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日前，欧洲央行意外地宣布将主要再融资利率降至0.05%，隔夜存款利率降至-0.20%，隔夜贷款利率降至0.30%，均下调10个基点。同时，欧洲央行行长德拉吉表示，欧洲央行推出了重振放贷的最新措施，将从10月

开始购买大量资产支持证券(ABS)贷款和担保债券。

欧洲央行出乎预期降息决议宣布当天欧元对美元暴跌80个基点。同时，香港离岸人民币市场表现也异常强劲，当日人民币汇率升幅超过70个基点；与此相一致的是，中国外汇交易中心9月4日人民币兑美元即期汇率也强劲回升31个基点，盘中一度触及自今年3月11日以来的6.1339的半年新高。“短期来看，欧洲央行再次降息，欧版QE呼之欲出，美联储QE即将退出，美国经济基本面稳定，加息预期逐渐升温，美元升值趋势仍会延续。香港和内地的资金流入还会持续。”民生证券研究院副院长管清友表示。“如果三、四季度再现人民币汇率被动对外升值、对内贬值的局面，那么贸易部门可能将再度面临不利冲击。9月欧洲央行降息外溢效应产生的人民币汇率升值风险，可能令本已低迷的出口背负无法承受之重。”陈鹤飞表示。

(来源：新华网)

统计局：8月份全国居民消费价格(CPI)同比涨2.0%

2014年8月份，全国居民消费价格总水平同比上涨2.0%。其中，城市上涨2.0%，农村上涨1.9%；食品价格上涨3.0%，非

食品价格上涨1.5%；消费品价格上涨1.8%，服务价格上涨2.4%。1-8月平均，全国居民消费价格总水平比去年同期上涨2.2%。8月份，全国居民消费价格总水平环比上涨0.2%。其中，城市上涨0.1%，农村上涨0.3%；食品价格上涨0.7%，非食品价格下降0.1%；消费品价格上涨0.3%，服务价格持平(涨跌幅度为0，下同)。

(来源：人民网)

统计局：8月份工业生产者出厂价格(PPI)同比降1.2%

国家统计局公布数据显示，2014年8月份，全国工业生产者出厂价格同比下降1.2%，环比下降0.2%。工业生产者购进价格同比下降1.4%，环比下降0.1%。1-8月平均，工业生产者出厂价格同比下降1.6%，工业生产者购进价格同比下降1.8%。

工业生产者出厂价格中，生产资料价格同比下降1.7%，影响全国工业生产者出厂价格总水平下降约1.3个百分点。其中，采掘工业价格下降4.4%，原材料工业和加工工业价格均下降1.5%，生活资料价格同比上涨0.2%，影响全国工业生产者出厂价格总水平上涨约0.1个百分点。其中，食品价格上涨0.6%，衣着价格上涨0.7%，一般日用品价格上涨0.4%，耐用消费品价格下降0.8%。

工业生产者购进价格中，黑色金属材料类价格同比下降5.0%，燃料动力类价格下降1.6%，有色金属材料及电线类价格下降1.5%，纺织原料类价格下降1.2%；农副产品类价格上涨0.2%。

(来源：人民网)

020借贷平台搜易贷上线 欲建“互联网信贷新标准”

搜狐集团旗下互联网金融平台搜易贷9月2日在京宣布上线，搜易贷称将聚焦民间小微借贷，打出“The Best 最放心的互联网信贷平台”口号。搜易贷CEO何捷称，“搜狐此次布局互联网金融谋定而后动，有充分的信心后发而先制，为整个中国互联网金融行业带来全新的标准。”据介绍，搜易贷平台联合搜狐焦点推出的“焦点首付贷”将上线，搜易贷同时在积极筹备更多创新性互联网金融产品。在外部，已与多家小贷公司达成合作。未来还将探索与搜狗，搜狐视频，搜狐证券等兄弟公司合作，以及外部的小贷公司、证券公司、汽车金融公司，以及教育机构等等合作。搜易贷由搜狐畅游原CFO何捷创建。

(来源：人民网)

四大行8月末突击放贷超千亿

四大行在8月最后一周新增贷款投放量达到了1100多亿元，借着月末冲刺的势头，四大行8月新增贷款接近2500亿元，但月末冲刺态势很难对应信贷有效需求的回升。市场普遍预计8月全行业新增贷款规模可能恢复至7000亿元左右。8月截至24日，四大行贷款新增量仅略超1300亿元，这意味着24日至31日一周，四大行新增贷款投放超过1100亿元。

四大行8月近2500亿元的新增投放量在全年各月中表现相对正常，且与去年同期基本持平，但月环比则有近20%的增长。但四大行8月末较为明显的冲刺很难与有效需求的回升相关联。中金分析认为信贷呈现复苏的主要原因包括三方面。首先是窗口指导的加强。7月信贷数据大幅低于预期

后，监管部门加大了窗口指导的力度，部分银行将确保信贷投放作为首要任务来对待。一个不确定是否对应的表态是，建行高层在2014年上半年业绩发布会上回应有关银行惜贷的问题时曾表态，建行下半年还是要继续用足监管部门按照一定公式算出来给建行的规模，绝对不会剩余。其次是存款形势略有好转。

(来源：新浪财经)

交通运输部：前7月完成交通投资11155亿元

交通运输部称，1月至7月份，完成铁路公路水路固定资产投资11155亿元，同比增长10.1%。其中，铁路(含基本建设、更新改造和机车车辆购置)完成投资2956亿元，增长12.9%；公路建设完成投资7371亿元，增长11.0%，保持较快增长水平；公路固定资产投资中，东、中、西部地区分别完成投资2179亿元、1689亿元和3503亿元，分别增长8.8%、-2.2%和20.4%，交通投资进一步向西部地区倾斜。

客运增速明显加快 货运增速有所放缓

7月份，全社会(铁路、公路、水路，下同)完成客运量18.9亿人次，同比增长5.5%，增速较上月回升2.7个百分点。7月份，全社会完成货运量36.7亿吨，同比增长7.7%，增速较上月回落1.7个百分点。

港口内外贸吞吐量增速均明显回落

7月份，规模以上港口完成货物吞吐量9.3亿吨，同比增长1.8%，增速较上月回落3.0个百分点。其中，内贸吞吐量增长1.0%，较上月回落2.7个百分点；外贸吞吐量增长3.5%，

较上月回落3.7个百分点；集装箱吞吐量增长3.3%，较上月回落2.9个百分点。1月至7月份，完成港口货物吞吐量64.3亿吨，增长4.7%，较去年同期回落5.7个百分点；完成集装箱吞吐量11400万TEU，增长5.4%，较去年同期回落3.1个百分点。

铁路公路投资较快增长 水运投资持续下降

1月至7月份，完成铁路公路水路固定资产投资11155亿元，同比增长10.1%。从行业看，铁路（含基本建设、更新改造和机车车辆购置）完成投资2956亿元，增长12.9%；公路建设完成投资7371亿元，增长11.0%，保持较快增长水平；水运建设完成投资758亿元，下降3.5%，其中内河、沿海投资分别下降10.3%和增长0.6%。从地区看，公路固定资产投资中，东、中、西部地区分别完成投资2179亿元、1689亿元和3503亿元，分别增长8.8%、-2.2%和20.4%，交通投资进一步向西部地区倾斜。

（来源：人民网）

1-7月我国债券市场累计发债6.3万亿 同比增18.8%

央行发布2014年7月份金融市场运行情况显示，2014年1-7月，金融市场总体运行平稳，债券市场累计发行债券6.3万亿元，同比增加18.8%。7月份，债券市场发行量同比减少4.3%。其中，银行间债券市场累计发行6.2万亿元，同比增加22.2%。7月份，债券市场共发行各类债券9111.0亿元，同比减少4.3%。其中，银行间债券市场共发行债券8977.7亿元，同比减少1.7%。截至7月末，债券市场总托管余额为32.7万亿元。其中，银行间债券市场托管余额为30.4万亿元，占总托管量的93.1%。与去年年末相比，7月末银行间债券市场投资者中，商业银行持有债券占比为66.6%，下降0.7个百分点，非银行金融机构为9.3%，下降0.3个百分点，非法人机构投资者及其他类投资者持有债券占比共为24.1%，增加1.1个百分点。从公司信用类债券持有者结构看，7月末，商业银行、非银行金融机构、非法人机构投资者和其他类投资者的持有占比分别为44.8%、9.7%、33.7%和11.8%。

（来源：人民网）

贸易 Trade

东南亚电子商务蓄势待发

瑞银日前发布最新研究报告指出，东盟地区网络购物占社会消费品零售总额的比例为0.2%，虽仍属于“不成熟的”电子商务市场，但随着东南亚经济的快速增长，中产阶级不断增多，为强劲的消费需求奠定了基础，加之智能手机和无线网络的普及，电子商务可能迎来爆发式增长。

报告称，如果东南亚网络购物占其社会消费品零售总额的比例上升到5%，则该地区电子商务规模将达到218亿美元；如果该比例提高到8%，电子商务规模则将达349亿美元。目前，中国和美国的电子商务占零售总额的比例都在8%左右。2006年至2008年，中国网络购物渗透率随着网络的普及翻了一番。而东南亚地区目前的上网人数为1.99亿人，未来3年内预计将增长48%至2.94亿人，网络购物渗透率预计将从目前的32%增长至2017年的48%。

报告认为，在东盟范围内建立电子商务统一平台是东盟电子商务未来发展面临的巨大挑战，涉及到网络基础设施建设、支付体系的完善、物流服务的提升等多方面问题，这些与东盟各国经济发展水平、语言文字和民族宗教差异及电子商务的发展条件等具有很大关系。如泰国作为东盟第二大经济体，仍没有3G网络，信用卡渗透率仅为5%；而菲律宾不仅线下刷卡普及率低，而且还要收取刷卡手续费，电子支付应用程度有限。

（来源：中国贸易新闻网）

中国和东盟同意开始自贸区升级版谈判

日前，第13次中国-东盟经贸部长会议在缅甸内比都举行。中国商务部部长高虎城在致辞时说，2014年是中国-东盟战略伙伴关系建立第二个10年的开局年，伴随中国-东盟自贸区建设进程不断加快，中国与东盟的经贸合作已成为中国-东盟整体关系的一大亮点。据高虎城介绍，中国-东盟双边贸易稳定增长，2013年，双边贸易额达到4436亿美元，增长11%，东盟已经连续3年成为中国第三大贸易伙伴、第四大出

口市场和第二大进口来源地。据东盟统计，中国已连续4年成为东盟第一大贸易伙伴。今年1月至7月，中国-东盟双边贸易额稳定增长，达到2600多亿美元。高虎城表示，中国愿意扩大与东盟的互利合作，并提出4点合作建议：携手共建21世纪海上丝绸之路、进一步提升双方贸易投资便利化水平、加快互联互通基础设施建设、加强区域经济一体化方面合作。据联合新闻公报显示，与会部长同意中国-东盟自贸区升级是中国-东盟建设性关系的有力明证，这有利于通过互利方式深化双方的经济利益。中国-东盟自贸区2010年1月1日宣布正式建立，经济总量约6万亿美元，贸易额达4.5万亿美元，是世界上由发展中国家组成的最大自由贸易区。中方2013年提出打造中国-东盟自贸区升级版。

（来源：中国贸易新闻网）

韩国对华投资或达60亿美元 有望8年来首超日本

据韩联社报道，鉴于韩国对华投资额一直呈增加趋势，今年这一数额有望时隔8年超过日本对华投资额，达到60亿美元。根据韩国贸易协会7月30日发布的消息，今年上半年，韩国对华投资额达到28亿美元，同比增长45.6%。而同一时期，日本对华投资额为24亿美元，同比减少48.8%。根据这一形势，今年，韩国对华投资将达到史上最大，为60亿美元左右，而日本对华投资则可能不及50亿美元。由此，韩国对华投资额有望自2006年以来时隔8年首次超过日本。韩国贸易协会对此解释说，韩国对华投资额显著增长得益于韩中两国间日益强化的经济友好关系，且韩企为全面进军中国内需市场加大了投资力度。今后若中韩自由贸易协定（FTA）得以签署，且中国开放服务业市场，韩国对华投资对象产业的范围将进一步扩大。

（来源：中国贸易新闻网）

港航 Port&Shipping

深圳市四大策略推进绿色交通建设

深圳市交委以深圳市建设国家低碳城市、国家生态市和首批国家低碳交通运输体系试点城市为契机，加快转变交通发展方式，综合运用“空间减碳、方式减碳、技术减碳、管理减碳”四大策略，系统推进低碳交通运输体系建设。

一是创新发展模式，加快推广绿色公交。二是强化政策引导，加快发展绿色货运。三是调整用能结构，加快建

设绿色港航。四是明确建设思路，加快优化慢行网络。

（来源：广东省港口协会）

香港7月集装箱吞吐量198万TEU

2014年7月，香港港口集装箱吞吐量完成198万TEU，较之2013年7月的195万TEU，仅上升1.6个百分点。其中，葵涌货柜码头箱量上涨3.6%，至156万TEU；而非葵涌码头箱量减少5.3%至42万TEU。环比6月份数据，非葵涌码头本月吞吐量仅上升1000TEU左右，而5月份时的吞吐量是37万TEU。前7月，香港港口累计吞吐量增长3.5%至1313万TEU，葵涌码头累计吞吐量上升7.7%，至1052万TEU。

（来源：深圳港口协会）

泉州港前7个月吞吐量增两成

今年7月份，泉州市港口共完成货物吞吐量926.32万吨，比增1.30%。其中，外贸货物吞吐量完成237.14万吨，比增17.75%；集装箱完成17.34万TEU，比增13.32%。1-7月，泉州市港口完成货物吞吐量6405.32万吨，与去年同期相比增长3.71%，完成年度计划的58.23%。其中，外贸货物吞吐量1764.58万吨，比增30.26%；集装箱完成109.29万TEU，比去年同期高19.7个百分点，完成年度计划的59.08%，锦尚作业区、围头作业区集装箱吞吐量增长明显。

（来源：深圳港口协会）

前7月曹妃甸港吞吐量增长19.5%

2014年1—7月份，河北曹妃甸港实现货物吞吐量16669万吨，同比增长19.5%。其中，矿石8343万吨，煤炭4867万吨，钢材1621万吨，原油天然气及其制品725万吨，集装箱12.1万标箱。曹妃甸港口条件得天独厚，岛前500米有一条长6公里、宽5公里的深槽，最深处达36米，且常年不冻不淤。同时与深槽相连的，还有一条27米的水道直通黄海。水道深槽的完美结合，使曹妃甸港成为渤海沿岸唯一不需开挖航道、不需疏浚维护，即可建设30万吨以上级大型深水泊位的港口，被誉为天然钻石级港址。

(来源：深圳港口协会)

中国船舶上半年净利同比增143%

8月29日晚间，中国船舶(600150)公布上半年度业绩，上半年，公司实现营业收入138.23亿元，同比增长26.52%；实现净利润1.2亿元，同比增长143.01%。公司表示，上半年营业收入完成年计划的51.19%。其中，船舶造修板块82.77亿元，动力板块24.24亿元，海洋工程26.40亿元，机电设备7.17亿元。公司承接新船订单36艘/573.52万载重吨，载重吨数同比增11%；承接修船订单合同金额8.85亿元，同比增21.21%；承接柴油机139台/330.57万马力，功率数同比增82.55%；承接海工业务合同金额24.98亿元，其中自升式钻井平台建造2座，维修项目2座；承接机电设备合同金额13.89亿元。此外，因2014年1至9月完成工作量有较大幅度增长使得收入总额增加、毛利增加以及去年1至9月份公司归属于母公司的净利润数较低等原因，预计公司年初至下一报告期末的累计净利润与上年同期相比将有较大幅度增长。

(来源：航运界)

江苏三港口试点“启运港退税”

9月1日起，江苏省太仓港、连云港港、龙潭港纳入国家启运港退税政策试点。原本要在上海报关的集装箱，现在直接在南京报关装运，并可立即办理退税，出口企业至少可提前一个月拿到退税。“启运港退税”指的是出口企业在启运港口报关装运后，只需确认离开启运港口发往国内中转港至境外

的，即被视同出口并办理退税。南京港集团总经理沈卫新告诉记者，实施启运港退税政策，企业在南京港出口，将与与上海港等沿海港口一样，享受同样的退税时效，缓解了出口企业资金周转问题。实施启运港退税政策，一体化通关，给长江航运带来新的竞争力。

(来源：航运界)

大连港集团创建港口界企业大学

8月18日上午，大连港大学揭牌仪式暨全员培训启动仪式在位于大窑湾港区的大连港大学新建教学培训大楼举行，大连市副市长刘岩等为大连港大学揭牌。据悉，为创建大连港大学，大连港集团先后投入了8700万元，大学揭牌后将是中国港口界第一所企业大学，也是大连市国有企业第一所企业大学。在揭牌仪式上，大连港集团先后与大连理工大学网络学院、大连海事大学、大连外国语学院、大连职业技术学院、大连交通技师学院这五所高职院校签订了校企战略合作协议。上海海事大学校长、中国自贸区供应链研究院院长黄有方为大连市政府、辽宁省交通厅颁发了供应链研究院指导委员会委员聘书。大连港集团还刚与中国自贸区供应链研究院签订合作协议，共同组建了自贸区供应链研究院大连研究院。大连港大学未来将打造成为国内一流、具有港航特色的企业大学。

(来源：航运界)

二季度全球港口增速趋缓

近日，上海国际航运研究中心发布2014年第二季度《全球港口发展报告》。报告显示，二季度，在以亚洲为主的新兴市场国家贸易需求放缓影响下，全球港口总体表现趋弱，逐渐步入增长“慢车道”。欧美等发达经济体受产业振兴与政策性好提振，维持平稳复苏态势，而新兴经济体面临长期增长动力缺失等挑战，致使国际贸易增幅收窄，迟滞了全球港口的扩张步伐，三季度港口增速回落态势或将延续。

二季度，全球主要港口货物吞吐量虽始终处于上行增长通道，但总体增幅明显缩小，且各港口波动与分化趋势不断加剧。随着区域经济一体化进程加快，以及近距离采购模式的

推广，中小型港口涨势明显，重获领跑位置。摆脱恶劣天气影响后，美国经济迎来强劲反弹，主要港口总体维持4%以上增幅；欧洲港口随着经济持续复苏，保持年初以来2%以上的正增长格局；唯有中国等亚洲新兴市场国家在外贸增长放缓与内生动力不足的双重压力下，港口生产乏善可陈，吞吐量增速回落至5%以内。

二季度，各国跨境投资与商品贸易依然活跃，欧亚、欧美和太平洋航线运量均维持平稳增长，欧、美、亚三地主要港口总体集装箱吞吐量均保持5%以上的较快增长。其中，上海、新加坡、香港、鹿特丹、安特卫普、洛杉矶等港口集装箱增速较去年同期均有明显提升，宁波—舟山、仁川、洛杉矶、桑托斯等两位数的高增长港口不断涌现。

(来源：深圳港口协会)

上港集团上半年净利润同比增15%

8月27日盘后，上港集团(SIPG, 600018)发布上半年经营业绩报告，上半年，该公司实现营业收入137.96亿元，比去年同期增长0.45%；实现归属于上市公司股东的净利润29.32亿元，同比增长14.95%。报告期内，公司母港货物吞吐量完成2.73亿吨，完成全年预算目标的49.6%；散杂货吞吐量完成0.97亿吨，完成全年预算目标的51.1%；集装箱吞吐量完成1726.3万标准箱，完成全年预算目标的50.0%。公司实现营业收入137.96亿元，完成全年预算目标的50.9%，实现利润总额43.61亿元，完成全年预算目标的47.8%。

(来源：深圳港口协会)

连云港上半年净利同比下降47%

连云港(601008)披露半年报，2014年上半年公司实现净利润5194.97万元，同比下降47.16%，每股收益0.051元。上半年公司实现营业收入7.58亿元，同比下降1.17%。连云港称，报告期内，收入的减少以及叠加刚性成本的攀升造成了公司母体盈利能力下滑。主要的参股公司中，中韩轮渡业绩同比提升，连云港中远船务清算止损，新东方和新陆桥业绩同比有不同程度下降。综上因素使得期内业绩下滑。

(来源：航运界)

交通部开展港口危化品安全专项整治

根据《交通运输部关于加强“平安交通”建设集中整治安全生产若干问题的意见》的要求，9月10日起，交通运输部开展为期3个月的港口危险化学品安全专项整治。

本次专项整治按照“全覆盖、零容忍、严监管、重实效”的原则，确定了五项整治内容，即整治设施安全，检查新建、改建、扩建港口危险化学品建设项目；整治档案建设，检查港口危险化学品企业对储罐及管线的信息档案建设情况；整治重大危险源管理，检查辖区内港口危险化学品企业登记备案、安全管理等工作；整治应急管理，检查企业应急预案、应急器材、应急救援演练等情况；整治标准化建设，检查企业推进港口危险化学品企业安全生产标准化建设、建立完善企业标准情况。

交通运输部要求港口行政管理部门要以此次活动为契机，掌握辖区内港口危险化学品各项问题，督促企业整改，消除安全隐患，夯实基础，防止重特大事故的发生，保障港口安全生产。

(来源：中国交通报)

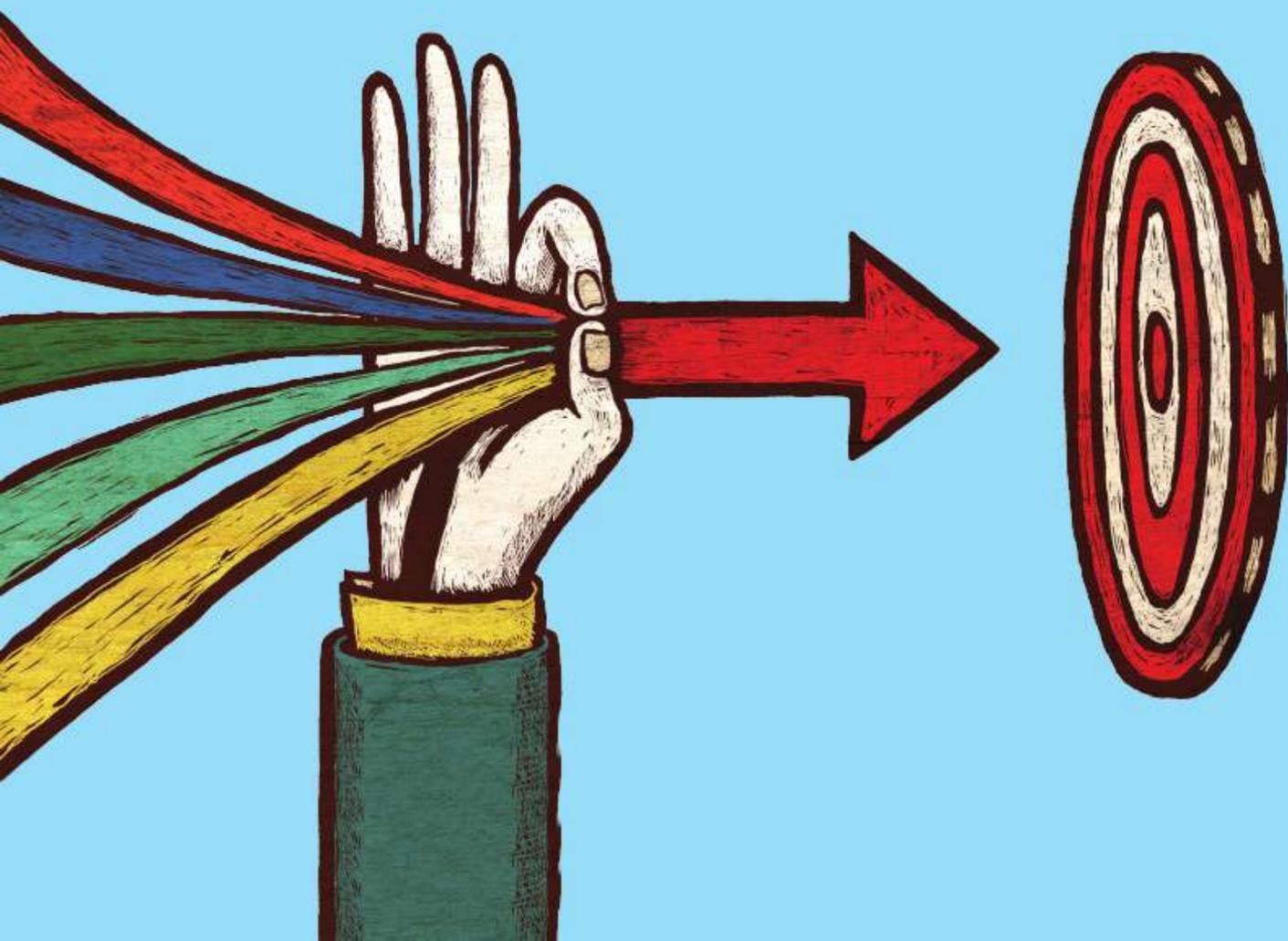


“十三五”期我国沿海港口发展的六大指向

SIX KEY DIRECTIONS OF CHINA'S COASTAL PORT DEVELOPMENT IN THE 13TH FIVE-YEAR PLAN PERIOD

文/徐杏（交通运输部规划研究院）

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“十三五”时期，是世界多级化、经济全球化深入发展时期，也是我国全面建成小康社会的关键时期，深化改革开放、加快转变经济发展方式的攻坚时期。为适应新时期我国工业化、信息化、城镇化、市场化、国际化持续深入发展的新要求，沿海港口迫切需要找寻未来的发展方向和重点，明确转型升级的新思路。

综合来看，“十三五”乃至更长时期，我国沿海港口的发展应坚持按照“四个交通”发展要求，以“调整、巩固、转型、提升”为主线，以科技创新为手段，以体制机制改革为保障，以构建充满活力、竞争有序、服务高效、功能完善、港城协调的现代化港口体系为总指向。从总指向出发，以沿海港口发展面临的重大问题为导向，以转型升级为主线，明确未来沿海港口发展的重要方向。

主要指向一：

紧随国家构建与完善对外开放新格局战略，以建设港口强国为根本，着力提升国际航运中心发展水平。

进入后金融危机时代，全球经济贸易格局进入震荡调整期，新兴经济体强势复苏，欧美等发达国家通过实施“再工业化”战略、推进TTP和TTIP协议，意图重构全球经济贸易格局。为顺应全球经贸发展新趋势，实行更加积极主动的开放战略，我国相继提出了中日韩自贸试验区、中国-东盟自由贸易区、中国（上海）自由贸易试验区以及一带一路^①等对外开放战略体系，以构建全方位对外开放格局，提升我国在区域经济中的影响力。

沿海港口作为对外开放的重要窗口和物流枢纽，不仅承担了我国90%以上的外贸进出口能源、物资运输，依托港口的沿海城市更是成为我国“引进来、走出去”的重点区域。尤其是航运中心的建设因其融合了港口航运、城市、外向型产业等综合要素的集聚，及其对航运贸易规则的影响，因而成为国际竞争力的具体体现；这也是我国历年来纷纷提出上海、天津、大连国际航运中心建设以应对周边国家港口竞争、建设港口强国的本质要求。

^①注：“一带一路”指“丝绸之路经济带和21世纪海上丝绸之路”。

The 13th Five-Year Plan period witnesses the further development of polarization and economic globalization. It is also the decisive phase for China's construction of a moderately prosperous society and the crucial period of deepening reform, expanding opening-up, accelerating the transformation of economy development pattern. In order to adapt to the new demands of continuously promoting the industrialization, informatization, urbanization, marketization, and internationalization, the coastal ports find themselves in urgent needs to figure out future development direction and focus as well as the new way of transformation and upgrading.

From a comprehensive perspective, in the period of the 13th Five-Year Plan and even the longer term, the development of China's coastal ports should follow the demands of “four transportations”, with a key line of “adjustment, strengthening, transformation, and upgrading”, a method of scientific innovation, a guarantee of institutional mechanism reform, aiming at achieving the general direction of modern port system with a dynamic, competition and cooperation, effective service, complete function, and coordination between port and city. From this general direction, with the guidance of major issues that the port development faces and the key line of transformation and upgrading, the future direction of coastal ports development should be specified.

Key direction one: Following the nation's construction and improvement of the strategy of a new opening-up structure, with a foundation of constructing a strong country in terms of port development, and focusing on promoting the development of international maritime centers.

In the post financial crisis era, global economy and trade situation enters the phase of turbulence and adjustment and emerging economies are experiencing a strong recovery. Europe and America and other developed countries in the world intend to restructure the international economy and trade structure by implementing the “reindustrialization” strategy and promoting TTP and TTIP agreements. In order to follow the new trend of international economy and trade development and adopt a more active opening-up strategy, China came up with the opening up strategic system, including the China-Korea-Japan Free Trade Area, China-ASEAN Free Trade Area, China (Shanghai) Pilot Free Trade Zone, and “One Economic Belt” and “One Economic Road”, which could cement China's influence in regional economy by forming a comprehensive opening up structure.

现阶段，除香港国际航运中心具有较强竞争力外，上海、天津、大连、厦门等国际航运中心建设仍处于起步阶段，无论是国际中转、转口贸易等业务还是航运金融等业务，均缺乏相应的规模和实力，在国际航运贸易规则中的话语权不足。

因此，以建设港口强国为根本，应从国家战略高度全方位规划各航运中心发展重点，明确与周边国家竞争的着力点，提升航运中心服务能力和水平。此外，通过自贸区、保税港区等政策创新，接轨国际航运贸易规则，吸引国际中转、国际配送、国际采购和国际转口贸易等业务，引导船舶注册、船舶金融、航运保险、航运咨询等现代航运要素在航运中心的集聚发展，从而通过不断介入国际航运贸易活动，增强我国在国际航运贸易中的地位及综合竞争力。



As the important window and logistic hub, coastal ports are not only responsible for the 90% of export and import of China's energy and resources, the coastal cities relying on ports have also become the important regions of China's "bringing in and going out". Especially the maritime centers, whose establishment combines many comprehensive factors including port and shipping, cities, and export-oriented industries and which has an influence on shipping trade rules, has embodied China's international competitiveness; this is also the essential requirement of coping with surrounding countries' competition in ports and building a nation that has a strong capability in port development by establishing a number of international maritime centers including Shanghai, Tianjin and Dalian.

At present, except Hong Kong, its status of international maritime center has strong competitiveness, Shanghai, Tianjin, Dalian, Xiamen and many other international maritime centers are still in the initial phase, which means that they lack the relative size and capability in terms of international transshipment, transit trade or other shipping finance and they do have enough voice in the international shipping trade rules.

Therefore, for the basis of constructing a country with strong port capacities, we should plan the key development point of every maritime center from the national strategic perspective, specifying our competitive edge with other surrounding countries and enhancing the service ability and standard of the maritime center. Besides that, through free trade areas and bonded ports and other policy innovation, we should connect with international shipping and trade rules in order to attract international transshipment, international distribution, international procurement, and international transit trade and also guide the aggregation of shipping registration, shipping finance, shipping insurance, shipping consultation and other modern shipping elements, therefore, we can cement our position and competitiveness in international shipping trade by continuous participating in the international shipping activities.

Key direction two: Following the implementation of the nation's regional economy coordinated development strategy, with a view of coordinating the development of regional economy and accelerating the integration of port groups

The establishment of Beijing-Tianjin-Hebei coordinated development strategy is the important sign of deepening regional economy coordinated development in China's new period. Thus, the national region development plans or strategies have reached 18, appearing as the structure of deepening from east to west, and from north to south, which can promote the development in depth and breadth of the regional economy integration progress.

As the fundamental, guide and being the service industry of the regional economy development and also the core area of port industry and modern logistic service industry, coastal port is bound to be the

主要指向二：

紧随国家区域协调发展战略的实施，以统筹区域协调发展为目标，加快港口群一体化发展。

京津冀协同发展战略的提出，成为我国新时期深入推进区域协调发展战略的重要标志。自此，国家级区域发展规划或战略已达十八个之多，呈现由东向西、由南向北深入蔓延格局，以此推动区域经济一体化进程向纵深发展。

沿海港口作为区域发展的基础性、先导性和服务性行业，同时也是临港工业和现代物流服务业集聚发展的核心区域，必然成为区域经济一体化的先行领域。此外，随着新港区的不断开发，港口群服务腹地不断交叉，加之我国经济的转型发展，港口间的竞争也日趋严重，迫切要求加强合作。第三，随着国家区域协调发展战略向内陆转移，沿海港口服务腹地逐步向纵深拓展，与内陆港的合作成为大多数沿海港口的发展重点。因此，港口群的概念同样适用于沿海港口与腹地内陆港的统筹。

因此，从区域协调发展战略出发，迫切需要站在港口群角度，重新审视全国沿海港口的功能和布局。通过梳理不同港口群的内在逻辑关系（根据服务腹地、服务对象、服务通道等因素的关联性以及港口发展阶段的识别，判断各港口群内部是竞争还是互补关系），并配合区域产业布局的统筹协调，完善不同港口群的发展定位与规划重点，作为新一轮的全国沿海港口布局规划的重点。

资源整合成为港口群一体化发展的重要手段。港口资源整合应遵循市场化机制，以港口企业的合资合作为主，辅之以一关三检、港航管理、引航、海事等口岸管理系统的互联互通，以及运输市场和行业管理的一体化运作，核心在于发挥港口群的整体资源优势，重点在于统筹港口群内部的运输组织网络，以显著提高资源利用效率和综合服务能力。

first field of regional economy integration. Besides, with the continuous development of new ports, the service area of the port groups are overlapping, and the competition among the ports are more intense with the transformation of our economy, which calls for cooperation. Thirdly, as the nation's regional economy development strategy is shifting to the inland areas, cooperation with inland ports is becoming the focus of most coastal ports. Therefore, the concept of port groups also suits the coordination of coastal ports and inland ports.

Therefore, from the strategy of regional coordinated development, there is an urgent need of reexamining the functions and layouts of coastal ports in the whole country from the standpoint of port groups. By pondering on the inside logical relations among different port groups (based on the service hinterland, service object, service channel and other factors' connection and the identification of port's development phase, we can judge whether the relations between different port groups are competitive or complimentary), and working with the coordination of regional industry layout, we can complete the development position and layout emphasis of different port groups to be the focus of new round of national coastal port layout.

Resource integration is an important method of achieving port groups' integration. Port resource integration should follow marketization mechanism, mainly relying on port enterprises' joint venture and cooperation and assisting by the inter-connections of coastal management system including "three inspection in one custom", port shipping management, pilot, and maritime affairs, and the integrated operation of the transportation market and industry management, with giving full play to the port groups' comprehensive resource advantage as the key and a focus of coordinating the internal organization network of port groups, in order to promote the resource utilization efficiency and overall service ability.

Key direction three: Based on serving the transformational development of the economy and the society, with a focus on expanding the functions, coordinate the relationship between port development and transformation and upgrading

Since the 12th Five-Year Plan, China has entered the transformational development phase of changing the pattern, adjusting the structure and stabilizing the growth, which would definitely bring the deep adjustment in economic gross scale and industrial structure, posing a challenge to the port's transformational development.

First, port's throughput peak becomes the focus. From the relationship between the nation's classical economy pattern like America, Japan,

②注：由中国能源研究会政策研究中心、煤炭工业规划设计研究院等机构组成的“煤炭峰值研究”课题组发布了《煤炭峰值预测及应对》报告预测，我国煤炭需求总量将在2020年达到峰值41亿吨（折合28亿吨标煤）至47.6亿吨（折合32.6亿吨标煤）。

主要指向三：

立足于服务经济社会的转型发展，以功能拓展为重点，统筹港口发展与转型升级的关系。

自“十二五”以来，我国就进入转方式、调结构、稳增长的转型发展阶段，无疑将带来经济总量规模及产业结构的深度调整，从而对港口的转型升级发展也提出了挑战和要求。

首先，港口吞吐量峰值成为关注的重点。从美国、日本、韩国等典型国家经济结构和港口吞吐量的发展关系来看，港口吞吐量与工业化进程密切相关，即随着工业化进程的不断推进，港口吞吐量增速先快后慢，但与GDP增速的弹性总体大于1；直至工业化的完成，此时第二产业比重达到最大，港口吞吐量增速开始出现拐点，之后港口吞吐量与GDP弹性开始小于1。当然，港口吞吐量与一个国家的外贸依存度、能源格局等也存在密切关系。因此，有必要结合我国的工业化发展进程，综合考虑煤炭、矿石、原油、集装箱等主要货种的发展趋势²，合理判定未来港口吞吐量的增长趋势，以此预设未来港口的建设规模。

and Korea with the port's throughput, we can discern that port throughput and industrialization process are closely connected, which means that, with the development of industrialization process, the growth rate of port throughput will be fast at first and then slow down, however, its flexibility with the GDP growth is more than 1; when the industrialization completes, the proportion of the second industry becomes the largest, the growth of port throughput will experience a inflection point and then its flexibility with the GDP growth is less than 1. Of course, port throughput and a country's foreign trade dependence degree and energy structure also have a close relation. Therefore, it is necessary to take into account of China's industrialization process and the development trends of coal, mineral, crude oil, container, and other types of goods in the fair judgment of the growth trend of future port throughput, which can be used to decide the size of the development of future ports. Secondly, the transformation and upgrading of the economy and the society and the appropriate advance in the current coastal ports' throughput ability all contribute to the fact that port's infrastructure construction is no longer the major issue. Instead, the transformation and upgrading and quality and efficiency enhancement become the real issue, which is also the inevitable requirement in the era of low throughput growth. Therefore, on one hand, ports should promote the service quality and standard, innovate in service methods and plans, and improve the input-output ratio; on the other hand, they also should expand service functions, develop transshipment and distribution; circulation and processing services. They should carry out cold chain, Ro-Ro, petrochemical and other professional logistics services. The most important aspect is to expand port logistics real

其次，经济社会的转型升级以及现状沿海港口吞吐能力的适当超前，意味着港口设施建设不再成为当前的主要矛盾，转型升级、提质增效将成为主要矛盾，这也是吞吐量进入低速增长时代的必然要求。因此，港口一方面需要提升服务质量和水平，创新服务手段和服务方案，提高投入产出比；另一方面需要拓展服务功能，大力发展中转配送、流通加工服务，开展冷链、汽车、化工等专业物流业务，更重要的是依托物流枢纽和政策优势，拓展港口物流地产、金融保险、商贸交割、信息会展、旅游文化等服务功能，实现全方位、多层次物流、信息、资金等要素服务的创新融合发展。

主要指向四：

立足于创新驱动战略，以综合运输体系建设为导向，推动港口物流服务的创新发展。

科技创新是提高社会生产力和综合国力的战略支撑，党的十八大明确提出实施创新驱动发展战略，以持续推动国家的转型升级发展。根据交通运输部《关于科技创新推动交通运输转型升级的指导意见》，信息化、智能化、标准化将成为推动行业转型升级的重要科技手段。

目前，各沿海港口纷纷加快智慧港口、物联网、云平台的建设，并借助电子商务平台拓展服务对象和服务功能。互联网成为港口物流智能化发展的重要手段，以马云“中国智能物流骨干网”为首的电子商务物流将重塑物流业，必将对港口物流产生深远的影响。

物流服务创新发展是未来港口转型升级的重点，因此，应高度重视信息化智能化手段对物流服务创新的作用和影响。无论是多式联运还是综合运输，应研究开发一体化的供应链服务和管理系统，该系统以港口标准化服务为依托，以综合信息服务平台为支撑，通过整合港口、航运、货主、代理、口岸等单位的数据和信息资源，统一提供电子订舱、网上报关、报检、许可证申请、结算、缴税与退税、虚拟银行等网上服务，一则减少现有船代、货代、报关行等业务环节降低物流成本；二则提高物流效率；三则依托该平台可以催生大量的保税仓储、国际贸易、通关结算和金融服务等高端商贸服务。

estate, financial insurance, trade settlement, information, exhibition, tourism and culture, and other service functions depending on logistics hub and policy advantages, aiming at achieving an innovative and coordinated development of an all-dimensional, multi-level logistics, information, capital, and other service factors.

Key direction four: Based on the innovation-driven strategy, with the guidance of comprehensive transportation system construction, promote the innovation of port logistics services

Scientific innovation is the strategic support of social productivity and comprehensive national strength. The 18th National Congress of the Communist Party of China has clearly proposed to implement the innovation-driven development strategy, in order to continuously promote the nation's transformation and upgrading. According to the Guideline on the Scientific and Technological Innovation in Promoting the Transformation and Upgrading of Transportation issued by the Ministry of Transport, informatization, intellectualization, and standardization will become the important methods of promoting the industrial transformation and upgrading.

At present, every coastal port is accelerating the construction of intelligent port, internet of things, and cloud platform with the help of e-commerce platform in expanding the port's service objects and functions. As the internet is becoming the important means of achieving the intellectualized development of port's logistics service, the e-commerce logistics led by Ma Yun's "China Smart Logistic Network" will reshape the logistics industry and exert a profound influence on port logistics.

Innovation in logistics is the focus of future port transformation and upgrading, therefore, great importance should be attached to the function and influence of logistics innovation from the method of informatization and intellectualization. No matter it is multimodal transport or integrated transportation, the integrated supply chain service and management system should be developed. This system which depends on port's standardized service and is supported by the comprehensive information service platform, will provide many online services including e-booking, online declaration, online application for inspection, license application, settlement, tax payment, tax rebate, and virtual bank by integrating the data and information resources of ports, shipping lines, cargo owners, freight forwarders, customs brokers, and other units. Firstly, it will cut down the procedures needed involving ship agencies, freight forwarders, and customs brokers in order to decrease the logistics cost; secondly, it will improve the logistics efficiency; thirdly, depending on this platform will give rise to a large amount of bonded warehousing, international trade, customs clearance and settlement, financial services and other high-end business and trade services.

Besides, we should also promote the popularization and application of internet of things, cloud computing, big data, and other new



此外，还应大力推进物联网、云计算、大数据等新一代信息技术在港口的推广应用，如通过打造港口数据云服务平台，发展基于大数据的高品质增值服务新业态，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；运用传感技术、网络技术和数据处理技术，建立物流信息采集、处理和服务的信息交换共享体系，以提高物流作业效率和安全；通过车联网、船联网等工程技术，加快推进集装箱的铁水联运。

主要指向五：

充分发挥港城相互作用机理，以可持续发展为原则，促进港城协调发展。

“港以城兴，港为城用”，港口与城市之间存在密切的物资、能量和信息互动关系，共同构成一个相互作用的内生系统。港城互动是港口城市发展的重要驱动力，一定程度上决定了港口城市走向及在全球国际分工中的地位；而城市产业、资源的支撑是港口持续发展的保障，港城之间只有相互促进、相辅相成，才能实现共同发展。

当前，我国港城关系呈现两种冲突：一是部分老港区随着城市的不断推进，与城市在交通、环境、亲水岸线等方面的冲突不断加剧，需要适时调整功能或退出港口功能；另一方面，广州南沙、营口鲅鱼圈、大连长兴岛、天津大港、日照岚山等一批新港区的开发，在带动周边城市发展的同时，反过来又与新港区在交通、资源和环境等方面产生了矛盾。

应该说，港城之间的冲突关系不可避免，关键在于坚持科学的规划方法和适当超前的规划理念，统筹港口与城市的一体化规划，适当预留发展空间或增设缓冲区，以增强规划的弹性；其次，在港城发展的不同阶段，通过合理的规划和政策导向，分别给予城市或港口相应的优先发展权利，以突出主要矛盾，更好地发挥特定阶段下城市或港口的不同带动作用；第三，充分利用科技创新等手段，加强对港口发展环境包括污染、环保、噪音等方面的治理，提高岸线和土地资源利用率，实现与城市发展的有机融合。

generation of information technologies in the ports. For example, by constructing the port data's cloud service platform, we can develop the new format of value-added information service with premium quality based on the big data, achieve centralized resources management and integrated application, and enhance the integrated service capability and standard of port's logistics supply chain; by adopting sensor technique, network technology, and data processing technology, we can establish the information exchange and sharing system for logistics data collection, processing in order to improve the efficiency and safety of logistics works; by using the internet of internets, internet of ships, and other engineering technologies, we can accelerate the rail-sea transportation of containers.

Key direction five: Give full play to port-city interaction mechanism and promote the coordinated development of port and city with the principle of sustainable development

"The prosperity of the port relies on the city; while the port should service the development of the city". This statement demonstrates the close relationship between the port and the city in terms of interaction of resources, energy and information. The interaction between port and city is the important driving force of their development, which also determines its global position to some extent; the support from the city's industries and resources is the guarantee of the port's sustainable development, and only the mutual promotion and complement between city and port would lead to their synergistic development.

Nowadays, the relationship between city and port present itself in two conflicts: firstly, it is the intensification of conflict of the old port area with the city in terms of transportation, environment, and the shoreline with the continuous development of city; on the other hand, with the development of some new port areas like Nansha of Guangzhou, Bayuquan of Yingkou, Changxing Island of Dalian, and Lanshan of Rizhao, there are conflicts with the new port areas in terms of transportation, resource, and environment.

It is fair enough to assume the inevitability of the conflicts between city and port and the crucial point is to stick to scientific planning and appropriately advanced planning concept to coordinate the integrated design of port and city, reserve some development space or increase some relief area, aiming at increasing the flexibility of the planning. Secondly, in the different phases of port and city development, give the respective priority rights to the city and port, in order to highlight the main conflicts and give better play to the city and port's driving functions in certain phases. Thirdly, give full play to the methods like scientific innovation, improve the treatment of pollution, noise and other environment problems generated by port development, enhance the utilization rate of shoreline and land resource, and achieve the orderly integration with the city.

Key direction six: Give full play to the decisive function of market in terms of resource allocation and improve the process of

主要指向六：

充分发挥市场在资源配置中的决定性作用，以体制机制改革为手段，完善港口市场化进程。

港口应该是交通运输领域市场化程度最高的行业，同时又因其对地方经济和国家安全的重要作用成为区域垄断、行政垄断的重要对象，港口市场缺乏应有的活力。如港口装卸仍实行政府指导价与市场调节价双重机制；港口岸线开发的地区保护主义明显；各级政府对港口企业的投资经营活动频繁干预；部分地区岸线资源的获取不符合市场配置规律造成岸线资源浪费等等。

因此，“十三五”期，应进一步开放港口市场，通过体制机制创新发挥市场在资源配置中的决定性作用：一是继续推进港口管理体制改革，充分发挥各级政府积极性，实现行业管理与具体执行的有机统一；二是建立权力清单制度，逐步减少下放行政审批项目，简化审批程序；三是真正实现“政企分开”，减少政府干预，实现港口集团的自主经营决策，自担风险；四是进一步规范港口岸线的市场化配置机制，鼓励跨区域投资港口，促进区域市场的一体化发展；五是逐步推进港口收费的市场化改革，逐步完善价格形成机制，合理调整收费结构和标准，放开竞争性环节收费，规范港口企业价格行为。

marketalization of the port by institutional mechanism reform

The port should be the industry with the highest standard of marketalization in the transportation field. However, its important function to local economy and national security also contributes to the fact that it is the significant subject of regional monopoly and administrative monopoly, which leads to the lack of vitality of the port market. For example, the port's loading and unloading charges are still under the dual pricing mechanism of government's guiding price and market's adjusting price; the regional protectionism in port shoreline's development is still very evident; intervention from governments at all levels to the port's investment and operations is still very frequent; the acquisition of shoreline in some places is not conformed to market allocation rule, which leads to the waste of shoreline resource.

Therefore, during the 13th Five-Year Plan period, we should further open up the port market, give full play to market's decisive function in resource allocation by institutional mechanism innovation. Firstly, we should continuously promote the port management system reform, give full play to the roles of governments at all levels, and achieve the integration of industry management and execution. Secondly, we should establish the power list system, reduce the items requiring administrative approvals step by step, and simplify the approval procedures. Thirdly, we should realize the "separation of government and enterprise" in its true sense, reduce government intervention, and let the port group be the decision maker and responsible person for its operations. Fourthly, we should further standardize the market allocation mechanism, encourage port investment across regions, and promote the integrated development of regional market. Fifthly, we should improve the market-oriented reform of port charges step by step, improve the pricing mechanism, adjust the charging structure and standard, set free billing at the the competitive segments, and standardize the port enterprises' billing activities.



航运电商平台在路上

E-COMMERCE INSPIRATION FROM THE INTERNET THINKING

文/刘俊 (航运交易公报)

By Liu Jun (Excerpted from Shipping Exchange Bulletin)



互联网改变了世界，包括航运业。基于互联网技术的电商业务为航运业带来比以往任何时候都要激烈的全球化竞争，这是挑战，更是机遇。航运企业如何在新一轮发展中超越行业低谷？或许，电商平台是不错的突破点。一千个人就有一千个哈姆雷特，因此，不妨从业内现状出发，勾画当下航运电商平台众生态。



中谷海运：注重客户端服务

中国沿海集装箱运输企业——中谷海运已开始建设电商平台。其官方网站专门有一个板块：“电商体验”，内容涉及网上订舱系统、手机订舱系统、网页订舱系统、微信服务平台以及IC卡支付系统。

中谷海运信息部经理李大发对《航运交易公报》记者表示：“目前的航运电商平台与人们日常生活中的电商平台是有区别的，倒不是技术手段达不到，而是航运本身的业务特点不允许这样做。”

以中谷海运实务为例，从运价和舱位开始，很多都需要船货双方协商；订舱之后，中间环节很多，提箱、验箱、验货等也需要面对面协商；付款也不是提前支付，可能运完货之后几个月再付。“需要强调的是，航运运价并不是标准化产品，因此中间过程不能纯粹通过线上平台完全实现。”李大发说道。

目前中谷海运提供的电商体验究竟有哪些功能呢？李大发介绍：“可以在网上直接下载打印委托书、提货单等，可以实现货物和船舶跟踪。此外，比较关键的是，我们订舱提供的是客户端服务，最先是装在客户电脑上，之后有了网页版、手机版，还有微信等，几乎可以通过所有的客户端连接我们的平台。”

对于中谷海运是否有计划与其他电商平台进行合作，李

The Internet has changed the world, including the shipping industry. The E-commerce, based on Internet technology, has brought forth global competitions fiercer than ever, which can be seen as challenge as well as an opportunity. What will the shipping enterprises do to overwhelm the low ebb of the shipping industry in the new round of development? Maybe E-commerce platform is a breakthrough. There are a thousand Hamlets in a thousand people's eyes. Now, let's just start from the current situation of the shipping industry to describe the environment of the E-commerce shipping platform.

Zhonggu Shipping Co., Ltd: prioritize the client service

The Chinese coastal container shipping enterprise Zhonggu Shipping has started building its E-commerce platform. A special item, named E-commerce experience, is set up on its official website whose contents consist of on-line container booking system, mobile phone container booking system, website container booking system, Wechat service platform and IC card payment system.

Li Dafa, manager of the information department of Zhonggu Shipping Co., Ltd, said to the reporter, "The current E-commerce shipping platform is quite different from that in daily lives, which doesn't mean the defect in technology but the business features of shipping industry decide its operation."

Take the practice of Zhonggu Shipping Co., Ltd as an example. The two parties of the shipping and the goods need to decide on the shipping price and containers; face-to-face talks are still needed in the following processes after the booking, such as picking up containers, checking containers and examining cargo; the payment is not made in advance perhaps a few month later after the cargo has arrived. "It should be pointed out that the shipping price is not a standard product, so its intermediate process can't be realized solely through on-line platform", said Li Dafa.

What are the functions of the E-commerce experience provided by Zhonggu Shipping Co., Ltd at present? Li Dafa introduced, "You can directly download and print the forwarding order and the bill of lading, as well as tracing the cargo and the ship. Besides, it should be emphasized that what we provide in container booking is client service, which starts from installation on PC, then on website, mobile phone and Wechat. Our platform is available and reachable through all current client connection."

As to the doubt whether Zhonggu Shipping plans to cooperate with other E-commerce enterprises, Li Dafa said, "There is not much point in cooperating with the public platform. For regular customers, it's quite convenient for them to contact us anywhere and anytime for software is installed in their PCs and mobile phones. There is no need

大发表示：“与公共平台展开合作，目前而言意义不大。对于老客户而言，我们的系统装在它的电脑、手机上，任何时间地点都可以很方便地联系我们，没有必要把我们的舱位放到其他平台上让客户换个通道。对于吸引其他中小客户，公共平台的作用也有限，沿海运输的客户相对有限，偶尔有一两家客户可以通过网站联系我们。”

中谷海运相关人士也对《航运交易公报》记者表示：“目前多家船东的电商平台基本仅限于服务自身客户，除非将来出现一个有足够实力的第三方电商平台，能让足够的客户在上面自由竞争，包含各种舱位和价格。其中最关键的是有订舱后不能随意退单之类的限制，否则会搅乱市场，而这样的规则必须是所有平台参与者都能接受。此外，舱位供给量与市场需求量间的平衡，也是成功电商平台必须考虑的问题。”



泛亚航运：一边交易一边体验

去年10月28日，中远集运旗下的泛亚航运全面推出电商平台——“泛亚航运电商”，宣告在内贸集装箱业务上实现全程运输服务电子商务销售平台。

泛亚航运副总经理李红光对《航运交易公报》记者表示：“我们希望从内贸业务开始，探索航运电商平台建设。经过9个月运作，所有的内贸航线都已全面上线，在‘泛亚航运电商’上实现‘一站式服务’。接下来，外贸航线也将陆续上线。”

“泛亚航运电商”的一大核心功能是引入第三方支付引擎，对此李红光表示：“目前‘泛亚航运电商’在线支付走银联和银行通道，交易情况还算顺利。实际上，我们提供多种支付方式：在线预付、现付、也有货到付款，或给予一定信用期。”

对于航运电商平台的发展，李红光坦言：“目前来看，行业内还没有一个成熟的模式，大家都在摸索。‘泛亚航运电商’比较公开透明。比如最近推出为期一个月的夏季促销活动，已运行两周，很受客户欢迎，一周交易量约是过去的

to have our customers change into another channel by putting our containers on other platforms. For small and medium customers, the function of public platform and the number of coastal shipping customers are both limited, only one or two can occasionally reach us through website.”

Insiders in Zhonggu Shipping also said to the reporter of Shipping Exchange Bulletin, “At present, several shipping enterprises form E-commerce platform only to serve their own customers. Unless a third party with powerful E-commerce platform emerges and has enough customers to compete freely on the platform including various kinds of containers and prices. An utmost important limit should be set on casual withdraw after booking of containers, without which the market will be in chaos. But not all participants on the platform will agree with this rule. Besides, the question how to keep the balance between the supply of containers and market demands must be considered to a successful E-commerce trader.”

Shanghai PanAsia Shipping Co., Ltd: trade and experience at the same time

Last year on 28th October, Shanghai PanAsia Shipping Co., Ltd, as a subordinate of China Ocean Shipping Group Company, initiated its overall E-commerce platform Shanghai PanAsia Shipping Electric Commerce, which served as a E-commerce trading platform to realize whole course shipping service in domestic container shipping business.

Li Hongguang, vice general manager of Shanghai PanAsia Shipping Co., Ltd, said to the reporter of Shipping Exchange Bulletin, “We hope to start from domestic trade business to explore the building of E-commerce platform. After 9 months’ operation, all domestic trade shipping routes have come online and “one-stop” service has been realized in Shanghai PanAsia Shipping Electric Commerce. In the next step, foreign trade shipping route will come online.”

One of the main core functions of Shanghai PanAsia Shipping Electric Commerce is the introduction of third-party payment engine. Li Hongguang pointed out that: At present, Shanghai PanAsia Shipping Electric Commerce takes Union Pay and Bank as its online payment channel, which is quite successful. Actually, we provide various ways of payment: online payment in advance, cash payment, payment on delivery or payment within credit period.

As to the development of shipping E-commerce platform, Li Hongguang frankly said, “For now, there is still no mature model in the shipping industry, everyone gropes their ways. Shanghai PanAsia Shipping Electric Commerce keeps itself open and transparent. For example, the one-month long summer sales promotion activity launched recently has won popularity among customers in the past two weeks, the trading volume of a single week is as 15 times as that in the past. The Shanghai PanAsia Shipping Electric Commerce wishes to gain more customer group through sales promotion activities and know the consuming habits of customers through

15倍。‘泛亚航运电商’希望通过促销活动积累更多客户群，并通过网上自主订舱数据，了解客户消费习惯，把握客户最新服务需求，提升客户体验度。”

据李红光介绍，“泛亚航运电商”最初的市场定位是面向中小客户，“但目前定位有所改变，对所有客户开放，一方面是交易功能，另一方面是体验功能。”

至于有哪些体验功能，李红光坦言：“体验功能还在摸索，目前正在汇总客户需求，希望与传统模式有所区别，不管是大客户还是小客户，都能从中感受到简单方便快捷。如果简单地把线下的东西搬到线上来，没有太大意义。总之，‘泛亚航运电商’除了价格透明、在线交易、支付、追踪等功能之外，还希望能提供与原来线下交易不同的流程和体验。”

未来“泛亚航运电商”是否会发展成为第三方平台，李红光表示：“初期就定位于第三方平台不现实，因为缺乏市场信任度。我们将根据客户的反馈情况再决定往哪方面发展。”此外，李红光透露，“泛亚航运电商”有可能会寻求与第三方平台合作，“当然，光说概念不成，我们要先做出来再说，我们是实干家。”



中海集团：携阿里掘金大数据

7月11日，中海集团旗下的中海集运、中海科技与阿里巴巴集团（阿里集团）旗下的阿里巴巴（中国）网络技术有限公司签署合作协议。中海集团和阿里集团将发挥各自的资源优势和行业经验，在跨境物流电商领域开展深度合作，力求为中小微客户提供“低成本、高标准”的特色跨境物流服务。

在中国航运企业纷纷自建电商平台的趋势下，中海集团为何另辟蹊径联手阿里集团共建电商平台呢？

一位中海集团高层人士对《航运交易公报》记者表示，阿里集团有着中国最大的中小企业外贸数据平台，每年全球的贸易额达到180亿美元，而且还在以年均300%的速度增

analyzing the data of online container booking to grasp the newest service demand of customers and improve the experience of customer.

As Li Hongguang put it, Shanghai PanAsia Shipping Electric Commerce firstly put its market positioning on small and medium clients. But now it has been changed and faces all clients with two functions. One is trading function, and another is experiencing function.

As to the content of experiencing function, Li Hongguang frankly said, “We are still groping the experiencing function and gathering the need of clients. We hope to make it different from traditional mode, from which the client no matter small or big can enjoy its convenience and efficiency. There is no point in simply moving off-line things to online. In a word, apart from the functions of transparent price, online trading, payment and tracing of Shanghai PanAsia Shipping Electric Commerce, we also hope to provide trading process and experience different from that off-line.”

As to the doubt whether Shanghai PanAsia Shipping Electric Commerce will grow to be a third party platform, Li Hongguang put it, “It is unrealistic to set our goal on becoming a third party platform for we still lack trust from the market. We will decide our development direction based on the feedback of clients.” Besides, Li Hongguang revealed that Shanghai PanAsia Shipping Electric Commerce probably seeks cooperation with a third party platform. Just talking about ideas is of course insufficient, we shall make it before speaking it out for we are doers.

China Shipping Group: digging gold from big data with Alibaba Group

On 11th July, China Shipping Container Lines and China Shipping Science and Technology, as subordinates of China Shipping Group, signed a cooperation contract with Alibaba (China) Network Technology Co., Ltd, a subordinate of Alibaba Group. China Shipping Group and Alibaba Group will conduct in-depth cooperation in cross border logistics E-commerce field based on the resource advantages and industry experience of both parties, striving to provide small, medium and micro clients with “low price and high standard” cross-border logistics service.

Facing the trend that China’s shipping enterprises building the E-commerce platform of one’s own, why does China Shipping Group take another way of joining hands with Alibaba Group to co-build an E-commerce platform?

A senior executive in China Shipping Group said to the reporter of Shipping Exchange Bulletin that Alibaba Group holds the largest foreign trade data platform of small and medium companies with the international trade volume of 18 billion dollars and 300% annual growth rate. Now Alibaba Group is vigorously expanding international business. In its O2O (one-line to off-line) ecological closed loop of the international E-commerce logistics, shipping transportation is just

长。“当前阿里集团正在大力开拓国际业务，而在国际电商领域物流O2O（线上到线下）生态化闭环中，欠缺的正是海运环节，中海集团刚好可以补上这个缺口。”上述人士强调说，中海集团与阿里集团的成功对接，可以说是“利用阿里集团的大数据完成阿里集团O2O生态闭环的‘最后一公里’。”

当然，中海集团选择与阿里集团合作，看重的是后者海量的中小客户规模，如果阿里集团贸易额不断增长，其集装箱生成量将非常可观。若能成功引流则将极大增加中海集团的客户量及盈利能力，而众多中小企业也能借助于阿里集团，取得与中海集团的议价能力。因而，双方的合作最终可以缩短物流行业链条，提升物流效率，降低物流成本，使利润回流中小客户和航运企业，实现双赢乃至多赢。

上述中海集团高层人士表示，选择与阿里集团合作共建电商平台主要基于中海集团“不要拥有，要整合”的合作理念。



中国外运：坚定B2B平台方向

去年10月31日，中国外运股份有限公司（中国外运）宣布进入航运电商领域。中国外运打造的航运电商平台——“海运订舱网”试图从信息交互延伸到交易环节乃至终端服务环节。中国外运华东有限公司海运分公司总经理唐雪春对《航运交易公报》记者表示：“‘海运订舱网’运行至今，有些‘叫好不叫座’，感慨良多。主要原因在于，我们的电商模式是B2B，与市场上C2C和B2C模式有明显区别。B2B模式需使行业内个体用户先要转换成企业用户才能成为客户，中间环节更多。”

但唐雪春坚定地认为，“海运订舱网”的发展方向是正确的。“电商平台发展的第一阶段可以称之为1.0版本，就是仅仅搭建一个线上平台，并不涉及到后端服务。现在电商平台进入2.0版本，除交换信息外，更多地需要介入到后端的交易服务，这就是‘海运订舱网’与目前市场上其他公共订舱平台的区别。‘海运订舱网’的品牌效应已经显现，有很多人关注，也认同这个模式和相关服务。集装箱领域内，几乎只有这个平台是真正集信息和交易于一体的。”

what it lacks, where China Shipping can well fill this gap. The above-mentioned executive emphasized that the successful linking-up between China Shipping Group and Alibaba Group can be regarded as taking advantage of the big data of Alibaba Group to complete the 'last one mile' of Alibaba Group's O2O ecological closed loop.

Of course, what really matters in China Shipping Group's cooperation with Alibaba Group is the latter's vast number of small and medium clients. If the trading volume of Alibaba Group continues increasing, the incurred production volume of containers is sure to be considerable. If this trading volume can be successfully directed, it will greatly increase the client number and profits of China Shipping, at the same time vast number of small and medium companies can get the negotiation right over price with China Shipping under the help of Alibaba Group. Therefore, the mutual cooperation will finally shorten the chain of logistics, improve efficiency and cut down the cost of logistics to realize backflow of profit to small and medium clients and shipping enterprises, as well as win-win even multi-win results.

The above-mentioned senior executive in China Shipping Group pointed out that the cooperation with Alibaba Group on co-building E-commerce platform stems from the cooperative concept of "Pursuing not ownership but integration".

Sinotrans: firmly stand in the direction of B2B platform

On 31st October last year, Sinotrans Co., Ltd announced its step in the shipping E-commerce field. The shipping E-commerce platform built by Sinotrans, named Shipping Container Booking Website, seeks to expand information exchange into trading link even terminal service link. Tang Xuechun, general manager of the Branch Company of Shipping of Sinotrans East China Co., Ltd, said to the reporter of Shipping Trade Bulletin, "We hold mixed feelings from initiating the Shipping Container Booking Website till now because it is "popular but not promising" in other people's eyes. The main reason is that the E-commerce mode we adopt now is B2B, apparently different from C2C and B2C mostly seen in the market nowadays. B2B requires the individual consumer to be changed into enterprise then become our client and the intermediate links are more complex."

But Tang Xuechun firmly believed that the developing direction of "Shipping Container Booking Website" is right. The first stage in the development of E-commerce platform can be called Version 1.0, which just builds up an on-line platform without considering the back-end service. Now the platform has entered the Version 2.0, which not only includes exchange of information but also requires more engagement in back-end service, which is just where the difference between the Shipping Container Booking Website and other public shipping container booking platform lies. Its brand effect has appeared and won certain popularity and acceptance of its mode and relevant services. In the shipping container field, almost only this platform actually integrates information and trade in one.

目前，“海运订舱网”提供的信息只局限于以上海作为始发港的航线，但唐雪春认为，其最大的作用是吸引异地中小客户。“在本地市场，‘海运订舱网’可能更多地作为信息参照物，大家上来都看舱位和价格等信息，然后就着熟悉的渠道进行线下交易。但是对于外地的中小客户就不一样了，对它们而言，不仅找到了价格供应方，还找到了代理，网站还能提供风险管理。”

唐雪春坦言，目前“海运订舱网”希望能够将口岸覆盖面从上海扩大到全国其他港口，至少是沿海大港。“尽管集团内部还存在竞争关系，但从下半年开始，我们将尝试向其他口岸配线，逐渐推广至全国。”

对于未来的发展，唐雪春表示：“从电商的发展方向来说，相关企业都在做平台，在B2B市场，目前还没有一家特别权威的航运电商平台。企业都意识到平台的价值，就是看谁能将这个平台做起来。‘海运订舱网’从一开始就定位于公共平台角色，我们有自己的空间，现在就是要在范围和人气上下功夫。”

（来源：航运交易公报）

At present, the information provided on Shipping Container Booking Website is only limited to shipping routes originating from Shanghai. But Tang Xuechun holds that its biggest function is attracting small and medium clients from other places. In local market, Shipping Container Booking Website is more regarded as a reference of information, which means people come to this website to explore the information on container and price etc then conduct off-line trade through their familiar channels. But to small and medium clients in other places, they can find price providers as well as agents on this website which can also provide risk management.

As Tang Xuechun frankly put it, the present "Shipping Container Booking Website" seeks to expand the port coverage from Shanghai to other ports nationwide, at least major seaside ports. Although competition exists inside the Group, we decide to arrange routes in other ports and gradually promote it nationwide.

As to the future development, Tang Xuechun said, "From the development direction of E-commerce, relevant enterprises are building their own platforms. In B2B market, there is no shipping E-commerce platform with enough authority now. The value of this platform has been aware of by enterprises, but who can build it up and make it big enough remains a question. "Shipping Container Booking Website", from its beginning, set its role as a public platform. We already have our own space, now we should work hard on expanding its scope and winning more popularity."

Source: Shipping Trade Bulletin



从工程管理到智慧管理

文/谷欣

管理，是一门科学，更是一门艺术。

随着社会的发展和市场竞争的激烈，工程规划、设计、施工、监理等工程领域的项目管理内容已经发生了全新的变化，在项目管理过程中既需要具备工程项目的知识，同时还需要面对其自身独特的挑战，包括：项目工期、项目环境保护、预算、项目安全、项目人员及项目参与者所需面对的各种压力等。不断提升的项目多变性、复杂性，准确的预期收益，日益更新的技术创新，灵活有效的资金运筹与管理，以及国内外竞争环境等都对工程管理团队提出了更高的要求和挑战。

7月6日至13日，在同济大学举办的盐田港集团工程管理高级研修班在课程中，将不断发展创新的工程项目管理与工程项目生命周期及管理实践相结合，将自贸区政策及管理与发展相结合，将工程建设及管理的新技术对传统行业的改变及影响相结合……从创新思维和工作思路层面，让来自不同的单位和不同的岗位的69名学员，对工程项目的内涵和外延有了更深刻的认识，更重要的是，他们结合自己的工作岗位和工作实践，从工程管理的科学方法出发，创新性地管理理论运用于工作实践，得出了自己对工程项目管理乃至管理学在各个维度的新认识。

从理解理论，掌握原理和技能，再到开拓思维，创新运用，是员工沉淀能力的过程，也是技术人员从知识化到智慧化的过程，更是管理者的能力和修养深化的必由路径。

这或许才是盐田港集团开设工程项目管理专业高级研修班的目的。

FROM PROJECT MANAGEMENT TO WISDOM MANAGEMENT

By Gu Xin

Management is not only a science, but more an art.

With the development of society and the fierce market competition, new changes have been taken place in project management of planning, design, construction, supervision and other fields. During the project management process, there is a need to have both fundamental knowledge of projects and preparation for the challenges, which include: schedule, environmental protection, budget, safety, staff and all kinds of pressure faced by project participants. The continuous enhancement of variability and complexity of project, accurate expected return, updating technological innovation, flexible while efficient flow and management of funds, as well as competitive environment, domestically and internationally, will all put forward higher requirements and challenges to the project management team.

From July 6 to 13, the curriculum of engineering management advanced training classes held by Yantian Port Group at Tongji University integrated both developing innovative project management and project life cycle and management practice. These were combined with the FTA policy and management with macroeconomic development plus the changes and impacts of project construction and management new technologies on traditional industries. All these were aimed to enable 69 participants from different units and different positions to have a more profound understanding on the connotation and extension of project management from innovative thinking and operation level. More importantly, they could also combine their experiences to apply management theories into practices innovatively so as to draw up their own new understandings of project management and management science in various dimensions.

The process of understanding theories and mastering principles and skills to broadening the horizons and innovative implementation is the process for setting foundation for the staff, to turn knowledge to wisdom for technicians and the necessary path to enhance capabilities of managers.

Perhaps this is the real purpose for Yantian Port Group to hold project management professional advanced training classes.



借鉴老子道家思想 对建设工程项目管理的思考

REFLECTION ON LAO TZU AND TAOIST THINKING IN CONSTRUCTION PROJECT MANAGEMENT

文/肖明俊（盐田港集团）

By Xiao Mingjun (Yantian Port Group)



二千多年前，春秋战国时期，中华民族孕育了先秦诸子百家之一的道家。期间，有位“老先生”（或许是若干人）著作了《老子》（也叫《道德经》）。《道德经》简短五千字，却博大精深，哲学思想极精练、极丰富，甚被古今中外看重。世人读之，各有所得。站在现代立场，运用现代观念，对老子道家思想遗产重新领悟和认识，在建设工程项目管理领域，值得借鉴。

More than 2,000 years ago, during the Spring and Autumn Period and the Warring States Period, Taoism, as one of the most prominent philosopher among the pre-Qin dynasty's scholars, was born in China. An "old man" (also could be several person) wrote the book Lao Tzu (also known as the Tao-te Ching). Tao-te Ching has only 5000 words, however, it is both extensive and profound and its refined and rich philosophy thinking that has been attached great importance by people from home and abroad, in ancient and modern times. Everyone can get something from reading the Tao-te Ching. Standing on the modern position, rethinking and reflection on the Taoism thinking with a modern concept is worth learning in the management of construction project field.

一、老子道家思想的智慧

老子哲学有明晰肯定的宇宙观。由宇宙观，引申出世界观、人生观，以及应对宇宙、应对世界、应对人生的战略。我们从建设工程项目管理相关方面，吸取、借鉴老子道家思想的智慧。

1. The Wisdom of Lao Tzu and Taoist Thinking

Lao Tzu's philosophy has a clear and definite concept of the universe. This concept of the universe gives birth to a concept of the world and life and the strategy of coping with the universe, the world, and our life. We should learn and borrow Lao Tzu and Taoist Thinking wisdom in the management of construction project.

（一）老子的宇宙观

(1) Lao Tzu's concept of the universe

老子提出“道”，这是老子道家思想的理论支点。“道可道，非常道。名可名，非常名。无名，万物之始；有名，万物之母。”（《道德经》第一章）。“道生一，一生二，二生三，三生万物。”（《道德经》第四十二章）。老子认为，宇宙万物包括自然界、人类社会和人的思维等一切运动，都遵循着自然规律，这就是“道”。天，古代指宇宙，从道而来。“道”创生万物。宇宙万物的总根源是“道”，对于千姿百态的万物而言，“道”是独一无二的。老子对“道”的尊崇，完全源于对自然和自然规律的诚信。

Lao Tzu put forward the concept of "Tao", which is the standpoint of Taoism thinking. "Tao that can be described is not universal and eternal Tao. Name that can be named is not universal and eternal Name. Without any name is the beginning of everything; a name is the mother of all things." (from the first chapter of Tao-te Ching). "Tao gives birth to the one, the one gives birth to the two, the two gives birth to everything" (from the 42nd chapter of Tao-te Ching). Lao Tzu believes that everything in the universe, including the nature, human society, human's thinking, and all other movements, obeys the natural rules, which is the "Tao". The sky represented the universe in ancient times, coming from the "Tao". The "Tao" creates everything. Everything in this universe has one root, the "Tao", which is unique from everything in their all variation. Lao Tzu's spoke highly of "Tao" is all rooted from his believe towards the nature and the natural rule.

（二）辩证法

(2) Dialectic

老子鲜明地提出了朴素的辩证法思想。“天下皆知美之为美，斯恶已；皆知善之为善，斯不善已。故有无相生，难易相成，长短相形，高下相倾，音声相和，前后相随。”（《道德经》第二章）。“反者，道之动也。”（《道德经》第四十章）。“曲则全，枉则直，洼则盈，敝则新，少则得，多则惑。”（《道德经》第二十二章）。老子认为，世间万物存在，都具有相互依存、相互联系、相互作用的关系，客观世界具有对立统一的规律，对立统一是永恒的、普

Lao Tzu vividly put forward the simple dialectic theory. "The whole world takes the beautiful as the beauty, and then the ugly clear; the whole world knows about the kindness, and then the evil is clear. Therefore, something and nothing are complimentary, difficult and easy are complimentary, long and short are complimentary, high and

遍的法则。事物的发展和变化，都是在矛盾对立的状态中产生的。对立着的双方互相依存，互相联结，并能向其相反的方向转化。

(三) “无为而治”

处于矛盾对立的客观世界，人们应当如何对待？老子提出了“无为”的观点。“为无为，事无事，味无味。”（《道德经》第六十三章）。“道常无为而无不为。”（《道德经》第三十七章）。“治大国，若烹小鲜。”（《道德经》第六十章）。老子所说的无为，并非不为，而是不妄为，不非为。“无为”不是无所作为，随心所欲，而是要以辩证法的原则为指导，寻找顺应自然、遵循事物客观发展的规律。“无为而无不为”是老子提出来的极富智慧的命题。“无为”表面看来，似乎是一种后退的手段，但其真正的目的，则在于避开前进中所存在的矛盾和问题，从而占据主动，以达到“无不为”的最终目的。用无为的手段达到有为的目的。

无为而治乃大治。在政治上，汉初“黄老无为之治”造就了历史上有名的“文景之治”；在管理上，世界很多著名企业应用此思想，顺应自然，给员工宽松的工作环境，不强制干预，员工能够充分发挥自己的积极性、主动性和创造性，取得了巨大的成功。

二、建设工程项目管理

美国项目管理协会（PMI）对项目和项目管理的定义[4]，“项目是为创造独特的产品、服务或成果而进行的临时性工作。”“项目管理就是将知识、技能、工具与技术应用于项目活动，以满足项目的要求。”项目管理过程归纳为五类：启动、规划、执行、监控和收尾。单个项目的项目管理内容包括有：项目整合管理、范围管理、时间管理、成本管理、质量管理、人力资源管理、沟通管理、风险管理、采购管理等。英国皇家特许建造学会（CIOB）对工程项目管理定义[5]为“从项目的开始到项目的完成，对项目进行全过程的计划、协调和控制，它的目的是为了满足业主要求，并在给定的费用和所要求的质量标准下，按时完成具有一定功能和经济实用性的项目。”我国《建设工程项目管理规范》[6]对建设工程项目和建设工程项目管理的定义，建设工程项目是“为完成依法立项的新建、扩建、改建等各类工程而进行的、有起止日期的、达到规定要求的一组相互关联的受控

low are complimentary, sound and voice are complimentary, and the forward and backward are closely followed” (from the second chapter of Tao-te Ching). “The opposite is the movement of Tao” (from the 40th chapter of Tao-te Ching). “The lack is the complete, the curve is the straight, the less is more, the old is the new, the few is much, and the more is over” (from the 22nd of Tao-te Ching). Lao Tzu believes that everything in this universe has a co-dependent, co-related, and co-functional relationship, and the objective world is inherent with a rule of opposites' unity, which is the permanent and common rule. Everything's development and change are created in the state of contradictory and unity. The two opposite sides depend on and relate to each other, which can also transform into the opposite side.

(3) “Governing by doing nothing”

Being in the contradictory and unity of the objective world, how should human deal with the concept of “doing nothing” proposed by Lao Tzu? “Doing nothing, doing anything, and taste nothing” (from the 63rd of Tao-te Ching). “Doing nothing of Tao is doing everything” (from the 37th chapter of Tao-te Ching). “Governing a huge country is like cooking a small home meal” (from the 60th of Tao-te Ching). The doing nothing proposed by Lao Tzu does not mean doing nothing at all, but never indulging and never doing the wrong thing. “Doing nothing” is not never doing anything and doing what ever we want, but to be guided by the principle of dialectic in the search for the rule that conform to the nature and the rule observed by everything's objective development. The statement of “doing nothing is doing everything” is the wise statement proposed by Lao Tzu. From the most obvious perspective, “doing nothing” seems to be a way of going backward, however, its true purpose is to avoid all the paradoxes and problems that exist in the way forward, with the aim of achieving the ultimate goal of “doing everything” as being at the initiative position. Adopting the method of “doing nothing” is to achieve the goal of doing something.

Governing by doing nothing is the macro way of governing. In politics, the “Huang-Lao's governing of doing nothing” in the beginning of Han dynasty created the famous “Rule of Wen and Jing” in history; in administration, many famous enterprises around the world adopt this idea, for they conform to nature and create a relaxing working environment for their employees without compulsory intervention so that the employees can give full play to their enthusiasm, initiative, and innovation, which could lead to great success.

2. The Management of Construction Project

America's Project Management Institute (PMI) defines project and project management as follows: “a project is the temporary work that engages in the creation of unique product, service, and result”; “project management is to apply the knowledge, skill, and tool in the project, in order to meet the demands of the project”. The process of project management can be divided into five categories: the

活动组成的特定过程，包括策划、勘察、设计、采购、施工、试运行、竣工验收和考核评价等。”建设工程项目管理是“运用系统的理论和方法，对建设工程项目进行的计划、组织、指挥、协调和控制等专业化活动。”

建设工程项目是以实物形态表示的具体项目，它以形成固定资产为目的。建设工程项目除具备一般项目的特征之外，还具有固定性、一次性、不可逆性、整体性强、环境影响大、外界影响因素多、受到投资、时间、质量等多种约束条件的严格限制等特征。大多数建设工程项目还投资额巨大、建设周期长、管理复杂。

建设工程项目管理的每一过程，都体现计划（P）、实施（D）、检查（C）、纠偏（A）的动态管理。建设工程项目管理是一项复杂的系统工程，涉及到许多不同专业人员和专家的协调活动，以达到特定的目标，我们应当树立“项目成功建成是参建各方共同努力的结果”这一观念，业主（建设单位）的项目组织在参建各方中发挥核心作用。业主（建设单位）是项目管理的总策划师、总计划者、总组织者、总协调者、总控制者、总决策者、总集成者。[7]



launching, planning, executing, supervising, and ending. Every single project management's contents are: the integrated management of the project, range management, time management, cost management, quality management, human resource management, communication management, risk management, procurement management, and etc. The Chartered Institute of Building (CIOB) [5] defines project management as “from the beginning of the project to its ending, project management is to plan, coordinate, and control the whole process of the project, with a view of satisfying the owner's needs and finishing the project that has certain functions and economic usefulness on time with the given amount of money and under the demanded quality standard”. Our country's Construction Project Management Standard[6] also has definitions of construction project and its management. Construction project is a certain process that aims at finishing the new construction, construction expanding, construction modification and other different types of construction, with a fix date of starting and ending and a series of related controlled activities that reach the rules, including planning, surveying, designing, purchasing, executing, text running, final acceptance, and examination and evaluation. Construction project management is “to adopt a systematic theory and method in the planning, organizing, directing, coordinating, controlling, and other professional activities of the construction project management”.

Construction project management is a specific project that manifested by physical form, with a view of building a fixed asset. Besides the common characteristics of the ordinary project, construction project also features in its fixity, disposability, irreversibility, high integrity, great environmental influence, many outside influential factors, many constrains as investment, time, and quality. Many construction projects also have a huge amount of investment, long construction period, and complicated management.

Every process of construction project management represents the dynamic management of planning (P), doing (D), checking (C), and adjusting (A). construction project management is a complicated and systematic project, involving the coordination of many personnel of different expertise and other profession specialists, with the view of achieving a certain goal. We should establish a concept of “the success of the project is the result of every part involving in the construction”, while the owner's (construction unit) organization plays a key role in it. The owner (construction unit) is the major planner, organizer, coordinator, controller, decision maker, and integrator of the project management. [7]

3. Learning from Lao Tzu's Taoist Thinking in Construction Project Management

From the standpoint of the owner (the construction unit), learning from Taoism thinking, we have the following ideas about construction project management:

(1) Inspirations from Lao Tzu's concept of the universe

三、借鉴老子道家思想对建设工程项目管理的思考

站在业主（建设单位）角度，借鉴老子道家思想，对建设工程项目管理有如下思考。

（一）老子宇宙观的启示

老子宇宙观给我们的启示：不要受虚名所累，要顺应自然和自然规律。

正确理解建设工程的科学性。建设工程涵盖有诸多学科，技术上应符合科学技术发展水平，顺应自然规律。项目管理目标和计划的制订，也应符合当时的生产力水平和资源配置情况，不可超越“跳起摸得着”的极限。事实上，力所不能及的目标，终究是达不成的。

正确面对项目实施过程中的工程变更。设计文件是安排项目建设和组织施工的主要依据，设计一经批准，不得任意变更。但是，承包合同是基于承包范围、设计标准、施工条件等静态前提下签订的，由于建设工程项目具有不确定性、周期长等特点，而且科学技术也在不断更新发展，项目建设的目标需求也可能发生变化，承包合同在履行过程中，这种静态的前提往往会被打破，工程变更是建设工程实施过程中一般都会发生的事件。因此，一方面，我们不应武断地拒绝工程变更，我们应认识到发生工程变更是符合自然和自然规律的；另一方面，要以高度负责的精神和严格的科学态度对待工程变更，应在周密调查、分析研究的基础上，以有利于项目建设的目标为原则处理工程变更事件。

（二）老子辩证法思想的启示

老子辩证法思想给我们的启示：遵循客观规律办事，不可过分，不要走极端，否则会物极必反、盛极而衰；“难”与“易”是相反相成的，遇到困难时，不要打退堂鼓，要以坚忍不拔的意志，变难为易。

建设工程项目管理的总要求是在一定的约束条件和标准下实现总目标。总目标分解为若干分目标，项目管理是多目标管理的系统工程。各分目标之间是相互关联、相互依存的。如果过分、极端地追求某一单目标，而忽视多目标的协调，往往会适得其反。比如，违背了客观规律的“赶工”，往往会欲速则不达；过分超标准的质量要求，必然会带来造价的增加；过低的造价总会造成质量和安全的缺失等。成功

The inspiration from Lao Tzu's concept of the universe is that we should never be strangled by the fake fame and should always conform to nature and follow the natural rules.

Understand the scientific nature of construction project. A construction project covers many disciplines, which means that it should conform to the development level of science and technology and follow the natural rules. The establishment of the goal and plan of the project management should also obey the productivity and resource allocation condition, never going beyond the limit of "achieving within your ability". In fact, it is true that the goal that beyond one's ability will never be achieved.

Deal with the changes and adjustments in the process of project management execution correctly. The design plan is the major basis for arranging project construction and organizing execution, therefore, once approved; it should not be changed easily. The contract agreement is signed based on the contract range, design standard, execution condition, and other static factors; however, the construction project also features in its uncertainty, long lasting period, and many other characteristics, and the science is developing all the time and the project's goals and needs are changing too, all contributing to the fact that the static premises may be broken, which makes the project change as a common phenomenon in the construction process. Therefore, on one hand, we should never refuse to do any change in the project and should be aware of the fact that changes of the project is an aspect that conform to nature and natural rules; on the other hand, we should deal with all the project change with a high responsible and strict scientific altitude and handle the project changing accidents with a principle of benefiting the project based on careful investigation, analysis, and research.

(2) Inspirations from Lao Tzu's dialectics

Inspirations from Lao Tzu's dialectics are: follow the objective law, never cross the line, and never go extreme, otherwise the things will develop in the opposite direction and the flourish will become the decline; "difficult" and "easy" are opposite and complementary to each other, therefore, we should never go backward when facing difficulties and should adopt a persistent altitude in changing the difficult to the easy.

The general requirement of a construction project is the one that should be achieved under certain constrains and standards. The general requirement can be divided into several goals and project management is the systematic one of the multi-goal management. Each divided goal is related and co-dependent on each other. If we pursue one single goal in an excessive and extreme way and ignore the coordination of other goals, we will only end up with the opposite situation. For example, "working against the clock" that violates the objective rules will end up with never achieving the goal at all; the quality requirement that excess the normal standard will definitely cause the increase in cost; the much lower cost will lead to the deficient in quality and safety. A successful project management should allocate the resources in a reasonable way, in order to achieve



的项目管理应是合理调配资源，使各分目标协调实现，从而达到总目标。

项目管理应擅于将任务、目标多层次分解，化繁为简、化难为易。在遇到困难而一时无法解决时，也不妨应用老子的辩证法思想，先采取退让的办法，静观以待事情发生变化，然后再采取行动，从而达到目的。

建设前期策划(包括项目产品策划和建设实施策划)是确定项目目标及项目管理目标的一个重要工作，是项目建设成功的基本前提。因此，在项目前期阶段，要高度重视项目的策划与决策，准确回答为什么需要建这个项目？以及，怎样才能最好地满足需求？如果决策失误，因为建设工程的一次性和不可逆性，将会造成巨大的浪费。“在任何时候，做正确的事情永远比把事情做完美更重要，实践中最糟糕的情境是把一件错误的事情做完美了。” [7]

设计在工程建设过程中处于龙头地位，是整个工程建设的灵魂。设计质量对工程有决定性的影响，做好设计管理工作将使工程建设事半功倍。在设计未落实的情况下，我们不应盲目地为了虚名“项目开工”而仓促开工。仓促开工，最终还是欲速则不达。

（三）老子“无为而治”思想的启示

老子“无为而治”思想给我们的启示：

the coordination of every divided goal and fulfill the general goal at last.

Project management should be good at decomposing the task and goal by different levels, changing the complicated to the simple and the difficult to the easy. When we meet problems that can not be solved immediately, we can apply Lao Tzu's dialectics to go backward at first, waiting for it to change before taking other action to achieve our goal.

The preliminary planning of a construction project (including the product planning of the project and the construction execution planning) is an important work in determining the project's goal and management goal, which is the basic premise of the success of a construction project. Therefore, in the preliminary phase of the project, we should attach great importance in the plan and decision in order to answer the questions correctly, including why we should do this project and how can us better satisfy the needs. If there is any failure in our decision, it will lead to a huge waste because of the disposability and irreversibility of the construction project. "No matter at any time, it is more important to do the right thing than to the thing in a perfect way. The worst situation in practice is to do a wrong thing in a perfect way." [7]

Designing is the first important aspect in the process of a construction project and the soul of the project too. The quality of designing has a decisive influence on the whole project. Therefore, doing a right designing management work will yield twice the result with only half the effort. Without any fixed design, we should never blind ourselves in pursuing the fake success of "project launching" in a haste way. The haste start will never end up with the right destination.

(3) Inspirations from Lao Tzu's "governing by doing nothing"

Inspirations from Lao Tzu's "governing by doing nothing":

1. Make decision with prudence, never have the unrealistic fantasy of "being able to achieving much", and never crave for success and greatness.

2. Encourage following the objective rules to "doing something", seek truth from facts, bring subjective initiative according to circumstance, time, and condition, and oppose the "impulsive doing" that against the objective rules.

3. The smart administrator is full aware of following the natural rules and human's instincts, therefore can let the subordinates to give full play of their talents, fulfill their own responsibilities, have their own positions, and create a harmony atmosphere, without restraining them with too much rules and regulations, which could only lead to the opposite result.

4. "Simple" is the most clever way of managing. The macro framework and major principles are a must, which is "having something"; the over tedious rules and regulations should deleted, which is "having

1、决策要谨慎，不要不切实际的“大有作为”好大喜功。

2、鼓励顺应客观规律去“为”，实事求是、因地制宜、因地制宜、因事制宜地去发挥主观能动性，而反对违背客观规律去“妄为”。

3、高明的管理者应懂得自然之道、顺应人的天性，让下属各尽其能，各守其职，各得其所，相安无事，而切忌用过多的条规制度来进行强制性约束，否则会适得其反。

4、管理以“简”为上。既要建立大框架、大原则，此为“有”；又要精简细微的条例、规章，此为“无”。“精简”是管理的精髓。

5、管理者要擅于放权给被管理者，让他们依循自然大道，快乐、轻松地工作和生活。这样，他们才会自发自愿地发挥积极性，主动把工作当做使命看待，也就自然不会偷奸耍滑、作奸犯科。所以，管理者虽“无为”，却能收到“无为”的效果。

建设工程项目管理不同于生产定型产品的工厂可计件定量考核，也不同于坐班文员可限时考勤。建设工程的特征决定了更应充分发挥参建各方人员的主观能动性、积极性和创造性。老子道家思想“无为而无不为”是管理的最高境界。在建设工程项目管理方面，一是应强化参建各方人员的使命感和责任心；二是要建立简明的管理制度和实施方案、计划，总的原则是简单明确，科学可行、可操作、可实现；三是要划定层级、分工、明确责任；四是应给予充分的信任、分级授权、各尽其职。总之，就是做应该做的事、不强约束不该约束的事。

“无为而治”也应有相应的管控措施作保障。一是使用合适的人，重用品行端正、自重自爱的人。“贵以身为天下者，若可寄天下。爱以身为天下者，若可托天下。”（《道德经》第十三章）；二是强化策划管理。实施方案、计划应经审批，审批的实施方案、计划作为项目管理的执行和考核的依据；三是备案审查。授权事项实施后，应及时向上级备案，这样既确保了项目管理的效率，同时通过备案审查，上级如发现有不妥之处，可及时纠偏；四是正确引导，考核激励。上级对下级，通过目标考核和激励等手段，明确传递鼓励什么、反对什么，从而引导项目成功达成。

借鉴老子道家思想，对建设工程项目管理思考的结论：建设工程项目管理应“策划先行、各尽其职；尊重科学、注重效率；分级授权、有效管控。”

nothing". "Simplification" is the essence of management.

5.The administrator should be good at delegating powers to the people being regulated to let them follow the natural rules and conduct their work and life in a happy and relax way. Only in this way can they give play to their zeal and treat the work as their mission voluntarily and willingly, thus never sleeping on their jobs and committing any crime. Therefore, the manager is "governing by doing nothing", while being able to achieve "doing everything".

Construction project management is different from the factory that produces a fixed type of product that can be evaluated by accounting the number and the office clerk that can be evaluated by taking attendance. The characteristics of construction project determine the fact that every personnel should give full play of their subjective initiatives, positivity, and innovation. Lao Tzu Taoist thinking of "governing by doing nothing" is the highest state of management. In the management of construction project, the following aspect should be paid attention to. The first aspect is to strengthen the sense of mission and responsibility of every side involving in the project; the second aspect is to set up simple and clear regulation system and execution program and plan, with a simple and easy general principle, which is scientific, practical, manageable, and achievable; the third aspect is to divide different levels and works and clear out responsibility; the fourth aspect is to provide total trust, delegate to different levels, and make everyone fulfill their responsibilities. In a word, it is to do the right thing and never force and restrain other things.

"Governing by doing nothing" should be guaranteed by the related control measures. The first point is to use the suitable people, those who have integration, self respect and redeem. "Those who regard themselves as one part of this world would be trusted by the world; and those who love this world as the same as loving himself would be relied on by the world" (from the 13th chapter of Tao-te Ching). The second point is to improve the management of planning. The execution program and plan should be approved at first, which can be the basis of management execution and evaluation. The third point is to put on records and review. After the execution of approved items, it should be reported to supervisor, which ensures the efficiency of project management, and if the supervisor finds any mistake, he can revise it on time, since it has been put on records. The forth point is to guide in a correct way and encourage by evaluating. The supervisor should make clear about what he want the subordinate to do and not do with objective assessment and motivation and other methods, thus leading the success of the project.

The conclusion of learning from Lao Tzu's Taoist thinking in construction project management is that the construction project management should "make plan at first and mind own business; respect the science and pay special attention to efficiency; delegate to different levels and control effectively."

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由BIM想到的

——技术革新推动港航业变革

INSPIRATION FROM BIM

—TECHNICAL INNOVATION DRIVES TRANSFORMATION OF PORT AND SHIPPING INDUSTRY

文/徐喆 (盐田港集团)

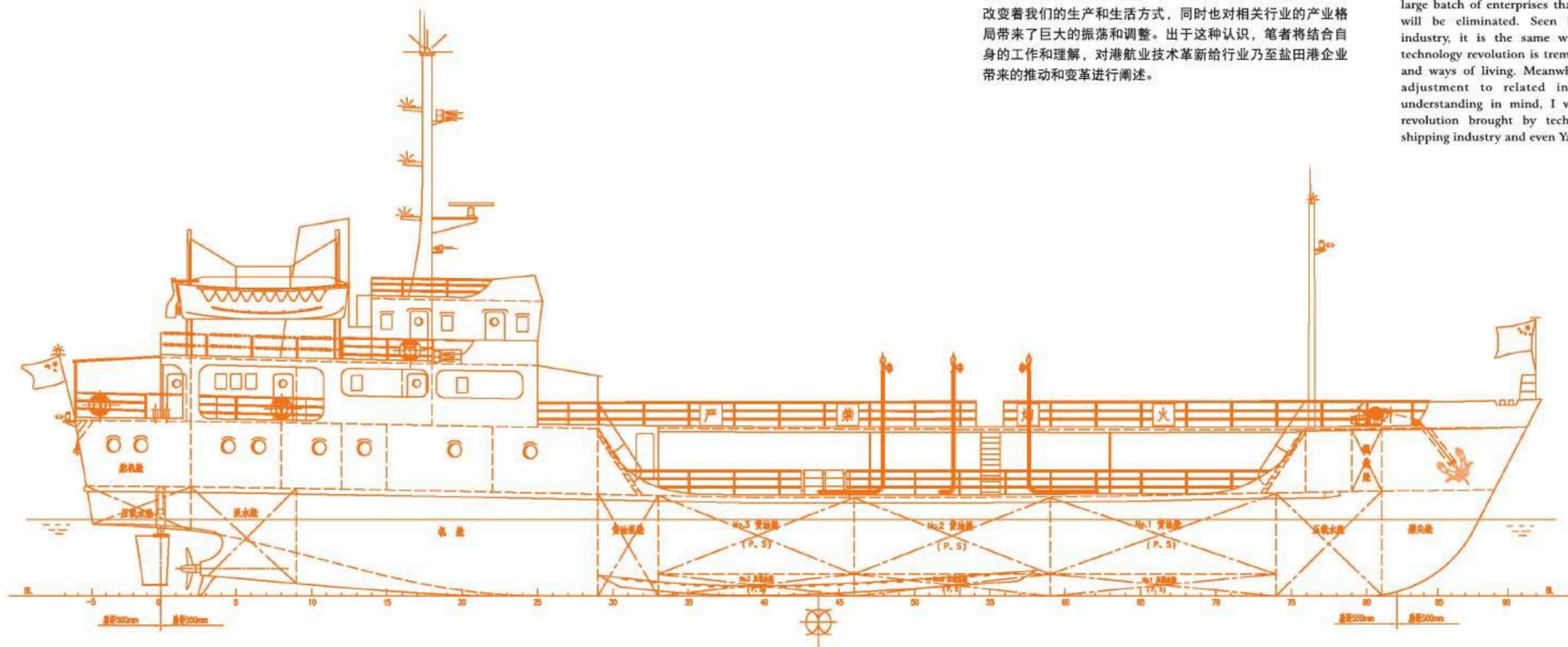
By Xu Zhe (Yantian Port Group)

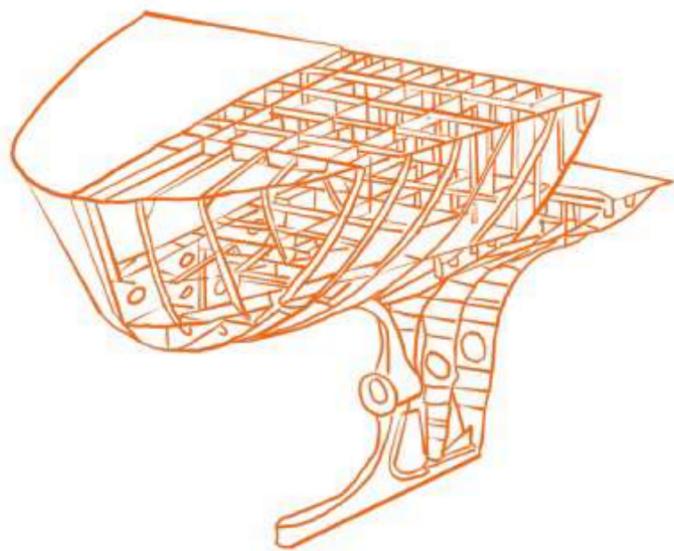
工程建设管理中各项新技术的应用层出不穷，其中BIM的应用对建筑工程行业带来了突破性变化。BIM (Building Information Modeling建筑信息模型)，建筑业的信息革命，已在多个方面对工程项目管理工作产生了巨大的影响和推动力。作为项目管理者，掌握与之相关的技术和理论，才有可能在未来更好地开展项目管理工作。

可以预见，在BIM等一系列新技术的推动下，建筑工程行业的格局势必发生巨大的变化，行业规范将进行调整，一大批不适应新变革的企业将会被淘汰。而跳出建筑工程行业来看，其他行业也均是如是，每一次大的技术革新都在极大地改变着我们的生产和生活方式，同时也对相关行业的产业格局带来了巨大的振荡和调整。出于这种认识，笔者将结合自身的工作和理解，对港航业技术革新给行业乃至盐田港企业带来的推动和变革进行阐述。

In engineering construction management, application of various new technologies emerges in an endless stream, among which application of BIM brings breakthrough change to engineering construction industry. BIM (Building Information Modeling), information revolution of construction industry, has generated huge influence and motivation on engineering project management in many ways. Only by mastering related technology and theory can project managers better conduct project management in the future.

It can be forecasted that driven by the series of new technologies such as BIM, the pattern of engineering construction industry must change dramatically, industry standards will be adjusted, a large batch of enterprises that do not adapt to new revolution will be eliminated. Seen beyond engineering construction industry, it is the same with other industries. Every large technology revolution is tremendously changing our production and ways of living. Meanwhile, it brings huge vibration and adjustment to related industrial pattern. Bearing this understanding in mind, I will illustrate the motivation and revolution brought by technical improvement to port and shipping industry and even Yantian Port.





技术创新推动船舶大型化的发展

当前，新的科学技术发展可以说“一日千里”、“日新月异”，每一次大的技术革新都在极大的改变着我们的生产和生活方式，同时也对相关行业的产业格局带来了巨大的振荡和调整。以集装箱航运业来说，1996年，马士基航运刚造了当时世界上最大的集装箱船——6000TEU的“马士基女王”号（Regina Maersk）。2013年，马士基18270TEU的3E级船已经问世。2015年，中海集运19000TEU的船将要出厂。从2006年到2012年，集装箱航运业正是通过其船舶大型化的非凡壮举将平均运送一个标准集装箱的实际单位成本节省了30%。

而这种船舶大型化的加速，正是在航运业各类技术创新不断推动下的产物。目前已投入运营的可装载1.8万TEU的3E级船舶，其规模巨大更多体现在容积方面的巧妙工程设计。3E级船舶仅比E级船舶“艾玛马士基”号长4米、宽3米，但U型船底和双岛船体的设计使船舶在不增加吃水的情况下容量增大了16%。而且，3E级船舶的船体规模宏大并不是它最突出的优势，值得一提的是这样庞大规模的船舶对环境造成的影响却比想象中要小得多。实际上，3E这个名头就代表着“规模经济、能源高效和环保提升”。3E级船舶通过双发动机、双螺旋桨的装置节约能源超过10%，通过配置废热回收系统使得燃油消耗和碳排放量减少9%。通过3E级船舶的设计，马士基航运每节省一吨燃油，可以减少3.11吨碳排放量。更高的能源效率、更好的环保绩效以及如此大体量，自然可以为马士基航运带来更高的规模效益。

Technical Innovation promotes development of larger-sized vessels

Currently, new science and technology develops at a tremendous pace. Every large technology revolution is tremendously changing our production and ways of living. Meanwhile, it brings huge vibration and adjustment to related industrial pattern. Take container shipping industry as an example. In 1996, Maersk Line just built the largest container vessel in the world then—the 6,000-TEU Regina Maersk, while in 2013, Maersk 18,270-TEU Triple-E vessel was born. In 2015, CSCL 19,000-TEU vessel will be launched. From 2006 to 2012, container shipping industry had saved the average actual unit cost of shipping a standard container by 30% with its outstanding development of larger-sized vessels.

The acceleration of such development of larger-sized vessels is exactly the outcome of continuous motivation of various technical innovations. At present, the largeness of 18,000-TEU Triple-E vessel which has been put into operation is mainly reflected in the clever engineering design of its volume. Triple-E vessel, compared with E Class vessel Emma Maersk, is only four meters longer and three meters wider, however, its design of U-shaped bottom and double-island body increases the vessel volume by 16% without increasing displacement. In addition, the largeness of the Triple-E vessel body is not its most outstanding advantage. What is worth mentioning is that the impact of such huge vessel on environment is much less than imagined. In fact, Triple-E is exactly short for “Economy of scale, Energy efficiency and being Environmentally improved”. Triple-E vessel saves energy by over 10% with its twin-motor and twin-screw device, and reduces fuel oil consumption and carbon emission by 9% with its waste heat recovery system. With the design of Triple-E vessel, Maersk Line can reduce carbon emission of 3.11 tons if it saves one ton of fuel oil. Higher energy efficiency, better environmental performance and such large body volume can naturally bring better economies of scale to Maersk Line.

Development of super-large-sized vessels gives birth to the super-union age of shipping industry

The need of economies of scale, cost reduction and ability improvement gives birth to larger-sized vessels, while the emergence of super-large-sized vessels also promotes all shipping enterprises to optimize their shipping routes through cooperation. From this year, the three magnates in shipping industry—Maersk, MSC and CMA established “P3 Union” and began cross-union operation. With the establishment of P3 Union and Evergreen joining CKYH to form CKYHE Union, there have been 14 enterprises in the top 20 enterprises globally in terms of container shipping capacity that confirm to join unions. Therefore, container shipping industry is going to step into the super-union age with tripartite confrontation of P3, CKYHE and G6.

These super-unions plan to increase efficiency and reduce cost through optimizing shipping routes. Consequently, they must give up some ports of call and only select one to two central “hub” port(s) in every important area. With “hub” ports, they can transform every

超大型船舶的发展催生航运业超级联盟时代的来临

规模经济、降低成本，以及提高能力上的需要催生了大型集装箱船舶，而超大型集装箱船舶的诞生也促使所有航运企业都在努力通过合作来尽可能地优化航线。今年起，航运业三大巨头——马士基、地中海和达飞组建“P3联盟”，开始跨联盟运营。而随着P3联盟成立、长荣海运入盟CKYH形成CKYHE联盟，全球集装箱运力规模前20名企业中已经有14家确定参与联盟，集运行业将迈入P3、CKYHE和G6联盟“三足鼎立”的超级联盟时代。

这些超级联盟计划通过优化航线来提高效率，降低成本，因而势必选择放弃停泊一些港口，仅在每一个重要区域选择一到两个中央“枢纽”港，再通过“枢纽”港将每条支线服务都变成枢纽（轴）的一条“辐射线”，形成完备的“轴辐系统”来实现集装箱网络的覆盖能力和通达性。

超大型船舶和超级联盟促使各大港口硬件升级竞赛

这种以各个枢纽港为核心的“轴辐式”（hub-and-spoke）中转系统将使枢纽港的地位越来越重，相邻港口之间的竞争将愈加激烈，划分所谓“相邻”的区域范围也越扩越广。这对一些本身“吃不饱”甚至已经陷入困境的港口企业，无疑是个噩耗。但对于盐田港来说，这可能将是一个利好，因为盐田港区已拥有的数个深水大型泊位正是我们最大的优势。

目前，国内有上海、宁波、深圳港三个港口获得批准靠泊3E级集装箱船，但这并不等于他们就都拥有了对3E级船舶完全的装卸能力。除进港航道、泊位水深的限制外，制约3E级船挂靠的主要因素是桥边岸吊的高度和吊臂长度不足而导致3E级船顶层被迫少装一层、两侧船舷被迫少装一列，使18000TEU的集装箱船最多只能装载15000-16000个标箱。而到目前为止，在全球范围内，能接纳满载18000TEU船舶的港口仅有两个，其中之一，就是我们盐田港（另一个是马来西亚的丹戎佩拉帕斯）。这种先发的优势正是我们在一定时期内保持全球集运干线枢纽港地位的最大保证。

但这种优势可能很快就会被其他港口赶上和超越。全球各大港口正在加快其软硬件的升级改造，支持超大型船舶挂

branch line service into the “spoke” of a hub (axle) to form a complete “hub-and-spoke system”, which equips the container network with high covering power and accessibility.

Super-large-sized vessels and super-unions urge various ports to upgrade their hardware

This “hub-and-spoke” transit system that centers on various hub ports will make the hub ports more and more important, the competition between neighboring ports fiercer and fiercer, and the so-called “neighboring” area wider and wider. Undoubtedly, this is terrible news for some port enterprises that do not earn enough money or even have got into trouble. However, for Yantian Port, this could be good news, because Yantian Port area's biggest advantage is exactly owning several deep-water large berths.

Nowadays, in China, there are three ports that are permitted to berth Triple-E container vessels: Shanghai, Ningbo and Shenzhen. However, this does not mean they own complete loading and unloading ability of Triple-E vessels. Besides port entrance and berth depth, the main restricting factor of berthing Triple-E vessels is that the quay crane is not high enough and the suspension arm is not long enough so that one layer fewer is loaded on vessel top layer, and one row fewer is loaded at both vessel sides respectively, which makes the 18,000-TEU container vessel can only be loaded with 15,000-16,000 TEU. So far, there are only two ports in the world that can accept 18,000 TEU vessels: Yantian Port and PIP in Malaysia. This first mover advantage is exactly the biggest guarantee for us to maintain the position of a hub port of global container shipping trunk line in a certain period.

Nevertheless, this advantage could be soon caught up and exceeded by other ports. Globally, various ports are accelerating their software and hardware upgrading and transformation. Super-large deep-water berths that can accept super-large-sized vessels are being continuously put into operation. Investment in ordering larger quay cranes has been listed into plan. Up to the end of this year, Algeciras and Rotterdam will have owned such capacity. Next year, this name list will be longer, including Shanghai Yangshan.

Yantian Port's first-mover advantage from “mega vessels strategy”

Yantian Port established its “mega vessels strategy” according to market situation, water depth, operators' management level, etc. and built a 100,000-ton (loading capacity of over 8,000 TEU) berth system in as early as 2004. At that time, the main vessel type for ocean shipping was still Gen-5 container vessel (Panama, 4,500~6,000TEU), so Yantian Port was questioned by many. Companies such as APL thought that economic effects could be achieved if large vessels were fully loaded, or it was a serious waste. Against objection of developing large vessels, Yantian Port still carried out berths expansion project for large vessels as planned.

On the basis of the look-ahead “mega vessels strategy”, Yantian Port's berth hydraulic structure was generally beyond corresponding berth level. The hydraulic structure of part of the berths could accept

靠的超大型深水泊位陆续投入使用，投资订购更大型的岸边桥吊的订单也列入了计划。到今年底，阿尔赫西拉斯和鹿特丹就能具备这样的能力，明年这个名单上将会更多，其中就包括上海洋山。

盐田港区“大船战略”所形成的先发优势

盐田港区早在2004年便已经根据市场状况、水深条件、经营者管理水平等因素确立了“大船战略”，构建10万吨级（装载能力8000TEU以上）的泊位体系。在远洋航运主力船型仍为第五代集装箱船（巴拿马级，4500~6000TEU）的当时，受到了多方质疑，APL等公司认为，大船如果满载可以达到经济效益，反之则属严重浪费，反对发展大船，但盐田港区还是如期制定大船泊位扩建工程。

按照大船战略的超前思想，盐田港区的泊位水工结构普遍远超前泊位等级，部分泊位的水工结构最大可支持排水量30万吨的船舶靠泊。2011年验收投产的15#泊位，规划仅为3.5万吨级，但在实际建造时却按照了15万吨级泊位的水工结构标准建设，建成后最终验收成为10万吨级泊位。（交通部的概念，水工结构可以提高，但如堆场配套等相应条件没达到标准时，泊位等级不予提高）。

如今来看，集装箱大型船发展迅猛，已取消了船型分代的概念，投入运营船舶最大装载能力达18000TEU以上。目前各大船务公司旗下8千TEU以上的船舶超过80%均挂靠盐田，1万TEU以上的船舶下水则一定挂靠盐田，正是得益于盐田港区之前大船战略所形成的深水大船泊位优势。

但是，当前船舶大型化的发展速度还是远超过了我们所有人的想象。1.8万TEU的船型并不是已经到了船舶大型化的顶峰，船长460米，宽60米，可装载2.2万TEU的集装箱巨轮已正在投建，可以预见，未来可供超大型集装箱船舶挂靠的超大型泊位将成为港口乃至其所在城市十分重要的战略资源。

规划建设盐田港东作业区超大泊位，确保南中海枢纽港地位

盐田港区现有泊位16个，其中10万吨级及以上泊位仅为8个，中、小型泊位偏多。随着全球集装箱船舶大型化步伐的加快，盐田港区10万吨级以上集装箱船舶的挂靠数量逐年提高，2013年占总挂靠船舶的比例已超过40%，大船挂靠量已超过现有泊位通过能力。同时，盐田港区中、西作业区的集装

vessels with a displacement of 300,000 tons to the maximum. The 15# berth that passed acceptance inspection and was put into use in 2011 was only planned to accept 35,000-ton displacement, however, its hydraulic structure was actually built based on 150,000-ton displacement and it was finally accepted as a 100,000-ton berth. (In the concept of Ministry of Transport, hydraulic structure can be improved; however, if such conditions as storage yard do not reach corresponding standards, the berth level cannot be increased.)

Nowadays, the rapid development of container large vessels has eliminated the concept of vessel type generation. The largest loading capacity of the vessels that have been put into operation reaches over 18,000 TEU. Currently, over 80% of the vessels with over 8,000 TEU berth at Yantian, and 100% of the vessels with over 10,000 TEU berth at Yantian. This is benefited by the deep-water berths for mega vessels which was the outcome of Yantian Port's previous mega vessels strategy.

Whereas, the current development speed of large vessels is far beyond imagination of all of us. 18,000-TEU vessel is not the peak. 22,000-TEU ultra-large container vessel with 460 meters in length and 60 meters in width is being built. It can be estimated that super-large berths that can accept ultra-large container vessels will become a significant strategic resource of a port or even the city.

Planning to construct the super-large berths in Yantian Port's eastern operation area to guarantee the hub port position in South China sea

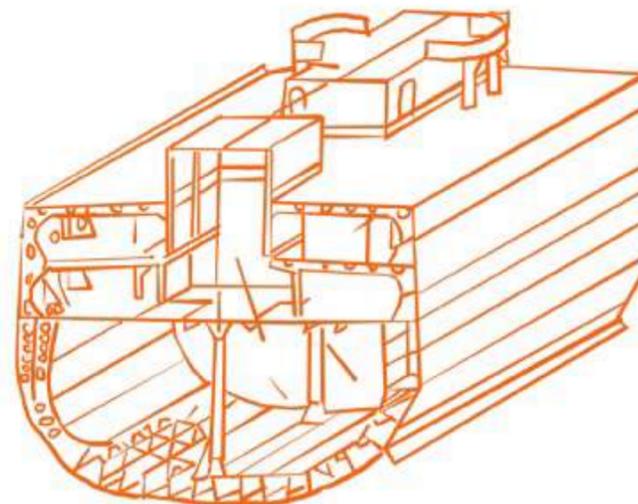
Yantian Port now owns 16 berths, in which only 8 are 100,000-ton level and others are medium and small berths. With the speeding up of large container vessels in the world, the number of container vessels with over 100,000-ton displacement berthing Yantian Port increases year by year. In 2013, the proportion taking up total berthing vessels had exceeded 40%. The large vessels berthing amount has outnumbered the existing accessibility of berths. Meanwhile, the designed accessibility for containers in Yantian Port's mid and western operation area was 10.7 million TEU, however, in 2013, the container throughput reached 10.796 million TEU, outnumbered its designed accessibility.

Since the 200,000-ton level berths that are needed for 18,000-TEU container vessels exceeds the current port design standard, Ministry of Transport has conducted a demonstration of upgrading the 150,000-ton level berths into 200,000-ton level berths for Shanghai Yangshan Port, Ningbo Port and Shenzhen Yantian Port, making sure the Maersk's 18,000 TEU vessels can berth at these three ports. In Yantian Port's existing berths, only the berths with 1480-meter shoreline in mid operation area pass the demonstration for 200,000-ton level berths. Other berths are all 150,000-ton level or below berths. With the acceleration of super-large container vessels development in the world, Yantian Port's structural problem of lack of berths for super-large container vessels will be more prominent. According to the overall layout plan for Shenzhen Port, it can be forecasted that in 2017 Yantian Port will be short of three 150,000-ton to 200,000-ton level and above berths, and that in 2030 it will be

短设计通过能力为1070万TEU，而2013年集装箱吞吐量达1079.6万TEU，已超过其设计通过能力。

由于支持18000TEU集装箱船挂靠所需的20万吨级泊位超出了现有的港口设计规范，为此交通部已经对上海洋山港、宁波港以及深圳港盐田港区进行了15万吨级码头泊位升级为20万吨级泊位的等级论证，以确保马士基18000TEU船舶可以在这三个港口靠泊。目前盐田港区现有泊位中只有中作业区1480米岸线泊位通过了20万吨级泊位等级论证，其余泊位均为15万吨级及以下的泊位。随着全球超大型集装箱船舶下水的节奏加快，盐田港区缺少超大型集装箱泊位的结构性问题将更加突出，根据深圳港总体布局规划，预计2017年盐田港区将缺少3个15-20万吨级及以上泊位，2030年将缺少7-8个15-20万吨级及以上泊位。

东作业区是盐田港区最后一块尚待开发的深水岸线资源，原规划建设的东港一期项目仅为4个7-10万吨级泊位，已不符合当前港航业的发展形势。为了继续保持和扩大领先的优势，集团早已开始对盐田港区东作业区进行谋划，拟重新规划申报数个可挂靠20万吨级及以上集装箱船舶的超大型泊位。同时，考虑到大型集装箱码头项目涉及各级市、省和国家部委数十项的审批，程序复杂、牵涉面广、环节多、周期长，申报审批周期可能长达五年，集团领导班子审时度势。从去年就已启动了盐田港区东作业区集装箱码头项目各项前期研究和申报工作。未来盐田港东作业区数个超大型泊位的



short of seven to eight 150,000-ton to 200,000-ton level and above berths.

Eastern operation area is the last deep-water shoreline resource of Yantian to be developed. As original plan, there are only four 70,000-ton to 100,000-ton level berths in Phase I Project in eastern port, which does not satisfy the current development tendency of port and shipping industry. In order to maintain and expand the leading advantage, the group began to make a plan of Yantian Port's eastern operation area long ago and re-planned to declare several super-large berths that can accept 200,000-ton level and above container vessels. In the meantime, considering the fact that large container terminal project involves examination and approval of municipal, provincial and national ministries and commissions with complicated procedures, broad range, multiple links and long period, the approval period for declaration could be as long as five years. The group's leaders analyzed the situation and started various research and declaration at earlier stage for container terminal project in Yantian Port's eastern operation area last year. In the future, the completed several super-large berths in Yantian Port's eastern operation area will earn Yantian Port overwhelming advantage in the competition with neighboring ports, guaranteeing its hub port position in South China sea.

Port upgrading direction in the future-automated smart terminal

The planning and construction of super-large berths in Yantian Port eastern operation area ensures Yantian Port's advantage of deep-water berths for large vessels and its position of hub port. However, another issue that cannot be ignored is that how the ports selected as hub ports handle 18,000-TEU-and-above super-large container vessels within the specified port standing time.

The fundamental aim of super-large container vessels and super-unions is economies of scale and cost reduction. For ports and terminals, this means they should focus on improving their operation ability to achieve quick loading and unloading, so that the vessels can return to sea to make more profit. Shipping companies are using larger and larger container vessels, and the number of loaded and unloaded containers increases greatly. Meanwhile, the port standing time is required to keep the same. Therefore, in order to improve competitiveness, container terminals are facing more and more pressure of increasing loading and unloading operation efficiency. The key for this problem is how to improve the logistics surrounding the vessels, including container yard and quayside area, not simply unloading the containers from vessels. As a result, for hub ports, the top priority is how to conduct most efficient and effective operations to handle super-large vessels.

In order to adapt to the service requirement of international container shipping companies, the domestic large container terminals represented by Yantian Port began to pay much attention to informatization of terminal management long ago. The management system of terminal is equipped with such functions as automatically classifying and dispatching operation equipment, arranging container loading and unloading operation order, vessel planning, loading

建成，将使盐田港区在相邻港口的竞争中具有压倒性的优势，确保了其在南中国海的枢纽港地位。

未来港口升级方向——自动化智能码头

盐田港东作业区超大型泊位的规划建设保证了盐田港在深水大船泊位上的优势，确保了其枢纽港的地位。但另一个不容忽视的问题是，对于被选中为枢纽港的港口，如何在规定的港口停留时间内处理18000TEU乃至以上规模的超大型集装箱船。

超大型集装箱船和超级航运联盟，其根本目的就在于规模经济、降低成本。对港口和码头来说，这意味着要重点提高作业能力、快速装卸货物，以便让船更快地回到海上为船公司挣钱。船公司采用越来越大的集装箱船舶，在一个港口装卸的集装箱量大大增加。与此同时，却要求船舶在港时间保持不变，集装箱码头为增强竞争力，提高装卸作业效率的压力越来越大。要知道这个问题的关键是如何解决船舶周边的物流，包括在堆场和码头区，而并非简单地把集装箱从船上卸下来。所以作为枢纽港而言，如何实行最有效地操作才能应付巨型船舶的需求已成为当务之急。

为适应国际集装箱运输船公司的服务要求，以盐田港为代表的国内大型集装箱码头很早起就开始重视码头管理的信息化。码头配备的计算机系统均具有自动进行作业设备分派、集装箱装卸作业顺序安排、船舶计划和配载、堆场计划、车辆和集装箱跟踪等功能。与此同时，为极力缩短大型船舶在港装卸时间这个核心竞争力指标，各大港口均着手改良岸吊装卸设备和工艺，开发出“并排吊”技术来完成“一吊二”、“一吊四”等创新装卸方式，并对重点船舶重点照顾，高配岸边桥吊数量，以至创造了十台岸吊同时操作单艘船舶的纪录。

但这又带来另一个问题，高配的岸吊数量和并排吊的装卸工艺将严重加剧岸上的运输滞缓。“水平方向运输”已是许多港口的瓶颈，越多的岸吊起重器、卸货速度越快，吊装之后的问题越严重，水平方向运输拖车越难进入车道，这就将造成岸边极大的拥堵。因此，作为国内装卸效率最高的港口，盐田港区目前每小时35吊次集装箱的岸吊装卸效率基本上已难以被突破。而且，采用通常的方法达到提高装卸作业效率的目标，需要配置更多的车辆和堆场以保证码头前沿设备的作业效率能够充分发挥，因此需要配置更多的生产人员，意味着营运成本大量增加，这些因素就导致了新的自动化运转集装箱码头的出现。

planning, storage yard planning, vehicles and containers tracking, etc. In the meantime, to try their best to shorten port standing time, various ports started to improve quay crane equipment and technology and developed "tandem lifts" technology to complete such innovative loading and unloading methods as "lifting two 40-foot containers simultaneously" and "lifting four 20-foot containers simultaneously". In addition, they also pay special attention to key vessels by increasing the number of quay cranes, creating the record of ten quay cranes simultaneously operating a single vessel.

However, this brings another problem. The large number of quay cranes and "tandem lifts" will seriously intensify the lagging transportation on shore. "Horizontal transportation" has been the bottleneck of many ports. The more quay cranes, the quicker the unloading speed, the problem after unloading will be more serious. It will be harder for the trailers in horizontal transportation to enter the driveway, which will cause extreme jam on shore. Therefore, as the port with the highest loading and unloading efficiency domestically, it is almost impossible for Yantian Port's current loading and unloading efficiency of 35 times lifting of containers per hour to make breakthrough. What is more, increasing the loading and unloading efficiency with common method calls for more production workers, meaning operation cost will be greatly increased. These factors lead to the appearance of new automated container terminals.

The container terminals, which apply automated equipment and supporting management control software system to form the ability of partly or totally replacing the complicated and non-repetitive work of carrying, loading and unloading containers which is generally completed by manual work, are called automated container terminals. In the mid 80's of last century, in the area with high labor cost or lacking experienced labor force, automated container terminals were first paid attention to. The Thames Port of the U., Kawasaki Port of Japan and Rotterdam Port of Netherlands, all planned to construct automated container terminals. The Rotterdam Port's delta sesland container terminal was put into operation in 1993 as the first automated container terminal in the world. Practice has proved that the construction of its automated container terminal reached the expected goal. From then on, various ports in the world continuously improve and construct new automated terminal system. This year, Maersk will build the terminal with highest automation degree in the world-Maasvlakte II. Machinery carrying will completely replace traditional manual carrying, which will reduce accidents, reduce cost and increase the terminal's operation efficiency by 50%.

Reflecting on China, due to such reasons as relatively low labor cost for a long time, high developing and purchasing cost of automated loading and unloading equipment for container terminal, there had not been automated container terminals in China. However, with the transformation of Chinese economy, the increase of labor cost, quick development of information technology, as well as the competition among hub ports, in the coming years, automation of domestic terminals will definitely develop dramatically and it may well be the only method for terminal operators to increase operation efficiency, and effectively offset the cost caused by high-density container storage equipment, the number of quay cranes for each vessel and

应用自动化作业设备以及配套的管理和控制软件系统，形成可以部分或全部替代通常由人工完成的复杂和非重复性的集装箱搬运和装卸能力，使得需要配备的码头生产人员大量减少的集装箱码头，称为自动化运转的集装箱码头。在上个世纪80年代中期，在劳动力成本昂贵或熟练劳动力匮乏的地区，自动化运转集装箱码头首先受到关注，英国泰晤士港、日本川崎港以及荷兰鹿特丹港均规划建设自动化运转的集装箱码头。鹿特丹港delta sesland集装箱码头作为世界上第一个自动化集装箱码头于1993年投产，实践证明其自动化运转集装箱码头建设达到了预期的目标。此后，全球各大港口不断改进和建设新自动化码头系统。今年，马士基将在鹿特丹建成世界上自动化程度最高的终端码头——“马斯弗拉克特二号码头”（Maasvlakte II），机器搬运工将彻底取代传统的人力搬运、减少事故、降低成本的同时将码头的运营效率提升了50%。

反观国内，由于长期以来劳动力成本相对低廉，集装箱码头自动化装卸设备的开发和购置成本较高等原因，国内长期没有自动化运转的集装箱码头。但是，随着中国经济的转型，劳动力成本的提高，信息科技的高速发展，以及“双超”带来的门户枢纽港之争，在今后几年里，国内码头的自动化肯定将得到飞速发展和加强，很可能是码头经营商提高作业效率的唯一出路，从而有效地抵消高密度集装箱堆栈设备、每艘船舶的码头起重机岸吊数量及新技术等因素带来的成本。而且，尽管自动化运转集装箱码头投资大，但是如果自动化运转系统有效运作，营运成本将会降低，增加的投资能够得到相应的补偿。

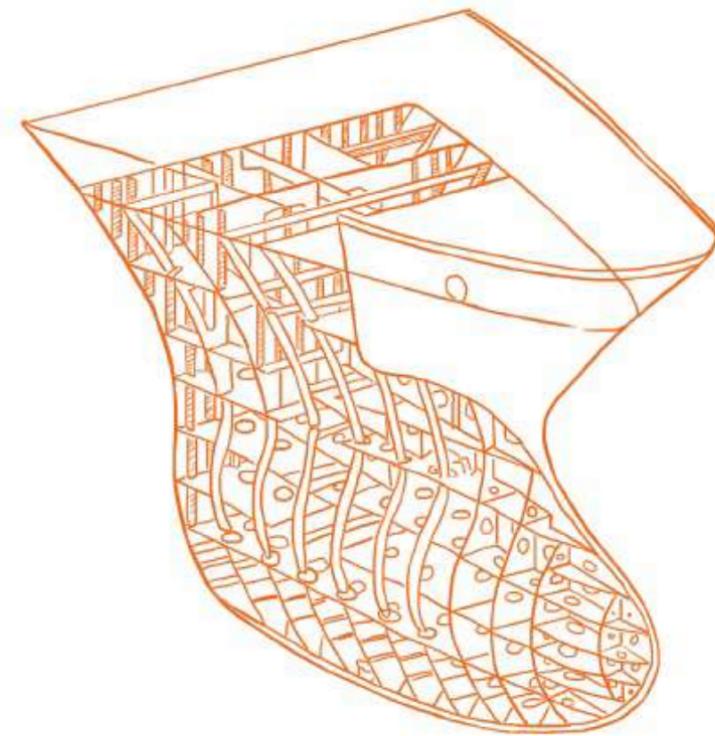
今年9月，厦门远海码头作为国内首个全自动化码头将投入使用。根据相关数据，该“无人码头”的桥吊装卸效率可达每小时70个集装箱以上，自动化码头系统将比传统码头增加20%-40%的吞吐能力，并节省能源25%以上，运行费用和污染大大降低，极大的增强远海码头的综合竞争实力。

综上所述，笔者认为，随着集装箱码头自动化运转技术的发展以及提高竞争力的迫切需要，集装箱码头自动化运转将成为大势所趋，也应是盐田港区未来进行港口升级的大方向。盐田港区目前正在规划建设的东作业区码头应及早向自动化智能码头的方向有所考虑，出于自动化无人码头对地基强度等级的严格需求，对正在进行的东港区填海和地基处理工程进行相关方面的统筹规划。

new technology, etc. Additionally, although automated container terminal requires large investment, if automatio system is effectively operated, operation cost will be reduced and the increased investment can get corresponding compensation.

In September this year, Xiamen Ocean Gate Terminal will be put into operation as the first fully automatic terminal domestically. In accordance with related data, this "unmanned terminal" has quay cranes with loading and unloading efficiency of over 70 containers per hour. Compared with traditional terminal, in automated terminal system, throughput will be increased by 20% to 40%, energy will be saved by over 25%, operation cost and pollution will be greatly reduced, which will greatly strengthen Ocean Gate Terminal's comprehensive competitiveness.

In conclusion, in my opinions, with the development of automation technology for container terminal and the urgent need of increasing competitiveness, container terminal automation will become the general trend and it should be the main direction for Yantian Port to conduct port upgrading in the future. For Yantian Port's terminal in eastern operation area that is currently under planning and construction, automated smart terminal should be considered as soon as possible. Considering the strict requirement of automated unmanned terminal for ground strength, Yantian Port should conduct overall planning of the on-going projects of land reclamation and ground treatment.



BRIEF ANALYSIS ON CHANGE
MANAGEMENT OF NEGATIVE LIST METHOD
ADOPTED BY EPC CONTRACT浅谈工程总承包合同
采用负面清单方式的变更管理

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本文主要介绍水运工程在EPC总承包管理模式下，建设单位采用《建设项目工程总承包合同示范文本（试行）》[1]时，如何在合同专用条款中采用负面清单方式界定工程变更内容和明确变更处理方法，旨在实现工程建设过程中减少工程变更，顺利执行合同管理，有效控制工程投资。

1 EPC总承包模式简析

E+P+C模式（设计采购施工）/交钥匙总承包：设计采购施工总承包（EPC：即Engineering（设计）、Procurement（采购）、Construction（施工）的组合）是指一个总承包商或者承包商联合体与业主签订承揽合同，并按合同约定对整个工程的设计、采购、施工、试运行（试车）等工作进行承包，实现各阶段工作合理交叉与紧密融合，并对工程的安全、质量、进度、造价全面负责，工程验收合格后向业主移交提供完整的可交付使用的工程项目，业主或业主代表管理工程实施的一种工程总承包模式。成功地运用这种模式能够达到缩短工期、降低投资的目的，是我国目前推行总承包模式最主要的一种。

This article mainly introduces the following contents: as the marine traffic engineering is under EPC management mode, how to define engineering change content and make change processing method clear by adopting negative list in special terms and conditions of contract when the construction unit adopts "Sample of EPC Contract for Construction Engineering Project (Trial Implementation)" [1], which aims at reducing engineering change, implementing contract management successfully and controlling engineering investment effectively during the engineering construction process.

1. Brief analysis of EPC mode

E+P+C mode (engineering, procurement and construction)/ turnkey general contracting: EPC (EPC refers to combination of Engineering, Procurement and Construction) is a general contracting mode for engineering; i.e. a general contractor or contractors consortium signs contract for work with owner and carries out contracting to all work (such as engineering, procurement, construction and commissioning (test run), etc.) of the whole engineering project to realize rational intersection and close integration of various periods' work; furthermore, the general contractor or contractors consortium hands over the engineering to owner after qualified engineering acceptance and provides complete engineering project for delivery by being fully responsible for security, quality, progress and cost of the engineering; the owner or owner's representative manages the engineering

2 EPC总承包合同通用条款对工程变更的界定

《建设项目工程总承包合同示范文本》规定，由发包人批准并发出的书面变更指令，属于变更。包括发包人直接下达的变更指令、或经发包人批准的由监理人下达的变更指令。

承包人对自身的设计、采购、施工、竣工试验、竣工后试验存在的缺陷，应自费修正、调整和完善，不属于变更。

变更的起因，分以下几种情况：一是建设业主的新要求，所发生的工程变更。二是设计、采购、施工实施中的一些实际情况，如现场施工条件无法达到要求，或发生不可预见因素等主客观因素引发的变更。三是由EPC承包商向建设业主提交书面变更建议，包括缩短工期，降低发包人的工程、施工、维护、营运的费用，提高竣工工程的效率或价值，给发包人带来的长远利益和其它利益。

发包人拥有直接下达及批准变更的权限。自合同生效后至工程接收前的任何时间内，发包人有权直接下达或依据监理人的建议、承包人的建议，及13.2款约定的变更范围，下达变更指令。变更指令以书面形式发出。在承包商确认收到业主的变更指示后，工程变更才正式确立。

3 EPC总承包合同负面清单方式的变更管理分析

3.1 准确定义EPC工作范围

工程EPC总承包范围：某某煤炭码头工程的施工图设计、采购、施工、试运行等工作，满足煤炭码头功能要求（煤炭吞吐量为1500万吨/年），新建2个7万吨级卸煤码头（码头水工结构按15万吨级设计）以及配套的港口设施。包括但不限于以下内容：水工建筑物、装卸工艺设备、煤炭堆场及相应设施、港池及连接主航道水域疏浚、配套的土建设施、港内铁路，以及配套的供电、照明、通信、控制、给排水、环保、消防、通风防尘、劳动安全卫生、常规导助航和安全靠泊检测系统等工程。

3.2 详细列出不属于工程变更的负面清单内容

在EPC总承包建设管理模式和合同总价包干的原则下，为

implementation. EPC is one of the most important general contracting modes currently implemented in China, which can shorten the construction period and reduce investment after its successful application.

2. Definition of engineering change by general terms and conditions of EPC contract

"Sample of EPC Contract for Construction Project" stipulates that the written change order approved and sent by employer belongs to change, including the change order directly issued by employer or the change order approved by employer and issued by supervisor.

The contractor should amend, adjust and improve defects existing in contractor's own engineering, procurement, construction, completion test and test after completion at contractor's own expense, which does not belong to change.

Causes for change are mainly divided into the several following conditions: first, the engineering change incurred by new requirements of construction owner; second, the change incurred by some actual conditions during the engineering, procurement and construction processes as well as other subjective and objective factors, such as not meeting requirements of on-site construction condition or unpredictable elements; third, the written change suggestions submitted to construction owner by EPC contractor, including shortening construction period as well as reduction of the expense in engineering, construction, maintenance and operation of employer, which can improve the efficiency or value of completed engineering and bring long-term benefit or other benefits to employer.

The employer enjoys the authority to directly issue and approve the change. The employer is entitled to directly issue change order or issue as per suggestions of supervisor and contractor and change scope stipulated by Article 13.2 within the period from execution of the contract to the period before engineering's acceptance. The change order should be issued in written form. The engineering change shall not be formally established until the contractor's confirmation of receiving the change order from the owner.

3. Analysis on change management of negative list method for EPC contract

3.1 Accurate definition of EPC working scope

Engineering scope of EPC general contracting: the construction drawing design, procurement, construction, commissioning and other work of XX coal terminal project, meet functional requirements of coal terminal (with coal handling capacity of 15 million tons per year) and newly establish 2 coal unloading terminals of 70,000 tons (with hydraulic structure of terminal being designed as per 150,000 tons) as well as supporting port facilities. The scope includes but is not limited to the following contents: hydraulic structure, loading & unloading process equipment, coal yard and corresponding facilities, harbor basin and the dredged and supporting civil engineering facilities connecting main channel water area, harbor railway as well as supporting engineering of power supply, illumination,

了充分发挥总承包商的设计优势，并避免承包商在变更管理重复出现上述不该出现的常见问题，故非常必要在EPC总承包合同专用条款中列出工程变更的负面清单[2]。例如，在合同专用条款中详细描述出不属于变更的内容清单，包括但不限于以下情形，均不视为变更：

1) 为满足有关法律和/或政府部门的要求而导致的任何改变和/或费用增加和/或工期延误的，不视为变更。

2) 承包人履行合同所需的任何工作或由于纠正自身过失所需要的工作，不视为变更。

3) 承包人不履行合同项下的义务引起的必要的工作不视为变更。

4) 承包人理解并接受合同条款关于工作的要求为最低要求，如下情况都将不视为变更：

① 承包人为达到码头性能要求以及码头操作安全和便利要求而进行的设计深化和优化等设计工作；

② 任何设备、材料以及相应的安装施工标准提高，或者增加某项工作，或者增加设备、材料等；

③ 只要是经验丰富的合格承包人在投标时能够或者应当能够知道或发现或预见到的。

5) 发包人提交的文件的矛盾、错误、疏漏导致的对文件的修正、补充、完善，以上这些未构成本合同规定变更的，均不视为变更。

6) 承包人从自身利益出发提出的设计、采购、施工、试运行方案的改变，也不视为变更。

3.2 明确变更价款处理办法

1) 凡不属于变更的，工程费用不作调整；

2) 合同中已有相应人工、机具、工程量等单价（含取费）的，按合同中已有的相应人工、机具、工程量等单价（含取费）确定变更价款；

3) 合同中无相应人工、机具、工程量等单价（含取费）的，按类似于变更工程的价格确定变更价款；

communication, control, water supply and drainage, environmental protection, fire protection, ventilation and dust control, work safety and hygiene, conventional guided navigation and detection system for safe berthing.

3.2 Detailed list of negative list content not belonging to engineering change

In order to make full use of engineering advantages of general contractor and avoid the repeated emergence of the following common problems (which should not appear) in change management of contractor, it is necessary to list the negative list for engineering change in special terms and conditions in EPC general contracting contract [2] under principles of construction & management mode of EPC general contracting and lump sum of total contract price. For example, the contents not belonging to changes are detailedly listed in special terms and conditions in contract, all of which are not regarded as changes, including but not limited to the following conditions:

1) It is not regarded as change for any change and/ or cost increase and/ or construction delay incurred due to requirements of related law and/ or government departments.

2) It is not regarded as change for any work needed for contract's implementation of contractor and any work needed for correction of its own faults.

3) It is not regarded as change for any necessary work incurred because of contractor's failure to implement obligations under the contract.

4) The following conditions shall not be regarded as changes if the contractor understands and agrees that work requirements in contract's terms act as minimum requirements.

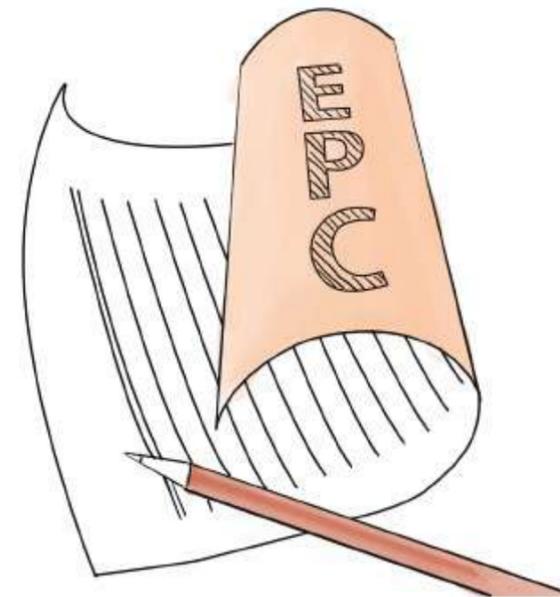
① The detailed engineering and engineering optimization work carried out to meet functional requirements and operation security & convenience requirements of terminal by the contractor;

② Any improvement for equipment, material standards as well as installation & construction standards; any increase of some work, equipment or material, etc.;

③ Any content which shall be known, found or foreseen in bidding by qualified contractor with rich experience.

5) Any amendment, supplement and improvement to files incurred by contradiction, error and omission in files submitted by the employer shall not be regarded as change, which do not constitute the change stipulated in the contract.

6) Any change of engineering, procurement, construction or commissioning scheme put forward by the contractor for his/ her own interests shall not be regarded as change.



4) 合同中无相应人工、机具、工程量等单价(含取费)，亦无类似于变更工程的价格的，价格确定方法：按本合同约定的港口及相关定额和取费原则，计算综合单价，再按投标报价与标底的下降百分比下调综合单价，以下调后的综合单价作为变更的单价。

5) 因执行基准日期之后新颁布的法律、标准、规范引起的改变，不作变更价款调整。

6) 其他变更价款的约定：

① 设计变更，承包人不再收取变更设计费用；

② 承包人提出变更，造成工程费用增加的，由承包人承担。费用减少的，按专用条款“工程变更的利益分享”约定执行。

③ 发包人提出变更，造成工程费用增加的，由发包人承担。费用减少的，按专用条款“工程变更的利益分享”约定执行。

3.2 Making handling method for price change clear

1) No adjustment shall be made to engineering costs for those which do not belong to changes;

2) The change price shall be determined as per unit prices (including collecting fee) for manual work, equipment and work amount, which are stipulated in the contract;

3) The change price shall be determined as per price similar to price of engineering change for those whose corresponding unit prices (including collecting fee) for manual work, equipment and work amount are not stipulated in the contract;

4) Price determination method for those whose unit prices (including collecting fee) for manual work, equipment and work amount are not stipulated in the contract or have no prices similar to the price of engineering change : the comprehensive unit price can be calculated as per related principles of quota and collecting fee for the port stipulated in the contract; then lower the comprehensive unit price as per the declining percentage of bidding price and base price; take the declined comprehensive unit price as the unit price for the change.

5) No adjustment shall be made to change price for changes incurred by implementation of newly issued laws, standards and regulations after base date.

6) Other agreements for change price .

① No fee shall be charged by the contractor for any engineering change;

② The contractor shall undertake the additional cost incurred by changes put forward by the contractor. The change with cost reduction shall be implemented as per the special terms and conditions of "Benefit Sharing of engineering change".

③ The employer shall undertake the additional cost incurred by changes put forward by the employer. The change with cost reduction shall be implemented as per the special terms and conditions of "Benefit Sharing of engineering change".

3.3 Adopting the method of benefit sharing of engineering change

The regulation for benefit sharing of engineering change has been formulated in special terms and conditions in EPC contract: the contractor and employer shall share the saved investment as per certain ratio (such as 5:5) provided that the investment is saved because the rational suggestion of contractor is adopted by the employer; the contractor and employer shall share the saved investment as per certain ratio (such as 3:7) provided that the investment is saved due to change put forward by the employer.

4. Engineering example's effect of change management of negative list

3.3 采取工程变更利益分享办法

在EPC总承包合同专用条款中,制定了工程变更的利益分享的约定:若承包人的合理化建议被发包人采纳并因此节约了投资,承包人和发包人按一定比例(如5:5)分享由此节约的投资。若发包人提出变更的并因此节约了投资,承包人和发包人按一定比例(如3:7)分享由此节约的投资。

4 负面清单式变更管理的工程实例效果

目前,该煤炭码头工程项目已施工396天,工程建设进度计划完成约50%,EPC总承包商从自身利益出发提出的六份工程联系单均不属于变更,未获监理单位认可和。而建设单位提出一份关于取消单项工程的设计联系单,均得到三方的认可,并依照合同条款进行变更处理。

总体而言,工程变更负面清单管理方式,操作性强能清晰简单地判断和处理承包商提出的工程变更问题,同时实现工程建设过程中减少工程变更,顺利执行合同管理,有效控制工程投资。

5 结束语

实行工程EPC总承包建设模式是推动我国工程承包业发展的必然选择。我国大型工程EPC实施过程中,应充分发挥设计主导作用,可以使设计融入到设备选型采购、施工方案、调试运行等各个建设环节中,并按EPC总承包合同管理的负面清单严格控制工程变更,实现对项目建设和工程投资的科学管理及有效控制。

【参考文献】

[1]住房和城乡建设部、国家工商行政管理总局联合制定了《建设项目工程总承包合同示范文本(试行)》(GF-2011-0216),自2011年11月1日起试行;

[2]某某工程设计采购施工(EPC)总承包合同。

The construction of coal terminal engineering project has lasted for 396 days at present; the work progress plan for engineering construction has been completed by 50%. All of six engineering contact lists put forward by EPC general contractor for his/ her own interests do not belong to change and have not been approved by supervising unit. While, the engineering contact list for cancelling single project put forward by construction unit is carried out change processing as per contract's terms after being approved by three parties.

Generally speaking, the management method of negative list for engineering change is of strong operating performance, which can judge and deal with the engineering change issues put forward by the contractor clearly and easily; meanwhile, it can reduce engineering change, implement contract management successfully and control engineering investment effectively during the engineering construction process.

5. Conclusion

Implementation of the EPC contracting mode for project is an inevitable choice to promote the development of engineering contracting industry in China. The leading rule of engineering should be given full play during the EPC implementation process for large engineering in China, which can integrate the engineering into various construction links, such as equipment selection & procurement, construction scheme as well as commissioning and operation, etc; furthermore, the engineering change should be strictly controlled as per negative list for contract management of EPC general contracting to realize the scientific management and effective control to project construction and engineering investment.

References

[1] "Sample of EPC Contract for Construction Engineering Project (Trial Implementation)" (GF-2011-0216) developed jointly by Ministry of Housing and Urban-rural Development and the State Administration for Industry and Commerce, trial implementation from November 1st, 2011;

[2] EPC contract of XX engineering design.

寻找工程项目管理与成本控制的“甜蜜点”

LOOKING FOR THE "SWEET SPOT" OF ENGINEERING PROJECT MANAGEMENT AND COST CONTROL

文/曹世军(盐田港投资控股有限公司)

By Cao Shijun (Yantian Port Investment Holding Limited)

在盐田港集团从事财务与审计工作二十年,养成的职业习惯是精打细算,少花钱多办事、办好事。但对于一个工程项目而言,工程管理和技术人员的出发点往往是办成事、尽量少花钱。

1 成本控制贯穿于工程项目生命周期的全过程,前期比后期更重要。

工程项目的生命周期一般分为启动、可行性研究、策划、施工前准备、施工、调试、竣工、后评估八个阶段(梁士毅)。由于自施工开始后的四个阶段是工程款的支付高峰期,财务部门一般会将会成本控制的重点置于此地,实际上工程造价咨询和监理工程师对工程量、工程单价和工程变更的把握更精准,后四阶段应该是他们控制的重点。对于启动时的头脑风暴、可行性研究的商业模式、策划的方案比选、施工前的设计定案等前四阶段,必须回答为什么需要建这个项目、怎样才能最好地满足需求、项目预期将得到什么利益、投融资方式及有哪些可预见的风险五大问题(梁士毅),财务人员从专业的角度更有发言权。也就是说,只有正确的启始才能走上正确的道路,否则会在错误的道路上越错越远,损失更大。

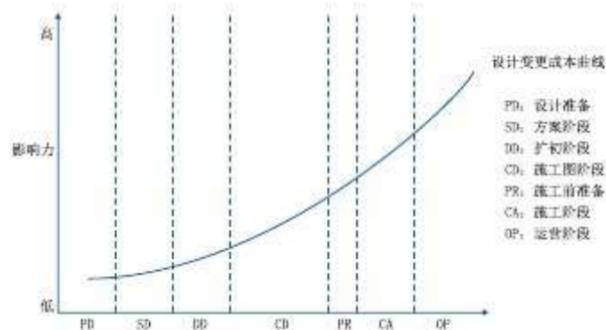
2 设计变更前置可以有效控制工程造价。

My occupational habits are careful calculation, strict budgeting and better doing more things with less expense, which are cultivated in my financial and auditing work in Yantian Port Group for 20 years. As for an engineering project, the starting point of project managers and technicians is always to accomplish the task with less expense.

1. Cost control runs through the whole life cycle of engineering project, which is much more important in the earlier stage than that in the later one.

The life cycle of engineering project is generally divided into eight stages, including initiation, feasibility research, planning, preparation before construction, construction, commissioning, completion and post-evaluation (Liang Shiyi). Since the four stages after the beginning of the construction are the peak period of paying project funds, finance department will generally pay attention to control cost at these stages. In fact, since engineering cost consultant and supervising engineer are able to control the work amount, unit price for the project and engineering change accurately, they should pay attention to the last four stages. As for the first four stages, including brainstorming when starting, the business model of feasibility research, scheme comparison of planning and the determination of design before construction, financial personnel have more rights to tell why it is needed to construct this project, how to meet demands better, what benefits can be obtained for project anticipation, what the investment and financing mode is and what kind of risks will be met from the professional perspective (Liang Shiyi). That is to say the correct beginning can lead to a right way, or more errors will occur and larger loss will be caused on the wrong way.

设计决定了建筑的规模、造型、功能、材料等，对于工程造价具有75%的控制作用。由于工程项目的复杂性使得设计变更与工程建造如影随形，不可避免。在整个工程项目生命周期内，不同阶段发生的设计变更对建造成本的影响能力是不一样的。从设计准备（PD）、方案阶段（SD）、扩初阶段（DD）、施工图阶段（CD）到施工前准备（PR）、施工阶段（CA）、运营阶段（OP），设计变更对成本的影响依次渐大（何清华）。施工图以前四阶段是设计变更和完善的低成本时期，进入到施工前准备之后的三阶段时，发生设计变更会付出较大的成本代价，此时减少设计变更应该是设计师追求的目标。



3 运用BIM技术可以加强成本管理，节省费用。

建筑信息模型（Building Information Modeling）是以建筑工程项目的各项相关信息数据作为模型的基础，进行建筑模型的建立，通过数字信息仿真模拟建筑物所具有的真实信息。这种技术变革对工程项目管理具有划时代的意义。

传统设计流程对工程造价的影响主要集中在扩初与施工图阶段，基于BIM的设计流程对工程造价的影响则主要集中在方案形成与扩初阶段（何清华）。与设计变更前置一样，运用BIM技术将设计流程中对工程造价的影响也提前了，避免了后期调整设计对工程造价带来的不利影响。

进入施工阶段后，在BIM的3D基础上加入时间与工序，实际成本核算5D模型即可生成。基于BIM的实际成本核算方法，较传统方法具有极大优势：（1）短周期成本分析不再困难，可以缩短到一天或一周，且工作量小，效率高。（2）因成本数据动态维护，成本分析准确性大为提高。（3）分析能力强，可以多维度汇总分析更多种类、更多统计分析条件的成

2. Project cost can be controlled effectively by conducting the design change in the project earlier.

Design determines the scale, modeling, function, materials, etc. of the building, which has 75% of control over the project cost. It is unavoidable that design change is so closely associated with construction due to the complexity of engineering project. During the whole life cycle of engineering project, the influence of design change on construction cost varies at different stages. The influence of design change on cost increases gradually from the preparation of design (PD), schematic design (SD), detailed design (DD), construction drawing design (CD) to preparation before construction (PR), construction phase (CA) and operation phase (OP) (He Qinghua). The four stages before construction drawing is the period of low cost for design change and completion, but the cost of design change will become much more after entering the last three stages, therefore, the reduction of design change at this period should be the goal pursued by the designer.

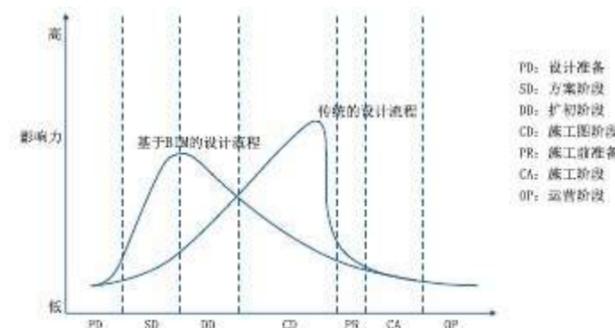
3. Use BIM technology to strengthen cost management for cost saving

Building Information Modeling takes various relevant information data of building engineering project as the basis of modeling to establish the building modeling and to conduct analogue simulation on the actual information of building with digital information. This kind of technical change has historic significance to engineering project management.

The influence of traditional design process on project cost is concentrated at the stages of the detailed design and construction drawing, however, the influence of BIM design process on project cost is concentrated at the stages of scheme forming and detailed design (He Qinghua). Just like conducting the design change in the project earlier, the application of BIM technology is also to conduct the influence of design process on project cost earlier, to avoid the negative influence of adjustment of design later on project cost.

After entering the construction stage, adding time and working procedure based on the 3D BIM can produce the 5D model of actual cost accounting. The great advantages of the actual cost accounting method based on BIM compared with the traditional method include: (1) it will not be difficult to conduct cost analysis for short cycle any more, and the cycle can be cut to one day or one week with small workload and high efficiency; (2) the accuracy of cost analysis increases greatly due to the dynamic maintenance of cost data; (3) the strong analysis capacity makes it possible to analyze the cost statement with more categories and more statistic analysis conditions by using multidimensional aggregation; (4) finance department of the headquarters can share the actual cost data of each engineering project, and data granularity can also reach the level of component.

本报表。（4）总部财务部门可共享每个工程项目的实际成本数据，数据粒度也可掌握到构件级。实行了总部与项目部的信息对称，总部成本管控能力大能加强。



4 最低价格中标法不一定是最好的方法。

国内业主选择监理单位时一般采用最低价格中标法，监理单位一般在国家规定取费标准基础上下浮一定比例，以图低价中标。课堂上何清华教授介绍了一个另类案例：美国某知名主题公园娱乐公司上海项目选择监理单位时，直接规定商务标按国家取费标准上浮20%，而技术标规定相当苛刻和细致，比如总监、项目工程师、监理工程师每周在工地工作时间，每天上下班必须打卡，其目的是追求优质优价，而不是物美价廉。

在工程项目中，也许存在价廉物美的可能，但多数时候是价廉物美或者物美价更高。也就是说，低价中标法带来的后果往往是价格最低，质量更低；或者是质量上去了，追加的费用也上去了。优质优价的好处是，在保证乙方合理利润的前提下，工程造价可控，施工中业主主要精力放在施工质量和工期的控制上。

在高尔夫运动项目中，每一支球杆的杆头，都有一个用于击球的最佳落点，能与球碰撞出最为“甜蜜”的美好感受，俗称“甜蜜点”，它的正式名称是重力中心，所以甜蜜点的位置跟每个杆头的重心位置有关。

工程项目管理与成本控制之间也应该存在一个“甜蜜点”，文述四条或许就是答案。

The information symmetry of the headquarters and project department is thereby realized, and the capacity of headquarters to manage and control cost increases significantly.

4. Winning the bidding with the minimum price will not be always the best method.

Winning the bidding with the minimum price is generally adopted by domestic owners to select supervision unit, which commonly lower a certain proportion based on the standard for collecting fees stipulated by the state to seek for low price tender. Professor He Qinghua presented a special case in the class: a well-known American theme park entertainment corporation selected the supervision company for its Shanghai project with specified stipulations that commercial bid shall be higher by 20% than the standard for collecting fees of the state and the technical bid should be much more strict and detailed, for example, the chief inspector, project engineers and supervision engineers must punch the clock at the working time in each week, and the purpose is to seek for high quality with favorable price, but not high quality with lower price.

It is likely to have high quality with lower price in the engineering project, but the situations that we commonly see are poor quality with lower price or high quality with higher price. That means the consequence of low price tender is often low price with lower quality; or high quality with much more additional expenses. However, the advantages of high quality and favorable price are to control the project cost based on the assurance of reasonable profit of Party B and make owners pay more attention on the control of construction quality and construction duration during the construction.

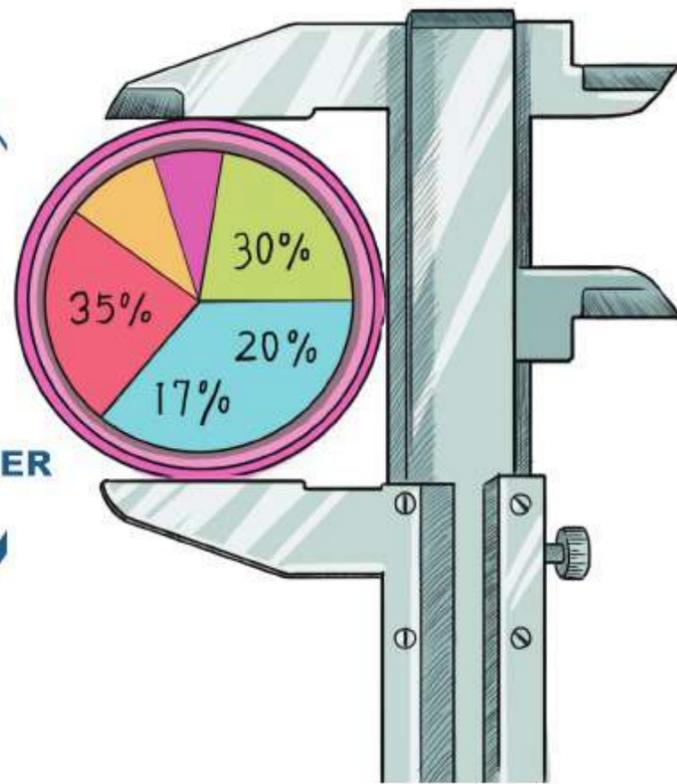
In the sports event of golf, the head of each golf club has the best placement for shot, which can produce the “sweetest” feeling by hitting the ball, and this placement is known as “sweet spot”, but named the center of gravity formally, therefore, the position of sweet spot is related to the center-of-gravity position of each club head.

It is supposed that there should be a “sweet spot” between engineering project management and cost control, and the answer could be found in Article 4 above.

对业主方精益化项目管理的几点认识

SOME VIEWS ABOUT LEAN PROJECT MANAGEMENT OF THE OWNER

文/柯建辉 (盐田港集团)
By Ke Jianhui (Yantian Port Group)



定项目计划,合理地预计项目资源,科学地拟定管理制度,前瞻性地预计项目可能出现的问题与解决方案,为接接下来项目进展过程可控打下坚实的基础。

目前在国内建设工程项目管理领域,对于项目策划的不注重,在项目的范围和目标没有清楚地定义时就仓促进行项目的实施,出现了目前很常见的项目一边策划、一边实施、一边修改的“三边行动”,导致了接下来一系列的由于工程不可控而出现的设计重大变更,工程索赔,建设成果不满足功能需求,经济效益不能达到预期等问题。

业主方作为工程建设项目的总策划者和总集成者,对项目策划有着统筹管理与实施的责任,为了使项目实施过程整体可控,避免出现不必要的影响项目目标实现的因素,必须注重项目集成策划,在项目策划阶段加大资源投入,最大限度地做好策划的相关工作。

2、加强项目全生命期的集成设计管理

(1) 加强设计管理理念

工程设计决定了项目的规模、造型、功能、性能和材料,其对于工程造价的控制是决定性的,设计阶段的工程变更产生的成本影响又相对较少,而随着项目的正常推进,在项目施工过程中发生的工程变更往往都会产生巨大的变更成本。针对此情况,业主方应当在根本理念上加强对设计的管理。

①业主方的项目管理团队应具备专业的设计管理能力,要求懂设计、懂专业、懂协调和懂服务,进行准确地设计定位,明确设计管理模式,切实做好设计阶段的组织协调与管理工作;

②确定好设计的采购模式,选定最合适的设计单位,优化设计合同,明确设计责任与界面分工;

③加强设计的质量管理,强化设计审查,保证设计深度满足合同与规范要求;

④加强设计的造价管理,控制设计标准,结合设计审查,合理优化设计,严格控制设计变更,保证设计的造价处在预期的可控范围内;

⑤加强设计的进度管理,注重设计阶段关键节点的衔接与控制,密切跟踪协调,使设计工作在计划中顺利推进。

coordination, the integrated planning of project accurately defines the project objective, meticulously makes project plan, reasonably predicts project resource, scientifically protocols management system and prospectively expects the problems that may occur in the project as well as the solutions to lay a solid foundation for next controlled project progress.

At present, in the field of domestic construction project management, less attention is paid to project planning, the project is implemented hurriedly even without a clearly defined project scale and objective, and the common "trilateral action" of planning, implementation and modification of the project at the same time is taken at present, which leads to the next problems of significant changes in design, engineering claim, construction achievement dissatisfying functional requirement and beyond expected economic benefit, etc. caused by the uncontrolled project.

As the chief planner and overall integrator of construction project, the owner is responsible for overall management and implementation for the project plan. Attention shall be paid to the integrated planning of project. More resources shall be put into at the project planning stage and the relative planning work shall be made to the hilt in order to control the whole project implementation process and avoid the elements of affecting the realization of project objective.

2. Strengthen Integrated Design Management of the Whole Project Life Span

(1) Strengthen Design Management Concept

Engineering design decides the scale, modeling, function, performance and material of the project and its control over construction cost is decisive. The cost impact generated by engineering change at design stage is relative small; with the normal progress of project, great change cost will always generate due to engineering change during project's construction process. Aiming at the situation, the owner shall strengthen the management to design on the basic concept.

① The project management team of owner shall have professional design and management ability. The members are required to have a good knowledge of design, profession, coordination and service, accurately make design orientation, make design management model clear, earnestly complete the work in organization, coordination and management at design stage;

② Confirm purchasing pattern of design, designate the most suitable design unit, optimize design contract and make design responsibility and division of the interface clear;

③ Strengthen the quality management of design, intensify design inspection and guarantee projected depth to satisfy the requirements of contract and specification;

④ Strengthen the cost management of design, control design criterion, combine design inspection, reasonably optimize design and strictly control design change to make sure the design cost within the expected controlled scale;

精益化项目管理的内涵

与精细化相比较就可以很明显地看出精益化的特点,精细化项目管理是与传统的粗放式项目管理相对应的,将具体的、明确的量化指标深入到项目管理的各个环节,其主要特点就是注重每一件事,每一个细节;而所谓的精益化项目管理,“精”主要体现在工程质量上,追求完美质量,“益”体现在成本上,即追求的是项目少投入、少消耗资源,而多产出利益,综合起来精益化项目管理的内涵是:努力在项目建设全过程中争取消除各种浪费,注重项目总体价值的最大化,并同时使项目成果的质量最优。

精益化项目管理的几大表征

1、注重项目集成策划

传统的项目策划包括项目的决策策划与实施策划,决策策划决定了要实施与管理的对象是否正确,实施策划是要解决如何实施才能使项目成果达到预期,是在项目实施之前为项目建立制度与规则,而项目集成策划即在项目的前期,通过系统地研究分析与协调,准确地定义项目目标,细致地制

I. Connotation of Lean Project Management

The characteristics of lean management can be seen obviously by comparing with refined management. The lean project management corresponds to traditional extensive project management, which deeply puts concrete and specific quantitative index into every link of project management and whose main characteristic is paying attention to everything and every detail; however, in the so-called lean project management, "refined" is mainly embodied in project quality, i.e. the pursuit for perfect quality and "benefit" is embodied in the cost, i.e. the pursuit for small project investment, less resource consumption and more output benefit. The combined connotation of lean project management is that during the overall process of project construction, strive for eliminating all kinds of wastes, lay emphasis on maximizing the overall project value, and optimize the quality of project result at the same time.

II. Some Representations of Lean Project Management

1. Pay Attention to Integrated Planning of Project

The traditional project plan includes decision plan and implementation plan of the project. Decision plan decides whether the object of implementation and management is right and implementation plan sets up systems and rules for project before the implementation of project to resolve what kind of implementation can make the project result reach expected objective. During the earlier stage of the project, through systematical research, analysis and

(2) 引进全生命期集成设计

目前国内工程建设领域的一个普遍的认识误区就是工程建设的生命周期是按照项目决策阶段、设计阶段、施工阶段和运营维护阶段依次开展进行的，但是在工程建设实践中，各阶段的工作都是项目穿插与结合的，业主方必须明确的是，设计工作是贯穿于项目建设全生命周期的，设计单位需要参与到项目的整体协调与控制过程当中，为业主提供技术支持。

由于设计工作的专业性与复杂性，实际过程中设计工作往往是由多家不同的设计单位共同完成，包括勘察单位和分管不同专业的设计单位，设计工作开展过程中，为了保证设计成果的协调统一，必须使参与设计工作的各单位形成一个整体，一定程度上进行统一的沟通与管理，实现的方法一是建立统一的设计工作标准与制度；二是建立协同设计平台，进行设计过程的“群对群”交流与互动机制。

3、应用先进技术进行项目管理

(1) 应用信息管理平台

工程建设项目信息管理平台是为参建各方搭建的，基于网络构架的，可以用以实现建设项目各项管理任务的信息化系统，引进信息管理平台可以实现建设工程项目的数字化、流程化和协同化管理，大大提高业主方项目管理的质量与效率。

①利用网络技术作为项目信息的载体，可以实时为业主方提供项目建设的相关信息，为业主实行相关决策提供支持；

②为参建各方提供协同办公的平台，提高了信息交流的便捷性与准确性，使得项目指令在组织结构上形成一个从上到下顺畅贯通的机制；

③为项目制定了一套严格统一的工作流程，有利于形成格式化办公制度，提高工程建设管控效率；

④为项目的相关资料提供电子归档，方便快捷，并且便于查询。

(2) 应用BIM技术

BIM是建筑信息模型(Building Information Modeling)的

⑤ Strengthen the progress control of design, pay attention to the linking up and control of key node at design stage and closely track and coordinate in order to guarantee the smooth progress of design work in the plan.

(2) Introduce Life Span Integrated Design

At present, a common misunderstanding in domestic project construction field is that the life span of project construction is successively carried out according to project decision stage, design stage, construction stage and operation maintenance stage. However, in project construction practice, the work in each stage is the penetration and combination of project. What the owner shall make clear is that the design work is running through the whole project construction life span and design unit shall participate in the overall coordination and control process of project to provide technical support for the owner.

Due to the expertise and complexity of design work, in the real process, design work is always jointly completed by many different design units, including surveying units and design units that are in charge of different majors. In the process of design work, every participating unit shall form an entirety and make unified communication and management to some degree in order to guarantee the coordination and unifying of design result. The first implementation way is to establish unified design work standard and institution; the second way is to establish collaborative design platform to conduct the "group to group" communication, and interactive mechanism in design process.

3. Apply Advanced Technology to Conduct Project Management

(1) Apply Information Management Platform

Construction project information management platform is established for every participating party and based on network framework, which can be used for realizing the information system of various management tasks in construction project. The introduction of information management platform can realize digitization, process and collaborative management of construction projects to greatly improve the quality and effectiveness of owner's project management.

① Using the network technology as the carrier of project information can provide related real-time project construction information for the owner, so as to support their relevant decision-making;

② Provide the platform of collaborative office for all participating parties and improve the convenience and accuracy of information communication to make the project order form a smooth mechanism from the top down in organization structure;

③ Make a set of strict and unified working process for the project, which is in favor of the formation of formatting office system and the improvement of project construction control efficiency;

④ Provide electronic filing for related project data, which is convenient, efficient and easy for query.

英文简称，它是以三维数字技术为基础，将工程建筑全生命周期的各项信息进行整合展示的新兴技术手段。随着工程建设领域中产品规模越来越大、技术要求越来越复杂、项目管理的难度越来越高，作为能加强项目的成本、质量和进度的直观控制的BIM技术已然成为了行业未来发展的风向标。

①在项目建设之前可以对项目目标进行预体验，对建设过程进行预演示，确保项目决策准确、计划合理、投资可控；

②在设计阶段能够保证设计深度，避免设计错漏，防止出现建筑布局冲突，准确直观地进行设计造价控制；

③施工期能够参造BIM制定的项目计划对资源进行合理整合调配，对项目的建设目标进行严格控制，并能使项目的管理更加精细化；

④运营阶段能通过BIM随着项目建设过程建立的与建设产品相配套的强大的数据中心，对建筑的运营，维护进行实时监控与管理。

对业主方的要求

精益化项目管理对业主方的定位是项目的总策划者、总集成者与总协调者，实现对项目的整体目标把控，要求业主具备相当强的专业技术和组织管理能力，在项目的实施过程对项目进行全过程和全方位管理，保证项目的推进处于可控状态，使项目目标能够最终实现。

作为业主方，我们应该在适应国内趋势与政策的前提下，对于先进的管理理念和技术持有包容学习的态度，积极应对市场变化，吸收先进科技，提高工程建设的效率，在保持企业稳步发展的同时，要更加注重创新的重要性，这样才能在激烈的行业竞争中取得优势。

(2) Apply BIM Technology

BIM is the abbreviation of Building Information Modeling, which is a newly-developed technological means that is based on three-dimensional digital technology, integrate and show various information in whole project construction life span. With the bigger and bigger product scale, more and more complex technical requirements, higher and higher project management difficulty, BIM technology that can strengthen the intuitive control over the cost, quality and progress of the project has already become a weather vane of the future development of the industry.

① Experience the project objective in advance before the completion of the project and demonstrate the construction process in advance to guarantee accurate project decision, reasonable plan and controlled investment;

② Projected depth can be guaranteed in design stage to avoid mistakes and omissions of design, prevent the emergence of architectural composition conflict and control design cost accurately and intuitively;

③ During the construction period, through referring to the project plan made by BIM, reasonably integrate and deploy resources, strictly control the construction objective of project and make the project management more refined;

④ During the operation stage, monitor and manage the operation of the building in real time by means of powerful data center which is established by BIM for supporting the products of construction in the project construction process.

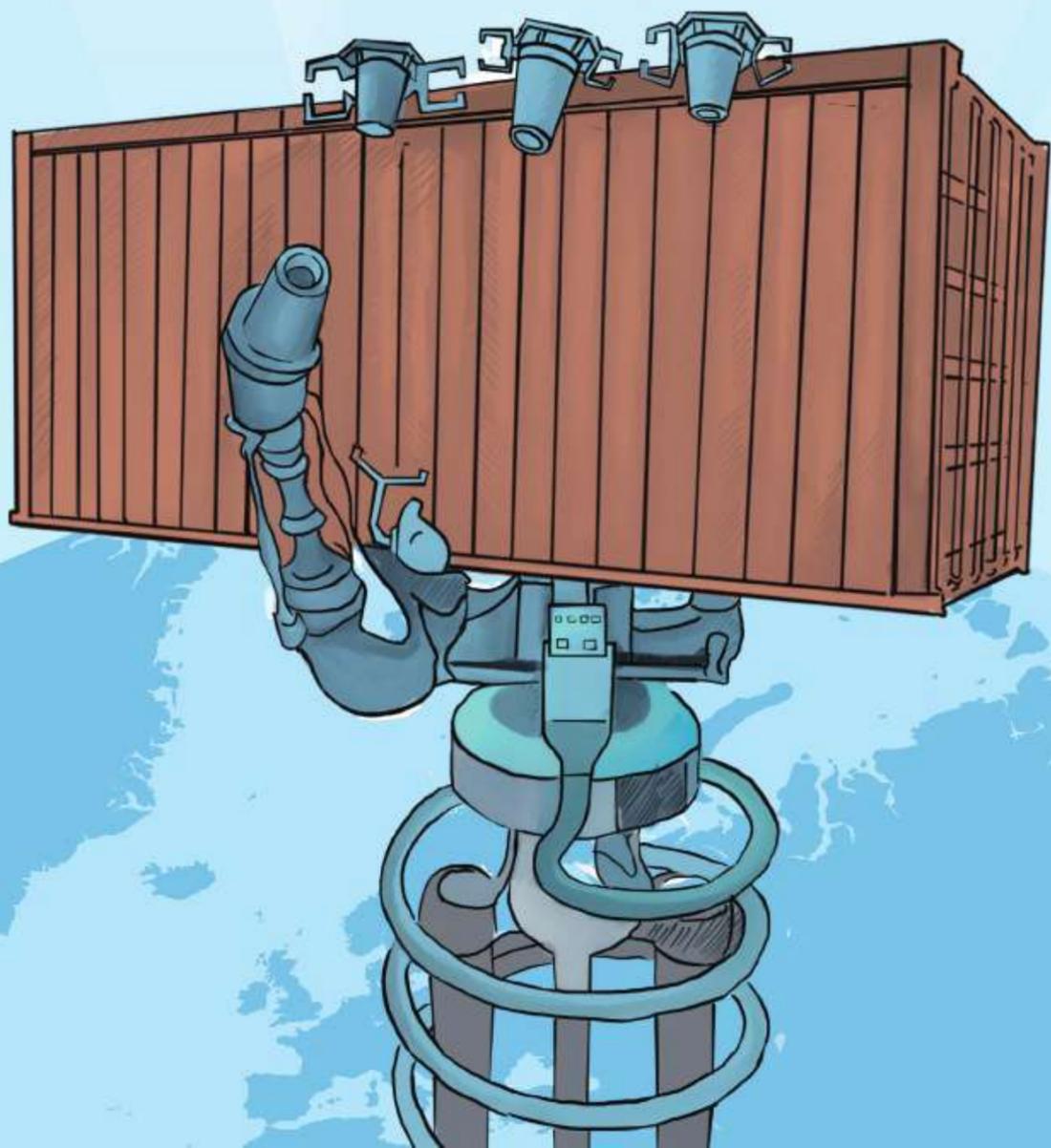
III. Requirements for Owner

The orientation of the owner in lean project management is the chief planner, overall integrator and overall coordinator of the project. In order to realize the control over overall objective of the project, owner is required to have fairly strong professional skill and ability of organization and management, conduct overall process and omnibearing management to the project during the project implementation process to guarantee the project progress in a controllable status and eventually realize project objective.

As the owner, on the premise of adapting to domestic tendency and policies, we shall hold a tolerant learning attitude to the advanced management concept and technology, actively respond to market changes, absorb advanced technologies, improve the efficiency of project construction and pay more attention to the importance of innovation while keeping the steady development of enterprises. Only in this way, can we gain advantage in the fierce industrial competition.

自动化码头 在中国的机会有多大

文/万鸿涛 罗凯（盐田港集团）



如今，码头自动化又成了下一个热门，是港口能力从规模化发展到精细化管理的重要标志之一。特别是互联网升级和工业技术变更给码头管理者更多的业务提升手段，使其能够不断优化业务流程，逐渐提高码头自动化水平。对于全球贸易重点地区的中国，港口行业已具有相当实力，是否会成为自动化的最大使用者和受益者。我国港口发展已进入新的阶段，大建设、大投资的步伐已经放缓，迫切要求转变发展观念，调整发展思路，由粗放型向集约型、由传统装卸作业向综合物流服务、由生产型向生态型发展转变。由此“转型”大背景下，将给我国码头自动化发展带来哪些机会？

我国自动化码头发展的现状

自动化码头是包括岸边作业、货物从岸边到堆场的水平运输以及堆场区域作业的一体化自动运营的码头，而我国上海外高桥二期在2005年使用振华港机的C-RMG和D-RMG方案实际只是一个自动化堆场，尽管并非完全算得上真正意义上的自动化码头，但确实通过该实践对码头自动化作业积累相关经验。通过实施运营，其装卸效率达到每小时130TEU，大大提高了堆场的装卸效率，降低了运行成本，并可将堆场的堆高能力从目前的“堆4过5”提高到“堆8过9”。测试表明^①，2个自动化堆场箱区的堆存能力比传统的堆高机堆场能力提高20%以上；成熟运行后，年通过能力可达到54万TEU。并且，通过应用自动化无人堆场，可以大幅减少和避免了集装箱在运输过程中的人为差错，降低了操作人员的工作强度，节省了运输成本。之后，在2007年，振华港机又在长兴基地建成了集装箱自动化码头的示范线，用于完全电驱动的集装箱码头装卸作业自动化操作的实施测试，其结果显示，该方案下的集装箱装卸系统的作业效率比目前世界集装箱码头平均装卸效率至少提高20%；而且整个系统也更加节省成本，比传统码头节省约26%，堆场利用率至少可以提高25%。

目前算得上中国第一个自动化码头项目是厦门远海全自动化集装箱码头改造示范项目，是在已基本建成的厦门港海沧港区14#和15#泊位基础上进行设计改造，预计将于2014年9月建成试运营。其中，该项目建设将分三期完成：一期工程主要是对海沧港区14#泊位及15#部分泊位进行自动化码头配置^②，二、三期工程将引入铁路装卸，逐步完善对其他泊位自动化建设。根据14#泊位的规划布局，一期工程将配置3台双小车岸桥、16台堆场自动化轨道吊、18台自动导航小车和16台自动接箱平台。该项目的的设计吞吐量为每年78-91万TEU，相当于在原设计能力的基础上增加20%-40%的吞吐能力。该码头首次创新运用自动化仿真系统，进行自动化集装箱码头水平运输、堆场装卸、路径优化等工作的设计、开发、统计、分析，为更新传统码头低效装卸流程、加速集装箱码头智能化装卸系统升级奠定了基础。自动化码头取消了传统的由内燃机驱动的水平运输方式，将码头装卸完全置于轨道上，用电驱动来实现，从而解决了噪音大、排放超标、污染环境等问题。由于整个码头的系统采用电源驱动，经测算比传统码头节省能源25%以上，碳排放量减少16%以上。此外，该系统由中央控制室计算机控制，是真正意义上的无人化全自动化码头系统，不仅降低了码头用工成本，而且提高了安全作业水平^③。

除上述集装箱码头的自动化以外，还有国内也在自动化散货码头方面进行一些尝试。2007年，在ABB的技术支持下，上海罗泾港实施建设了全球第一个自动化散货码头，年吞吐能力可达到3780万吨。ABB提供了包括设计、电机、传动、PLC等电气和自动化设备在内的电控系统，实现了物料从卸船、堆取和装船的全自动作业。其中装有ABB激光扫描的卸船机，成为全球第一台全自动的卸船机。并且，通过具有远程监控功能的自动化系统，工作人员在港口中央控制室内，能对装卸情况和物流情况进行统一管理，达到优化运行和综合协调的目的^④。

总体来看，对于目前国内自动化码头而言仍然处在摸

① 集装箱堆场自动化管理研究，包起帆，港口装卸 2007年第1期

② 项目一期由上海振华重工（集团）股份有限公司、中远太平洋有限公司、厦门海沧投资集团有限公司在2012年10月签合作框架协议

③ 全球首座第四代全自动化码头装卸系统落户厦门远海码头，厦门远海集装箱码头有限公司，2012年10月27日

④ 上海罗泾港成首个自动化散货码头，上海商报，2007年11月

索阶段，尽管在实验论证当中，自动化码头在综合费用和碳排放减少方面具有非常明显优势（见表1国内某自动化码头与常规码头在费用及碳排放的比较），但并未考虑到前期设备建设的投资、分摊人工成本的比价优势、货量需求的规模支撑其实现效益等。这也是当前为什么自动化码头并未在国内批量上马的原因，前景发展还有待市场的论证。因此有必要对国外自动化码头发展历程及实践经验进行系统了解，才能发现其是否在国内有投资机会。

国外自动化码头相关实践经验

早在20世纪80年代中期，在劳动力成本昂贵和熟练劳动力匮乏的地区，自动化运转集装箱码头首先受到关注，英国泰晤士港、日本川崎港以及荷兰鹿特丹港纷纷规划建设自动化运转的集装箱码头。泰晤士港和川崎港自动化运转集装箱码头均计划采用分阶段建设的方法实施，但是由于后续的自动化设备开发的财政资助发生变化而搁浅。以集装箱码头为重点的自动化码头逐步形成了到目前三代的自动化集装箱码头的技术阶段：

第一代是以在1993年建设的荷兰鹿特丹港ECT码头I期和II期为代表，目前已投入运营的自动化程度最高的码头。码头岸边设备为人工操作，水平搬运设备为自动导向车AGV和堆场设备RMG均为无人操作，其特点是平面运输固定路线，即单小车岸桥。另外，还有一些部分作业实现自动化功能的集装箱码头，例如新加坡PSA码头、中国香港HIT码头，主要是堆场作业实现自动化操作。

第二代是以德国汉堡HHLA-CTA码头为代表，也是目前正在试运行中最先进的自动化集装箱码头。码头自动化范围从岸桥到堆场和堆场到集卡，岸边设备岸桥为半自动化操作，水平搬运设备AGV和堆场设备RMG均为无人操作。堆场装卸工艺为大、小穿越RMG与AGV相结合，RMG在两端完成装卸作业，其特点是平面运输采用灵活路线；轨道吊采用穿越式布置，其中，该码头也是振华港机参与设计，并形成了相关的技术专利。

第三代是以荷兰鹿特丹港EUROPAMAX码头为代表，尚在设计中的自动化集装箱码头。此类堆场自动化范围从岸桥到堆场、堆场到集卡和堆场到轨道吊，岸边设备岸桥为半自动化操作，水平搬运设备AGV和堆场设备RMG均为无人操作，轨道吊为半自动化操作，其特点是轨道吊采用接力式对称布置，实现岸边作业与堆场运输的配合。而该码头也是振华港机参与设计，使其在集装箱自动化码头方面技术

积累深厚。EUROPAMAX码头是全球自动化码头第一次全部使用振华港机的设备，该系统年设计作业量为230万TEU，操作人员相对减少70%，能够适应全球所有型号集装箱船的装卸任务，可以24小时不间断作业，到目前，该系统已经稳定运作3年多，未出现大的故障问题。

在散货方面，由于货物附加值相对集装箱较低，且运输装卸的货物非标准化，因此在此方面的实施建设相对集装箱较少，2012年，ABB与大连重工起重集团公司技术合作，为淡水河谷公司在马来西亚打造自动化散装货物码头。该项目共分为三期工程，其中第一期工程包括：3X3500th卸船机、1X8000th装船机、5台全自动堆取料机、皮带运输系统和中控管理系统，淡水河谷在马来西亚码头实现了装卸船、堆取料及堆场管理的自动化，并形成一个掌控全局、现场迅速反应的统一集成平台；控制网络结构层次清楚，冗余配置安全可靠且易于维护；现有自动化堆场管理能力帮助用户提高生产效率和堆场周转率；码头起重机设备操作简单且安全高效，极大降低操作维护人员的劳动强度。

从国外自动化码头的实践经验看，通过对局部码头作业自动化，逐渐扩展到其他流程，由此实现了码头作业自动化的一体化，成为真正意义上的自动化码头，但同时也存在其他的驱动因素在里面，国外码头在人力、土地成本上飙升，使码头运营商更趋向于减少人力和使用效率更高的自动化设备，同时，相比较货物运输需求规模，现有自动化设备的投入成本、实施及运营、维护成本都是合算的，并且能够满足政府对环保的强制规定和要求，这也符合了欧美地区未来在港口物流方面的发展方向，也是我国港口下一阶段转型升级的关注重点。

国内自动化码头发展的重点方向展望

首先，建设智慧型港口，以智能化提升港口的自动化，智慧港口的基本特征是信息化、智能化，它运用物联网技术将港口的装载设备、船舶、堆场物料等信息都连接到网中，使现场作业人员的劳动负担大大降低，错误率基本杜绝；使港口管理人员把更多的注意力集中在生产管理和经营服务上。在“智慧港口”中，智能技术广泛应用，联网的数据经过智能算法的处理，可以得到大量的分析结论，最终为港口管理、客户服务等方面提供可用的数据。如实现港口与船公司、铁路、公路、场站、货代、仓储等港口相关物流服用激光靠泊系统、变频控制、协调控制等技术，来大大缩短装和卸船作业时间等等。

其次，发展远程化提高最自动化码头的监控能力，如2012年9月25日，ABB与两大集装箱码头运营商APM Terminals和RotterdamWorld Gateway (RWG) 签署合同，为其新的集装箱岸桥提供远程操控自动化系统。位于鹿特丹马斯夫拉克特的这两个新码头将于2014年投入使用，届时将成为欧洲第一批应用集装箱岸桥（STS）远程控制技术的码头，而APM Terminals公司的码头则将在全球率先取消岸桥司机室。这些值得国内港口在自动化发展中借鉴。

再次，对自动化码头的管控一体化的发展也十分重要，如在散货码头方面，基于位置测量与精确定位技术、料堆轮廓实时扫描及堆场建模、物料实时跟踪管理、堆取料流量和流程控制工艺等四大技术，满足基本的散货码头生产流程控制与故障监测需求，同时还涵盖了散货码头生产作业控制、营运管理、客户服务等全过程；充分体现了“管控一体化”这一理念，包括实时生产流程控制、流程优化与节能运行、码头环境全方位远程监控、堆场智能化模拟、生产调度与负荷优化分配、实时数据统计和分析、网络化设备运行维护及在线客服服务等；实现了码头生产管理与生产控制的无缝连接，以及实时信息与管理信息的数据共享；使各级管理者及时、直观地了解生产现场的各种情况及设备运行、码头环境的状态，进行各类数据的综合分析，以统一规划全港区资源。最终，提高码头的生产经营管理水平和生产作业效率，实现建设低能耗、低故障、高效率、高安全的散货码头生产营运系统。

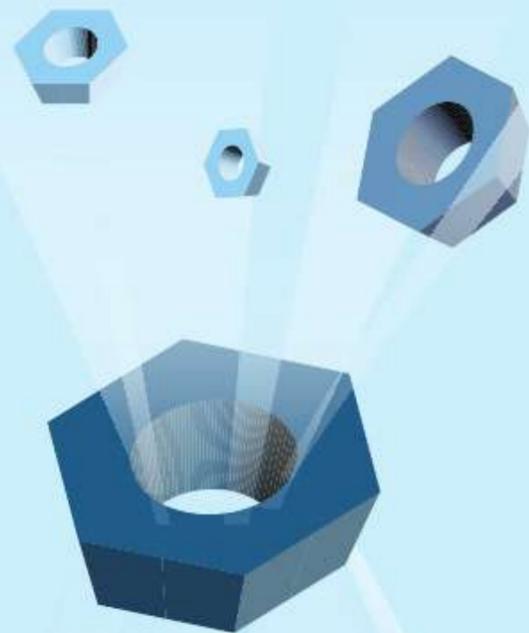
实践分析：厦门远海全自动化集装箱码头改造示范项目

该示范项目包括智能化船舶装卸系统、智能化水平运输系统、智能化堆场三块组成。智能化船舶装卸系统是集装箱船的配载结果是以图的形式表示，即预配图和实配图。集装箱船舶的配载过程，即船舶公司根据船舶航次的订舱情况，编制船舶航次在某装卸港的集装箱预配图，然后将预配图送给集装箱码头；集装箱码头根据预配图和码头堆场进箱堆积情况，编制集装箱实配图；实配图在得到船方确认后，集装箱码头就按照实配图，对船舶进行集装箱装载。

智能化堆场系统实现集装箱在堆垛内的堆放以及交换区与水平运输机械进行集装箱的交接作业。其中包括：堆场自动分配与自动作业系统，ARMG远程控制系统，用来远程监控ARMG，也可以辅助某台ARMG完成较精细动作或处理应急事件。一个远程作业系统可由多个远程操作台

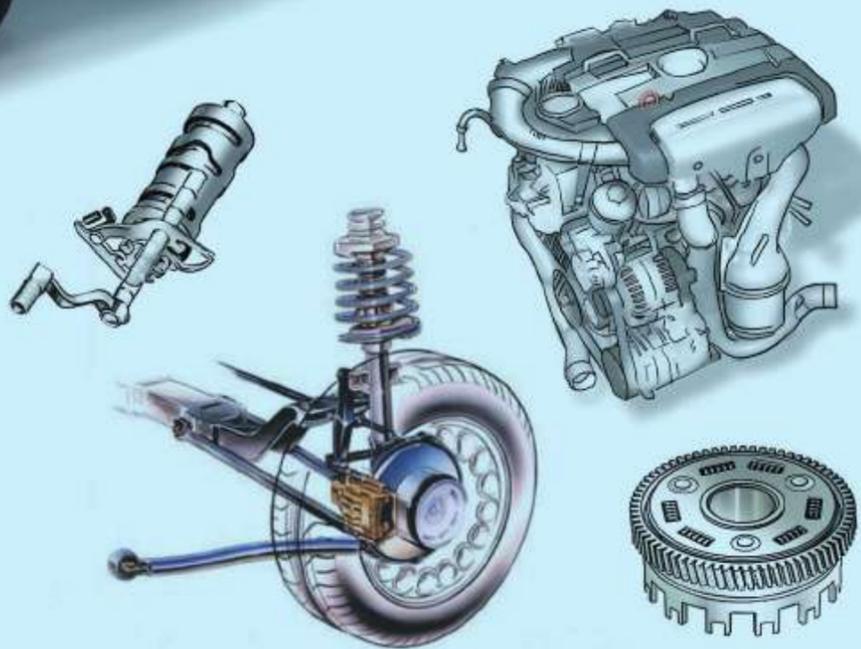
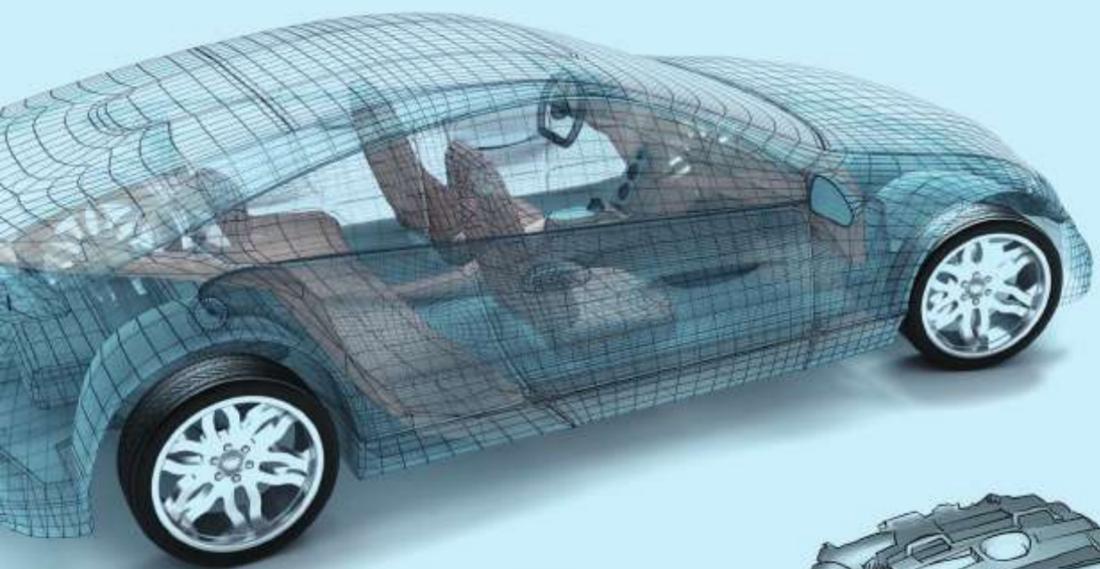
（Remote Computer System, RCS）组成，操作员将通过这多个远程操作台去合理监控更多个ARMG，实现N对多的有效方案。RCS包括1个主机，3个显示器，1套I/O模块，按钮手柄以及1个通讯设备。设备调度与控制系统ECS即起重机设备自动控制软硬件系统。它包含一整套软硬件系统，主要负责所有自动化轨道式集装箱龙门吊（ARMG）相互协调运作。ECS包含中央控制系统也称设备操作系统（EOS）和各单机设备自动控制系统，包括ARMG单机控制系统（ARMGACS）。

建立港口物流公共信息系统，以客户为中心，以货物为对象，以港口为结点，以运载工具为线索，以工作流的改造与设计为基础，引入现代物流管理、供应链管理、客户关系管理等先进的经营理念，利用EDI、RFID、GIS、GPS等技术手段，实现港口节能工作从传统粗放式向数字化、智能化节能管理的革命性突破。



大铲湾片区 打造中国汽车改装业 全产业链的构想

文/黄俊恺（大铲湾港口投资发展公司）



央视CCTV新闻频道于2014年8月11日在《新闻直播间》栏目播出了一则关于“改装车10月将有合法身份”的新闻。大意为，修订的《机动车登记规定》将于今年10月1日起正式实施。汽车制造商推出的经过厂家检验合格的个性化定制改装车，车主在上牌照时无需再提供额外的改装证明便可直接上牌。

新闻还指出，在10月份的《新机动车登记规定》中，对改装车限定有所松动，车身和车架的改装均可在改装之后再行登记。改装变更手续也相应简化，机动车所有人再改装10日内到车辆管理所申请变更登记即可。

从登记新规的条文看，整车改装的变更登记手续将进一步简化，并允许车辆在改装后再进行登记备案。对于汽车改装行业来说，这无疑是一个利好信息。这也是有关部门推出一系列便民政策的其中一项具体内容。

笔者曾在嘉鸿名车博览园开业时就有过汽车配件在大铲湾片区落地的想法，特别是在集团规划争取将整车进口业务转移至大铲湾后，类似构想更是与日俱增，但是限于国内法规、政策以及国有企业体制等影响，从未将想法具体呈现于纸上，直到央视新闻的播出。现就在大铲湾片区打造中国汽车改装业全产业链谈谈个人的构想。

一、全球汽车改装概况

汽车改装文化源于赛车运动。从最早只针对于提高赛车性能的汽车改装，到现今成为普通车迷的一种汽车时尚，汽车改装也有相当长的历史。世界各国的改装行业如同汽车工业发展程度一样高低不一，而各国改装车展规模也直接反映该国的汽车行业水平。

（一）改装车展

目前，世界三大改装车展分别为美国SEMA SHOW、日本Tokyo Auto Salon以及德国Essen Motor Show。

SEMA SHOW

美国是全球最大的汽车消费市场之一，在赌城拉斯维加斯举办的SEMA SHOW首创于1963年。SEMA是英文缩写（speed equipment manufacturers association, SEMA），字面意思为“制造极速机器的厂商联合会”。SEMA SHOW起初是各大汽车零部件商为早期的HotRod（一种旧车改装成高速汽车的玩法）发烧友举办的一个小型展览，经过30多年的发展和完

善，汽车改装不仅在美国取得了合法地位，而且成员单位也逐渐增多，如今在全球拥有超过6,400家成员单位，每年其成员在全球的零售额突破270亿美元，已成为北美最具实力的汽摩配件贸易网络。2013 SEMA SHOW共有1300多个参展商参加，全场展位6000个，观众更是超过了8万人次。

Tokyo Auto Salon

东京改装车展源自1983年，是《Option》的第一代主编稻田大二郎确立的“消费者车辆个性化”指向的文化概念。作为亚洲改装业的先锋，日本在改装的技术性、欣赏性和实用性方面都达到了很高水平。作为亚洲汽车改装技术的发达国家，日本拥有最先进的机械及电脑技术，改装后的汽车具有相当高的实用性和可靠性，某种意义上达到了汽车制造行业的水平。每年都会在展会上看到许多让车人辨认不出原车型的“狂改型”汽车。在那里的发烧友眼里，个性是第一位的，通过他们疯狂的改装之后，其价值已经在原车的价值上翻了好几番。

Essen Motor Show

该展会由著名的S.I.H.A Ausstellungen Promotion GmbH主办,已经成功组织了43届了。由于处于汽车工业及专业改装盛行的德国,同时占有地理优势,欧洲名车的专业厂家也会蜂拥而至,在展会上推出自己的最新作品。除了各汽车制造商发表新车于展中,许多美日系车厂、改装车厂也参加Essen Motor Show展示最新的车型与改装套件,代表着美日改装风格也强烈影响着历史悠久的欧洲改装车文化。与美国和日本不同的是,埃森改装车展主要是通过车来展示车主的想象力,在车展上,曾展示过电影《蝙蝠侠和罗宾》中施瓦辛格扮演的冰人驾驶的冰车,还有可以飞行的全木制车,外形为迪斯尼笔下的达菲鸭的卡通甲壳虫汽车等。

(二) 改装车厂

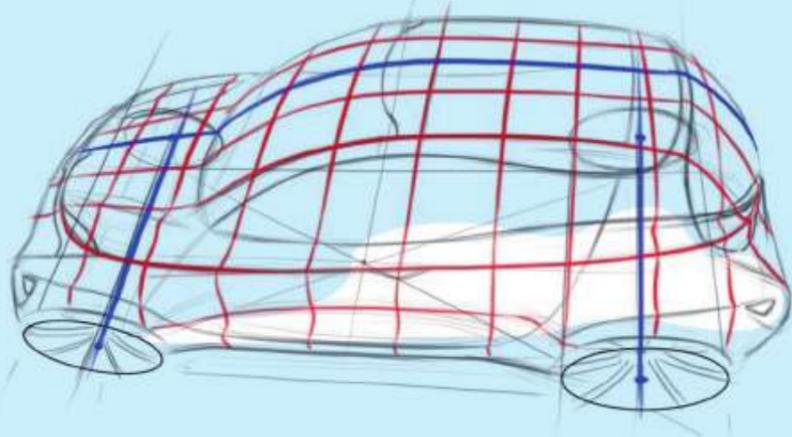
除了世界范围具有影响力的改装车展外,部分改装车厂的影响力并不亚于汽车生产厂的知名度。改装车厂是改装车的摇篮,世界上到处都有改装车厂,并且已经呈现出越来越专业的发展态势。有实力的改装厂一般都与汽车生产厂家有非常密切的关系,只改一个厂的一个或几个品牌,由于针对性比较强,因此改装出来的车型也就更加可靠、成熟。

世界上较著名的改装公司有:专门为奔驰汽车改装的AMG、BRABUS、LORINSER;为宝马汽车改装的AC-SCHNITZER、ALPINA;为保时捷改装的TECHART;为大众汽车和奥迪汽车改装的ABT;为本田改装的MUGEN、JS-RACING、Spoon;为丰田改装的TOM'S和TRD;为富士改装的STI和TEIN;为日产汽车改装的NISMO、AUTECH;为三菱汽车改装的RALLIART;为凯迪拉克汽车改装的HENNESSEY;为道奇汽车改装的SPEEDFACTORY;为福特汽车改装的WOLF等。著名的越野车改装公司和配套产品厂家有JAOS、ATBAWORKS、TJM、ARB以及WARN等。

(三) 改装类目

涉及的改装类目繁多,如下图所示:

引擎系统							
turbo							
Gennax	Garrett	C2racing	Neuspeed	Trust	REF	HKS	
凸轮轴	Superchips	D-fashions	Buddy	STD	HKS		
普利盘							
MS-R	STD	HKS	CARBOX	C2racing	RUFF	GDL	Toser
TAS	SRR	Buddy					
冷却系统							
水箱	Summit	Prone	CARBOX	Gennax			
中冷器	TAS	Neuspeed	HKS	Prone			
低温水泵	Sard	Billion					
机油冷却器	Prone	Defi	Will	STD	HKS	MSR	
水箱盖							
STD	Spoon	GREDDY	Silver	Mugen	tom's	Sard	ARC
HKS							
车身系统							
防倾杆	Neuspeed	SPR	TRD	Mugen			
防浪架	OMP	Mugen					
调整器	SRR	Eibach	Cusco	Toser	STD	Summit	
	Will						
支臂	Will	SRR	Summit	Toser	Neuspeed		
悬挂系统							
悬挂系统	MSR	HKS	tom's	Tein	AMG	Alpina	
	TDR	Mugen	STD	GTS	Brabus	Blitzstein	
	Koni	Toser	WILL	BC	Espec	Dynamiq	
	Power	Ruff	RG	Cusco			
刹车系统							
刹车系统	Brembo	VTR	Aero	JBT	Endless	Alcon	
	Silver	AP	tom's	NASHIN	E'SPEC	NEX	
	STOPTECH	TRD	AMG	ATE	TARLOX	projectU	Wilwood
	prosche	farni					
刹车皮	DON	EBC	Mintex				
金属油管	MOCAL	NEUSPEED	GOODRIDGE				
刹车助力器	Topmix	ft-z					
新式机油	速马力	FK	GREDDY	MOTUL	RED-LINE		
刹车油	AP	MOTUL	HKS				
添加剂	速马力	STP	NOS				



二、国内汽车改装界概况

由于法规、政策等原因,改装车在我国,目前仍属于“不合法”的状态。就在“不合法”状态的大背景下,我国国内现有改装产业呈现出的是“星星之火、遍地开花”的局面。总体的产业分布与地区的汽车保有量成正比。

(一) 存在的差距

1. 规模对比

国内最为出名的改装聚会非VWFASHION&Superfrezh俱乐部在北京联合举办的HellaFlush聚会莫属,到场的车辆将近百辆,都是京城改装的名流,但除此次之外,很少有能够在全国范围内(港澳台地区除外)一次性召集如此规模的改装车辆到场的民间改装聚会。而对于欧美、日本来说,到场规模在150台以上的聚会比比皆是,当然,国内改装车的数量、品质本身就不及海外。

2. 场地对比

场地一直是制约民间改装爱好者聚会的大问题,也是令各大改装俱乐部管理者比较尴尬的原因,规模正在突飞猛进,品质正在直摇而上,但在各大城市中都很难找到这样一片可以提供给改装车爱好者进行聚会、展示和交流的平台。场地的承载能力和周边环境都是亟需解决的问题。

3. 商业模式对比

改装车俱乐部大多数是半开放或者全开放制,没有会员费单纯靠组织者的投入,而这样就给组织者带来巨大的运营压力,如活动场地、设备租赁等。在国外,很多改装车俱乐部或者某些特定聚会,有很多改装品牌或者改装厂提供场地和相关经费,达到互相宣传和支持的作用,而在国内的改装车市场法规、政策限制,让国内的改装市场的商业化很难明确和发展,所以很少有正规厂商在国内推行相对成熟的商业模式,没有公关运营、没有品牌营销,自然也不会给民间的改装聚会给予资金投入和支持。

(二) 国内目前唯一改装车展

2012年首届All In Tuning改装展在北京举办,同年被中国改装行业誉为中国改装元年。8月9日,2014第三届AIT改装展在北京国家会议中心举办,展览面积将超过3万平米,改装车参展数量将超过180辆,包括知名的BRABUS、ABT等,参展

的改装部件品牌超过80个,其中国际知名改装零部件品牌将超过20个。与此同时,前来观展的人数也是力创新高,特别是在开展第一天,人头攒动的场景让人似乎感受到北京车展的感觉。

AIT为国内改装车爱好者建立一个获得国际改装信息的平台。国内外众多大品牌亮相AIT,显示出这一展会的市场影响力,同时也映射出中国改装市场的发展潜力。

(三) 前景

汽车改装体现的不仅是一种个性化消费观念,更是一种汽车文化。中国的改装车行业发展较晚,目前仍处于起步阶段。如今在发达国家与地区已经有着巨大的商业市场,特别像美国、欧洲、日本等国家和地区,“无车不改”成为很多青年车迷的座右铭。世界各大著名汽车厂商,如奔驰、宝马、丰田、日产、本田等,都推出了专业的改装品牌。随着我国经济与汽车工业的发展,汽车改装业,已逐步成为未来中国汽车业的一大朝阳产业。

中国的汽车改装市场到底有多大?

从2007年开始,汽车改装进入了一个相对快速的发展阶段。全国如上海、北京、广州、成都、昆明等大中城市,大小不一的改装门店如雨后春笋般建立(这还是在改装车在国内“不合法”的状态下),在中国庞大的消费市场与巨大的汽车保有量的大环境下,蕴藏了一个极具发展潜力的汽车改装及相关产业市场。据数据统计,中国已经超越美国成为全球第一汽车消费大国。作为世界上最具潜力的汽车消费市场,我国也必将成为世界上最大的改装车市场。随着中国汽车市场的进一步成熟,更专业的、以汽车生产厂商支持为基础的汽车改装市场需求会很快出现。而国家层面对于改装车限制的放宽无疑是一剂催化剂。中国的汽车生产厂商决不会放弃这么庞大的一个市场,中国汽车改装业将成为汽车产业链的重要组成部分。

据AIT主办方雅森展览公司统计数据,2012年中国改装车的市场规模达到了800亿元,2013年超过1000亿元。未来,中国的改装车产业有望达到3000亿元的市场规模,按照目前美国汽车保有量计算得出的改装市场零售份额(每年270亿美元的销售额),考虑人均GDP等因素,在不计算广告、人工就业等配套产业下,保守估计,中国市场每年也将有150亿美元的改装配件销售市场份额。

三、在大铲湾打造汽车改装业全产业链

国家层面此次发布的新法规条例在笔者看来有多重含义，一是国家实质上已经看到了汽车配件，特别是改装件的市场规模；二是与这段时期国家发改委对汽车厂商“反垄断”调查相关。长期以来，价格高、维修保养贵，已成为国外豪华品牌车在中国的特有标签。“零整比”等概念的曝光，让大众了解了汽车零部件市场的暴利。改装市场的准入某种程度上引入了市场竞争。

国家为了保护消费者的利益，保护道路安全，先从“汽车制造商推出的经过厂家检验合格”入手加以限制，预计在不远的将来，在配套法规陆续出台后，相关限制会逐步放开。对于大铲湾，对于有国有企业背景的大铲湾而言，这是难得的优势和契机。

（一）大铲湾的优势

1. 地处改装潮流核心地带

目前改装势头最为猛烈的珠三角，不仅有着良好的改装市场需求，而且广州、深圳、东莞、中山、珠海、佛山等地，已经开始形成了颇具规模的改装用品市场。广东地区由于毗邻港澳，接下来将形成大珠三角国际化大都市群，能够第一时间了解到国际上的汽车时尚。最初广州从香港引进了汽车改装行业，主要仿效香港同行的模式发展，后来又不断接触到台湾的改装潮流，在融合两种改装风格后逐渐形成了现在广东的改装风格雏形。

2. 土地、交通及港口资源

如前所述，规模和场地是制约改装业发展的因素之一，大铲湾10平方公里的土地资源可以有效地解决场地问题，并为后续产业发展，如展示、销售、仓储、货运、改装车厂进驻等都提供了有力保障。

大铲湾便捷、发达的交通不仅便于集散，而且作为枢纽链接着广州、东莞及港澳等地区。

大铲湾码头的港口资源本身就可以极大地降低物流成本。

3. 平台化、规模化

虽然中国改装业市场潜力巨大，但缺乏成长的土壤(现行

法规、政策限制)。中国的汽车改装业还处于初级阶段，大多数改装店都是非专业的，没有正规汽车改装配件的进货渠道，没有技术过硬的专业改装技术。目前汽车改装都是以汽车修理、汽车装饰、汽车美容店等附加经营项目出现，技术和服务质量可想而知，汽车的安全性和售后维修，就更谈不上了。因此，只有与世界各国汽车改装行业协调合作、互利共赢、共同发展进步，才能真正做大市场。而大铲湾的汽车改装产业对于名车城的展销、整车进口业务以及电商平台都可起到相辅相成的促进作用。大铲湾可以依托四者的关系，打造中国区改装车、改装车配件的进出口、展示、销售、电商的综合性平台。有了规模及平台，大铲湾后期便可与国际知名改装厂协商总代及进驻等事宜，为后续汽车改装文化、改装“ISO”奠定基础。

4. 国企信誉、海关、税务、交管等部门支持

目前，我国市场上改装件价格普遍较高，不仅如此，假货、水货，自贸直邮货鱼龙混杂，泛滥成灾，占据了汽车改装配件的大半江山。直接导致车主花了重金改装最终却无法达到改装想要的效果，最后让爱车受到或轻或重的损坏，甚至直接威胁到车主的生命安全。从打击水货走私的角度，海关必定是支持货物进口走正常清关途径。另外，国家税务也已经开始着手调研电商征税问题，以上都对电商的水货、小型代理商、个人网店带来较大冲击，相反，大型电商则更希望全面征税，这有助于提升他们的整体竞争力，而更高层次的平台化、正规途径的规模化商业模式则更是受益匪浅。交警局车管所大铲湾服务站也为相关登记手续提供了便利条件。

如果有一个像大铲湾这样有实力、有规模、有国企信誉的改装平台，在运输时间短、物流成本低、货品质量保证、手续合法完备、改装技术过硬，登记手续便利的“一条龙”全产业链服务下，消费者既能得到一手的物美价廉的改装件，又能保障用车安全，作何选择？一目了然！

5. 毗邻香港，有成熟法规可借鉴

香港的改装文化从上世纪八十年代开始。香港有完善的交通法律，翻开香港法律中的《道路交通规例》关于车辆构造的一个章节，已经有超过120条相关法例，巨细无遗规管汽车每一个细节，仅仅关于灯就已经有二十九条相关法例，连挂在车厢里的公仔也有相关法例规管，常见的保险杠、轮胎，尾翼等等当然也在规管之内。警方定期在公路上设置拦

检点，疑似改装过的车辆一律要送到运输署的检验中心作详细的检查，如果结果不达标，一定要将改装的部分还原到合乎法例的要求，否则就不可在道路上继续驾驶，相应处罚也随之而来。

（二）未来——创设改装界“ISO”

一流的企业做规则，二流的企业做市场，三流的企业做产品。大铲湾可以利用自身的优势地位，包括土地、资金、平台、政策支持等，积极借鉴日本、美国等关于改装车的行业标准，创设符合中国的改装界ISO标准，牢固把握这一市场的主导地位。这其中可行的就包括：改装实体信用等级评定；专业从业人员培训储备及工具工艺展示发展；全方位引导改装文化等。

1. 改装实体信用等级评定

与交管部门和银行合作，成立改装实体信用度等级评定制度，意为各改装实体明确主要责任者，一旦车辆在某处改装后出现问题，查出出售假冒伪劣产品的改装店，那么将此店家列入银行个人信用记录的黑名单，直接将无良商家驱逐出改装行业。

2. 专业从业人员培训储备及工具工艺展示发展

任何一个市场的引爆都离不开专业展览与专业媒体的引导。尽管中国目前已是世界第三大汽车生产国和第一大汽车消费国，但专业技能人才缺失、落后的配件工具工艺无法引领我国汽车改装的新潮流，无法推动我国汽车改装业的快速发展。

3. 展示、表演等全方位引导改装文化

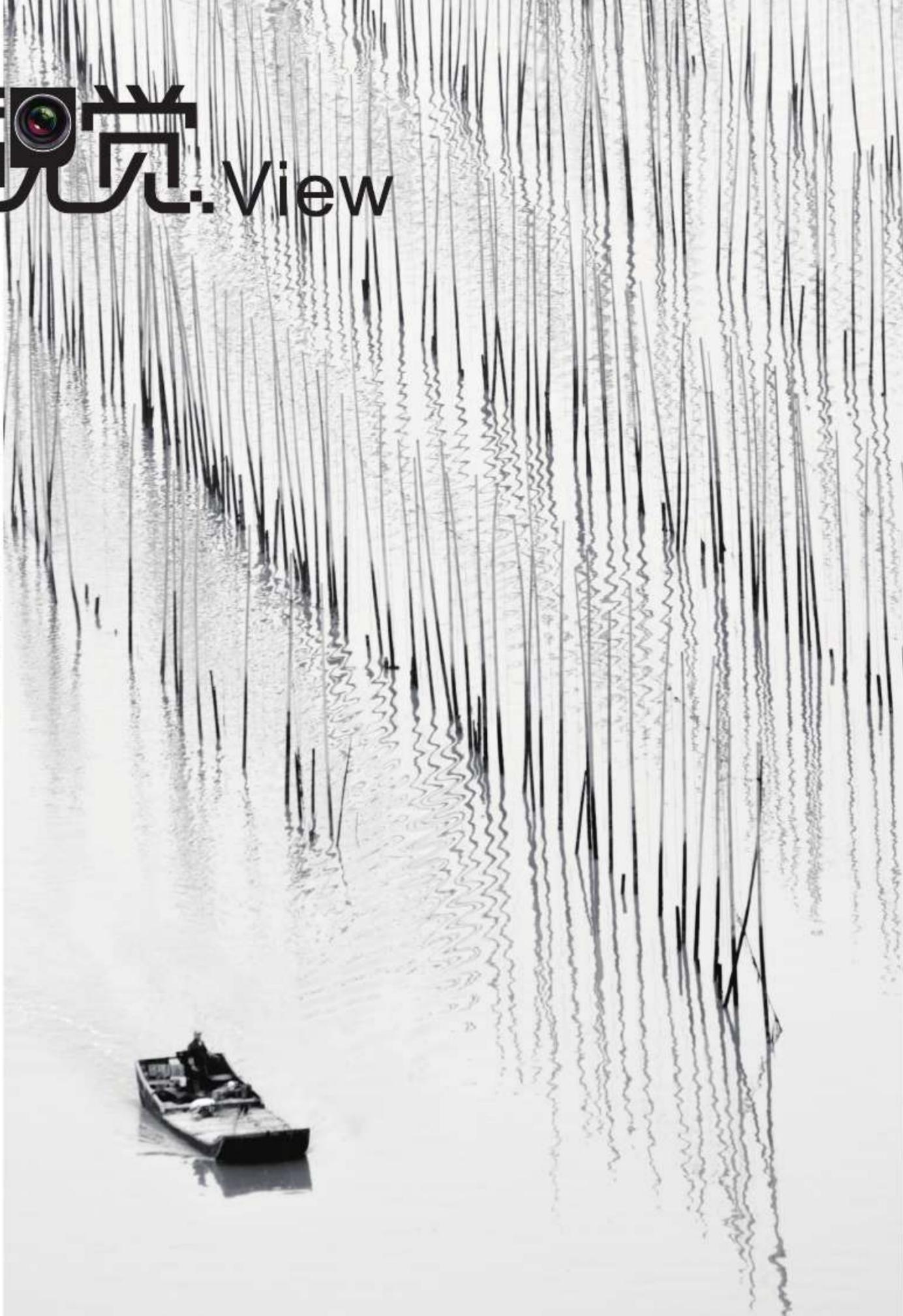
在物质需求不断扩大化的今天，对汽车文化追求个性的人不断增多，打造专业化、规范化的改装经营才是发展之路。展览、传媒、改装店、代理商、行业聚会都应该开展各种比赛、培训、表演。全方位的引导改装汽车文化，让改装行业在专业和规范中成为文化。

笔者认为，对于中国汽车产业，已从卖车作为主业到重视售后市场利润，从进军汽车用品到发展汽车改装业会在不远的将来成为必然趋势。谁能拥有最强势的产业链资源，谁就将拥有最大的客户群。在中国汽车改装业起步时期，如大铲湾能将运输（码头业务）、货运成本（地处港区）、规模化报关报税（海关等部门支持）、展示（拥有土地资源）、销售（产品质量得到保证）、仓储、电商平台（可与菜鸟网络合作）整合成全产业链，也许往后在全球范围内谈及改装车、改装车展，会出现“深圳·大铲湾”的名号。



视觉.View

2014年盐田港集团国庆摄影作品展



- 1、水墨霞浦组照（戴卫兵）
- 2、水墨霞浦组照（戴卫兵）
- 3、水墨霞浦组照（戴卫兵）

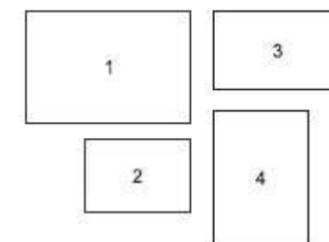


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2

1、赶海（肖明俊）

2、蓝色爱琴海（肖明俊）



- 1、外面的世界 (李志国)
- 2、激情的水花 (李志国)
- 3、沐浴阳光 (朱雪宾)
- 4、理柴 (张柔波)



BALTIMORE HARBOR AND YANTIAN PORT 巴尔的摩港与盐田港

By Gao Ya (George Washington University, US)

文/高雅 (乔治·华盛顿大学)

Baltimore and the Inner Harbor

Located in the center area of Maryland, US, along the Patapsco River, Baltimore is known as "City of First" and "Charm city". It was once the second largest point for immigrants entering US and it still has a rich and deep culture legacy inherited from its old time residents today.

Enviied by costal ports in the mid-Atlantic region, the position of the Inner Harbor helped make Baltimore a world-class port. Back in 18th century, in the heyday of the Inner Harbor, it was the leading shipbuilding site of the nation. The major site included oyster canning, steel working, railroad building, immigration port and military supply.

However, after 10 year economy decline in Baltimore, the Inner Harbor was abandoned by shipping industry, and the businesses surrounding the waterfront soon followed. When Theodore R. McKeldin became the major of Baltimore for the second time in 1963, Wallace McHarg Associates of Philadelphia (now Wallace, Roberts & Todd) was commissioned to prepare the Inner Harbor Master plan to redevelop the area surrounding the Inner Harbor. It took nearly 30 years to complete the whole plan. From the late 20th century, the Inner Harbor became a major tourist destination.

巴尔的摩和她的内港

巴尔的摩位于美国马里兰州的中心地区，帕塔普斯科河沿岸，被誉为“先驱之城”（拥有美国各州中历史上最多的“第一”）和“魅力之城”。它曾是当年移民进入美国的第二大地点，至今仍保留着丰富而深厚的旧时代居民文化。

内港的位置使得巴尔的摩成为世界级港口，这让大西洋中部地区的沿海港口羡慕不已。在18世纪，也就是内港的全盛时期，巴尔的摩是全国领先的造船地点，也是生产牡蛎罐头、制造钢铁、建设铁路、接纳移民和军事补给的主要地点。

但是，在巴尔的摩长达十年的经济衰退之后，她的内港被航运业所遗弃，滨水区周边的商业也紧随其后。1963年，希欧多尔·R·麦凯尔丁第二次当上巴尔的摩的市长时，委托费城华莱士麦克哈格联盟（现为华莱士，罗伯茨和托德）准备内港总体规划，来重新发展内港周边地区。完成整个计划用了近30年的时间。从20世纪晚期开始，内港逐渐演变成了一个主要的旅游目的地。

• Inner Harbor in a visitor's eyes today

The total area of the Inner Harbor is 0.407 square miles. Not a big place, but colorful.

Same as every attraction, the Inner Harbor is surrounded by tons of restaurants catering to different tastes. There are two restaurants you should never miss if you were in US: Bubba Gump and the Cheesecake Factory. Luckily, we found them both at the Inner Harbor. Unlike usual attractions in the middle of a city, the Inner Harbor has plenty of parking ramps surrounding the outer sides of the restaurants, which make sure travelers can easily park their cars nearby and enjoy the fun of tour as soon as possible.



Cruise never gets old at a water sightseeing attraction. Here at the Inner Harbor, one may take a daylight view tour, or a "City Lights Cruise" at night. The choices on water traffic are even more, big red boat, speedboat, sightseeing cruise, you name it, not to mention the "pirate ship".



• 今日游客眼中的内港

巴尔的摩内港的总面积为0.407平方英里，地方不大却丰富多彩。

与其它旅游胜地一样，内港被无数满足不同口味的餐馆所包围。如果你来美国，有两家餐馆你绝对不能错过：阿甘虾餐厅（以电影《阿甘正传》为主题的餐厅，食物以虾为主）和芝士蛋糕工厂。幸运的是，我们在内港都找到了这两家餐厅的踪迹。不像其它位于市中心的景点，内港的餐馆周围有足够多的停车场地，确保游客们能够轻松地在附近停车，尽快感受到旅行的乐趣。

在一个水上观光景点，乘船游览永远不会过时。在内港，你可以在白天观光旅行，或者在晚上来个“城市之光游览”。水上交通工具的选择就更多了，大红船，快艇，观光游艇，更不用说“海盗船”了。

除了乘船游览，内港还有马里兰科学中心，国家水族馆，巴尔的摩海洋博物馆和很多其它有趣的面向成人和专门面向儿童的博物馆。在这里你可以欣赏到世贸中心令人赞叹的景色，也可以近距离观察海岸警卫船。

要想把内港所有的娱乐项目一一枚举，是件不容易的事。但是，我记得那里最好的地方是一个停车场附近的公共区域。内港被建成了一个巴尔的摩人的游乐场，为巴尔的摩人提供了有趣的公共设施。孩子们和父母在雕像内玩耍，道路另一边，人们用钢管演奏出乐曲。当一个景点只为游客而设，它只是商业。但当它服务于民众时，那么它就成了一项财富。

尽管这个小海港因破产而地位下滑，但是重生的内港和它的经济模式仍然是全世界内河港口的典范。面对居民和企业的竞相远离，悉尼、鹿特丹以及其它很多类似的城市，都将其滨水区重新打造成了游乐场所，供人们颂扬他们的文化和历史。

Besides cruise, Inner Harbor also has Maryland Science Center, National Aquarium, Baltimore Maritime Museum and many other interesting museums for adults and for children specially. You can take a breathtaking view of World Trade Center, or a close look of a coast guard ship here.



It is hard to list all the entertainments at the Inner Harbor, however, the best thing there I remember, is the public area near one parking ramp. Rebuilt as a playground of Baltimoreans, the Inner Harbor served Baltimoreans with interesting public facilities. Kids are playing inside the statue with their parents, and people are making music using the steel pipes on the other side of the path. When an attraction is for tourists, it is a commerce. But when it is for people, it is a treasure.



Such this small harbor declined in bankrupt, the new born Inner Harbor and its economic model is still the model for the world inland harbors. Facing the competition of flight of residents and business, Sydney, Rotterdam, and along with many other cities are all recreated their waterfront into a place to enjoy and for people to celebrate their cultures and history.

Yantian Port: Unsinkable Land

盐田港：永远璀璨的明珠

盐田港是幸运的。它是中国的天然深水港，在世界上也名列前茅。它得天独厚的地理位置使其成为港口历史上不沉没的土地。但是，即使是在如今这个快速发展的时代，无止境的扩张也绝非明智之举。

上周末我在盐田港东港区旁边的海滨栈道上散步的时候，一个念头出现在我的脑海中：如果像巴尔的摩内港一样，在这里建一个旅游景点将会怎样呢？

2012年，巴尔的摩内港的旅游和商业活动为整个经济活动创造了23亿美元的财富，为全市和全州共创造了1.02亿美元税收。这些数字还不包括当地游客带来的超额利润。内港为巴尔的摩带来了巨大的利益和投资机会，而且还为人们提供了21000个工作机会。

如果东港区要发展成像巴尔的摩内港一样的旅游港，我们应该做些什么呢？

· 娱乐项目

盐田港毗邻香港，面朝太平洋，有绝佳的海景。游艇，快艇，直升机一直是游客仔细、清晰地观赏令人惊叹的海港和海洋的最好选择。游客可以根据他们想花在海洋上的时间和路线来买票。

为了在不同的季节吸引游客，推出针对中国假期的活动和盐田港文化庆典也是必要的。人们喜欢表演，来享受他们的旅行，一些明星的演唱会也许更能满足他们。

娱乐项目是为了使港口尽可能地丰富多彩，那样一来，对港口本身不感兴趣的潜在游客才会来。

· 博物馆与美术馆

没有博物馆的景点总是缺了些余韵。博物馆不仅展出其藏品，也展示了盐田港的独特文化。喜欢宁静的人应该很享受在博物馆中徜徉、在美术馆中游览的时光。馆内的影像由盐田港的员工所摄，记录了世界各地的港口艺术。世界摄影的周期性巡展和馆内的纪念船只将为您的游览增添乐趣。

· 餐厅与酒店

Yantian Port is lucky. It is a natural deepwater port in China and even at the top list of the world. It's wonderful location makes it an unsinkable land in port's history. But even in this era of rapid development, expansion without stop is never a wise plan.

An idea came to my mind last weekend when I took a walk along the path besides the east port area of Yantian Port: what if an tourist attraction was built here just like the Inner Harbor?

In 2012, Inner Harbor tourism and business activities created 2.3 billion wealth from the overall economic activity and 102 million tax revenue to the city and the state. These numbers do not include profits brought by local visitors. The benefit and investment opportunities the Inner Harbor bring to Baltimore is huge, not to mention the 21,000 job opportunities it offered people.

What should be done if the east port area was developed as a tourist harbor like Inner Harbor?

· Entertainments

Adjacent to Hongkong and facing the Pacific Ocean, Yantian Port has a wonderful view on water. Cruise, speed boat, helicopter are always the best choices for visitors to take a close and clear view of the amazing harbor and ocean. Tourists can buy tickets according to the time they want to spend on ocean and the route.

To attract visitors in different season, events for Chinese holidays and Yantian Port culture celebration are necessary as well. People like shows to enjoy their travel, and a few famous star concert might satisfy them more.

Entertainments is to make the port as colorful as it can be, so that those underlying visitors who are not interested in port itself could come.

· Museums and galleries:

Without museum, an attraction is lack of aftertaste. Museum is not just a place to exhibit collections, but also a place to show the special culture of Yantian Port. People like quiet should enjoy here and the gallery, which could have photographic shot by Yantian Port employees or about any port art in the world. Some periodic tour exhibition of international photography and souvenir shops may bring more fun.

· Restaurant and Hotel

How can people live and play without foods! Honestly, the trip my friends and I planned to Inner Harbor was for Bubba Gump at first. Even disregard the entertainment, Inner Harbor still has the best

无美食，不乐活！实际上，我和朋友们最初是为了阿甘虾餐厅才计划前往巴尔的摩内港的。除了娱乐设施以外，内港仍然充满了吸引力。对疲惫的旅客而言，提供各种各样菜系的众多餐厅无疑最具吸引力。内港的餐馆和咖啡厅占据了整整一条街。如此集中的美食使旅客能轻松地从街道的任一角落选择其最爱的咖啡厅。我无法想象如果盐田港东港区有一条“美食街”，要控制住自己的食欲会有多么困难。

顶级的食物常由顶级的酒店供应。旅游港中心区域附近应建有星级酒店供旅客居住。临水建造一家顶级奢华酒店，则可为每个房间配备最佳风景。然而，旅游港不能以贵为本。如今大学生也和白领一样热衷与朋友出行旅游。港口区域外也应为这些人配备青年旅馆以及类似假日旅馆的酒店，因为他们毕竟代表着大多数的旅客。

· 设施

为了把盐田港东港区打造成国际旅游港，所有标志牌都需要以中英双语书写。设立部分儿童公共设施将会为内港区增色不少。同时，为确保安全，旅游港区域内应禁止游泳和垂钓。

虽然我并不想这么说，但是到过太梅沙后，我的确认识到高标准的洗手间对一个景点的重要性。回收桶和垃圾桶、吸烟区以及洗手间的设置和管理，决定了整个旅游港的洁净程度、知名度和档次。如果没有整洁的环境，旅客怎么能愉快地游览观光呢？

· 交通与泊车

每个景点都应为其客流提供轻松进入主要区域的相应交通设施。试想一下每天都有交通需求的地方，您却要在公园外等候数小时才能入园。外界车辆应仅限于园区周围的停车场通行。娱乐场所内，采用港口提供的循环通勤车是观光以及运载旅客的好方法。

园区前门数英里外应在路边设置引导牌，这会在极大程度上方便新游客入园。香港迪士尼乐园的标识牌就是一例。

· 网站和其他出版物

访问巴尔的摩官方网站，最简单的方法则是谷歌“巴尔的摩（Baltimore）”。网站位于搜索结果前五项。您可于官网主页轻松地找到内港的介绍链接。



巴尔的摩内港

来吧！探索世界闻名的博物馆，巡游切萨皮克湾，享受时尚购物与美食！

更多资讯……

良好的旅游指南网站应该囊括上述的所有信息，即包括所有景点的地图以及预订附近酒店的所有链接。旅游港在线订票系统可供游客在家购买单人票、团体票、月票或年票。此外，提供一份大型活动预告年历有助于游客计划其行程。活动预告海报将易于游客参与园区的最新动向，这对向所有人开放港口非常有利！

内港 名胜特色

内港名胜 内港酒店 内港夜生活 内港餐厅

如今，多功能手机已经替代了户外纸质地图。手机应用程序能够吸引更多的年轻游客并提供部分即时服务，如电子购票和港内紧急呼叫。

盐田港发行的免费地图、手册以及杂志等出版物可于游客中心获取。游客中心还有旅游港和盐田港的商业广告以及免费赠送的纪念品。

结语

作为中国的领先港口，如果在盐田港建设港口旅游，那么其投资机会将更加多样化。也许旅游港每年的盈利远小于航运业务的盈利，但长远而言，旅游港绝对有助于提升港口的国际声誉。港口作为深圳的支柱产业之一，因此开发旅游港带来的商业和就业机会，将同时使盐田港和深圳市受益。如果没有了永无休止的工业化进程，那么盐田港将能为其员工及其他更多的民众，提供更好的生活和工作环境。

由于安全问题非本人所涉领域，因此本文将不做介绍。安全问题有待读者探讨。也许有一天，盐田港能以“永远璀璨的明珠”这个名称享誉全球。

（根据英文稿翻译）

Baltimore's Inner Harbor

Come explore world-famous museums, cruise Chesapeake Bay, shop and dine in style!

Learn More

A nice tourist guide website should include all the information that mentioned before in this paper, with the map of all attractions and additional link to every nearby hotels booking page. Besides the online ticketing system of the tourist port which visitors can buy individual, group tickets or even month and year pass at home, a calendar of oncoming big events should help people planning their travel. To make the port open to everyone, how nice would a future plan post be to make people follow the newly moves!



In our era, multi-function cell phones have replaced paper maps outdoor. An application can attract more young visitors and provide some instant service such as electronic tickets and emergency calls inside the port.

To the publications, free map, brochures and magazines published by Yantian Port itself could be found in the visitor center. These are free souvenirs and commercials of the tourist port and the Yantian Port.

Conclusion

Yantian Port as the leading port all over China, can vary its investment opportunities if a tourist port was built here. Maybe the revenue earned by tourist port each year is far less than the shipping business, but it definitely is a long view for the spread of its international reputation. As an important industry in Shenzhen, the commercial and job opportunities for a tourist port can bring can do good to both Yantian Port and our city. And without industrial development, Yantian Port could provide its employees and many other peoples a better environment for living and working.

Security problems does not include in this paper since it is not my field of study, so this area will leave to readers. May there is one day, that Yantian Port can be known worldwide as the "Unsinkable Land".

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注：本文作者系盐田港股份有限公司员工家属，因在国外求学多年，原文为英文写作。现将英文原文及中文翻译一并刊登，敬请对照阅读。

reason to visit. Restaurants of various cuisine are always most attractive when visitors get tired. And at Inner Harbor, restaurants and coffee shops occupied the whole street. The concentration allows people easily spot the favorite cafe from nearly any point of the street. I could not imagine the picture if east port area has one "food street", that would be too awesome to restrict my appetite.

Best food normally related to best hotel. There should also be star hotels around the center area of the tourist port for visitors want to spend days there. Maybe one top and luxury hotel can be built beside the water to provide the best view for every room. However, the aim of tourist port is not to make it expensive. College students like to travel with friends as well as white collars today. Youth hotel and hotel like Holiday Inn should be prepared for them, just outside the port area. At least, they are the major population of the visitors.

• Facilities

To make Yantian Port east area an international tourist port, of course every sign should be in both Chinese and English. Some public facilities for kids like at Inner Harbor would be wonderful. And for the safety concern, no swimming or fishing should be allowed.

Even I hate to say this, after visited Dameisha, I value the high standard restroom very much in an attraction. Position of recycle and trash cans, smoking area and restrooms decide the cleanness, popularity and grade of the whole tourist port. How can anyone travel delightful without a tidy environment?

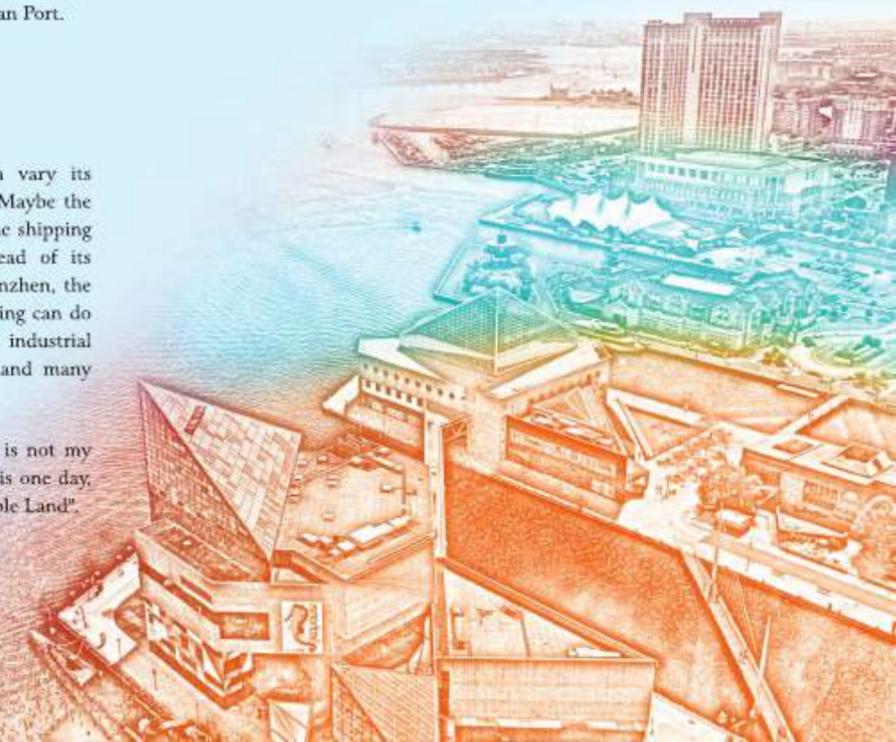
• Transportation and parking

Every attraction should have the corresponding easy access into its main area to the passenger flow. Imagine you wait outside a park for couple hours to enter and there is traffic there every day. Social vehicles should only have access to the parking lots surrounding the port area. Circulators provided by port are good choice inside the entertainment area for both sightseeing and visitor transfer.

Before people entering the front gate may be miles away, guide posts on the road are very convenient for new visitors, like the posts of Hongkong Disney.

• Website and other publications

Go to the Baltimore official website is simply google "Baltimore", it is listed at one of the top five search results. You can easily find the link of introduction of Inner Harbor on the main page.



舌尖上的恩施

文·子尚

A BITE OF
ENSHI

大口吃恩施

恩施是一座令人心旷神怡的城市，总是蓝蓝的天，白白的云。每到傍晚时分，信步闲庭走来，到了横贯市区的清江上的风雨桥，眺望这座土家族苗族为主的幽美州城，你会发现奇特的水雾腾云般弥漫在江面，宛若仙气缭绕，一幅山美水美的城市，正如海市蜃楼般呈现在人世间，亦幻亦真。次日高铁就要开通了，我们乘坐武汉至恩施最后的一班火车软卧，慢悠悠到达了鄂西的山原之城。

山水秀美的地方，必有舌尖流连忘返之处，因为高铁的开通，原生态的食材即将失去最质朴的味道，所以我们可谓争分夺秒地抵达重庆与武汉两大火炉之间，目前据称为中国最适宜人类居住的城市之一的恩施。衣食住行，就像亲兄弟一样密不可分，大凡这样的中小城市，我们的经验是，寻常百姓人家的酒楼是最地道的家乡菜。我们一位恩施同事的父亲，是大学教授，按照我们的要求找到了一家居民楼。那是80年代初的民居，石米的简朴外端，砖混结构的七层楼，内墙的粉刷已经破败不堪，取而代之的是各种老中医的雪花广告，夹杂着修锁的、卖花的、水暖维修的、自行车打气的各种小广告，斑斑驳驳张贴在楼梯过道所有能够看得到的视角，让我相信这座风烛残年的老房子一定会有一家香喷喷的恩施土菜。

吱呀开门进了五楼一户人家，仅有三张八仙桌，三桌食客，热腾腾上来了一桌恩施土菜。凉拌野葱，腊猪蹄干锅葛根团，神农溪刁子鱼，土家炕洋芋，关张合渣，番茄汤黄骨鱼，无筋脆嫩、富硒多汁的风头糟姜，康熙皇帝亲笔御赐“深山奇食”金匾的柏杨豆干，特有的蔬菜地牯牛，土豆焖饭。

土豆焖饭，或称洋芋焖饭，是恩施美食的金字招牌，敢用主食PK美食的地方并不多见，唯有在港产片《食神》才有提过叉烧饭的终极决赛，所以恩施的美食底蕴极其深厚，据考究恩施是巴蜀文化和川菜的发源地。在生产洋芋的大州、南方马铃薯的种繁基地上，恩施人辛勤劳作，挥洒汗水，汗滴流进芋田里，是滋养洋芋的最好成分，故栽种的洋芋水分少，淀粉多，个小滚圆，格外香粉，因此，恩施人自然对洋芋的喜爱异常执着，吃法也琳琅满目，煮、蒸、炕、炒、炸，花样百出，各具风味。我们这回吃到的“土家炕洋芋”，先将洋芋洗净刮皮，从水中捞出稍微晾干水气，再把铁锅烧热放一点油，洋芋放在

平锅里用文火炕，隔一会儿搅动一下，以免炕糊变味，炕时放上菜籽油、盐和香料，一会儿，洋芋表面就会镀上一层油亮亮的金色硬壳，趁热咬上一口，露出里面白花花的粉子来，特香特香，是土豆中的极品。

据说，恩施的早餐可以连吃一个星期都不重样，教授带着我们到了街边的小店，有牛肉格格、猪肉格格、蛋酒、油香儿、土家烧饼、豆皮、荞麦、玉米、红苕粑粑、油茶糕等。油香儿外焦内嫩，香脆可口，是十分抢手的早餐美味，在州城几处炸油香的摊摊上，从清早到宵夜，一直围着络绎不绝的人群，随时需要等候。制作油香儿，先用大火把油烧热，在油香瓢里注入大米、黄豆浸泡后磨成的细浆，其中做油香儿用的模具，它是一把长长的勺子，勺柄约半米来长，勺子约碗口大小，圆形扁平状，底部中央微微突起；当米浆完全盖住瓢底时，撒上鲜肉丝，土豆丝，葱花、辣椒粉等做馅，内馅可以随客人的喜好自己点，再淋上薄薄一层的米浆，即可入锅开始炸，油香儿馅以食客的口味而定，爱吃鸡蛋的人还可以在馅上敲一个生鸡蛋，炸出来的油香儿味道美极了。

早餐不外乎汤汤水水，可以梳理一觉醒来的辘辘饥肠，在恩施吃早餐一定要来一碗豆皮，和武汉的豆皮不同，恩施的豆皮是用米粉和淀粉经过烙制出的一种粉。烙豆皮儿是恩施乡下的别称，烙前用一张铝皮做成一个漏斗状的工具，然后用细竹篾条扎成的刷把去油罐里蘸些菜籽油，将蘸油的竹刷把在滚烫的铁锅里一扫，便会“嗤”地冒起一股青烟。然后迅速从木盆里舀起一瓢大米磨成的浆汁，倒入铝皮漏斗里，边倒边用小拇指挡住下面的漏眼儿。倒满后，对准锅底，松开小拇指，飞快地将浆汁沿锅的四周旋上去，直到布满铁锅，再盖上锅盖，一分钟后揭开锅盖，热腾腾的香气扑鼻而来，一张由圆圈儿连成的豆皮儿就制成了。厨师用魔术般的敏捷手法，从锅中飞练般抓起豆皮儿，轻轻一提，便成一束，摆在早已置好的大簸箕里，三五束过后，再将烙好的豆皮儿整齐地挂在竹竿上晾干。也有煮豆皮的工艺，把猪油熬化，将碎辣椒、姜末、蒜末等在滚烫的猪油里一炸，舀上几瓢水倒进铁锅里，洒上盐，水一开，晒干的豆皮顷刻放下去，至豆皮煮软起锅，再淋上一瓢特制的臊子，一碗绵软滑爽、美滋美味的豆皮就大功告成了。

为了满足愈发的垂涎之心，我们从恩施市区出发，北向长江两个小时的山区路程，找到重庆和宜昌市之间的建始县。清江，古称夷水，全长八百里，水质碧绿，宛如一条天赐的翡翠玉带，哺育了土家世代儿女，是土家的母亲河，也是《龙船调》的灵感源泉。母亲河两岸养育的动植物食材，皆与400多年前的比利时传教士结缘，自明朝万历年间意大利利玛窦神父来到中国起，大批的比利时传教士来到了建始县景阳镇，带来了比利时的鸡和葡萄，葡萄在山坡岸上栽种，接受神秘的北纬30度阳光和雨露的浇灌，成为当今远负盛名的关口葡萄。关口葡萄碧玉般透明，柔软多甜汁。此外，比利时的西洋鸡种与当地的土家鸡杂交繁衍成为今天的景阳鸡，是中国国家地理标志的产品，俗称九斤鸡，红冠、绿耳、乌皮、黑腿、富含硒和锶，滋补保健。清江两岸，所有的酒楼，没有西餐繁复的七道菜：头盘、汤、副菜、主菜、蔬菜类菜肴、甜品、加糖或淡奶油的咖啡或茶等等。实际上只有两道菜，一道是干锅清江鱼，另一道是干锅景阳鸡，只能选其一，这里没有复杂的技法、炫目的配料、精致的器皿，只有食物本身的质感和美味，按照人头收费，每人50元，教你觉得人民币在少数民族地区冉冉升值了。且不说比利时传教士为的是来寻找距今约200万至250万年的“建始人”化石，单是化繁为简、四两拨千斤的两道佳肴，也值得比利时传教士万里迢迢来到中国了，兴许能够成为马可波罗第二呢。

不是所有的秘境都隐藏在崇山峻岭江湖流域的处女地，繁华都市，也有不为人知的秘境，露天的滚油旺火，夜晚的深灶铁锅，也可以烹饪出浓香四溢的街头料理。恩施的大众酒楼，没有所谓的点菜，仅仅按照人头标准收费，分30元、50元、80元和100元每人不等。50元的标准已经相当不错了，仅需点上一种锅，鱼、鸡或者牛肉等，剩下的配菜，酒楼会

根据你的喜好配上，简单快捷，便宜质朴。恩施的女儿城现在很火爆，夜幕降临后的毕兹卡大街上人头簇拥，我们进了其中一家——巴人堂。干锅腊口条、蕨根粉炒腊肉两道土菜，外表看上去平常无奇，但是干锅腊口条你嚼了就想喝酒，蕨根粉炒腊肉你咬了就想吃饭，巴人堂有土家族传统的摔碗风俗，喝了咱的酒哇，酒足饭饱，客人尽兴摔碗，清脆的碗口崩裂之音，不绝于耳，为舌尖上的味蕾奏响了快乐的休止符。《山海经》对于恩施有这样的描述：西南有巴国，大暉生咸鸟，咸鸟生乘厘，乘厘生后照，后照为巴人。巴人首领康君和盐阳女神的一场凄美爱情故事传说，成为了巴人白虎文化图腾的根源，所以恩施真正的土菜，都有巴字，我们到了一家乡巴佬土菜馆，酢广椒炒土家腊肉和社饭很特别，社饭是将田园、溪边、山坡上的鲜嫩社蒿采摘回家，洗净剁碎，揉尽苦水，焙干，与野蒜、地米菜、腊豆干、腊肉干等辅料掺合粘米和糯米蒸或焖制而成。其味鲜美，芳香扑鼻，松软可口。社蒿具有很好的药理作用，性苦寒，能治疗和预防“伤、肿痛、癆、疔、痢、痔”等多种疾病，所以社饭是土家人传统的药膳。我们又到了一家“帅巴人”，是一家连锁的土菜馆，明火焖锅的清江鲟鱼是其招牌，既有重庆水煮鱼的鲜嫩，又有北方红烧鱼的红润咸香。

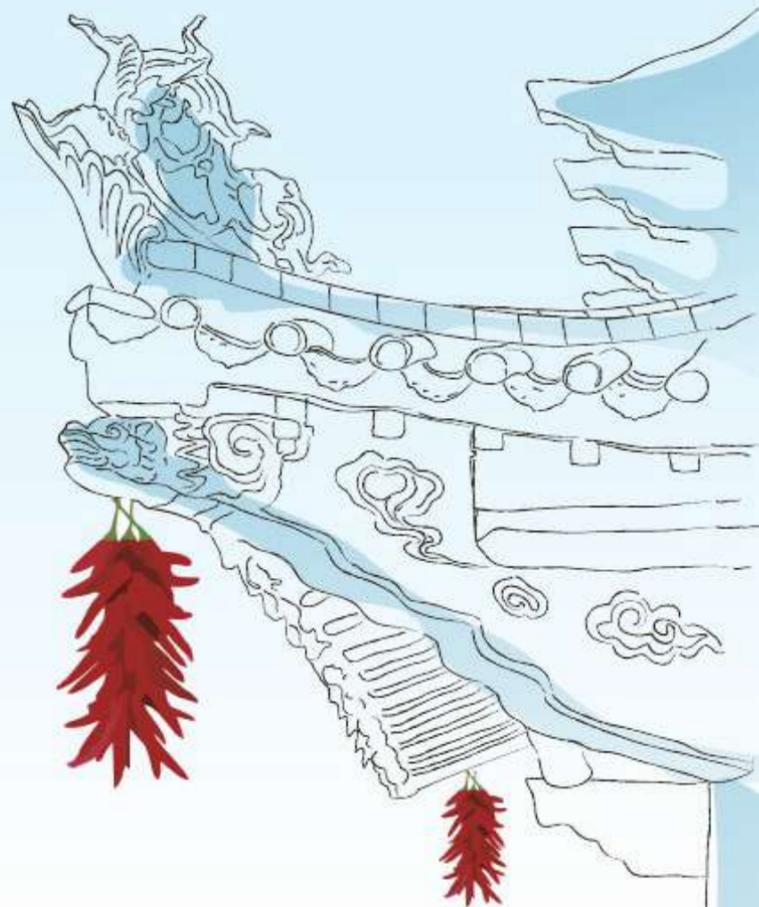
恩施的菜系隶属于麻辣，不过既有贵州的酸，湖南的辣，也有重庆的麻，兼容并包，采各家之长，也不回避高大上的食材。见过了自然恩赐的美食，也要仰仗厚重经验的大厨，为此我专程到了恩施最好的五星级华龙大酒店，点上其最为饕餮的美味：娃娃鱼。养殖的第三代娃娃鱼，获批经营许可证之后，是可以上餐桌的。恩施有一种得天独厚的食材“葛仙米”，名字源于东晋炼丹家葛洪给皇宫的贡品，正所谓“有些食材的相逢，是让人叫绝的天作之合，或是叫人动容的邂逅偶遇，令人击节的相见恨晚”。华龙大酒店有三道娃娃鱼的佳肴：香煎椒麻娃娃鱼、清溪娃娃鱼和葛仙米炖娃娃鱼。其中最好的是葛仙米炖娃娃鱼，不过100元，我一个人点了一个包间，忘乎所以地吃了一个小时，觉得发现了人世间最好的味道之一。

到了恩施，不能不去吊脚楼，那是元清时期繁华了450年历史的土司文化遗风，如今留下来的只是农家乐的美食味道。吊脚楼多依山傍水、因势利导建在高岸陡坎或者河岸溪谷，两或三层，干燥通风的顶层存放粮食，中层住人，底层圈养家畜

和家禽。干栏式的建筑，晾晒着腊猪蹄、腊排骨和串串的甜玉米，从长江南岸缓缓吹来的风，风干着这诱人的食材。甜玉米是欧美的主打蔬菜，到了恩施栽种，含上了抗癌的硒元素，成为超甜玉米的稀有品种。腊猪蹄是恩施的硬菜，无论是北京东直门Schindlers Tankstelle德国餐厅巴伐利亚式果木烟熏的烤猪膝，还是深圳蛇口德瑞坊用胡椒和盐腌制后明火烤的德国脆皮咸猪手，都不及吊脚楼上晾晒的恩施腊猪蹄的咸香幽远，即便是配菜的竞争，德国咸猪手惯用酸泡菜或者土豆泥，而恩施腊猪蹄用的是葛根研磨出来的粉团，扎根于武陵山脉的山野精灵，甘凉可口，块根除腻，尤胜一筹。大口啖食腊猪蹄之后，虽然没有一杯德国的纯酿啤酒，但可以沏上一杯绝好的恩施玉露，教你人生于斯，夫复何求。

恩施的菜，带酸、辣、麻，皆恰到好处，就像恩施州的28个少数民族，加上西洋传过来的食材风味，众口难调，但却调成了恩施的绝佳口味，缘合故有，所以人人吃来，都有一种似曾相识的亲切感，一种舌尖上家的味道。与恩施的朋友聚餐时，看到恩施人荡漾在脸上的幸福快意，那种对于美食的深切热爱，非内心深处有一片虔诚的感恩美食之心不能为。我苦思冥想，为刨根问底，专程一趟去了恩施博物馆，只见馆内珍藏着一块享誉中外的西瓜石碑，镌刻于南宋，距今700多年历史，刻铭框高1.49米、宽1.1米，碑文竖排阴刻10行，每行17字，共169字，翔实记载恩施引种西瓜的时间、种类、路线、培植方法，令人叹为观止。

对于西瓜都如此崇敬，恩施的其他美食也一定源远流长，我们终于找到了舌尖上的恩施的答案。



盐田港集团系统集装箱量七至八月增幅大大高于深圳总体水平

盐田港码头今年7月份集装箱吞吐量为104.57万标箱，比上年同期增长4.39%。其中，一、二期28.37万标箱，增长4.38%；三期及扩建72.02万标箱，增长4.41%；西港区4.18万标箱，增长4.24%。

2014年7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)	28.37	27.18	4.38%	168.78	161.08	4.78%
盐田国际三期及扩建	72.02	68.98	4.41%	428.44	408.89	4.78%
西港区	4.18	4.01	4.24%	24.88	23.75	4.76%
大铲港区	12.51	9.95	25.73%	69.39	55.33	25.41%
合计	117.08	110.12	6.32%	691.49	649.05	6.54%

与同行业对比来看，今年7月集团系统集装箱吞吐量同比增长6.32%，箱量情况要明显好于深圳总体水平（深圳港今年7月集装箱吞吐量同比下降0.51%）。今年7月集团系统集装箱吞吐量在深圳的市场份额为56.27%。

	本月数		累计数	
	7月	同比增长	1-7月	同比增长
深圳港	208.12	-0.51%	1306.61	-0.70%
集团系统	117.08	6.32%	691.49	6.54%
其中：盐田港区	104.57	4.39%	622.1	4.78%
大铲港区	12.51	25.73%	69.39	25.41%
赤湾港区(含妈湾港)	40.73	-12.47%	271.96	-10.16%
蛇口港区	43.92	-15.42%	302.18	-5.15%

盐田港码头今年8月份集装箱吞吐量为121.24万标箱，比上年同期增长16.55%，创历史新高。其中，一、二期32.89万标箱，增长16.55%；三期及扩建83.50万标箱，增长16.55%；西港区4.85万标箱，增长16.59%。

2014年8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)	32.89	28.22	16.55%	201.67	189.30	6.53%
盐田国际三期及扩建	83.50	71.64	16.55%	511.94	480.53	6.54%
西港区	4.85	4.16	16.59%	29.73	27.91	6.52%
大铲港区	12.22	9.22	32.54%	81.62	65.34	24.92%
合计	133.46	113.24	17.86%	824.96	763.08	8.11%

与同行业对比来看，今年8月集团系统集装箱吞吐量同比增长17.86%，增幅大大高于深圳总体水平（深圳港今年8月集装箱吞吐量同比增长10.72%）。今年8月集团系统集装箱吞吐量在深圳的市场份额为57.21%。

	本月数		累计数	
	8月	同比增长	1-8月	同比增长
深圳港	233.27	10.72%	1,541.68	1.17%
集团系统	133.46	17.86%	824.96	8.11%
其中：盐田港区	121.24	16.55%	743.34	6.54%
大铲港区	12.22	32.54%	81.62	24.92%
赤湾港区(含妈湾港)	42.89	-6.02%	326.07	-9.49%
蛇口港区	56.33	9.99%	385.68	-2.89%

(文/邹佩婷)

盐田港集团召开2014年纪律教育学习月活动动员会暨党纪政纪法纪教育培训

根据省纪委、市纪委和市国资委纪委的部署和要求，盐田港集团于9月4日举办了2014年度纪律教育学习月动员会暨党纪政纪法纪教育培训活动。省委巡视组第五组副组长刘少荣同志莅临现场为集团系统中层以上管理人员作了廉政辅导报告。会议由盐田港集团党委副书记、纪委书记陈德云主持。

陈书记在动员讲话中指出，今年纪律教育学习月活动的主题是“严明组织纪律、锻造优良作风”，这要求领导干部不仅要严格执行党的组织纪律，还要持之以恒推进作风建设。刘少荣组长在廉政辅导报告中深入浅出地讲解了党的十八大以来党风廉政建设和反腐败工作的新思想、新规定和新要求，指出领导干部要树立责任意识、风险意识和廉洁意识，并用真实的案例分析向与会人员做了警示教育。随后，与会人员观看了由市纪委摄制的警示教育片《滑向深渊——三名局级干部落马警示录》。

(文/谷欣)

西班牙拉科鲁尼亚码头代表访问盐田港

8月22日，受西班牙拉科鲁尼亚市政府及拉科鲁尼亚码头公司的委托，IFPE, S.L. 商学院董事局主席大卫卡罗梅阿纳一行三人赴盐田港集团进行友好访问，盐田港集团总裁童亚明、副总裁叶忠孝及相关部门负责人接待了来访嘉宾。

大卫介绍，拉科鲁尼亚港是欧洲距离美国纽约港最近的一个港口，地理位置优越，水深22-23米，航运条件良好。拉科鲁尼亚港口面积2.5平方公里，目前港口主要集散液体和散货。大卫强调，盐田港是国际大港，在集装箱运输方面享有盛誉。希望盐田港集团能够参与拉科鲁尼亚港的开发与投资，拉科鲁尼亚市政府将鼎力支持。

童亚明总裁向来访人员了解了当地的土地使用方法及价格等信息，并表示，盐田港是个配套、后方、物流比较齐全的健康港口企业，目前正积极寻找国内外合适的投资机会，他愿意向董事会建议考虑与该港口的合作。随

后，叶忠孝副总裁陪同来访人员乘坐南方明珠号参观了盐田港区。

(文/谷欣)

马鞍山市政协主席一行访问考察盐田港

8月18日，安徽省马鞍山市政协主席李群一行参观考察盐田港，受到了盐田港集团总裁童亚明、副总裁叶忠孝的热情接待。

据介绍，马鞍山郑蒲港新区目前集疏运体系基本确立，正在积极申报二期8个万吨级码头，二期合作开发新区希望引进具有国际先进港口经验的集团，整合各方优势资源，加速推进港口的建设与运营。李群主席希望马鞍山市能与具有一流管理水平、建设经验、雄厚集散地的港口企业合作建设郑蒲港区，共同打造立足安徽、面向世界、服务长江经济带、辐射中西部地区、接轨国际的航运中心。

童亚明总裁表示，目前盐田港集团正在积极寻找投资项目，参与国家重点发展项目，希望双方能找到合作共赢的机会。

座谈会后，来访人员在叶忠孝副总裁的陪同下，乘坐南方明珠号参观了盐田港码头，详细了解了盐田港的建设及运营情况。

(文/谷欣)

深圳市大铲湾传云物联网技术有限公司注册成立

7月28日，由大铲湾公司与菜鸟公司合资的深圳市大铲湾传云物联网技术有限公司注册成立，这是中国智能骨干网深圳核心节点项目开发的重要里程碑事件，为大铲湾公司打造大数据时代的综合物流平台夯实了基础。

中国智能骨干网深圳核心节点项目是大铲湾公司按照集团“强强联合”的发展战略，依据自身良好的区位优势和土地资源，选择有实力的知名企业进行合作的项目。项目的发展将使深圳电商物流业向国际化、规范化、高标准、高质量、高水平、高技术发展，展示深圳现代物流水平，对

经济的发展水平有着重要意义，充分提升城市在国际方面知名度。

传云公司将依托股东的雄厚实力，结合前海发展的有利时机，落实引入深圳区域电商订单生产中心、云计算电子商务物流业务区域数据处理中心、O2O体验式购物中心、跨境电子商务相关物流及仓储服务平台等新兴业态。

(文/李晓英)

盐田港集团与大连港集团签订战略合作协议

8月12日，在盐田港集团董事长李冰和大连港集团董事长惠凯的见证下，盐田港集团副总裁叶忠孝与大连港集团副总经理董延红签署了《战略合作框架协议》，标志着盐田港集团与大连港集团正式建立战略合作关系，双方将共同推进“大连港投融资控股集团”项目及大连太平湾沿海经济区建设，这是盐田港集团“强强联合”战略及“走出去”战略的又一重要体现。盐田港集团总裁童亚明、监事会主席朱新宏等集团高管，以及集团、股份公司内外部董事参加了签约仪式。

据悉，盐田港集团将参股大连港集团“大连港投融资控股集团”项目，与大连港集团共同探索新形势下港航产业投融资新模式；并积极参与大连港集团的太平湾集装箱码头、港城一体化开发等项目，携手将太平湾沿海经济区打造为“东北亚国际物流中心”。

大连港集团董事长惠凯表示，大连港集团是东北亚航运中心建设的旗舰企业，与国际航运地位显著的盐田港集团合作，通过南北互动，打造港航物流新格局是大连港、盐田港互惠互利、实现双赢的战略机遇。

盐田港集团董事长李冰指出，近年来习近平总书记提出加快推动振兴东北老工业基地的要求，盐田港集团将由盐田港股份公司为主体参与同大连港集团的合作，顺应国家战略发展形势，通过长期战略合作，实现优势互补，共同发展。

(文/谷欣)

盐田港集团召开合同管理培训会议

为推进“六五普法”工作部署，加强集团系统内合同管理及相关业务人员的法律素养和风险防范意识，提高依法办事的能力及审查合同的业务水平，7月31日下午，集团产权法律与合同管理部在海港大厦一楼会议室召开了一次以合同审查为专题的合同管理培训会。来自集团各个部室及下属控股企业的40多位相关业务人员参加了本次培训。

培训会上产权法律部首先对合同信息管理系统在集团本部的使用情况进行了介绍，同时对于系统操作过程中经常出现的问题进行了反馈和解答。随后，集团常年法律顾问单位，上海市锦天城律师事务所的卢邦协律师就合同审查的相关内容为大家进行了梳理和讲解。卢律师从合同审查的目的、原则、具体要点、常见问题以及合同证据在司法裁判中的运用等五个方面对如何审查合同进行了分析和阐述。同时列举了许多因合同审查不慎而导致的法律纠纷案例，并介绍了相应的防范措施。

本次“合同管理培训会”由集团产权法律与合同管理部主办，是年内普法宣传教育的一个环节。通过这次培训，不仅丰富了大家在合同方面的法律知识，学到了可实际操作的合同审查方法，同时也解决了一些实际遇到的问题。

(文/袁艺)

股份惠盐高速抬杆撤站 成功实现收费全省“一张网”

6月29日上午8时，股份公司惠盐高速公路迎来了一个重要的历史时刻：随着现场指挥一声令下，荷坳主线收费站栏杆全部抬起，过往车辆从此不用停车缴费即可直通机荷高速。至此，广东省高速公路联网收费“一张网”切换工作顺利完成。

自2013年下半年以来，按照省交通厅“一张网”实施方案，惠盐高速精心组织，周密部署，认真细化工作要求，动态调整工作分工和时限要求。各级项目管理和工程技术人员团结协作、分工负责，有计划有步骤地实施“一张网”各阶段工作。在时间紧、任务重的情况下，按规定完成了方案论证、招投标、现场施工、安装调试、系统操作

培训和联网测试等工作，依据项目关键节点和工序组织实施，加班加点，发挥“5+2”、“白+黑”工作作风，在严控投资成本、节省开支的同时，保质保量完成了项目，保证了惠盐高速公路在6月29日并入全省收费“一张网”。

(文/盛红勤、黄斌)

梧桐山隧道举行联合消防应急演练

7月24日，根据深圳市交通运输委及东部交通局的统一部署，在盐田港集团副总裁叶忠孝的带领下，梧桐山隧道公司、巴士集团第二分公司在梧桐山隧道联合开展了一次消防应急演练活动，市交通运输委、东部交通局、盐田区应急办、盐田区消防大队及辖区派出所等单位领导莅临指导。同时，深盐二通道、丹平公路的养护单位观摩了演练。

7月24日消防应急演练活动正式举行，首先在梧桐山东行隧道内模拟一辆公交大巴发生冒烟起火的联合消防应急演练，随后在长岭隧道西口南侧广场进行灭火器的实操演练。本次联合演练活动检验了隧道公司应急预案的实用性和可操作性，增强了隧道公司和巴士集团第二分公司员工对应急预案的熟悉程度，提高了两公司应急处置协同反应水平和实战能力，以及避免、防范和处理事故的能力。

在活动总结会上，上级领导和嘉宾对此次演练给予了高度评价，专家指出了演练及预案的尚需完善之处，为今后的调整和改善指出了方向。

(文/肖兵)

王荣在大铲湾港区调研时强调：以高水平规划引领区域新发展

为更好地了解和促进新一轮发展中整个深圳西部片区的整体规划、协同发展，7月22日下午，深圳市委书记王荣率队前往宝安区及大铲湾港区实地调研。

在大铲湾一期码头，王荣书记一行查看了大铲湾港区有关规划情况的展板，询问了大铲湾规划、建设及今后发展的设想，听取了大铲湾公司董事长周鹏同志关于大铲湾建设、经营和今后重点项目建设等相关情况的汇报。随后王荣书记一行乘船考察了大铲湾港区及相关海域。在考察

中，王荣书记充分肯定了大铲湾公司前期在发展规划方面与前海、宝安中心区主动对接的举措，对大铲湾港区建设发展在拉动深圳市港口产业升级和保障土地储备等战略发展方面所做出的贡献给予了高度评价。

王荣书记指出，大铲湾港区是深圳集装箱干线港的重要组成部分，地理位置优越，紧邻前海、宝安中心区和规划中的大铲湾港区，是深圳西部唯一可开发建设20万吨超大型集装箱船泊位的重要区域。目前一期5个泊位已建成投产，面临二期码头建设的紧迫任务。他要求，大铲湾港区现有项目和未来项目的开发建设要充分发挥岸线资源优势，继续与前海开发、宝安中心区统一规划、协调发展。同时要在新一轮发展中，注重提升港区规划水平，与时俱进，以科学先进的规划为引领，推进港区开发建设。他寄语大铲湾公司要继续积极探索，通过建立更为先进的经济发展模式，建设成为高水平、高效益的现代化港口，在海上丝绸之路经济带的建设中发挥自身独特作用。

市领导王京生、吕锐锋、李华楠、吕玉印，市发改委、规土委、交通运输委等相关部门主要领导、宝安区委书记田夫、区长王宏彬以及大铲湾公司总经理马卓、党委副书记王献等领导也参加了本次调研活动。

(文/易明)

集团总部第二党支部组织开展主题党日活动

为庆祝中国共产党成立93周年，激励广大党员深入学习贯彻党的十八大和十八届三中全会精神，根据深盐港党字[2014]8号文，结合集团经营工作及集团主题党日活动要求，盐田港集团总部第二党支部组织了深汕合作区学习考察和参观海丰彭湃故居活动。党支部一行考察了深汕特别合作区，集团领导与深汕合作区相关领导进行了会谈，实地考察了深汕特别合作区的相关项目。各党员还参观了红宫红场，重温了入党誓词，进一步了解了中国共产党的历史，学习了中国共产党人誓死不屈、勇于奉献的精神，坚定了大家坚持中国共产党领导，为人民服务的信念，夯实了走群众路线，建设中国特色社会主义的思想基础。

(文/许青艳)