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CREATE STRATEGIC LEVERAGE POINT FOR THE TRANSFORMATION & UPGRADING OF THE YANTIAN PORT GROUP
— PIONEERING THE YANTIAN INTEGRATED BONDED AREA



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财经
Finance

上半年人民币汇率总体贬值

截至6月30日，人民币对美元汇率中间价6.1528元/美元，较年初贬值538个基点。其中，6月3日一度贬值到6.171元/美元。上半年，人民币对日元、英镑、澳元和马来西亚林吉特汇率中间价分别贬值约5.2%、3.8%、7.1%和3.8%，对港元、俄罗斯卢布、

加拿大元均小幅贬值，对欧元基本持平。截至6月30日，人民币对新西兰元中间价5.4103元/新西兰元，较3月19日公布人民币对新西兰元汇率中间价以来贬值2.3%。值得注意的是，人民币对美元汇率在上半年曾出现连续贬值，进入6月则呈现涨跌交替的双向波动态势。

银河证券近日亦发布报告称，由于短期外围经济向好、欧洲实施负利率和中国经济趋稳都有利于人民币企稳回升，跨境资金流入的动力会略有加强。但中国未来一段时间都将处于“缓慢出清”阶段，资本收益率改善有限，货币政策总体仍将趋于宽松，因此人民币不会大涨。中国银行国际金融研究所7月初发布的报告预计，未来人民币汇率将继续保持双向波动态势，大幅单边贬值或者升值的可能性都比较小。财政部部长楼继伟表示，美联储缩减购债规模已引发中国等国家的资本流动出现波动，从而为国家在汇率管理上带来一些困难。他表示，考虑到经济不稳定以及资本流入异常，中国很难放手不管。

(来源：新华财经)

上半年全国固定资产投资增17.3%

据国家统计局公布数据显示，2014年1-6月份，全国固定资产投资（不含农户）212770亿元，同比名义增长17.3%（扣除价格因素实际增长16.3%），增速比1-5月份提高0.1个百分点。从环比速度看，6月份固定资产投资（不含农户）增长1.45%。

分产业看，1-6月份，第一产业投资4820亿元，同比增长24.1%，增速比1-5月份提高3.3个百分点；第二产业投资89186亿元，增长14.3%，增速提高0.3个百分点；第三产业投资118764亿元，增长19.5%，增速与1-5月份持平。第二产业中，工业投资87475亿元，同比增长14.2%，增速比1-5月份提高0.2个百分点；其中，采矿业投资5700亿元，增长4.5%，增速回落2.9个百分点；制造业投资72643亿元，增长14.8%，增速提高0.6个百分点；电力、热力、燃气及水生产和供应业投资9132亿元，增长16.2%，增速回落0.8个百分点。第三产业中，基础设施投资（不含电力）34094亿元，同比增长25.1%，增速比1-5月份提高0.1个百分点。其中，水利管理业投资增长34.2%，增速回落2.2个百分点；公共设施管理业投资增长25.5%，增速回落0.6个百分点；道路运输业投资增长23.5%，增速回落0.8个百分点；铁路运输业投资增长14.2%，增速提高5.9个百分点。

(来源：新华财经)

上半年经济增速未达标

上半年GDP同比增速7.4%，略低于7.5%的预期目标。不过，当

前经济运行总体是平稳的，仍在合理区间。但提及下半年经济走势，国家统计局新闻发言人盛来运强调，不能盲目乐观，经济仍面临一定下行压力。“上半年经济运行简单的用12个字概括：总体平稳、稳中有进、稳中有升。”盛来运16日在国新办召开的上半年经济运行情况发布会上说。盛来运指出，经济运行总体平稳，主要是表现在增长趋稳，就业总体稳定，物价基本平稳，农业稳固，居民收入稳定增长。

统计局数据显示，6月份消费增速12.4%，略低于上月的12.5%；但1-6月份投资累计增速超预期回升，由此前的17.2%回升至17.3%；6月工业生产增速回升至9.2%，比5月份加快0.4个百分点。而稍早公布的6月出口增速也在继续回暖。

(来源：新华财经)

今年中国500强：前十名均为国企

财富中文网于北京时间2014年7月14日发布中国500强排行榜，中石化、中石油、中国建筑蝉联前三；京东商城等36家新公司首次上榜；29家金融业的总利润达到了1.27万亿元，占到了所有中国500强公司总利润的一半以上。

中国500强排行榜是从上市的中国公司中选择经营规模最大的500家公司组成的（包括在上海和深圳证券交易所的上市公司，及海外上市、主营业务在大陆的公司）。今年是《财富》（中文版）第五次发布中国500强排行榜，它不仅反映了快速增长的中国经济，同时也是对快速增长的中国上市公司的一次检阅。

(来源：新华财经)

6月规模以上工业增加值同比增9.2%

2014年6月份，规模以上工业增加值同比实际增长9.2%，比5月份加快0.4个百分点。从环比看，6月份比上月增长0.77%。1-6月份，规模以上工业增加值同比增长8.8%。

分三大门类看，6月份，采矿业增加值同比增长7.9%，制造业增长9.8%，电力、热力、燃气及水生产和供应业增长4.7%。分经济类型看，6月份，国有及国有控股企业增加值同比增长7.3%，集体企业增长3.3%，股份制企业增长10.8%，外商及港澳台商投资企业增长7.4%。分行业看，6月份，41个大类行业中有39个行业增加值保持同比增长。其中，农副食品加工业增长7.1%，纺织业增长6.4%，化学原料和化学制品制造业增长10.6%，非金属矿物制品业增长8.9%，黑色金属冶炼和压延加工业增长6.2%，有色金属冶炼和压延加工业增长12.5%，通用设备制造业增长8.8%，专用设备制造业增长6.9%，汽车制造业增长13.6%，铁路、船舶、航空航天和其他运输设备制造业增长16.1%，电气机械和器材制造业增长10.8%，计算机、通信和其他电子设备制造业增长14.3%，电力、热力生产和供应业增长3.4%。分地区看，6月份，东部地区增加值同比增长9.0%，中部地区增长8.1%，西部地区增长11.7%。分产品看，6月份，多种产品同比增长。其中，钢材9805万吨，增长7.1%；水泥23196万吨，增长0.8%；十种有色金属365万吨，增长4.6%；乙烯141万吨，增长5.6%；汽车203.4万辆，增长11.2%；轿车110.2万辆，增长9.5%；发电量4581亿千瓦时，增长5.7%；原油加工量4183万吨，增长5.8%。

(来源：新华财经)

12省市最低工资平均调增14%

《经济参考报》记者初步统计，2014年上半年已有重庆、陕西、深圳、山东、北京、上海、天津、山西、甘肃、青海、云南、四川等12省市调整了最低工资标准。月最低工资平均增幅约14%。据了解，人社部将在近期公布这方面更详细的信息。有专家认为，各省提高最低工资应本着“慎重适度”的原则，防止最低工资的过快大幅上涨可能带来的负面影响。

从调增幅度看，今年最低工资涨幅收窄迹象比较明显。上述12省市最低工资平均调增幅度约14%，为近年来最低。2011年全国有24个省份调整了最低工资标准，平均增幅达22%；2012年有25个省份调整最低工资标准，平均增幅下滑至20.2%；到2013年，全国有27个地区调整了最低工资标准，平均调增幅度为17%。

（来源：经济参考报）

贸易

Trade

上半年我国进出口额为12.4万亿元

海关总署新闻发言人、综合统计司司长郑跃声在国新办举行的发布会上介绍，6月当月，我国进出口总值2.1万亿元，同比增长5.6%。从海关统计数据可以看出，我国进出口呈现逐步回暖态势。一季度，我国进出口值为5.9万亿元，下降3.8%。二季度进出口6.5万亿元，增长1.8%。其中，5月份我国外贸进出口同比增速由4月份的下降1.4%逆转为增长1.5%，并在6月份进一步扩大至5.6%。上半年，我国进出口总值12.4万亿元人民币，比去年同期下降0.9%，其中出口6.5万亿元，下降1.2%；进口5.9万亿元，下降0.6%；贸易顺差6306.1亿元，收窄6.5%。

我国上半年外贸进出口呈现以下特点：一般贸易平稳增长，加工贸易小幅下降。一般贸易进出口6.8万亿元，增长5.1%，占进出口总值的55%。同期，加工贸易进出口3.9万亿元，下降3.7%，占31.6%；对主要贸易伙伴双边贸易增长。我国与东盟双边贸易总值为1.79万亿元，增长9.6%，占进出口总值的14.4%。与美国双边贸易总值为1.57万亿元，增长2.8%，占12.7%。与东盟双边贸易总值为1.35万亿元，增长2.6%，占

10.9%。中西部地区外贸出口保持较强势头。从出口方面来看，重庆、四川、江西、广西和湖南等中西部省份的出口增速分别为27.1%、9.4%、8%、42%和24.4%，明显高于同期我国出口总体增速；机电产品出口下降，传统劳动密集型产品出口略有增长。我国出口机电产品3.67万亿元，下降3.6%，占外贸出口总值的56.4%。同期，服装、纺织品、鞋类、家具、塑料制品、箱包和玩具等7大类劳动密集型产品合计出口1.33万亿元，增长1.3%，占20.4%。

（来源：广东省港口协会）

中欧首个贸易协定即将生效

商务部发布消息称，中国与欧洲国家签署的第一个自由贸易协定——中国-冰岛自由贸易协定将于2014年7月1日正式生效，该协定将涵盖货物贸易、服务贸易、投资等诸多领域。另外，中国政府此前宣布，中国与另一个欧洲国家的自贸协定——中国-瑞士自由贸易协定也将于今年7月1日生效。

随着中国与欧洲国家自由贸易区战略不断取得进展，中欧经贸关系进一步深化，但是，中欧之间的贸易摩擦也在不断增加和升级。对此，业内专家表示，中国制造业正在进行产业升级，中欧双方贸易重合度逐渐提高，从中长期来看，中欧之间的贸易摩擦在所难免。

商务部人士时表示，作为中国与欧洲国家签署的第一个自贸协定，中冰自贸协定不但将有力地推动双边经贸关系持续健康发展，为中冰关系的长远发展注入巨大活力，还对深化中欧经贸合作具有重要意义。中冰自贸协定的一大亮点就是《关于自然人移动》的协定附件，双方还为此成立了专门的工作小组。有鉴于此，未来，中国有技能的人才如厨师、医师、武术教练等将有望去冰岛就业。

（来源：中国贸易新闻网）

广东加快打造“3小时经济生活圈”

深圳到位于粤西的茂名的快速铁路线已于6月28日上午在茂名及经过的阳江、江门三个城市同时开工。4年后，这条被命名为“深茂铁路”的快速铁路线，将成为连接发达的珠三角

地区与正在发展中的粤西地区的最快捷的陆上通道。这是继贯通粤东地区的厦深高铁去年底建成运行后，广东加快打造“3小时经济生活圈”的又一举措。

据广铁集团相关负责人介绍。这是首条直接连接珠三角核心城市与粤西地区的快速铁路线。深茂铁路江门至茂名段的建设，将改变以往珠三角与粤西只能通过普速广茂线相通的情况。现有的普速广茂线经由肇庆、云浮，在地理走向上呈“V”字形。深茂铁路通车后，深圳与粤西之间的铁路通道将由过去“V”字形变成“一”字形，距离大幅缩短。

深茂铁路建成后，广州与茂名之间的铁路运行时间将由5小时以上缩短至2.5小时左右，深圳至茂名将由原来的近7小时缩短至3小时以内。在茂名东站与茂湛铁路对接后，广州至湛江的铁路运行时间也将缩短一半，深圳至湛江仅需3.5小时。这意味着，深茂铁路建成通车后，覆盖粤东西北快速铁路网将正式形成，从广州出发，在3小时以内基本可以达到粤东西北各个重要城市。

（来源：新华网）

港航

Port&Shipping

“i跟踪”成为国家交通运输物流公共信息平台战略合作伙伴

7月22日上午在浙江省交通运输厅，“i跟踪”与国家交通运输物流公共信息平台管理中心举行了战略合作签约仪式。双方按照“优势互补、互利共赢、积极推进、共同发展”的原则开展战略合作，“i跟踪”将成为国家交通运输物流公共信息平台的认证服务提供商，国家交通运输物流公共信息平台将与“i跟踪”深入合作致力于构建覆盖全国、辐射国际的物流

信息基础交换网络，推广使用国家信息交换标准、消除信息孤岛，有效促进物流产业链各环节信息互通与资源共享，共同推进国家交通运输物流公共信息平台建设，从而有效降低物流信息资源的使用成本，实现提高全社会物流效率的国家物流战略。

“i跟踪”将在海运货物跟踪、全球船期中已采用的JOSN、315、XML等接口标准基础上增加国家交通运输物流公共信息平台NEAL-NET物流信息标准，对现有的数据输入输出进行接口改造，既可以调用东北亚物流信息网络项目中日韩三个国家已经完成的试点口岸数据接口，又可以对外提供符合NEAL-NET标准的数据接口服务。

（来源：道锐思）

6月份全国规模以上港口增长平稳

2014年6月，全国规模以上港口货物吞吐量、集装箱吞吐量增速有所回升。

据6月份快报统计，全国规模以上港口完成货物吞吐量94462万吨，同比增长4.5%，增速较5月份提高1.7个百分点。其中，沿海港口完成64613万吨，增长5.8%；内河港口完成29849万吨，增长1.7%。上半年，规模以上港口完成货物吞吐量548966万吨，同比增长5.2%，增速较去年同期下降4.9个百分点。其中，沿海港口完成383877万吨，增长6.7%；内河港口完成165090万吨，增长1.9%。

6月，规模以上港口完成集装箱吞吐量1696.19万TEU，同比增长5.5%，增速较5月提高1.2个百分点。其中，沿海港口完成1525.34万TEU，增长6.9%；内河港口完成170.85万TEU，下降5.6%。上半年，规模以上港口完成集装箱吞吐量9669.84万TEU，同比增长5.7%，增速较去年同期放缓2.6个百分点。其中，沿海港口完成8712.53万TEU，增长6.9%；内河港口完成957.31万TEU，下降4.1%。

（来源：广东省港口协会）

湛江港上半年吞吐量同比增15.5%

上半年，湛江全市港口完成货物吞吐量1.06亿吨，同比增长14.8%；其中，湛江港集团完成货物吞吐量4137.5万吨，同比增长15.5%；增长速度均高于全国、全省沿海港口的平均水平，全国沿海港口排名从2013年的第16位提升到2014年前5月的第12位；完成营业收入、净利润同比分别增长6%、13%。

（来源：深圳港口协会）

大连港上半年吞吐量增长6.1%

今年上半年，大连港集团累计完成吞吐量1.793亿吨，同比增加1026.1万吨，增幅6.1%；集装箱吞吐量累计完成458万标箱，同比增加13.9万标箱，增幅为3.1%。

上半年，大连港集团油品、外进矿石、汽车、进口大豆等主要货种装卸生产均实现大幅增长。其中，油品码头公司完成吞吐量2000余万吨，较去年同期增长262万吨，实现14.9%的增幅，生产增势强劲。今年1—6月份，仅原油中转，就达到1000余万吨，实现了85.8%的高速增幅，成为上半年生产的一大亮点；期间，两个超大型原油码头累计接卸超大型油轮51艘次，其深水码头优势进一步凸显。其中，今年一月份油品码头就完成吞吐量486.7万吨，作业VLCC油轮13艘次，接连创下了吞吐量、利润、VLCC作业量的单月历史新高。在今年矿石贸易下滑的形势下，矿石码头公司在稳固原有市场的前提下，持续发挥品牌优势，不断拓展业务范围，寻求新的市场突破口。1—6月份累计完成进口矿石629万吨，同比增长135万吨，实现了港口进口矿石生产的持续上扬。

（来源：人民网）

上半年福建港口吞吐量增长9.7%

今年上半年，福建省沿海港口完成货物吞吐量2.38亿吨，同比增长9.7%。其中福州港完成7092万吨，增长18.4%。厦门港完成9747万吨，增长6.8%。据统计，今年上半年福建省沿海港口完成集装箱吞吐量603.05万标箱，同比增长10.5%。其中福州、厦门两港分别完成106.15万标箱和402.88万标箱，分别增长13.4%和7.8%。

（来源：深圳港口协会）

大连港与马士基集团签战略合作协议

大连港集团与马士基（中国）航运有限公司签署战略合作框架协议。双方将在集装箱码头空箱调运业务、换船业务、航线布局以及物流运输体系建设方面进一步扩大合作，实现共同发展。在签署仪式上，大连市港口与口岸局局长高连代表市政府向马士基（中国）航运有限公司总裁许立祈颁发了财政补贴。

马士基航运是全球集装箱运输排名第一位的领军企业，多年来与大连港在集装箱码头运营、外贸航线市场开发、水水中转业务拓展、集疏运网络建设等方面开展全面合作，是大连港重要的战略合作伙伴之一。自2012年大连港集团与马士基签署空箱转运基地业务战略合作协议以来，马士基航运空箱连续两年突破5万标箱，为大连港集团集装箱运输业务的快速增长提供有力支持。根据协议，双方一致同意在前期友好合作的基础上，进一步扩大合作，促进双方共同发展。马士基将拓展在大连港的空箱调运和增加换船业务，不断提高大连口岸集装箱吞吐量和竞争能力。双方将继续深化在集装箱码头航线布局安排及码头服务业务等方面的合作，推进物流运输体系的建设与合作。同时，双方还将建立互访沟通机制，促进战略目标的实现。

（来源：深圳港口协会）

“美迪马士基”号首航南沙港

6月25日，广州港南沙港区迎来海上“巨无霸”——“美迪马士基”号。此次是“美迪马士基”首航广州港，被业界普遍认为是广州港能力升级及与马士基良好合作前景广阔的象征。南沙港区作为珠江西岸唯一的深水集装箱码头，水深达16米，配置41台岸吊，配合先进运行管理及操作设备，可满足全球最大集装箱船的靠泊要求。该船的成功靠泊作业，标志着广州港南沙港区在硬件装备、操作效率、货物集散等方面达到了一个新的水平。“美迪马士基”属马士基“3E”级系列船舶，所谓“3E”级船舶，即世界头号航运公司马士基航运着眼于提高规模效益、能源效益和环境效益开发的集装箱船。其400米的长度和59米的宽度足可容纳四个大型足球场，若将其所能装载的18000个标准箱在陆地上逐个相连一字排开，长度可达110公里。此次“美迪马士基”号靠泊南沙港区，共装卸12000个标准箱。

（来源：广东省港口协会）

危货箱专用查验场在盐田正式启用

6月11日，国内首个建成使用的危险货物集装箱专用查验场，位于盐田国际西港区码头的海事集装箱查验场正式启用。危险货物运输及安全管理是集装箱运输业务中的重要内容，是

港口综合能力的体现。2013年，盐田国际操作了1080万标箱，其中危险货物集装箱超过36万箱，日均1000个危险货物集装箱进出港口。盐田海事查验场的启用，标志着盐田国际危险货物管理在专业化、规范化方面又上一个新台阶，对提升港口服务水平及竞争将产生积极影响。盐田海事局局长李健、盐田国际董事及常务副总经理徐晓阳参加了启动仪式并为查验场揭牌。

（来源：广东省港口协会）

2020年将建成现代港口服务体系

交通运输部发布了《关于推进港口转型升级的指导意见》，旨在推进我国港口转型升级，实现持续健康发展。《意见》提出，到2020年，基本形成质量效益高、枢纽作用强、绿色安全、集约发展、高效便捷的现代港口服务体系，适应我国经济社会发展需求。

《意见》指出，改革开放以来，我国已发展成为世界港口大国，但面对新形势，我国港口在服务功能、服务质量、节能环保等方面存在差距和不足，需要加快转型升级，提高资源节约、环境友好水平，由单一装卸仓储功能向物流、商贸、信息、金融等功能拓展，提升质量效益和服务水平。

为实现建成现代港口服务体系的发展目标，《意见》提出了6方面19条主要任务，包括拓展服务功能，发展现代港口业；完善港口运输系统，推进综合交通枢纽建设；科学配置港口资源，引导港口集约发展；加强技术和管理创新，推动港口绿色发展；加强港口安全管理，深化港口平安建设；提升港口信息化水平，促进港口服务高效便捷等。

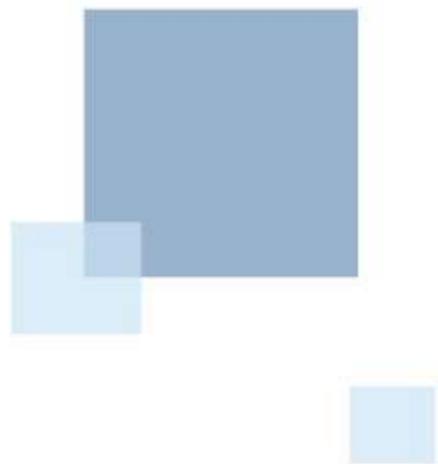
其中特别提到，要落实“21世纪海上丝绸之路”发展战略，发挥港口企业市场主体作用，鼓励港口企业建立区域性服务网络，实现效益最大化和效率最优化；支持有条件的港口企业“走出去”，开展境外投资和跨国经营业务，打造具有国际竞争力的全球性码头运营商。同时，要调整港口结构，贯彻国家区域协调发展战略，完善港口布局规划；强化港口的区域性作用，促进区域港口协调发展；合理实施新港区开发，防止新港区低水平重复建设和过度超前。

在提升港口信息化水平方面，《意见》称，港口企业要加快建立完善物流信息平台，提供港口物流全过程动态信息服务。支持港口企业加强科技创新，提高关键设备自动化、智能化水平。大力推进物联网、云计算、大数据等新一代信息技术在港口推广应用。支持港口企业加快建设高效、安全、智能的感知网络，积极打造港口数据云服务平台，发展基于大数据的高品质增值信息服务新业态，实现资源集中管理与大集成应用，全面提升港口物流供应链一体化服务能力与水平。

《意见》还要求要加强港口环境保护，积极推广应用节能减排新技术和设施设备，控制和减少港口污染排放。加强环保设施建设，加强港口环境监测、粉尘和噪声污染防治，积极推进港口开展生态保护与修复工程。

而对于目前广受关注的自贸区概念，《意见》提出，支持港口积极发展现代服务业务，推进国际和区域性航运中心建设，鼓励有条件的港口充分发挥保税港区、综合保税区、自由贸易试验区政策优势，依托主业大力发展港航信息、贸易、金融、保险、咨询等业务。支持港口加快培育电子商务服务，积极发展港口水上旅游等休闲服务和港口文化产业。

（来源：深圳港口协会）



高“海上连续度”引领中国贸易

HIGH “DEGREE OF MARITIME CONTINUITY” LEADING TRADES OF CHINA

文/刘俊（航运交易公报）
By Liu Jun (Shipping Exchange Bulletin)



马士基集团的研究表明，中国集装箱航运连接度已经达到世界领先水平。2004—2012年，中国贸易增长总值达到19635亿美元，其中35%是通过发达的集装箱航运连接度实现的。

As shown in the Maersk Group's researches, container shipping connectivity of China has already achieved world advanced level. For 2004 to 2012, the total value of China's trade growth reached 1.9635 trillion U.S. dollars, of which 35% was from well-developed container shipping connectivity.

航运一直是世界贸易中远距离运输大宗货物的最有效、安全和环保的手段，承担着近90%的世界贸易运输量。可以说，没有航运业，全球化的经济将是无本之木。

Shipping has been the most effective, safest and most environmental-friendly way for transporting bulk stock over long distances for international trades, bearing nearly 90% of world trade volume. It can be said that shipping industry is extremely important to the globalized economy.

那么，航运业究竟为中国贸易的发展起到多大作用？马士基集团对此提出一个概念：集装箱航运连接度。通过计量经济学的方法分析指出，集装箱航运连接度对降低中国贸易成本、促进贸易增长起到至关重要的作用。

Why does shipping industry play an important role in China's trade development? Maersk Group has put forward a concept - container shipping connectivity. Pointed out by econometric analyses, container shipping connectivity is crucial for reducing China's trade costs and motivating trade growth.

何为集装箱航运连接度？用于描述一个区域与其他地区在集装箱航运方面的连接程度。其水平取决于各种不同因素：频繁可靠且及时的连接、实现规模经济的运力、高效率的港口绩效、航运企业之间的激烈竞争等。

What is container shipping connectivity? It describes the level of connectivity between a region and the others in respect of container shipping. The level depends on various factors: frequent, reliable and timely connections; capacity of achieving economies of scale; high port performance and efficiency; intense competitions between shipping enterprises and so on.

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贸易推动经济增长

改革开放35年来，特别是加入世贸组织以来，中国致力于实施有效的政策改善贸易条件，并投资基础设施建设，以不断促进经济开放，进出口贸易实现跨越式发展，有力推动中国经济发展，为世界经济作出重要贡献。

Trades Promoting Economic Growth

Since the establishment of reform and opening-up policy 35 years ago, especially after joining the WTO, China has been dedicated to implementing effective policies to improve terms of trade and invest in infrastructures. All these are aimed at promoting economic liberalization and the leap-frog development of import and export trades, stimulating China's economic development and making important contributions to the world economy.

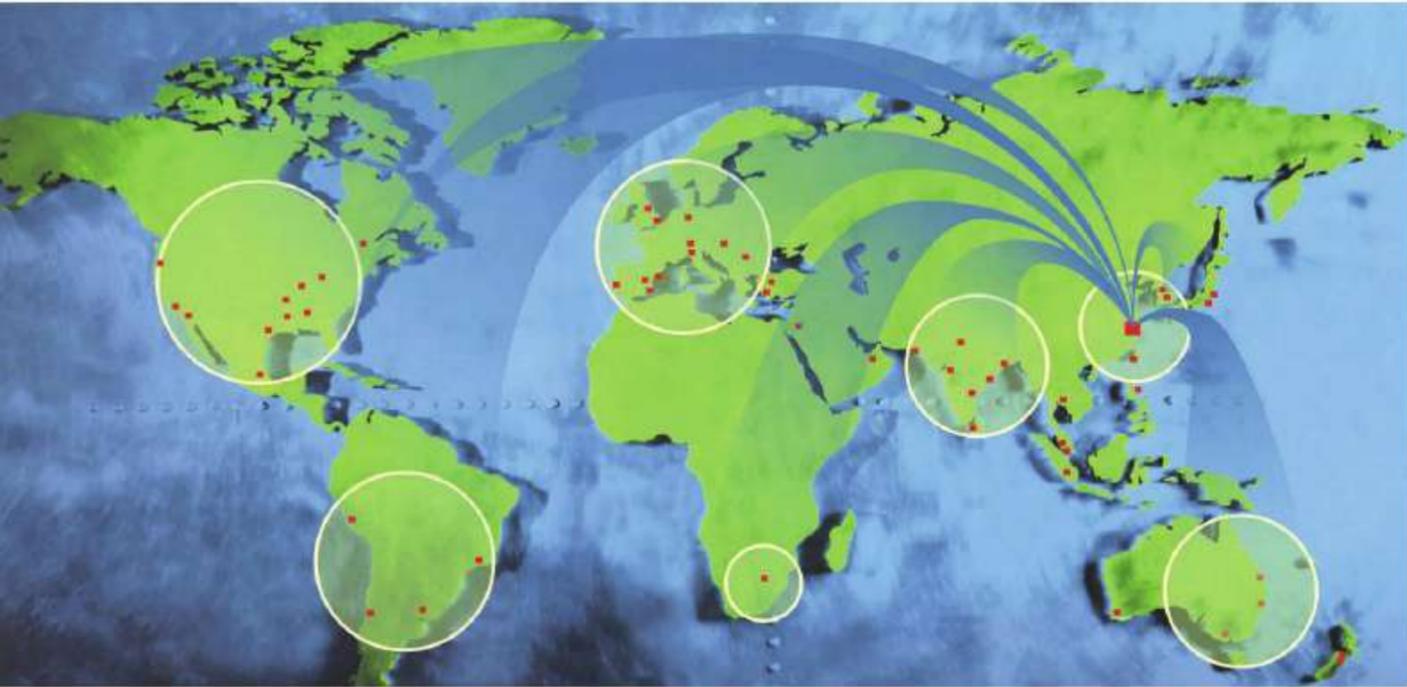
中国是120多个国家和地区最大的贸易伙伴，每年进口近2万亿美元商品，为全球贸易伙伴创造大量就业岗位和投资机会。去年中国货物进出口总额为4.16万亿美元（见图1），约占全球贸易的12%，超越美国（3.91万亿美元）成为全球最大的贸易国。另外，4.16万亿美元进出口总额中，进口额为1.95万亿美元，这对全球经济增长作出杰出贡献。

China is the largest trading partner of more than 120 countries and regions. Annually importing goods of more than 2 trillion U.S. dollars, China has created a great deal of job and investment opportunities for its global trading partners. Last year, the total imports and exports of China was 4.16 trillion U.S. dollars (Figure 1), accounting for 12% of global trade. China thus surpassed the United States (3.91 trillion U.S. dollars) and became the world's largest trading nation. In addition, the total imports and exports of 4.16 trillion U.S. dollars, including 1.95 trillion dollars in imports, has made great contributions to global economic growth.



Not only is it the first time a developing country has won the championship in global trades over the past 100 years, but also another breakthrough of China after becoming the world's second largest economy, the largest foreign exchange reserves and the largest exporter.

Over the past 30 years, China has become the major economy with the rapidest growth over the world. The Government focuses on developing competitive manufacturing industries, expanding trades and increasing per-capita income. One of the most significant impacts



这是100多年来发展中国家首次成为世界货物贸易冠军，也是中国继成为全球第二大经济体、最大外汇储备国和最大出口国之后又一突破。

过去30年，中国是全球发展最迅猛的经济大国。政府注重发展有竞争力的制造业、扩大贸易并提高人均收入。该政策带来的重大影响之一是，自1978年起，已有超过5亿人脱贫，经济规模平均每年增长10%，这为中国及中国人民创造了大量新机遇。

中国通过贸易的高度发展，带动了第一、第二、第三产业大规模结构调整，从而推动产业升级；贸易增长促进规模经济利益，一方面提高利润率，另一方面有助于增强国际竞争力；贸易增长吸引外资流入，既解决投资不足难题，也带动出口迅速增长，同时还促进先进技术和知识传播；贸易的发展也发挥了劳动力的资源优势，为开发就业岗位创造条件。

中国对外贸易的空前增长主要是因为，中国在21世纪初成为了制造业大国，肩负全球的制造、加工和组装重任。据美国全球财经研究公司调查显示，2010年，中国制造业的产出占全球总产出的19.8%，超过美国，成为全球最大的制造国。

当然，中国也明白高效的货物运输能力是促进、维护和改善世界首选制造商地位的重要因素，通过集中投资策略，中国成功地获得了一些世界上最好的交通基础设施。

of the policy is since 1978, more than 500 million people have got out of poverty with average annual growth in economies of scale of 10%, which has created a lot of new opportunities for China and its people.

With China's advanced trade development, large-scale restructuring of primary, secondary and tertiary industries, as well as industrial upgrading, are motivated; while enhancing profit rates, benefits of economies of scale promoted by trade growth also help strengthen international competitiveness; not only can foreign capital inflows attracted by trade growth alleviate the problem of insufficient investment and boost growth in exports, but also promote propagation of advanced technologies and management knowledge; taking advantage of labour resource, trade development creates various conditions for exploring job opportunities.

Becoming a manufacturing superpower in the early 21st century, China shoulders important tasks of global manufacturing, processing and assembling, contributing to unprecedented growth in China's foreign trades. According to researches of IHS Global Insight, China's manufacturing output accounted for 19.8% of the global total in 2010, surpassing the United States and becoming the world's largest manufacturer.

China definitely understands efficient freight transportation is important for promoting, maintaining and improving the status as the world's top manufacturer. By converging investment strategies, China has successfully obtained some of the world's best transportation infrastructures.

拥有高海上连接度

一个国家能否实现经济增长取决于众多因素，其中包括国家在海运方面与世界其他国家和地区的连接程度。海上连接度越高，越有助于货物远销国外，并由新市场获得利润。

影响一个国家进出口贸易的因素包括GDP增长幅度、历史文化因素、语言因素、贸易不平衡、物流效率、贸易距离以及集装箱航运连接度等。而集装箱航运连接度通过降低贸易成本和改善市场准入直接影响进出口贸易的发展（见图2）。

连接度是一个广泛的术语，在航线网络中，连接度指以指定的成本、在规定的时间内通过适当的服务将货物从一个地方运输到另一个地方的能力。因此，当航运企业决定开辟新航线、增加停靠港口的次数或在某个航线投入更大或更多船舶，就会影响该国的集装箱航运连接度。因此，拥有定期班轮航运服务决定了一个国家的运输成本和竞争力。

集装箱航运连接度的高低对实现贸易及促进贸易增长有着积极作用。中国集装箱航运连接度如何呢？

2004—2012年，中国贸易合作伙伴大规模地将业务外包至中国，成就了中国全球制造业中心地位，因此这一阶段具有独特性。马士基集团的研究报告显示，如果以中国2004年集装箱航运连接度为100作为基准的话，到2012年，中国集装箱航运连接度达到156，提升超过50%。

从2004年开始，中国集装箱航运连接度就远高于全球中等水平以及全球平均水平。2012年，中国集装箱航运连接度为156，全球平均水平为24，而全球中等水平则为13，可以说中国集装箱航运连接度大大拉高了全球的平均水平（见图3）。

如上所述，集装箱航运连接度的水平取决于运力、航线、港口以及航运企业间竞争等各种因素。中国集中投资战

Having High Maritime Connectivity

A country's capability of achieving economic growth depends on various factors, including the level of connectivity between the country and the rest of the world regarding ocean freight. Higher maritime connectivity can help selling goods overseas, and hence making profits from the new markets.

Factors affecting a country's import and export trades consist of GDP growth, historical and cultural factors, linguistic factors, trade imbalances, logistic efficiency, trade distances and container shipping connectivity. By reducing trade costs and improving market access, container shipping connectivity directly influences the development of import and export trades (Figure 2).

Connectivity is a broad term. In route networks, connectivity refers to the ability of transporting goods from one place to another through appropriate services with specified costs and time. Therefore, when shipping companies decide to open up new routes, increase the frequency of docking or assign larger or more ships to several routes, container shipping connectivity of the country will be affected. As a result, regular liner shipping services are crucial for the transportation costs and competitiveness of a country.

Container shipping connectivity has positive impacts on trade realization and growth. How is the container shipping connectivity of China?

The period from 2004 to 2012 is a unique stage since trading partners of China have outsourced their businesses to China in a large scale, leading to China's status as a global manufacturing centre. As shown in the Maersk Group's research reports, China's container shipping connectivity in 2012 was increased by more than 50% to 156 when 100 as the benchmark for the connectivity in 2004.

Since 2004, China's container shipping connectivity has been far higher than both the global median and average. In 2012, China's container shipping connectivity was 156, while the global average and median were 24 and 13 respectively. It can be said that the high container shipping connectivity of China has raised the global average greatly (Figure 3).



略改善了集装箱航运连接度所需的各方面参数，从而在此方面达到世界领先水平。如今，中国拥有众多全球主要集装箱港口，全球规模最大、效率最高的十大集装箱港口中，有7个位于中国，其中包括上海和香港。2001—2011年，中国港口集装箱吞吐量增长500%。

针对这一趋势，航运企业开始使用大型船舶。大型集装箱船舶的规模经济程度高，便于企业以较低的单箱成本运输更多货物。据克拉克森统计，截至3月1日，计划在年内交付的集装箱船舶订单还有146.8万TEU，其中8000TEU以上型船达107.3万TEU，占交付总量的73%。考虑到订单推迟交付和船舶拆解量等因素，预计至年底集装箱船队运力总规模将达到1788万TEU，同比增长约4.5%，其中8000TEU以上型船约为658万TEU，同比增长约17.6%。

中国是全球最大的集装箱生产国，目前，全球前十二大班轮公司都已进入中国市场。根据《2012中国航运发展报告》的数据，截至2012年年底，中国持有国际船舶经营许可证的企业达到241家。在中国开展集装箱运输业务的中外企业共153家。外商在中国设立独资船务公司42家，分公司225家；外商设立独资集装箱运输服务公司7家，分公司73家。为在中国这一极具吸引力的高增长市场占据优势地位，航运企业展开激烈竞争。目前，中国已经与全球主要经济体建立繁忙的航线网络，与全球港口建立频繁、可靠的连接，意味着中国航运企业能昼夜不停地进出货物，便捷地服务于客户。

海上连接度带来高价值

实现良好集装箱航运连接度的因素——企业间的竞争、规模经济、频繁且可靠的连接以及高效率的港口——有助于降低运输成本，其所带来的积极成果就是贸易的增加。

今天，中国在集装箱航运连接度方面遥遥领先，2004—2012年，中国进一步巩固这一地位。那么，在过去的8~10年，这一较高的集装箱航运连接度对中国的进出口有何贡献？中国对外贸易的强劲增长，在多大程度上可以归功于其良好的集装箱航运连接度，又有多少归功于其他因素？

根据世界银行相关数据，2004年，中国贸易额达到9646亿美元；2012年，中国贸易额比2004年增加19635亿美元。马士基集团的分析显示，2004—2012年，中国集装箱航运连接度提升56%，促使中国贸易额增长35%，这相当于增加贸易额6860亿美元（见图4）。

集装箱航运连接度不但使运输中国的大量进出口产品成为可能，更从两个方面为中国带来更多贸易。

As mentioned, container shipping connectivity depends on transport capacity, routes, ports, competitions among shipping enterprises and other factors. Converging investment strategies, China has improved all parameters required by container shipping connectivity in different aspects for achieving world advanced levels in this regard. Today, China has many of the world's major container ports: seven out of the ten largest and most efficient container ports worldwide situate in China, including Shanghai and Hong Kong. From 2001 to 2011, the container throughput of ports in China has been increased by 500%.

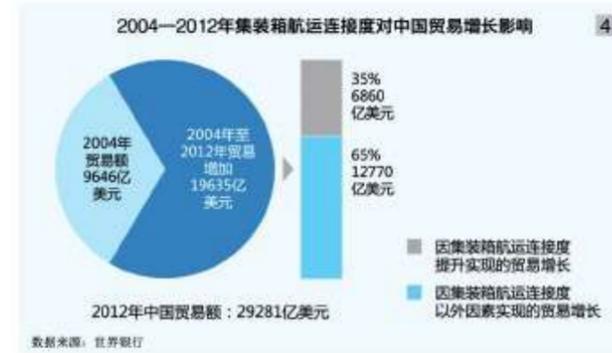
In response to the trend, shipping enterprises start using large ships. With high economies of scale of large container ships, more goods can be shipped with lower single container costs. According to the statistics of Clarksons, there were still 1.468 million TEU for container ship orders planned to be delivered in the year by 1 March. Up to 1.073 million TEU are for ships of more than 8,000 TEU, accounting for 73% of the total delivery. Considering such factors as delayed order delivery and ship dismantling, it is expected that the total transport capacity of the container ship team will reach 17.88 million TEU at the end of the year with a year-on-year growth of 4.5%. 6.58 million TEUs are for ships of more than 8,000 TEU, where the year-on-year growth is about 17.6%.

China is the world's largest container generator. The world's 12 largest shipping companies have already entered the market of China. According to the data of "2012 Report on China's Shipping Development", there were 241 enterprises with International Shipping Licenses in China by the end of 2012. 153 Chinese and foreign enterprises in total have commenced businesses of container shipping in China. 42 wholly foreign-owned shipping companies and 225 branches were established by foreign companies; seven wholly foreign-owned container shipping companies and 73 branches were set up by foreign companies. Gaining a dominant position in an attractive market with rapid growth like China, intense competitions among shipping enterprises have been sparked. Busy route networks have been built up between China and the world's major economies for frequent and reliable connections with ports worldwide, implying shipping enterprises in China can import and export goods day and night to provide convenient services for clients.

Maritime Connectivity Brings High Values

Factors for achieving good container shipping connectivity, including competitions among enterprises, economies of scale, frequent and reliable connections and efficient ports, help minimize transportation costs and bring positive outcomes of trade growth.

Today, China is ahead in respect of container shipping connectivity with further consolidation of its status from 2004 to 2012. What has higher container shipping connectivity contributed to China's imports and exports over the past 8 to 10 years? To what extent can good container shipping connectivity or other factors be rewarded for the strong growth in China's foreign trades?

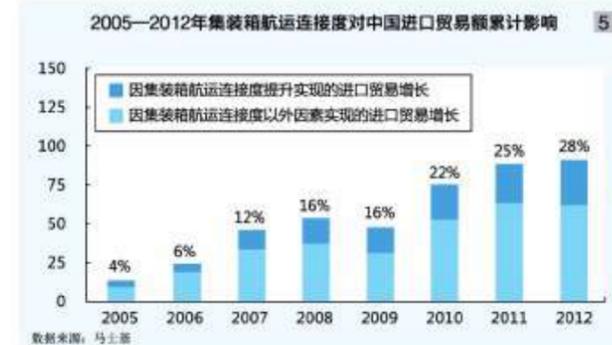


首先，规模经济、更高的服务频率及更激烈的竞争降低了运输成本，与此同时，提高了开拓新市场和巩固现有市场的能力。结果显示，集装箱航运连接度每提高10%，中国进口贸易额将增长6%，出口贸易额增长9%。这意味着从2004年以来，集装箱航运连接度的提高使得中国制成品进口额增长30%，出口额增长40%，相应贸易价值约6860亿美元，即35%的增长。

其次，集装箱航运连接度的提高降低了距离作为贸易障碍的负面影响，实际上进一步提高了集装箱航运连接度本身。集装箱航运连接度越高，就意味着距离因素对于中国贸易额的影响越低，结果证明，单因距离对中国贸易的消减只是其对全球贸易影响的一半。

从2005—2012年集装箱航运连接度对中国贸易的累计影响（见图5、6）看，2005年，带来了4%的进口贸易额和5%的出口贸易额增长；2007年，带来了12%的进口贸易额和16%的出口贸易额增长；2010年，带来了22%的进口贸易额和31%的出口贸易额增长；2012年，带来了28%的进口贸易额和39%的出口贸易额增长。

中国的经验证明，提升集装箱航运连接度，蕴藏着刺激经济增长的潜力，从而为社会创造价值，带来商业机遇。



Referring to the data of the World Bank, China's trade volume reached 964.6 billion U.S. dollars in 2004; in 2012, China's trade value was increased by 1.9635 trillion U.S. dollars when compared with 2004. Analyses of the Maersk Group showed that China's container shipping connectivity was increased by 56%, and hence 35% growth in China's trade value, which was equivalent to 686 billion U.S. dollars (Figure 4).

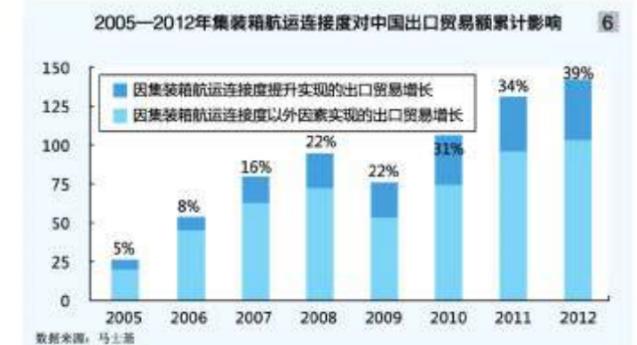
Not only container shipping connectivity helps China in archiving transportation of products for import and export in a large number, but also brings more trades to China in two aspects:

In the first place, transportation costs have been reduced because of economies of scale, higher frequency of services and more intense competitions, boosting the abilities to open up new markets and consolidate existing markets. The results showed that every 10% growth in container shipping connectivity would bring 6% growth in imports and 9% growth in exports of China, implying improved container shipping connectivity has caused 30% and 40% growths in imports and exports of China's products respectively. The corresponding trade is around 686 billion U.S. dollars, i.e. 35% growth.

Secondly, enhanced container shipping connectivity reduces negative impacts of distances as trade barriers for further improving container shipping connectivity itself. The higher the container shipping connectivity, the fewer impacts distances have on China's trades. The results prove that reduction in China's trades caused by distances is only half of the impacts on global trades.

Reflected by the cumulative impacts of container shipping connectivity on China's trades from 2005 to 2012 (Figure 5 and 6), there were 4% and 5% growths in import and export trade values respectively in 2005; 12% and 16% growths were brought to import and export trade values respectively in 2007; in 2010, there were 22% and 31% growths in import and export trade values respectively; there were 28% and 39% growths in import and export trade values respectively in 2012.

From China's experience, enhancing container shipping connectivity can unleash the potentials for stimulating economic growth, which creates values for society and brings commercial opportunities.



综合保税区为盐田港口物流发展带来正能量

YIBA: Momentum for Yantian's Port and Logistics Sector

文/李进祥（盐田国际集装箱码头有限公司）
By Jinxiang Li (Yantian International Container Terminals Co.,Ltd.)

盐田获批广东省目前唯一临港综合保税区

2014年1月22日，国务院正式批复同意深圳盐田综合保税区的申报方案。盐田综合保税区在原沙头角保税区、盐田港保税区和盐田港保税物流园区的基础上，实现区域、资源、功能和监管的四个整合，是广东省第二个获批、目前省内唯一紧邻港口的综合保税区。

综合保税区参照保税港区管理，是国内目前开放层次最高、优惠政策最多、功能最齐全的海关特殊监管区域。

综合保税区对盐田港口物流的功能提升

——盐田拥有华南地区最大的临港仓储和国际配送基地

《盐田区港口物流业发展第十二个五年规划》提出了大力开展国际中转、配送、采购、转口贸易等高端增值服务，建成专业化国际采购中心和国际配送中心，形成若干个特色进口商品展示、交易平台，成为辐射华南地区的进口商品交易集散地。

从发展现状看，盐田港区后方形成了保税物流园区、出口监管仓、冷冻仓、普通仓等功能齐备的综合物流服务体系，盐田港集团、勤辉投资、嘉里物流、普洛斯、中远物流、中海物流、丹马士物流、APL物流、NYK物流、DHL、日通、UPS、辛克物流Schenker、泛亚班拿Panalpina、胜记物流等数十家国际知名物流营运商先后在盐田置地建仓或开展国际物流业务。目前，盐田区已建成投产的仓库面积超过120万平方米，每年配送的进出口货量近50万标准箱，是华南地区面积最大、处理货量最多的临港仓储和国际配送基地。

——综合保税区进一步推动盐田临港产业功能升级

盐田综合保税区的批复，使2006年与盐田港区正式实施“区港联动”的政策区域扩大一倍多。根据海关总署公布的综合保税区管理暂行办法，区内可开展的业务包括：存储进出口货物和其他未办结海关手续的货物，国际转口贸易，国际采购、分销和配送，国际中转，检测和售后服务维修，商品展示、研发、加工、制造，经海关批准的其他业务等。盐田综合

Guangdong Province's only off-dock integrated bonded area

On 22 January 2014, the State Council officially approved the application scheme for the Shenzhen Yantian Integrated Bonded Area (YIBA). YIBA integrates the land, resources and functions of the Shatoujiao Free Trade Zone, Yantian Port Bonded Areas and Yantian Port Bonded Logistics Park, and is the second area of its kind to be authorised in Guangdong Province. It is also the province's only off-dock integrated bonded area (IBA).

IBA enjoys the same policy advantages as those afforded other bonded port areas, as well as the same high level of openness and most of the same incentives and functions.

YIBA enhances Yantian's port and logistics functions

Yantian: largest off-dock warehousing and international distribution centre in South China

In accordance with the "12th Five-Year Plan on the Development of Yantian District's Port & Logistics Sector", the port and logistics sector is committed to providing the international transshipment, distribution, procurement, re-export trade, and other high-end and value-added services needed to become a major international procurement and distribution centre, commodities display and trading platform, and import commodity hub in South China.

Off-dock warehouses can be divided into bonded logistics parks, export supervisory warehouses, cold stores and general warehouses. Numerous companies, both domestic and international, currently have warehousing facilities or engage in logistics activities at Yantian. They include the Yantian Port Group, Qinhui Investment, Kerry Logistics, Global Logistic Properties, COSCO Logistics, China Shipping Logistics, DAMCO, APL Logistics, NYK Logistics, DHL, Nippon Express, UPS, DB Schenker, Panalpina and Shing Kee Godown, among others. Yantian's total warehousing area in operation totals 1.2 million m², and total export and import cargo volume amounts to 500,000 TEU, making it the largest off-dock warehousing and international distribution centre in South China.

YIBA's approval has doubled the "Port-Zone Interaction" area that has been implemented in conjunction with Yantian Port since 2006. According to the interim measures for the management of IBAs announced by China's General Administration of Customs, the industries that can be developed within such areas include the storage

保税区内全部封关运作后，将实现盐田港口物流的监管设施升级和监管机制优化，实现物流园区和保税加工区的资源整合，港口、物流、加工全面联动，为盐田区产业升级创造条件。

	区港联动的盐田港保税物流园区	盐田综合保税区
面积	0.96平方公里	2.17平方公里
功能定位	发展现代国际物流业	口岸、加工、物流
主要业务	基于国际配送的保税仓储及流通性简单加工、保税展示、检测维修等	在保税物流园区政策基础上，增加保税加工、研发、制造等业务，加工与物流一体
拓展空间	经海关批准的其他国际物流业务	经海关批准的其他业务

盐田综合保税区设立前后对比

综合保税区打开盐田港口物流发展新空间

——乘政策东风，多国配送MCC业务有更好前景

近二十年来盐田港区立足深水优势重点发展欧美远洋航线，加之广东省传统的外贸实力，盐田港区后方的物流园区、出口监管仓、普通仓等已成为国际贸易商、跨国采购商在华南地区从事出口配送的重要基地。

综合保税区正式封关运作后，口岸监管机制将重新调整和升级，实现监管电子化水平的提高和港区间货物流转程序的简化。盐田综合保税区的设立，是对现有“区港联动”业务模式的整合、升级。乘综合保税区的政策东风，盐田临港物流业有条件从“流向单一”的“出口国际配送型”仓储基地，向“进口、出口双向结合”的“全球采购型”综合物流服务基地转变。

——政策配合，特色物流服务迎新商机

盐田港区日益完善的国际班轮航线网络、检验技术的不断革新，为盐田港口物流业务拓展提供沃土。来自法国、西班牙、澳大利亚、加拿大以及智利等国家盛产的红酒，在港区后方保税仓库内开展的保税展示、保税仓储与进口配送业务日益顺畅。洋酒、奶粉、曲奇等进口消费品也越来越多。盐田进口商品检验中心也正在建设中，投产后将进一步促进国外食品类商品的进口配送和转口贸易业务发展。

冷链物流是盐田临港保税物流的另一特色业务。经质检部门批复设立的定点保税仓库，是国外进口肉类、鱼类等冷链食品进入国内市场前的第一站。综合保税区政策实施后，盐田港区与冷链仓库之间实现无缝连接，进口冷冻产品的保税物流将进入全新阶段。

随着电商模式成为人们生活日益倚重的消费方式，进口商品的国际商贸物流在盐田临港物流园区内逐渐成为新的业态。综合保税区赋予了盐田港口物流新的政策高度，口岸监管政策和监管机制的升级，将为进口商贸物流的发展带来新商机。

of imports, exports and other goods without customs clearance, international re-export trade and procurement, distribution and delivery, international transit, testing and after-sales repair services, commodities display, research and development, processing, manufacturing and other services approved by the Customs. Once YIBA commences operations, Yantian Port will upgrade its logistics monitoring facilities and optimise its regulatory mechanisms. Hence the resource integration and interaction between port, logistics and processing activities in the Yantian Port Bonded Logistics Park and all bonded processing areas will provide favourable conditions for industry upgrades in Yantian District.

YIBA expands potential of port and logistics sector

Promising future for multinational delivery and MCC services

YICT has positioned itself as the hub for trans-Pacific long-haul shipping services over the past two decades. Further, drawing on Guangdong Province's long history as a centre of foreign trade, the warehousing facilities adjoining Yantian Port have become important bases for international traders and multinational buyers in South China.

After YIBA commences operations, Yantian's port regulatory mechanisms will be readjusted and upgraded, and its monitoring efficiency will be enhanced. The ultimate result will be the transformation of the port and logistics sector from export-orientated distribution centres into global procurement centres offering both import and export facilities. Large volumes of foreign products will be able to enter YIBA via Yantian Port for consolidation with domestic products before being transported around the world. In this way, multinational delivery and multi-country consolidation (MCC) services are set to become critical growth areas for Yantian's off-dock logistics business.

New business opportunities on the horizon

Bonded warehousing and the delivery of wine imports from France, Spain, Australia, Canada and Chile are becoming increasingly smooth, and the quantity of such imports as milk powder and biscuits is also on the rise. The establishment of the Yantian Import Inspection Centre will further promote the development of the import, delivery and re-export of foreign foodstuffs.

Cold chain logistics is another featured business of Yantian's bonded logistics sector. Bonded warehouses designated by the authorities to undertake quality supervision, inspection and quarantine duties are the first stop for the imported frozen foodstuffs before they enter the domestic market. With the founding of YIBA, Yantian Port will enjoy seamless connectivity with cold stores.

The establishment of YIBA promises a new policy landscape for Yantian's port and logistics sector. New regulatory policies and the upgrade of regulatory mechanisms will give new momentum to import trade logistics.

电商——互联网思维的启示

文/谷欣

随着电子商务的快速发展和互联经济时代的到来，宏观经济走势、商业环境瞬息万变，面临着产业升级转型和“二次创业”的战略机遇，盐田港集团善思进取，积极应对，于6月23日至29日在浙江大学西溪校区举办了电子商务专题研修班。

来自浙大、国际金融学会、速卖通大学、阿里巴巴商学院和研究中心的资深专家们，从电子商务、互联网的前沿理论，到浙江电商发展模式及浙江互联网企业实战案例，立足研究互联网行业创新热点，讲授了互联网思维在传统产业的应用和方法。

电子商务从九十年代初起步，发展到现在已步入成熟期，3G的蓬勃发展促使全网全程的电子商务V5时代成型，电子商务已经受到国家高层的重视，并提升到国家战略层面。更宽松的环境、更广阔的市场、更快速的流通和低廉的价格、更符合时代的要求，构成了电子商务优于传统商务的发展特点。

而互联网思维，则是在移动互联网、大数据、云计算等科技不断发展的背景下，对市场、对用户、对产品、对企业价值链乃至对整个商业生态的进行重新审视的思考方式。如今，互联网思维已成为当代社会最根本的商业思维。

盐田港集团如何在传统产业中运用互联网思维应对大数据、云计算时代的变化和发展，如何在延伸产业链上使用电商思维整合自身优势资源，创造新的发展思路和发展模式？在经过了专业的学习后，盐田港人有了自己的思考……

E-commerce – Inspiration from the Internet Thinking

By Gu Xin

With the rapid development of electronic commerce and the advent of Internet economy, macroeconomic trends and business environment are constantly changing. Facing strategic opportunities of industrial restructuring and "the second pioneering", Yantian Port Group responds by striving to make progresses. From June 23 to June 29, it organized an e-commerce seminar on Xixi Campus of Zhejiang University.

Based on the study of innovation hotspots of Internet industry, experts from Zhejiang University, Institute of International Finance, AliExpress University, Alibaba Business School and Research Center, gave lectures on methods of applying Internet thinking in traditional industries by discussing topics ranging from frontier theories of e-commerce and the Internet to Zhejiang Internet business development models and Zhejiang e-commerce companies' actual cases.

Started from the early 1990s, e-commerce has entered into a mature period. The vigorous development of the 3G induces the formation of whole network e-commerce V5 era. Moreover, e-commerce has received attention from top leaders of the country, and it had been elevated to the national strategic level. More relaxed environments, broader markets, faster circulating rates and lower prices that better suit today's requirements, all these features make e-commerce perform better than traditional commerce.

Meanwhile, with the advancement of technologies such as the mobile Internet, big data, cloud computing, Internet thinking is a review of the market, users, products, enterprise values chain and even the entire business ecosystem. Today, Internet thinking has grown into the fundamental way of commercial thinking in contemporary society.

How does Yantian Port Group apply the Internet thinking to traditional industries to cope with the changes in the era of big data and cloud computing? How does it integrate its own advantageous resources using e-commerce thinking in the extension of industrial chain to create new models of development? Based on the learning and training, people of Yantian Port Group have figured out a new way.



EXPLORING PARTICULARITY IN STABILITY
AND CHANGING FOLLOWING THE SITUATION
—SHALLOW INVESTIGATION OF THE DEVELOPMENT
IDEAS OF GROUP INFORMATION INDUSTRY

居正出奇，顺势而变
——浅探集团信息产业发展思路

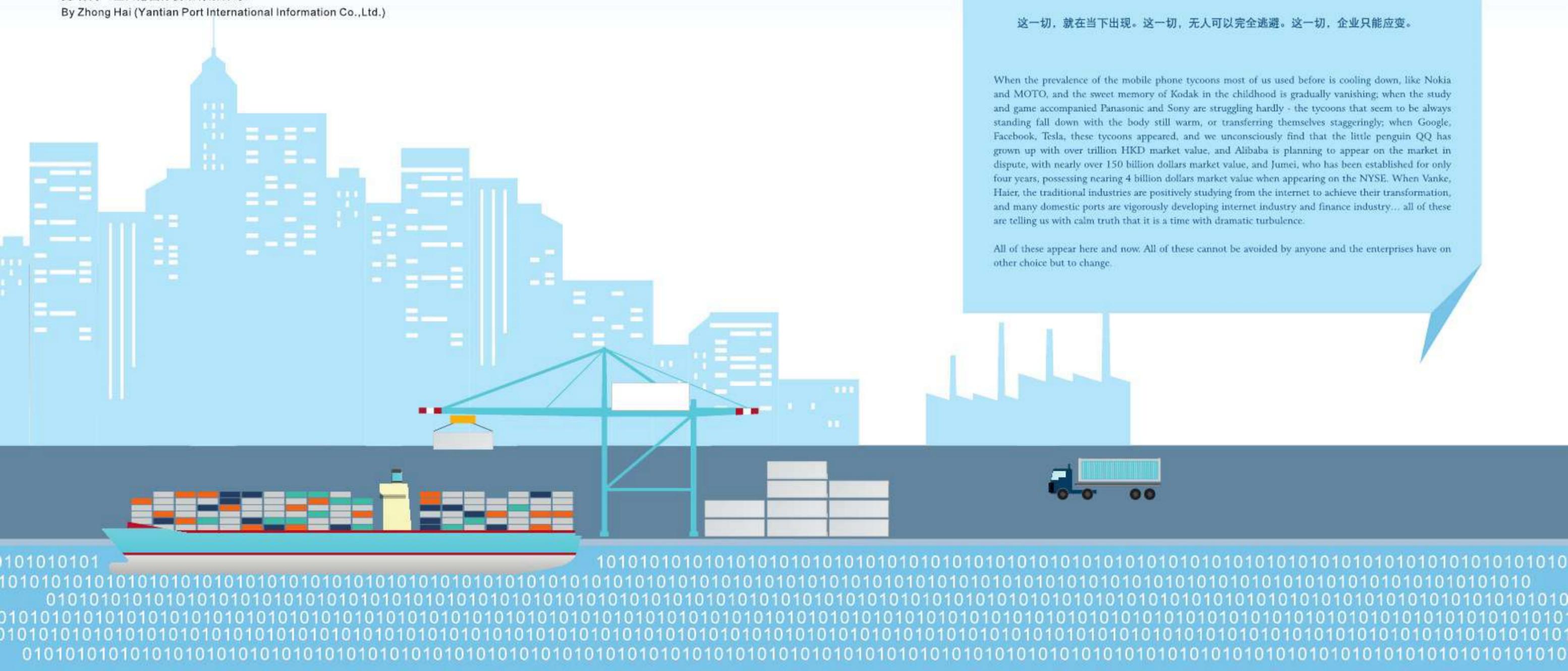
文/钟海（盐田港国际资讯有限公司）
By Zhong Hai (Yantian Port International Information Co.,Ltd.)

当我们大多数人曾拥用过的手机巨头诺基亚、摩托罗拉式微，当我们相当多人小时有温馨记忆的柯达消逝，当我们学生时期学习游戏伴随的松下索尼苦苦挣扎——似应基业长青的巨头或身子还是热热地倒下，或踉踉跄跄着转型；当Google、Facebook、特斯拉这些巨头出现，当我们不觉初涉网络使用的小企鹅QQ已成长为市值超万亿港元，阿里巴巴在争议中计划上市——上市估值预超1500亿美元，而方成立四年的聚美优品纽交所上市值竟亦近40亿美元，当传统产业万科海尔积极向互联网学习和转型，当国内多个港口大力发展互联网产业和金融产业……这一切用冷静事实告诉我们：这是一个剧变震荡的年代。

这一切，就在当下出现。这一切，无人可以完全逃避。这一切，企业只能应变。

When the prevalence of the mobile phone tycoons most of us used before is cooling down, like Nokia and MOTO, and the sweet memory of Kodak in the childhood is gradually vanishing, when the study and game accompanied Panasonic and Sony are struggling hardly - the tycoons that seem to be always standing fall down with the body still warm, or transferring themselves staggeringly; when Google, Facebook, Tesla, these tycoons appeared, and we unconsciously find that the little penguin QQ has grown up with over trillion HKD market value, and Alibaba is planning to appear on the market in dispute, with nearly over 150 billion dollars market value, and Jumei, who has been established for only four years, possessing nearing 4 billion dollars market value when appearing on the NYSE. When Vanke, Haier, the traditional industries are positively studying from the internet to achieve their transformation, and many domestic ports are vigorously developing internet industry and finance industry... all of these are telling us with calm truth that it is a time with dramatic turbulence.

All of these appear here and now. All of these cannot be avoided by anyone and the enterprises have no other choice but to change.



一 居正出奇，顺势转变

意识到处于快速变化的年代，我们也必然思考，是转变，或置若罔闻，过几年追悔莫及？如何转变，是慢慢来转变，或急就章打乱拳转变？

（一）转变之总策略：居正出奇，顺势转变

充分依托所在区位优势、牢牢把握自身资源资产规模和行业特点，积极主动、不失稳健、统筹组合的顺势适时转变，过程力谋和把握跨越式发展机会。

（二）转变之总内容：思维、管理、产业

1. 思维转变

互联网思维是这一两年的热词，自百度李彦宏初提，至小米雷军汇总壮大。李彦宏在与传统产业企业家探讨发展问题时首次提到“互联网思维”这个词。他说，我们这些企业家们今后要有互联网思维，可能你做的事情不是互联网，但你的思维方式要逐渐像互联网的方式去想。雷军认为，互联网思维是：专注、极致、口碑、快。核心是口碑，口碑的核心是“超出用户预期”。关于互联网思维的观点还有用户、简约、极致、迭代、流量、大数据、平台、跨界等思维。

总体而言，对我们的启示是：不是因为互联网才有互联网思维，也不是只有互联网公司才有互联网思维。传统企业可以借鉴互联网思维，对企业文化、生态圈、价值链进行重新审视，在战略、业务和组织等层面，做自身定位的深度思考和适度转变。

比如，码头方面因我们是合资经营，我们自己似乎直接的用户不多，以往似乎也不需过多关注。然而我们从生态圈整体来说，码头的繁荣和用户数量、质量、黏度有巨大关系，尤其在华南港口已趋于激烈的态势下。为此我们可借鉴互联网思维中的“平台”和“用户”思维，将整个盐田港码头和临港区域视之为一大平台，从港口大平台运营商定位和角度出发，与各合作方、生态圈参与者一起，集约资源、理顺和优化各业务链条流程，不断提升整体大运作效率，降低整体成本，黏住泛珠三角以及国际来往的庞大用户群，为他们创造价值，带来更好体验，从而增加了盐田港的区域竞争力。大铲湾片区、荃湾煤码头片区等亦是同理。

1. exploring particularity in stability and changing following the situation

Realizing that we are in the age with fast change, we must think about that—changing or ignoring, or regretting about it after years? And how to change—taking our time or taking changes hurriedly and blindly?

(1) The general strategy of transformation:

Taking fully use of the regional advantages, tightly grasping itself resources, property scale and the industry characteristics, being active, positive and keeping stable, coordinating and combining the transformation at the right time and in appropriate scale, endeavoring propose the process and grasping the great-leap-forward development opportunity.

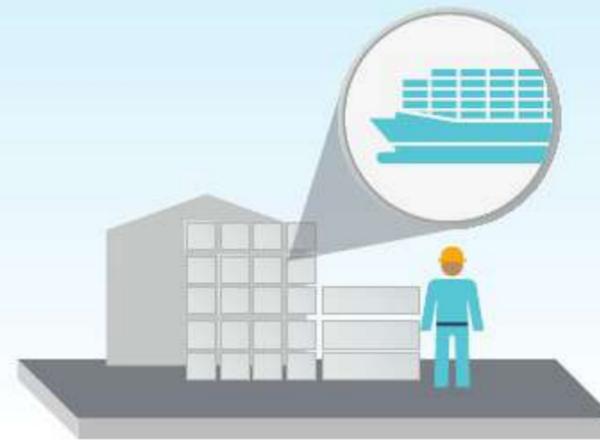
(2) The general content of the transformation: thinking, management and industry

1. Thinking transformation

Internet thinking is the hot word in recent years and it was put forward by Li Yanhong of Baidu, and was collected and developed by Lei Jun of MIUI. When discussing and exploring the development problem with traditional industry entrepreneurs, Li Yanhong firstly referred to “internet thinking”, and he said, we entrepreneurs should have the internet thinking in future, may be the career you occupied in is not the internet, but you should gradually change your mind to be similar with the mode of internet. Lei Jun thinks that the internet thinking is the combination of attention, perfection, public praise and fast, among which the core is public praise, and the core of public praise is “exceeding user's expectation”. There are many other ideas about the internet thinking, like user, brief, perfection, iteration, flow, big data, platform, transboundary and so on.

All in all, the enlightenment to us is that not only the internet has the internet thinking, but also the internet companies do not exclusively possess the internet thinking. Traditional enterprise can imitate the internet thinking to take an inspection refresh, and taking the deep thinking and moderate transformation to themselves on the levels of strategy, business, organization, etc.

For example, we do not have many direct users in the wharfs because that we are joint venture, and it didn't need too much attention before. However, from the angle of our whole ecosystem, the prosperity of the wharf is closely interacted with the amount, quality and viscosity of users, especially under the environment that the situation of south ports of China is verging to vehemence. Consequently, we can borrow the thinking of “platform” and “users” in the internet thinking and regarding the whole Yantian port and port-surrounding area as a big platform and starting from the orientation and perspective of the operator of port platform, together with all the partners and the participators of ecosystem, we intense



2. 管理转变

信息作为业务的流程载体，带来规范、透明、高效。我们可以重视并利用信息化手段，促进管理提升。信息对管理的辅助，主要有三个层面：

效率提升。在业务和工作运作层面，利用信息系统承载业务和 workflows，随时随地方便检索、应用等，使数据、文档、知识、工作流程等能按集团型组织，在部门和企业横向、集团和所属企业纵向等维度共享、准确、集约运作，减少重复性、人工性工作。这部门工作可通过集团型OA、广域网建设、视频会议、信息基础架构等建设达到。

管理改进。利用信息快捷规范特性，管理组织上可以稳健探索部分业务单元扁平化，构建灵活的业务作战小单元，使大企业具备小企业的灵活和创新特性。管理流程上可以研究结合信息的业务流程优化，一方面，信息作为业务的流程载体，可以将孤立的子流程贯通，如OA审批的报销能够导入到ERP系统，提升了流程整体效率性和准确性；另外一方面，信息使流程清晰可见，经积累后可稳健审视各业务流程的优化。管理领域上，在人力资源、财务各个专题管理都可应用信息系统，促进原人工难以实现的管理方式，如知识管理、全面预算管理，实时财务报表展现等。

the resources, comb and optimize the chain process of all the businesses, constantly improving the whole operating efficiency, reducing the overall cost, clinging the huge users group of Pan-Pearl River Delta and users taking dealings in internet, creating values for them and bringing them better experiences, and increasing the regional competition of Yantian port. Dachan Bay area and Tsuen Wan coal wharf are in the similar way.

2. Transformation of management

As the process carrier of business, information can bring specification, transparency and high efficiency. We can give high attention and take use of informational measures to promote the improvement of management. The assisting effect of information to management is divided into three levels:

Efficiency improvement. On the level of business and work operation, taking use of information system to carry the business and workflow is convenient for searching and applying at any time any where, and making data, file, knowledge and workflow can be organized in the bundle shape, and can be shared and operated exactly and intensively in the crosswise of department and enterprise and in lengthways of group and its subordinated companies, decreasing the repeated and manual works. This work can be achieved by constructions of bundle shape OA, WAN construction, video conference, information foundational structure and so on.

Management improvement. Taking use of the fast and specified characteristics of information, in management organization, we can stably explore the way of making some businesses more flattening, and making big enterprises equipped with the flexibility and innovation characteristics of small company. We can research and combine the business process optimization in management procedure, on the one hand, as the carrier of business process, information can connect the isolated sub-process, for example, the reimbursement of OA examination and approval can be guided into the ERP system, which improves the efficiency and accuracy of the whole procedure; On the other hand, information makes process clear and distinct, it can stably inspect the optimization of all the business process after accumulation. In the management field, applying information system on human resources, finance and each special subject management to promote the achievement of the management way that original manual work is hard to realize, like knowledge management, comprehensive budget management, RT financial statement exhibition and so on.

Aid decision making. Just like what Druck said, “The purpose of information is not mastering it, but adopting appropriate actions”. At the same time of implementing application system, based on the accumulating data, we establish data warehouse, data mining, even big data application, and construct all kinds of data models, through business intelligent construction to achieve the “cockpit of management” and to let all the personnel on each level of group get expansive and intensive business analysis, from staff situation,

辅助决策。正如德鲁克所言“信息的目的是掌握信息，而不是能够采取恰当的行动”。在实施应用系统同时，基于积累的数据，建立数据仓库、数据挖掘乃至大数据应用，构建各种数据模型，通过商业智能建设实现“管理驾驶舱”，从而使集团各层面人员都得到广泛深入的业务分析，从人员情况、财务分析、盈利能力预测等管理分析，到业务运营分析。

3. 产业转变

看看离我们不远的邻居万科，今年以来，郁亮带领万科高管密集拜访了腾讯、海尔、小米、阿里巴巴等炙手可热的互联网企业。在这个互联网时代，万科又一次当起了房企转型的先锋。这个现象说明，传统企业面临互联网时期，确实应主动谋求转变。

我们面临的产业转变主要是两点：传统产业的转型升级，以及布局港口信息产业。

传统产业升级转变。转型升级几个关键词：用户导向、平台、价值链、渠道、O2O。

集团各产业板块有两类用户：一是供应链、生态圈的参与者等业务用户，二是后方陆域逐步形成港城一体化新业态

financial analysis, profitability prediction and other management analysis to the analysis of business operation.

3. Industry transformation

Having a look of our neighbor Vanke, since this year, Yu Liang has led the senior managers of Vanke intensively visited Tencent, Haier, MIUI, Alibaba and other internet enterprises up-to-the-moment. In the internet time, Vanke played as the leader of enterprise transformation again. This phenomenon tells us that the traditional enterprises are faced with internet period and should actively pursue transformation indeed.

There are two problems we actually faced with in the industry transformation: the transformation and upgrading of traditional industry and laying out the port information industry.

The updating and transformation of traditional industry. Some key words of updating and transformation: client orientation, platform, value chain, channel, O2O.

There are two kinds of users in each industry plate of our group: the first are the participators of supply chain and exosphere, the second are the traders and customers gathering in the port-city-integrated new type commercial circle gradually forming in the back land area. Group should tender high attention to users, attract and cling customers, and from the angle of big port-surrounding platform operation to integrally lay out and constantly intense and optimize the whole regional resources, reducing the transition ad operation cost

商圈聚集的交易者、消费者用户。集团应对用户给予重视，吸引和黏住用户，并从临港大平台运营角度统筹布局，不断集约优化整体区域资源，降低各个环节和链条的交易和运营成本，持续提升效率，提升整体区域竞争力和价值空间。为此，集团应定位为临港产业大平台资源整合者、运营者、分配者。平台集聚了用户之后，研究延长业务和价值链，构建新商业模式。

互联网给传统产业带来的冲击之一，就是对渠道类的颠覆性影响。渠道从多层次、代理型转变为直销型、扁平型，中间商、中介等中间层次也必然不断减少甚至消失。为此，集团各产业涉及到渠道、代理类的，应及早布局应变，适应互联网渠道方式变化和订单式柔性管理。

结合大港口平台运营和渠道的扁平，对盐田、大铲湾等后方港城一体化建设的区域，结合与阿里巴巴、农产品的合作，按集团商贸物流的整体构思，可以在盐田、大铲湾、福田保税区等区域积极进行O2O的融合探索。

布局港口信息产业。布局信息产业，就是将港口、供应链信息产业作为集团主要产业之一，培育并加快发展，使之成为集团新的收入和利润来源，并通过信息产业的发展，提升集团港口和临港的整体资源价值。详细在如下阐述。

三 坚定前行，跨越发展

(一) 信息产业发展定位和方向

1. 总的定位和指导思想

布局和发展港口和供应链信息产业，一方面培养集团新产业，另一方面通过信息产业发展，促进整体区域的效率提升。为此，集团可将资讯公司作为布局信息产业的抓手，培育资讯公司成为卓越的港口和供应链综合信息营运商。以信息连接港口一切，创新提供优质互联网服务，提升供应链效率，降低交易成本，协助推动港口转型升级，营造良好的泛港口商业环境，提升软实力，构建智慧湾区。

2. 集约优化生态圈资源

目的是通过信息手段，达到港口整体区域整体资源最优化。通过信息连接港口及临港区域、腹地生态圈和业务链条的各行业、参与者，从整体上争取将码头、运输、海铁、仓

of each link and chain, continuously improve efficiency, the whole region competition and the value space. Consequently, the group should locate itself as the resources integrator, operator, distributor of port-surrounding industries platform. When the platform gathers users, we research how to prolong the business and value chain and how to construct a new business mode.

One of the impacts internet brings to traditional industry is the subversive influence to the channels. Channels changed from multi-levels and agency-style to direct selling and plat type, middleman, agency, and other middle tones definitely will decrease and even disappear. Consequently, industries of group involving channels and agency should take layout in advance to meet emergency and adapt the changes of internet channels and order-oriented flexible management.

Combining the port platform operation and flat channels, to the areas of port-city integrated construction in back area, like Yantian, Dachan Bay, combining the agriculture cooperation with Alibaba, as the integral design of group commerce and logistics, we can take actively O2O blending exploration in Yantian, Dachan Bay, Futian Free Trade Zone and other areas.

Laying out the port information industry. Laying out information industry is to take port and supply chain information industry as one of the main industries of group, cultivating and accelerating its development, making it the new source of income and benefit, and through the development of information industry, we improve the integral resources value of group port and surrounding ports. Details are explained as follows:

II .Determinedly moving forward and pursuing leaping development

(1) The development orientation and direction of information industry

1. General orientation and guiding thought

To lay out and develop port and supply chain information industry, on the one hand, we should cultivate the new group industry, on the other hand, through the development of information industry, we promote the efficiency improvement of the whole region. For this reason, group can take the information company as the grasps of laying out the information industry, cultivating the information company to be the superior port and supply chain comprehensive information operator. Connecting all of port and providing good-quality internet service through innovation, improving the efficiency of supply chain, reducing dealings cost, assisting to promote the port transformation and upgrading, creating good port-surrounding commercial environment, improving the soft power and constructing intelligent bay area.



储、堆场等区域，针对货物、拖车、箱子等要素，用互联网实时、透明、快捷方式连接并整体调配和优化。如码头卡口闸口的自动高效和信息集成、提柜的准确信息和路线优化、各堆场之间箱子调配、拖车运力均衡和货物匹配、转船和与香港的驳船连接、天气和交通状况等等，更宏观来说还存在盐田港区和深圳其它港区、沿海区域、与香港码头区域的整体资源协调和优化等等。

3. 提升价值链运作效率

盐田港区领先的码头操作与初级的商业环境和物流服务并存。目前华南其他码头的操作效率逐步与盐田码头持平，在盐田码头操作费用比其他港口高出20%、后方综合商业环境不占优势的情况下，亟待从整体上统筹优化、转型提升，提升价值链运作效率。

盐田港区供应链全过程的“信息孤岛”现象严重，业务、数据、信息不能互联互通，存在大量的中介和人工操作环节（从海港大厦和盐田国际大厦人流情况可见），影响信息的流转速度和传递质量，致使供应链整体效率降低。

这是资讯公司应持续深耕细作的领域。以资讯公司的快速通关产品为例，盐田港腹地货主往往需要面对报关、报检、船代、码头缴费等各类关务港务，整个过程需要面对多个角色和环节，数据也需要反复录入。资讯公司的快速通关产品通过将上述数据、流程、业务的整合，使货主用户一站式办理全部事宜，大大提升了效率、降低了近50%的关务港务费用、避免数据反复录入的错误可能。

同样资讯公司的海运直通产品，实现了坪山等特殊监管区出口一次申报、查验、放行，到码头直接放入装船，特殊监管区转关模式变为清关模式，避免了反复查验等重复过程和费用。下阶段还可进一步与集团各个产业板块联动，整合和开拓客户资源，为货主提供更多综合一站式服务，探索大客户自助网络快速通关，进一步提升效率，并结合“无水港”、海铁联运，加大市场推广力度，将高效优质的盐田海运服务向珠三角及内陆延伸，为盐田港区吸引更多货源潜在空间。

以上几个例子，都是对港口腹地的生态圈参与者，起到了方便、省钱、安全等作用，确实提升了海运供应链全程整体效率、降低整体综合运营成本，保持码头综合竞争力。

2. Intensively optimizing the ecosphere resources

The purpose is to achieve the best optimization of integral resources in the whole port area. Through information, we connect the port and port-surrounding areas, back-land ecosphere and all the industries and participators in business chains, and we try to connect the locations of wharf, transportation, sea-railway, warehouse, storage yard and other areas, factors of cargo, trailer, case and so on by internet in time, transparently, rapidly and we coordinate and optimize it as a whole. Such as the automatic efficiency and information integration of the dock bayonet and gate, accurate information and route optimization of the ark, cases deployment among storage yards, shipping ability balance of trailer and the matching of cargos, connection of transshipment with the barge in Hong Kong, weather and transportation condition and so on, from a more macroscopic angle, there are issues of integral resources coordination and optimization of Yantian port and other ports in Shenzhen, coastal zone, wharf area in Hong Kong, etc.

3. Improving the operation efficiency of the value chain

The advanced wharf operation coexists with the primary commercial environment and logistic service in the Yantian port area. At present, the operating efficiency of other wharfs in southern part of China holds a line with Yantian wharf, but the operation fee of Yantian wharf is higher over 20% than others, under the situation that the back-land comprehensive commercial environment isn't dominant, it is urgent to coordinate, optimize, transform, and improve that as a whole, and improving the operation efficiency of value chain.

The phenomenon of "information isolated island" is very serious in the whole process of supply chain in Yantian port, business, data, information cannot be mutually shared and contacted, and there are so many agency and manual operation links (seeing from the people flow situation of Harbor Building and Yantian International Building), which affect the circulating speed of information and the transmitting quality, and eventually leading to the whole efficiency decrease of the supply chain.

This is the field that the information company should be continuously exploring and developing. Taking the products fast cleared by the customs as the example, the owners of cargo in the back land of Yantian are faced with customs clearance, customs inspection, ship agency, wharf payment and other all kinds of port and custom affairs, the whole process needs to face many roles and links, and the data needs to be input repeatedly. Through the combination of above data, process and business, the products that fast cleared by the customs of the information company provide convenience for cargo owner and users to manage all the issues one-stop, which significantly improving efficiency, reducing the port and custom affairs fee by nearly 50%, and avoiding the occurrence of mistakes caused by repeatedly input of data.

4. 丰富区域业态

在着力提升运作效率和降低成本同时，可通过互联网方式，不断丰富区域业态，构建新的商业模式。如围绕国内蓬勃发展的跨境电子商务，集团应该适时开展跨境电子商务建设，一方面避免跨境电商逐渐成稳定批量后，由空港转海运时，我们尚未做准备造成的潜在箱量流失；另外一方面，蓬勃发展的跨境电商在出口、进口、通关服务方面存在大量的商业模式机会，我们应该给予争取和把握。

同样，针对泛盐田港生态圈各中小微企业金融支持缺失状况，一是发展目前基于易港讯平台的电子支付，将港口生态圈的物流、加油、电商等各类交易，纳入大电子支付范围，适时研究与第三方支付合作或独立申请牌照，并通过电子支付归集资金，开展融资支付；二是通过大数据分析，建立数据模型，研究基于进营业收入、出口额、仓储租赁、加油量等交易状况和商业行为在内的信用评估和风控体系建设，研究信用担保、仓单质押应收账款抵押等多种担保融资方式积极稳妥探索小微贷；三是以上述为基础，进一步研究金融交易结构，构建金融网络服务平台，合作或独立建设盐田港网上金融服务大厅，探索各种类金融服务。

5. 港口企业信息化

将资讯公司作为集团系统的信息系统建设总承包商、运营者，一方面能在集团的领导下，对集团信息化建设统一规划、统一架构、统一标准、统一实施，保障集团型信息系统构建，提升整体信息应用；二是起到集团系统信息人员集约高效，培养人员队伍，培育资讯公司。

6. 融合发展

综上所述的几项方向，资讯公司融合发展，构成三大业务板块：

码头信息化。当前的港口对外资讯易港讯平台，继续做深做精，同时与各方系统连接，力争资源集约优化，同时跟随集团的发展进行系统复制。

企业信息化。为股东、生态圈单位实施商业智能、ERP、CRM、智能园区、OA、网络工程、视频会议等管理信息系统。

The sea transportation straight-in products of the same information company achieve one time declaration, inspection, pass, and directly shipping at the wharf in Pingshan and other specially supervised area, the specially supervised area transforms its mode to the customs clearance mode, which avoids the repeated check and other repeat process and additional fee. In the next period, we can interact with other industry plates of group, integrating and exploiting client resources, providing more comprehensive one-stop service for cargo owners, exploring the fast customs clearance for big customers through self-help internet, and further elevating efficiency, combining "dry port" and sea-railway combined transportation, strengthening the market promotion, extending the efficient and super Yantian sea transportation service to the Pearl River Delta and inland area, attracting larger potential space of goods resource for Yantian port.

Above cases provide convenience, security, and saving money for the participators of ecosphere in the hinterland of the port, which actually improving the integral efficiency of the sea transportation supply chain, reducing the comprehensive operating cost, keeping wharf's comprehensive competition.

4. Enriching the regional commercial activities

At the same time of putting forth effort on improving the operation efficient and reducing cost, we enrich the regional commercial activities constantly and build new business model. For example, the cross-border electronic commerce is booming in China, the group should properly carry out the cross-border electronic construction. On the one hand, it can avoid the potential loss of container volume if we don't get ready for the change from airport to the sea transportation when the cross-border electronic commerce forming stable batches; On the other hand, the booming cross-border electronic commerce owns many business model opportunities in the aspects of import, export and the customs clearance service. We should catch the opportunities.

In the same way, to solve the condition of lacking finance support from the medium small and micro-sized enterprises in Pan Yantian Ports, we take those steps. First, we need to develop the e-payment based on the Yigangxun platform and bring the logistics, fuel charging, and e-business into the e-payment range, researching in time and cooperating with the third party payment or independently applying for the license plate, and collecting capital through e-payment while carrying out financing payment; Second, we build data model after data analysis to study the credit assessment and risk control system construction, include the transaction condition and commercial activity such like the operating receipt, the value of exports, the storage rent, the fuel charge and so on; Third, based on the tow points above, we make further study on financial deal structure and build financial service platform, to cooperate or construct Yantian Ports online financial service and search all kinds of similar financial services.



供应链信息化。为整个生态圈、供应链提供的新兴平台和产品，如跨境电子商务、供应链金融、大宗商品交易、以及供应链的各种一站式集成平台等。

由此，资讯公司业务内容包括运营平台，提供产品、运营、外包、咨询、方案，以及项目的实施。

定位面向全国。一方面是跟随集团发展，将信息解决方案复制推进；另一方面是资讯公司自身积极寻找其他区域的发展机会。

(二) 信息产业发展方式、路径

如上所述，资讯公司应发展成为向泛珠三角供应链各参与方提供优质信息服务的互联网企业。

1. 几项主要发展方式和路径

一是立足自身优势。充分依托盐田港、股东实力雄厚优势，发挥熟悉码头业务的特点，在确保生存之基——码头对外



5. Port enterprise informatization

We take the information company as the general contractor and the operator of the information system construction of the group informatization. On the one hand, it could make unified plan, unified structure, unified standard and unified implement for the group informatization system to protect the construction of it and improve the collective information application. On the other hand, it makes the talents intense and efficient while cultivating the member team and the information company.

6. Integrative development

To sum up, the integrative development of information companies consist of three business plates,

Wharf informatization. We keep working on the foreign business information port platform Yigangxun deeply and particularly. At the same time, we relate to other systems to make the resources intense and optimized with systematically copy of the work as the group develops.

Industry informatization. We apply BI, ERP, CRM, intelligent park, OA, network engineering and video session and other information systems for the shareholders and ecosystem units.

Supply chain informatization. We provide newly-developing platform and product to the whole ecosystem and the supply chain, for example, the cross-border electronic commerce, the supply chain finance, the commodity exchange business, all kinds of one-stop integrated platform of the supply chain and so on.

Therefore, the business of information company includes the platform operation, providing the product, operation, outsourcing, consultation, project and the operation of the project.

Whole country oriented. For one thing, we develop with the group while propelling and copying the information solution; For another thing, the information company will actively pursue the development opportunity in other areas by itself.

(2) Modes and ways of information industry

As it was mentioned, the information company should develop into a internet corporation which provides information service of high quality to participants of the Pan-pearl river supply chain.

1. Some main modes and ways of development

First, we should rely on our advantages. Depending on the superiority of Yantian Ports and the deep pockets of the shareholders, we could develop our ability of knowing well of wharf business. In the context

资讯服务优质可靠前提下，不断优化设计产品和服务，构建优秀的供应链信息平台。

二是力争资源。将港口信息所涉的通道、许可、牌照、政策等作为软性资源，通过各种方式争取，获得软性独特区位优势。

三是强强联合，联盟发展。力争通过构建共同发展、共生共荣的大平台运营，与生态圈、业务链各行业、参与者联盟发展，快速形成大型规模。

四是寻找标杆，快速复制。对国内外发展较好的行业典型公司，快速学习复制其成功模式、经验，对部分已得到较好应用的产品，直接通过购买和分成使用等方式，迅速发展业务。同时，对资讯公司自身成功的产品加大力度复制推广。

五是谋求跨越式发展。在发展过程，机会和条件具备的，不失时机地进行兼并购、战略投资等多种跨越式发展，迅速壮大规模，进入新业务领域，获取人才团队。

六是互联网方式管理。集团对资讯公司管理，在企业文化、组织设计、激励措施、薪酬结构、绩效考核等方面按互联网企业进行，对资讯公司投入必要资金，支持资讯公司通过多种方式融资、筹措资金。

2. 成为全国有影响力的港口供应链信息公司

在集团指导、股东投入、兄弟企业支持下，经过3-5年的努力发展，资讯公司目标是成为华南领先、全国有影响力的港口供应链信息公司，成为投资方关注的行业领先者，大幅提升公司价值。治理结构方面股权多元化，成为集团管理创新的探索平台。同时拥有优秀产品和解决方案，平台规模大型，财务指标良好，管理规范高效，具备投资功能，成为集团投资信息产业的平台。力争成为集团发展良好的新产业板块，新收入和利润增长点。

of confirming the reliability of the foundation of survival-the port foreign information services, we optimize the product design and service to build a first-class information platform of supply chain.

Second, strive to resources. Taking the channel, the permission, the license and the policy related to the port information as soft resources, we try in different ways to strive for the advantage of the soft distinctive location,

Third, powerful combination and development of alliance. We work hard for build common development and co-existence and common prosperity platform, then the alliance development with participants from ecosystem and business chain and finally contribute to a large scale rapidly.

Fourth, finding a mode and learn it quickly. We quickly learn and copy the development mode and experience of some company which develop fairly well. Through buying and giving percentage to some products which are already well applied, we can development the business quickly. Meanwhile, we should energetically copy and generalize the successful product of ourselves.

Fifth, looking forward to leapfrog development. With proper opportunity and condition, we can use acquiring firms properly and strategic investment or other ways of leapfrog development to expand the firm scale and get into new area of business or get talented person team.

Sixth, internet mode management. The group governs the information company and manages the company culture, the organization design, the incentive measures, the salary structure and performance assessment as a Internet company. It also need to contributed enough capital to the information company and permit the firm to do financing in different ways.

2. To be the most powerful information company of port supply chain.

Under the support of group guidance, investment of the shareholders and brother enterprises, the information company aims to dramatically promote the company values and to be a lead company of south China and a powerful information company of port supply chain, as well as an industry leader which can attract the investors. In the aspect of governance structure, we use diversity of equities to be an exploring platform for the company to manage and innovate. At the same time, we own the splendid product and solution, the platform with great scale, the good financial index, the efficient and standard management and function of investment. It makes our company to be a platform of investment information industry. We strive for being a well-developed new industry plate, the sign of new income and the profit growth point of the group.



物”出口,既可以使经营主体获得退税,也便于口岸职能部门的管理。

1.3 跨境电商的基本情况

跨境电子商务在国内还没有正常渠道,很多都是以邮包的形式进行交易。这样一方面增加了成本,另外一方面也出现了外汇结算的问题。国家外汇管理部门不认可快递单进行外汇结算,一些电子商务网站只能通过地下钱庄结算,给经营带来很大风险。海关推动跨境电子商务建设旨在改变目前的局面。

跨境贸易电子商务服务内容包括三项: B2C(Business to Customer)一般出口、B2B2C(Business to Business to Customer)保税出口、B2B(Business to Business)一般出口。

跨境贸易电子商务可以重点解决两大问题:提高通关效率、降低贸易成本,解决外贸电商结汇、退税难问题;还可应对跨境快件、邮件数量的快速增长,提高海关管理服务水平。

当前,国家层面的跨境电子商务产业政策持续突破。2013年8月,国务院转发商务部等部门《关于实施支持跨境电子商务零售出口有关政策的意见》(国办发〔2013〕89号),明确了对电子商务出口的七项支持政策。主要包括:

(1) 确定电子商务出口经营主体;(2) 建立电子商务出口新型海关监管模式并进行专项统计;(3) 建立电子商务出口检验检疫模式;(4) 支持电子商务出口企业正常收结汇;(5) 鼓励银行机构和支付机构为跨境电子商务提供支付服务;(6) 实施适应电子商务出口的税收政策;(7) 建立电子商务出口信用体系。以上七个方面解决了电子商务出口企业在海关、检验检疫和收付汇等方面的问题,扫清了阻碍电子商务出口企业享受出口退税政策的障碍。

2014年5月,国务院颁布《关于支持外贸稳定增长的若干意见》, (国办发【2014】19号) 提出十六条措施支持外贸稳定增长。《意见》提出的政策措施主要围绕四个方面:

(1) 着力优化外贸结构,扶持服务贸易发展,扩大服务进出口,发挥“走出去”的贸易促进作用;(2) 进一步改善贸易环境,全面推进“一次申报、一次查验、一次放行”,整顿和规范进出口环节经营性服务和收费,减轻企业负担;(3) 强化政策保障,推进跨境贸易人民币结算,改善融资服务,拓宽进出口企业融资渠道;(4) 增强外贸企业竞争力,支持包括民营、中小等各类外贸企业发展,引导外贸企业结构调整、兼并重组、提质增效,加快推进外贸生产基地、各类贸

and few amount, so duty drawback and exchange collection can't be achieved, and meanwhile, statistics recording of port departments is also influenced adversely by that. The pilot project turns private mail into export of "goods" in the form of "reviewing and releasing according to list, summary reporting", which not only makes business entity get duty drawback but facilitates the management of function departments of port.

1.3 Basic Situation about Cross-border E-commerce

Cross-border E-commerce hasn't had normal domestic channels yet, most transactions are conducted in the form of postal parcel. It not only increases costs but also causes foreign exchange settlement problems. Some E-commerce websites have to settle through illegal private bank because national exchange currency departments don't accept the foreign exchange settlement in ways of express, which brings huge risks to the operation. In order to change the current situation, customs pushes the establishment of E-commerce.

The service content of cross-border trade E-commerce includes: B2C (Business to Customer) general export, B2B2C (Business to Business to Customer) bonded export and B2B (Business to Business) general export.

Cross-border trade E-commerce can focus on solving two problems: improving clearance efficiency, lowering trade costs and solving settlement of exchange of foreign trade E-commerce and duty drawback problems; improving service level of customs management in response to fast growth of cross-border express and number of mails.

Currently, breakthroughs are made constantly on the industrial policies about cross-border E-commerce. In August 2013, State Council gave away Opinions about Carrying Out the Policies about Supporting Cross-border E-commerce Retail and Export (GBF [2013] No. 89) to Ministry of Commerce and other departments to make seven support policies about E-commerce export clear, mainly including: (i) finalizing the business entity of E-commerce export; (ii) establishing new customs supervision model of E-commerce export and conduct statistics of special items; (iii) establishing inspection and supervision mode of E-commerce export; (iv) supporting normal settlement of exchange and exchange collection of E-commerce export companies; (v) encouraging banking institutions and payment institutions to provide payment services for cross-border E-commerce; (vi) carrying out taxation policies suitable for E-commerce export; (vii) establishing E-commerce export credit system. The above seven aspects solve the problems of E-commerce companies on customs, inspection and quarantine, exchange collection and settlement of exchange, and clears the obstacles of E-commerce export companies on enjoying export rebate policies.

In May 2014, the State Council issued Some Opinions about Supporting Stable Growth of Foreign Trade (GBF [2014] No. 19) coming up with sixteen measures to support the stable growth of foreign trade. The policies are put forward by Opinions aiming at four aspects: (i) concentrating on optimizing the structure of foreign trade,

易平台和国际营销网络建设,出台跨境电子商务贸易便利化措施,支持外贸综合服务企业发展,为小微企业出口提供专业化服务。

2014年5月,海关总署出台《关于支持外贸稳定增长的若干措施》提出了贯彻落实国务院办公厅关于支持外贸稳定增长的若干意见的20条政策举措。明确提出激发市场主体的活力和竞争力,提振市场信心,减轻企业负担。具有较大突破性的为以下两方面:(1) 优化外贸环境,提出建立“单一窗口”,加强通关电子化,简化通关流程;(2) 减轻企业负担,提出“提高海关查验效能”措施,对诚信守法企业适用较低随机布控查验比率,推进集中汇总纳税、配合完善出口退税政策。

2、深圳发展跨境电商的潜质

2.1 深圳发展跨境电子商务的产业基础

深圳作为全国跨境电子商务最活跃的地区,2009年9月即由国家发改委和商务部批准创建首个国家电子商务示范城市。根据海关部门统计,全国近六成的跨境电商出口商集聚于深圳,同时国际邮寄小包的数量,深圳也占五成以上;2007年以来深圳跨境电子商务行业规模增长率基本保持在30%以上。

深圳一直是我国外贸进出口的重点地区。2013年度,深圳累计外贸进出口总额为5373.6亿美元,其中出口额3057亿美元。良好的电子商务发展氛围吸引很多异地生产商、中间商纷纷在深圳开设电子商务公司。尽管2012年以来整体外贸行业增速下降,但由于中小企业对于专业外贸服务需求的提升以及海外商品消费市场需求的增加,促使深圳跨境电子商务交易额一路走高,2013年总体交易额达到133.9亿美元,增长率为151.7%,占全市电子商务整体交易额的比重约为8.6%,占深圳外贸进出口总额的比重为2.5%。

2.2 深圳发展跨境电子商务的进展和意义

深圳市政府非常重视跨境电商发展,促成深圳跨境电子商务获国家政策倾斜,有望抢占跨越式发展先机。2013年9月,深圳财付通、钱宝科技获国家外汇局颁发首批第三方支付机构跨境支付牌照,第三方支付机构跨境支付业务试点的铺开,不但直接利好参与试点的支付机构,还将利好境内的电商平台和网上卖家。2013年10月,深圳已获批跨境贸易电子商务服务试点,将在支付、通关、信用体系等方面进一步

supporting the development of service trade, expanding the import and export of service and exerting the stimulation effects of "going out" trade; (ii) further improving trade environment, comprehensively promoting "one application, one inspection, one release", reforming and standardizing operational service and charging of import and export links and reducing companies' burden; (iii) strengthening policy guarantee, boosting RMB settlement of cross-border trade, improving financing service and widening channels of import and export companies; (iv) improving the competitiveness of foreign trade companies, supporting the development of foreign trade companies including private enterprises, small and medium-sized enterprises and other foreign trade companies, instructing foreign trade companies in structure adjustment, merger and restructuring and improving quality and effectiveness, accelerating the construction of production base of foreign trade, different trade platforms and international marketing website, introducing facilitation measures of cross-border E-commerce trade, supporting the development of comprehensive foreign trade service companies to provide professional export service for small and micro companies.

In May 2014, General Administration of Customs of the People's Republic of China introduced Some Measures about Supporting the Stable Growth of Foreign Trade which put forward 20 policies and measures about carrying out some opinions about supporting the stable growth of foreign trade of General Office of the State Council. It clearly puts forward activating the vitality and competitiveness of main market players, boosting market confidence and reducing companies' burden. Great breakthroughs are made in the following two aspects: (i) optimizing the environment of foreign trade, putting forward establishing "single window", strengthening electrification of clearance and simplifying clearance processes; (ii) reducing companies' burden, putting forward the measures about "improving inspection efficiency of customs", applying the low stochastic control inspection ratio to honest and law-abiding companies, pushing through central summary taxation and cooperating to perfect export rebates policies.

2. The Potential of Shenzhen Developing Cross-border E-commerce

2.1 Industrial Foundation of Shenzhen Developing Cross-border E-commerce

As the region with the most active cross-border E-commerce in China, Shenzhen will be built into the first national E-commerce demonstration city which was approved by National Development and Reform Commission and Ministry of Commerce in September 2009. According to the statistics of customs departments, approximately 60% of domestic E-commerce exporters gather in Shenzhen and more than 50% of postal parcels from foreign countries are delivered to Shenzhen; the growth rate of the scale of Shenzhen cross-border E-commerce industry has been kept at more than 30% since 2007.

Shenzhen has been the key region for import and export of foreign trade. In 2013, the accumulated total import-export volume of Shenzhen was 537.36 billion dollars, of which export volume was 305.7 billion dollars. The good development environment of E-

完善政策体系，并率先在前海贸易区、深圳机场等区域开展试点工作。例如，前海刚刚实现全国首例海关9610监管代码下操作的跨境电子商务出口退税。

深圳成为跨境贸易电子商务试点城市意义重大。具体包括：1) 为深圳打造国际商贸中心、推动新型城市化发展提供重要机遇；2) 跨境电子商务倚靠互联网和国际物流，突破原有“商圈”概念，具备全天候、全方位、零距离特点，彻底改变传统外贸经营模式和生产组织形态，重构外贸产业链，极大推动了深圳外贸产业资源配置和转型升级；3) 跨境贸易电子商务拓宽企业成交渠道，减少贸易环节、降低交易成本，最终扩大进出口量。

随着前海相关政策的不断落实，有理由相信，深圳有望成为以前海为中心的世界跨境电子商务核心枢纽。

2.3 深圳跨境电子商务的具体内容

海关首先在出口邮件(B2C)实施“清单核放、汇总申报”的通关模式，研发跨境电子商务(B2C出口)通关服务系统已取得成功。采用出口邮件通关模式，海关可凭企业申报的电子清单可快速核放，商品出境后，企业定期将电子清单汇总为出口货物报关单，凭海关报关单等资料办理结汇、退税，有关出口数据也可同时列入海关统计。

在“清单核放、汇总申报”的创新模式和“属地申报、口岸验放”等便利措施下，发挥深圳制造业优势，开展特殊监管区出口、保税进口分销的业务，并对综合型外贸电商企业给予政策扶持。

深圳跨境电商的基本情况及其跨境电商进出口的物流模式，如：特殊区域的出口模式，电商包裹的进出口模式，香港的转运模式等。另外，深圳正在搭建的跨境电商公共信息服务平台，该平台将与海关、国检、外管等系统对接，一方面为跨境电商提供产品信息，物流信息的报备平台；另一方面对跨境电商企业的交易，物流的明细起到监管的作用。按照“先易后难，先出口后进口”原则，依托前海湾保税港区在现有监管模式的大框架下，对现状基础好、突破难度小的跨境电商出口业务先行试点，待时机成熟后再突破进口。

跨境贸易电子商务有利于深圳企业直接与世界市场对接，提升议价能力；发展跨境电子商务零售出口，降低中小微企业外贸交易成本和融资门槛；交易记录可长期保存，具有来源可追溯、去向可查证、风险可控制、责任可追究等特点，可进一步规范进出口市场经济秩序。

commerce attracts many manufacturers and middlemen from other areas to set up E-commerce companies in Shenzhen. Despite the declined growth of the whole foreign trade industry since 2012, the promoted demands of small and medium-sized companies for professional foreign trade and the increase of demands of overseas goods consumption market make the turnover of Shenzhen cross-border E-commerce keep growing. In 2013, the total turnover reaches 13.39 billion dollars with the growth rate being 151.7%, accounting for 8.6% of total turnover of municipal E-commerce and 2.5% of the total import-export volume of Shenzhen foreign trade.

2.2 The Progress and Significance of Shenzhen Developing Cross-border E-commerce

Shenzhen municipal government attaches great importance to the development of cross-border E-commerce, facilitates Shenzhen cross-border E-commerce industry to get national preferential policies and is expected to grab the timing of achieving great-leap-forward development. In September 2013, Shenzhen Tenpay and GlobalBill got the first cross-border payment licenses for the third payment institutions issued by State Administration of Foreign Exchange. The launching of pilot projects of cross-border payment business of the third payment institutions not only directly benefits payment institutions involved, but also benefits domestic E-commerce platforms and online sellers. In October 2013, Shenzhen had been approved as the pilot city which will further perfect policy system on payment, clearance, credit system and other aspects and take a lead in launching pilot work in Qianhai Trade Zone, Shenzhen Airport and other regions. For example, Qianhai just achieved the first export rebates of cross-border E-commerce operated under customs supervision code 9610 in China.

It is meaningful that Shenzhen becomes E-commerce pilot city of cross-border trade. The details include: 1) providing important opportunities for building Shenzhen into international business center and pushing the development of new urbanization; 2) depending on Internet and international logistics, cross-border E-commerce breaks the previous concept of “business circle” with the features of all-weather, omnibearing and zero distance, absolutely changes traditional operation modes and production organization forms of foreign trade, restructures industry chain of foreign trade and greatly promotes resources allocation, transformation and upgrading of Shenzhen foreign trade industry; 3) cross-border trade E-commerce broadens trade channels of companies, reduces trade links and lowers trade costs to expand import and export volume at last.

With the constant implementation of relevant policies of Qianhai, we have reasons to believe that Shenzhen will be the core pivot of international cross-border E-commerce with Qianhai as its center.

2.3 Details of Shenzhen Cross-border E-commerce

Customs first adopts the clearance mode of “reviewing and releasing according to list, summary reporting” on export mails (B2C) and succeeds in researching and developing clearance service system of cross-border E-commerce (B2B export). Customs can achieve fast



3、盐田港发展跨境电商的优劣势分析及建议

3.1 盐田港发展跨境电商的优劣势分析

盐田港发展跨境电商的优势在物流和跨境通关，深圳背靠香港，这对盐田既是机遇又是挑战。

1、盐田港区海陆运优势明显，特别适合质量重、体积大的大宗商品的进出口。同时运输方式丰富多样，可以充分利用遍布全球的海陆运通道，适应跨境电商多时空、高定制、宽需求的特点，适合作为跨境电商的主要基地。

2、盐田港区海运价格相对其他运输方式低廉。在处理跨境电商企业大宗商品进出时，从总量还是从每票来看，对于跨境电商具有不可比拟的成本优势。

3、盐田港保税物流园区与盐田港区无缝对接，可处理的货物种类齐全、数量较大，海关监管要求的覆盖面广。同时其依托的盐田港区的海运和陆运网络健全，海运航线众多，港线资源丰富，可以满足跨境电商的多重需要。相比保税中心更具有优势。

review and release according to electronic list after adopting the clearance mode of export mail. After goods leave the border, companies will regularly summarize electronic lists into customs declaration of exported goods, customs can manage settlement of exchange and rebate according to customs declaration, and relevant data can also be listed in customs statistics.

After the innovative modes of “reviewing and releasing according to list, summary reporting”, “annexed territory declaration, inspection and release in the port” and other facilitation measures are adopted, exert Shenzhen's manufacturing industry advantages, launch special supervision zone export and bonded import distribution business and give policies support to comprehensive foreign trade E-commerce companies.

The basic situation and logistics modes of import and export of Shenzhen cross-border E-commerce, such as export mode of special zone, import and export modes of E-commerce parcels, transfer modes of Hong Kong, etc. In addition, Shenzhen is building cross-border E-commerce public information service platform being linked to customs, China Inspection and Quarantine, State Administration of Foreign Exchange and other systems. It is not only the reporting and filing platform providing product information and logistics information for cross-border E-commerce, but also plays a role in supervision of the trade of cross-border E-commerce and details of logistics. According to the principle of “the easier one first, export first and then import”, under the support of the existing supervision mode of Qianhai bay bonded port, conduct a pilot on cross-border E-commerce export business, which has a good foundation and is easy to make a breakthrough on, and make a breakthrough on import when the opportunity is coming.

Cross-border trade E-commerce is to the benefit of Shenzhen companies being connected with international market and price negotiating ability improving of Shenzhen companies; the development of cross-border E-commerce retail export, and the lowering of foreign trade costs and financing threshold of medium-sized, small and micro companies; the long-term reservation of trade records, which has the features of traceable source, verifiable destination, controllable risks and traceable responsible and can further standardize the economic order of import and export market.

3. Analysis of Advantages and Disadvantages of Yantian Port Developing Cross-border E-commerce and Suggestions

3.1 Analysis of Advantages and Disadvantages of Yantian Port Developing Cross-border E-commerce

The advantages of Yantian Port developing cross-border E-commerce are logistics and cross-border clearance. Shenzhen is against Hong Kong, which is not only an opportunity but also a challenge for Yantian.

1. Yantian Port has obvious advantages in sea transportation and land transportation, which is suitable for the import and export of heavy, big staple goods. The transportation forms are various and sea

4、盐田港区具有跨境电商的地缘优势。1) 配合机场集团接纳和处理部分货物，可以转化机场的空运优势为自己的优势；2) 毗邻香港，可以借助香港的中转、暂存功能和发达的物流网络，快速处理跨境电商需求；3) 发掘和记黄埔的潜力，可以利用其现代化的通道资源，在全球范围内筛选企业、扩大采购渠道、加快物流速度、实时响应跨境电商业务需求。

5、盐田港保税物流园区可以将大宗进口商品放入指定仓暂存，在接到跨境电商订单后（无论是境内境外订单），直接从指定仓发货，有效提高跨境电商的相应速度。相较于其他地区具有较强的时间优势。

盐田港发展跨境电商的劣势在于：

- 1、海运业务时间长，物流慢；
- 2、没有列为深圳市首批试点，海关等支持有待争取；
- 3、没有组建好团队，新的事务，官方也在摸索中，没有对每一个环节都做过的经验。

3.2 盐田港发展跨境电商的建议

1、建立商品展示交易中心

商品展示交易中心选址的主要因素有：进口商品快速通关的政策（我们是否可以争取“分批发送、集中申报”资格；位置好且要人流量大。福田保税区比沙头角保税区以及盐田保税物流园区的人流量大，我们可利用福田保税区海关鼓励进口业务开展的政策争取集报资格，建立商品展示交易中心。选址第二选择可以是沙头角保税区，靠近中英街位置建立保税展品交易中心。

一是启动“保税展示”。保税商品展示交易中心面向公众开放，进行保税展示，为消费者提供免税体验，打造优质进口商品进入深圳市场的前哨站与贸易中心；

二是聚集商品交易。保税商品展示交易中心可以汇集电商企业和进口商品，包括进口酒、进口食品、进口化妆品及保健品、进口家居日用品、进口高档汽车、原材料等；

三是构建营销渠道。将在其他地点设立保税商品展示交易分中心，建立电子商务平台，构建联结生产商、经销商、终端消费者的立体营销网络。

transportation and land transportation channels distributing globally can be taken full use of to adapt to the features of multiple spatial and temporal, highly customizable and wide demand, so it is suitable to act as the main base of cross-border E-commerce.

2. Sea transportation price of Yantian Port is cheaper than other transportation forms. When disposing the import and export of staple goods of cross-border E-commerce companies, cross-border E-commerce companies have incomparable cost edge whether in total quantity or in single shipment.

3. Yantian Port Bonded Logistics Park and Yantian Port achieve seamless connection, which can dispose a large number of and various goods and meet wide customs supervision requirements. Meanwhile, depending on the perfect sea transportation and land transportation of Yantian Port, many sea transportation routes and rich port line resources, different-level requirements of cross-border E-commerce can be met. Yantian Port has more advantages over bonded center.

4. Yantian Port has geographic edges to cross-border E-commerce. 1) Cooperating with airport to receive and dispose some goods and transferring the air transportation advantages of airport into its own advantages; 2) it is adjacent to Hong Kong and can take advantage of Hong Kong's transit shipment, temporary storage function and developed logistics network to address the demand of cross-border E-commerce rapidly; 3) explore the potential of Hutchison Whampoa, take advantage of modernized channel resources to select companies around the world, expand purchase channel, quicken logistics speed and respond to business requirements of cross-border E-commerce in real time.

5. Yantian Bounded Logistics Park can store temporarily staple commodities in designated warehouse, and goods are delivered directly from the designated warehouse after receiving cross-border E-commerce orders (no matter domestic or foreign orders), which can effectively improve the corresponding speed of E-commerce. It has stronger time edges than other areas.

The disadvantages of Yantian Port developing cross-border E-commerce are:

1. Long-period sea transportation and slow logistics;
2. It has not been listed in the first batches of pilot areas and the support of customs and other departments still needs to be fight for;
3. The foundation of a good team is unfinished. The exploration of new affairs and relevant officials are under way. Experience is lacked on every link.

3.2 Suggestions for Yantian Port Developing Cross-border E-commerce

1. Establishing Commodities Exhibition and Trade Center

The main factors involving the choice of positions of commodities exhibition and trade center: the policies about the fast clearance of

2、电商招商

通过出口“清单核放，集中申报”政策吸引出口电商进驻盐田港保税仓，进驻电商将使用盐田港跨境电商平台提供的跨境电商通关服务。

进驻电商要求：具有自营进出口权、有B2C网站或网店，交易数据能与跨境电商平台进行对接，从事跨境贸易电子商务服务的企业需通过深圳口岸相关监管部门审核并签订相关协议，其企业信息与销售商品均需通过备案，经过认定方可进行跨境贸易电子商务销售。

3、跨境商品选择

盐田港有完善内外水运、航线遍布世界各地，运输、仓储等配套设施完善，内有物流园，外有福田保税区，靠近深圳东部机场、毗邻香港，具有良好跨境电商发展条件及前景。

利用完善的海运及物流园仓储，在商品种类方面盐田应该发展的方向是：出口-跨境大件、大宗，进口：快消品。具体如下表所示：

方向	商品大类	商品细项举例
进口	粮油副食	意大利、阿格利司、捷森等品牌橄榄油、泰国米、意大利面
	休闲食品	干果、巧克力等
	食品饮料	红酒、葡萄酒、啤酒、果汁等
	母婴用品	奶粉、米粉、纸尿裤等
出口	品牌汽车及配件	
	家用电器	电视机、电冰箱、洗衣机、空调、微波炉、烤箱、电炉板、洗碗机和抽油烟机等
	家私、家具	
	大型的机电产品	
	医疗设备产品	

表：建议放开的商品种类

imported commodities (whether we can fight for the qualification of "delivery by batches, centralized declaration"); favorable position with large people traffic. Futian Bonded Zone has bigger people traffic than Shatoujiao Bonded Zone and Yantian Bonded Zone, we can take advantage of the policies of Futian Bonded Zone about encouraging import business to fight for centralized declaration qualification and establish commodities exhibition center. The second choice of position is the position adjacent to Chung Ying Street in Sha Tau Kok Bonded Zone.

First, launching "bonded exhibition". Bonded commodities exhibition center is open to the public to conduct bonded exhibition, provide tax free experience and build the outpost and trade center for high-quality commodities to enter Shenzhen market;

Second, gathering commodities transaction. Bonded commodities exhibition center can gather E-commerce companies and imported goods, including imported wine, imported food, imported cosmetics and healthcare products, imported household products, imported high-end cars, raw materials, etc.

Third, building marketing channels. Set bonded commodities exhibition and trade centers and build E-commerce platforms in other places to build the three-dimensional network of manufacturer, dealer and end consumer.

2. Attract Investment for E-commerce Industry

Take advantage of the policy of "reviewing and releasing according to list, centralized declaration", to attract export E-commerce companies to settle in Yantian Port bonded warehouse. The settled E-commerce companies will use cross-border clearance service provided by Yantian Port cross-border E-commerce platform.

The requirements for E-commerce companies to settle: have self-support import and export right, B2C website or online stores, its trade data can be connected to cross-border E-commerce platform; the companies engaged in cross-border trade E-commerce needs to pass the review of relevant supervision departments of Shenzhen Port and sign relevant agreements, their company information and commodities need to be filed, and only the approved companies can be engaged in cross-border trade E-commerce sale.

3. Choice of Cross-border Commodities

Yantian Port has perfect internal and external water transportation and routes distributing around the world, transportation, storage facilities and other supporting facilities. It has logistics park inside and Futian Bonded Zone outside. It is close to Shenzhen Eastern Airport and adjacent to Hong Kong. So it has good development conditions for cross-border E-commerce and good prospects.

Perfect sea transportation and logistics park are used, the development directions of Yantian on commodities varieties are: export: cross-border large-size and staple goods, import: fast-moving consumer goods. The details are as follows:

着眼移动互联网思维 力促集团产业转型升级

WITH MOBILE INTERNET INDUSTRY AS THE FOCUS,
PROMOTE UPGRADE AND TRANSFORMATION OF
YPG'S INDUSTRIES

文/吴春雷(盐田港集团)

By Wu Chunlei (Yantian Port Group Co., Ltd.)



如今,互联网正在成为现代社会真正的基础设施之一,就像电力和道路一样。互联网不仅仅是可以用来提高效率的工具,它是构建未来生产方式和生活方式的基础设施,更重要的是,未来企业要在竞争中生存,互联网思维必须成为企业商业思维的起点。

正如中国互联网元老、宽带资本田溯宁说:未来的企业要互联网化,每家企业都要有互联网的思维。在未来不用互联网方式来思考问题,就没办法在社会展开竞争。那么到底什么是互联网思维,它对传统商业模式有什么样的影响,我们如何利用互联网思维提升公司竞争力,本文试图从互联网思维的概念、特性入手,对公司未来如何借助互联网思维,实现产业转型升级进行简单探讨。

一、互联网思维及特性

(一) 什么是互联网思维

互联网思维的原始定义是由众多点相互连接起来的,非平面、立体化的,无中心、无边界的网状结构。它类似于人的大脑神经和血管组织的一种思维结构。互联网的技术结构决定了它内在的精神,是去中心化,是分布式。从互联网思维的原始概念中已经可以看出,立体化、无中心、无边缘,是互联网思维的一个基本特征,概括起来就是“开放性”。它区别于传统中相对闭环式思维模式。

那么互联网思维是怎么产生的?经济学上有个基本规律:生产力决定生产关系。首先当今社会是互联网技术支持的社会,互联网下的种种逻辑关系必然在一定程度上会影响到其在商业层面的逻辑,进而形成一种区别于传统工业文明时代的新商业思维。如果说工业文明时代的经济学是一种稀缺经济学,那么互联网时代则是丰饶经济学。根据摩尔定律等理论,互联网的三大基础要件——带宽、存储、服务器都将无限指向免费。在互联网经济中,垄断生产、销售以及传播将不再可能,这就必然导致新的商业思维模式必须是开放的、扩散的、平等的。

Today, the internet is becoming one of the real fundamental infrastructures in the modern society, which we could say it is as necessary as electricity and roads. The internet is not only being used as a tool to improve efficiency but also a fundamental infrastructure to form future production methods and lifestyle. More importantly, internet thinking will become the starting point of business thinking for enterprises to survive in such fierce competition in the future.

As Edward Tian Suning, the Chinese internet veteran and Chairman of China Broadband Capital, said "Enterprises need to move towards to the internet in the future, and each enterprise should have internet thinking. There will be no way to compete in the society if the enterprise does not use internet thinking to deal with problems in the future." So in the end what is internet thinking? What kind of impact will it have on traditional business model? How do we use the internet to enhance the enterprise's competitiveness? This article attempts to have a brief discussion on how enterprises could use internet thinking to achieve industrial restructuring from the concept of internet thinking and its characteristics.

1. Concept of Internet Thinking and its Characteristics

(i) What is internet thinking?

The original definition of internet thinking is a network structure connected by a number of points, non-planar and 3-dimensional with no center and edges. It is similar to the structure of human's brain and vascular tissue. The technical structure of the internet determines its inner spirit, which is decentralized and distributed. As can be seen from the original concept of internet thinking, the essential features of internet thinking include 3-dimensional, no center and no edges, which could be summed up as "openness". It could be differentiated from the relatively closed-loop traditional thinking.

So how could internet thinking being generated? There is a fundamental law of economics: Productivity determines production relationship. First, the modern society is a society supported by internet technology. The logical relationships will inevitably affect logics in business level to some extent under the internet, and thus form a new business thinking which is different from the age of traditional and industrial civilization. If we say the economics of industrial civilization age is Economics of Scarcity, then it will be Economics of Abundance in the internet era. According to Moore's

从原始的技术角度到商业角度的概念，最早提出互联网思维的人，一般认为是百度公司创始人李彦宏。在百度的一个大型活动上，李彦宏与传统产业的老板、企业家探讨发展问题时，李彦宏首次提到“互联网思维”这个词。他认为企业家们今后要有互联网思维，可能你做的事情不是互联网，但你的思维方式要逐渐像互联网的方式去想问题。

其实，“互联网”这个词的字面已经揭示其本质特性：互联，即互动，开放；网，既无中心。每一节点都可能成为中心，都可能成为影响企业生存的关键要素，互联网思维下，我们不能像传统商业模式下那样去对待客户，在互联网思维模式中，客户被提升到前所未有的高度，企业与客户的互动式直接的，客户对企业的影响已经从原来的产品角度渗透到产品的最初概念、设计等阶段。

(二) 互联网思维的特点

互联网思维在体现企业运营中，具有产品推广营销中，具有基础功能免费，极致创新，快速迭代、注重用户体验、数据思维等特点。

1、基础功能免费

这是很多互联网公司之所以建立“运营体系”的核心，因为大部分互联网公司都是建立在“主营业务免费”的基础之上，用户不会为其核心业务直接买单，这是互联网公司不得不建立运营体系，一方面想方设法留住用户关注度，另一方面寻求其它途径获得利润，比如广告、游戏、虚拟道具等。

对于传统企业来讲，其产品或者服务的边际成本不可能像互联网公司那般趋近于零，所以很少有人把主营业务免费提供给用户。但是在互联网思维的启发下，一些采用互联网思维运营的企业，将产品本身以接近成本价卖给客户，通过周边产品获取利润，也正是互联网思维的另一种体现，比如小米手机，以成本价销售产品，并不希望通过手机硬件利润赚钱，而是通过软件等附加服务获取利润。

2、极致创新

互联网时代，竞争壁垒与工业时代相比几乎可以忽略不计，竞争企业之间的竞争空前激烈，你的产品和服务出来，不做到极致没有人尖叫，没有尖叫就没有传播，没有传播就没有营销，没有营销就没有未来。但用户只愿意传播那些真正令他们尖叫的产品，那些超越用户想象2倍的产品会最大面积得到免费传播。在互联网上，花钱的广告远不如免费的口

theory, the three fundamental elements – bandwidth, storage and servers are unlimitedly becoming complimentary. In the internet economy, monopolized production, marketing and dissemination will no longer be possible, and such will inevitably lead to an open, diffused and equal new mode of business thinking.

From the technical point of view to the original concept of a business perspective, it is generally considered Robin Li Yanhong the founder of Baidu, as the first person to propose internet thinking. In one of Baidu's big events, Robin Li Yanhong first mentioned the word "internet thinking" when discussing development issues with leaders and entrepreneurs of traditional industries. He believed entrepreneurs should have internet thinking in mind in the future. Possibly you are not doing internet businesses, but your way of thinking should gradually shift to internet thinking when you think about a problem.

In fact, "internet" is a word literally revealed its essential characteristics: Inter namely for interactive and open; net for a web without center. Every point and node may become the center, and are likely to be the key factor affecting the survival of enterprises. Under internet thinking, we could not treat our customers like how we do in the traditional business model. In the mode of internet thinking, customers have been elevated to unprecedented importance and lead to direct interactions between enterprises and customers. The impact of customers on enterprises has infiltrated from the perspective of original product to the stage of product's initial concept and design.

(ii) Characteristics of Internet Thinking

Internet thinking is reflected in enterprise operations, with characteristics of free basic functions, ultimate innovation, rapid iteration, focus on user experiences and data thinking in product marketing promotion.

1) Free Basic Functions

This is the core of the many internet companies establishing "operation system" since most internet companies are based on the foundation of "free main business", which users will not directly pay for its core business. In other words, it is the operation system internet companies need to establish; on one hand the company is trying to keep users' attentions, on the other hand, the company needs to seek other ways such as advertisements, games and virtual props to make profit.

For traditional enterprises, since the marginal cost of its products or services could not approach to zero like internet companies, there are so few of them providing main business to users free of charge. However, under the inspiration of internet thinking, a number of enterprises adopting internet thinking operation are selling their products at a price close to the cost price to the customers while making profit from peripheral products. This is also a reflection of internet thinking. For example, Xiaomi is selling its products at a price of cost and does not expect to make profit through mobile phone hardware, but from the other additional services such as software.



碑值钱。因此，公司的产品必须要有极致的创新特性，否则就没有市场。

3、快速迭代

与传统商业模式下的企业不同，互联网上成长起来的新一代，对于互联网精神打造的产品所与生俱来的“瑕疵”也具有极大的包容性。用户的注意力都放在了那些让用户“尖叫”的功能、性能和特质上，而忽略了其他不足的地方，那些出众的点赢得了用户的感动，也让用户由衷地相信，下一版会好的。互联网思维下的产品或服务，总是在于用户的体验、反馈中不断迭代、推陈出新，无限接近完美。如果像传统模式那样，等产品相当完美了才上市，很可能已经有同类产品获得了用户尖叫，已经在传播，一切已经晚了。不断迭代，是互联网思维的重要特征之一。

4、重视用户体验

从来没有一直时代，用户的地位能提高如此之高，互联网思维主导下的产品非常注重用户体验，优秀的产品经理都在钻研如何通过产品这个载体与用户“神交”，用户对你的关注和评论决定了企业的生死。

5、数据思维

互联网让数据的搜集和获取更加便捷了，并且随着大数据时代的到来，数据分析预测对于提升用户体验有非常重要

2) Ultimate Innovation

In the era of internet, the competitive barriers are almost negligible when compared to the industrial age, and the competitions among enterprises are unprecedentedly fierce. If your products and services could not be the best and let people appreciate, no appreciation means no dissemination; no dissemination means no marketing, and no marketing leads to no future. Users are only willing to disseminate the information of products which they appreciate, and those products which go beyond users' imagination two times will have the greatest dissemination. In the internet, it is known that spending in advertisement is far less effective than free word-of-mouth advertising. Therefore, the company's products should have ultimate innovative characteristics; otherwise there would be no market for the product.

3) Rapid Iteration

Different from the enterprises under traditional business model, the new generation grown up in the internet is now so inclusive to the birth "defects" of the products created by the spirit of the internet. Users' attention is paid on those "screaming" features, while they ignored the other deficiencies in performance and characteristics. Those outstanding points do not only win the users' appreciation but also allow users to sincerely believe that the next version will be better. The products or services under internet thinking are always approaching to perfection through iteration and innovation from user experiences and feedbacks. On the contrary in the traditional model, there may already have similar products launched and received appreciation from users and have information disseminating if you wait for the perfect product to be launched. Everything will be too late.

4) Focus on User Experience

There has never been an era raising users' importance to such a high level. The products dominated by internet thinking are very focused on user experience; excellent product managers are studying how to "communicate spiritually" with customers through the product; attentions and comments of users determine the fate of your enterprise.

5) Data Thinking

The internet allows collection and access of data become more convenient, and with the advent of the era of big data, data analysis and forecasting have very high importance on enhancing user experience. The interactive features of internet itself allow enterprises to have unprecedented convenience in collecting user feedback data. Since user data contains a variety of new or improved suggestions from users to products of enterprises, therefore, enterprises must focus on the extraction and analysis of data, upgrade and iterate products from the data, enhance service level of enterprises, drive enterprise operations with data. All these have become the significant characteristics of enterprise operation under internet thinking.

的价值，互联网本身时刻互动的特定，使得企业搜集用户反馈数据变得前所未有的便利，由于用户数据包含了用户对企业产品各种使用新的或改进建议，因此，互联网思维模式下，企业注定必须注重对数据的分析和提炼，从数据中改善产品的升级换代，提升企业服务水平，以数据驱动企业运营，也就成为互联网思维下企业经营的显著特性。

二、互联网思维对传统产业的影响

华为公司轮值CEO的胡厚昆说到：“在互联网的时代，传统企业遇到的最大挑战是基于互联网的颠覆性挑战。为了应对这种挑战，传统企业首先要做的是改变思想观念和商业理念。”互联网思维对传统产业的影响的全方位的，但最本质的影响，是改变了传统产业的工业化思维模式。

工业化时代的标准思维模式是：大规模生产、大规模销售和大规模传播，但是互联网时代，这三个基础被解构了。工业化时代稀缺的是资源和产品，资源和生产能力被当作企业的竞争力，但在互联网时代，新技术飞速发展，生产能力不再是问题；同时，产品更多地是以信息的方式呈现的，渠道垄断很难实现；另一方面，媒介垄断被打破了，消费者同时成为媒介信息和内容的生产者和传播者，希望通过买通媒体单向度、广播式制造热门商品诱导消费行为的模式不成立了。也就是说，互联网时代生产者和消费者的权力发生了转变，消费者主权形成，互联网思维是一种用户至上的思维。

传统产业模式下，企业的商业思维是从产品到用户，即企业发现需求，提供相应的产品和服务，然后进行营销，然后把产品卖出去，而且产品更新换代时间周期较长；在互联网模式下，是从用户到产品再到用户，很多产品在形成概念和创造阶段，用户的思维和创意就已经融入了其中，而且用户对产品的影响是全程的。也就是说，互联网时代的产业，客户的地位被提高到前所未有的高度。企业必须穷极一切去满足客户，加快产业更新换代，不断提升客户体验，不断创造开发新的刺激点让客户始终保持对产品的兴趣。

所以，互联网思维对传统产业的影响首先就是对传统产业的工业思维进行颠覆。在互联网模式的产业中，消费者反客为主，拥有了消费主权。在消费者主权的大时代下，消费信息越来越对称，价值链上的传统利益集团越来越难巩固自身的利益壁垒，传统的品牌霸权和零售霸权逐渐丧失发号施令的能力。话语权从零售商转移出来到了消费者手中，未来全球消费者共同参与、共同分享的开放架构正在形成。在很多成功的互联网思维企业中，主动邀请顾客参与到从创意、

2. Influence of internet thinking on traditional industries

Hu Houkun, CEO on duty of Huawei once said "In this internet age, the biggest challenge that traditional industries are facing is the unprecedented challenge based on internet. In order to respond to this challenge, the first thing traditional industries need to do is to change their ideas and commercial concept." The influence of internet thinking on traditional industries is all-around. However, the most essential influence is changing the industrial thinking mode of traditional industries.

The standard thinking mode of industrialization age is: large-scale production, large-scale sales and large-scale dissemination. However, in internet age, these three bases are destructed. What is scarce in industrialization age is resource and product. Resource and production capacity are regarded as the competitiveness of enterprises. Nevertheless, in internet age where the new technology develops rapidly, production capacity is not a problem anymore; meanwhile, products are presented more in the form of information, so channel monopoly is very difficult. On the other hand, media monopoly has been broken and consumers have become both producer and transmitter of media information and content. Therefore, it is very difficult to induce consuming behavior through buying over one-dimension and broadcast-style media marketing for hot products. That is to say, the power of producer and consumer in internet age has transformed: consumer sovereignty is formed, and internet thinking is about "user first".

Under the mode of traditional industries, the commercial thinking of an enterprise extends from product to user, i.e. enterprise discovers demand, provides corresponding products and services, conducts marketing and then sells out the products, where the product upgrading cycle is quite long. On the other hand, internet thinking extends from user to product and to user again. In concept formation and creation stage of many products, users' thinking and innovation have been integrated, and users are generating full-course influence on products. Which means, in the industries in internet age, the status of consumers is increased to an unprecedented height. Enterprises must try everything they can to satisfy consumers, accelerate industrial upgrading, constantly improve consumer experience and create new exiting things to keep consumers' interest on products.

As a result, the first influence of internet thinking on traditional industries is overturning the industrial thinking of traditional industries. In the industries under internet mode, consumers turn from a guest into a host and own consumption sovereignty. In the big time of consumer sovereignty, consumption information is becoming more and more symmetric, and it is harder and harder for the traditional interest groups on value chain to consolidate their interest barriers. What is more, traditional brand hegemony and retail hegemony gradually lose their commanding ability. The power of speech has transferred from the hands of retailers to the hands of consumers. The open structure jointly participated and shared by global consumers is being formed. Many successful enterprises with internet thinking proactively invite consumers to participate in the

设计、生产到销售的整个价值链创造中，将客户需求和体验贯穿全程，已经成为普遍的做法。

以前的企业也会讲用户至上、产品为王，但这种口号要么是自我标榜，要么真的是出于企业主的道德自律。但是在这个数字时代，在消费者主权的时代，用户至上是不得不这样的行为。

互联网思维模式促使传统企业回归到商业的本质，真正找到用户的痛点，找到用户的普遍需求，为客户创造价值，只有专注客户的价值才会带来财富，才会是企业在竞争中得以生存。

三、集团公司如何应用互联网思维实现产业升级

盐田港集团作为一家传统的港口物流企业，业务主要分为两大类：港口业务、仓储物流业务。其中，港口业务主要集中在投资参股，较少参与经营；仓储物流是集团公司真正参与经营的板块，也是受现代互联网思维影响最大的一个领域。

过去10年间中国电子商务突飞猛进，也将传统的中国物流推进快车道，阿里上市后即高调启动菜鸟物流，说明物流对于大型电商平台的战略价值。而真正服务于电商的物流企业，却缺乏对于行业的价值认识，大部分物流企业经营者的思路处于被动的叫角色，这是传统行业典型低头做事的思维，长期以来集团公司物流业务处在传统物流业阶段，处于竞争激烈的市场环境中，盈利能力较小。正如前文分析，在互联网思维已经对传统业务模式形成巨大冲击的背景下，我们充分应用现代互联网思维和经营理念，实现传统物流业务模式的转型升级。

(一) 与新型互联网物流企业进行战略合作，助推集团传统物流企业的快速转型

自2010年以来，盐田港集团已经在致力于港口资源的整合发展和物流产业的转型升级，制定了“强强联合”的发展战略，在大铲湾片区积极探索和实践转型升级发展之路。早在2011年，盐田港与阿里巴巴就已签订了战略合作意向书，双方将以菜鸟物流为平台，在大铲湾片区进行合作。目前中国智能骨干网深圳核心节点项目已经在深圳大铲湾正式落地，双方的合作进展顺利。此项目的合作对盐田港集团意义重大。阿里巴巴是中国现代电商企业的最经典代表，也可以

whole value chain creation including idea generation, design, production and sales, integrating consumer demand and experience into the whole process. This is very common.

Enterprises in the past also used "user first" and "product is king" in their slogans. However, these slogans are either advertising themselves or put forward out of the enterprises' self-discipline moral values. Yet, in this digital age, this consumer sovereignty age, "user first" is a behavior that all enterprises have to do.

Internet thinking mode promotes traditional enterprises to return to the essence of business to really find users' "pain spots" and general demands, and to create value for consumers. Only focusing on consumers' value brings fortune and enables enterprises to exist in competition.

3. How should group companies achieve industrial upgrading with internet thinking?

As a traditional port logistics enterprise, Yantian Port Group (YPG)'s business is mainly divided into two sections: port and warehousing logistics. Its port business mainly focuses on investment in equity rather than participation in operation, while warehousing logistics is the section where the company under the Group truly takes part in operation, and it is also the biggest field influenced by modern internet thinking.

In the past ten years, China's e-commerce has been developing dramatically, which also pushed Chinese logistics onto the fast traffic lane. Ali immediately started Rookie logistics after it went public, which showed the strategic value of logistics to large e-commerce platforms. However, the logistics enterprises which truly serve e-commerce lack knowledge of industry value. Most logistics enterprises' operators are playing a passive role, which is the typical thinking mode of traditional industries that conduct operation without looking ahead. For a long time, the logistics business of the Group company has been in the traditional logistics stage and a fierce market competition with a low profitability. As abovementioned analysis, in the background where internet thinking has formed huge shock against traditional business mode, we have achieved transformation and upgrading of traditional logistics business mode using modern internet thinking and operation concept.

(1) Conduct strategic cooperation with new internet logistics enterprises and promote rapid transformation of the group's traditional logistics enterprises

Since 2010, YPG has been devoting to port resource integration and logistics industry upgrading. We have made the development strategy of "alliance between giants", actively explored and implemented transformation and upgrading in Dachan Bay. As early as 2011, YPG signed strategic cooperation MOU with Alibaba. This MOU stipulates both parties will cooperate in Dachan Bay on the platform of Rookie

说是最成功的以互联网思维驱动的和运营的电商企业，对于盐田港集团这样一家传统的大型物流企业，实现转型较为便捷的一个途径就是与此类企业进行战略合作，将我们的传统“物”的资源优势与其进行优势互补，以合作为契机，将其互联网思维的经营理念 and 思维直接引入我们的物流经营模式中，促进公司物流经营模式的转型和升级。

(二) 实施内外物流资源整合，通过兼并收购等方式整合一批电商企业，为集团物流转型升级提供支撑。

电子商务的发展给物流行业带来了挑战，物流行业逐步走向垂直细分，区域物流企业和电商物流互相兼并重组，小的区域物流将会被大的平台商排挤和兼并。全国性物流公司与区域物流公司的竞争趋势明显，通过整合全国优秀区域的物流公司和电商平台，可以较快实现传统产业的升级，并且降低成本。目前集团公司正在积极寻求此类与传统港口物流业务紧密相关的电商或平台企业，比如近期与深国际鹏海运的接触，正是集团公司实施整合的一个动作之一。

(三) 线上线下合理，在创新特色服务过程中，提高客户满意度。

互联网技术普及应用为企业经营升级换代提供了巨大空间。传统物流企业每天都有大量信息、数据、报表等可在网上通达，但涉及到物流、存储、加工等环节还需在线下脚踏实地的完成。因此，在客户制定个性化创新特色服务过程中，线上要设置好科学合理的流程，线下也要加大执行力度，线上线下合成一股劲，为客户提供满意的服务。

(四) 向互联网思维企业学习，实现物流平台互联网化，挖掘新的盈利模式。

1、学习阿里巴巴生态模式，不赚取上下游的钱，从平台角度延伸出数据、金融、流量、营销等商业价值，其实物流平台交易的资金池是足够大的，大数据的价值也明显。

2、学习小米模式，主流产品手机并不赚钱，配件和增值服务是其主要的盈利渠道。同样，物流平台应该是上游下游整合的模式，自己的主流商品或服务不赚钱，延伸出来的服务是获利的重要方式。

3、学习360模式，那就是免费模式，当年金山、瑞星、卡斯基打得火热的时，360的免费模式推出，以颠覆性的思维吸收大量的用户，从而带来另一种商业升级。互联网是开放的、无边际的、无时空约束的，物流平台一定要以开放的思维玩创新。

logistics. At present, the core project in China Smart Logistics Network has landed on Dachan Bay in Shenzhen, which has far-reaching impact on YPG. Alibaba is the most typical representative among Chinese modern e-commerce enterprises, or the most successful e-commerce enterprise driven by and operates with internet thinking. For such a traditional large logistics enterprise as YPG, a more convenient way to achieve transformation is conducting strategic cooperation with this kind of enterprise and complementing each other's advantages with our traditional resource strength. We should make good use of the cooperation and directly introduce its internet thinking and operation concept into our logistics operation mode to promote transformation and upgrading of our company's logistics operation mode.

(2) Implement internal and external logistics resource integration; integrate a batch of e-commerce enterprises through such forms as mergers and acquisitions to provide support to the Group's logistics transformation and upgrading

Development of e-commerce has brought challenges to logistics industry, which is gradually developing into vertical subdivision. Regional logistics enterprises and e-commerce logistics are merging and reorganizing each other. Small regional logistics will be squeezed out and merged by large e-commerce enterprises. The competition and cooperation tendency among national and regional logistics companies is obvious. Accelerated realization of traditional industry upgrading and lower costs will be possible through integrating the outstanding regional logistics companies and e-commerce platforms nationwide. Now, the Group company is actively looking for this kind of e-commerce or platform enterprises which are closely related with port logistics. For example, the recent contact with SZEDI is exactly one of the actions taken by the Group company to implement integration.

(3) Reasonable online and offline operation; improve consumer satisfaction in innovative service

The popularization of internet technology has provided huge room for enterprise operation upgrading. There are a large amount of information, data and reports in traditional logistics enterprises every day that can be transmitted online. However, such links as logistics, warehousing and processing need to be finished offline in a down-to-earth attitude. Therefore, in designing personalized and innovative special services, both rationalized online process and effective offline implementations should be achieved. Online and offline operation should combine together to provide satisfactory service to consumers.

(4) Learn from enterprises with internet thinking to achieve an internet logistics platform and discover new profit model

① Learn from Alibaba's eco-model. Try not to earn money from upstream and downstream. Instead, extend such commercial value as data, finance, flow and marketing. Actually, the fund pool of logistics platform trading is large enough, so is the value of big data.

(五) 利用互联网思维，整合物流数据

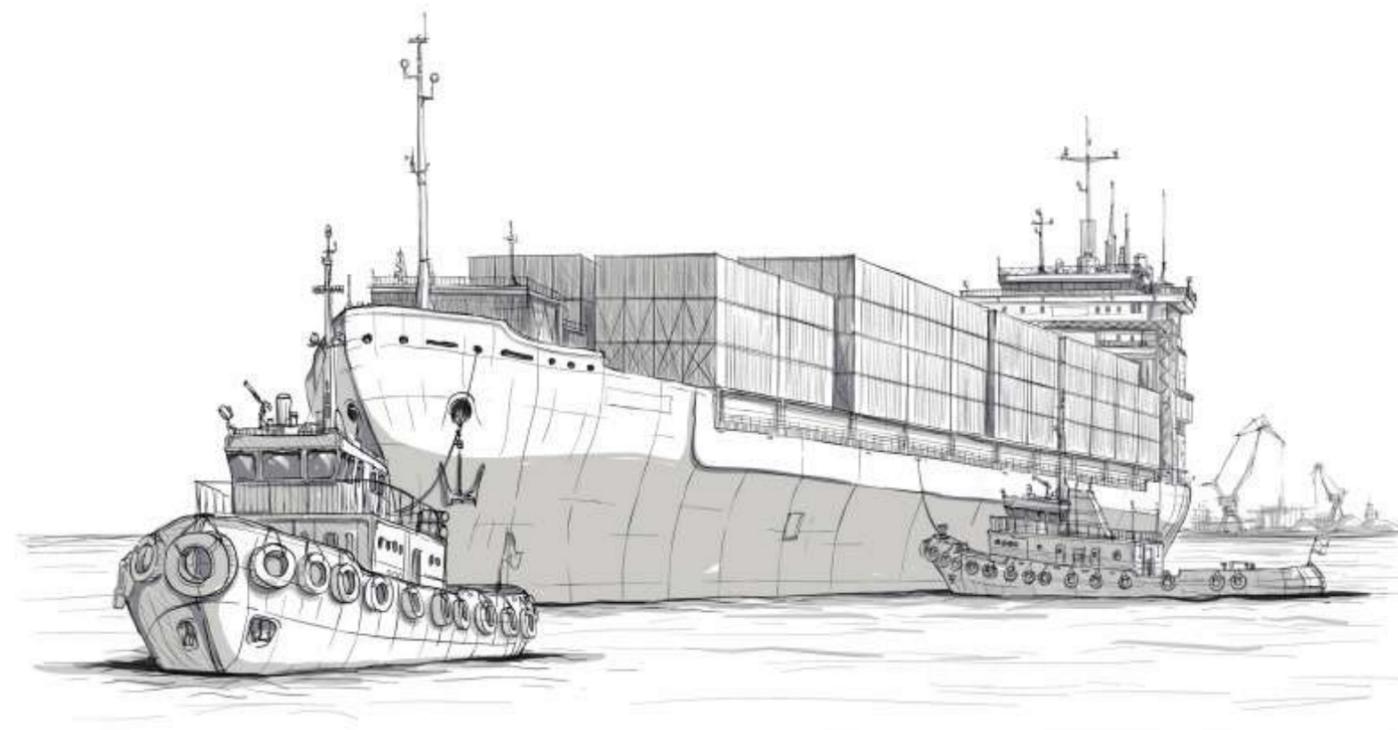
物流企业作为乙方，通过提供物流服务获取微薄的利润，其实物流作为商业通路，拥有重大的营销和数据价值。这是互联网时代唯一能面对客户的群体，在保证信息安全的前提下，这里蕴含这重大的大数据分析和精准营销的价值，通过对这些数据的挖掘和分析，一方面可为企业现有的业务经营决策提供依据，另一方面又可发现新的商机和盈利点，扩大物流企业的盈利能力。

② Learn from the Mi's model. The mainstream mobile phones are not profitable. Instead, spare parts and value-adding services are the main profit channels. Similarly, logistics platforms should adopt the model of integrated upstream and downstream, where the mainstream products or service are not profitable, but the extended service is the important way to earn money.

③ Learn from 360's free model. When Kingsoft, Rising and Kaspersky were fighting intensely, 360's free model was launched and attracted a large number of users with its unprecedented idea, bringing another kind of commercial upgrading. Internet is open and boundless without time and space limitation. Logistics platforms must be innovative with open thinking.

(5) Utilize internet thinking and integrate logistics data

Logistics enterprises, as Party B, earn small profit by providing logistics service. In fact, logistics, as a commercial gateway, owns significant marketing and data value. This is the only group that can face consumers in internet age. Under the premise of guaranteeing information safety, there is significant big data analysis and accurate marketing value in this industry. Digging and analyzing these data, on the one hand, can provide basis for current business decision-making of enterprises, and on the other hand, new business opportunity and profitable points can be discovered to increase the profitability of logistics enterprises.



论物流金融

在盐田港区内的开展

DEVELOPMENT OF LOGISTICS FINANCE AT YANTIAN PORT

文/陈委清 申琳琳 (盐田港国际资讯有限公司)
By Chen Xuqing & Shen Lulin (Yantian Port International Information Co., Ltd.)



一 物流金融的定义

物流金融从广义上讲,是面向物流运营的全流程,通过应用各类金融产品,对物流、信息流、资金流进行有效整合,不断的调节物流运作过程的资金运动,提高资金的运作效率。狭义的物流金融,是指金融机构与第三方物流服务商在物流运营过程中为企业提供结算、融资以及保险等增值服务过程,其核心在于物流融资。

在传统的物流金融服务中,出于资金的安全性和风险控制的需要,金融机构在贷款过程中严格遵循“谨慎性原则”,通过建立一整套手续繁琐的审批程序,借以实行严格的财产抵押担保制度。然而,中小物流企业由于自身资产规模的限制,仅仅依靠自身的实力并不足以提供担保,且担保的连带责任过大。在金融机构办理财产抵押的过程中,抵押登记和评估费用的成本过高,且贷款抵押率较低,金融机构对于抵押品还设置了较高的门槛,由此导致物流企业融资额度十分有限。

物流业是盐田区支柱产业,物流企业也面临融资困难,以及融资效率低下的问题。如何与金融机构合作,利用新的风险控制模式,为区内物流企业提供快捷高效的融资服务,是一个有待解决的问题。

二 盐田港区物流企业融资需求分析

盐田区内存在大量的物流企业,这些企业大多开展代理业务,需要为客户垫付大量的资金,而且账期较长,为企业资金链造成了较大压力,制约了企业的发展。如果金融机构能为这些企业提供融资服务,解决资金垫付所带来的资金紧张问题,将会影响区内企业的健康发展。

1) 拖车行企业

1. Definition of Logistics Finance

Broadly speaking, Logistics Finance is to integrate goods and materials flow, information flow and cash flow through application of myriads of financial products for the purpose of adjusting funds movement and improving funds efficiency during the whole process of logistics operations. And in a narrow sense of the word, the core is logistics financing implying financial institutions and third-party logistics service providers offering enterprises with value-added services such as settlement, financing and insurance.

Financial institutions traditionally are extremely cautious about providing loans for the consideration of funds security and risks control. Tedious and complicated processes are set up to approve collateral property used for securing repayment. However, as a result of limited assets, small and middle-sized logistics companies are not able to afford collateral property enough on their own. In addition, too much joint and several liabilities, huge collateral registration and evaluation costs, low mortgage rates and high standards in place for selecting collateral lead to limited amounts of financing for these companies.

Logistics industry is the backbone of Yantian District, where logistics companies are grappling with financing difficulties and low financing efficiency. Therefore, how to provide these companies with prompt and efficient financing services with new risk-control methods by cooperating with financial institutions is needed to be solved.

2. Analysis on Financing Demands

There are many logistics companies at Yantian District. And most of them are running agent businesses which require large amounts of advance made for their clients. Further, cash flow shortages caused by long payment term constrain the development of these companies. If financial institutions have no solutions to alleviate this capital tense situation, companies' development will be stalled.

拖车行企业每辆车占用资金为2.5万元/月，占用资金费用构成如下：

油费：占垫付资金的50%；
路桥费：占垫付资金的10%；
维修费：占垫付资金的10%；
司机工资：占垫付资金的25%；
其他固定费用：占垫付资金的5%；

客户账期一般为3个月，以此计算，一辆车占用资金共计7.5万元，按全部拖车数量3.7万辆计算，深圳港区拖车占用资金为：7.5万*3.7万=27.75亿元，按盐田区吞吐量占深圳港45%计算，盐田港区开展业务的拖车资金占用量约为12.5亿元。

2) 报关行企业

报关行企业的主要开支如下：

•出口：

船公司打单费，30-60元；
报关行输单费，45元（报关行）；
港建、港保，84-126元；

•进口：

打单费：30-60元；
做检费：30-80元；
文件费：400元；
码头操作：小柜为750元，大柜为1200元；
换提单费：165元/票；
商检费：40-2000元不等，根据具体货物定价；

其中港建费和保安费为主要的垫付项目，账期一般为3个月左右，占用报关行资金约为60%左右。2012年，盐田码头港保费占用报关行资金约为3.8亿元。

3) 货代企业

目前每个集装箱平均需缴纳1500美元左右的海运费，按深圳地区500万左右的出口重柜吞吐量计算，其规模为450亿人民币，大约有20%的海运费通过货代垫付，其垫付金额90亿，按盐田港区占深圳港一半吞吐量计算，通过盐田港区开展业务的货代，其垫付资金约为45亿元。

1) Trucking Business

For trucking business, funds tied up by each trailer are 25 thousand RMB per month. The occupied funds are made up of as follows:

Petrol: 50% of advance payment
Tolls: 10% of advance payment
Maintenance: 10% of advance payment
Driver wages: 25% of advance payment
Other fixed charges: 5% of advance payment

In general, clients make payments in three months. Thus, each trailer occupies 75 thousand RMB before payments are received. It is estimated that there are 37 thousand trailers at Shenzhen Port, in this case, 2.775 billion RMB is tied up by these trailers (75 thousand*37 thousand=2.775 billion). The throughput of Yantian accounts for 45% of Shenzhen port, then conclusively trailers at Yantian occupy around 1.25 billion RMB.

2) Customs Broker

Main expenses of a customs broker are as below:

•Exportation:

Documentation fee by shipping company: 30-60 RMB
Documentation fee by customs broker: 45 RMB (customs broker)
Port Construction and Port Security fees: 84-126 RMB

•Importation:

Documentation issuing charge: 30-60 RMB
Checking fee: 30-80 RMB
Documentation fee: 400 RMB
Terminal handling charges: 750 RMB for 20-foot containers, 1200 RMB for 20-foot-plus containers
D/O charges: 165 RMB/case
Commodity inspection fee: 40-2,000 RMB, depends on the specific goods.

Amongst above, port construction and port security fees are the main payments made in advance for clients, accounting for 60% of a customs broker's capital. Payments from clients are usually received in three months. In 2012, 380 million RMB of customs brokers was occupied as port construction and security fees at Yantian port.

3) Freight Forwarder

三 在盐田港区开展物流金融的可行性分析

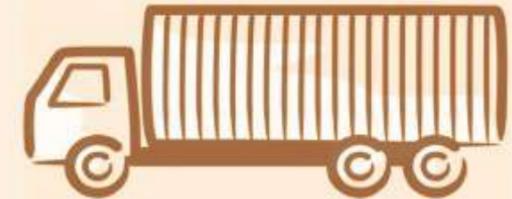
随着十八大以后我国金融改革的深入，以及互联网背景下大数据时代的来临，建立新的风险控制模型为物流企业提供新型信贷服务的时机已经成熟。

1. 金融改革已经提上日程，各银行，特别是股份制银行正在积极探索新的金融服务模式为实体经济服务，而这其中，以民生银行和该银行最为典型。民生银行的“商贷通”面向国内的小微企业，至2013年3季度，其贷款余额已达到4000亿元。2013年9月16日，民生银行与阿里巴巴签署战略合作框架协议，双方基于淘宝的大数据，开展针对淘宝商户的直销银行业务。该银行则提出了“再造一个网上中信”的愿望，希望通过互联网金融，拓展该银行的业务，并与腾讯展开了网上金融的服务，基于“财付通”为“拍拍网”商户提供全方位的网上金融服务。

2. 在物流方面，浦发银行与美华系统有限公司合作，基于美华公司的通关数据，针对货代开展应收账款池融资业务。在此项服务中，浦发银行基于通关数据，建立完善的风控模型，对应收账款的质量进行监控，以降低信贷风险。此模式2012年正式运作以来，取得了良好的效果。2012年共计为货代企业提供2.8亿的贷款，促进了货代行业的发展，并且到目前为止，未产生坏账。

通过各银行的创新方向来看，主要是利用信息化条件下的大数据和信息获取的快捷性，对信贷客户进行信用评估，实时监控其业务情况，并基于合适的数学模型对各种数据进行分析，以及时发现可能存在的风险，提前做好风险控制，保证信贷资金的安全。

对于物流企业来说，由于普遍具有“轻资产”的特性，基于其业务数据提供信贷服务是一个可行的方向。从目前盐田港区的信息化情况来看，其生产作业数据大致可以分为内部作业数据、关务数据、港务数据，内部作业数据为企业自行录入的数据，用做银行征信，其可信度不高。盐田港区内的通关业务，由不同的公司提供服务，这些公司没有形成全面集中的数据库，因此也不能形成全面的企业征信依据。由于通关需要，作为码头的下属公司，盐田港国际资讯公司集中了核心的通关数据，同时具有码头的全部数据。因此，在盐田港区内，盐田港国际资讯有限公司具备了“大数据”的基础，这些数据客观的反应了拖车、仓储、报关行、货代等物流企业的生产运作情况，在此基础上与银行合作，建立完善的征信系统，是完全可行的。



Each container costs 1500 USD ocean freight on average. In Shenzhen, there are 5 million laden containers exported worth of 45 billion RMB, of which 20% of ocean freight equaling to 9 billion RMB will be paid by freight forwarders in advance. If calculated on the basis of the throughput of Yantian port which accounts for 50% of Shenzhen Port, 4.5 billion RMB of freight forwarders at Yantian port district is tied up to the ocean freight.

3. Analysis on Feasibility of Developing Logistics Finance

With the financial reform deepening after the 18th CPC National Congress and the era of big data coming along, it is about time to provide new type of credit services to logistics companies by creating new risk-control models.

1) In the wake of the financial reform, all banks especially joint-stock banks are proactively exploring innovative financial services, as exemplified by China Minsheng Bank (CMBC) and China CITIC Bank. CMBC has launched a type of business loan specifically targeting micro and small-sized enterprises, the total of which was up to 400 billion RMB by the third season of 2013. On 16 September 2013, CMBC and Alibaba has reached a strategic cooperation agreement to undertake direct banking services focusing on Taobao merchants based on Taobao big data. China CITIC Bank has put forward a proposition to rebuild an online CITIC, hoping to expand its business by marching into the internet banking. Cooperating with Tencent, it has initiated internet banking services for merchants at paipai.com through the Tenpay platform.

2) In the field of logistics, SPD Bank has provided freight forwarders with credit services associated with their accounts-receivables, based on the customs data given by Shanghai Metinform System Co., Ltd. To be specific, SPD Bank can monitor the quality of the accounts-receivables of freight forwarders and thus reduce credit risks by setting up sophisticated risk-control models in accordance with the customs

四 盐田港区的物流金融实践

为围绕盐田码头开展业务的各类物流企业提供融资信贷服务，YPI与某银行进行合作，共同探讨基于互联网的物流金融新模式。经双方商定，首先面向报关行提供融资服务，YPI通过电子支付平台，为该银行提供监控信贷资金的监控手段，降低融资风险，该银行为围绕盐田港开展业务的报关行提供低利率，无抵押、无担保的信贷服务。

1. 可能的业务流程

1) 贷前：该银行根据物流平台提供的数据对报关行资质进行申请。报关行向该银行申请贷款，该银行根据物流平台提供的该报关行的历史数据对其经营状况进行分析，确定是否对其进行放贷，如果同意，则给予该报关行行期限为3个月，额度不超过50万元的授信额度。根据企业经营情况，实行差别化利率。日息为万分之三至万分之五。

2) 贷中：贷款只能用于港保费的支付，企业不能提取现金，保证了资金安全。报关行按照需要通过物流平台提出用款申请，银行放贷，并将该笔资金通过电子支付平台进行报关行相应的港保费的支付，银行按日对该笔资金进行计息。同时，平台对企业的生产数据进行实时分析监控，并提供预警。

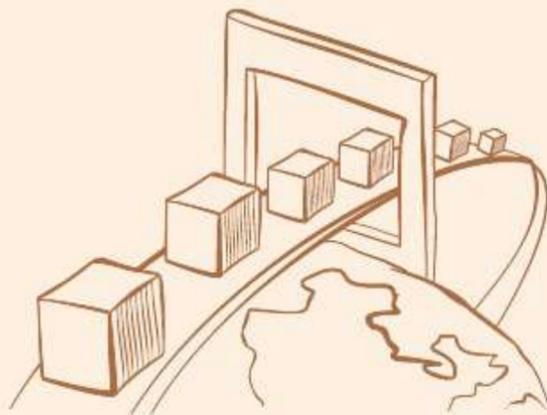
3) 贷后：企业通过网上进行还款。如未能及时还款，将由该银行进行催还。如有坏账产生，由该银行处理，资讯公司不承担任何责任。

2. 以报关行为例说明如何基于大数据建立风控模型

对于信贷业务，从宏观上来说，有整个行业的系统性风险，这是无法避免的；微观上来说，有运营上的业务风险，这需要不停监控并尽量控制到最低；在行业之外，还有资金上的风险，需要合适的风控体系协助把控。资讯公司应根据自身掌握的数据，以及对物流行业的了解，建立业务风险控制的相关模型。以下为报关行的风控模型的建立过程。

1) 数据预处理

资讯公司成立以来，积累了多年各个报关行的业务数据，按照时间排列，可以观察到各个报关行的规模、发展趋势、行为特点等。在这里，以样本为例，进入处理的数据项有报关行代码、进港时间、装船单号、柜号、尺寸，这里用进港时间是由于港建费、保安费、查验费均为货柜进港后才



data. This service model has been successful since it took place in 2012 and loans totaling 280 million RMB were made out to freight forwarders within 2012. Noticeably, there is no bad debt so far.

The big data and the rapidness of obtaining information enable banks' innovations as they can facilitate banks to conduct credit evaluations by monitoring its clients' real-time business performance. In the mean time, banks are capable of taking precautions to secure repayments of loans by spotting potential risks through statistical analyses based on certain mathematics models.

As most logistics companies are asset-light, it is feasible to provide credit services according to their business data which mainly includes internal data, customs data and port data. It is not reliable to trust internal data for bank credit applications as the data are recorded by companies themselves. At Yantian Port, clearance services are led by different companies which do not own any integrated and comprehensive data base. Thus, customs data from these companies cannot be used for credit applications as well. As a subsidiary company of the Port, Yantian Port International Information Co., Ltd (YPI) has collected key customs data and complete port data to support the big data platform within Yantian Port. And with these data objectively reflecting performance of trucking businesses, warehouses, customs brokers and freight forwarders, it is viable to cooperate with banks to establish fully-functional credit approval systems.

4. Logistics Finance Practice at Yantian Port

YPI and a bank are jointly developing a logistics finance model supported by internet, aiming at providing credit services to all forms of logistics companies at Yantian Port. After discussion, freight forwarders will be the first in line to enjoy this financing service. YPI will help the bank to monitor the loan movement and reduce credit risks through the e-payment platform, whereas the bank will offer low-rate credit services without requiring collateral.

收取，而此三项重要的电子支付收取项目是按柜量收取的，所以这里只需要统计柜量，并转换成标准箱，即可了解该时间段内报关行的业务量，并作出相应的时间序列表格，为下一步分析作准备。报关行代码为290的统计箱量如表1所示。

月份	3	4	5	6	7	8	9
TEU	223	177	179.75	148	147	106.25	8

表1 2013年报关行290各月TEU

2) 风控模型的建立

为了更好的利用数据，这里将建立两个模型，季节性分析是为了平滑季节性因素对业绩产生的影响，而估计出客户在下一个时点可能会出多少量的箱，这样有利于银行对下一期货款额的准备作参考。但是，这里的预测只是从比较宏观的角度，也可以说是从“大趋势”上来看，所以需要第二个模型来进行更具体的区间预测，并给出一个在数据处理上可控制的方案。

在模型的最后，加入了海关给企业的评级标准，并通过两种方法运用在业务量的预测区间中。这样，便与政府对企业的管理相结合，体现了模型的实用性与缜密性，并给风险控制增加了一条途径。

(1) 季节性分析预测

季节性分析法就是根据价格的季节性变化规律对市场走势进行分析的方法。它力图勾画出在某一年份中，可能发生业务量上升或下降的某些特殊时期，或者力图指出最可能出现全年业务量最高点和最低点的一些特殊月份。在实践中，可以把业务量的季节性波动作为影响市场走势的一个基本因素。例如，在供应淡季末期，业务量受到供应旺季即将到来的影响，季节性压力就成为市场中上涨趋势的一个预示。

简单的说，按照月份统计出每个客户的业务量之后，首先需要根据数据找出周期，然后按照周期进行平滑，得到剔除周期性因素的新数据列，也就是校正了季节因子作用的序列。

如图1所示，绿色的曲线为原数据，蓝色的曲线代表校正了季节因子作用的数据。以校正后的数据对下一季度的业务量进行预测，对照港建费、保安费、查验费三费的收取标准，就可以对“T+1”时节进行贷款金额进行一个大致预估，收费标准可参考如表2。

1) Proposed Procedures

a. Applying for a loan: after a freight forwarder applying for a loan, the bank will assess its business performance based on historical statistics provided by the logistics platform. And if the freight forwarder is approved, the bank will make a loan less than 0.5 million RMB with a maturity of three months. Credit rates can be varied among companies given their business conditions. The daily rate ranges from 0.03% to 0.05%.

b. Monitoring a loan: the loan is secured as it can only be used to pay for port charges and not allowed to be cashed out. The bank will arrange a payment for port charges through the e-payment platform after approving the loan application submitted through the logistics platform by the freight forwarder. Interests will be calculated on a daily basis. Meanwhile, the logistics platform is monitoring businesses' real-time performance and will signal early warning if necessary.

c. Repayment: the company will return payment via internet. It is the bank's responsibility to press for repayment when the loan is overdue and handle bad debts. YPI will not be liable for any bad debt.

2) Freight Forwarder Case Study

In terms of credit business, macroscopically, the systematic risk of the industry is inevitable; and microscopically, it is necessary to continuously monitor and manage the operation risk. And there is the

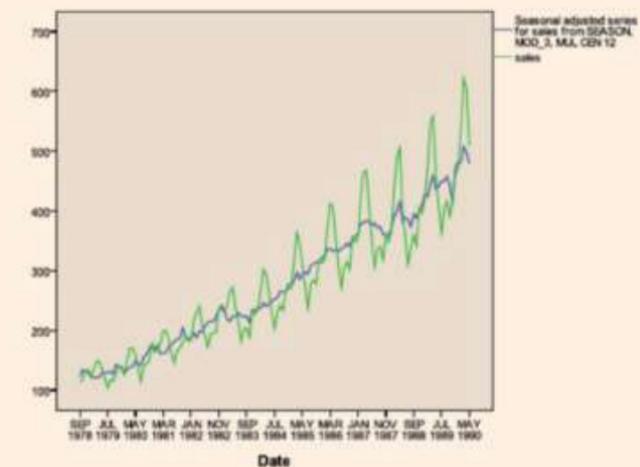


图1 原数据与校正了季节因子作用的序列图

单位：元

柜型	保安费	港建费	快检费
20TEU	20	64	50
20TEU以上	30	96	70

表2 三费收费标准

由于目前只提到了半年的数据，在这里对该模型进行理论性展示，待数据完善后，再加入具体实例分析展示。在此，用移动平均法代替季节性分析进行预测，可以得出表3。

单位：箱

月份	实际箱量	预测箱量
3	223	\
4	177	\
5	179.75	\
6	148	193.25
7	147	168.25
8	106.25	158.25
9	8	133.75

表3 2013年报关行290业务量预测

根据计算结果，下个月（9月）预计有133.75的箱量，那么对应收费标准，可以估计该月该报关行需要至少17922.5元的贷款额。

(2) 贷款额的预测区间

业务量的预测采用的是统计推断中的参数估计，即直接以样本统计量作为相应总体参数的估计量，提供总体参数的具体估计值，可以直接作为决策的数据依据，并以某种概率保证程度（以下称置信度）落入某一区间，得到区间估计。

首先，报关行代码为290的数据需通过盒型图检查异常值。

如图2所示，报关行290在2013年的业务没有出现异常值，说明报关行的业务是比较稳健的。下面，根据不同的置信度计算出不同的置信区间，并由此得到该报关行电子支付贷款额的范围，如表4所示。

capital risk outside of the industry which needs navigating with the help of suitable risk-control models. Given the data it owns and its know-how about the logistics industry, YPI should build up related business risk-control models. As below, it is how a freight forwarder creates its risk-control model.

a. Data Preprocessing

Since founding, YPI has accumulated business data of every customs broker for many years, from which, when arranged in chronological, we can observe each customs broker's size, development trends, behavioral characteristics and so on. Here take the sample for example, data items entering processing include customs broker code, docking time, shipping order number, container number and size, docking time is used here because port construction fee, security fee and inspection fee are all charged after containers enter the port. And these three important electronic payment items are all received by container amount, so we only need to count the number of containers and transform it into TEU, so that we can know business volumes of customs brokers during this period, and make the corresponding time series table, preparing for the next analysis. Container amount of customs broker with code 290 is as shown in Figure 1.

b. Establishing Risk Control Model

(1) Seasonal Analysis Forecasts

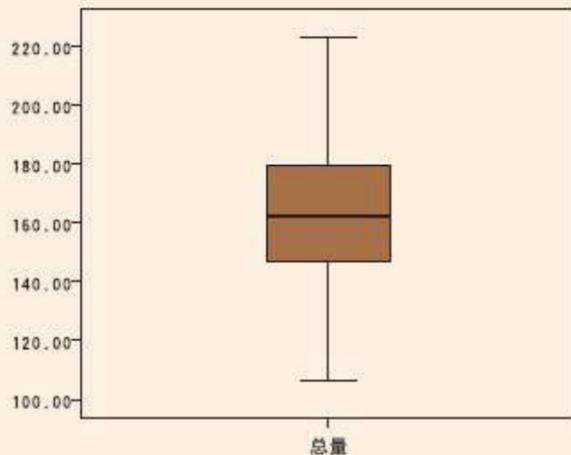


图2 报关行290业务量盒型图

单位：元

置信度	90%	95%	99%
贷款限额	38404.82	40157.90	44770.10

表4 报关行290预计贷款限额

(3) 海关评级在模型中的运用

海关企业分类管理制度是建设现代海关制度的重要基础，其本质就是中国海关对进出口企业的信用评级及后续管理，其严格的信用评级的程序及方法从企业的规模、财务状况、业务安全等各方面对企业进行分类，对咨询平台在供应链金融中的风控问题有很大的帮助。在此，给出两种海关评级在模型中的运用方式，以供参考。

i. 加权法

在初期，供应链金融信贷只对海关评级为B级以上的企业进行服务，所以给各类评级一个权重，如表5。

评级	AA	A	B
权重	3	2	1

表5 海关评级权重对照表

在给出了贷款额预测结果的基础上，对照海关评级，可以再在预测的区间上再上调相应权重的百分额度，例如，海关评级为A级时，可以将贷款额上调2个百分点，B级的可以上调1个百分点或者不调。这里的调整如果银行在操作上有困难，可以按照自身的放贷情况进行更改。

ii. 阶梯法

当贷款额的预测结果已经得出后，银行可以根据自身的放贷能力给各个海关类别的企业定位在某一个区间。如在相等的业务量下，给AA级的企业以99%的置信度，那么可贷款额在44770.10元以内，而给B级的企业以90%的置信度，那么可贷款额只能限制在38404.82元的贷款额以内。

(4) 评价模型

i. 账户余额的监控

Seasonal analysis is a method to analyze market trends according to the seasonal variation of prices. It tries to suggest some special periods where business volume increases or declines in a given year, or tries to point out some special month where the peak or the lowest point of the annual business volume is most likely to occur. In practice, seasonal fluctuations in business volume can be seen as a fundamental factor impacting market trends. For example, in the late low season of supply, business volume will be affected by the upcoming peak season of supply, and seasonal pressure becomes a signal of rising trend in the market.

Simply put, after calculating every customer's business volume by month, we first need to find out the cycle based on the data, and then smooth the data according to the cycle, obtaining new data columns excluding cyclical factors, i.e., sequences correcting seasonal factors' effect.

As shown in figure 1, the green curve represents the original data, and the blue curve represents the data correcting seasonal factors' effect. Next quarter's business volume is predicted based on the corrected data, referring to the charges of port construction fee, security fee and inspection fee, and the loan amount of time "T+1" can be roughly estimated, charges are shown in Figure 2.

As we only extract data of half a year at present, here we demonstrate the model theoretically, and specific case analysis will be presented when the data is improved. Here moving average method is used instead of seasonal analysis to predict, obtaining Figure 3.

According to the results, TEU of next month (September) is predicted to be 133.75, based on the charges, this customs broker is estimated to need at least 17,922.5 yuan of loan this month.

(2) Prediction Interval of Loan Amount

Parameter estimation of statistical inference is used in business volume prediction, i.e., directly treating the sample statistic as an estimate of the corresponding population parameter, providing specific estimates of population parameters, which can be used directly as a data basis for decision-making, falling into a certain range at a certain degree of probability (hereinafter referred to as the confidence level), and getting interval estimations.

First, data of customs broker with code 290 should check outliers by box-type diagram.

As shown in Figure 2, there is no outlier in the business of Customs Broker 290 in 2013, suggesting that its business relatively stable. Next, according to different confidence levels, different confidence intervals are calculated, based on which, obtaining the range of loan by electronic payment of this customs broker, as is shown in Figure 4.

报关行在供应链电子商务平台申请电子支付账户时需要提供公司的注册营业执照（加盖公章复印件）、组织机构代码（加盖公章复印件）、身份证（加盖公章复印件），并且每个U-Key只认一个身份证号码，而一个公司可以申请多个账户，如果要监控公司在平台上的流动资金，必须建立公司账户。公司账户可以简单的视为其下多个电子支付账户的合并，并在每个贷款周期或各月结算期计算期末账户余额。



本期末账户余额

$$= \text{上期末账户余额} + \text{本期新进资金} + \text{本期贷款额} - \text{本期应付利息} - \text{本期流出资金} - \text{本期账户收费}$$

密切监控各公司的账户余额是风险控制的关键。根据以上公式，可以从三个角度实行监管。

①安全额VS监控额

参照表1，各项款项中最低为20尺的柜交付保安费20元，如果账户中的余额低于这个数额，那么该账户基本是不能再有任何操作了，也是完全可以抛弃的账户。

此外，用本期末账户余额减去本期贷款额，可以得到该客户在平台的资金结余情况，若相减后余额大于零，则该账户自留资金充裕；若相减后余额小于或等于零，则该账户的金额大多或全部是向银行借取，卷款而逃的风险相当大，应予积极监控。

因此，公司账户余额进入监控额需要满足以下两个条件：

- a) 本期末账户余额 < 20
- b) 本期末账户余额 - 本期贷款额 ≤ 0

若公司账户余额不能同时满足以上两个条件，可以判别为安全额。

②踏雷区次数

银行及平台对所贷款项的流动非常敏感，客户每次操作账户结余资金都牵动着项目组的每一根神经，公司账户余额被判为“监控额”相当于踏入了雷区。并不是每一个进入雷区的账户都存在相同风险的，有些公司基于投机，会不停的运用所贷款项来承担公司的事务，把风险全部推向银行。而有的公司基本运用自己的资金操作，只有到资金实在周转不

(3)Application of Customs Rating in the Model

Enterprises classification management system by customs is an important foundation for modern customs institution, with its essence as China Customs' credit rating and follow-up management of import and export enterprises, and its strict credit rating procedures and methods classify enterprises from the aspects of business size, finance situation, business security and so on, which is of great help for consultation platform's risk controlling in supply chain finance. Here two ways to apply customs rating in the model are given for reference.

i. Weighting Method

In early period, supply chain financial credit only serve enterprises whose customs rating is above B, so a weight is given to every type of rating, as is shown in Figure 5.

Based on loan prediction results, according to customs rating, the amount can be raised by corresponding weight on the basis of predicted interval, e.g., if customs rating is A, loan amount can be raised by 2 percentage points, and if B, can be raised by 1 percentage point or none.

ii. Ladder method

When predicted results of loan amount are obtained, banks can position enterprises of every rating type into a certain interval according to their lending capacity. For example, given the same business volume, AA enterprises are given 99% confidence level, the loan being less than 44,770.10 yuan, while B enterprises are given 90% confidence level, the loan limited less than 38,404.82 yuan.

过来的时候才考虑贷款。这就如同有的人交话费，提示停机了才会交话费，这样的人在运营商的信用评级中是很低的，而通常账户中有充裕的余额，话费用到还没有到提醒额就充值的客户，在运营商的信用评级中是很高的，很多优惠活动和礼品往往青睐这样的用户。

在一个贷款周期中，客户可能每天都会在平台上操作业务，若按照前述每月结算一次，那么一个周期只有三次结算，踏雷区次数只有0、1、2、3四种可能。显然，踏雷区次数大于2次的公司是存在高度风险的。但一个周期只监控3次也存在事后诸葛亮的问题，可以考虑周结或更短周期结算一次，若在该结算周期中踏入了雷区，那监控周期缩短，以对该公司账户提高警惕。

③容忍度

前面提到的银行对供应链电子商务平台大开绿灯，给每一家报关行在一个结算周期内给以50万的贷款额。该项款额在近期内是不变的，那么公司对于贷款运用得如何，这也是银行与平台所关心的。根据公司的账户可以设置容忍度来观测该账户的融资情况。

$$\text{容忍度} = \frac{\text{本期贷款额}}{\text{本期可贷款总额}} + \frac{\text{本期贷款额}}{\text{本期末账户余额}}$$

上式表明，容忍度是由两部分组成，第一部分是本期贷款额与本期可贷款总额的占比，占比越高，风险越大；第二部分是本期贷款额与本期末账户余额的比例，本期末账户余额实际上是公司账户的可用余额，它的主要构成可能是本期新进资金或本期贷款，若本期贷款占余额较多，则说明企业主要靠负债维持业务。从这里可以看出，当本期贷款额为零时，容忍度也为零（极小值），当本期贷款额达到本期可贷款总额时，容忍度逼近2，容忍度越高，即容忍得越多，风险也就越高。

风险级别	低风险	较小风险	可接受风险	需关注风险	需高度关注风险
容忍度	<0.4	0.4~0.8	0.8~1.2	1.2~1.6	>1.6

表6 容忍度风险级别评定表

(4)Evaluation Model

i. Monitoring of Account Balance

Customs broker should provide necessary materials about the company when applying for e-payment account on supply chain e-commerce platform. Each U-Key is linked to an ID number while a company can apply for many accounts. Company accounts should be created to monitor a company's liquidity on the platform. The company account can be seen as the combination of its many e-payment accounts, and account balance should be calculated by the end of each loan cycle or monthly billing day.

Closely monitor each company's account balance is essential to risk controlling. We can monitor it in three ways according to the above formula.

①Safety balance VS Monitoring balance

See Figure 1, the minimum amount is security fee of 20 RMB paid for 20-ft container. If the account balance is lower than this level, no more operation would be taken and the account can be abandoned.

In addition, we can get the cash surplus of the client by subtracting this month's loan from the final account balance. If the difference is larger than zero, the account is flush with cash. If the difference is no more than zero, then the cash of the account is mostly or all loaned from the bank, which means a higher risk of escape with cash, therefore active motoring should be given.

Therefore, two conditions are needed for the company account balance to be monitoring balance:

- a) Cash surplus at the end of the loan cycle < 20
- b) Cash surplus at the end of the loan cycle - loan amount ≤ 0

If the above conditions cannot be met simultaneously, it can be judged as safety balance.

②Times of "stepping into minefield"

Banks and the platform are very sensitive to the flows of the loan, and therefore each operation of the account balance will affect the whole program. When the account balance is lower than monitoring balance, the account can be seen as "stepping into minefield". Not all accounts that step into minefield have the same risk, because out of

容忍度风险级别评定表的级别设定参照了人民交通出版社出版的《供应链金融理论与实务》中应收账款风险等级评定表，根据容忍度的区间对风险的大小定性。

ii. 信用等级评分

无论何种融资形式，对借款人的监控都是必需的，而信用则是监控的核心，信用风险是非常抽象的，为了使抽象的东西具体化、形象化，这里建立一个风险评价模型，并用信用等级评分系统来量化信用。

项目	规则	分数
海关评级	AA	30
	A	20
	B	10
	其他	0
活跃度	连续使用n+1个月	n
督查结果	融资区次数>3	-1
	容忍度>1.2	-1

表7 信用等级评分规则

信用等级评分标准主要从三个方面：海关评级、活跃度、督查结果来对客户进行评价。海关评级有严格的评价制度及权威的机关审核，所以占的比重最大，初始评分也主要关注海关评级给出，当然，若海关评级调整，也将进行相应的评分调整。活跃度体现了报关行使用电子支付的连续性，如果一家客户连续使用了电子支付，那么它属于我们的老客户。若连续使用了10个月以上，那么该客户的缴费行为将有章可循，可以给予相当初始状态为海关B级的分数。督查结果结合了前面账户余额的监控内容，也是信用评分系统中唯一的扣分项，用户能够从分数的变动情况了解到该报关行的风险状况。

这里的风险等级评分系统可以对外公布，报关行就能够根据评定规则了解自身评分的来由，报关行的客户也可以在平台上查到各报关行的风险等级评分，这样便能够使客户更了解将要合作的报关行，并对各报关行有了直观的对比，帮助自己选择好的报关行，这也从侧面降低了YPI的融资服务的风险，因为信息公开透明化了。

3) 模型的改进

以上所建风控模型只是一个例证方案，不论是方法上还是参数上都有待商榷。事实上，还可以在更多的层面建造更

speculation, some company will operate with the money it loaned from the bank, and pull the risk to the bank. The other company will operate with its own capital and loan only when it is facing a poor turnover.

In a loan cycle, clients may operate on the platform every day. If the settlement is done once a month, a cycle has only 3 settlements and times of stepping into minefield have four possibilities, 0, 1, 2, and 3. Obviously, the company with times of stepping into minefield above 2 is considered with high risk. However, motoring only 3 times in a cycle may be wise after the event. To improve it, weekly settlement or settlement in a shorter period should be considered. Once the company steps into the minefield in a settlement cycle, monitoring period should be shorten to alarm the target company.

③Tolerance

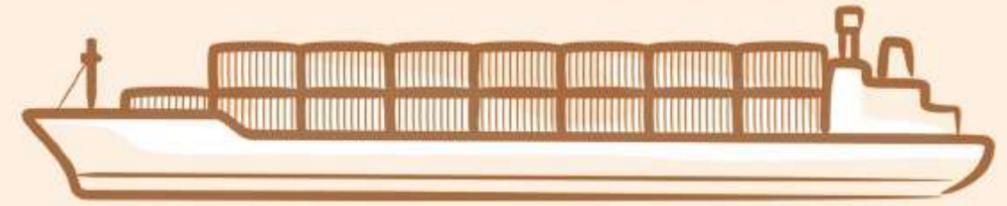
If the bank is open to supply chain e-commerce platform, and give each customs broker 0.5 million loan within each settlement period. Since the amount of money is stable in a short period, how the loan is used is of both the bank and the platform's concern. Tolerance can be set to observe the financing situation of the account according to the company's account.

According to the above formula, tolerance is made up of two parts: one is ratio of loan and total loan amount, the higher the ratio, the higher the risk. The second part is the ratio of loan and the account balance in this period. This account balance is actually the available cash of the company, which mainly contain new funds or loans. If the ratio of loan and account balance is high, the company is operating on debt. So, when the loan is zero, the tolerance is zero (minimum). When the loan reaches the total loan amount, the ratio is close to 2, the higher ratio, the tolerance is higher, that is, the more tolerance, the higher risk.

ii Credit Scoring

Whatever forms of financing, motoring borrowers is necessary, and credit is the core of motoring, a risk assessment model is built here, and credit is quantized by credit scoring system.

Credit scoring assesses clients from three aspects: customs rating, activity and motoring result. Customs rating is done under strict assess institution and audited by authorities, therefore it takes up the largest part, and initial score is also mainly based on customs rating. Of course, if customs rating is adjusted, the score will be adjusted accordingly. Activity suggests a customs broker's continuity of using electronic payment, if a customer uses electronic payment continuously, then it is our old customers. If usage time is longer than



完善的模型。

(1) 报关行客户的评价

报关行服务的客户是对报关行本身质量的一个表现，若该报关行服务的对象都是优质的客户，那么该报关行一定也是比较稳定、信誉高的报关行。相反，若该报关行服务的客户都是信用差，或者大多数是新兴的企业，那么该报关行的业务风险较大。

(2) 报关行所报货物的金额

报关行所报货物有多有少有贵有贱，仅是从箱量上是看不出的，如果知道报关行所报货物是价值比较贵重的，那么业务的风险较大。反之，价值较低的货物对于企业、报关行来说，反应的还款能力较高。

(3) 货物的细分

每天进出口的货物成千上万，但是价值却天壤之别。有的货物形成了卖家垄断，有的货物是买家垄断，有的货物供不应求、有的货物供过于求，若咨询公司可以统计出各种货物在码头的吞吐，分析出国内外市场的需求走势，则可以有效针对各类货物的市场起风险提示作用。

(4) 错误率的运用

在海关企业分类的管理制度中，各家报关行的评级并不是“一劳永逸”的，而是根据报关行的业务情况计算出错误率，若错误率达到一定水平，那么该报关行就有降级的可能。但海关评级每年更新一次，若资讯平台能得到实时数据，必定会向相关部门提出预警。

以上四点均需要更多更详实的数据进行支撑，在这里提

10 months, then this customer's payment behavior has rules to follow, and can score as the initial situation of customs rating B. Combined with motoring of account balance mentioned before, motoring result is the only deducting item in credit scoring system, and users can know a customs broker's risk status according to changes of scores.

Credit scoring system can be released publicly, so that customs brokers can understand the reason behind their scores according to assess rules, and customers of customs brokers can also find every customs broker's risk score, which helps customers to know more about the customs broker they are going to cooperate with, contrast every customs broker visually, and choose good customs broker, and it also reduce the risk of YPI's financing service because of the transparency of information disclosure.

5. Prospect of Logistics Finance Services of YPI

With the progress of Yantian Port International Logistics Information Platform, more data is expected to be accumulated. Based on these data, a credit reporting platform for logistics companies will be gradually built up, upon which, we will be able to provide comprehensive financial services to logistics companies through extensive cooperation with banks. In the future, YPI will promote the development of logistics finance at Yantian Port in the below prospective:

1) Provide financial services to brokers and trading enterprises engaging in import business to promote the development of import sector of Yantian Port.

In accordance with the plan, the total value of import goods in China will reach 10 trillion USD during the 12th "Five-year Plan". Under this background, Yantian Port and Yanitan District will gain momentum on the development of the port-related import business operated by agencies and trading enterprises. According to research,

出以供评论，也为我方业务风险控制模型提供了几个发展的方向。

五 资讯公司物流金融业务的后续展望

随着盐田港国际物流信息平台建设的推进，平台将积累更多的数据，在这些数据的基础上，将逐步建立物流企业的征信平台，在此平台的基础上，与银行开展广泛合作，为物流企业提供全方位的金融服务。未来，资讯公司将在盐田港区从以下几个方面推进物流金融的发展。

1. 为开展进口业务的代理企业、贸易企业提供金融服务，促进盐田港区进口业务的拓展。

根据规划，十二五期间，我国进口货物总值将达到10万亿美元，在这样的形势下，支持代理企业和贸易企业通过盐田港开展进口业务，对盐田码头及盐田区经济发展，将产生积极的促进作用。根据调研，我们发现，除了通关效率成为进口业务开展的一个主要障碍以外，由于进口货物的价值较高，缴纳的关税较多而导致的资金链紧张也阻碍了进口业务的开展。资讯公司基于自身所拥有的数据优势，可为银行提供相关企业的作业数据，进行贸易真实性评估，支撑银行对开展进口业务的企业开展信贷服务，以此解决相关企业资金紧张的问题，促进盐田港区进口业务的发展。

2. 获取更多的通关数据，提供货代企业的贸易真实性审查，并在此基础上引入应收账款池融资服务。

在整个海运物流的成本中，海运费占的比例最大，如果货代企业不能按时完成回款，就容易限制业务的开展，严重时可能导致资金链的断裂。资讯公司如果能获取更多的通关数据，为银行提供货代的贸易真实性核查服务，则货代可以以应收账款为抵押物，开展应收账款池融资服务。

3. 依托于资讯公司的平台客户，开展“1+N”的供应链融资服务。

供应链金融“1+N”模式，是基于供应链结构的特点及商品交易的把握，围绕某“1”核心企业的信用实力，为供应链上下游的“N”家企业提供全面灵活的金融产品和服务的一种融资方式。这种模式跳出单个企业的局限，创新性地让银行从整个供应链角度开展综合授信，在帮助整个供应链发展的同时，为中小物流企业提供了融资新途径。其好处有：提升中小企业信用，降低抵押担保要求；增强银行竞争力，推动

we found that besides clearance efficiency, which is one of the major factors hindering the growth of import business, capital chain tension caused by relatively high values and tariffs of import goods is also a drawback for import business development. Taking advantages of the data it possesses, YPI is capable of providing banks with operation data of relative companies to evaluate trade authenticity. Accordingly, banks carry out loan services for companies that engage in import business. In this way, the problem of financial strain facing related companies can be solved so as to promote the development of import business at Yantian Port.

2) Acquire more clearance data, provide trade authenticity review of freight forwarders and then introduce financing service of accounts receivable pool.

Among the total cost of maritime logistics, ocean freight accounts for the largest part. Delay of repayment will lead to the limitation of business operation for the freight forwarders or even capital chain rupture. If YPI can get access to more clearance data and provide banks with trade authenticity review of freight forwarders, freight forwarders can operate financing service of accounts receivable pool with receivables as guarantees.

Based on the customers' platform of YPI to carry out "1+N" supply chain financing services.

Built on the structural characteristics of supply chain and the credit strength of the "one" core company, the "1+N" financial mode of supply chain provides comprehensive and flexible financial products and services to the "N" companies, upstream or downstream of the supply chain. This mode jumps out of the limitation of one single company and enables banks to operate comprehensive credit granting innovatively based on the whole supply chain. This promotes the development of the whole supply chain and provides a new way of financing for small and medium-sized logistics enterprises. Many of the advantages include: raising credit of small and medium-sized enterprises and reducing requirement of mortgage guarantees; sharpening competitiveness edge of the banks to promote product innovation; enhancing competitiveness of supply chain to boost the development of industry clusters.

Among the present product line of YPI, the services of "fast clearance" and "direct maritime transportation" are servicing cargo owners directly. The two products integrate clearance and port services for cargo owners by offering one-stop electronic payment, booking declaration, CIQ overall declaration and terminal unlocked services. Consequently, cargo owners no longer need to depend on customs brokers to handle these affairs. After promotion, these two products are able to attract a large number of processing trade enterprises. Accordingly, YPI will be familiar with their business operations and select good performers to carry out "1+N" supply chain financing

产品创新：提高供应链竞争能力，促进产业集群发展。

资讯公司目前的产品线中，“快速通关”与“海运直通”是直接为货主提供服务，这两个产品将关务与港务进行整合后前移至货主，一站式的实现了电子支付、舱单申报、国检全申报、码头解锁服务等功能，使货主可以不再依托报关行，就能自行处理相应工作。这两个产品经过推广，将会聚集相当数量的加贸企业，资讯公司将能了解它们的业务开展情况，并据此挑选经营状况良好的企业为依托，开展“1+N”的供应链融资服务，解决中小物流企业融资困难的问题。

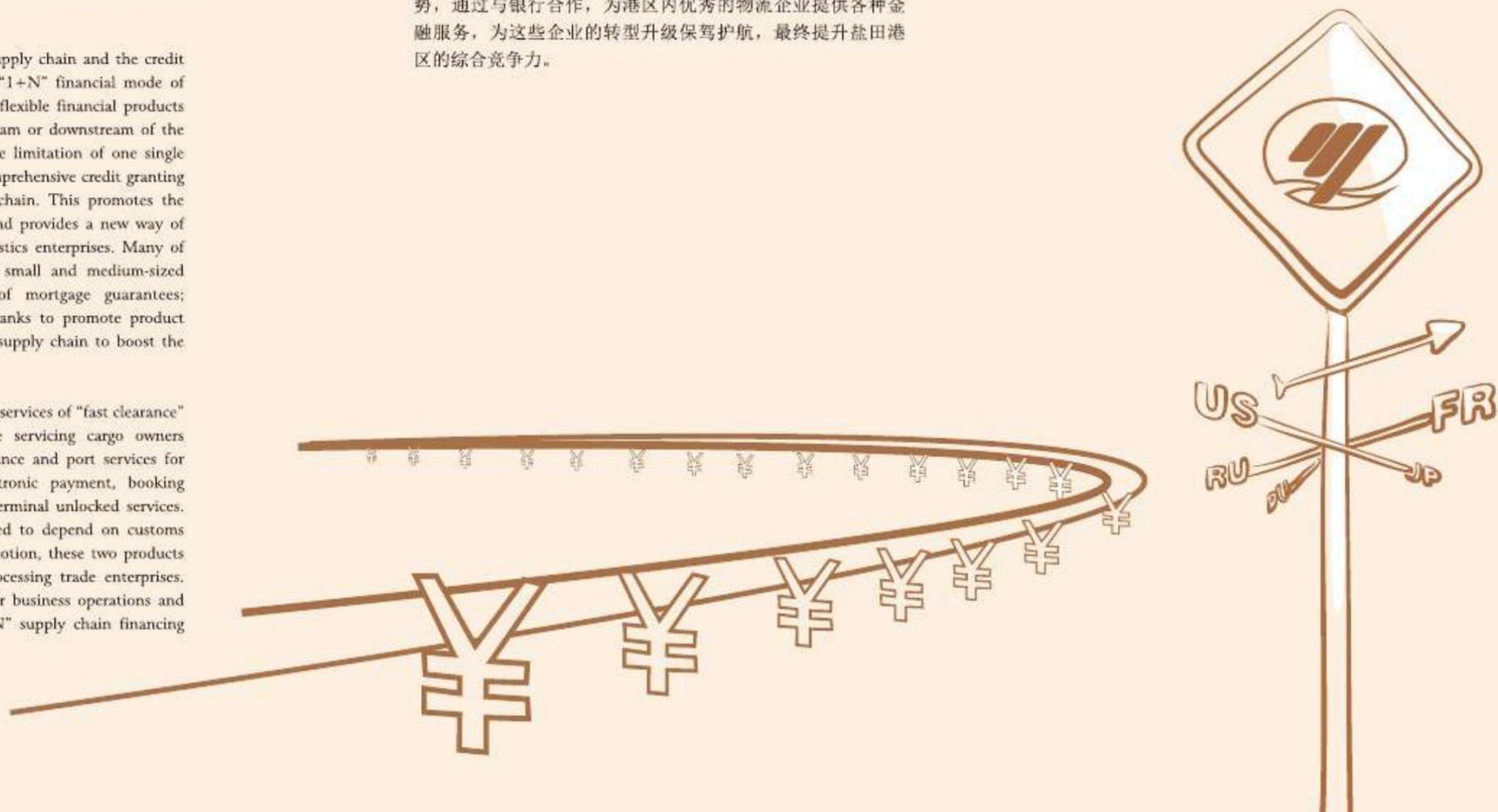
六 结语

党的十八届三中全会吹响了深化改革的号角，政策、资金都将向实体企业倾斜。物流行业，作为国民经济的重要一环，将迎来全面转型升级的春天。其中，海运物流在跨境电子商务日渐兴起的今天，面临更大的机遇和挑战。作为盐田港区来说，为了保证竞争力优势，需要对港区内的物流企业进行整合，形成规模化经营，为客户提供规范化的服务。在此过程中，离不开金融的支持。资讯公司将充分利用自身优势，通过与银行合作，为港区内优秀的物流企业提供各种金融服务，为这些企业的转型升级保驾护航，最终提升盐田港区的综合竞争力。

service so as to solve the financing difficulty of small and medium-sized logistics enterprises.

6. Conclusion

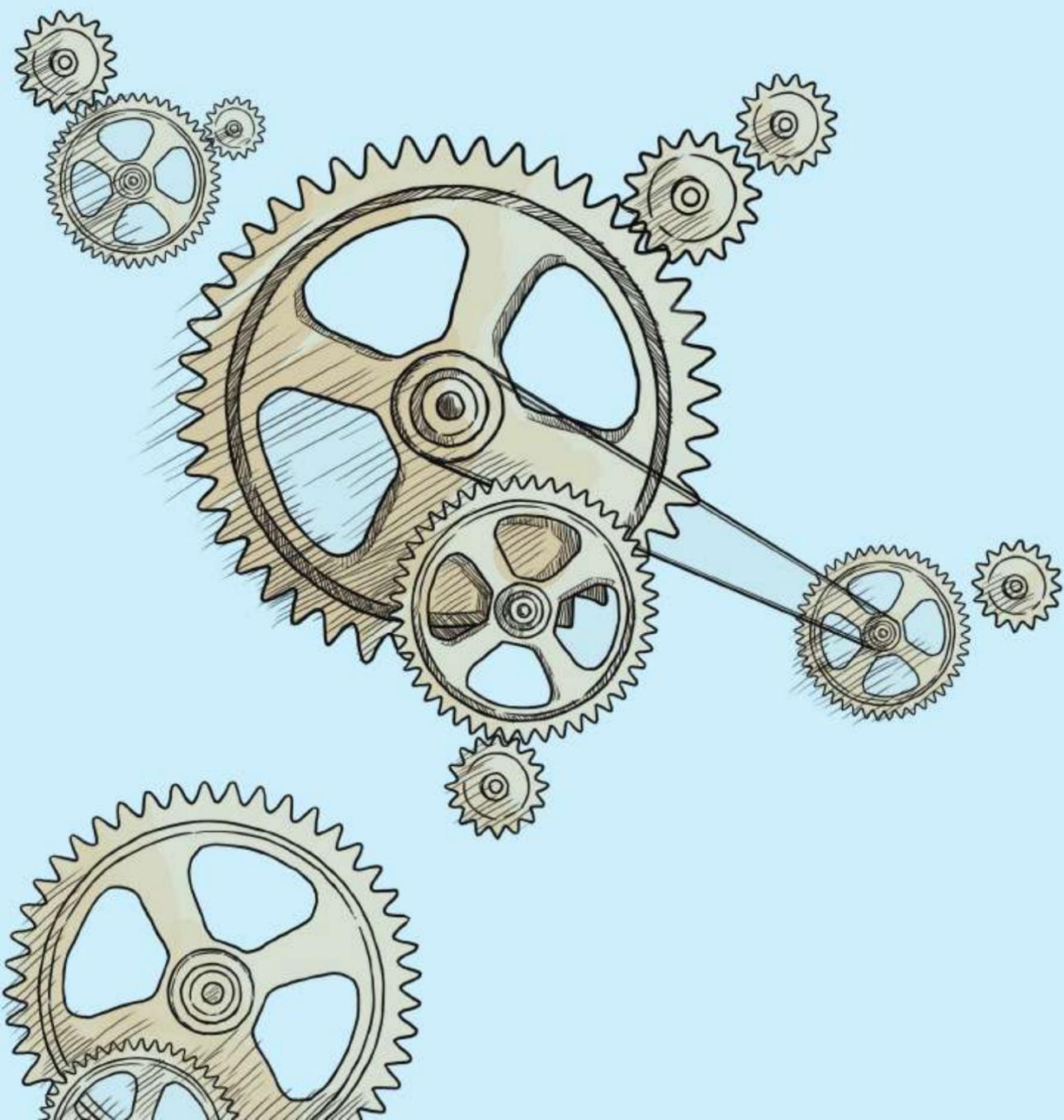
It is made clear in the Third Plenary Session of the 18th Central Committee of the Communist Party of China that policies and capital will favor entity enterprises. As an important component of national economy, logistics industry will undergo an overall transformation and upgrade. Specifically, maritime logistics will face more opportunities but also challenges when cross-border e-commerce is emerging nowadays. For Yantian, in order to harness its competitive strength, it needs to integrate logistics companies and form scale operation so as to provide standardized services to customers. Financial support will be indispensable. YPI will make full use of its advantages to provide outstanding logistics companies with various financial services by the cooperation with banks. All these will contribute to the transformation and upgrade of these enterprises and eventually enhance the comprehensive competitiveness of Yantian Port.



构建盐田港集团 转型升级的战略支点

——试水盐田综合保税区

文/梅雷鸣 储昕（盐田港集团）



背景：湾区经济与转型升级

2014年初，深圳市政府首次提出深圳将依托毗邻香港、背靠珠三角、地处亚太主航道优势，重点打造前海湾、深圳湾、大鹏湾、大亚湾等湾区产业集群，构建“湾区经济”。

深圳将紧紧围绕陆海资源统筹、产业集群发展，高标准加快前海深港现代服务业合作区、深圳湾总部经济、大鹏湾国际生态旅游区等建设，不断强化福田、罗湖、南山的商务中心功能，打造盐田、宝安、大空港等新的经济增长极，形成片区协调互动的湾区经济发展形态。

盐田港集团坐拥深圳西岸大铲湾港区、东岸盐田港区两大湾区资源，将在深圳湾区经济战略中立足于前沿高地。

将随着中国产业结构的调整以及经济增长模式的变化，珠三角等发达地区的港口物流业的高速增长已成为历史，将呈现平稳发展的趋势。经历近30年的快速发展，盐田港作为传统港口物流企业，面临移动互联网、大数据、电子商务等新兴产业的挑战，亟需通过创新理念，打造新的产业集群，提升业务附加值和综合竞争力，推动产业向港城融合转型升级，更好地融入湾区经济圈。

国内港口转型升级经验借鉴

上海港：

上海港集装箱吞吐量已连续4年保持世界第一。上港集团作为中国最大的港口集团，是上海国际航运中心、国际贸易中心建设的重要载体。上港集团是上海自由贸易试验区内的经营实体企业，集团母公司和主要生产单位、投资公司均在自贸区内注册和经营，注册资本共计432.3亿元。2013年，上港集团在自贸区内实现营业收入212.4亿元，实现利润总额99.8亿元，上缴税费36.7亿元。

上港集团将自贸区建设与自身发展紧密结合，对接落实自贸区制度创新，先行先试。2014年4月，上港集团以自贸区金融制度创新为依托，成功开展跨境人民币融资业务，将融资市场由原先的境内人民币市场扩展到境外，充分利用上海、新加坡、香港三地市场资源，获得67亿元的境外人民币

借款，有效控制了融资成本，并提高了上港集团在国际资本市场的影响力，为推进国际化战略提供更好的支持和保障。

2014年1月，上港集团斥资46亿元认购上海银行的定增股份，双方在上海自贸试验区展开金融布局。上港集团与上海银行计划在上海自贸试验区内加强包括供应链融资在内的贸易融资业务合作，并探索航运金融、在岸融资租赁和离岸融资租赁等业务在上海自贸试验区内的业务创新，合作初期主要为自贸区内客户提供服务。

上港集团董事长陈戌源表示，上港集团正在调整产业结构布局，希望用3~5年时间，主业、相关多元化和国际化最终形成6:2:2的格局。多元化的方向，一是更多引入金融元素和传统的港口物流行业结合。二是将一些不适合港口发展的相关资源，调整为其他产业发展，以获得更好的效益回报。三是大力发展港口及相关产业，目标是提升产业效益。



青岛港：

2013年起，青岛港抢抓青岛打造蓝色经济领军城市的机遇，重点推进董家口港区、大港老港区、前湾港区、黄岛油港区四大港区的联动发展、转型升级，加快由传统装卸型向物流贸易型转变，由追求数量规模型向追求质量效益型转变，由单纯竞争型向合作共赢型转变，由自我发展型向港城一体化转变。

董家口港区将按照第四代港口的模式，在传统的装卸生产基础上，全面发展综合物流、专项物流、加工、保税、仓储、商贸、信息、金融和综合服务等功能，建成山东半岛蓝色经济先导区；老港区已从散货和粮食运输码头，转型为青岛市邮轮经济和高端旅游、服务业的集聚区，打造“东北亚区域性邮轮母港”和“重要的海上旅游集散中心”；前湾港区着力建设东北亚最大的集装箱枢纽港，兼顾散杂货和汽车进口作业；黄岛油港区着力完善油品和液体化工品炼化、中转、贸易、保税和储备等“五大基地”。

2013年以来，青岛港在做大做强装卸主业的基础上，积极转型升级，打造金融板块，加快发展资本运营，并将成立财务公司作为青岛港实施战略转型、实现金融强港的重要举措强力推进。2014年初，青岛港筹建企业集团财务公司正式获得中国银监会批准，青岛港将在6个月内完成筹建企业集团财务公司，逐步搭建起资金归集管理、资金调配运用、综合化金融服务、金融风险控制、金融咨询接口“五位一体”的资本运作平台，促进产业资本与金融资本的高效结合，以专业、高效的金融服务满足港口多元化金融需求，助推港口战略转型和产业升级。

深化战略定位：全面构建转型升级之路

“十二五”规划期间，盐田港集团提出“主业突破、强强联合、双轮驱动、纵横整合”的发展战略，积极参与国内港口投资，在港口主业上寻求突破；整合集团内外部资源，强化主业发展；借助资本运作手段，加快发展步伐；培育港口配套产业，拓展集团业务空间，加快新一轮的产业结构转型升级和发展方式转变。

展望“十二五”后期及“十三五”时期，盐田港集团将进一步深入贯彻“主业突破、强强联合、双轮驱动、纵横整合”的发展战略，全面推进东西两翼港区向第四代港口转型升级，全面构建新业态产业发展格局。

盐田港区方面，进一步加快推进港区转型升级，进一步优化集团港口资源结构。一是加快启动东港区20万吨级深水泊位的建设，进一步巩固盐田港区作为全球超大型船舶枢纽港的领先优势。二是适时启动功能逐步退化的中小泊位改造或功能调整，提升港口岸线和土地资源的使用价值。三是积极推动盐田港临港配套产业转型升级，重点发展高端物流和高端综合体，推动集团传统物流向高端商贸物流的转型升级，为港口发展创造增量箱源。

大铲湾港区方面，进一步完善港区配套服务，打造与综合性港区和高度商贸物流相适应的临港高端综合体，推动港城一体化转型升级。集团将依托港口主业，立足自有临港配套用地，打造港口后方汇集商贸会展、总部经济等功能为一体的高端商务综合体，以临港商贸运营服务能力推动港口产业更高更快发展。

新业态转型方面，盐田港集团将充分发挥龙头企业的自身资源和业务优势，将高端供应链服务业与传统港口物流业态有机结合，逐步打造商品交易中心、跨境电商、大数据平台、供应链金融、融资租赁等新创新业态。通过打造供应链大数据平台的信息流、供应链金融平台的资金流，结合港口物流供应链的现有资源，有效实现盐田港供应链的“三流”融合。

战略路径破题：盐田综合保税区作为转型升级的重要试点

盐田综合保税区于2014年1月22日获国务院批复设立，根据海关总署要求，盐田综合保税区预计于2015年封关运作。盐田综合保税区作为自由贸易区发展的前身和核心载体，两者在本质上都是境内关外，是集物流、商流、资金流和信息流于一体的综合性枢纽区域。两者的基本功能相同，包括：国际采购、转口贸易、服务贸易、融资租赁、离岸金融等。但与上海自贸区相比，盐田综合保税区仅在金融创新、负面清单、投资准入等制度创新方面有所欠缺。

盐田综合保税区作为自贸区的雏形，其业态契合盐田港集团业务转型的战略方向。盐田港集团在盐田综合保税区具备土地、仓储、港口等核心资源优势，再加上企业品牌、资金运营、口岸协调等方面优势，有望在园区2.17平方公里的土地内，通过主导自主经营实现港口物流的产业升级以及高端供应链服务业的转型。

据统计，盐田区现有保税加工、第三方物流、仓储、货运等企业近1000家，其中，盐田综合保税区内企业有近200家，众多分散的中小企业对于一站式的通关、资讯、交易、采购、配送、金融等配套服务具有较大的市场需求空间。盐田港集团应结合自身优势及产业规划，规划基于盐田综合保税区的生态系统，实现商贸物流升级与高端供应链服务相融合；并把握盐田综合保税区即将封关运作的机遇，培育主导园区开发运营的业务团队，全面提升客户服务水平。

1. 积极主导园区的开发运营

盐田港集团作为盐田区的龙头企业，应在盐田综合保税区内发挥更大作用。建议盐田港集团理顺综合保税区的开发管理机制，以盐田港保税区开发公司为平台，积极主导园区开发与运营管理，把握园区资源入口的战略位置。推动盐田港保税区开发公司转型为园区开发运营商，为园区提供各类基础性配套服务。建立成熟的园区开发运营模式，并加以复制、推广至其他产业园区，为盐田港集团的园区产业扩张打好基础。

2. 规划构建盐田综合保税区生态环境

盐田综合保税区现有盐田港保税物流园区、盐田港保税区、沙头角保税区三个区块，原有园区面临基础设施陈旧、

产业规划滞后、通关政策创新不足等问题，严重制约园区产业发展。盐田港集团应配合相关政府部门，对园区土地进行空间与产业规划，结合“深圳保税区域转型升级总体方案”的相关要求，引导并打造国际采购、保税商贸、跨境电商、临港金融、供应链管理等各类产业集群，推动形成东部临港产业集聚区。

3. 主导整合园区物流土地资源

由于历史原因，盐田综合保税区现有区块采用分割地块、分散开发的模式，造成保税物流园区的仓储土地由多家企业分散、独立经营的格局，随着仓储土地的大规模投产，保税物流园区仓储能力过剩、同质化竞争日趋严重，造成仓储收益率持续下降。盐田港集团应结合园区的产业定位的新规划目标，采用参股或控股方式逐步整合现有分散地块，实现园区仓储物流土地的统筹运营。目标是引领区内仓储产业向展示交易、商贸物流、O2O仓库等高附加值业务转型，形成差异化竞争格局。

4. 积极打造园区一站式物流及通关平台

借鉴上海、宁波等地综合保税区的经验，积极协调口岸单位等相关政府部门，加快推进港口物流供应链上下游信息的整合与共享，打造基于供应链大数据平台的供应链电子商务平台。为园区内的加工、仓储、商贸、电商、金融等企业，提供一站式的物流、通关、信息服务，实现区内的供应链资讯的全面共享。远期可加强与重点外贸企业、货主的合作，将业务辐射至华南及内陆地区的供应链上下游企业。

5. 筹划建立中小企业金融服务平台

基于现有物流客户资源以及大数据平台为基础，为区内外的小微企业提供创新金融服务，拓展企业的融资渠道、降低企业的资金成本、增强抵御风险的能力。近期，可开展仓单质押、代缴关税、贸易融资等业务。中期可开展质押融资、贸易融资、货物保险等业务，逐步建立并完善盐田港港口金融的业态。远期，可积极探索，争取开展离岸金融、融资租赁等业务试点。

盐田港集团将充分发挥统筹开发深圳东西岸盐田港区、大铲湾港区的重要优势，加快转型升级的步伐，助推港城一体化的融合，致力将大铲湾、盐田港区打造成为深圳湾区经济的亮丽名片。

知识经营的魅力： 深度启动思维2.0

文/王莹（盐田港集团）

变革已经到来，你知道吗

在农业经济时代，土地最为重要，所以“地主”牛了；
在工业经济时代，机器最为重要，所以“资本”火了；
在知识经济时代，知识最为重要，所以“大脑”红了；
在大数据时代，当然数据最为重要，所以“数据”爆了……

时代的2.0

知识经济时代是一个信息时代，得益于技术突破而实现媒体解放的信息和知识，引发了知识爆炸，使我们全身心地感受到知识和信息的体量——信息不是稀缺，而是泛滥；我们知道的不是太少，而是太多；我们恍如身处于知识的海洋中，却被知识和信息淹没……“大数据”这一新技术的发展给我们带来了驾驭更庞大的知识和信息的希望。

目前，“大数据”仍处于概念化阶段，尽管这是一个被预测的大时代，但是大数据时代和知识经济时代的思维方式和在工作方法是具有相通之处的，其管理数据、信息、知识的核心理念仍是人类智慧形成、积淀、传承的本质方法。

应该说，“大数据时代”是“知识经济时代2.0”版本，走入知识经济时代后，人类智慧积淀的路线通道变成如下方向：



不管是大数据还是知识经济，都离不开这条主线，变革的只是媒介、技术以及使用方法。

大数据将“数据”的范畴扩展到了TB单位，把知识和信息解放到数据的概念，“数据”、“信息”正以史无前例的规模冲击着我们的认知体系。

在这样一个时代，数据更容易获取和传播，信息更为汹涌和泛滥，知识也更为碎片和凌乱，因此把有价值的知识进行总结和传承的意义更为重大。

方法的2.0

何谓方法的2.0？最初版本我们可以将本文开头一段文字

转化为更易于分享的知识，如：

	17-19世纪初期 农业经济时代	19-20世纪末 工业经济时代	20世纪末 知识经济时代	21世纪 大数据时代
财富特征	土地	机器	知识	数据（有价值的信息）
成败关键	劳力	财力	脑力	数据（挖掘能力）

“知识成为生产力提升和创新驱动的源泉”，这是在21世纪也不会改变的主旋律。“大数据”推动学习方式与传播模式从观念呈现向数据呈现转变。从已被整理和提炼过的知识中进行吸收学习，转变为从未无序、零散的数据中深入挖掘，提炼成个体知识后，再通过数据形式呈现和传播出去，完善群体知识体系。不断适应并掌握学习方式的变化、知识管理的转变，是我们跟上时代的自我升级的第一步。

在知识管理的发展趋势中，有以下几点可以引起企业管理者的注意：

1、最佳分享：隐性知识显性化

知识管理的第一步就是将隐性知识转化为显性知识，在过去1.0的知识经济时代是将口头的知识转化为书本知识，在2.0的知识经济时代则是要将书本知识转化为更易传播和分享的电子化数据信息。针对这点，我们可以考虑：

（1）经验总结系统化和制度化：一方面，在日常工作中养成记录工作日志的好习惯，把工作内容和经验教训记录下来，每过一个时段，就总结成一份工作经验汇总，年底及时进行更新和分享；另一方面，在工作中建立良好的工作备案及交接制度，将所有工作上的文档、流程、资源以电子化记录形式留存，以便系统的流转和交接。

（2）推动建立内部的知识管理平台：将工作中沉淀下来的经验和教训进行显性化记录，将组织内部认为有价值的信息进行归纳和汇总，存入这个系统平台。

（3）对知识管理平台的知识进行最大化分享，可以为员工开通各种渠道来获取这些知识。比如推动微信学习号、建设内部网站、手机客户端的APP等。

（4）组建内部学习小组，大家可以根据兴趣或者工作的方向来自由组建学习小组，共同学习和分享。

（5）通过培训传授大家如何高效率获取有价值信息的技能，比如如何利用时间管理工具来高效的开展工作，利用先进的档案管理知识来管理知识和检索所需要的知识，如何辨识有价值信息和垃圾信息。

2、跨界的运用：T型人才的重要性

现在的知识经济时代，已经开始从研究开发过渡到获取知识后的开发，再过渡到了跨界开发的阶段，因此现在就需要既能在一个领域内有很深的钻研，又具有多学科的背景，也就是大家经常说到的“复合型人才”，这样的人更容易具有开放的心态、充满创意的头脑。

因此，如何才能塑造和培养这种“T”型人才呢，可以考虑下这些步骤：

（1）公开所有培训课程，鼓励大家多参加其他部门的培训课程，学习其他部门的专业知识，拓宽自己的知识面。

（2）建设内部培训分享平台，通过建立公开的内部培训平台，激励内部员工积极上台分享优秀的知识观点，传播不同的观念，分享经验，同时每次的课程就是一次内部知识的整理与提炼，是个人知识升华为集体智慧的过程。

（3）请一些专门讲授创新性思维的老师来讲课，有时候组织内的创意思维已经形成了定势，如果引进外部的力量来冲击现有的思维模式，会是一个不错的选择。

（4）为一些高潜质人才设计培养课程，有计划的培养其成为“T”型人才。

（5）为人才的创新提供一个宽容和宽松的环境，允许错误的产生，包容不同的声音。

3、草根的力量：相信专家，也要相信大家。

“草根”的兴起，绝非偶然。“草根”力量的强大，早已被认识并运用。稻盛和大先生的核心经营思路是“相信员工的力量，相信员工的智慧，相信员工的良心”。中国特色的“群众路线”在历史中践行并证明了这一核心思想的实用性。在知识经济和大数据时代背景下，“群众”路线也升级为“全员幕僚”的2.0版本——众包趋势，相信大众的力量。

除了战略方向选择外，最了解公司内部情况还应该是一

线的员工，他们对管理制度、运营流程、成本损耗等都有着最直观的感受，也有着他们的解决方案，全员幕僚就是相信每个员工，并为他们提供畅通的建言献策的通道。

针对这点，我们可以考虑这样做：

（1）定期举办管理层和基层员工的座谈会和见面会，谈谈组织最近的新动向以及出现的难题，让员工们献计献策。

（2）加强管理人员的沟通技巧，营造乐于沟通的文化，为各个层面的信息与声音传递提供良性环境；

（3）在有电脑的区域，架设讨论的论坛区、QQ群、微博微信群和各种沟通工具，让领导能够及时获得一线的声音。

（3）不仅要有沟通的渠道，还要有反馈的机制，对于员工提出的建议和意见，规定务必在几个工作日内回复，提高大家参与的积极性。

4、创新大敌：思维定势

我们在工作生活中经常会遇到“思维定势”的困扰，固有的观念、性格、价值观、行为或思维模式都很容易促使我们在面对一个人时轻易下判断，或者听到某些意见的时候，未加分析便已自动定性，这是创新思维的最大障碍，也是开放包容的知识信息时代最为忌讳的一点。在这个时候，我们要善用批评思维，利用异质声音的力量，可以向好的方向思考，倾听反对或者不同的声音，从其中找到建设性的部分。

思维的2.0

“互联网”、“大数据”本身是信息技术的范畴，之所以在不同领域、不同行业得到大规模的发展运用，得益于“思维”的诠释。知识管理也好，数据挖掘也好，技术的革命诞生后，真正引起颠覆性变革的不是媒介和技术，而是思维方式！因此，我们迎来的不是掌握知识的时代，而是掌握思维的时代！

克莱顿克里斯坦森讲到的“创新者的窘境”——一个技术领先的企业在面临突破性技术时，会因为对原有生态系统的过度适应而面临失败。任何一种技术从工具属性、从应用层面到社会生活，往往需要经历很长的过程。但因为这种影响是滞后的，所以，我们就难免会处于身份的尴尬之中：旧制度和新时代在我们身上会形成观念的错位。这个会给现有的工业化成熟和完善的企业思维转型造成了巨大的障碍和影响。

为了突破这种错位和思维局限，需要从知识管理的前端入手，启动Web2.0的知识管理力量，打开知识与创新的道路，升级知识系统，实现思维2.0的转型。



- 1、南瓜
- 2、大鵬春早



1	3
2	4

- 1、白云
- 2、物华天宝
- 3、积健为雄
- 4、茶禅一味

万象

浅析《倚天屠龙记》里的三个女人

文/邱建明

看过小说版的《倚天屠龙记》之后，最让人难忘的情节是张翠山自杀之后，武林人士苦苦逼问谢逊的下落，殷素素在少林派老和尚耳旁佯作要告诉他，却什么也没说，然后大声嚷嚷说已经告诉他了，这就足以挑拨武林内乱。临终前，她还告诫年幼的张无忌：“孩儿，你长大了之后，要提防女人骗你，越是好看的女人越会骗人。”

从侧面可以看出殷素素很会骗人，同时也是一个十分漂亮的女人。她的这一句话贯穿了整部小说，预示着张无忌日后会碰到许多漂亮，而且骗他的女人会非常多。

倘若说《倚天屠龙记》里美女如云，那么整部小说中最漂亮的女人莫过于殷素素。尽管形容她漂亮的词语不过是：“娇媚无限、艳丽动人”等简单用语，也同样适用于小说中的其他女人。但是，金庸的高明之处就在于描写这个杀人无数的邪教之女殷素素用一件穿过衣裳就征服了张翠山这个名门正派的君子。她女扮男装穿过的衣服让张翠山换上之后散发出一股扑鼻的淡淡清香，让他不由得的心神一荡。事实上，女人最漂亮的那一刻并不在于她穿什么华丽的衣裳，而是她穿着男人自己的衣服，只有他独自一人欣赏的时候。

殷素素给张翠山的油纸伞打开是一幅淡雅的水墨山水画上，上面题着七个字道：“斜风细雨不须归。”殷素素的字虽然微嫌劲力不足，但也颇见清丽脱俗。张翠山武功不怎么样，书法倒是武林第一，欣赏殷素素的字同时其实也是倾慕其人。

殷素素牵着张翠山的手，对着一望无际的大海，引用《庄子·秋水篇》中说道：“天下之水，莫大于海，万川归之，不知何时止而不盈。”感慨庄子之博大胸襟之余，还不忘用“夫子步亦步，夫子趋亦趋，夫子驰亦驰；夫子奔逸绝尘，而回瞻若乎后矣。”颜回称赞孔子的话，转了一个弯称赞了张翠山的师父张三丰，表现的非常善解人意。殷素素不但是人长的漂亮、聪明，而且精通书画，熟读经典。若不是武林中的正派与邪教之分，张翠山与殷素素可以算得上是一对门当户对的神仙眷侣。

从另一个角度看，赵敏更多时候像是殷素素的化身，一样的心狠手辣，聪明伶俐。殷素素是天鹰教教主之女，赵敏是蒙古郡主，都是富家女。赵敏年纪轻轻就统领各大高手纵横江湖，离间武林各大门派游刃有余，可见她的机智与领导力胜出张无忌千百倍。

赵敏对张无忌的爱是无私的。无论她是用什么样的小聪明去戏弄张无忌，也仅仅是对他身边的人使阴招。她是一个蒙古郡主，没有那么多的传统理论道德去束缚她，她爱一个男人就这么疯狂的爱这么一个人，如殷素素那样，甚至可以为心爱的人去自杀。赵敏为了救张无忌，可以放弃郡主的优越生活，跟张无忌去私奔。还一度不惜以自杀相逼，央求汝阳王放他们一条生路。她跟张无忌说道：“你心中舍不得我，我甚么都够了。”她其实没有汉元之分，张无忌心中想的尽是军国大事、华夷之分，而她心中所想的，就只有一个张

无忌一个人。不管他是好人也罢，坏蛋也罢，对她来说都完全一样。

有时候赵敏想起，倘若她不是蒙古郡主，只不过是像周芷若那样的汉人姑娘，或许张无忌会对她好些。她还口没遮拦地问他，“你说是我美呢，还是周姑娘美？”张无忌在灯光掩映之下，见她娇美无限，不禁脱口而出：“自然是你美。”由此可见，赵敏比周芷若美，也更爱他。

就在武当诸侠查明害死师弟莫声谷是未来掌门继承人宋青书时，张松溪告诫张无忌要提防赵敏。赵敏后来猜中其意便对张无忌说道：“你四师伯叫你小心，别受我这妖女迷惑，宋青书是前车之鉴，宋大侠他们事后追想，定然不怪宋青书枭獍心，反而会怪周姊姊红颜祸水，毁了一位武当少侠。”张无忌心想说不定会得如此，但口中却道：“宋师伯他们都是明理君子，焉能胡乱怪人？”

赵敏冷笑道：“越是自以为是君子的，越会胡乱怪人。”赵敏的悟性极高，也是金庸的妙笔之处，用赵敏蒙古人的身份跳出传统伦理观的视角去看待这些名门正派的君子，他们往往用女人来做替罪羊，为其教育失败寻找借口。宋青书错杀七叔只因迷恋周芷若误入别人的奸计，整件事不关周芷若什么事，更无赵敏半点关系，这些明理的君子却用红颜祸水把这件事情遮掩过去。

周芷若，名字倒是取的很不错。芷若，香草名，即白芷，一名芳香，一名泽芬，生河东川谷中。《荀子·劝学篇》兰槐之根是为芷。单从名字看，周芷若天生是一个美女，其母祖上是世家，本是襄阳人氏，襄阳城破之后逃难南下，沦落无依，嫁与船夫。周芷若的父亲被蒙古兵所杀，从小家破人亡，幸亏被张三丰搭救，安置在峨嵋派，其实也就是安置在孤儿院。

为了生存，周芷若不得不对灭绝师太唯命是从。她没有显赫的家世，也没有兄弟姐妹照顾，有的是一帮与她竞聘上岗的同门师姐，尤其是丁敏君对她处处为难。环境的影响使她对能力与名誉看得非常重。

周芷若从一个柔弱女子变成位掌门人，对于传统的中国男人来说那绝对是一种挑战。她对张无忌爱，也不是彻底的真爱，尽管她是喜欢张无忌的，但她也没有违背师命去刺杀张无忌，还一度去欺骗他。灭绝师太看出张无忌倾慕周芷若，让她发毒誓利用张无忌的这个弱点，取得屠龙宝刀里的武功秘籍光大峨眉派，驱除鞑子。

周芷若参加屠狮大会，其意不仅是要光大峨眉派，还要借此发泄对张无忌逃婚之怨。此举，她似乎没有什么觉得不妥，她不过是一个怨妇，发起疯来，比番邦女子更为狠毒。

就在与武当二侠俞莲舟决斗时，周芷若深知自己不敌对手，但心中闪过一个念头：“我今日死在俞二叔手里”。假如周芷若认定自己是张无忌的未过门妻子的话，她应该是叫“二伯”，可她内心闪过的是“二叔”的字眼，正好说明她认定自己是宋夫人。这也只能怪金庸的老奸巨猾，他用这么简短的一句话就刻画了周芷若传统女性的形象。情感上她是喜欢张无忌，只不过是在拜堂成亲之时被赵敏肆意破坏，她转而利用宋青书，告知天下武林人士宋青书这个武当逆子是她丈夫。这个名义上的丈夫给她带上了伦理道德的枷锁，使她不能做到像殷素素、赵敏那般洒脱。她也不过是一个嫁鸡随鸡嫁狗随狗的传统女人罢了。

当宋青书被俞莲舟打的头骨震碎时，即使保住性命，也容貌武功尽毁，怕是日后连说话都困难，张无忌愿尽力施救。以宋夫人自居的周芷若却反问他：“你为甚么要救他？我知你必会尽心竭力，救活了他，以便自己问心无愧的去做朝廷郡马。”可以看出，周芷若更希望看到宋青书自然死亡，那样她也就问心无愧，她还心存幻想张无忌要对她负责。

就在张无忌要放弃教主之位时，可以看出周芷若多有不舍，好不容易她熬成婆要成为教主夫人，名利双收，张无忌的优柔寡断让她梦想瞬间破灭。

要说张爱玲取名是有一套，但在其作品在却找不到一个像周芷若这样美的名字。倘若周芷若到了她的笔下，或许会被糟蹋成曹七巧那样变态女人。

靠近天际

文·焰树



人类对天空总是有着向往，大概因为这样，对靠近天空的地方，也总是想要亲近。脑海中无数次幻想过靠近天际的地方会是什么模样，是否天空湛蓝湖水澄澈，然后这种渴望便在胸膛里逐渐膨胀成了决心，一路势不可挡演化为一张电子客票。

坐飞机去西藏实属无奈，如果可以的话，我当然是更愿意选择坐火车。青藏线的修建传奇暂且略过不提，漫长旅途中经过的各种美景也是让人不想错过的，奈何想要坐上青藏线的火车，我还欠缺了一点运气，只好与高原的无人车站，海拔最高的火车隧道，绕开藏羚羊迁徙线路的大桥，统统失之交臂。

一旦进入拉萨地界，就不能不注意到那低矮和湛蓝的天空。飞机降落全程都是贴着山飞行，云朵在半山腰浮游，给人的感觉难以形容，虽然高海拔的山山尖贫瘠，却并不让人觉得荒凉。

下了飞机就坐上了机场大巴，50分钟的车程，机场高速全程群山环绕，大约是高原草甸地貌，道路宽阔平坦，两旁都种植了成熟的油菜花和冬麦，因为是高原地区，西藏地区的冬麦要比别的地方成熟晚了很多，而青稞还没到完全成熟的季节。本来听正好也在拉萨的同学说拉萨在下雨，但是我们到的时候却已经放晴了，正是高原气候这样的变化无常，让我得以在这样阳光遍洒，绿草宜人，黄花悦目的如画场景中行驶而过，我就一直转着头看向窗外，偶尔会看到在田里劳作的藏民，怎么看都不觉得腻。

到拉萨市区的下客点，出于新奇，选择了人力三轮作为交通工具，鉴于本人实在算不上是瘦削的体型，更别提身上还有30多斤的负重，真是要和不幸接了我这单活的师傅说声辛苦。

到拉萨的第一晚，由于比原定的计划早到一天，临时定了位于江苏路和八廓街中间的藏式家庭旅店，说是藏式家庭旅馆，但其实除了厅堂里的装修风格是藏式的以外，房间里和内地的正规旅馆其实没有区别。房间好像家庭套房，进门居然是厨房，还配备了煤气灶和抽油烟机，让我这住惯了各地统一装修风格快捷酒店的人一阵新奇。这家旅馆里挂着的日历是藏文的藏历，和我们用的农历有很大的差别。

根据事先的研究，第二天起了个大早，直接打车奔赴布达拉宫去排队领取隔日的参观预约券，在西藏，打车基本都是拼的，如果司机觉得顺路，就会捎上别的客人，而且基本不开计价器，全靠司机自己控制，比如在室内比较中心的地方就是10块，要去色拉寺、哲蚌寺这样比较偏的地方就是20块，到西郊汽车站的话就是15块等等，如果上车时候还有别的客人，其实价格也是有点转圈余地的。

摸着夜色到达布达拉宫西门时候，愕然发现前面已经排起了长队，甚至有星夜排队的，证据就是前面支起的那四五个帐篷。等到六点多的时候，虽然天色还暗，但是藏民们已经开始转布达拉宫了，他们肯定觉得这些挡住自己道路的游客有点烦人吧。

排队途中还下起了雨，于是温度变得非常低，幸好我提前穿了厚外套去，而且还带了伞和从旅馆借的小板凳，于是可以非常悠哉地听着周围的人抱怨暗暗心喜。由于群众实在是太过积极，一度都觉得自己可能排不到票了，布达拉宫预约券是8点开始发放，这和我在网上还有攻略书上看到的12点放票有很大差别，所以西藏旅游，一定要注意消息的时效性。7点半左右，排队人群被维持秩序的武警们放进布达拉宫西门，进去继续又排了一个半小时的队，才算是终于胜利领到票，票上印了持票人的身份证号码还有参观时间，手里握着这起早贪黑才总算拿到的一张小小纸片，那个激动，真是难以言喻。我当场就给爸爸打了电话，得到了他老人家非常没诚意的祝贺。不管怎么说，付出还是值得的。

次日自然就打点精神前往布达拉宫。

很多人都疑惑为什么有许多人去拉萨，布达拉宫、大昭寺等等很多地方却没有内部相片供大家欣赏，这是因为在西藏，所有有宗教性质的场所内部都是不允许拍照的。所以里面到底有多么华丽，就只能亲自看了才知道。

布达拉宫坐落于拉萨市区西边的红山，整体建筑依山而建，与对面的药王山隔一条马路相望，有三座白塔将这两座山联系起来，据说是在以前，这两座山本来是一体的，后来某位公主将两山开凿隔开，然后又筑就白塔代表两山的连接关系。

因为是10点40的参观时间，我早上九点多才起床，跑去冲赛康隔壁忘记名字的巷子里的吉祥小吃店吃早餐，到拉萨吃过各种味道的牛肉面，各有各的不同，不变的好吃。吉祥小吃店的每张桌子上都摆着郁郁葱葱一整个花瓶的格桑花。在拉萨的早晨，街头总会遇到藏族妇女购置一小捧格桑花捧在手里，想必是要带回家摆放的。藏族人民都很爱养花，而且花朵颜色都非常鲜艳，摆放在窗台上，天然矿石涂料涂制的墙体，或红或白做背景，好看得很。

作别小吃店，就顺着北京路往布达拉宫慢慢溜达，顺利在布达拉宫邮局斜对面的百益超市找到了传说中非常好喝的巴扎酸奶。4块钱一小杯，5块钱一大杯，杯子都是竹制的，味道其实和有些成品老酸奶味道差不多，但是鲜味非常浓郁，所以我后来又去了两次。

好好拜祭了五脏庙后，就正式走到了布达拉宫脚下，来享用这场视觉的盛宴。但是要进入布达拉宫也是个复杂的过程，先是过了广场安检，然后去正门排队，验收预约券。验收合格才算可以进入布达拉宫的内部了，但这并不代表就能立刻走进那些华丽的殿堂，要再过一道安检，然后进入侧面是珍宝馆，其实就是布达拉宫博物馆的院子，然后顺着石板路往上爬，爬到半山腰的时候，会有第二次预约券的验收，最后抵达白宫门口时，才是真的买票的时候。

布达拉宫是一座纯木石建筑，内部结构非常精巧，有各种楼梯和回廊，进入红宫内部以后，也要爬上爬下，真的走起来就会发现上去还是很陡峭的，真不知道过去的人是怎样建起来的。

在这样一座由各式楼梯和回廊组合起来，上下前后分明又立体的建筑里，很容易就会迷失了方向，不过我倒觉得，迷失在这样一座建筑里，也是一种幸福。只可惜游客众多，只能按照规定的线路单向通行，想要徘徊在同一个地方或者来回逡巡都是件难事，布达拉宫，真的是一期一会的风景了。

这座宏伟壮阔的建筑最为人知的就是它是由松赞干布主持修建的。但是更为重要的是它所代表的地位。拉萨地处前藏，是西藏的政治中心，而过去，大家所熟悉的达赖喇嘛就是在布达拉宫内主持政务和教务的。达赖喇嘛在拉萨还有一座夏宫，就是我当天下午去游览的罗布林卡。而西藏的另一位著名的活佛，班禅，则主要留在后藏，以日喀则为中心主持宗教活动，进行禅修。而班禅主要居住的地方，是日喀则的扎什伦布寺，在日喀则也有班禅的夏宫，叫做班禅新宫，在这次旅途中，由于时间临近藏历的重要节日雪顿节，本来在雍和宫学习的十一世班禅回到了日喀则，就住在新宫，所以附近守卫森严，我没能有幸前去参观。之所以大家总觉得达赖比班禅的存在感更强，大约也是因为达赖活佛主要主管政务，而班禅只研习佛法的缘故。而事实上，对于藏族人来说，达赖喇嘛是观世音菩萨的转世，而班禅是无量光佛的转世，班禅的宗教地位更高些。

在西藏，一共有四种葬礼，按照神圣程度，依次是塔葬、天葬、水葬、土葬。塔葬中的灵塔葬在西藏，是只有最高等级的活佛才能享受的待遇。布达拉宫内部就存放了历任达赖喇嘛的灵塔，灵塔主体部分分三层，最下一层塔座放五谷杂粮，中间放置经书典籍和珍宝，而最上一层，外面会放置活佛的等身塑像，而等身塑像后面，就是以一模一样姿势摆放的活佛肉身。每座活佛的灵塔，都起码消

耗了上万两黄金，更别提每隔一段时间，就会有后人继续为灵塔补金漆，灵塔是真正的价值与价格兼具啊。在扎什伦布寺的时候听人家说，活佛去世后，指甲和头发都是会继续长的。天葬是贵族享受的待遇，水葬是一般平民，只有奴隶和罪人才会被土葬，因此在藏区，土葬是最低等的。因为根据藏民的习俗，不喜欢外族人参观天葬，所以我也就放弃了去一观天葬的想法。

一世班禅和达赖，都是西藏势力最强盛的本教，也就是格鲁教派、黄教的创始人宗喀巴大师的弟子，分别是排行第二位和第八位的克珠杰和根敦朱巴。所以在最开始，班禅和达赖是师兄弟的关系，但是到四世班禅时，这种关系从师兄弟转为了互为师徒，因为四世班禅罗桑曲吉认定了五世达赖并做了他的老师。于是感念他的恩情，五世达赖为自己的老师寻找转世，并认定为五世班禅。此后班禅和达赖维持了这种互相寻找转世灵童，并互为师徒的关系。

这些，都是从各个导游处蹭来的知识。了解了这些，让我们的旅程更多了一份收获。

游览布达拉宫之后就紧接着去了罗布林卡，也就是前面提到的达赖夏宫。

在拉萨那样的地方，罗布林卡这样类似皇家园林的建筑群真是让人不得不感叹统治者的力量。尤其是拉萨的统治者，他们不止拥有权力，更拥有着子民全心的敬仰和信赖，所以连付出都是心甘情愿。西藏最重要的两位活佛所受的教育其实有点像古代的帝王教育，从小就要学习各种各样的东西，所以不止是精通佛法，大多数活佛都是全才。也应当真的是天赋过人。参观拉萨的各种宗教建筑的时候，经常会听到附近的导游说这座坛城或是这座寺庙等等是活佛亲自设计的。那些坛城的精巧，不是攻于绘画和建筑，是不可能设计的出的。

西藏的活佛分为两种，转世的自然活佛和自己修行的

后天活佛，后天活佛的认定程序很复杂，而且需要修习完全部的密宗和显宗的经书，所以后天活佛都年纪很大，而年纪轻的活佛，都是转世活佛。对于最推崇个人努力的我来说，比起天纵英才的转世活佛，还是更加钦佩苦修一生的后天活佛。

大多数的僧人其实过着非常简朴的生活，西藏的庙宇大多是旧时流传下来的，窗户很小，电力设备也不先进，而那些僧人却可以完全不管游人的嘈杂，室内空气不流通的闷热，就着窗口透进的光看经书，也只有这样耐得住寂寞，才能达到内心的澄澈吧。

结束统治者住处游览的第二天，我前往了拉萨著名的宗教建筑群哲蚌寺。还是曲折地在各个殿堂之间爬行穿梭，因为已经是下午，所有的殿门都关闭了，也正好死了进去的心。

刚在哲蚌寺内走了没几步就遇到了一位出来提水的“觉摩”，就是西藏人口中的女尼。她看到我的时候满脸都是笑容，寺庙的僧人每天都要不停的提水去供奉，看那位僧人年纪也不小了，却仍然背着很大的水桶，来回一趟一趟的打水，我和她搭话，可惜她听不懂普通话，只是跟我比手势，然后不好意思的笑，互相都无法沟通，但是我的心情却变得很愉快，大概因为被那位觉摩的笑容包含的善意感染所致吧。

哲蚌寺说是一座寺，其实由好多建筑组成，有庙宇，有民居，它更似一座小城，一座静谧的，只听得到时光的声音的，白砖红顶的城。让我想起了很久以前看过的中央一台播过的一部法国的电影，名字一直不记得，我也只看过那一次，只记得男主人公是个保镖，而他爱上了他雇佣者的女儿，他们也层在类似这样的白色建筑群中穿梭而过，只不过那个群落是欧式复古风，然后男主和女主告白说，他看过她站在阳台上，午后的阳光洒在她的身上，他明白自己坠入爱河。我总是不记得主线剧情，却记得这样那样小细节。因为细节，而动心很久。就好像我因为一篇





日喀则的第二日旅程目的地是江孜。出于时间有限以及时段不太好的考虑，从一开始我就没有计划去看珠峰，于是也和著名的拉孜藏刀缘慳一面了。遗憾之旅继续，到了江孜，好不容易走到了抗英旧址宗山古堡山脚下，却被告知古堡在维修，不允许任何人上去。江孜是一个前往珠峰的中间站，专程来这里玩的人其实并不多，于是我这样专程前来的人便多了份悠闲。带着遗憾的心情去参观了江孜名寺白居寺。这次西藏之行，真是名符其实的寺庙之旅。白居寺最特别的是一座九层白塔，里面有大大小小一百多个佛洞，我只要能进去的，都钻进去看了看，可惜一位都认不出，顿时感受到了没有导游的坏处。知其然而不知其所以然实在是没有观赏乐趣。

江孜的最后一个景点是奴隶主庄园帕拉庄园。据说也是西藏现存最完整的奴隶主庄园。庄园主是留洋学习医学后回来的，却仍然很严苛的对待自己的奴隶，缔结了没有爱情的婚姻，可见一个人的学识，和他的觉悟真的没多大的关系。就像牛顿英明一世却仍旧耽溺于长生不老的幻影而醉心炼金术。这些奴隶主自己用着劳力士、万宝龙，而他们的奴隶却只能住在黑暗而狭小的房间里，没有任何的权利，只能注定低下的出生和悲惨的死去。在帕拉庄园的博物馆里，还看到了用处女的小腿骨和高僧的头骨做的仪式用的器具，而这不过是六七十年前的遗留物品。

这座庄园内部空间虽然不大，却极致精巧，笃信佛教的奴隶主自然修建了佛堂，这座佛堂的墙面是木雕的，可以前后移动，以供不同场合使用。庄园最后的主人携大量财产跟着达赖仓皇出逃，最后客死异乡，他没有感情的原配妻子却留在西藏推动奴隶制改革，最后成为了，如果我没有记错的话，江孜地区的政协副主席，让人不由感慨，这对劳燕分飞的夫妻际遇之不同。

从江孜的繁华地带到帕拉庄园是打车过去的，但是回程变成了问题，我本来已经做好了顶着烈日往回徒步的准备，却在刚走到帕拉庄园所在的村庄的村口，就靠着举大拇指拦下一位正要进程的藏民大叔的车，他非常好心的不仅把我带回了城里，还硬是问了我的住处，一路把我送到了宾馆门口，路上还和我谈论各种江孜当地的事情。下车前我问了他的姓名，写进了当天的日记，作为感谢的铭记，也作为旅程中唯一一次搭车经验的纪念。

回程途中，走的不是来时的国道而是省道，所以也只有回去的时候，可以看到圣湖玛旁雍措，在看到玛旁雍措时，我开始深深后悔为什么不包车专门走一遭，而是选择了坐大巴。全程车都没有停下来过，也无缘拍到清晰稳定的照片，但是从我那些不像话的照片里，也仍旧可以看到这些高原湖泊究竟有多美。

尽管都是高原湖泊，圣湖玛旁雍措是水天一色的湛蓝，而与玛旁雍措相邻相接的浪卡子则是一片碧绿，让人好奇其中的缘由。

从日喀则归来的就马不停蹄奔赴林芝，因为时间的关系，没法去游览林芝著名的南伊沟和雅鲁藏布大峡谷，于是这趟林芝之行，就略微乏善可除了些。林芝又被称作高原江南，气候更接近温和湿润的南方，树木郁郁葱葱，河流湖泊星罗棋布，因此从云南到林芝的部分路段也非常容易发生山体滑坡。在高原的一切视物，都让人由衷赞叹造物主的神奇。参观鲁朗林海的时候，由于刚刚下过雨，林海中云雾缭绕，似刚升起，似欲散去，正是一番再难见到的人间仙境。

既然到了西藏，怎么能不去纳木错？因为没有坐火车，也就无缘在夜晚的念青唐古拉山口感受5000米海拔的高度，也无缘凝视车窗外闪过的纳木错，于是最后我决定，在西藏剩下的两天，一天用来游览纳木错，而另一天留给大昭寺。

眺望唐古拉山口时候的海拔是5189米，虽然没有不适的高原反应，但是却非常的冷，高原的风穿透我裹在身上的厚厚的衣服和层层裤子，让人冷得透心凉，于是我只匆匆看了眼刻着海拔的石碑就赶紧钻回了车里，而石碑前面却还排了一大串人在等着和石碑合影，其中甚至还有穿短裙的女士，实在是佩服佩服。

到纳木错时候一路前半段一路都在下雨，山峦都是红色的石头山，寸草不生，别有一种美感。我却无心美景，只担心因为下雨，到了纳木错后观感会打个折扣，幸运的是，我的雨神体质竟然没有再度显灵，快到纳木错景区检

查站的时候，天竟然放晴了。

看到纳木错的那一瞬间所受到的震撼是无以言表的。水是接天的浅蓝色，与远处莹白的雪山顶和只飘着几缕云彩的天空构造出一幅好像奇幻世界里才会有的梦幻画面，仿佛会有仙女或者精灵从远处的群峦中踏水而来。澄澈的湖水荡漾着闪闪的波光，翻滚着很矮的浪花带起的白色泡沫轻叩卵石的岸边，站在水里的牦牛因为腿部的毛也很长，会随着水波浮动，再加上高原特有的不断绝的风，我不止失语，甚至也不能挪动脚步。内心焦急地想要寻找恰如其分的辞藻来描述眼前的景象，却除了“好美”以外，竟想不出别的言语可以表达。因为任何表达，好像都不足以形容那种触动，说出口只会感到词不达意的遗憾。

因为纳木错的震撼，最后一天的大昭寺显得黯然失色，格外乏善可陈，倒是购买纪念品的挑挑拣拣，还让人印象更加深刻些。

然后，然后就是踏上返程的飞机，向着这个地方依依不舍的道别，在心里赌咒发誓还要再来一次。

从踏上离家的飞机，到返回，前后两周的时间，回程在北京转机，下飞机一刹那的热浪和人群，让我瞬间从仙乡回到了现实。看到了高原的景色，看到了藏族人的虔诚，看到了离世的单纯，也看到入世的喧嚣，并不觉得我要返回的地方多么糟糕，却也觉得能那样专注单纯，真好。

也许这是充满遗憾的旅程，却因为它让我的心灵满溢着倾诉的冲动而完美。致我终于实现的梦想，也许我们下次相遇，不知是在何时，但是我魂牵梦萦的地方啊，你一定还能让我分辨出你最初的模样。

小说中那寥寥数语被我难得记住的字句，而心心念念的，踏上这次旅途。

游览完哲蚌寺的隔天乘坐大巴前往日喀则。为了更贴近藏民的生活，我选择了客运站的大巴。全程车上都大声播放着藏族歌曲。一路路况其实都很好，只是这种大巴为了准时到，路上会耽搁很久，如果是包车或者坐旅游车，估计3个小时就到了，我却足足坐了五个小时。

到达的时候已经是下午，住在喜孜青旅，上下铺的木质床，比起在拉萨住过的东措青旅来，喜孜很小，但是很精致干净。里面还有厨房，很多来此居住的年轻旅客会选择承担当天义务大厨的任务来为其他素昧平生的住客改善伙食。青旅就是有这样的益处，让很多素不相识的人迅速熟悉起来。这也是我此行出去的第一次，也是唯一一次男女混住。让我这个见到陌生男士会立刻手足无措表现为完全不搭理人家的人很是纠结了一番。以至于后来成为同行者的小胡一直以为我是一个不爱讲话很内向的人，从头到尾对待的都很小心。

在日喀则的一下午，本来是想去扎什伦布寺和班禅新宫两个地方，但是班禅新宫却因为前文说过的原因而变成了奢望。

扎什伦布寺像哲蚌寺一样，都是很宏大的建筑群，在扎什伦布寺内收藏着一项在藏传佛教中很重要的物件，藏传佛教轮回转世图的壁画。从初中偶尔的看到《中阴闻教得度》和《西藏生死书》开始，我就一直对藏传佛教看待死亡和轮回转世的观点非常感兴趣。但是参观过程中，我却把这事忘了个一干二净，不知道自己究竟是在哪里错过了它。这也是最遗憾的部分。好像从拉萨出发以后，剩下的行程都充满了各种各样的遗憾，大概也是一种要再来一次的暗示吧。



盐田港集团系统箱量五至六月增幅高于深圳总体水平

盐田港码头今年5月份集装箱吞吐量为88.23万标箱，比上年同期增长6.12%。其中，一、二期23.96万标箱，增长6.21%；三期及扩建60.74万标箱，增长6.08%；西港区3.53万标箱，增长6.33%。

2014年5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)	23.96	22.56	6.21%	114.58	109.99	4.17%
盐田国际三期及扩建	60.74	57.26	6.08%	290.78	279.18	4.16%
西港区	3.53	3.32	6.33%	16.89	16.21	4.19%
大铲港区	10.75	8.76	22.72%	45.24	36.12	25.25%
合计	98.98	91.90	7.70%	467.49	441.50	5.89%

与同行业对比来看，今年5月集团系统集装箱吞吐量同比增长7.70%，增幅大大高于深圳总体水平（深圳港今年5月集装箱吞吐量同比下降3.19%）。今年5月集团系统集装箱吞吐量在深圳的市场份额为52.10%。

	本月数		累计数	
	5月	同比增长	1-5月	同比增长
深圳港	189.97	-3.19	898.20	-1.13
集团系统	98.98	7.70	467.49	5.89
其中：盐田港区	88.23	6.12	422.25	4.16
大铲港区	10.75	22.72	45.24	25.25
赤湾港区(含妈湾港)	40.99	-17.75	196.61	-10.61
蛇口港区	50.20	-6.77	231.31	-5.35

盐田港码头今年6月份集装箱吞吐量为95.31万标箱，比上年同期增长8.09%。其中，一、二期25.84万标箱，增长8.03%；三期及扩建65.65万标箱，增长6.73%；西港区3.82万标箱，增长3.53%。

2014年6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)	25.84	23.91	8.03	140.41	133.90	4.86
盐田国际三期及扩建	65.65	60.73	8.08	356.42	339.91	4.86
西港区	3.82	3.53	7.93	20.70	19.74	4.86
大铲港区	11.49	9.74	17.97	57.00	45.31	25.81
合计	106.80	97.91	9.08	574.53	538.86	6.62

与同行业对比来看，今年6月集团系统集装箱吞吐量同比增长9.08%，增幅大大高于深圳总体水平（深圳港今年6月集装箱吞吐量同比增长1.86%）。今年6月集团系统集装箱吞吐量在深圳的市场份额为53.4%。

	本月数		累计数	
	6月	同比增长	1-6月	同比增长
深圳港	200.00	1.86	1,098.56	-0.57
集团系统	106.80	9.08	574.53	6.62
其中：盐田港区	95.31	8.09	517.53	4.86
大铲港区	11.49	17.97	57.00	25.81
赤湾港区(含妈湾港)	42.92	-10.89	239.53	-10.66
蛇口港区	49.58	-0.14	280.89	-4.47

(文/邹佩婷)

深圳港盐田港区东作业区规划调整方案评审会召开

5月19日，深圳市交通运输委员会在深圳召开了《深圳港盐田港区东作业区规划调整方案》专家评审会。与会专家和代表听取了编制单位关于《调整方案》的汇报，并对《调整方案》进行了审议。交通运输部综合规划司、市交通运输委员会、市发展改革委、市规划国土委（海洋局）、盐田区政府、深圳海事局、深圳港引航站、盐田港集团有限公司、盐田国际集装箱码头有限公司、交通运输部规划研究院等单位代表和特邀专家参加了会议。

评审专家认为《调整方案》推荐的总平面布置方案二基本合理，即布置8个集装箱泊位，其中20万吨及以上泊位6个。该方案优势明显，未突破原规划方案边界，顺应地质条件变化，较好的兼顾与现有三期扩建工程关系，在陆域减小不多、工程量相差不大的情况下，可操作性更强、综合效益更高、适应性更好。

(文/谷欣)

盐田港集团举办VI规范应用专题讲座

5月28日，盐田港集团举办了“VI规范应用专题讲座”。来自集团各部和各全资、控股企业的企业文化分管领导、各单位VI应用管理员等相关人员近80人，认真聆听了由“中华世纪钟”设计者、原清华大学艺教中心副主任、现北方工业大学艺术学院二级教授肖红主讲的VI应用专题讲座。集团党委副书记陈德云主持了会议。

肖红教授结合世界知名品牌的VI设计实践，深入浅出地介绍了标志与视觉形象统一识别系统(VI)的常识，就盐田港VI系统作了详细的说明，并强调了VI系统使用的相关规定。肖红教授认为，企业的品牌形象构成一种超越文化、语言、地域和国度的企业语言，对企业的经营和发展起着相当重要的作用。培训有效地提升了集团系统各单位对盐田港统一VI品牌形象的认识和规范使用，将有助盐田港大品牌的塑造和推广。

(文/叶卫东)

盐田港股份连续五年获深交所信息披露考评优秀

根据深圳证券交易所2014年5月26日发布的《关于2013年度深市主板公司信息披露考核结果的通报》，深圳市盐田港股份有限公司在上述考核中获得“A”级（优秀），这是盐田港股份公司继2009年、2010年、2011年和2012年之后，连续第五年考核获得“优秀”。在今年参加考核的480家深市主板上市公司中，考核成绩为A的69家，占参加考核上市公司总数的14.38%。

(文/罗静涛)

盐田港集团举办安全(防恐)专题培训

6月18日下午，盐田港集团安全生产管理部在海港大厦三楼会议室举办了安全(防恐)专题培训，海港大厦全体安管人员、盐田港物业管理公司相关安管人员参加了培训。这次培训结合目前国内外形势和集团公司当前安全管理工作实际情况，重点针对海港大厦内部治安保卫和防恐工作，从如何识别、防范和妥善处置进行了讲解，并就如何进一步加强海港大厦等集团公司重点部位防控工作进行了研究和部署。

(文/古鹏)

盐田港集团参展第六届亚洲国际物流双年展

6月17日至19日，由慕尼黑国际博览集团主办、慕尼黑展览(上海)有限公司承办的第六届“中国国际物流、交通运输及远程信息处理博览会”(“第六届亚洲物流双年展”)在上海新国际博览中心举行。深圳市盐田区常务副区长刘卫翔带领区内12家物流企业组团前往，盐田港集团副总裁叶忠孝作为盐田区重点企业代表参加了本次展会。盐田区于6月17日在会场举办了盐田区物流产业招商推介会，作为重点推介项目的盐田港现代物流中心项目受到了国内外客商的广泛关注。

在为期三天的展会中，盐田港集团及物流公司接待了来自多个国家的展商，并与其进行了业务交流；同时，集

团还主动拜访了其他参展商，进行了深入商洽和自我推广。通过与国内外同行们的充分交流，得到了许多业内重要的即时信息，经整理和跟进营销后，收到多封商务意向邮件及业务咨询电话，公司的参展取得圆满成功。

(文/陶旭瑾)

置业公司党支部开展“七一”志愿者服务活动

7月1日上午，大梅沙海滨公园广场上，置业公司的党员和入党积极分子冒雨进行了“清洁沙滩、美化环境”的志愿者服务活动。

为大力倡导“参与、互助、奉献、进步”的志愿服务精神，进一步增强党员服务意识，彰显党员先锋模范作用，在“七一”党诞辰93周年之际，置业公司党支部组织开展了此次以“践行党的群众路线，建设服务型党组织”为主题的清洁沙滩、美化环境志愿者服务活动。活动期间，志愿者们还反复向游客们宣传环保和卫生知识，劝导大家从自己做起，改变乱扔垃圾、乱排污物的陋习，共创美好环境。

(文/李弘)

盐田港集团电子商务专题研修班成功举办

6月23日至29日，集团在浙江大学西溪校区举办了电子商务专题研修班。本期电子商务专题研修班的讲师包括来自浙大名师、国际金融学会、速卖通大学、阿里巴巴商学院和研究中心的资深专家，内容从电子商务、互联网的前沿理论，到浙江电商发展模式及浙江互联网企业实战案例，打破传统思维，立足研究互联网行业创新热点，学习和探讨互联思维在传统产业的应用和方法。培训期间，还穿插安排了参观交流和课外活动，在熟悉而神秘的“淘宝城”之旅中，学员们通过实地参观阿里巴巴集团在杭州的淘宝城，了解到阿里巴巴主要业务本质是“电子商务+小微金融+智能物流”模式，其核心就是大数据和云计算，直观地学习到大数据在电商物流平台上的具体应用。

(文/王莹)

盐田港集团微信公众号开通

7月8日，盐田港集团微信公众号开通，名称是“盐田港集团”，微信号为“YTP_2014”。盐田港微信公众号聚焦于山海文化、财经视野、港城人文、时尚热点等方面的热点资讯、专业评论、文化漫谈和休闲趣文，以及企业宣传片、企业文化活动视频、海报等等。

(文/谷欣)

盐田拖轮公司与盐田海事局开展党建联建活动

7月3日下午，盐田拖轮公司党支部与盐田海事局第二党支部在拖轮公司“南方明珠”轮开展党建联建活动，通过建设服务型基层党组织进一步践行党的群众路线。盐田海事局李志真政委、拖轮公司刘文光总经理，以及双方单位的党员代表参加了本次活动。本次党建联建活动围绕着“密切联系服务群众，提升党员服务群众能力”的主题开展。为进一步提升拖轮公司船舶海上应急处置和防台工作能力，活动还特别邀请了拖轮公司船长、轮机长20余人参加，由盐田海事局通航管理处有关负责人就盐田港区海上应急处置及防台工作进行了专业的讲解和案例分析。随后双方召开座谈会，围绕活动主题就船舶安全管理、工作作风、廉政建设等方面进行了充分的沟通与交流。

(文/陆尚斌)

海港大厦管理处举行反恐演练

由盐田港集团安委办、盐田港派出所牵头，盐田港物业公司海港大厦管理处组织的2014年盐田港集团海港大厦反恐演练于7月2日晚6:00时在海港大厦A座大堂进行。盐田公安分局反恐中队、盐田港派出所、集团安委办及物业公司领导共同出席了此次演练。整个活动历时30分钟，取得了较好的效果。

活动结束后，观摩领导、嘉宾对此次演练给予高度的评价，同时也指出存在的不足。大厦管理处将对存在的不足进行完善，并不定期的加强反恐、消防等突发事件的

应急演练，不断提高队员的应急能力，为大厦用户创建一个安全的工作环境。

(文/周婧瑾)

同济大学盐田港集团工程管理高级研修班举行结业典礼

2014年7月12日中午12时，同济大学综合楼十楼报告厅，69名同济大学盐田港集团工程管理高级研修班的同学们，身穿统一的班服，满怀喜悦之情，从集团公司党委副书记、纪委书记陈德云和同济大学经济与管理学院副院长王广斌的手中，接过了一个个红色的同济大学结业证书，至此，同济大学盐田港集团工程管理高级研修班圆满结业。七天的校园学习生活、六位国内顶尖学术大师、三十个课时的精心课程，每一位学员都满载而归。

此次研修班是结合新形势下集团转型升级的工作要求，针对工程管理专业，由集团公司合同济大学共同举办。为办好本期研修班，同济大学经管学院安排了国内知名专家和教授讲课，集团人力资源部也对各个环节都做了周密的安排，将理论与实操、交流与参观、学习与研讨相结合贯穿于整个培训过程。

(文/万鸿涛)

惠州市政协副主席邓穗玲一行参观考察盐田港股份

7月9日上午，惠州市政协副主席邓穗玲一行8人赴盐田港股份公司参观考察，受到股份公司总经理乔宏伟、副总经理黄黎忠等领导的热情接待，双方就深惠两地港口互补发展情况进行了细致探讨。

乔宏伟总经理对邓主席一行表示欢迎，并向他们介绍了盐田港的发展历程、现有对外投资项目。他强调，促进深惠两地港口互补发展的惠州煤码头项目将致力于创新煤炭供应链服务，带动惠州市现代服务业的发展。了解到惠州煤码头项目进展情况后，邓主席表示将从市政协角度积极呼吁惠州市政府尽快给予协调推进进港铁路、公路等方面的建设。乔宏伟总经理对邓主席的支持表示感谢，并希望惠州市政协将荃湾港区做为政协联系挂

点，一如既往地关心支持惠州煤码头项目。邓主席对此表示将继续为深惠两地港口互补发展做出贡献。

(文/郭显林)

盐田港开展2014年海洋生态修复放流活动

7月22日上午，盐田港集团、盐田港股份、盐田国际集装箱码头公司于大鹏湾海域联合举行了大鹏湾海洋生态修复工程人工增殖放流活动，深圳市海洋局专家莅临现场指导，盐田港集团党委副书记陈德云，带领20余员工共同参与了放流活动。这是盐田港集团连续第六年举行海洋生态修复放流活动。

本次活动共放流价值20万元的鱼苗57万尾，其中黑鲷鱼苗50万尾，紫红笛鲷鱼苗7万余尾。放流活动对补充和恢复生物资源的群体，改善生物的种群结构，维护生物的多样性起到积极的推动作用。同时，也会净化和改善水质，保护水域的生态环境。

盐田港开发建设近30年，获益海洋，常思反哺。放流增殖彰显了盐田港集团尊重自然、保护生态，追求人与自然和谐相处共生的文化理念。

(文/谷欣)

