functions and effective cooperation; at the same time relying on the Group's port industry development, its logistics will extend to other ports in the region to form an industrial layout with complete functions and reasonable distribution.

For the future logistics resources integration, it is proposed that the Group head up the overall plan and set up the logistics resources integration team to implement it step-by-step and advance it by stages in order to realize the maximized integration efficiency at the most reasonable cost in the shortest time. At the first stage, the business integration could be made first, or all the logistics businesses could be integrated into a logistics company so as to reduce homogeneity competition within the Group, achieve synergy effects and improve resource utilization efficiency. At the subsequent stages, the asset integration is then made and the Group's logistics assets could be injected into the logistics company by means of transfer, injection or replacement in order to enrich the content of services and enlarge the logistics company.

3. Promote the Diversity of Equities in Logistics Companies for the Purpose of Being Listed

From the Group's future development orientation, it is necessary to consider the future development orientation of the logistics after the assets integration. Through the introduction of strong industry leaders and social capital, we may implement diversity of equities in the logistics and make ourselves further improve and enhance the internal operation mechanism, better the management structure, establish an effective moving mechanism, achieve a stronger market competitive power towards marketization and internationalization so as to rebuild a listing corporation in the Group if the conditions are in place and promote the common development of state-owned capital and social capital at the same time of the accumulation and development of social capital development.

二 以资源整合为起点，打造集团物流新平台

目前，集团系统内具备直接控制能力的自有物流设施建筑面积约64.5万平米（盐田港后方区域），涉及保税监管仓、普通仓、集装箱堆场等。历经多年历练，形成了多个具备丰富物流运作经验和市场开拓能力的业务团队，业态种类涵盖供应链管理的多个环节，特别是在海关特殊监管区的运营和通关能力较为突出。而于此同时，旗下各个子板块的业务均较为独立，同样存在业务同质化的问题，部分投资参股项目的直接运营管理介入不深，因此尚未能形成业务多元、链条清晰、互补支撑的集合效能。

首先以系统内的资源整合为起点打造物流新平台，通过集合一批优质资产，发挥优势，是盐田港实施“三流融合”，推动从传统港口物流企业向综合物流服务商转变的必然之举。通过对集团物流资源在资产、业务等层面实施合理整合，理顺各物流企业的相互关系，提高物流竞争力，实现对规划环境优势的创造和增强，全面提升港口物流的经营规模和品牌效应。

资源整合的目的是构建集团的“大物流”产业，通过整合，理顺资产关系，搭建发展平台，统筹协调管理，提高综合物流业的竞争能力，加快转型升级。既要考虑近期集团物流业的发展，更要为远期物流产业链的构建打下良好基础。按照“有所为，有所不为”的原则，以仓储配送业务为核

步完善和提升内部运行机制，着力完善自己的治理结构，建立有效的运行机制，更好地实现市场竞争，更好地走向市场化、国际化，条件成熟可以在集团内再造一家上市公司，在积累社会资本发展自己的同时，带动国有资本与社会资本的共同发展。

能源物流公司股权关系清晰简单，资产规模适中，因此物流板块的股权多元化试点可以考虑以能源物流公司为样本。在战略投资者的引入上，可以选择类似怡亚通、腾邦国际等上市公司，或深国际、招商物流等知名企业及相关的产业基金。集团未来将更完善在物流板块上以资本为纽带的投资与被投资的关系，通过更加市场化的措施和管理手段，进一步提升集团物流产业的竞争力，在试点单位的股权分配比例上，集团应继续保持控股地位，并在引入战略投资者的同时赋予经营者一定的激励股权。未来物流板块将实施围绕战略，加大集团外物流资产或物流项目的投资和参与力度，如曹妃甸、黄石棋盘洲、惠州控股等物流项目，福保、盐田综保区产业转型升级的物流资产项目等等。

四 以市场化为手段，积极探索薪酬激励体系改革

现代的薪酬制度体系应适应和促进企业在知识经济和全球经济全球化时代的发展需要。健全的薪酬制度体系能使企业拥有高素质的员工团队，成为企业决胜市场的关键。物流行业是一个完全竞争性行业，现有的薪酬激励机制与业务人员的业绩贡献和责任不相匹配，激励和约束机制不完善的问题普遍存在；后续的人才相关的配套措施不到位，包括企业内部的人力资源机制也没有转变。

集团物流板块在构建发展新平台，推进股权多元化的同时，将继续深化企业内部三项制度改革，建立企业长效激励和约束机制，强化企业经营责任追究，探索薪酬激励体系改革。建议仍然以能源物流为试点，在能源已经实施的相对市场化程度较高的薪酬体系上，进一步深化薪酬体系的激励和约束效用。对于业务骨干可以用略高于市场分位值的薪酬水平，吸引优秀人才，保持企业持续发展。通过年薪制、股权激励制、业务提成制等多种激励办法，激励经营管理团队，开拓进取，为企业创造更大价值。

The equity relationship of the energy logistics company is clear and simple, and its assets are moderate in scale. Therefore, it is appropriate to take it as an example in the equity diversity. In the introduction of strategic investors, the well-known enterprises such as Eternal Asia, Shenzhen International Holdings and China Merchants Logistics as well as related industrial fund companies are the best choices. In future, the Group will perfect the relationship between investors and investees closely connected by capital in logistics, and will further improve the logistics industrial competitiveness by means of management and more market based measures. In the equity allocation proportion of the pilot company, the Group should continue to maintain the holding position and gives the operator some incentive stocks in the introduction of strategic investors. In the future, the Group's logistics will, around its strategy, increase the project investment and involvement in logistics such as in Caofeidian, Huangshi-Qioanzhou and Huizhou projects, and in the logistics assets such as in the transformation and upgrading of Futian Bonded Area, Yantian General Bonded Area etc..

4. Actively Explore Reform of Incentive Salary System by Means of marketization

The modern salary system should adapt to and promote the needs of enterprises to develop in the era of knowledge economy and economic globalization. The sound salary system can make enterprises employ high-quality staff, which becomes the key to winning the market. Logistics industry is a fully competitive industry, but the existing compensation incentive mechanism does not match with the business personnel performance contribution and responsibility, and the imperfect incentive and constraint mechanism can be found anywhere; in addition, the follow-up measures related to human resources are not in place, and the enterprise internal human resources mechanism does not change.

At the same time of the Group's building the new platform and promoting the diversity of equities in its logistics, we shall continue to deepen the internal reform of the three systems, establish a long-term incentive and restraint mechanism, strengthen the management responsibility and explore the incentive salary system reform. It is recommended that we take the energy logistics as the pilot to further deepen the salary system of the incentive and restraint effectiveness on the basis of the implementation of higher market-oriented compensation system in energy. The business backbones can be paid higher than the market in order to attract the talented and maintain the sustainable development. Through the annual salary system, the stock incentive system, the business commission system and other incentives, the management will be greatly inspired to forge ahead and create greater values for the enterprise.

5. Strive to Obtain the Extra Dividend from Preferential Policies Given to the General Bonded Area as Soon as Possible

五 争取早日落实综保区的政策红利

盐田港综合保税区成功获批，封网在即。综合保税区的设立，为推动盐田港保税物流区和集团物流产业升级提供了有利契机。集团物流板块将积极参与配合未来综合保税区的政策调研工作。期望在集团的协助下，尽可能多为综保区争取、落实监管方式的正面清单，分享由此而带来的红利。

未来，在集团的统一领导和部署下，我们将以对集团内物流资产整合为物流业务模式转变的第一步，同时加快探索以股权结构调整为通道的资本市场融合，并尽快推行市场接轨的薪酬改革和激励机制试点，争取综保区政策落地的红利分配。使集团的物流板块创品牌、聚规模、出效益，持续发展。同时，持续强化物流方案设计与实际作业能力，品牌客户的沉淀和链接能力，软件服务平台建设能力，打造盐田港物流服务新平台，启动物流发展新引擎。

The Approval and establishment of Yantian Port General Bonded Area provides Yantian Port Bonded Logistics Area and the Group's logistics industry with a favorable opportunity to promote the upgrading. The Group's logistics will actively participate in the policy research coordination of the future general bonded area. It expects that it will try its best to help get favorable supervision policies as much as possible and so can enjoy dividends brought about by them under the assistance of the Group.

In the future, under the unified leadership and arrangement of the Group, we shall take the first step to integrate the Group's logistics assets into a logistics business mode, at the same time to speed up the quest for capital market integration in the way of adjusting the ownership structure, to carry out the pilot reform of the salary and incentive mechanism to keep up with the market as soon as possible, and to strive to obtain the extra dividend from the preferential policies given to the General Bonded Area. The Group's logistics brand will be created with its scale enlarged, its benefits brought about and its development sustained. At the same time, we shall continue to strengthen the logistics conceptual design and the practical operation, improve its customers brand precipitation and link capacity and increase the software service construction ability in order to build a new logistics service platform of Yantian Port and start a new logistics development engine.



激情、活力、阳光、快乐

“2014深圳·滨海炫跑赛”炫彩启航

文/万鸿涛 图/周健强 姚世欣 陈慰仲

蔚蓝的天空、碧绿的海浪、绚丽的色彩、激情的人群……在深圳大铲湾畔构成了一幅美丽的画卷。6月7日上午，“2014深圳·滨海炫跑赛”正式拉开帷幕。随着特区建发集团、盐田港集团党委书记、董事长李冰宣布：“‘2014深圳·滨海炫跑赛’炫彩启航”，近千名运动员在骑行车队的带领下，沿着彩虹铺就的跑道炫丽开跑。

此项活动由深圳市盐田港集团有限公司主办，深圳市大铲湾港口投资发展有限公司承办，得到了深圳市文体旅游局、宝安区人民政府的大力支持。开跑仪式由盐田港集团党委副书记、纪委书记陈德云主持。深圳特区建发集团、深业集团、机场集团、盐田港集团、大铲湾口岸单位、金融系统、盐田港集团各参控股企业，以及大铲湾港区合作企业的35家单位组队参与了活动。炫跑联队队员在李冰董事长领跑下，以37分16秒的速度完成了含七个关卡在内的7.38公里的全部赛程，是首个跑完赛程的企业联队。

滨海炫跑赛是一项以激情、活力、阳光、快乐为元素打造的非商业性、非竞技性群众体育活动，旨在倡导“活力跑、健康跑、时尚跑、快乐跑”的生活理念。盐田港集团童亚明总裁在致辞中表示，年初的市委全会首次明确提出“发展湾区经济，以新的经济形态，促进经济全面提质增效升级”。作为深圳港的主力，东部盐田港与西部大铲湾港既是湾区经济的交通动脉，同时又具有滨海城市的特质。希望通过举办“深圳滨海炫跑赛”这项极具深圳特色的群众性体育赛事，将城市、港口与人完美结合，在展示深圳美丽的滨海风光同时，展现深圳湾区发展的激情与活力，传递深圳人健康、积极的工作态度和生活方式。

“深圳·滨海炫跑赛”赛道设于大铲湾港区内，全程约7.38公里，单车骑行方阵为炫跑队员领航。活动以彩虹的“红橙黄绿青蓝紫”七种色彩为主元素设置不同关卡，每个关卡以一种彩虹色为主色调设置不同的任务，有炫步起航、

快乐转身、太空跃跑、跨越彩虹、炫跳迷格、时光穿越、炫彩视印等。

经过一个多小时的激情奔跑，参赛选手陆续抵达终点，一场魅力四射的狂欢正在上演。飞扬乐队唱起了激情澎湃的歌曲，街舞团现场进行斗舞表演，阳光DJ带领大家组成炫彩列车在人群中穿梭，来自西乡街道和赤湾社区的老年艺术团也为狂欢人群献上了精彩的歌舞表演。整个会场充满了欢乐、自由、活力的氛围，人们尽情地挥洒汗水，享受着快乐时光。

大赛组委会按照本次活动主要元素——彩虹的“红橙黄绿青蓝紫”，设定了“气势如虹奖”、“众志成城奖”、“灿烂辉煌奖”、“动感韵律奖”、“青春活力奖”、“契若金兰奖”以及“炫彩英姿奖”。各参赛代表队凭借在活动中所表现出的特点，以及队伍特色等分别获得不同奖项。







机遇与挑战

——移动互联网对大铲湾港区转型发展的影响探析

文·刘超洋

【前言】

随着计算机信息技术快速演变与互联网1.0向2.0、3.0不断纵深，全球商业活动正发生着巨大的变革：经济竞争加剧，传统的经济模式向数字经济转变，新型产业崛起等。这种网络和经济全球化的急速发展衍生了电子商务新经济，并以迅雷不及掩耳之势在全球范围内掀起了电子商务的热潮，随之，我们的生活也在悄然发生着变化。

一 概念介绍

1.1 电子商务定义

电子商务即以互联网或移动互联网为平台，运用电子和电子技术手段，买卖双方突破时间和空间的限制进行各种商贸活动，实现商务和金融等综合服务活动的一种新型商业运营模式。



图1 电子商务运营模式示意图

1.2 电子商务特点

电子商务具有高效性、低成本、方便性、互动性等特点。

(1) 突破了时间和空间的限制，将传统的商务流程电子化、数字化，从而大大提高了效率。

(2) 以电子流代替了实物流，减少了大量人力、物力、财力，降低了成本。

(3) 破除了时空的壁垒，提供了丰富的信息资源，为各种社会经济要素的重新组合提供了更多的可能，带来了便捷。

(4) 商家之间可以利用互联网直接进行交流，谈判，签合同，消费者也可以向企业或网站反馈建议，企业或者商家根据反馈及时调查产品种类及服务品质，可以做到良性互动。

1.3 电子商务分类

电子商务活动中的主体包括企业 (Business, B)、消费者 (Consumer, C) 和政府 (Government, G)，各个主体按照不同的矩阵交互关系，形成各种不同的电子商务类型。包括企业与消费者之间的电子商务 (Business to Customer, 即 B2C)、企业与企业之间的电子商务 (Business to Business, 即 B2B)、消费者与消费者之间的电子商务 (Consumer to Consumer 即 C2C) 等9种类型。相互交互关系见下表所示。

	企业 (B)	消费者 (C)	政府 (G)
企业 (B)	B to B	B to C	B to G
消费者 (C)	C to B	C to C	C to G
政府 (G)	G to B	G to C	G to G

表1 电子商务活动主体交换关系表

另外，近期出现一种线下商务与互联网之间的电子商务 (Online To Offline即 O2O)，将线下实体店与互联网相结合，让互联网成为线下实体店交易的前台或线下实体店成为互联网交易前的体验。O2O可以认为是B2C的一种特殊形式。

二 我国电子商务及电商平台的发展

我国电子商务发展迅速，应用不断普及，对促进经济转型升级的作用已经凸显。2012年，我国电子商务交易总额达8.06万亿元，同比增长37.1%；2013年，交易总额达9.9万亿元，同比增长21.3%。根据艾瑞咨询的预测，未来几年我国电

子商务交易额将持续增长，2017年电子商务市场规模或将达21.6万亿元。

艾瑞咨询统计数据还显示，2013年我国电子商务市场细分行业结构中，中小企业B2B电子商务占比51.7%，规模以上B2B占26.2%，B2B电子商务合计占77.9%；网络购物交易 (B2C) 规模市场份额达到18.6%；在线旅游交易规模占比为2.3%，O2O占比1.2%。

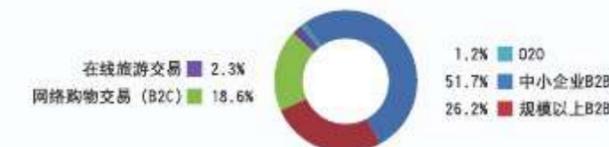


图2 2013年我国电子商务市场行业结构图

从图中可看出，中小企业B2B目前是我国电子商务交易规模最大的领域，2012年中小企业电子商务交易额为4.21万亿元，2013年则达到5.12万亿元，同比增长21.6%。网络购物交易 (B2C) 也是一个急速增长的领域，2012年B2C交易规模为1.32万亿元，2013年则达1.84万亿元，同比增长39.4%。

中小企业B2B和B2C开展电子商务活动的主要途径是通过电子商务平台。我国发展迅速、规模较大的电商平台包括B2B的阿里巴巴；B2C的天猫、京东、苏宁易购、腾讯电商、亚马逊中国等；C2C的淘宝网。这些电商平台交易量占据了我国大部分B2B和B2C的交易量。就B2C来说，根据《2013年度中国网络零售市场数据监测报告》重点调研与监测的电商企业中，截至2013年12月，排名第一的是天猫商城，市场份额占50.1%；京东名列第二，占据22.4%；位于第三位的是苏宁易购为4.9%，后续4~10位排名依次为：腾讯电商 (3.1%)、亚马逊中国 (2.7%)、1号店 (2.6%)、唯品会 (2.3%)、当当网 (1.4%)、国美在线 (0.4%)、凡客诚品 (0.2%)。

三 移动互联网对相关业态的影响

在互联网PC时代，人们需要找各种机会上网获取信息；到了移动互联网时代，人们已经可以随时随地在线，任何环节的信息交流均被加速，移动互联网深刻改变了人们的社会生活。

正是基于移动互联网的发展，电子商务才有了腾飞的翅膀。但是移动互联网的影响绝不仅局限于催生新产业的兴起，对传统产业的催化和改变也具有强大的力量。

3.1 对房地产业的影响

万科作为我国房地产行业的标杆，其言行可谓是地产界的风向标。面对地产行业的深度调整和变革之际，万科迈出了未来的步伐。2013年10月，万科集团总裁郁亮带领万科集团执行副总裁周卫军、万科集团副总裁兼物业事业部执行官朱保全等高管，奔赴阿里巴巴总部交流学习；2013年12月，郁亮率领一支由200人组成的团队来到腾讯总部取经；2014年1月，郁亮继续率领60多位中高层管理人员到海尔学习互联网思维；2014年2月，郁亮又带领90位公司高管到小米公司。从万科集团高层密集造访优秀的移动和互联网企业可看出，传统的房地产行业已经意识到危机感，需要借助移动互联网改造商业模式，实现更长远的战略发展。

移动互联网的极速发展催生万科集团对自身重新定位：从房地产开发商转型为城市配套服务商，万科目前已经开始涉足金融领域，2013年10月参股徽商银行，目的是为了更好地了解客户在金融服务方面的需求，提升自身在全面居住服务方面的竞争力；下一步或许与苏宁、阿里巴巴、菜鸟网络等的商业模式如出一辙，欲逐步打通产业链上下游全线，利用万科充沛的金融资源为供应商和客户及配套服务。

显然，在移动互联网的催化下，钢筋混凝土的房地产模式即将逝去，基于房子的智能家居、城市配套等全产业链的服务将成为下一个房地产行业的伟大时代。

3.2 对传统零售业的影响

移动互联网的快速发展，对传统零售业也已形成了较大的冲击，集中表现在对市场规模的逐渐侵蚀、对中高端客户的逐渐分流及对相应产品客户的不断争夺等。为了挽留客户，继续保持并扩张市场份额，零售商不得不进入电商领域，寻求应对的发展机遇。

万达集团作为我国零售巨头，在吃完多年商业地产增长红利后，面对地产泡沫挤压、零售实体大量客群流失，感受到了危机四伏。万达总经理王健林曾于2014年1月强调每一位员工都必须具有电商意识，万达电商只许成功，不许失败，可见万达集团对移动互联网和电子商务的重视。

到2014年10月，万达集团将建成第100家万达广场；2015年，万达会有140个万达广场，若平均每个广场年人流量为1500万人次，则一年有超过20亿人次进入万达广场。而进入万达广场80%以上为35岁以下的年轻人，以20多岁的年龄段为主，这群人正是最容易被电商抢夺的客户群。因此，为争夺消费群体，万达依托自身庞大的线下连锁商业资源和可观的人流量与交易量优势，开始全面布局免费wifi，自推万汇APP网站平台，全面进军O2O领域，自我形成“实体商业+O2O工具”生态平台，向用户提供一种全流程的O2O体验。

万达运用传统零售业具有的休闲和娱乐功能形成了人流量，运用O2O体验消费模式把控和增强消费人群，转劣势为优势，为传统零售业适应时代潮流探索了道路。

3.3 对物流行业的影响

网络购物改变了消费者传统的消费模式，也带动了物流行业的高速发展。然而，我国目前物流行业产业化水平不高，行业发展与信息技术的融合程度不够，造成物流业整体信息化水平较低，产品同质化、运营成本不断上扬以及低端粗放的行业现象。

根据电子商务“十二五”规划：到2015年，我国网络零售交易额将突破3万亿元，占社会消费品零售总额的比例超过9%。移动电子商务交易额和用户数达到全球领先水平。大量的网购交易将产生巨量的物流需求。目前网购产生的快递业务量已经占快递业务总量的60%以上，现有的物流体系难以支撑未来快速增长的需求，物流服务越来越成为制约移动互联网和电子商务发展的瓶颈。

而电商化物流平台由于其社会化程度高，具备规模成长快，响应速度快，单位成本低，可视化和自动化水平高，可拓展增值空间大（供应链金融，担保等）以及用户体验好等一系列的优点，已成为互联网纵深发展时代物流行业发展的趋势。极具代表的有基于B2B电子商务的物流行业信息交互平台——物流网和基于B2C、C2C电子商务的中国智能骨干网。

物流网创造性的将物流企业数据、商贸资讯、产品网上推广和贸易融为一体，一方面依托互联网的媒介优势快速构建完善的营销体系，带动线下市场业务量的增长，另一方面挖掘更多的潜在商机，缓解线下市场激烈的竞争形势。中国智能骨干网则是建立一张能支撑日均300亿元网络零售额的智能骨干网络，将由8个核心城市节点、若干关键节点和多个城市的重要节点构成，覆盖全国范围，让中国任何一个地区都能做到24小时内送货必达。

这些举措可迅速提高物流行业效率，推动物流行业信息化和产业化发展，代表了移动互联网时代中国现代物流发展的方向。

四 移动互联网时代大铲湾港区的发展思路探析

4.1 大铲湾港区产业和资源现状

经过多年的转型发展，大铲湾港区从传统的仓储、加

工、配送、运输等物流服务逐渐加速向高端商贸物流服务转变。近几年港区按照“强强联合、高端引领”的思路，选择性地引进了以世界名车博览中心、中锦钢材交易中心、春谷园现代粮食交易中心等多个高端商贸物流项目，不仅初步形成了以展示、销售、信息服务为核心的商贸物流业态，也促成了港口物流与城市商业的过渡和衔接，符合大铲湾港城融合、产城一体的战略发展思路。

得天独厚的资源和区位优势为大铲湾港区的产业转型发展奠定了坚实基础。港区地处前海湾核心地带，规划陆域面积约10.28平方公里，岸线总长约11.6公里，目前已形成陆域约6.25平方公里，待填海面积约4平方公里。刘强东认为，B2C应在配送物流以及仓储领域投入重金，才能降低成本并提升运营效率，此乃最终取胜的关键，并提出没有10年时间和10亿元的资金，电子商务很难最终获得成功。而港区近10年来填海造地形成的土地资源多为物流仓储用地，地价低廉，实际上积淀了物流仓储的宝贵用地资源。此外，广阔的空间和岸线资源，海港、空港、陆地运输集结于此，亦是珠江口东西两岸连线的桥头堡，前海、宝安中心区的高端发展强势驱动，均为大铲湾产业快速转型融入湾区经济的大发展创造有利条件。

4.2 移动互联网下的大铲湾港区产业探索

临港配套产业是大铲湾港区的主营业务之一，以临港配套产业为依托可以形成大铲湾港区的核心竞争力。

临港配套产业中物流业是其核心组成部分，大铲湾公司应贯彻集团“主业突破、双轮驱动、强强联合、纵横整合”的发展战略，充分发挥良好的区位和资源优势，依托当前移动互联网和电子商务的广阔前景，高起点发展商品展示交易、信息服务、金融结算、电子商务以及大数据、云计算等现代物流业，聚集产业，积累经验，培养人才，逐步构建新一轮核心竞争力和可持续发展能力。虽然受到主业限制，电子商务和互联网金融产业人才缺乏，运营经验不足，高端产业发展依据缺失等挑战，但是港区的产业发展面临着前所未有的机遇。

目前，大铲湾公司已向现代商贸物流业的发展迈出了坚实步伐。大铲湾公司与菜鸟网络公司、深圳市农产品公司合作的项目已进入实质性推进阶段；世界名车博览中心与物流中心一、二期项目也已或即将成功带动先进产业入驻大铲湾。

与菜鸟网络合作为中国智能骨干网深圳核心节点项目，借助大铲湾港口优质的交通、空间资源和完善的物流运体系，项目既可为阿里巴巴及其他网络运营商提供电商平台、订单金融、数据处理、产品包装、仓储配送及其他增值服务，还可为今后发展国际电子商务提供进出口订单物流服务。大铲湾与菜鸟网络合作双方优势互补、资源共享，还可

撬动区域周边电商及物流产业的集聚，对上下游服务产业产生强大吸引力，促进整个现代物流产业链在港区的培育与发展。总体而言，中国智能骨干网项目的建设代表了现代物流业向标准化、智能化和信息化发展的重要方向，为现代综合物流企业整合成超强资源平台型企业提供了探索路径。

与深圳市农产品公司合作的项目为海洋渔业商贸综合体和国际食品城两个项目。海洋渔业商贸综合体项目依托大铲湾优质岸线资源，打造国际一流游艇码头基地，建设业态完整、功能先进、管理水平高的国际性海洋经济产业园区（包括星级酒店、办公、商业、电子商务等不同业态），同时引入农产品交易所，发布农产品交易指数，确立深圳作为中国农产品交易服务中心的地位。国际食品城项目则主要发展食品电商总部，进口生鲜食品的国内分拨批发中心、体验中心等高端业态，同时依托中国智能骨干网深圳核心节点项目，可形成从境外到消费者的全产业链一站式服务。

4.3 未来发展思路探析

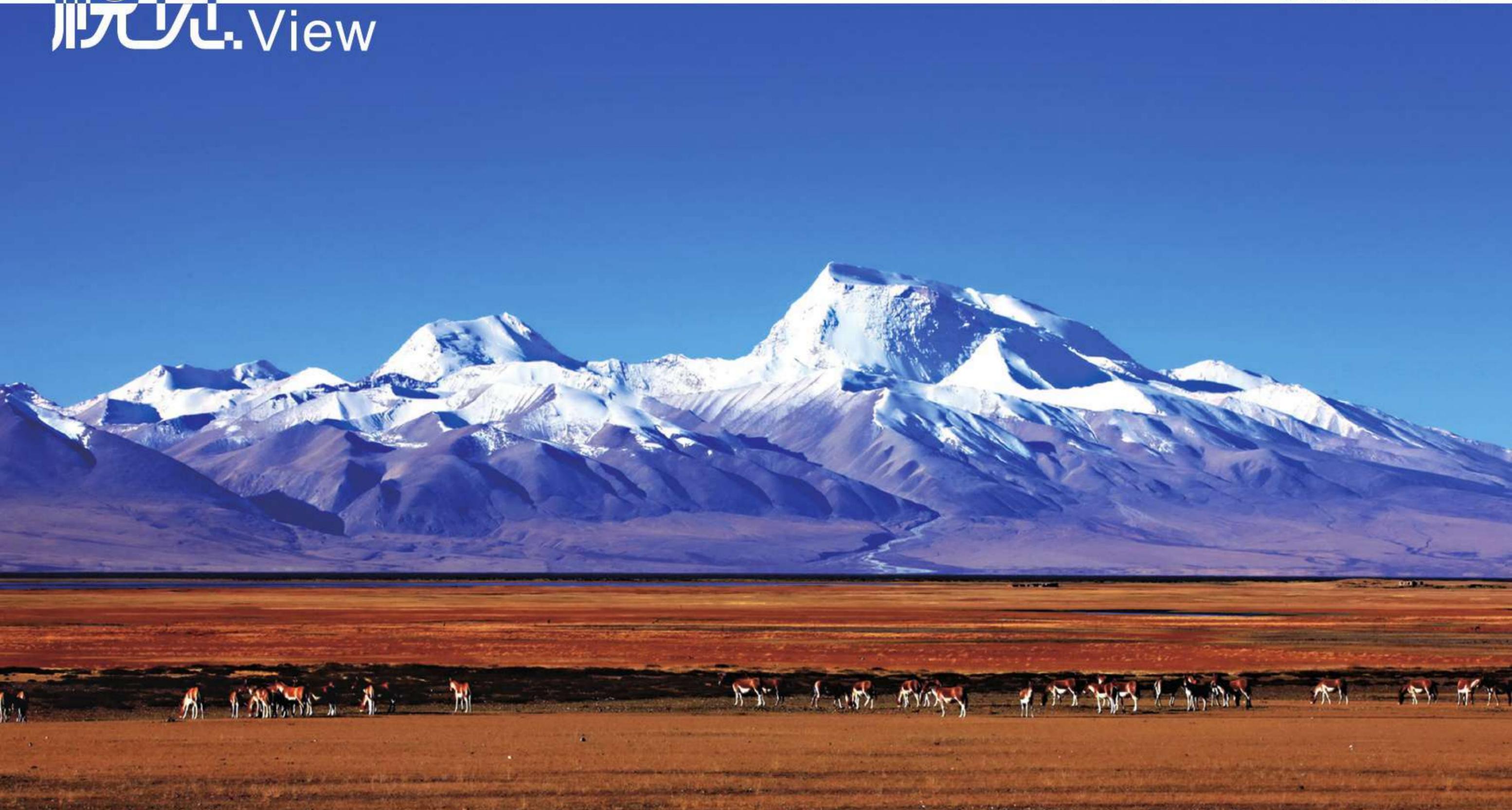
大铲湾港区现代商贸物流业已初具雏形，未来产业发展将以电子商务为核心展开。在电商市场中，移动网购和O2O将成为网购的未来发展趋势。

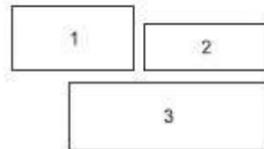
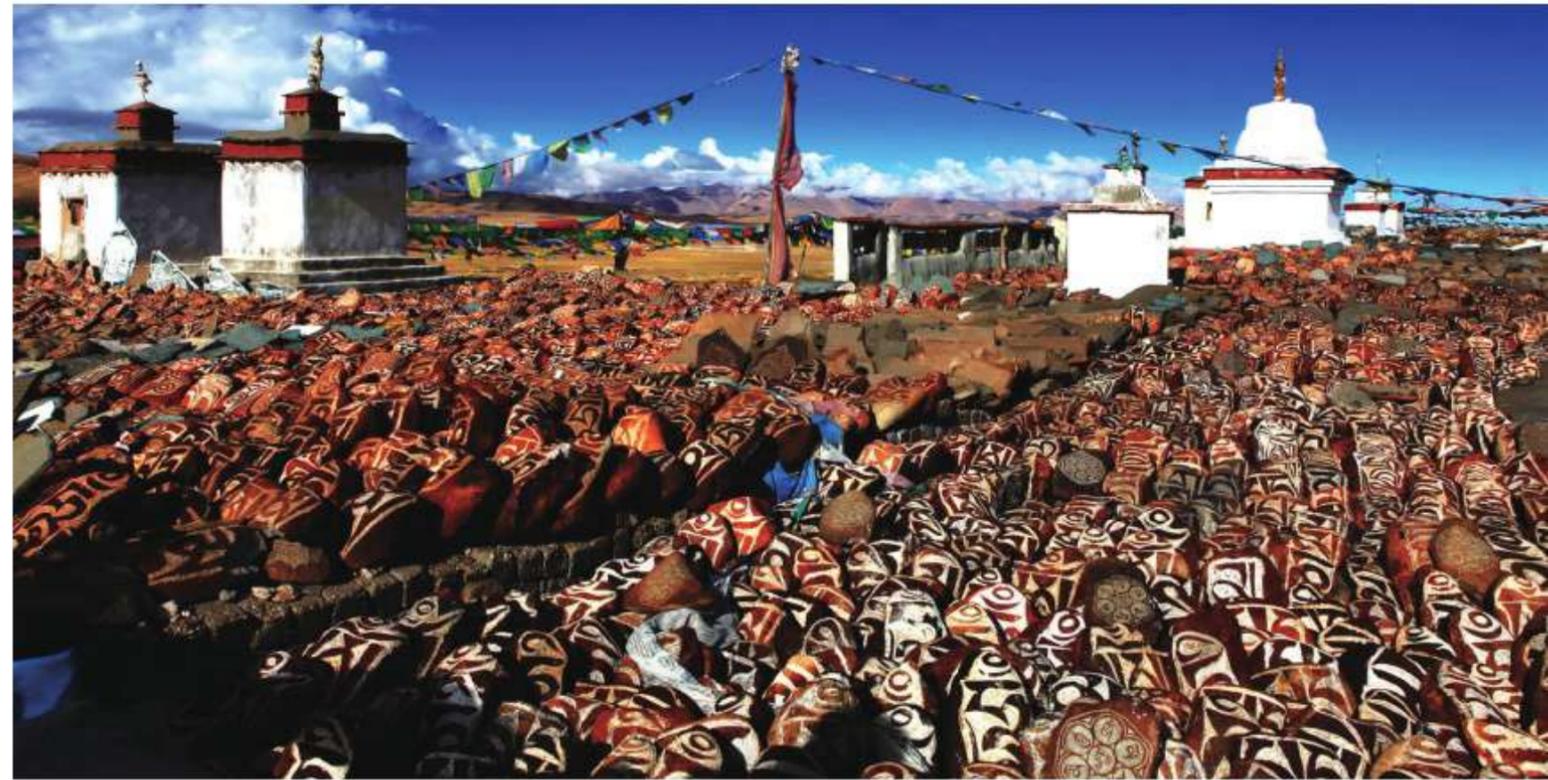
在移动网购方面，由于PC终端网购的增速逐渐放缓，移动市场成为电商企业竞相追逐的增长点。同时，越来越多的消费群体开始利用手机、平板电脑网购来填补碎片时间。因此，谁能占领移动终端，谁就能占有网络交易，大铲湾可通过建立免费企业WIFI覆盖，在移动终端广泛宣传，赢取移动网购目标群体。

在O2O方面，大铲湾未来产业集聚，业态丰富，可建立企业自身的网络交易平台，综合港区所有商品，学习万达集团商业模式，借助自身强大的实体商业，自我形成“实体商业+O2O工具”生态平台，为移动客户提供全流程的线上交易和线下体验，集聚消费群体。

五 结语

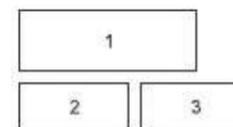
近日，阿里巴巴宣布即将启动在美国上市，如果IPO成功公司市值将超过1000亿美元。大铲湾应顺应历史的潮流，抓住大数据时代带来的历史机遇，发挥优势，迎接挑战，在产业转型升级期主动引入优秀企业和先进产业，加强与强者的联合，培育和推动现代商贸物流业在移动互联网时代的大发展；在产业转型升级后应继续纵深发展，延长产业链，带动区域产业质的提升，迎来港区跨时代的大发展。





- 1、玛旁雍错·岗仁波齐峰
- 2、普兰·即乌寺玛尼石
- 3、希夏邦马自然保护区





- 1、扎达·士林
- 2、定日·喜马拉雅群峰
- 3、扎达·象泉河畔





舌尖上的潮汕

A BITE OF CHAOSHAN

文·子尚

海门成兴酒家是一家不得不提的老字号酒楼，汕头人从深圳打拼回来，距汕头市区约20公里处便从深汕高速下来，赶至潮阳区海门镇潮海路段上的这家酒楼，美美吃上一顿，然后才心满意足回家。该食肆定有令人叹为观止的绝门厨艺，我们受高人指点，远道奔赴而来。海门镇是国家的中心大渔港、汕头的海上门户，每天从世界各地捕捞回最新鲜的海鲜上岸。我们慕名而至，作为舌尖上的首站。

酒家的海鲜摊档果然一应俱全，我们点了两道老火汤：鲍鱼壳煲金霍斛，笋丝煲白鸭。金霍斛是养阴滋补健胃健脾的名贵中药，辅以清白两面大鲍鱼壳，将鲍鱼的底蕴余香，以高温微渗而出的钙质，将浓郁的高汤香味淋漓尽致演绎了出来。笋丝切成了米粉般细缕，谓之千千笋丝，北京白鸭也被绝美的刀工剁成了丝，鸭丝、笋丝，丝丝入口，谱成一道动人心弦的双丝汤，味道胜于浙江老牌的张生记老鸭汤，关键是细腻的刀工将美味的纹理提前梳理了出来。两道汤喝罢，众人一洗舟车劳顿的困乏，精神奕奕了起来。毛蚶、海瓜子、小吹筒鲜魷鱼是精致的海鲜产品，需要用气轻轻一吸，舌尖绕卷吸附，细细品来，意犹未尽。尤其毛蚶生吃，是潮州的生腌吃法，与宁波的泥螺使用黄酒不同，潮州人仅用海盐，除此之外，潮州还喜欢生腌海边滩涂的野生小

螃蟹。酒家也有大龙虾、大东星斑、大龙趸石斑、大海花对虾、大海螺、象鼻蚌、鲍鱼等高大上食材，我们却选了一种较为罕见的野生大海鲷鱼，每条大约5斤重，漂上葱花和特制的酱油清蒸，晶莹琼浆般的鱼眼睛是极品，一口咬进嘴里，反反复复用舌尖捣鼓鱼眼的软壳外壳，析出水汪汪的汁液，味道美极了。潮州卤水和打冷海鱼，是潮州的传统美食，酒家还有一道招牌菜，是海虾球，用虾肉制作成乒乓球大小，过油沸腾后捞起上碟，是佐酒的佳肴。酸牙白刚好不赶时节，但春菜是潮州人喜爱的四季青菜，麻叶亦是潮州特有，以一道春菜煲和一道豆酱麻叶收尾，将舌尖上的首站变成了饕餮之旅。

汕头嘉和海景酒店是美食的第二站。除了汕头滨海路美景之外，我们是冲着国际级的大厨孔镇华而来，他获得过国内外无数美食大赛的大奖，集法国国际厨皇美食协会会员、法国国际美食协会会员、世界中餐名厨协会理事、中国烹饪协会名厨专业委员会会员、中国烹饪大师等于一身。金奖炸豆腐是一个冠军的大奖菜，豆腐切成小小方块，外面是一层秘制香料，过油呈金黄色，外酥里嫩，入口即化，简单的食材最显厨艺真功夫，可谓大繁至简，朴素而不失奢华。酒店将潮州菜的血统融入到经典粤菜之中，达至一个崭新的高度。

梅子蒸马友鱼即是一道招牌菜，清蒸是粤菜的常规技法，而梅子是福建和潮州惯用的调料，掌握合适的火候，梅子的酸香夹入些许甜味渗入到鲜美的马友鱼肉中，不仅有重庆水煮鱼的嫩滑，且有吴川腩肉沙煲焗马友鱼的浓香，将本是中端的海鱼马友，一下脱胎换骨，登上了大雅之堂。海棠菜是传统的潮州菜，潮州酒楼随处可见，这就需要比拼硬实力，嘉和海景酒店这道菜品尝下来，可谓硬菜是也。

我们抓住春天的尾巴时节来到汕头，未能赶上牛田洋湿地的著名青蟹，嗟叹不已。牛田洋位于汕头市西部榕江、韩江出海口，江海交界处最适宜青蟹繁有生长，这里，青蟹的繁有主要集中在初秋，且成蟹能自然越冬，用冬菇蒸青蟹，是一道闻名遐迩的山珍海味结合的好菜。岩石跨海大桥将汕头分成了南北两个城区，过了桥便是达濠区，有名产手工鱼丸，由于时间原因只能失之交臂，无独有偶还有西天卷的蚝酪，其外酥内嫩，香脆鲜美，享誉海内外。蚝酪是以鲜蚝，即牡蛎为主料，选用当地的达濠蚝仔方为正宗。以豉肉肉煎解的猪油、上等雪粉、鲜鸭蛋为配料，辣椒酱、上等鱼露、葱粒等为调料。然后用雪粉、葱粒拌匀下平底锅，用旺火厚管烙煎，淋上蛋浆，并配入适量鱼露和辣椒酱，煎至两面金黄色为止，佐料为碎苕菜和鱼露汁，大块入口，绵软嫩香，此物只应天上有！我们眉飞色舞地讲述着汕头的美食，咽咽口水，虽舌尖未动，但心已远，有时候美好的东西得不到的时候或许感觉到更加的美好。

福合埕牛肉丸适合于午膳，是著名的老字号，创立于上世纪60年代。潮州牛肉丸曾经在周星驰主演的《食神》里被当成乒乓球来打，实际上牛肉丸是选用新鲜的牛腿肉，去筋后切成方块，放在大砧板上，一大群20多岁的小伙子，在专门的作坊里用特制的方形铁锤两把，每把六斤重，左右开弓，轮流不停槌成肉浆，加入少量雪粉、精益、雨露和味精，用大缸盛装，再加入少许雪粉，用手使劲搅揉，至肉浆粘手为止，然后用手抓肉浆，握紧拳挤成牛肉丸，再放进温水盆慢火煮8分钟捞起。食用时用牛骨原汤煮至初沸即可，配上沙茶酱或者酱油辣椒酱佐食，则是一道很弹牙，口感松软，嚼劲十足的福合埕牛肉丸。如果你没有吃过福合埕的牛肉丸，那么就等于你从来没有来过汕头。我们吃的是黄牛

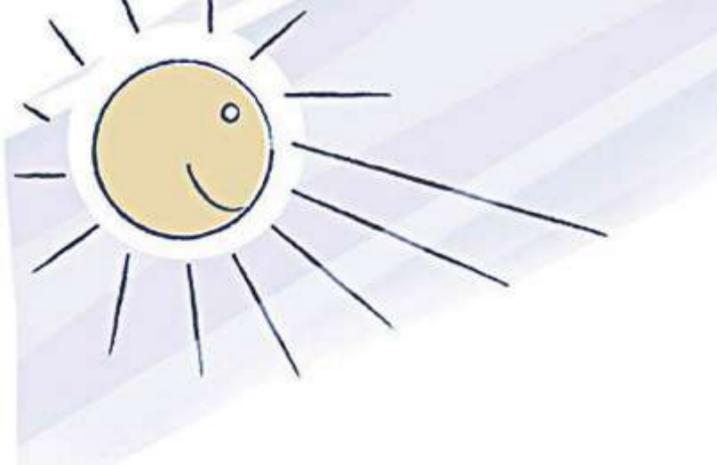
火锅，配上色泽白净，形如发丝，爽脆的牛百叶，加上劲道万分的五香牛筋，灼上汕头的汤河粉，可能是世界上最好的午餐。

普宁是一座风景秀丽的城市，隶属于揭阳市，是潮汕地区冉冉升起的经济核心增长极，自古是商贾云集，豪气干云的好汉栖居地。现保存完好的清朝德安里潮州古村落，雕栏玉砌应犹在，朱颜尚未改，当今国内多位地产大鳄皆是普宁人。既有碧瓦朱檐、雕梁绣柱，定有锦衣玉食，凤髓龙肝。于是普宁市的招牌酒店新阳东大酒店，不可错过。酒店有燕鲍翅的贵族吃法，也有平常人家的家常美食，澄海狮头鹅，冻蟹，卤水鹅肠，炸果肉是典型，加上一道青椒榄炖响螺汤，让你觉得普宁是一个使你的舌尖流连忘返的美食之乡。

广东菜有粤菜、潮州菜和客家菜三大流派，当属潮州菜引领高端和精致，其注重清淡本味，区别于浓油赤酱和川香麻辣，讲究食材和调料，连餐具酱碟也匠心独运。曾听过一位沪籍淮扬菜国家特二级厨师感叹过，盐是中国所有八大菜系的灵魂，而潮州厨师拿捏盐的使用是恰恰好的。潮州的小吃也琳琅满目，构成了一幅咸甜珍馐点心图：春饼、鸭母捻、草粿、反砂芋、鼠曲粿、水晶球、绿豆饼、菜脯、面线等，教人津津有味，大快朵颐。

如果世界上最美好的相遇是久别重逢，那么世界上最美好的美食则是久别的家宴，我们有幸受邀至普宁市麒麟镇，一个人杰地灵的静美乡村，赶赴了一场普宁家宴。且看家宴的菜单如下：竹参干贝汤、白切土猪肚、普宁豆干、梅汁鸭、瓜菜摆拼盘、鹅爪翅、豆酱新鲜麻叶、胶糯钱、草鱼冻、焖海参、手拍鹅肉丸、裸肉、炒花蚌、溪虾、澳洲大龙虾生米煲粥。其中，餐前水果是今年头茬在山里刚刚采摘的新鲜野生杨梅。餐前餐后还有一道功夫茶，那是潮州人的心灵鸡汤。

天下没有不散的宴席，虽然曲终人散，但是我们舌尖上的潮汕之旅达到了高潮。



希望是好事

文/熊青青

春节回老家过年，用抢票软件抢到了一个多月前新开通的动车车票。动车从深圳北站出发，途经福建厦门等地，最终到达江西南昌，终点前一站便是老家抚州了。旧的农历年就要到来，我搭上了返乡的列车，看着车厢顶塞满的大箱子，箱子里承载着对家人的关心和新的一年祝福，我更加归心似箭，期待回家后吃上妈妈端上的浓浓的家乡味道。

动车需要八个小时才能到家，于是找点事情打发时间。用手机看完了斯蒂芬·金的《肖申克的救赎》一书。人们总津津乐道于根据该书拍摄的《肖申克的救赎》电影，电影的确获得了极高的评价，却因遇上《阿甘正传》未能在奥斯卡大放光彩，这一桥段成为人们讨论电影时常会提及的话题。书比电影细腻、完整，这是看书相较于影视作品的优势。当然，电影有电影的优势，书的受众面之所以不如电影，是因为电影有影像、有声音、有画面，人们在短短两个小时内就可以欣赏一个完整的故事。但如果想深入了解故事的进展，了解人物的性格和背景，享受故事带来的引人入胜的刺激感，还是读书更胜一筹。

春节期间打开电脑，重温了《肖申克的救赎》电影，虽然已看过多次，却发现每次看的感悟都不同。这一次，我记住了一句话：“希望是好事”。

人在一个环境久了，会习惯这个环境，尽管也许这个环境在别人眼里是艰苦的，他也往往不想离开。中国有句古话：“树挪死，人挪活”。真正想改善和改变工作、生活状态，变换所处环境的，只有心中充满希望的人吧。不说别人，就说我过年回到老家，看到很多人还是像祖祖辈辈一样的活着，尽管生活条件变好，尽管换了个生活环境，但仍旧那样的活着。

焦躁的社会，除了空气不好、食品不安全，离婚也成为了高频词汇，连乡下也一样。看过电影《前任攻略》，欣赏里面的那句——上一代的人认为感情可以修补，我们这一代的人认为不合适就应该换。其实怎么可能找到完全称心如意的人呢，即便是，这个人也有他不可忽视的缺点。

越来越觉得婚姻对女人太重要了。看到别人求婚结婚的场面感动落泪是很多女孩的惯例吧，女人要是婚姻不幸压力真是太大了。婚姻也许是男人生活的小部分，却是女人生活的一大部分。我通常劝和不劝分。世界上没有最适合的两个人，只有不愿放手相互珍惜陪伴的两个人。

有人说，过去的人觉得一辈子太短不够来爱一个人，而现在的人有几个可以保证一生只爱一个人呢？

重温了电视剧《情深深雨蒙蒙》，这部我明知道不适合过年看，一听到旋律就有落泪冲动的电视剧，十多年过去了，我依然喜欢。顿时之间我明白了，感情的纠葛也许在于当事人不够明白，不愿解开心中的结吧。微信上有人说怕曾经碰到不对的人，只怕在遇到对的人时已消耗了最好的自己。

春节期间听到了很多有关童年小伙伴的事，以前我从不听。坐在人群中，我跟听故事一样抬起有关那些人那些事的记忆，突然发现世界变化好快，人也变得好快。

新闻报道说春节同学聚会，见面不如不见。现实是骨感的，很多时候保留心中的那份记忆就好，不要让现实戳破。那么我呢，是否变成别人不认识的我了？我是进步了还是倒退？是成熟了还是老了？

我们抵不上时间的改变，即便不愿接受，父母渐渐老去，小伙伴已为人父母，也许平淡地幸福着，也许正在纠结，以前看到的小孩也个个长大了，难以辨认。这感觉很像电影《肖申克的救赎》中，在监狱生活多年的人被释放后踏入社会的感受。是我停止了关心还是时间过得太快。

改变需要希望来支撑，生活需要希望来继续，不然每天日复一日的活着又有什么意思呢。电视剧《情深深雨蒙蒙》有句台词：只有经历苦痛才能重生。

希望是好事。

我的法国同学 *My French classmate*

文/邱建明

年前，在中环的星巴克偶遇一个位多年不见的法国同学Tara，她牵着她姐姐男朋友的手排队取咖啡，这种场景让我一点也不觉得诧异。那是一个长得非常矮的华裔俄罗斯人，皮肤黝黑，背有点驼，笑起来极为憨厚老实，有点像王宝强，怎么看也就是劳务派遣到前苏联抵偿外债伐木工人的儿子。

“This is my boyfriend, my sister's ex boyfriend.”她是这样介绍的：“这是我男朋友，我姐姐的前男友。”

钱钟书曾说过：“法国人的思想是有名的清楚，他们的文章也明白干净，但是他们的做事，无不混乱、肮脏、喧哗……”这么多年过去了，他们的形象和他们著名的红酒一样，无论过了多少年依旧是色香味俱全。

前几年，Tara倒是很喜欢与中国人玩，结交中国男朋友，她的名言是：要学好一门外语，最好的办法是与该国的人谈恋爱，学习与爱情两不误。

现在，她倒是觉得中国男人的生活甚是枯燥无味。法国人对中国男人的印象是：一百多年前他们躺着抽鸦片，一百多年后他们躺在床上玩手机；话题倒是三句不离房子，实在是悲哀。这就是她喜欢眼前北韩人的一套说辞。

Tara的语言天赋非常高，二十五岁就精通法语、英语、德语及中文。一度听她说过，为了去联合国总部上班，她需要学习俄罗斯语与韩语。现在我倒是明白她为何喜欢这北韩人了。她曾说过，“法国是一个浪漫的国度，这是天底下最大的谎言。”自从认识她俩姊妹，有一点是可以确定的，她们的行为与刘备曾经说的那句关于女人的名言刚好相反，“男人如衣服，旧了就该换。”

或许是著名的法国女作家杜拉斯让她误读了“浪漫的中国人”，那个华裔越南公子爷曾经对年老的杜拉斯说过：



“我认识你，我永远记得你。那时候，你还很年轻，人人都说你美，现在我是特地来告诉你，对我来说，我觉得现在你比年轻的时候更美，那时你是年轻女人，与那时的面貌相比，我更爱你现在备受摧残的面容。”这一句话让杜拉斯感到心醉神迷，也让Tara一度倾慕中国男人。

杜拉斯众多的作品中，最受人盛誉莫过于《情人》，还一度拍成电影。她不仅让传统的中国女人在字里行间找到了古老的爱情幻想，还艺术性地改变了中国男人在国外没有市场的尴尬窘相。现实恰好相反，一个优秀的中国男人移民法国后，即使和法国女人结了婚也难以成为正真的男主人；一个目不识丁法国乡下男人从台北走到上海，一般不缺乏前来向他搭讪的中国美女。市场规律往往不受文学作品摆布。

见她中文现在讲的这么好，又谈到房子，我是这么告诉她的：“法国有一位名人，他的名字叫做孟德斯鸠，按照古代汉语的翻译，他的名字应该是：曹操这鸟。曹操，字孟德；斯，这；鸠，鸟；孟德斯鸠就叫做曹操这鸟，这样一来中国人就容易记住他的名字了。”

孟德斯鸠曾经说过：耕种土地的民族都居住在房屋里，自然产生了给上帝修建住所的想法。成吉思汗赞同伊斯兰教的所有教义，惟独不赞同必须去麦加朝觐的教义。他觉得任何地方都能崇爱上帝。蒙古人无固定居所，因此，他们也就不懂得为什么要修建寺庙。

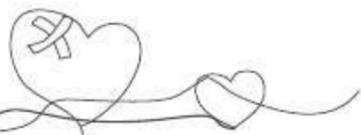
不修建寺庙的民族很少依恋他们自己的宗教信仰。

一个没有房屋的居住的民族可以随意放弃自己的宗教信仰，那一个没有房子的男人岂不是更加容易放弃爱情的这种让人不那么坚定的信仰？假如说中国是一个浪漫的国度，那么中国男人则是要在浪漫前面加上“永恒”两个字，所以一切就变得不那么浪漫了。Tara笑了笑，一时间想不到更好的言语去辩驳。



心绞痛

文/唐晓岚



城市病了。

半城人都在心绞痛，认识的人都说是我传染的，因为只有我不痛。连我都将信将疑了，难道真的是我把疼痛带给了别人？

我把自己送进医院，希望医生查出我身上的病毒。医生动用了所有的设备，从化验血液，到x光，到心电图、脑电图，连骨科、泌尿科、妇科都查了，也没查出任何异常。我不想放过自己，坚持继续住院，每天提醒和催促医生制定新的检查计划。

这期间，心绞痛依然在日夜发作，人们描述的症状完全相同：心如刀割。我甚至专门买了一串瑞士小军刀，全部打开，放在桌上，面对它们，用意念让心如刀割的感觉降临，可是无功而返。

我转而又去死缠烂打医生们，医生们没办法，只好联名写信给院长，终于院方同意召开一次专家会诊，邀请全市各家医院的各科知名专家。

会诊那天早上，我空腹，穿上严格消毒的手术服，靠在带轮子的手术床上，被推上会议室的小讲台。我的所有检查图、分析图在大屏幕上滚动播出，随时有医生上台来向我提问，有的医生直接放平我的手术床，在我身上敲敲打打检查一番。

最后，各科专家推举代表上台发言，我听了半天，只有精神科医生的诊断比较新颖。那是个秃顶的老医生，讲话带着浓厚的南方方言口音。起初，我跟

其他医生们一样，觉得他的出现本身就是个错误，说到底，不管什么病毒，都跟精神科扯不上吧。他上来发言的时候，医生们都在下面窃窃私语，没人注意听。台上除了我，就是他。我没有可以讲话，加上他那含糊不清的声音去不了别的地方，全部一股脑直奔进我的耳朵，逼着我听出了门道。

据他所说：空气中有一种元素跟中子一样神奇，可以传递人的感受，所以一个人哭，别人会跟着哭，一个人笑，别人会跟着笑。而能够引起大家哭或笑的人，具有发射情感的天赋才能，表演艺术家就属于这一类的人，最厉害的表演艺术家可以做到自己不哭，却让观众哭，自己不笑，却让观众笑。这名病人（他是这么称呼我的，我不怪他，我的确穿着病人服）也是如此，她不痛，却让别人痛，这有什么好奇怪的呢？现在的问题是，我们要试着让她发射幸福的能量，用幸福来抵消疼痛。

这一番话，既然别的医生都没听见，我只有靠自己来解决。开完会，我说要出院。院方痛快地答应了，因为有几个医生也开始心绞痛了。

走出医院，空气里明显有一种甜味。路上空无一人，我拦住一辆出租车，司机一手捂着胸口，一手扶方向盘，问我去哪里，我在后座扣上安全带，让他随便开。车子一开，我就开始对着司机后脑勺发功，我想着种种幸福的事情：司机是个中年人，他有个贤惠的妻子，相夫教子；他有个聪明的儿子，会出人头地的那种；他有健康的父母，恩爱一生，安享晚年；他有高寿的奶奶，将近百岁，四代同堂；他有不错的收入，加上祖上的遗产，足够一家人衣食无忧……总之我把能想到的都想了一遍，看见司机依然捂着胸口，我没辙了，让司机在一个街口停下，因为我看见一个男青年拂袖而去，留下女青年掩面哭泣。

我走到离女青年五六米的地方站住，然后又开始发功，我想着：男青年很快就会后悔，会跑回来认错，请求原谅，然后把女青年抱在怀里，说再也不会让她伤心，女青年止住眼泪，二人紧紧依偎，幸福降临。我知道情节很俗套，但一时之间也想不出更好的，反正结局圆满就行，我闭上眼睛一遍又一遍地想着，睁开眼睛时，女青年不在了，估计是默默走掉了，男青年应该没有回来。

我有点沮丧，往回家方向走去。远远看见邻居的孩子在前面走着，背着书包，低着头。我紧走几步赶上，跟他并排走着，他抬头望我一眼，没说话，又低下头，继续磨

磨蹭地走，一脸郁闷的样子。我没顾得上说话，赶紧发功，想着：不管他考试没及格，还是被同学欺负，都赶快忘记，下次考100分，再也没人欺负他，回到家爸爸不会再打他，离婚的妈妈也回来了，接他去另一个幸福的家，那里有两个新姐姐，都很疼爱他。一直跟着走到他家门口，我才停止发功，只见他掏出钥匙，打开铁门，又打开木门，然后走进黑洞洞的屋子，哐当、哐当，两道门又分别关上。在木门关到还剩下一道门缝时，我看到了他噙在眼睛里的眼泪。

我真的是累极了，回到家，倒在沙发上就睡着了。梦中，有好多张笑脸。早上，我甚至是笑着醒来的。可是一清醒，笑容就僵在脸上了，我立马起身，洗漱出门。

一连几天，我尾随了数不清的人，努力发射了很多正能量，但是于事无补，心绞痛越传越广。到后来，人们看见我就躲。

在一番深思熟虑之后，我去警察局自首。一个女警察拽着我的胳膊，把我驱赶出来。无奈之下，我从地上捡起一块石头，扔过去砸在她的肥屁股上，结果，她倒在地上，屁股没事，心绞痛却猛烈发作，被急救车拉走，我以袭警罪被关起来了。

从此我跟外面断绝了消息，没有人告诉我情况发展得怎么样，我也不想问。

盐田港区三至四月集装箱量完成情况良好

盐田港码头今年3月份集装箱吞吐量为81.36万标箱，比上年同期增长0.37%。其中，一、二期22.08万标箱，增长0.41%；三期及扩建56.03万标箱，增长0.36%；西港区3.26万标箱，增长0.62%。

2014年3月集团系统箱量完成情况 单位：万标箱

	本月数			累计数		
	2014年	2013年	同比增长	2014年	2013年	同比增长
盐田国际(一、二期)	22.08	21.99	0.41%	66.66	65.45	1.85%
盐田国际三期及扩建	56.03	55.83	0.36%	169.21	166.14	1.85%
西港区	3.26	3.24	0.62%	9.83	9.65	1.87%
大铲港区	8.53	6.69	27.50%	25.70	19.10	34.55%
合计	89.90	81.06	10.91%	271.40	260.34	4.25%

与同行业对比来看，今年3月我司系统集装箱吞吐量同比增长10.91%，增幅大大高于深圳总体水平（深圳港今年3月集装箱吞吐量同比下降1.63%）。今年3月集团系统集装箱吞吐量在深圳的市场份额为52.06%。

	本月数		累计数	
	3月	同比增长	1-3月	同比增长
深圳港	172.70	-1.63	519.72	-1.50
集团系统	89.90	10.91	271.40	4.25
盐田港区	81.36	0.37	245.69	1.85
大铲港区	8.53	27.54	25.70	34.55
赤湾港区(含妈湾港)	37.59	-1.46	113.42	-10.39
蛇口港区	44.70	-8.68	133.44	-4.03

盐田港码头今年4月份集装箱吞吐量为88.33万标箱，比上年同期增长9.03%。其中，一、二期23.96万标箱，增长8.96%；三期及扩建60.83万标箱，增长9.05%；西港区3.53万标箱，增长8.95%。

2014年4月盐田港区箱量完成情况 单位：万标箱

	本月数			累计数		
	2014年	2013年	同比增长	2014年	2013年	同比增长
盐田国际(一、二期)	23.96	21.99	8.96%	90.62	87.42	3.66%
盐田国际三期及扩建	60.83	55.78	9.05%	230.04	221.92	3.66%
西港区	3.53	3.24	8.95%	13.36	12.89	3.65%
大铲港区	8.79	7.71	14.01%	34.49	26.81	28.65%
合计	97.11	88.72	9.46%	368.51	350.10	5.26%

与同行业对比来看，今年4月我司系统集装箱吞吐量同比增长9.46%，增幅大大高于深圳总体水平（深圳港今年4月集装箱吞吐量同比增长1.64%），今年4月集团系统集装箱吞吐量在深圳的市场份额为51.75%。

	本月数		累计数	
	4月	同比增长	1-4月	同比增长
深圳港	187.68	1.64	707.43	-0.68
集团系统	97.12	9.46	368.51	5.26
盐田港区	88.33	9.03	334.01	3.65
大铲港区	8.79	14.01	34.49	28.65
赤湾港区(含妈湾港)	42.20	-3.06	155.62	-8.51
蛇口港区	47.68	-7.46	181.12	-4.95

(文/邹佩婷)

盐田港集团首季集装箱量再创新高 战略发展再拓新路

盐田港集团今年首季迎来“开门红”，一季度集团实现营业收入同比增长7.8%，完成集装箱吞吐量同比增长4.3%，创历史同季新高。

在一季度国际市场竞争日益加剧的严峻形势下，盐田港集团出色应对，一季度集团所属的盐田港区和西港区均实现稳定增长。自2010年大铲湾港口投资公司划归盐田港集团以来，盐田港集团统筹规划和协调发展深圳市“东西两翼”重要港口资源，实施高度市场化的港口发展模式。

按照深圳市委市政府的战略部署，盐田港集团借力新技术，加快推进跨境电子商务等新型贸易业务，推动港口及临港产业的转型升级，以进一步强化深圳港的枢纽港地位。今年一季度，盐田港集团分别与多方签署了合作协议，开展多领域跨界合作。

(文/钟玉滨)

盐田港集团与黄石市人民政府签订战略合作协议

4月29日，黄石市政府杨晓波市长一行莅临盐田港考察交流，深圳市盐田港集团与黄石市人民政府签订了战略合作协议，盐田港集团董事长李冰、总裁兼党委副书记童亚明等集团高管见证了这一时刻。

据悉，本次协议是在2011年盐田港集团与黄石市人民政府签署的《湖北省黄石市棋盘洲港区及物流园区合作开发协议》基础之上，就加快推进黄石港棋盘洲港区的开发、建设、经营而形成的进一步战略合作。双方将就黄石港棋盘洲港区项目成立合资公司，并以此为平台广泛参与黄石市后续港口及物流项目的开发建设。

盐田港集团与黄石市政府的战略合作，无疑将成为响应中央号召，助力中国经济升级的有力举措。

(文/谷欣)

盐田国际荣获“全国五一劳动奖状”

4月28日下午，深圳市委、市政府召开庆祝“五一国际劳动节”大会，深圳市委书记王荣为盐田国际颁发了由中华全国总工会授予的“全国五一劳动奖状”，盐田国际中方代表、党委书记徐晓阳接受了颁奖。深圳市唯一一家单位获此殊荣。

盐田国际于2007年成立了工会，并于2010年以公推直选方式成立了首届党委。盐田港集团一直高度重视盐田国际的党建和工会工作，从组织机构建设、活动费用保障、表彰推优等多方面对盐田国际给予支持。

2013年，经盐田港集团工委会推荐，盐田国际工委会被市总工会授予“深圳市五一劳动奖状”荣誉称号；今年，经盐田港集团工委会与市总工会的逐级推荐和公示，盐田国际终获此荣誉。

(文/李雨田 谷欣)

盐田港集团开展2014年通讯员培训活动

为进一步提升盐田港集团通讯员的专业素质，让宣传工作更贴近群众，4月17日，盐田港集团在海港大厦三楼会议室举办了通讯员培训暨新闻写作与摄影讲座，集团各部室及下属公司通讯员及摄影爱好者参加了培训。本次培训针对基层通讯员的需求，结合企业的日常新闻事件的报道方法进行了解读。

在培训讲座上，深圳晚报时政新闻部主任蔡志军老师及深圳商报摄影部主任记者余海波老师结合自身经验，分别就新闻写作技巧及摄影技巧为大家做了精彩讲解和传授。

陈德云书记在讲话中指出，新闻报道工作是一项非常重要的工作，通讯员要加强学习、提升专业素质，塑造出良好的企业形象，把盐田港的新闻事件报道得精彩纷呈。

(文/谷欣)

金港大厦项目部开展消防知识培训和演练

3月27日下午，大铲湾公司安委办组织金港大厦项目部开展了建筑施工消防知识培训和演练。

该项目部安全管理人员运用真实鲜活的案例向工人讲解了工地消防基础知识、消防救火和应急逃生知识以及消防器材的使用方法。会后，在施工现场向工人讲解了灭火器、消防栓和砂池的使用方法，并组织工人进行了实操演练。本次培训和演练活动提高了工人安全防范意识和应急反应能力，对项目安全生产管理工作具有积极推动作用。

(文/范信虎)

盐田港召开业务研讨会助推发展

4月25日上午，随着李冰董事长的动员讲话，盐田港集团2014年业务发展研讨会拉开序幕，为继续深化落实集团务虚会的研讨成果，加快集团产业发展提供了良好契机。会议由童亚明总裁主持。

结合三月集团召开务虚会的研讨成果，盐田港集团中层以上管理人员近百人分七个课题小组，围绕集团发展多个关键问题进行了分组讨论。主席团领导全程参与并指导研讨。

为了让与会人员更加直观地了解大铲湾的发展变化，大铲湾公司董事长周鹏详细介绍了大铲湾的基本情况和发展历程，并就下一阶段大铲湾的发展方向进行了推介。中午，大铲湾公司总经理马卓陪同与会人员参观了大铲湾各新兴产业基地。

(文/谷欣)

盐田港集团业务发展研讨会圆满结束

4月26日下午，七个小组结合各自的课题立足落地实施，向主席团领导、中层管理人员，以及参控股企业的员工代表进行了课题汇报。会议由童亚明总裁主持。

李冰董事长以“实干 兴业”为题发表总结讲话。他提出

了“肌体跟上大脑”强化执行力的要求并结合本次研讨会议题，剖析和提炼各业务版块的重心，为集团下一步的重点工作指明了方向。

李冰董事长从新的高度为集团“主业突破、强强联合、双轮驱动、纵横整合”十六字战略方针注入了新解读。他希望，在盐田港30周年之际，集团全体员工要以实干实现兴业，把盐田港的金字招牌擦得更亮，实现盐田港的再次腾飞。

(文/吕薇)

盐田港举行第九届帮扶困难职工捐助活动

4月28日，盐田港集团“市属国企手挽手 关爱帮扶心连心”第九届帮扶困难职工捐助活动的捐款仪式在海港大厦三楼会议室举行。盐田港集团副总裁叶忠孝主持捐款仪式，集团各事业部及下属企业代表现场捐款达100800元。

本次现场捐助活动的捐款来自集团本部员工以及纳入集团扶贫帮困基金管理的地政监察室、盐田港投资控股公司、物流公司、拖轮公司、置业公司、保开公司的518名人员（包括离退休人员）。

据悉，集团下属的股份公司、大铲湾公司、隧道公司三家自行建立扶贫帮困基金的单位分别组织了捐款，共有265名员工捐款63950元。

(文/谷欣)

盐田港集团深化绩效考核工作 推行季度年度双轨考核机制

盐田港集团在年度绩效考核的基础上，推行季度绩效考核，形成了绩效考核年度、季度“双轨并行”的工作机制，促进年度业绩指标和重点工作的进一步落实。

盐田港集团在《二级单位经营者业绩考核管理暂行办法》的基础上，进一步细化二级单位经营者绩效考核工作要求，制定了《二级单位经营者季度经营业绩考核细则》。

该细则分为总则、考核方式和程序、季度经营业绩考核

指标、计分办法、考核奖惩、附则共六章。

该细则对考核结果的运用提出了明确规定，季度经营业绩考核结果一方面作为年度表彰的重要参考，另一方面将累计计算至年度考核分数，使季度业绩考核工作成为年度考核的有机组成和有力补充。

(文/杨志龙)

盐田港集团召开2014年一季度经济分析会

5月7日下午，盐田港集团召开了2014年一季度经济分析会，会议由监事会主席朱新宏主持，盐田港集团董事长李冰、总裁童亚明等集团高管及集团中层以上管理人员参加了会议。

分析会上，资产经营管理部总经理吴月祥汇报了集团2014年一季度经济运行情况，从宏观上看，广东省乃至中国一季度的进出口量均呈下降趋势，经济环境不容乐观。盐田港集团经营指标完成良好，稳中有升。工程管理部总经理肖明俊对一季度工程建设情况进行了总结，集团各项工程项目推进情况有条不紊，个别项目进度稍有滞后。

童亚明总裁总结了第一季度的工作，他指出，2014年盐田港集团任务很重，各经营单位要千方百计完成集团下达的任务，同时控制好成本费用。他表示，今年工程进度比去年好，但仍稍慢于预期，因此各项工程需要加快推进。并强调，正在规划的项目要尽快落地。

李冰董事长在讲话中指出，各经营单位要根据集团务虚会和研讨会的讨论成果，求真务实，力争实现主营业务规模的跨越式发展，广大中层干部要加强执行力，加快落实好企业的战略决策，实现企业的加速腾飞。

(文/谷欣)

“易港讯”微信平台正式上线

由盐田港国际资讯有限公司开发的“易港讯”微信平台于2014年4月18日正式上线试运行。借助微信庞大用户的影响力，“易港讯”微信公众账号将助推资讯公司品牌

宣传，让更多的人了解盐田港、喜爱盐田港，目前已开通了物流资讯、公共查询、产品推广等板块。该服务从PC端到手机端，增加了客户使用业务的便利性，收集整理用户使用信息和反馈，形成了一定规模的数据量，一方面使能更好的维护客户，另一方面可以对数据进行分析，做出更精准的产品，投放市场，提升客户满意度及忠诚度。

(文/罗健)

深圳市盐田港股份有限公司顺利完成工会换届选举

6月11日上午，深圳市盐田港股份有限公司第三届工会换届大会在雄壮的国歌声中拉开了帷幕。股份公司全体会员审议并通过了公司第二届《工会工作报告》和《工会经费审查报告》、第三届《会员大会选举办法》等议题，并根据《选举办法》以无记名投票方式进行了换届选举，产生了新一届工会委员会、工会经费审查委员会和女职工委员会。新一届三委会通过召开全体委员会议，选举产生了工会主席、经费审查委员会主任和女职工委员会主任。

本次大会是在公司党委和集团工会工作委员会的直接指导下，在充分发扬民主，发扬全体工会会员主人翁精神，积极参与，认真投入下成功召开的。新一届工会主席赖宜尧同志表示，要以全新的面貌履行好工会组织的基本职责，充分发挥好工会的桥梁纽带作用，维护好职工的合法权益，同时要求新一届委员要不断学习，不断提高业务水平，服务好职工，促进企业和谐发展，齐心协力，团结一致，为全面完成公司各项工作任务作出更大的贡献。

公司党委书记、总经理乔宏伟同志充分肯定了上一届工会委员会所做的工作，并对全体员工的辛勤工作表示了衷心的感谢！他鼓励新一届工会要胸怀大局、志存高远、与时俱进，进一步增强工作的主动性，发扬上届工会优良的工作作风，全心全意为企业服务，团结一心，共创企业美好的明天。

(文/杨逸芳)