

ECON MANAGEMENT VISION

# 经管视野

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## 同济大学成立 “中德经济与管理研究院”

*TONGJI UNIVERSITY ESTABLISHES  
SINO-GERMAN ACADEMY FOR  
ECONOMICS AND MANAGEMENT*

16

习·讲坛  
EXPERT'S VIEW

“中国制造”如何实现突围  
How Can “Made in China” Achieve  
Breakthrough

40

享·热点  
SHARING

经管智慧助力“金凤凰”  
北京新机场展翅高飞  
Tongji SEM Team Provides Intelligence  
Support for the Construction of Beijing  
Daxing International Airport

60

品·生活  
LIFESTYLE

当好重大工程建设的“总管家”——访工程管理研究所  
创始人丁士昭教授  
“Chief Supervisor” of Major Project  
Construction



# 经管视野

## ECON MANAGEMENT VISION

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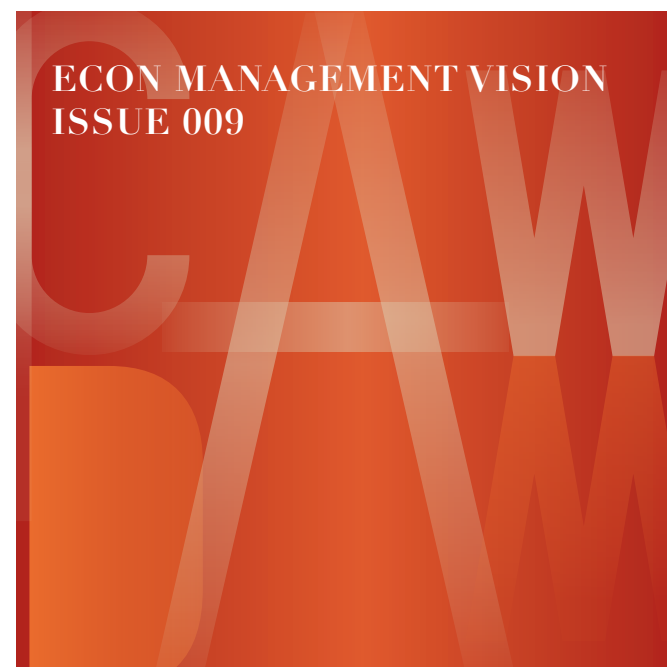
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# CONTENTS 目录



06 同济经管 2019 年十大事件  
不负韶华，迈向卓越

10 TOP 10 EVENTS  
OF TONGJI SEM IN 2019  
ACT YOUR GLORIOUS YOUTH,  
STRIDE TOWARDS EXCELLENCE



引

PREFACE

16 “中国制造”如何实现突围

19 HOW CAN “MADE IN CHINA”  
ACHIEVE BREAKTHROUGH  
文 郝凤霞 HAO Fengxia

22 南通与上海：天水相连的兄弟城市

25 NANTONG AND SHANGHAI: TWIN CITIES  
CONNECTED WITH SKY AND WATER  
文 张玉臣 ZHANG Yuchen



28 要提高经济密度，招商和育商应齐头并进

31 TO IMPROVE ECONOMIC DENSITY, INVESTMENT  
AND INCUBATION SHOULD GO HAND IN HAND  
文 任浩 REN Hao

34 “多快好省”才是好零售

36 MORE, FASTER, BETTER AND MORE  
ECONOMICAL EXPLAINS GOOD RETAIL  
文 张鑫 ZHANG Xin

习

EXPERT'S  
VIEW

40 经管智慧助力“金凤凰”北京新机场展翅高飞

43 TONGJI SEM TEAM PROVIDES  
INTELLIGENCE SUPPORT FOR THE  
CONSTRUCTION OF BEIJING DAXING  
INTERNATIONAL AIRPORT

46 法国前总理让·皮埃尔·拉法兰先生受聘为我院国际咨询委员会委员

47 MR. JEAN-PIERRE RAFFARIN, FORMER FRENCH PRIME  
MINISTER APPOINTED AS ADVISORY COMMITTEE  
MEMBER OF TONGJI SEM

48 同济大学成立“中德经济与管理研究院”

52 TONGJI UNIVERSITY ESTABLISHES SINO-GERMAN  
ACADEMY FOR ECONOMICS AND MANAGEMENT

56 “续航五洲·经彩国际”2020 学年同济经管出国交流咨询日成功举办

57 “GO GLOBAL·GO BEYOND”  
2020 STUDY ABROAD FAIR HELD SUCCESSFULLY AT  
TONGJI SEM

60 当好重大工程建设的“总管家”——访工程管理  
研究所创始人丁士昭教授

64 "CHIEF SUPERVISOR" OF MAJOR  
PROJECT CONSTRUCTION  
-- INTERVIEW WITH PROFESSOR DING SHIZHAO,  
FOUNDER OF RESEARCH INSTITUTE OF PROJECT  
ADMINISTRATION AND MANAGEMENT

68 奶茶的历史，资本与初心

71 MILKY TEA'S HISTORY, CAPITAL  
AND THE ORIGINAL ASPIRATION  
文 胡靖 HU Jing

享

SHARING

品

LIFESTYLE



同济经管  
TONGJI SEM



FINANCIAL  
TIMES

创造管理新知 造就业界精英  
践行持续发展 应对全球挑战

2019 年英国《金融时报》  
管理学硕士排名

同济大学经济与管理学院

跃居全球第 28

位列中国第 2

连续四年跻身全球 50 强

Ranking 28<sup>th</sup> in the world

Ranking 2<sup>nd</sup> in China

同济大学  
经济与管理学院  
SCHOOL OF ECONOMICS AND MANAGEMENT



# 同济经管 2019 年 十大事件 不负韶华 迈向卓越

## 一 扎根中国实践 服务国家战略发展

北京大兴国际机场是党中央、国务院决策的重大工程，是京津冀一体化发展的标志性项目。凭借在复杂重大工程方面深厚的积淀，和诸多工程管理咨询服务成功实践，学院**资深教授领衔经管团队承担了机场的进度管控工作，成功助力这项中国规模最大的空地一体化交通枢纽于 2019 年 9 月 25 日按期顺利投运**。国家主席习近平出席了于新中国成立 70 周年之际举行的机场投运仪式。学院将此次“史无前例”的重大复杂工程管控经验，应用于后续行业培训实践中，把创新管控模式融入行业标准，探索民航进度管控发展的新方向。



经管智慧助力“金凤凰”北京新机场展翅高飞



建设管理与房地产系贾广社教授在上海市新时代先进人物进校园首场报告会上，与广大青年学子分享项目背后的故事

济往昔，迎未来

同济经管的每一次精彩瞬间都令人难忘

这一年，我们梦想与辉煌同在

改善与创新并行

我们砥砺前行，成绩斐然

新年伊始

我们盘点 2019 年的“十大事件”

回顾精彩，展望未来

## 二 创新人才培养模式 提升人才培养质量

2019 年学院贯彻落实党的十九大精神，“双一流”建设全面启动实施初见成效。学院在开放式移动课堂等复合型、多元化教学手段方面创新成果受国内外高度认可。学院金融学、信息管理与信息系统、工程管理和市场营销 **4 个本科专业入选国家级一流本科专业建设点**。学院成功创设**英文授课工商管理类博士生项目**，实现中外博士生同班授课的目标，进一步提升项目国际影响力。集合国内外业界专才，共享优质教育资源，**丁士昭教授团队打造的国家精品课程《工程项目管理》**在“学习强国”上线，赢得良好口碑，并且，丁教授本人于今年获得“**PMI Linn Stuckenbruck 教育卓越奖**”，他也是全球第三位获得该荣誉的项目管理教育专家。

## 三 配合“三全育人”试点 立德树人对标争先

学院积极开展“不忘初心、牢记使命”主题教育，结合立德树人根本任务，配合学校首批“三全育人”综合改革试点工作，在本科生社区推行驻楼导师工作站建设，推动知名教授、知名学者进驻学生社区；策划上海高校课程思政教育教学改革试点课程；引入优秀校友、企业及校内跨学院教育资源，打造全方位、立体式、浸润式的育人时空，形成全员、全过程、全方位育人格局。

**FT** 2019 年英国《金融时报》  
管理学硕士排名

FINANCIAL  
TIMES

同济大学经济与管理学院

跃居全球第 **28**

位列中国第 **2**

连续四年跻身全球 50 强

eduniversal  
MASTERS  
RANKING—2019

**Eduniversal**  
2019 年度最佳硕士项目

房地产硕士专业  
全球第 **3**

两项专业排名  
均列亚洲第 **1**

供应链与物流硕士专业  
全球第 **16**

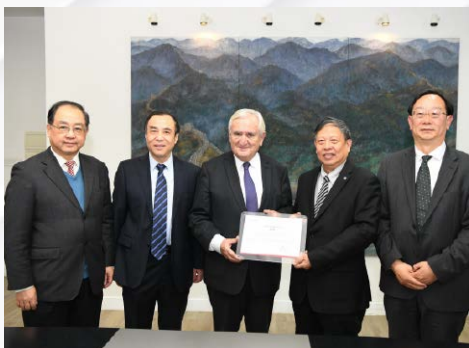


## 四 拓展对欧交流新空间 搭建国际合作新平台

围绕中德两国当前经济社会发展的现实需求，**同济大学“中德经济与管理研究院”**在学院揭牌成立，汇集政府、企业、高校多方资源，进一步加强中德的学术往来、产教融合、校企合作、人才培养，助力打造中德合作新典范。学院已形成德国优势、“一带一路”沿线国家不断拓展的国际合作模式，并**新聘任法国前总理让-皮埃尔·拉法兰先生为学院国际咨询委员会委员**，进一步拓展对欧合作，打造更高层次交流平台。



同济大学“中德经济与管理研究院”正式成立



法国前总理让-皮埃尔·拉法兰先生受聘为学院国际咨询委员会委员

## 五 国际化进程加速 吸引全球优秀人才

借助上海开放、创新、包容的城市品格，秉承国际化的教育理念，学院加速吸引全球优秀人才。2019 年学院国际学位生**增长 96%，国际新生总人数全校第一**。国际学位生数量和质量大幅提升，学院硕士研究生、**来自美国的 Jacob Thomas 原创短视频作品“China Through My Eyes”荣获首届在华留学生短视频大赛唯一特等奖**，展现高水平的留学生风貌。

## 六 高水平研究 解决企业发展难题

学院依靠高水平顶尖人才，成功将学术研究转化为现实服务，让企业获得创新动能的同时，反哺学校科研发展。国家自然科学基金基金杰出青年基金获得者、**管理科学与工程系教授梁哲领衔的同济大学-厦门航空算法联合实验室**，成功开发上线运行具有自主知识产权的厦航航班智能恢复系统，标志着国内民航业运用运筹规划和人工智能解决大面积航班调整问题，实现了从零到一的突破，**打破该技术被国外垄断的局面**。

## 七 推进学术成果转化 服务地方经济发展

学院重视政府引导下的产学研协同创新机制，**承担了中国工程院重大战略咨询项目，建设十堰市产业技术研究院**，探索高校先进学术成果与地方发展需求深度结合的实践路径，将最先进的理念和学术成果转化为最实用的技术，提升企业创新能力和产品竞争力，以推动产业高质量发展和城市经济转型。



## 九 知行合一培养创新人才 贡献创新型国家建设

学院争当“双创”人才培养的先锋，率先开设创新创业的相关课程，倡导知行合一，鼓励并支持学生创新、创业，致力于扎根中国本土商科教育，造就国际化双创人才，我院在**2019“光明优倍”杯第十七届中国 MBA 创业大赛获全国总决赛常规赛亚军；第十六届“挑战杯”全国三等奖**等，累计在各级比赛上获奖的有 71 人次。**校友孙兴广创立的上海复命新材料科技有限公司获联合国工业发展组织颁发的“全球科技创新奖”**。



## 八 以制度定规范 提升治理水平 依法治院见成效

结合上海市“依法治校示范校”创建工作，打造依法治校示范试点学院，创新依法治院工作思路，进一步完善各类制度建设，得到上海市依法治校创建工作评估专家组的认可和好评。通过一系列举措持续探索制度建设和管理，学院在建设一流大学的制度体系、提升学院治理体系与治理能力现代化建设方面取得显著进展。

## 十 承担社会责任 推行可持续发展观

垃圾分类是关乎生态优先、绿色发展的民生大事，也是上海市政府 2019 年重点工程。学院积极响应国家号召，主动承担社会责任，率先探索个性化的“垃圾分类”落实方案，并成为学校示范单位。学院依托多名教授在可持续发展方面的理论积淀，为上海市打造全国首个全面开展垃圾分类的城市建言献策，提出务实政策建议、产业配套方案，和公共服务的思路与方法，以知识分享推动垃圾分类工作的实施，以一流大学智慧贡献一流城市建设。



# TOP 10 EVENTS OF TONGJI SEM IN 2019 ACT YOUR GLORIOUS YOUTH, STRIDE TOWARDS EXCELLENCE

*Save the past and welcome the future*

*Every wonderful moment of Tongji SEM is unforgettable*

*This year, our dreams are with glory*

*Improvement and innovation go hand in hand*

*We move forward bravely with great success*

*At the beginning of the new year*

*We take stock of our "top 10 events" in 2019*

*Review the wonderful past and look into the future*

## 1

### Take root in Chinese practice, serve national strategic development

Beijing Daxing International Airport is a major project decided by the Party Central Committee and the State Council, and a landmark project for the integrated development of Beijing, Tianjin and Hebei. With deep accumulation in complex and major projects, and the successful practices of many engineering management consulting services, **the management team led by senior professors of Tongji SEM took charge of the progress control of the airport and assisted the successful operation of China's largest air-ground integrated transportation hub as scheduled on Sep 25th 2019.** President Xi Jinping attended the launching ceremony of the airport held on the occasion of the 70th anniversary of the founding of New China. The School will apply the engineering control experience in this "unprecedented" major and complex project to the follow-up industry training practices, integrate the innovative control modes into industry standards, and explore a new direction for the development of civil aviation progress control.

## 2



FINANCIAL  
TIMES

Master in Management  
Ranking 2019

Ranking **28**<sup>th</sup> in the world  
Ranking **2**<sup>nd</sup> in China



eduniversal  
Masters Ranking 2019

Master Programme for Real Estate  
Ranks **3**<sup>rd</sup> Worldwide

Master Programme for Supply  
Chain and Logistics  
Ranks **16**<sup>th</sup> Worldwide

### Innovate the talent training mode and improve the quality of talent training

In 2019, the School implemented the spirit of the Nineteenth National Congress of the Communist Party of China, and full implementation of the "Double First-Class" university project has achieved preliminary results. The School's innovative achievements in composite and diversified teaching methods such as open mobile classrooms are highly recognized both at home and abroad. **Four undergraduate majors in finance, information management and information system, engineering management and marketing have been selected among the national first-class undergraduate program construction sites.** The School successfully launched an English-taught doctoral program in business administration to achieve the goal of teaching Chinese and foreign doctoral students in the same class, thus further enhancing the international influence of the program. Gathering domestic and foreign industry professionals and sharing high-quality educational resources, **the national excellent course "Engineering Project Management" created by Professor Ding Shizhao's team** was launched in "xuexi.cn" APP and won a good reputation. In addition, Professor Ding himself won the **"PMI Linn Stuckenbruck Educational Excellence Award"**, and he is also the third project management education expert in the world to receive this honor.



同济经管

TONGJI SEM

# 3 中德经济与管理研究院成立仪式

## Einweihung der Chinesisch-deutschen Akademie für Wirtschaft und Management

### Cooperate with the experimental “Three All-round Education”, establish morality and cultivate people competing to be the first

The School actively carried out the theme education of “Remain true to our original aspiration and keep our mission firmly in mind”. Combined with the fundamental task of establishing morality and cultivating people, the School cooperated with the university’s first round of “Three All-round Education” comprehensive reform pilot work, implemented the construction of resident mentor workstations in undergraduate communities, and promoted the stationing of professors and well-known scholars in students’ communities. Plan pilot courses and teaching reform for ideological and political education in Shanghai colleges and universities. Introduce outstanding alumni, enterprises, and inter-disciplinary education resources within the university to create a comprehensive, three-dimensional, and immersive education space and time, and form a full-staff, whole-process and all-round education pattern.

# 5

### Accelerate the internationalization process and attract global talents

Leveraging Shanghai’s open, innovative, and inclusive city character, and adhering to the international education concept, the School accelerated the attraction of global talents. In 2019, the number of international degree students at the School increased by 96%, and the total number of international freshmen was the highest in Tongji University. The number and quality of international degree students have been greatly improved. **The original short video work “China Through My Eyes” by Jacob Thomas, a master’s graduate student from the U.S., won the only special prize of the first International Student Short Video Competition in China**, showing the high-level appearance of international students.

# 6

### High-level research solves business development problems

The School successfully transformed academic research into practical services with its high-level top talents, allowing enterprises to gain innovation momentum while nurturing scientific research and development of the university. **The Tongji University-Xiamen Airlines Joint Algorithm Laboratory led by Liang Zhe, professor of Department of Management Science and Engineering and winner of the National Natural Science Foundation Outstanding Youth Fund**, successfully developed and launched the Xiamen Airlines flight intelligent recovery system with independent intellectual property rights. It marked a breakthrough from zero to one in the domestic civil aviation industry, using operational planning and artificial intelligence to solve the problem of large-scale flight adjustment, **breaking the monopoly of the technology by foreign countries**.

### Expand new space for exchanges with Europe and build a new platform for international cooperation

Focusing on the current economic and social development needs of China and Germany, **the “Sino-German Academy for Economics and Management” of Tongji University** was unveiled at the School. The academy brings together resources from governments, enterprises and universities to further strengthen academic exchanges, industry-education integration, school-enterprise cooperation and talent training between China and Germany, and helps to build a new model of Sino-German cooperation. The School has formed the advantage of German connections and a model of international cooperation that has been expanding along the “the Belt and Road” countries. The School has newly **invited former French Prime Minister Jean-Pierre Raffarin as a member of its international advisory board** to further expand cooperation with Europe and build higher level of communication platform.

# 7

### Promote the transformation of academic achievements and serve local economic development

The School values the collaborative innovation mechanism of industry, university, and research led by the government, **and undertakes a major strategic consulting project of the Chinese Academy of Engineering to build the Shiyan Industrial Technology Research Institute**. The project explores the practical path of in-depth integration of advanced academic achievements with local development needs, and transforms the most advanced ideas and academic achievements into the most practical technologies to enhance the innovation ability and product competitiveness of enterprises, thus promoting high-quality industrial development and urban economic transformation.

# 10

### Undertake social responsibility and promote the concept of sustainable development

Garbage classification is a major issue for people’s livelihood related to ecological priority and green development. It is also a key project of the Shanghai Municipal Government in 2019. The School actively responded to the call of the country, undertook social responsibility, and took the lead in exploring a personalized “garbage classification” implementation plan, and became a demonstration unit of Tongji University. Relying on the theoretical accumulation of multiple professors in sustainable development, the School provided suggestions for Shanghai to be China’s first city that conducted garbage classification, and proposed practical policy recommendations, industry supporting plans, and public service ideas and methods. The School aims to promote the implementation of garbage classification by knowledge sharing and contribute to the construction of first-class cities with the wisdom of first-class universities.

# 8

### Set rules and regulations to improve the governance level and effects of administering the School by law have been seen

Combined with the establishment of the Shanghai “demonstration units for administering college by law”, Tongji SEM actively built itself as a pilot school, innovated the ideas of administering the School by law and further improved the construction of various systems. It was highly recognized and praised by the expert group for the evaluation of administering college by law. Through a series of measures to continuously explore system construction and administration, the School has made significant progress in building a first-class university system and improving the modernization of the School’s system and capability for governance.



### Train innovative talents by combining knowledge and action, contribute to the construction of an innovative country

The School strives to be a pioneer in the cultivation of “innovative and entrepreneurial” talents. It takes the lead in opening courses on innovation and entrepreneurship, advocates the integration of knowledge and action, encourages and supports students’ innovation and entrepreneurship, and is committed to taking root in China’s local business education and creating international talents. In 2019, **Tongji SEM won the second place in the regular season of the National Finals of the 17th China MBA Entrepreneurship Competition, and the third prize in the 16th “Challenge Cup” national entrepreneurial plan competition, etc.** Altogether 71 people have won prizes in competitions at different levels. **Shanghai Fuming New Material Technology Co., Ltd., which was founded by alumnus Sun Xingguang, was awarded the “Global Science and Technology Innovation Award” by the United Nations Industrial Development Organization.**





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2019 年度最佳硕士项目



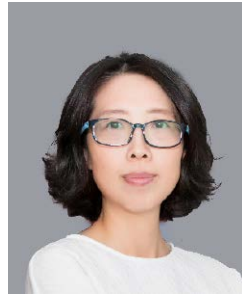
同济经管  
TONGJI SEM

房地产硕士专业  
全球第 **3**

供应链与物流硕士专业  
全球第 **16**

两项专业排名均列亚洲第 **1**





郝凤霞  
同济大学经济与管理学院副教授

来源：《解放日报》

# 中国制造

## 如何实现突围

### 带来就业乘数效应

制造业发展是经济结构转型的基础。制造企业竞争力越强，组织资源能力越强，企业的服务产出效率越高。

同时，制造业发展有着显著的就业乘数效应。上世纪 90 年代初，中国在全球制造业增加值所占份额仅为 2.7%；2000 年后急剧增加，到 2016 年占到 1/4 以上，同期制造业的就业人数从 4000 多万人增加到 8000 多万人。

研究表明，制造业每创造 10 个工作岗位，就会产生 4 个新的工作岗位。当然，乘数效应的大小因不同行业、不同区域、不同发展阶段而异。

制造业是新创企业、服务业产生与成长的根基。生产力的提高来自于两种机制，一是现有企业的内部重组和业绩改善，二是优秀企业取代低效率的现有企业。经济增长的动力源泉来自于市场竞争，如果没有足够强大的制造业，新创制造业企业将无从产生。服务业也是如此，服务业在发达国家的经济结构中占很大比重，但这是以发达的制造业为支撑才得以实现的。发达国家提出的知识经济，也以各国拥有强大的制造业基础为后盾。

### 微笑曲线越来越陡峭

中国制造业转型升级不是在封闭环境下进行的，需要关注全球产业价值链的变化。过去 10 年，全球产业价值链出现了一些关键性变化：

全球价值链贸易密度在降低。贸易密度指的是出口占产出的比率。过去 10 年，产品的跨境流动在减少，从原来的 28.1% 降低到 22.5%，贸易增长的速度在减缓。越来越多的新兴国家随着人均收入的增长，本土消费量和消费水平在增加，消费了更多自己生产的产品。终端市场的转移为中国企业带来机遇，可以致力于开发更多面向国内市场的设计和品牌。

服务贸易的增加值在增长。过去 10 年，服务业贸易增长速度加快，知识产权、电信、IT 等行业的增长更是产品行业的 2 至 3 倍。尽管传统贸易统计中服务业遭到严重忽视，但服务业贸易创造了产品贸易中的 1/3 增加值，且研发、工程、销售、市场、金融和人力资源等都可能形成产品走向市场，产品贸易和服务贸易中间的界线越来越模糊。

知识密集程度越来越高，传统的微笑曲线变得越来越陡峭，不同环节之间的附加值鸿沟在加大。研发、品牌、软件、知识产权等无形资产在全球产业价值链中所占价值在增加，价值创造正在向两端转移：一个是转向上游活动，如研发和研发设计；一个是转向下游活动，如营销和售后服务。

根据世界投入产出表，劳动密集型产品制造业从 2005 年的 55% 降至 2017 年的 43%。一方面是因为发展中国家工资上涨，另一方面是因为自动化和人工智能使用的趋势。由此，劳动密集型制造业转变为资本密集型制造业。而全球价值链上无形资产所占附加值从原来的 5% 左右增加到 13%，这种转变对发展中国家制造业参与全球价值链模式提出了新的要求。



### 不能单纯依靠低工资战略

随着贸易全球化和生产分工专业化，越来越多的国家参与垂直分工体系，但发达国家仍然占据价值链高端。对“中国制造”而言，发展策略应针对性地做出相应调整，从更长远的角度为高质量发展提供新动能。

一是拓展本土和发展中国家市场资源，寻求国内外市场的再平衡。

经济合作与发展组织的研究表明，新兴市场国家到 2025 年消费将占全球制造业产品的 2/3，比较集中地体现在汽车、建筑、机械、奢侈品等领域。中国可通过“一带一路”倡议，利用比较优势形成区域分工体系，实现在某些行业产业价值链的主导能力。同时，减少国内交易成本，发挥本土市场资源。

中国经济的快速发展也为世界各国提供了巨大的市场。1995 年，发达经济体仅向中国出口 3% 的产品；2017 年，增长为 12%。德国、美国、日本等国家生产的汽车，有近一半的销量发生在包括中国在内的发展中国家。

二是通过服务化捕获更多增加值。

不管软件设计、知识产权还是销售，制造业中的价值越来越多地来自于服务。由此，销售周期缩短，边际收益增加，与消费者更多的互动可以带来更好的设计理念。同时，商业模式从销售产品转向提供服务，或者从卖软件转为数据分析，通过深入洞见客户需求，提供基于服务的产品。

三是提高“中国制造”在全球价值链中的垂直整合度。

改革开放以来，中国发展出了较完善的本地价值链和垂直整合的行业格局，本土企业不断进军新的细分市场。在新建先进工业产能的同时，中国也在稳步推进工业现代化进程，淘汰老旧工厂。

原先，受益于低工资水平，追求高效率和低成本的公司将工厂向新兴经济体迁移。但在要素禀赋结构发生变化之时，德国、美国等发达国家开启制造业复兴之路。双重压力下，“中国制造”将不能单纯依靠低工资战略。产业基础高级化、产业链现代化，成为制造业转型升级的必由之路。

在这方面，国外早有先例。二战结束后到 20 世纪 70 年代，德国作为欧洲主要的制造业强国，大量生产各类工业制成品。20 世纪 80 年代开始，德国的制造业面临新的挑战。这一时期，亚洲劳动力成本低的优势明显，日本、韩国的产品质量优良，德国制造业与之相比并不具有性能和价格方面的优势。

于是，德国根据自己在技术方面领先的优势调整产业结构，通过制定产业政策巩固研发能力，从而在耐用资本品的生产上达到世界领先水平，如机械产品、大型医疗设备、电机和电气产品等。与此同时，放弃一些逐渐缺乏竞争优势的制造产业，如家用消费电子产品、纺织品等。可以看出，德国制造业的结构一直在发生变化，但始终不变的是打造竞争优势。

四是鼓励技术密集型新创企业成长。

每个新创企业代表一个额外的竞争者进入市场，高水平的初创企业会直接威胁现有企业的主导地位。从产出市场来讲，市场竞争强度与经济绩效之间存在正相关；从投入要素来讲，新创企业需要资源，并为劳动力和土地资源等投入创造产生额外需求。这种额外需求会对已有企业的盈利能力构成威胁。为保持盈利能力，企业需通过提高生产力来弥补更高的投入成本。由此，新创企业可以有力地促进所在区域的经济增长。

# HOW CAN “MADE IN CHINA” ACHIEVE BREAKTHROUGH

Source: Jiefang Daily



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*In recent years, the US, Germany, Japan, the UK and other countries have successively issued new industrial plans, and implemented the "re-industrialization" strategy to intensely promote the development of the manufacturing industry. For China, in the face of changing domestic and international situations, the traditional resource-driven or investment-driven development modes have encountered great challenges. How can we achieve breakthrough and move toward higher quality development?*



## Producing Employment Multiplier Effect

The development of manufacturing industry is the foundation of economic re-structuring. The more competitive the manufacturing enterprises are and the stronger organizational resources they have, the higher service output efficiency they will make.

Meanwhile, the development of manufacturing industry has a significant employment multiplier effect. In the early 1990s, China's share of global manufacturing value addition was only 2.7%; after 2000, the share increased sharply, accounting for more than a quarter of the total in the year of 2016. In the same period, the total employment in the manufacturing industry increased from 40 million to 80 million.

Studies have shown that for every 10 jobs created in the manufacturing industry, four new jobs will be created. Of course, the magnitude of the multiplier effect varies from industry to industry, from region to region, and from stage to stage.

Manufacturing is the foundation for the emergence and growth of startups and service industries. The increase of productivity comes from two mechanisms, first, the internal restructuring and performance improvement of existing enterprises; second, excellent enterprises replacing existing ones with low efficiencies. The motivation of economic growth comes from market competition. If the manufacturing industry is not strong enough, manufacturing startups will not be able to emerge. The same is true for the service industry. The service industry accounts for a large proportion in the economic structure of developed countries, but this is achieved with the support of highly developed manufacturing industry. The knowledge economy proposed by developed countries is also backed by the strong foundation of their manufacturing industries.

## The smiling curve is getting steeper and steeper

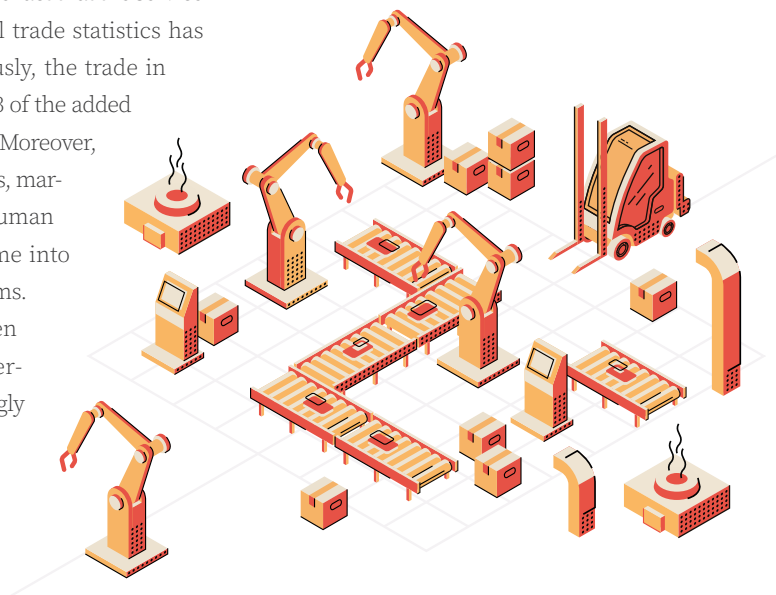
The transformation and upgrading of China's manufacturing industry is not carried out in a closed environment, and it is necessary to pay close attention to changes in the global industrial value chain. In the past 10 years, there have been some vital changes in the global industry value chain:

The trade density of global value chain is decreasing. Trade density refers to the ratio of exports to outputs. In the past 10 years, the cross-border flow of products has decreased from the original 28.1% to 22.5%, and the rate of trade growth is slowing down. More and more emerging countries with increasing per capita income are demanding higher quantity and quality of local consumption, and are consuming more of their own products. The shift of the end market brings opportunities for Chinese companies to develop more designs and brands for the domestic market.

The added value of trade in services is growing. In the past 10 years, the growth rate of trade in services has accelerated, and the growth of intellectual property, telecommunications, IT and other industries is even two to three times as much as that of product industry. Despite the fact that the service industry in traditional trade statistics has been neglected seriously, the trade in services has created 1/3 of the added value in product trade. Moreover, R&D, engineering, sales, marketing, finance and human resources may all come into market in product forms. The boundary between product trade and service trade is increasingly blurred.

The level of knowledge intensity is increasingly higher, and the traditional smiling curve is getting steeper and steeper. The value-added gap between different links is being widened. The value of intangible assets such as R&D, brand, software, and intellectual property in the global industrial value chain is increasing, and value creation is shifting to both ends: one is moving to upstream activities, such as R&D and R&D design, and the other is moving to downstream activities, such as marketing and after-sales service.

According to the World Input-Output Database, the labor-intensive manufacturing industry fell from 55% in 2005 to 43% in 2017. On one hand, the wage level is rising in developing countries, and on the other hand, the application of automation and artificial intelligence is becoming a trend. As a result, the labor-intensive manufacturing industry has turned into a capital-intensive industry. The added value that intangible assets occupy in the global value chain has increased from about 5% to 13%, which also presents new requirements to the participation model of developing countries in the global value chain.



## Not solely relying on low-wage strategy

Along with the globalization of trade and specialization of production division, more and more countries are participating in the vertical specialization system. However, the developed countries are still occupying the high end of the value chain. For “Made in China”, the development strategy should be adjusted accordingly, providing new momentum of high-quality development from a longer-term perspective.

### The first step is to expand the market resources of local and developing countries, and seek re-balance of domestic and foreign markets.

Research by the Organization for Economic Co-operation and Development (OECD) shows that by 2025, the consumption of emerging market countries will account for 2/3 of global manufacturing products, which is mainly reflected in the fields of automobiles, construction, machinery, and luxury goods. Through the “Belt and Road Initiative”, China can take comparative advantage to form a regional division system, and achieve the leading capacity in industrial value chains of certain industries. Meanwhile, it can reduce domestic transaction costs and leverage local market resources.

The rapid development of China's economy has also provided a huge market for countries all over the world. In 1995, developed economies exported only 3% of their products to China; in 2017, the number grew to 12%. Nearly half of the cars produced in Germany, the United States, Japan and other countries are sold in developing countries including China.

### The second is to capture more added value through service.

Regardless of software design, intellectual property or sales, the value in manufacturing industry is increasingly coming from services. As a result, the sales cycle is shortened, the marginal revenue is increased, and more interaction with consumers can lead to better design concepts. Meanwhile, the business model is shifted from selling products to providing services, or from selling software to data analytics, providing service-based products through deep insights into customer needs.

### The third is to improve the vertical integration of “Made in China” in the global value chain.

Since the reform and opening up, China has developed a relatively complete local value chain and vertically integrated industry structure, and local enterprises continue to enter new market segments. While building new advanced industrial production capacity, China is also steadily advancing the industrial modernization process and eliminating old factories.

First and foremost, benefiting from low wage level, companies that pursued high efficiency and low cost were relocating their factories to emerging new economies. However, when the factor endowment structure changes, developed countries such as Germany and the United States will start the way of manufacturing rejuvenation. Under the dual pressure, “Made in China” will not rely solely on the low-wage strategy. The advanced industrial base and the modernized industrial chain will become the inevitable way for the transformation and upgrading of the manufacturing industry.

In this regard, there are precedents in foreign countries. From the end of World War II to the 1970s, Germany, as a major manufacturing power in Europe, produced a large number of industrial manufactured goods. Starting from the 1980s, German manufacturing was facing new challenges. During this period, the advantages of low labor costs in Asia were obvious. The quality of products in Japan and South Korea was excellent, and the German manufacturing industry did not have the advantage of function and price.

Therefore, Germany adjusted its industrial structure based on its leading edge in technology, and consolidated its research and development capabilities by formulating industrial policies to achieve world-leading levels in the production of durable capital goods, such as mechanical products, large medical equipment, electrical and electrical products. At the same time, Germany gave up some manufacturing industries that were gradually losing competitive advantages, such as household consumer electronics and textiles. It is obvious that the structure of the German manufacturing industry has been changing all the time, but the pursuit of competitive advantages remains constant.

### The fourth is to encourage the growth of technology-intensive startups.

Each startup enters the market as an extra competitor, and high-level start-ups directly threaten the dominance of existing companies. From the perspective of output markets, there is a positive correlation between market competition intensity and economic performance; from the perspective of input factors, new ventures need resources and will create additional demand for inputs such as labor and land resources. This additional demand will pose a threat to the profitability of existing enterprises. To maintain profitability, companies need to increase their productivity to offset the increased input cost. As a result, start-ups can effectively promote economic growth in the region.

# 南通与上海： 天水相连的兄弟城市

来源：《解放日报》



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谈起上海与苏浙城市的区位联系，通常人们想到的是苏州和嘉兴。这两个与上海陆地接壤的城市，因交通便利等原因享受了与上海合作的先机。然而，随着 2008 年 6 月苏通大桥、2011 年崇启大桥建成通车，未来北沿江高铁与城际轨道交通的开通，与上海同样具有同城基因的南通，成为接轨上海的新“风口”。

## 难以分割的隔江互助

由于与上海一江之隔的地理位置关系，南通的发展筹划始终离不开与上海联系的界定。

南通的早期定位是“北上海”，可以理解为北面的上海，即不是一个行政区域，却很像上海的一个地方。还有人将南通称为“小上海”，与“北上海”有异曲同工之妙。

之后，南通又被称为“上海北”，主要指南通要融入上海，成为上海国际大都市的组成部分或北翼门户。2016 年，江苏省第十三次党代会，提出将南通建设为上海的“北大门”，从强调地理位置的紧密连接切换到明确的功能定位。

不论称谓如何变化，都说明一个基本事实：深化和拓展上海与南通之间客观存在的紧密联系，是人们内心深处美好又迫切的愿望。

改革开放以来，特别是进入新世纪以后，上海和南通的合作，特别是上海对南通的产业转移，更多源自市场的力量。这种合作出现过三次高潮：

第一次是 20 世纪 90 年代初上海的产业结构调整。当时，上海一方面大力推进浦东开发开放；另一方面，对自身大而全的产业结构进行战略性调整，确立了汽车、电子信息、电站成套设备、钢铁和家用电器等六大支柱工业。被上海调整的纺织产业，不少就转移到了南通。与此同时，南通钢厂于 1992 年加入宝钢集团，改制后又吸引日本新日铁株式会社、日本三井物产株式会社等外资成立了南通宝钢新日铁制钢有限公司。这些追求发挥各自优势的合作，总体上达到了“1+1 > 2”的协同效应。

第二次是上海筹办 2010 年世博会带来的机遇。2002 年上海首次颁布并逐年修订《上海工业产业导向布局指南》，推动新一轮产业结构优化，上海不仅对六大支柱产业进行了调整，还推动从制造为主向先进制造、研发和服务为主的转变。这次调整时间较长、节奏平稳，更多发挥了市场机制的作用。由于南通具有良好的制造业基础，上海制皂集团等将生产基地迁到了南通。杨浦等区主动与南通签订合作协议，形成了“上海孵化、南通转化”“上海研发、南通生产”“前台在上海、后台在南通”等多种合作模式。南通还与上海静安区、杨浦区等结为友好区市，双方在科技、卫生、文化、教育、旅游等领域全方位合作，特别强化了引上海智力为南通服务。

第三次是苏通大桥、崇启大桥通车的带动作用。2008 年苏通大桥通车，2011 年崇启大桥通车。两座大桥通车极大地加快了南通和上海合作的步伐，上海与南通之间合作进入新的发展阶段。首先，两地合作被提升到政府战略层次。2009 年，南通市委、市政府将承接上海产业转移作为战略任务。当年，南通市政府与上海市经信委、上海市教委联合签署产业发展战略合作框架协议。其次，合作形式得到有效拓展，南通与上海开展了合作共建产业园区的探索。2009 年，沪通两地 9 个工业园区签署合作协议。再次，合作内容逐步深化，南通从承接一般产业转移升级到吸引研发机构。2009 年 6 月，复旦大学海门远达科技创业园成功落户海门开发区，项目总投资 4.7 亿元，在海门建立复旦大学遗传工程国家重点实验室（海门中心）、遗传科学博士后流动站等，着力打造复旦大学科研、培训、中试和成果转化基地。



## 指日可待的同城发展

随着都市圈在全球竞争中的地位越来越重要，长三角区域一体化发展成为日益紧迫的话题。2016年5月，国务院批复《长江三角洲城市群发展规划》；2018年11月，习近平总书记在首届中国进口博览会上宣布：将支持长江三角洲区域一体化发展并上升为国家战略。近些年来，特别是党的十八大以后，长三角一体化发展步入了快车道。2018年初，《上海市城市总体规划（2017—2035年）》正式公布，南通被列为未来20年上海构建世界级城市圈的重要城市之一。稍早的2017年5月，江苏省人民政府批复了《南通建设上海大都市北翼门户城市总体方案》。

在新的发展部署下，南通不仅是上海产业转移的重要基地，而上升为上海未来20年发展的重要战略空间。当然，伴随新技术革命背景下上海产业结构的更深层次调整，产业转移在更高层次、更大范围上推进。如2016年5月，双钱集团决定“上海只保留集团总部、研发中心和营销中心，产能全面转入南通”。

为了使南通和上海之间真正形成同城效应，目前8条过江通道正在紧锣密鼓的建设之中，沪通铁路跨长江大桥将于2019年内贯通，沪通铁路计划2020年开通动车。面对如此诱人的同城化前景，一些具有战略眼光的上海企业已经捷足先登，筹划把研发总部搬到南通。今年7月19日，在南通中央创新区紫琅

湖畔举行的上海电气南通中央研究院开工仪式上，上海电气集团董事长郑建华说：上海电气将会在战略上做重要调整，进一步把战略重心集聚在南通，今后会把整个研发重点转移到南通。而为了适应这种发展需要及提高自身城市品位，南通已筹划了17平方公里中央创新区，将建成国家制造业创新中心、长三角区域科技创新特区、上海科技创新中心配套服务区。

可以预期，一个集“生态屏障、产业腹地、创新之都、文化名城”于一体的新南通，将以更加璀璨的形象撑起上海的“北大门”。



ZHANG Yuchen  
Professor of Tongji SEM, Member of  
National Medium & Long-term Science  
and Technology Development Planning  
Regional Innovation Group

*Speaking of the regional linkage between Shanghai and the cities of Jiangsu and Zhejiang, people usually think of Suzhou and Jiaxing. These two cities border on Shanghai, and they took the geographical advantage to cooperate with Shanghai. However, with the completion of Sutong Bridge in June 2008 and Chongqi Bridge in 2011, as well as the future operation of high-speed railway along the north shore of Yangtze River and inter-city rail transit, Nantong will also be at the forefront of connecting with Shanghai by virtue of the close adjacency between the two cities.*

# NANTONG AND SHANGHAI: TWIN CITIES CONNECTED WITH SKY AND WATER

Source: Jiefang Daily

## Inseparable mutual relationship across the river

Enjoying the advantage of sitting just across the river from Shanghai, the development planning of Nantong has always been closely related to the definition of its connection to Shanghai.

Nantong's early positioning was “North Shanghai”, which can be understood as Shanghai in the north. That's not an administrative area, but a place which is similar to Shanghai. Some people refer Nantong as “Little Shanghai”, which just means almost the same as “North Shanghai”.

After that, Nantong was also known as “Shanghai North”, which mainly means that Nantong will be integrated into Shanghai and become a part of this international metropolis or its north gateway. In 2016, the 13th CPC Congress of Jiangsu Province proposed to build Nantong as the “North Gateway” of Shanghai, switching from an emphasis on geographical adjacency to a clear functional positioning.

No matter how the title changes, it illustrates a basic fact: deepening and expanding the objective close relationship between

Shanghai and Nantong is a beautiful and urgent desire in the depth of people's hearts.

Since the reform and opening up, especially after entry into the new century, the cooperation between Shanghai and Nantong, especially the industrial transfer from Shanghai to Nantong, derives more from the power of the market. The cooperation has experienced three climaxes:

The first was the industrial restructuring of Shanghai in the early 1990s. At that time, on the one hand, Shanghai vigorously promoted the development and opening up of Pudong Area; on the other hand, it made strategic adjustments to its large and comprehensive industrial structure, and established six pillar industries such as automobiles, electronic information, complete equipment for power station, steel and household appliances. A large part of the textile industry adjusted by Shanghai was transferred to Nantong then. At the same time, Nantong Steel Plant joined Baosteel Group in 1992. After the restructuring, it attracted the investment from Japan Nippon Steel Co., Ltd. and Japan Mitsui & Co., Ltd., and finally established Nantong Baosteel





Nippon Steel Co., Ltd. These efforts of cooperation with their separate advantages have achieved a synergistic effect of “1+1>2”.

The second was the opportunity brought by Shanghai 2010 World Expo. In 2002, Shanghai firstly issued the Guidelines for the Oriented Distribution of Shanghai Industrial Industry and revised it every year to promote a new round of industrial structure optimization. Shanghai not only adjusted its six pillar industries, but also boosted the transition from manufacturing-orientation to advanced manufacturing, R&D and service orientation. The adjustment took longer time and had a steady pace, so it gave better play to the role of the market mechanism. As Nantong has a good manufacturing base, Shanghai Soap Group has relocated its production base to Nantong. Yangpu and other districts initiatively signed a cooperation agreement with Nantong to form various forms of cooperation such as “Shanghai Incubation, Nantong Conversion”, “Shanghai R&D, Nantong Production”, “Front Stage in Shanghai, and Backstage Supporter in Nantong” and so on. Nantong has also established friendly relations with Jing'an District and Yangpu District of Shanghai. The two sides have cooperated in all fields of science and technology, health, culture, education and tourism, especially emphasizing the introduction of Shanghai intelligence to serve Nantong.

The third climax was driven by the completion of Sutong Bridge and Chongqi Bridge. In 2008 and 2011, Sutong Bridge and Chongqi Bridge were open to traffic respectively. The opening of these two bridges has greatly accelerated the pace of cooperation between Nantong and Shanghai, which has entered a new stage of development. First, the cooperation between the two cities was promoted to the level of government strategy. In 2009, the Nantong Municipal Party Committee and the Municipal Government made it a strategic task to undertake the industrial transfer of Shanghai. In that year, Nantong Municipal Government, Shanghai Municipal Commission of Economy and Informatization and Shanghai Municipal Education Commission jointly signed the strategic cooperation framework agreement for industrial development. Secondly, the form of cooperation has been effectively expanded. Nantong and Shanghai have attempted to jointly build industrial parks. In 2009, Shanghai and Nantong signed cooperation agreements on 9 industrial parks. Third, the cooperation content has gradually deepened, and Nantong has upgraded itself from undertaking general industrial transfer to attracting R&D institutions. In June 2009, Haimen Yuanda Technology Pioneer Park of Fudan University was successfully settled in Haimen Development Zone with a total investment of 470 million yuan. It has established the State Key Laboratory of Genetic Engineering of Fudan University (Haimen Center) and Postdoctoral Station of Genetic Science etc. in Haimen, striving to build a research, training, pilot test and achievement transformation base for Fudan University.

## Integrated development of Shanghai and Nantong just around the corner

As the role of the metropolitan area becomes more and more important in global competition, the integrated development of Yangtze River Delta region has become an increasingly urgent topic. In May 2016, the State Council approved the Development Plan for Urban Agglomeration in the Yangtze River Delta. In November 2018, General Secretary Xi Jinping announced at the first China International Import Expo that China would support the integrated development of the Yangtze River Delta region and promote it to a national strategy. In recent years, especially after the 18th National Congress of the Communist Party of China, the integrated development of the Yangtze River Delta has entered a fast track. At the beginning of 2018, Shanghai Master Plan 2017-2035 was officially announced, and Nantong was listed as one of the important cities for Shanghai to build a world-class metropolitan area in the next 20 years. Earlier in May 2017, the People's Government of Jiangsu Province approved the Overall Plan for the Construction of Nantong as the North Wing Gateway City of Shanghai Metropolis.

Under the new development deployment, Nantong is not only an important base for industrial transfer of Shanghai, but also an important strategic city for Shanghai's development in the next 20 years. Of course, with the deeper-level adjustment of Shanghai's industrial structure in the context of the new technological revolution, industrial transfer will advance at a higher level and on a larger scale. For example, in May 2016, Double Coin Group decided to “only retain its headquarters, R&D and marketing center in Shanghai, and fully transfer its production capacity to Nantong”.

In order to truly form the integrated development effect between Nantong and Shanghai, the 8 river-crossing tunnels are currently under intense construction. The

Shanghai-Nantong Yangtze River Bridge will be completed by the end of 2019, and the Shanghai-Nantong Railway is scheduled to operate in 2020. Facing such an attractive prospect of urbanization, some companies have already strategically taken the lead in planning to move their R&D headquarters to Nantong. On July 19th, 2019 at the groundbreaking ceremony of the Shanghai Electric Nantong Central Research Institute held at the Central Innovation Zone of Nantong, Zheng Jianhua, Chairman of Shanghai Electric Group, said that the group would make vital adjustments to its strategy and further shift its strategic focus to Nantong. The whole R&D facilities would be transferred to Nantong in the future. In order to adapt to the development needs and improve its urban quality, Nantong has planned a 17-square-kilometer central innovation zone, which will be built into the National Manufacturing Innovation Center, the Science and Technology Innovation Special Zone of Yangtze River Delta Region, and the Supporting Service Zone of Shanghai Science and Technology Innovation Center.

It can be expected that a new Nantong, which integrates ecological barrier, industrial hinterland, innovation capital and cultural city, will prop up Shanghai's North Gate with a more splendid image.



# 要提高经济密度，招商和育商应齐头并进

节选自：《文汇报》

从最早的深圳蛇口工业区开始，各地的开发区、保税区、高新区不断涌现。从最初“自由式”运营到整体规划、产业新城、城市运营商……产业园区，作为中国改革开放的一个缩影，在推动区域经济发展、促进对外开放、加快体制机制改革等方面都发挥着不可替代的作用。新时代，产业园区的建设和发展如何与时俱进？就此，文汇报记者专访我院任浩教授。



任浩  
同济大学经济与管理学院教授、  
同济大学发展研究院院长

## 产业园区是区域协调发展重要平台

**文汇报：**您在《园区不惑》一书中用翔实的一手资料回答并理清了40年来中国产业园区发生了什么、发生背后的原因是什么两个基本问题。简而言之，您认为产业园区对于中国经济的重要性在哪里？

**任浩：**回顾历史，无论是对经济特区的示范作用、制度改革和观念突破，园区都起到了先锋作用。1979年1月，蛇口工业园成立。1979年7月，四个经济特区才成立。当时特区的制度改革，实际上首先来自于蛇口工业园的制度改革。比如，人事制度的突破，还有观念上的突破，像“深圳速度”“时间就是金钱”“质量就是生命”等等这些理念，大家都以为是深圳先提出的，其实准确来说，“原产地”是蛇口工业园。

## 园区有从内部调整产业结构的基础

**文汇报：**有种说法，产业招商是园区经济发展的“生命线”。而从我国产业园区的招商引资模式看，也经历了“优惠政策主导”阶段、“投资环境主导”阶段到“产业环境主导”阶段。对此，您怎么看？

**任浩：**怎么发挥园区的作用？一直以来，有个趋势没变，就是认为园区总量的扩张和经济密度的提高，重点在“招商”。

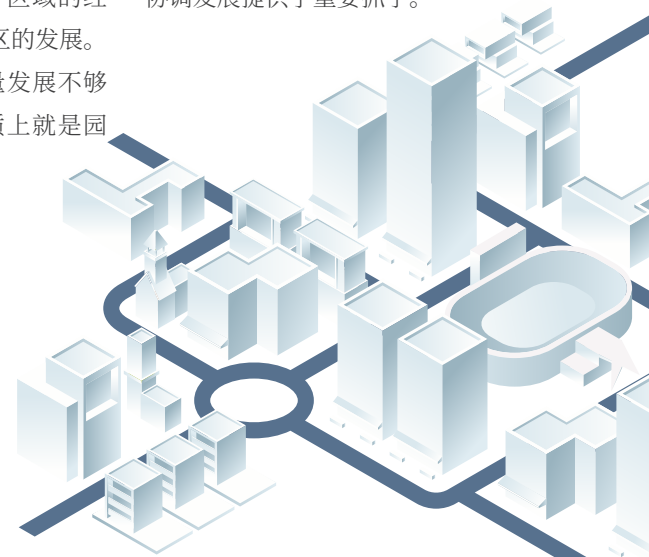
这种做法在我们园区刚刚成立、外部市场相对还未饱和的时候，是比较有

效的，可以很快见效。但到今天，我觉得我们应该要有所调整。“招商”和“育商”应该齐头并进，我们不能仅仅盯着外部的增量，而忽视我们内部的存量。今天，虽然现在人们已经意识到产业结构调整的重要性，但求变的思路 and 做法还是旧的，就是从外部来引入新的符合产业结构调整方向的产业，这就还是局限在外部的增量上。

当然，“育商”需要更大的投入，效果却不会立竿见影。但是，园区发展到今天已经有三四十 years 了，其自身内部

区的经济扩展受到了阻碍，园区的高密度发展受到了影响。一个区域的经济总量和质量发展，某种意义上就是园区的经济总量和质量发展。

产业园区作为企业集聚产业集群的主要载体，是实现区域协调发展的重要平台和主阵地，园区之间在产业转移产业合作园区共建等方面的合作则为区域协调发展提供了重要抓手。



的产业基础比过去要厚实得多，我们完全有实力也有必要在园区内部进行自身的产业结构的融合升级。我举个正面的案例，北京经济开发区就以园区为投资方之一来注资、培育了企业品牌“京东方”。过去，我们讲“育商”还是停留在“软环境”的层面上，以提供服务的方式来“育商”。而北京经开区孵化企业的做法是一种新的注入资本的方式，我觉得现在一些有实力的园区也是可以借鉴的。



## 不仅要“补主体”，还要“强关联”

**文汇报：**高科技产业、现代服务业的主要驱动力就是批量人才的集聚，如生物医药产业、文化创意产业。我们看到，很多产业园区在关注“招商引资”的同时，也在关注“引智招商”，积极吸引科研院所、科学家工作室、博士后工作站等落户园区。批量人才的集聚，对园区的人力资源开发工作有什么新的挑战？

**任浩：**园区不仅仅要“补主体”，还要“强关联”。园区的功能就是发挥产业集聚效应，我们现在只是形式上做到把企业聚集在一起，但更值得关注的是，这些企业之间究竟有没有发生联系和合作。产业集聚不能仅仅停留在物理集聚，应将其转化为产业的化学集聚，后者才是我们办园区真正的本质和目的。实现化学集聚的一个成功典范，是荷兰的埃因霍温高科技园区。它被誉为“欧洲最智慧的1平方公里”，有超过140家企业入驻，聚焦了超过来自85个国家的10000多名高科技人才，他们平均每天生产4项专利，占全荷兰的40%。为什么会产生如此多的创新成果？创新来自于创意，创意的来源则是思想的碰撞，是来自异质性的人群之间的联系和交流。该园区每年会组织500多场针对高质量人群的社交活动，这不仅仅满足了人的交往需要，也为创意的生产提供了土壤。灵感一来，得益于园区内随处可见的办公空间，可以及时地将它记录和落地。

“强关联”对园区的管理提出了更高的要求，要建立与之相匹配的园区管理体系。从学理上看，针对政府，我们有公共管理学；针对企业，我们有工商管理学。但对于园区，目前还没有相配套的管理学理论。园区的性质也非常特殊，它既是营利的，又承担了地方政府促进经济发展的公益性职能。创建园区管理学理论，是我们目前正在进行的工作。

## 与时俱进促园区对内开放与国际化

**文汇报：**上海GDP已迈上3万亿元台阶，追求更高质量发展，“以亩产论英雄”、“以效益论英雄”、“以能耗论英雄”、“以环境论英雄”，产业园区的建设和发展如何与时俱进？

**任浩：**随着中国经济由高速增长阶段转向高质量发展阶段，产业结构调整、产业升级换代成为时代主旋律。高技术含量、高附加值、高产业带动性的战略新兴产业成为众多园区的主导产业，很多园区也有意识地打造产业链，力争形成产业聚集效应。

从另一方面看，开放是上海最大的优势。园区本身就是对外开发的产物，是以土地开发和对外开放为中介的产业开发方式。最初，许多企业进来是“零地价”，政府用土地开发的方式来引进



资本和技术，整合劳动力、资本、技术的产业三要素，为园区赋能。上海园区要“走出去”。首先是对内开放，园区要加强区域之间的合作，以并购重组的方式发挥园区的品牌效应。以漕河泾为例，它的短板在于本身空间不够。但现在它在海宁、盐城等地建立了分区，主体在上海，生产在周边城市，就把空间给盘活了。同时也可以最大限度地发挥园区的品牌优势，帮助周边省市地区吸引企业进驻，带动当地的经济的发展。我觉得上海一些好的园区都可以借鉴。其次是园区的国际化，这是一个双向的过程，既有引进来，也要走出去。“走出去”一方面是到“一带一路”沿线国家和地区，即走向靠近市场的地方去发展，另一方面也可以到发达地区特别是欧洲，进行研发类、科技型园区之间的合作。

# To Improve Economic Density, INVESTMENT AND INCUBATION SHOULD GO HAND IN HAND

Excerpt from: Wen Hui Bao(WHB)

*Starting from the earliest Shekou industrial zone in Shenzhen, development zones, bonded zones and high-tech zones have been emerging all over the country. From the initial "freestyle" operation to the overall planning, industrial new town, urban operators to industrial parks, as an epitome of China's reform and opening up, play an irreplaceable role in promoting regional economic development, opening up to the outside world, and accelerating the reform of system and mechanism. How to keep pace with the times in the construction and development of industrial parks in the new era? In this regard, Wen Hui Bao reporter interviewed Professor Ren Hao of Tongji SEM.*

REN Hao  
Professor of Tongji SEM,  
Dean of Tongji University  
Development Institute.



INDUSTRIAL PARKS IS AN IMPORTANT PLATFORM  
FOR REGIONAL COORDINATED DEVELOPMENT

**WHB:** *In your book Industrial Parks at Forty, you clarified two basic questions about what happened to China's industrial parks in the past 40 years and the reasons behind it with detailed fisthand data. In short, what do you think is the importance of industrial parks to China's economy?*

**Ren Hao:** To look back in history, industry parks have played a pioneering role in providing demonstration, system reform and concept breakthrough of the special economic zones. In January 1979, Shekou Industrial Park was established. In July 1979, four special economic zones were established eventually. At that time, the system reform of the special zones actually copied that of Shekou Industrial Park. For example, the breakthrough of personnel system and ideas like “Shenzhen speed”, “time is money” and “quality is life”, as everybody thought it was first put forward by Shenzhen, actually is original from Shekou Industrial Park.

China's industrial parks is an important platform for China's economic development. Currently, viewing from the country's overall economic data, the 375 national economic development zones and high-tech zones account for 22.5% of GDP, 25% of tax revenue, and 34.6% of total imports and exports. These digits only cover state-level development zones and do not include more data from development zones at or below the provincial level. To put it simply, most of the contribution to the national economy comes from parks. It can even be said that the key to measure the economic development of a region is to apprehand the development of its parks. I have always believed that the insufficient development of regional economic aggregate and high-density development is essentially due to the hinderance on the economic expansion

and high-density development of the parks. The economic aggregate and quality development of a region, in a sense, is the economic aggregate and quality development of the parks.

As the main carrier of enterprise agglomeration and industrial cluster, industrial parks are the important platforms and main fronts to realize the coordinated development of regions. The cooperation between industrial parks in the industrial transfer, industrial cooperation and co-construction of industrial parks provides an important handgrip to coordinate regional development.

THE PARKS HAVE THE FOUNDATION TO ADJUST  
THE INDUSTRIAL STRUCTURE FROM THE INSIDE

**WHB:** *There is a saying that industrial investment is the “lifeline” of economic development in parks. From the perspective of the investment attraction model of China's industrial parks, they have also experienced the stages of “led by preferential policies “, “led by investment environment “ and “industrial environment orientated” . What's your opinion about that?*

**Ren Hao:** How to play the role of the park? For a long time, there has been an unchanged trend that the key to the expansion of parks and the improvement of economic density lies in “attracting investment”.

This approach was relatively effective when the park was just established and the external market was not yet saturated. But nowadays, I think we need to adjust. “Attracting investment” and “business incubation” should go hand in hand. We can not just focus on external increment, and ignore our internal stock. Today, although people have realized the importance of industrial structure adjustment, the idea and practice of seeking change is still

375

National Economic  
Development Zones and  
High-Tech Zones

22.5% of GDP

25% of Tax Revenue

34.6% of Total Imports and Exports

obsolete, that is, to introduce new industries in line with the direction of industrial structure adjustment from the outside, which is still limited to the external increment.

Of course, “business incubation” requires more investment, and won't get instant effect. However, it has been 30 or 40 years since the development of the parks. The industrial base of the parks is much stronger than before, so we have the power and necessity to integrate and upgrade the industrial structure inside the parks. Let me cite a positive case. The Beijing economic development zone has invested capital through the park and cultivated the enterprise brand “BOE”. In the past, we talked about business incubation” on the basis of “soft environment”, providing services to “incubate businesses”. The practice of business incubation in Beijing Economic Development Zone is a new way to inject capital, from which I think some parks with strength can also learn.

NOT ONLY “COMPLEMENT THE SUBJECT”,  
BUT ALSO “STRENGTHEN THE CORRELATION”

**WHB:** *The main driving force of the high-tech industry and the modern service industry is the concentration of batch talents, such as the biomedicine industry and the cultural creative industry. We can see that many industrial parks while paying attention to “attracting investment” are also “attracting wisdom”, actively attracting scientific research institutes, scientists' studios and postdoctoral workstations to settle in the park. What are the new challenges for the development of human resources in the park with plenty of talents?*

**Ren Hao:** The parks should not only “complement the subject”, but also “strengthen the correlation”. The function of the park is to play an industrial agglomeration effect. Now we only formally gather enterprises together, but what is more noteworthy is whether there is any contact and cooperation between these

enterprises. Industrial agglomeration should be transformed into industrial chemical agglomeration instead of physical agglomeration, which is the real essence and purpose of our parks. A successful example of chemical agglomeration is High Tech Campus Eindhoven in the Netherlands. It is known as “the most intelligent square kilometer in Europe”. More than 140 enterprises have settled in it, gathering more than 10,000 high-tech talents from 85 countries. They produce on average four patents every day, accounting for 40% of the whole Netherlands. Why so much innovation? Innovation comes from the idea, and the source of the idea is the collision of ideas, the connection and communication between heterogeneous people. The park organizes more than 500 social activities for high-quality people every year, which not only meets peo-

ple's communication needs, but also provides the soil for creative production. Thanks to the ubiquitous office space in the park, inspiration can be recorded and put into practice in a timely manner.

“Strong correlation” puts forward higher requirements on the management of the park that a matched park management system should be established. From the theoretical point of view, for the government, we have public management, for enterprises, we have business administration. However, there is no corresponding management theory for industrial park. The nature of the park is also very special, that is not only profit-making, but also undertakes the public welfare function of the local government to promote economic development. It is our ongoing work to establish industrial park management theory.

KEEP PACE WITH THE TIMES TO PROMOTE INTERNAL  
OPENING-UP AND INTERNATIONALIZATION OF THE PARK

**WHB:** *Shanghai's GDP has reached 3 trillion yuan, and the city is pursuing higher quality development. If we still take yield per unit area, benefit, energy consumption or environment as criterion for success, how can the construction and development of industrial parks keep pace with the times?*

**Ren Hao:** As China's economy turns from a stage of high-speed growth to a stage of high-quality development, the adjustment of industrial structure and upgrading of industries have become the theme of the times. The strategic emerging industries with high technology content, high added value and high industry driving ability have become the leading industries of many parks that aim to build industrial chain for clustering effect.

On the other hand, openness is the biggest advantage of Shanghai. The park itself is the product of opening up, and it is an industrial development mode with land development and opening up to the outside world as the intermediary. At the beginning, many enterprises came in with “zero land price”. The government introduced capital and technology through land development, integrating the three industrial elements including labor force, capital and technology to empower the parks. The parks in Shanghai should “go out”. First of all, the parks should open up internally, strengthening the regional cooperation and giving play to the brand effect of the park by means of merger, acquisition and reorganization. Caohejing, for example, is short of space, but now it has established zones in Haining,

Yancheng and other places, having the main part in Shanghai and the production in the surrounding cities, which efficiently uses the space. At the same time, it can give full play to the brand advantage of the park to help the surrounding provinces and cities attract enterprises to enter the parks and drive the local economic development. I think some good parks in Shanghai can learn from it. The second is the internationalization of the park, which is a two-way process. On the one hand, “going out” means going to the “Belt and Road” countries and regions, that is, going to places close to the market for development. On the other hand, it means going out to developed regions, especially Europe, for cooperation between R&D and science and technology countries and regions.





张鑫  
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# “多快好省” 才是好零售

来源：《解放日报》

## 并非“人傻钱多”

商业是以货币为媒介进行商品交易的行为。商品交易能否实现取决于两大因素：让人满意的产品，有效的销售途径或平台。商业的本质可归结为商品交易的“多快好省”。

**“多”**，对企业来说是指定位合理带来的顾客多，对消费者来说是指商品品种多、选择多。企业要合理定位，以争取更多的目标顾客，同时要尽可能提供多一点的商品和价位选择，以吸引更多的顾客和回头客。

**“快”**，指快捷、便利，包括售前、售中和售后过程中购物、发货、收货和服务的快捷、便利。

**“好”**不仅指物美质优，而且包括对服务的质量要求。它是企业的一大战略性资产。其中，精选产品、自创品牌、产品专卖、授权销售、追求人性化等是保障产品和服务质量的主要途径。

**“省”**，对企业来说特指能降低经营管理成本、提高资源利用效率，对消费者来说特指产品价格低、省钱。研究显示，性价比是消费者选购商品的重要心理指标。但是，追求低廉并不意味着消费降级，消费者也并非“人傻钱多”。

对企业来说，帮助消费者省钱的主要途径是扩大生产经营规模以降低单位产品的平均成本，建立完善的供应链以控制整体成本，或者创新盈利模式，利用其他渠道获得营业外收入以部分抵销经营成本。

## 新兴商业业态有多重优势

人类历史上，商人阶层的出现，是继农业和畜牧业、手工业后的第三次社会大分工。这一社会分工提高了生产专业化和劳动生产率，成为国民财富增进的源泉。就商业业态而言，则大致经历了“行商—坐商—百货公司—超级市场—电商—新零售”的演进过程。

行商是最早的商业形式，也就是小商小贩挑着货郎担外出推销商品。这种流动的经营方式是主动送货到门，初步解决了“快”的问题。

坐商是在固定的经营地点销售商品。它可以使商品“多”起来，也可以保证“好”，但难以做到“快、省”。

百货公司在商业经营上保留了坐商的形式，但实现了“多”的革命。这种大型零售商业企业经营的商品类别非常多，而且可以精选商品、控制库存、创立自有品牌，从而较好地解决了“多、好、省”的问题。自1862年世界第一家百货公司——法国巴黎“好市场”诞生以来，百货公司逐渐成为现代零售商业的主要形式。

超级市场的产生是坐商的另一次革命。这种开放式的自我服务、自选售货商业业态，在保留和发扬百货公司“多、好、省”的基础上，初步解决了“快”的问题。

电子商务是利用互联网平台，将商品展示、购物、支付、物流、服务等结合在一起的新兴业态。新零售则在此基础上，进一步运用大数据、人工智能等技术，将线上云平台服务、线下销售实体店或生产商体验、现代物流进行深度融合。这一新兴业态具有经营成本低、商品交易方便快捷、效率高、大规模定制等优势。如果能控制好质量，有望将“多快好省”发挥到极致。

## 明白和遵循“多快好省”

无论是新零售还是传统零售，只要在“好”的基础上，再将“多、快、省”中的一两项或全部做到极致，就能在市场上获得成功。

例如，在传统零售业中，一些知名服装店在控制品质、注重品牌形象管理细节的基础上，通过简化产品包装、降低产品成本，使消费者觉得“物超所值”，进而获得了众多消费者的青睐；还有致力于创造极致低价、极致性价比业态的“百元店”，也取得了成功。如果增加“多”的优势，“便利店+药妆店”有可能成为未来小型零售市场的最终胜者。

再来看“开市客”，它提供的产品和服务非常多，整体商品品类保持在4000种左右。同时，为了保障商品品质、节省顾客时间、降低库存，“开市客”在任何品类的商品中，只精选提供两三种“爆款”。此外，它的售后服务也很有特色，如实行无理由、不限时、不要收据退换货、退货统统销毁等机制。哪怕是用过、吃过的商品，只要顾客不满意，随时都可以退换。

目前，“开市客”拥有9600多万名注册会员，会员续约率在90%以上。不过，考虑到中国的消费文化等因素，这家跨国企业肯定要在很多方面做出相应调整，才能真正站稳脚跟。

相对传统商业业态，新零售的健康发展同样取决于“多快好省”的充分发挥。例如，引领新零售的盒马鲜生可以做到“多、快、好”，但没有什么价格优势；无人零售店在方便购物上有所创新，但还需提高“多、省”的优势，等等。

经济理论和实践都表明，不同商业业态的具体发展途径可以不一样，但本质要求是相同的。对消费者来说，不管新零售还是传统零售，“多快好省”才是好零售。明白和遵循这个规律，就可以不依靠“开市客”等鲑鱼来激活市场，也可以不依靠“烧钱”去搞平台、搞流量。







# MORE, FASTER, BETTER AND MORE ECONOMICAL EXPLAINS GOOD RETAIL

Source: Jiefang Daily

*A few days ago, the traditional American retail chain supermarket "Costco" opened for business in Shanghai welcoming many "early adopters". For new retail or traditional retail, the only way to win is to do extremely well in becoming "more, faster, better and more economical".*

ZHANG Xin

Associate Professor of Tongji SEM



## NOT "FOOLISH PEOPLE WITH PLENTY OF MONEY"

Business is the conduct of Commodity Exchange with money as the medium. Whether a product can be traded depends on two factors: a satisfying product and an effective sales channel or platform. The essence of business boils down to "more, faster, better and more economical" commodity trading.

For the enterprises, "more" means that a reasonable positioning brings more customers, while for customers it is the variety of goods and choices. Enterprises should be reasonably positioned to win over more target customers, and at the same time, provide as many commodities and price choices as possible to attract more customers and returned customers.

"Faster" means shortcut and convenient of shopping, delivery, receipt and service in the process of pre-sales, sales and after-sales.

"Better" indicates not only good quality of the product, but also the quality of service. It is a strategic asset of the enterprise that selecting products, self-created brand, product monopoly, authorized sales and the pursuit of humanization is the main approach to ensure the quality of products and services.

For enterprises, "more economical" means to reduce operating and management costs and improve resource utilization efficiency, while for consumers, it means lower product prices and saving money. Research shows that cost performance is an important psychological indicator for consumers to buy goods. However, the pursuit of cheapness does not mean a downgrade of consumption, and consumers are not "foolish people with plenty of money".

For enterprises, the main way to help consumers save money is to expand the scale of production and operation to reduce the average cost of the unit product, establish a perfect supply chain to control the overall cost, or innovate the profit model and take advantage of other channels to obtain non-operating income to partially offset the operating cost.

## EMERGING COMERCIAL FORMS HAVE MULTIPLE ADVANTAGES

In human history, the emergence of merchant class is the third social division of labor after agriculture, animal husbandry and handicraft industry. This social division of labor has improved the specialization of production and labor productivity and become the source of national wealth. In terms of commercial format, it has roughly experienced the evolution process of "traveling vendor- sitting merchant- department store - supermarket - e-commerce - new retail".

Traveling Vendor is the earliest form of commerce, that is, the peddlers carrying the load on shoulder poles to sell goods. This kind of mobile management mode actively delivers goods to the consumers, solving "fast" problem preliminarily.

Sitting Merchant is to sell goods in a fixed place of business. It can make goods "more", also can guarantee "better", but difficult to achieve "faster and more economical".

Department stores retain the form of sitting merchants in the business operation, but realized the "more" revolution. This kind of large-scale retail commercial enterprise manages various goods categories, and can select the goods, control the inventory, establish own brand, thus well solves the problem of "more, better and more economical". Since the world's first department store -- "Le Bon Marché" born in 1862 in Paris, France, department store gradually became the main form of modern retail business.

The emergence of the supermarket is another revolution of the sitting merchants. This kind of open self - service, self - selection commercial form of sales, on the basis of keeping and promoting the characteristics of "more, better and more economical" of the the department stores, has preliminary solved the problem of "faster".

E-commerce is a new type of business that combines commodity display, shopping, payment, logistics and service on the Internet platform. On this basis, the new retail will further apply big data, artificial intelligence and other technologies to deeply integrate online cloud platform services, offline sales experience of physical stores or manufacturers, and modern logistics. This new type of business has the advantages of low operating cost, convenient and fast commodity trading, high efficiency and mass customization. If the quality can be controlled, it is expected that the "more, faster, better and more economical" will be played to the maximum.

## UNDERSTAND AND FOLLOW "MORE, FASTER, BETTER AND MORE ECONOMICAL"

Whether it is new retail or traditional retail, as long as on the basis of "better", if it achieves the ultimate in one or two or all in terms of "more", "faster" and "more economical", it can be successful in the market.

For example, in the traditional retail industry, on the basis of quality control and paying attention to details of brand image management, some famous clothing stores make consumers feel "value for money" through simplifying product packaging and reducing product cost, thus win the favor of

many consumers. Meanwhile, a format that is committed to create the extreme low price and extreme cost-effective like "100 yuan store" achieved success as well. If the advantage of "more" can be increased, "convenience store + cosmeceutical store" may become the final winner of the future small retail market.

Back to "Costco", it provides a lot of products and services, and the overall product categories remain around 4,000. At the same time, in order to guarantee the quality of goods, save customers' time and reduce inventory, "Costco" only provide two or three selected "popular styles" in any category of goods. In addition, its after-sales service is also very distinctive, such as changing or refunding without reason, time limitation, or receipt, and all returns are destroyed. Even used, eaten goods, as long as the customer is not satisfied, can be returned at any time.

At present, "Costco" has more than 96 million registered members with more than 90% membership renewal rate. But given factors such as China's consumer culture, this multinational enterprise will have to adjust in many ways before it can really take root.

Compared with traditional business forms, the healthy development of new retail also depends on the full play of "more, faster, better and more economical". For example, Hema, the leader in new retail, can be "more, faster and better" without any price advantage. Unmanned retail stores have made innovations in convenience, but they still need to improve the advantages of "more" and "more economical" etc..

Economic theory and practice show that the specific development path of different business forms can be different, but the essential requirements are the same. For consumers, whether new or traditional, "more, faster, better and more economical" explains good retail. Catching on and following this rule, retailers can activate the market without relying on "Costco" and other catfishes, or "burn money" to do web marketing and create visitor volume.





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# 经管智慧助力“金凤凰” 北京新机场展翅高飞

来源：节选自同济大学新闻网，有改动。

2019年9月25日，备受瞩目的“金凤凰”北京大兴国际机场正式建成通航。大兴机场是党中央、国务院决策的重大项目，是京津冀协同发展的标志性工程，是国家发展一个新的动力源。它宏大的规模、先进的理念、精巧的设计、高难的施工、极短的工期、丰硕的成果，在世界基础设施工程建设史上写下了浓墨重彩的一笔，被外媒誉为“世界新七大奇迹之首”。在这一超级工程规划和建设过程中，凝聚着同济人的智慧和汗水。同济人充分发挥在规划、设计、管理、施工等方面的专业优势，在机场建设中建功立业，助力北京新机场这只“金凤凰”

展翅高飞。据不完全统计，在北京新机场建设过程中，同济大学直接承担相关的重要研究课题6项，此外，还有40多位同济校友在不同骨干岗位上参与了新机场的建设。其中，同济经管课题组组建的进度管控团队，凭借多年来在工程管理学科方面深厚的积淀，和众多成功的工程管理咨询服务实践，为保障机场按期建成和投入运营做出了突出的贡献。

作为我国规模最大的空地一体化交通枢纽，北京大兴国际机场以“引领世界机场建设，打造全球空港标杆”为建设方针，致力于成为国家发展的一个新的动力源，为京津冀协同发展提供示范，具有投资主体多、规模大、综合性强、工期紧、业主单位和参建单位众多、运营筹备及运营专业化支持单位多、界面交叉复杂等特点，各种不确定性因素交互影响，给工程建设的组织管理与运营筹备工作综合协调推进带来极大难度，可以说“史无前例”。

为如期实现“2019年6月30日前全面竣工”“2019年9月30日前开航”两大目标，2018年4月底，国家民航总局邀请同济大学，对北京大兴国际机场建设与运营筹备总进度进行综合管控工作。同济大学工程管理研究所随即组建了以陈建国、贾广社、唐可为、王广斌、乐云、孙继德、胡文发、施骞等骨干教师领衔和数十位博士、硕士研究生为核心成员的课题组，并组成两个工作小组，进驻机场建设工地，分别聚焦“民航总局总进度综合管控”“机场建设进度管控”，对机场建设与运营筹备工作进度进行科学管控。

北京大兴国际机场实施的是“建设与运营筹备一体化”，这为进度管控工作带来了更多复杂性。应民航总局要求，同济团队编制了机场建设与运营筹备的《总进度综合管控计划》。经过充分调研，同济团队运用关键线路法、经验法和比较法等从3万余项工作中梳理出16条关键线，提取了“366+8”个关键性控制节点，随后不断优化，形成《总进度综合管控计划》最终版，于2018年8月由民航大兴机场办正式发布。

计划发布以后，课题组定期对工程项目总进度做出精确的测量，准确反映出各项节点工作进度偏离目标的程度及相关问题，用以支持各级领导和决策者对工程进度精确判断和精确调度。

应机场建设指挥部要求，同济团队编制了《工程建设与运营筹备总进度计划》，共包含关键节点247个（其中建设112个、运营筹备135个），详细作业5547项（其中建设2831项、运营筹备2716项），关键问题与对策7类，移交接收一览表113项，进度跟踪问题73项，每月出具一期《北京大兴国际机场建设与运营筹备进度管控报告》，不仅客观、真实反映了22个部门、19个专业公司当月关键节点完成情况、建设与运营筹备工作计划完成情况，还对下月关键节点及建设与运营筹备工作计划进行提前部署，特别指出了进度风险跟踪进展情况、近期工作重点难点问题，并提出了建议。



尤其难能可贵的是，来自经管学院的数十位新一代青年学子，在老师们的率先垂范下，不但克服了艰苦的工作条件，而且在巨大的进度压力面前，他们无惧寒暑、不舍昼夜，利用所学专业不辱使命地完成了繁重的任务。在北京大兴国际机场的每个角落，他们镌刻下创新、激情、担当的价值追求，用智慧和汗水助力这个“国家发展新的动力源”澎湃出越发磅礴的发展动力。他们胸怀对于国家和人民的责任感和使命感，用自己的肩膀扛起了国家和时代赋予的责任，将人生的理想与时代赋予的使命紧密相融，充分践行同济人“与祖国同行、以科教济世”的抱负与理想。

在经管团队和诸多机场建设、运营单位的共同努力下，北京大兴国际机场筹备工作不仅顺利完成，而且节约工期1.7个月。

“同济大学团队之所以能为北京大兴国际机场的建设与运营筹备进行科学有效的进度管控，得益于同济大学在工程管理学科方面深厚的积淀和众多成功的工程管理咨询服务实践。”业内专家这样表示。研究团队在大型机场工程管理方面已积累大量成功的实践经验。广州白云国际机场迁建工程、上海浦东机场（二期）扩建工程、上海虹桥机场扩建工程、上海虹桥综合交通枢纽工程、昆明新机场工程、深圳机场扩建工程、南京禄口机场（二期）工程、青岛新机场工程、郑州新郑机场（二期）工程、成都天府机场工程、河北石家庄机场、上海浦东机场卫星厅工程……这一连串大型机场的工程管理工作，都与同济经

管紧紧联系在一起。研究团队在2008年和2009年度连续两年获评上海市重大工程立功竞赛虹桥综合交通枢纽工程赛区优秀集体，并先后获得华夏建设科学技术奖和美国项目管理学会（PMI 中国）颁发的杰出项目奖，蜚声海内外。

“把论文写在祖国的大地上”这个理想影响着每一位同济经管人。他们一心一意，以专业智慧对接国家需求；他们顶天立地，以科学研究服务社会发展；他们将把精力放在国家最需要的地方，常怀爱国之情、报国之心，传承同济精神、矢志奋斗，为国家发展贡献力量！

特别鸣谢参加北京大兴国际机场建设与运营筹备总进度管控工作的同学们，他们是（按姓氏拼音排序）：陈彦羽、陈玉君、崔家滢、董伊静、傅家雯、何可人、华春翔、黄珂雯、刘安谱、刘晨玉、刘东、刘嘉威、刘凯俐、刘心怡、刘昱昊、马鸿芸、马玉帅、苗洁如、屈占宇、宋天一、孙乔、谭丹、王仲钰、武慧藏、徐启雄、徐雨晴、徐志扬、杨晨曦、张帆、张林煦、张梦、张馨月、张耀尹、张中豪、赵雪洋、赵亚捷、郑春燕、郑冕、郑文博。另向其他给予北京大兴国际机场进度管控项目提供帮助和支持的老师和同学们致谢！

# TONGJI SEM TEAM PROVIDES INTELLIGENCE SUPPORT FOR THE CONSTRUCTION OF BEIJING DAXING INTERNATIONAL AIRPORT

*Excerpted from Tongji University News, with a slight change*

On September 25, the much-anticipated “golden phoenix” Beijing Daxing International Airport was officially opened to navigation. Daxing Airport is a major project decided by the CPC Central Committee and the State Council, a landmark project for the coordinated development of the Beijing-Tianjin-Hebei region, and a new driving force for the country's development. With its grand scale, advanced concept, exquisite design, difficult construction, extremely short construction period and fruitful achievements, it has made a significant contribution in the history of infrastructure construction in the world, and is praised by foreign media as “the first of the new seven wonders of the world”. During the planning and construction of this super project, the wisdom and sweat of Tongji people are

embodied in terms of their professional advantages in planning, design, management, construction and other aspects, making achievements in the airport construction, and helping the “golden phoenix” of Beijing new airport to fly high. According to incomplete statistics, during the construction of Beijing's new airport, Tongji University directly undertook 6 important research projects. In addition, there were more than 40 Tongji alumni in different key positions involved in the construction of the new airport. Among these, by virtue of rich experiences in engineering management research and consulting service practice, the progress control team organized by Tongji SEM made outstanding contributions to ensuring the timely completion and operation of the airport.



As the largest air-land integrated transport hub in China, following the construction policy of “to lead the world airport construction, build global airport benchmarking”, Beijing Daxing International Airport is committed to become a new source of power in a country’s development, providing the demonstration for the coordinated development of Beijing-Tianjin-Hebei, while having the characteristics of multi-investment subjects, large scale, great comprehensiveness, tight construction period, a large number of owners and the contractors, different operations planning and operations professional support units, more complex interface crosses. All kinds of uncertainty factors interact, affecting the comprehensive coordination promoting of construction organization and management, and operation preparations with great difficulty, “unprecedented”, so to speak.

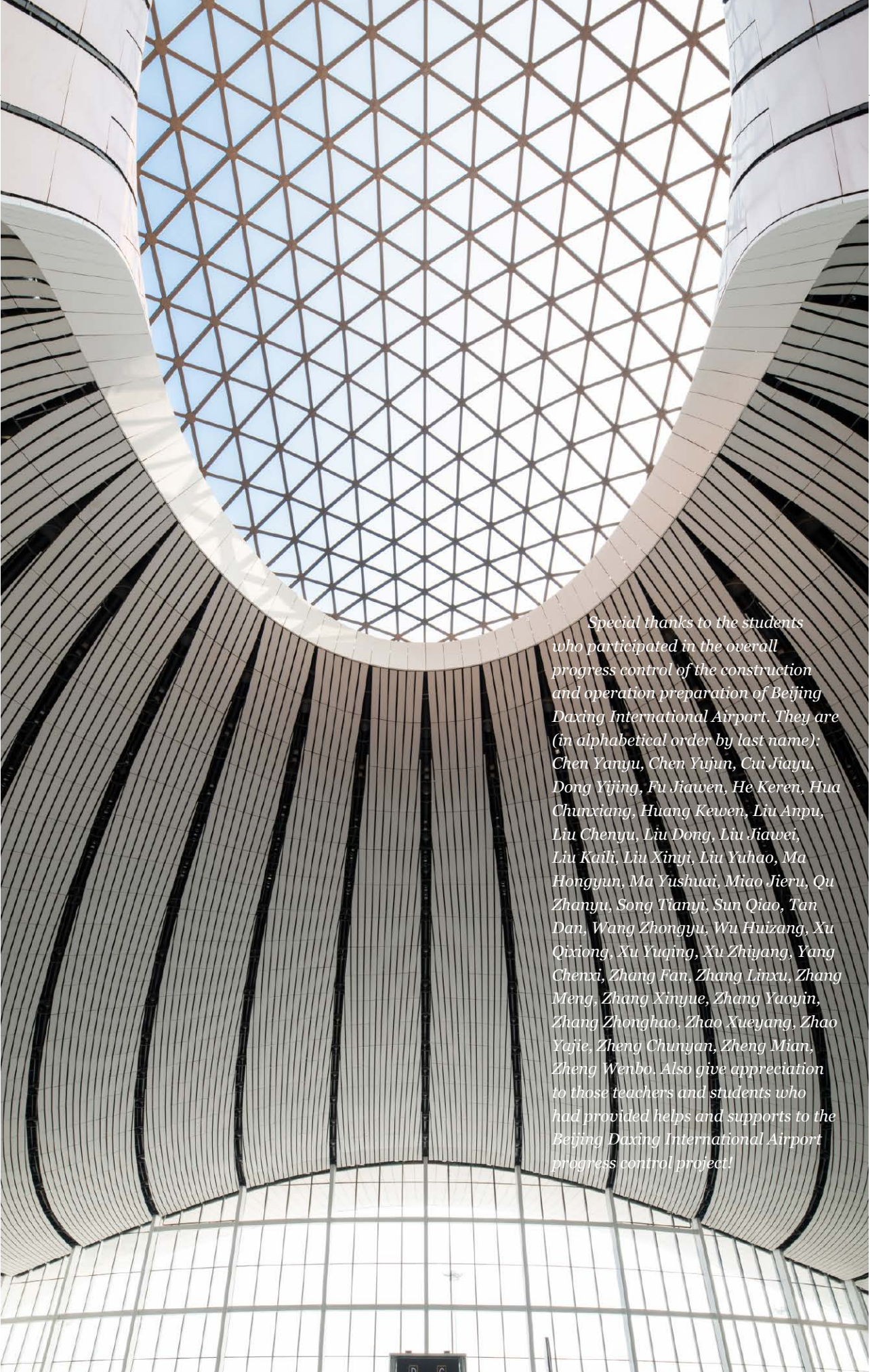
In order to achieve the two goals of “complete construction by June 30, 2019” and “navigate by September 30, 2019” as scheduled, the CAAC invited Tongji University to conduct comprehensive management and control over the construction and operation preparation of Beijing Daxing International Airport at the end of April 2018. Research Institute of Project Administration and Management of Tongji University immediately organized a team with core teachers such as Chen Jianguo, Jia Guangshe, Tang Kewei, Wang Guangbin, Le Yun, Sun Jide, Hu Wenfa, Shi Qian etc., and dozens of doctors and postgraduate students for overall progress control. The team was divided into two working groups, stationed in the airport construction site, and conducted the scientific management and control for the airport construction and operation preparation progress, respectively focused on the “CAAC overall progress integrated control” “airport construction progress control”.

Beijing Daxing International Airport implements “integration of construction and operation preparation”, which brings more complexity to the progress control work. At the request of CAAC, Tongji team has prepared The Comprehensive Control Plan of the Overall Progress for airport construction and operation. After full investigation, Tongji team

tease out 16 key lines from more than 30,000 tasks, and extracted “366+8” key control nodes through the key route method, empirical method and comparative method. Subsequently, continuous optimization resulted in the final version of The Comprehensive Control Plan of the Overall Progress, which was officially released by the CAAC Daxing Airport office in August 2018.

After the release of the plan, the research group made accurate measurements of the total progress of the project on a regular basis, accurately reflecting the degree to which the work progress of each node deviated from the target and related problems, so as to support leaders and decision makers at all levels to accurately judge and dispatch the project progress.

At the same time, at the request of airport construction headquarters, Tongji team compiled The Overall Progress Plan for the Project Construction and Operation Preparation, key node containing 247 key nodes (including 112 for construction and 135 for operational preparations), 5547 detailed operation work (including 2831 for construction and 2716 for operational preparations), 7 categories of key problems and countermeasures, 113 items of handover and takeover list, 73 progress tracking problems. Also, Tongji team issued Beijing Daxing International Airport Construction and Management Progress Control Report by a monthly period, which objectively not only reflected the complete situation of monthly key nodes, construction and management work plan of 22 departments and 19 professional companies, also arranged construction and management work plan for the next month’s key nodes and deployment in advance, especially pointing out the progress risk tracking situation, key points and difficult problems in recent work, and putting forward some suggestions.



*Special thanks to the students who participated in the overall progress control of the construction and operation preparation of Beijing Daxing International Airport. They are (in alphabetical order by last name): Chen Yanyu, Chen Yujun, Cui Jiayu, Dong Yijing, Fu Jiawen, He Keren, Hua Chunxiang, Huang Kewen, Liu Anpu, Liu Chenyu, Liu Dong, Liu Jiawei, Liu Kaili, Liu Xinyi, Liu Yuhao, Ma Hongyun, Ma Yushuai, Miao Jieru, Qu Zhanyu, Song Tianyi, Sun Qiao, Tan Dan, Wang Zhongyu, Wu Huizang, Xu Qixiong, Xu Yuqing, Xu Zhiyang, Yang Chenxi, Zhang Fan, Zhang Linxu, Zhang Meng, Zhang Xinyue, Zhang Yaoyin, Zhang Zhonghao, Zhao Xueyang, Zhao Yajie, Zheng Chunyan, Zheng Mian, Zheng Wenbo. Also give appreciation to those teachers and students who had provided helps and supports to the Beijing Daxing International Airport progress control project!*

It was especially commendable that dozens of new generation young students from Tongji SEM had not only overcome the difficult working conditions under the lead of their teachers, but also faced the pressure of great progress, completed the heavy task without losing the mission with the majors learned. In every corner of Beijing Daxing International Airport, they engraved the pursuit of value of innovation, passion and responsibility, and used wisdom and sweat to help this “new power source for the development of the country” surging growing momentum. They had a sense of responsibility and mission for the country and the people, and shouldered the responsibility given by the country and the times. They closely integrate the ideal of life with the mission given by the times, and fully implement the Tongjiren’s ambition and ideal dedicating themselves to society.

Under the joint efforts of Tongji SEM team and many other airport construction & operating units, the airport construction and operation preparation work was not only completed successfully, but also saved 1.7 months.

“It was thanks to Tongji University’s profound accumulation in engineering management discipline and many successful engineering management consulting practices that the Tongji university teams were able to manage the construction and operation of Beijing Daxing international airport in a scientific and effective way.” Industry experts said. The research teams had accumulated a lot of successful practical experience in large-scale airport project management, such as Guangzhou Baiyun International Airport Relocation Project, Shanghai Pudong Airport (Phase II) Expansion Project, Shanghai Hongqiao Airport Expansion Project, Shanghai Hongqiao Integrated Transportation Hub Project, Kunming New Airport Project, Shenzhen Airport Expansion Project, Nanjing Lukou Airport (Phase II) Project , Qingdao New Airport Project, Zhengzhou Xinzheng Airport (Phase II) Project, Chengdu Tianfu Airport Project, Hebei Shijiazhuang Airport, Shanghai Pudong Airport Satellite Hall Project ... The project management of above series of large airports is closely linked with Tongji SEM. In 2008 and 2009, the research team was awarded the outstanding team for the Hongqiao Comprehensive Transportation Hub Project in the Shanghai Major Project Contribution Competition for two consecutive years, and successively won the Huaxia Construction Science and Technology Award and the Outstanding Project Award from the American Project Management Institute (PMI China), snoring at home and abroad.

The ideal of “practice thesis on the land of the motherland” affects every one of Tongji SEM. They wholeheartedly meet the needs of the country with professional wisdom; they are in a position to serve the development of society with scientific research; they will focus their energy on where the country needs, always cherish the patriotism and the will to serve the country, inherit the spirit of Tongji University, and strive for China’s development!

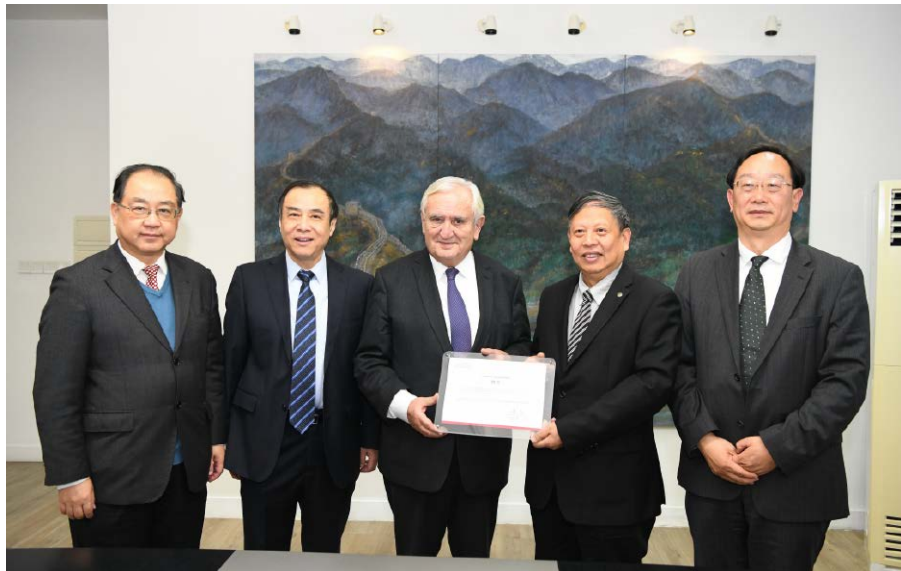


# 法国前总理让-皮埃尔·拉法兰先生受聘为我院国际咨询委员会委员

来源：同济经管国际合作与认证办公室

2019年12月20日下午，法国前总理、法国政府中国事务特别代表、法国展望与创新基金会主席、法国“和平领袖”非政府组织主席让-皮埃尔·拉法兰先生一行3人来访我校，我校常务副校长伍江与外宾举行会谈，并为拉法兰先生授予“同济大学经济与管理学院国际咨询委员会委员”聘书。我院院长李垣代表学院出席会见。

伍江对拉法兰先生一行来访表示热烈欢迎并希望未来在拉法兰先生的支持下，与法国合作伙伴进一步推进合作的深度和广度，继续为同济大学的人才培养、科研合作和校企合作做出贡献。拉法兰表示非常高兴受聘为我院国际咨询委员，表示中国部分高校已跻身世界高校排名前列，中国已经有很多优质的高等教育，包括在经济管理领域。他说：“中法两国在经济领域的合作非常重要，在中国有很多的法国企业，同样在法国也有很多中国的企业，以后还会更多，大家彼此都很需要大量有能力、经过很好培训的合作者，而且能够理解彼此的文化。中国文化和法国文化都代表着最古老的文明，在历史中我们并没有太多接触，但当今，为了共同的美好生活和促进世界和谐，我们应该相互尊重，相



互欣赏，为此，我认为管理是一项在中法合作中非常重要的职能，也正是因为这个，同济大学将扮演非常重要的角色，培养更多寻求合作、以促进世界和平为己任的年轻一代管理人才！”

我院与法国院校的合作始于1999年，目前已与15家如ESCP Europe、ESSEC、EM Lyon 和 UNIVERSITÉ PARIS DAUPHINE 等法国一流院校签订了校际交流合作协议，开展了全方位、多领域、深层次的合作，已共同培养超过300名中、法毕业生。

**“同济大学经济与管理学院国际咨询委员会”成立于2008年，是学院治理结构的重要组成部分，由国内外具备丰富教育、管理实践经验，在经济与管理领域具有重要影响的专家组成，至今已召开11次会议。相信法国前总理拉法兰先生的加入，必将为加深我院与法方的国际合作带来更大的机遇。**

On the afternoon of December 20th, 2019, Mr. Jean-Pierre Raffarin, Former French Prime Minister, French Government's Special Representative to China, President of French Foundation Prospective and Innovation, and President of French Leaders for Peace Non-government Organization visited Tongji University. Prof. WU Jiang, Executive Vice President of Tongji University met with him and awarded Mr. Raffarin with the Letter of Appointment of Tongji SEM's International Advisory Committee Member. Prof. LI Yuan, Dean of SEM presented at the meeting on behalf of SEM.



## MR. JEAN-PIERRE RAFFARIN, FORMER FRENCH PRIME MINISTER APPOINTED AS ADVISORY COMMITTEE MEMBER OF TONGJI SEM

Source: International Cooperation & Accreditation Office, SEM

Prof. WU Jiang extended warm welcome to the distinguished guest and wish that with the support from Mr. Raffarin, the cooperation with French partner schools could be further developed in terms of depth and width, and would contribute to the talents cultivation, scientific research, and university-enterprise cooperation. Mr. Raffarin said that he was very pleased to be appointed as an international advisory committee member of our college. He thought that some universities in China have ranked among the top universities in the world, and there are many high-quality higher education in China, including in the field of economics and management. Mr. Raffarin said, “The cooperation between China and France in the economic field is very important. There are many French enterprises in China, as well as many Chinese enterprises in France, and there will be more in the future. We all need a large number of capable and

well-trained collaborators who understand each other's culture well.” He continues, “Both Chinese culture and French culture represent the oldest civilization. In history, we didn't have much contact with each other. But today, in order to share a better life and promote world harmony, we should respect and appreciate each other. For this reason, I think management is a very important function in the cooperation between China and France. Because of this, Tongji University will play a very significant role to help cultivate more young management talents who seek cooperation and take promoting world peace as their own responsibility!”

Tongji SEM's cooperation with French institutions began in 1999. Currently SEM has exchange agreements with 15 top French institutions such as ESCP Europe, ESSEC, EM Lyon and UNIVERSITÉ PARIS DAUPHINE, etc. Under such umbrella, all-round, multi-field,

and in-depth cooperation is being carried out, training more than 300 Chinese and French graduates so far.

Established in 2008, the International Advisory Committee of Tongji SEM is an important part of the school's governance structure. It is composed of experts who boast rich experience in education and management home and abroad and who also have important influence in the field of economy and management. So far, it has been held for 11 sessions. It is believed that the participation of former French Prime Minister Mr. Raffarin will help bring greater opportunities for deepening the international cooperation between the school and French institutions.





# 同济大学成立 “中德经济与管理研究院”

2019年10月16日“中德经济与管理研究院”在同济大学经济与管理学院揭牌成立。研究院将致力于为中德两国的经济技术合作和“一带一路”建设提供科学理论支撑，为解决两国企业在跨国经营中面临的重大问题提供决策支持和整体解决方案，为推动中德全方位战略合作伙伴关系输送大量拔尖经济管理人才。

同济大学党委书记方守恩教授、副校长吴志强院士，德国学术交流中心（DAAD）秘书长 Dorothea Rüland 博士，同济大学经济与管理学院院长李垣教授，同济大学中德学院党委书记兼副院长吴志红教授，德国柏林工业大学经济与管理学院教授、同济大学中德学院经济与管理系专业协调人 Axel Werwatz、西门子（中国）有限公司高级副总裁沈学军先生等代表出席成立仪式并致辞。



方守恩 教授  
同济大学党委书记

方守恩在揭牌仪式上致辞表示，同济大学与德国有着非常深厚的渊源，长久以来不断拓展对德合作的广度和深度。中德经济与管理研究院的成立，将着力进一步加强中德两国在经济金融和管理领域的学术往来、产教融合、校企合作，以及人才培养，探索创新一流学科建设实体化的发展模式，服务国家战略发展的现实需求。



Dorothea Rüland 博士  
德国学术交流中心（DAAD）秘书长

Dorothea Rüland 博士致辞表示，德国学术交流中心过去多年来一直与同济大学尤其是中德学院保持紧密合作，希望未来可以借助中德经济与管理研究院的成立，进一步加深双方的合作与交流。



吴志强 院士  
同济大学副校长

吴志强在致辞中介绍了中德经济与管理研究院的组织框架和运作机制，并表示研究院未来将依托经管学院的工程管理、创新创业、科技金融等学科优势，以及中德学院在国际合作方面业已积累的丰富经验，设立金融研究所、项目管理研究所、工业工程研究所、城市管理研究所、创新创业研究所五大研究所，推动中德两国在社会、企业和知识方面的联合创新。



李垣 教授  
同济大学经济与管理学院院长

李垣在致辞中介绍了学院目前的发展情况，尤其是在国际合作方面，学院已经形成了德国优势、“一带一路”沿线国家不断拓展的学生交流与科研合作国际合作模式，在国际联合培养项目上积累了丰富的经验，并受到国际广泛认可。李垣表示，学院将积极配合学校的整体方略，集全院之力重点打造中德在经管领域的合作研究、咨询服务、高端人才教育与培训平台，积极搭建中德高等教育合作与交流的桥梁，进一步扩大学院对德国乃至欧洲合作的窗口，为中德两国高等教育合作贡献来自中国经济与管理学院的智慧。





吴志红 教授  
同济大学中德学院党委书记兼副院长

吴志红在致辞中表示，中德学院自成立以来集合了中德双方在教育、学术和企业界的优势资源，为中德两国培养了诸多高层次人才，受到了两国政府的高度赞扬。此次与经济与管理学院合作成立中德经济与管理研究院是中德学院转型升级的重要措施之一，中德学院将以此为契机，继续发扬平台作用和服务功能，进一步推动对德合作，提高中德两国教育联合培养模式的层次和深度。



施 骞 教授  
同济大学经济与管理学院党委副书记  
(主持工作)、副院长

当日在方守恩、吴志强和 Dorothea Rüland 的见证下，李垣和吴志红共同为中德经济与管理研究院揭牌。仪式活动由同济大学经济与管理学院党委副书记（主持工作）兼副院长施骞主持。

作为我国对德交往的重要“窗口”，同济大学长期来一直致力于促进中德教育、科技、文化交流，并不断拓展与德国合作交流的广度、深度。随着中德两国经济技术合作和经贸往来的不断深入与加强，以及“一带一路”倡议和中欧合作的持续推进落实，中德高等教育的深入融合和交流成为中德两国人文交流的重点领域。

为加强中德两国在经济金融和管理领域的学术往来、产教融合，培养学贯中欧的应用型人才，探索创新一流学科建设实体化的发展模式，服务国家战略发展，同济大学依托同济经管在经济金融和管理方面的学科优势，以及在国际合作方面业已积累的丰富经验，在同济大学中德学部协同下，经济与管理学院、中德学院共同成立“中德经济和管理研究院”。

中德经济与管理研究院未来将聚合两国大学、政府、企业的各类平台资源，加强国际前沿合作和产学研深度结合，打造人才培养、科学研究、社会服务的智力品牌，构建中德两国研究、教育、社会的生态系统，形成高水平学科融合、产教融合、国际合作的新典范。



Axel Werwatz 教授  
德国柏林工业大学经济与管理学院  
同济大学中德学院经济与管理系专业协调人

此外，Axel Werwatz 先生和沈学军先生分别在致辞中表示，成立中德经济与管理研究院将为中德教育带来更多的合作与交流机会，有利于促进中德合作培养高端人才，有利于双方的企业在对方国家发展，还有利于促进中德民间交流。



沈学军 先生  
西门子（中国）有限公司高级副总裁





# TONGJI UNIVERSITY ESTABLISHES SINO-GERMAN ACADEMY FOR ECONOMICS AND MANAGEMENT

*On October 16th, 2019, the Sino-German Academy for Economics and Management (CDAWM) was inaugurated at the School of Economics and Management, Tongji University (hereafter referred to as Tongji SEM). The academy is committed to developing a scientific theoretical foundation for economic and technological cooperation between China and Germany and for the ongoing implementation of China's Belt and Road Initiative, by offering decision-making support and integrated solutions for addressing challenges facing multinationals operating in both countries, and building a pool of talented economic management professionals who will facilitate the comprehensive and strategic Sino-German partnership.*

The guests who delivered a speech at the opening ceremony include: Prof. Fang Shouen, Party Committee Secretary of Tongji University, Academician WU Zhiqiang, Vice President of Tongji University, Dr. Dorothea Rüland, Secretary General of the German Academic Exchange Service (DAAD), Prof. Li Yuan, Dean of Tongji SEM, Prof. Wu Zhihong, Party Committee Secretary & Deputy Dean of the Sino-German College for Postgraduate Studies (CDHK), Tongji University, Dr. Axel Werwatz, a professor at the Faculty of Economics and Management, Technical University of Berlin, and Academic Coordinator of the Department of Economics and Management, CDHK, and Mr. Shen Xuejun, Senior Vice President of Siemens (China) Co., Ltd. etc.

Fang Shouen said during a speech delivered at the opening ceremony for CDAWM, "Tongji University has long been committed to building on its storied connection with Germany in a move to expand the width and depth of its partnership with the country. CDAWM is being established with the purpose of further strengthening the two countries' joint efforts in the fields of economics, finance and management with a view to engaging in academic exchanges, industry-education integration, university-industry collaborations and talent development. By exploring an innovative model with a focus on establishing world-class institutions with proven strength in the comprehensiveness of the curriculum, CDAWM will respond to China's actual strategic development needs.



*Prof. Fang Shouen  
Party Committee Secretary of Tongji University*



*Academician WU Zhiqiang  
Vice President of Tongji University*

Dr. Dorothea Rüland said during her speech that DAAD has maintained close cooperation with CDHK over the past years, and she hoped the communication and cooperation between the two parties could be deepened in future with the establishment of CDAWM.



*Dr. Dorothea Rüland  
Secretary General of the German Academic  
Exchange Service (DAAD)*

Wu Zhiqiang introduced the organizational structure and operating mechanism of CDAWM during his speech. He said, by leveraging the disciplinary strength of School of Economics and Management in the fields of engineering management, innovation & entrepreneurship, and technology finance, as well as the rich experience of CDHK in terms of international collaboration, CDAWM will establish five research institutes with focuses on finance, project management, industrial engineering, urban management, and innovation and entrepreneurship respectively, and promote the joint innovation of China and Germany in society, enterprise and knowledge.



In his speech, Li Yuan gave an introduction of the recent developments of Tongji SEM. In terms of international cooperation, in particular, Tongji SEM is uniquely positioned in collaboration with Germany and continues to expand its international cooperation model, which focuses on student exchange and joint research with countries targeted by the Belt and Road initiative. It has to date accumulated rich experience in implementing international joint training programs, and has won worldwide recognition. Li Yuan said that SEM will actively support the overall strategy of Tongji University, and utilize all its resources to build a platform for joint research, consulting services, education and training of high-end talents by the two countries in the field of economics and management. It would actively build a bridge of cooperation and exchanges between China and Germany in terms of higher education, further broaden SEM's cooperation with Germany and even Europe, and contribute the wisdom of a school of economics and management in China to the Sino-German cooperation in higher education.



*Prof. Li Yuan*  
*Dean of Tongji SEM*



*Prof. Wu Zhihong*  
*Party Committee Secretary & Deputy Dean of CDHK, Tongji University*

In his speech, Wu Zhihong said CDHK had gathered the superior resources of both China and Germany in the fields of education, academia and industry since its establishment, and had developed numerous high-level talents for both countries, which was highly praised by the Chinese and German governments. The cooperation between CDHK and SEM in the establishment of Sino-German Academy for Economics and Management (CDAWM) was one of the important measures of CDHK in transforming and upgrading itself. CDHK would take this opportunity to continue its platform and service functions, and further promote the cooperation with Germany to improve the level and depth of joint education mode between China and Germany.



*Dr. Axel Werwatz*  
*Professor at the Faculty of Economics and Management, Technical University of Berlin*  
*Academic Coordinator of the Department of Economics and Management, CDHK*



*Mr. Shen Xuejun*  
*Senior Vice President of Siemens (China) Co., Ltd.*

Besides, Dr. Axel Werwatz and Mr. Shen Xuejun said respectively that the establishment of CDAWM would bring more opportunities of cooperation and exchanges to higher education in China and Germany. It would benefit the joint development of high-end talents by both countries, the operation of enterprises in their host country, as well as the promotion of Sino-German non-governmental exchanges.



Under the witness of Fang Shouen, Wu Zhiqiang and Dorothea Rüland, Li Yuan and Wu Zhihong jointly unveiled a plague to mark the official opening of CDAWM. Shi Qian, Acting Secretary of Party Committee and Deputy Dean of Tongji SEM, presided over the ceremony.

As a window through which China can form and deepen its partnership with Germany, Tongji University has always been committed to promoting bilateral exchanges in education, technology and culture. As the two countries continue to deepen their economic and technological collaboration and trade exchanges along with the ongoing implementation of the Belt and Road initiative, the integration and exchange of higher education between China and Germany play a key role in furthering the cultural exchange.



*Prof. Shi Qian*  
*Acting Secretary of Party Committee and Deputy Dean of Tongji SEM*

In order to strengthen the academic exchanges and industry-education integration between China and Germany in the fields of economics, finance and management, and develop applied talents who had a thorough knowledge of both China and Europe, Tongji SEM has worked jointly with CDHK to establish the Sino-German Academy for Economics and Management (CDAWM) by leveraging the disciplinary strengths of SEM in the above fields as well as its years of experience in collaborating with universities around the world. Another mission of CDAWM is to explore the substantialized development mode for the development of first-class innovative disciplines, and serve the national strategic development.

By combining the resources provided by universities, governments and companies in China and Germany, CDAWM aims to create a new standard in top-level disciplinary integration, industry-education integration and international cooperation by boosting the two countries' industry-university-research collaboration, creating an educational brand that integrates talent development, scientific research and social services, while building an ecosystem encompassing Chinese and German research, education and social studies.





2019年11月26日，一年一度的“续航五洲·经彩国际”2020学年同济经管出国交流咨询日活动在同济大厦A楼如期举行，共邀请到来自美国、英国、德国、法国、瑞士、意大利、爱尔兰和荷兰等29所国外合作院校的校方代表、留学生代表前来布展。我院国际合作与认证办公室老师为每位参会同学准备了《2020年同济经管出国交流项目指南》，罗列了各类出国交流项目的招生信息、时间截点、申请要求以及申请材料等，方便同学们了解合作院校信息。

活动当天，二楼展会大厅里人头攒动，天气虽然寒冷，却丝毫没有影响同学们渴望了解出国交流项目的热情。此次活动线上注册报名近400人，当日有300多名本硕博学生参与现场咨询，包含MBA、MF、MPA等专业学位学生。美国三大理工学院之一的佐治亚理工学院（Georgia Institute of Technology）的展位前聚集了许多同学，远道而来的Daniel Castro教授向同学们阐述了未来学习规划的重要性，并对同济经管学生的专业素养和沟通能力表示赞赏。慕尼

黑工业大学（TUM）连续两年派该校在同济的留学生代表参加活动，德国留学生们自愿担当起慕尼黑工业大学的文化交流大使，热情而又耐心地回答中国同学们提出的各种学习和生活问题，深受学生的欢迎。作为博士一年级学生，刘同学有出国交流的规划，以提升自己的国际视野和竞争力；在现场，她与荷兰鹿特丹管理学院及美国里海大学校方代表进行了面对面沟通，深入了解合作院校关于博士生参与交流的要求，合作院校为她提供了专业而中肯的建议。

在下午的宣讲会上，我院老师还向同学们介绍了学院的国际合作情况，并讲解了出国交流申请的具体流程，鼓励同学们走出校门，跨出国门，开阔视野，塑造更优秀的自我，将来回馈祖国和社会。同学们纷纷表示，本次出国交流咨询日活动让他们在校园内就能面对面了解和接触到心仪的国外院校机会十分难得，对出国留学相关情况有了更加深入的了解，也激发了出国交流的热情，坚定了他们学成报效国家的坚定信念。

## “续航五洲·经彩国际” 2020学年同济经管出国交 流咨询日成功举办

来源：同济经管国际合作与认证办公室

On November 26th, 2019, SEM's annual "Go Global · Go Beyond" 2020 Study Abroad Fair was successfully held in Tongji Building A. Twenty-nine partner universities, from US, UK, Germany, France, Switzerland, Italy, Ireland, the Netherlands, etc., were invited to attend in this fair. More than 300 students participated in the on-site consultation and everyone got a kit package of "2020 Study Abroad Guide" specially prepared by SEM's International Cooperation Office.

Although it was cold that day, students' passion and eagerness for getting more information of exchange programs were so high. Prof. Daniel Castro, from Georgia Institute of Technology, one of the three American Polytechnics, explained the

importance of future planning and appreciated for the professional quality and communication skills of Tongji SEM students. Technology University of Munich has sent international students as their representatives to the fair for two consecutive years. German students answered warmly and patiently to various questions of study and living raised by the students. Ms. Liu, PhD freshman, plans for exchange abroad to improve her international vision and competitiveness. During the fair, she communicated with the representatives from Rotterdam School of Management, Netherland and Lehigh University, US, and learned the requirements for PhD student exchange, and benefited from professional suggestions provided by these two universities.

Students said that there were many partner universities and exchange programs of their own interest in this fair, and chances like this are really rare where they had access to so many high-quality and first-hand information of exchange program on campus. Tongji SEM's flagship annual event of "Study Abroad Fair" is designed to help and encourage SEM's students to go studying in partner universities around the world as living in another country as a student will mean he or she will come home having tried new things, met new people, and gained a more global perspective while striving for academic success.

## “GO GLOBAL · GO BEYOND” 2020 STUDY ABROAD FAIR HELD SUCCESSFULLY AT TONGJI SEM

Source: International Cooperation & Accreditation Office, SEM







MANCHESTER  
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MBA

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# 当好重大工程建设的“总管家”——访工程管理研究所创始人丁士昭教授

来源：同济大学新闻网



受访者：丁士昭  
同济大学经济与管理学院教授

今年，同济大学经济与管理学院丁士昭教授团队打造的国家精品课程《工程项目管理》在中宣部学习平台“学习强国”APP上线，引发广泛关注与学习。

2018年10月，团队建设的《工程项目管理》MOOC课程，荣获第一届PMI中国“项目管理优秀教育奖”，这也是该课程继2017年获评“国家精品在线开放课程”之后所获的又一荣誉。

这，仅仅是同济大学工程项目管理学科在专业课程建设方面取得的又一成果。作为我国工程项目管理学科的奠基人，过去40年来，丁士昭教授带领团队奋力开拓工程管理这片处女地，推动工程管理在中国大地上落地生根、开花结果，为国家重大工程建设提供了不可或缺的重要支撑。

同济大学新闻中心记者专访了丁士昭教授，借此回望中国工程管理40年来走过的发展历程，感受同济人与共和国共奋进的那份荣耀与豪情。

## 引入国外先进管理理论，开垦中国工程管理的处女地

将时间的指针回拨到39年前，那是1980年，丁士昭被公派到联邦德国达姆斯塔特工业大学进修、做科研，那时他还不足40岁。彼时，他是同济大学管理工程系建筑管理教研室的一名教师，这个教研室曾隶属学校建筑工程系，名为“建筑施工组织教研室”。

在德国，他接触到了完全不同于国内的工程管理模式，特别是其中的核心技术、工程项目管理所表述的“三控制”目标管理，即“投资控制、进度控制、质量控制”引发了他的浓厚兴趣，“这些理念当时在国内闻所未闻。”他了解到，这一理论已普遍应用于工程中，对提升经济效益、减少资源浪费产生了重要作用，他如获至宝。

“这么好的管理理论，必须引入到国内。”抱着这样的信念，两年后，他带着取到的“真经”，随身携带着工程项目管理的重要书籍归国。

好的理论，必须让更多人知晓、受益。丁士昭倡导开设工程项目管理培训班，身先士卒承担起全部讲课任务，首期整整十天的培训班只有他一人唱独角戏。培训大受工程师们的欢迎，项目管理“三控制”开始在中国落地。“中国有了真正懂项目管理的内行了。”他说。

1988年，中国开始探索建立工程建设监理制度。丁士昭受邀在国内推广建设监理制度，负责组织全国最早一批监理工程师培训。他主持编写相关培训教材，忙得不亦乐乎。

无论是工程管理的理论研究，还是其技术应用，都需要有信息技术提供有力支撑。在1989年开建的上海地铁一号线建设中，丁士昭提出要采用“项目管理信息系统”。他带着几个研究生，携手软件公司合作研制我国首套工程信息化管理系统，内容包括对投资控制、进度控制、质量控制、合同文档管理等在内的多个管理模块。系统应用于上海地铁一号线项目管理咨询服务中。他还率先把工程保险理念引入地铁工程，为后来地铁工程提供了风险保障的样板。

随后丁士昭又收到广州地铁的邀约，他带着研究生编制完成了约6万字的《广州地铁首期工程项目监理总体方案》，获得了来自国内外11位地铁工程建设及项目管理方面专家组成的评审组的一致首肯。



《建设监理导论》



《建筑工程项目管理学引论》1983年7月我国第一本工程项目管理相关教材



## 创立工程管理研究所，直接服务重大重点工程建设

经原国家建设部建议、同济大学批准，1991 年 4 月 21 日，中国第一所专门从事工程项目管理和工程建设监理研究的机构在同济大学悄然诞生。

工程管理研究所成立后，对工程项目管理理论的研究不断深化、细化，完成了更多富有开创性的工程管理咨询服务实践。1991 年，首次将工程建设监理制度在上海浦东开发建设的第一幢金融大楼——中国人民银行银都大厦进行试点；1992 年，工程项目的新模式“CM”模式试点应用于浦东的上海证券大厦；1993 年，首次将“前期策划”应用于中国银行的上海国际金融大厦的投资和设计定位；1996 年，在交通银行总部的交银大厦工程中推出我国第一份创新设计合同……

自上世纪 90 年代以来，同济研发的工程信息管理方法、手段或系统在一系列国家重点重大工程建设中发挥了强大的支撑作用。研究所理论应用的工程类型从之前的商务工程拓展到了会展工程、工业工程，以及系统更为复杂的交通工程。

2010 年 6 月 25 日，位于上海虹桥综合交通枢纽内的虹桥铁路站、虹桥枢纽长途客运站同步启用，至此，一个特大的具世界级规模的城市综合交通枢纽工程呈现在世人面前。研究所历经一千余个日夜的奋战，以先进的“项目总控”理论成果科学地帮助业主指挥、控制了错综复杂的工程建设进度，为这一重大工程建设做出了重要贡献。

每做一类工程，其工程管理的成果必定成为这类工程的标杆，成为后行者效仿的模板。丁士昭的一拨研究生，跟随着导师在一次次工程管理的“不毛之地”冲锋陷阵，填补空白。

厦门国际会展中心、南宁国际会展中心、上海浦东机场、广州新白云机场、苏州地铁……研究所继续担当重任。继建设监理制度后，研究所还协助建设部建立了建造师执业资格认证和考试制度，协助中国投资协会建立了建设项目投资管理师水平认证和考试制度。

2018 年，工程管理研究所参与发起成立“同济大学建筑产业创新发展研究院”，致力于为我国建筑产业的转型升级提供具有重要价值的管理思想、方法和工具，为推动中国建筑产业具有全球领先竞争力贡献力量。今年，丁士昭团队还参与指导北京大兴新机场进度管控与跟踪。

## 推进工程管理专业建设，为国家培养高水平专业人才

与工程管理研究所同步发展的，是同济大学工程管理专业。专业发展与研究所发展齐头并进、相辅相成，研究所丰富的理论和应用成果全都融入了工程管理专业的课堂教学之中。

在研究所发展壮大过程中，培养出了华中科技大学原校长丁烈云院士，同济大学、东南大学、哈尔滨工业大学、清华大学和山东建筑大学 10 多位教授等一批专业骨干，他们在各项重大科研项目和重大工程建设中渐渐崭露头角，挑起了大梁。

培养高水平专业人才，学科建设是龙头。研究所抓住学科建设的有利契机，不断提升工程管理学科的整体竞争力。工程管理研究所的教师和研究人员积极参与“建设经济、法规与项目管理”学科、“城市发展和管理”学科群的建设，成为这两个学科建设的核心力量。

经过多年的有力建设，同济工程管理学科的建设成果令人瞩目。1999 年，同济大学成为第一批通过建设部工程管理专业评估委员会评估的高校之一。2000 年，日本东京大学建筑管理研究中心主任、亚洲著名的项目管理专家之一 Kunishima 教授到访同济，他对同济工程管理研究所在项目管理和建设信息化领域所取得的成绩表示赞赏。2001 年，英国皇家特许建造学会主席 John Bale 教授认为，同济工程管理研究所已接轨国际先进的研究机构。

工程管理研究所一直在推进课程建设、教材建设。研究团队用心打造了 2 项国家级精品课程、3 项上海市级精品课程，3 本国家级规划教材、2 本部级规划教材。

团队还将优质的精品课程在网上面向全社会开放。脱胎于国家级精品课程的同济大学《工程项目管理》课程，在 2014 年开启了它的 MOOC 征程，目前已成功开展 5 期，并获评“国家精品在线开放课程”，一共吸引 17 多万人在线学习，受到热烈追捧。

同济工程管理专业的国际化步伐也在加快。研究所还携手国外高校、国际工程界及专业学会，积极推动双方全面合作，把握国际工程管理的研究前沿和发展趋势。同济工程管理专业已获多个国际专业机构的评估认可。

**“令我们感到欣慰的是，回首 40 年来，同济工程管理学科始终不忘初心、牢记使命，一直引领并积极推动着我国工程管理学科快速发展，为我国一批重大工程建设的科学管理、为建筑业的健康发展提供了重要的人才和科技支撑。”丁士昭教授说。**



# "CHIEF SUPERVISOR" OF MAJOR PROJECT CONSTRUCTION

## -- Interview with Professor Ding Shizhao, Founder of Research Institute of Project Administration and Management

Source: Tongji University News



Interviewee: DING Shizhao  
Professor of Tongji SEM

*This year, the national quality course Project Management created by Professor Ding Shizhao and his team from Tongji SEM was launched on APP Xuexiqiangguo, the learning platform of the Publicity Department of the Communist Party of China.*

*In October 2018, the MOOC course Project Management created by this team won the first Excellent Education Award for Project Management of PMI China , which is another honor for the course after the Award of National Quality Online Open Course in 2017.*

*It is just another achievement incurriculum construction of Project Management at Tongji University. As the “Founder of Project Management Theory” in China, Professor Ding Shizhao has led his team to explore the virgin land of project management in the past 40 years, promoting project management to take root, blossom and bear fruit in China, providing indispensable and important support for the construction of national major projects.*

*The press center of Tongji University interviewed Professor Ding Shizhao whereby retrospect on the development of project management in China during the past 40 years, sharing the glory and passion of Tongji people jointly forging ahead together with the nation.*

### Introduce overseas advanced management theory, and explore the virgin land of project management in China

Looking back 39 years from now, in 1980, Ding Shizhao was sent by the government to Technische Universität Darmstadt in Germany for advanced studies and scientific research when he was in his 30's. At that time, he was a teacher in the construction management teaching and research office of the Department of Management Engineering at Tongji University, which was once named Construction Organization Teaching and Research Institute and subordinate to the Department of Building Engineering.

In Germany, he came into contact with a completely different project management model, especially the core technology and the “three-control” objective management in the project management, namely “investment control, time control and quality control”, which aroused his keen interest. “These ideas were unheard of in China at that time.” He learned that this theory has been widely applied in engineering, which has played an important role in improving economic benefits and reducing resource waste.

“Such good management theory must be introduced to China.” With this belief, two years later, he returned to China with the true scriptures he had obtained and important books on project management.

Good theory must be known and benefit more people. Therefore, Ding Shizhao initiated a training program for project management. He took the lead in delivering all the lectures that he taught all the courses alone for the first 10-day training program. The training was well welcome among engineers, and the Three Controls theory in project management landed in

China. “China began to have professionals who gained a real understanding of project management.” He said.

In 1988, China started to explore the establishment of engineering construction supervision system. Ding Shizhao was invited to promote the system in the country and was responsible for organizing the training of the first batch of supervision engineers in China. He was also busy presiding over the compilation of relevant training materials.

Both the theoretical research of engineering management and its technical application need the support of information technology. In the construction of Shanghai Metro Line 1 in 1989, Ding proposed to adopt the Project Management Information System. With several graduate students, he worked with a software company to develop China's first set of Project Management Information System, including investment control, time control, quality control, contract administration and other management modules. The system was applied in the project management consulting service of Shanghai Metro Line 1. He also took the lead in introducing the concept of engineering insurance into the subway project which provided a model of risk protection for subway projects afterwards.

Then Ding Shizhao received an invitation from Guangzhou Metro. With his graduate students, he compiled and completed the Overall Project Supervision Plan of Guangzhou Metro's First-Phase Project of about 60,000 words, which was unanimously approved by a review group composed of 11 domestic and foreign experts in subway project construction and project management.

### Establish the Research Institute of Project Administration and Management, directly serve major construction projects

Suggested by the former Ministry of Construction and approved by Tongji University, China's first research institution specialized in project management and engineering construction supervision was launched in Tongji University on April 21st, 1991.

Since the establishment of Research Institute of Project Administration and Management, the research on project management theory has been continuously deepened and refined, and more pioneering engineering management consulting services have been completed. In 1991, the engineering construction supervision system was used on a trial base in the first financial building in Pudong, Shanghai -- Yindu Building of the People's Bank of China. In 1992, the new project management mode CM was applied to Shanghai Stock Exchange Building in Pudong as a pilot. In 1993, Preliminary Planning was first applied to the investment and design positioning of Shanghai International Financial Building of Bank of China. In 1996, the Bank of Communications Building where the Bank of Communications headquarters is located launched China's first innovative design contract.....

The engineering information management methods, means or systems developed by Tongji University have played a strong supporting role in the construction of a series of major national projects since the 1990s. The types of engineering projects using the theories of the research institute extended from the previous commercial engineering to exhibition engineering, industrial engineering, and traffic engineering with more complex systems.



On June 25, 2010, a world-class urban integrated transportation hub project, Hongqiao Railway Station and Hongqiao Long-distance Passenger Transport Station, which are located in Shanghai Hongqiao integrated transportation hub were put into operation at the same time. After more than one thousand days and nights of hard work, the institute has scientifically helped the owners to command and control the intricate construction progress with the advanced Project General Control Theory, which has made an important contribution to the construction of this major project.

For each kind of project, their achievement of project management undoubtedly become the benchmark of its kind, turning into the template for followers. A batch of graduate students of Ding Shizhao followed their supervisor to exploit the barren land of project management and fill in the gaps in each field.

The institute has been engaged in the project management of Xiamen International Convention and Exhibition Center, Nanning International Convention and Exhibition Center, Shanghai Pudong Airport, Guangzhou New Baiyun Airport, and Suzhou Metro, etc.. Following the construction supervision system, the institute also assisted the Ministry of Construction in establishing the certification and examination system for the qualification of constructors, and assist the Investment Association of China in establishing the quality level certification and examination system for construction project investment managers.

In 2018, the Research Institute of Project Administration and Management participated in the establishment of the Construction Industry Innovation and Development Research Institute of Tongji University, which is committed to providing valuable management ideas, methods and tools for the transformation and upgrading

of China's construction industry, and contributing to the promotion of China's construction industry in gaining world-leading competitiveness. This year, Ding Shizhao's team also participated in the progress control and tracking of Beijing Daxing New Airport.

### **To Promote Engineering Management Discipline Construction, to Train High-level Professionals for Nation**

Along with the development of Research Institute of Project Administration and Management, the engineering management discipline of Tongji University also develops at the same pace. Discipline development and institute development go hand in hand, complementing each other, with rich theory and application results of the institute integrated into the class teaching of engineering management.

The research institute, during its development has turned out a batch of professional backbones, including Academician Ding Lieyun, former president of Huazhong Science and Technology University, and more than ten professors of Tongji University, Southeast University, Harbin Institute of Technology, Tsinghua University and Shandong University, who have generally rose and played a pivotal role in various important scientific research projects and major engineering projects.

Discipline construction plays the leading role in training high-level professional talents. The institute grasps the advantageous opportunity of the discipline construction and unceasingly enhances the overall competitive power of the engineering management discipline. Teachers and researchers of the Engineering Management Institute actively participate in the discipline construction of Construction Economy, Regulations and Project Manage-

ment and Urban Development and Management, becoming the core strength in the construction of these two disciplines.

After years of arduous strive, the Engineering Management Discipline of Tongji University has made remarkable construction achievements. In 1999, Tongji University became one of the first batch of universities to pass the evaluation by Engineering Management Major Evaluation Committee of the Ministry of Construction. In 2000, Professor Kunishima, Director of the Building Management Research Center of Tokyo

University in Japan and one of the well-known project management experts in Asia expressed his appreciation of the achievement made by Tongji EMRI in project management and construction informatization when he visited Tongji. In 2001, Professor John Bale, President of CIOB indicated that the Engineering Management Research Institute of Tongji University has come in line with advanced international research institutions.

The Research Institute of Project Administration and Management has been promoting the development of curriculum

and teaching materials. The research team has Meticulously forged 2 national quality courses, 3 Shanghai municipal quality courses, 3 national planning textbooks and 2 ministerial planning textbooks.

The team also launches high-quality courses online open to the whole society. Born out of Tongji University's national quality course, Project Management became a MOOC course in 2014. So far, it has successfully launched five MOOC editions and won the award of National Quality

Open Online Courses, attracting more than 170,000 people and gaining great popularity.

Meanwhile, the institute has also accelerated its international pace, working with foreign universities, international engineering and professional societies to promote comprehensive cooperation between the two sides and grasp the research frontiers and development trends of international project management. The Engineering Management of Tongji University has been recognized by many international professional authorities.

Beijing Daxing International Airport  
Credit to WANG Zhitong

**“We are gratified that looking back on 40 years, the Engineering Management of Tongji University has remained true to our original aspiration and kept our mission firmly in mind, in leading and actively promoting the development of project management discipline in our country, providing talent, science and technology support for the scientific management of a batch of major engineering construction projects and the healthy development of construction industry.” Professor Ding Shizhao said.**



来源：《文汇报》，篇幅略有调整

# 奶茶的历史 资本与初心



胡靖  
同济大学经济与管理学院副教授

说起奶茶，这杯小小的饮品，竟也上下千年，融汇中西，仿若文明进程的一道支流，瞻之在前，忽焉在后，若隐若现，从未中断，每每在不经意的时候，它便会再次出现在人们的视野中。而伴随着这支流的流淌，则是文化的交流与融合，“不舍昼夜”。

### 奶茶的前世今生

如果追叙奶茶的过往，它并非新生事物，而是历史悠久的饮品。奶茶，是一种混合式的全球化饮品——说历史，起源自中国，诞生自英国；说成分，茶来自中国，奶来自欧洲，糖来自南美——这杯奶茶，竟混杂如斯。西域奶茶自丝绸之路而入印度，诞生了印度奶茶，又名印度拉茶。这其实是一种“混合香料茶”——加工时将茶叶切碎，与绿色的豆蔻荚、肉桂、丁香粉、姜和黑椒粒一起烹煮。

而后，经殖民时代奶茶再入欧洲。其时欧洲正处于资本主义兴起阶段，掀起了一股商品经济热，诞生了荷兰奶茶和英式奶茶。荷兰因为拥有较好的奶源，加之也不适应印度拉茶较为辛烈的口味，使用更多的奶来替代香辛料。而在英国的上流社会，每天下午四点半就是下午茶时间，英国贵族着魔了一般热爱着中国瓷器盛着的各种茶饮。1680年，在荷兰奶茶的基础上，约克公爵夫人又调配鲜奶、砂糖，做出了英式奶茶。奶茶迅速滥觞于欧洲，形成了最早的“奶茶经济”。

英国殖民统治香港之后，英式奶茶随之传入香港，产生了著名的“的士高奶茶”、“鸳鸯奶茶”；继而再传入台湾地区，又诞生了新潮流——珍珠奶茶！台湾奶茶口感丰富，既可以挑选茶底——红茶、绿茶、乌龙茶等等，又可以挑选配料——珍珠、红豆、芦荟等，一经传播，迅速风靡开来。

2000年后内地奶茶也开始进入规模化、多元化发展时期。虽然只是五六平米的狭小店铺，装修环境也相对简单，但是奶茶店伴随着地铁网络、电影院线等不断延展，终于使奶茶上升到了享受型消费的地位。

简单回溯，可以发现，在不同历史阶段，舌尖上的奶茶，正是通过不断创新，满足消费者的需求，才最终在漫长的光阴长河中脱颖而出，历久弥新。不断推陈出新，也许才是奶茶长久生命力的来源。

### 爆发的奶茶经济

其实，单以历史和口感论，在出了多位茶道大家、拥有无数茶中饕客的中国，奶茶算不得上台面，也只是小众的年轻人饮料，偶尔成为某位大众歌手的代称；现在，奶茶和它所蕴含的奶茶经济却真的大行其道了。

新开的奶茶店层出不穷，它们号称各家有各自的独创和个性，它们如雨后春笋一般出现在全国各地——几乎任何一座城市的购物中心或闹市街头，都遍布着它们的身影。这不，连全国人民的老朋友“大白兔”奶糖也加入了奶茶经济的行列，开起了“大白兔奶茶店”。

随着大数据时代的到来，线下商业的信息化、互联网化的趋势已不可挡，新式奶茶店充分利用了这样的技术优势，加速扩张。而且2014年以来成立的新奶茶品牌，都将自身定位为“新茶饮”，主打更加健康的现泡茶和新鲜牛奶的结合，店铺装修更加精致。年轻消费群体对于这样一个跟得上潮流、能够彰显差异化，而且相对平价的茶饮产品，报以积极欢迎的态度，于是奶茶经济彻底爆发了。

2019年4月美团外卖发布的《美团外卖奶茶真香消费报告》中的数据显示，2018年外卖订单中，奶茶占据2.1亿单，销量远高于咖啡。截至2018年第三季度末，全国现制茶饮门店数量达到41万之多，同比增长了78.26%。





曾经，有井水处有柳词，如今，有热点处，必有资本。资本总是无孔不入，快速发展的奶茶经济，自然也吸引了资本的青睐。目前主流的奶茶品牌在创立早期便获得了风投资本的投资，此后也获得了多轮融资。据不完全统计，即便在去杠杆的大背景下，十家头部奶茶品牌 2018 年融资超过 10 亿元，整个行业的融资则超过 20 亿元。在这条赛道里，IDG 资本、东方富海、真格基金等头部机构早已入局。

在资本的驱动下，一场激烈的竞争和角逐不可避免。

奶茶与初心

但是，快速膨胀的奶茶经济也出现了各种各样问题。2019 年 5 月 31 日，苏州市官微“苏州发布”称，相关执法人员对某头部奶茶店上门检查后发现卫生问题严重，要求店家及时整改。这已经是半年时间内，该头部奶茶品牌第四次被曝光门店卫生问题。

从发展的角度来看，一系列奶茶网红店的走红，代表的是中国休闲消费食品的快速崛起，这会给中国的休闲消费食品带来广阔的发展空间。但是过于高速膨胀的行业也难以平衡发展与管理的矛盾。

对于奶茶企业和奶茶经济而言，即便问题暴露也不应该停下前进的脚步。奶茶经济，究其本质，仍然是属于消费行业。而对于一家茶饮企业来说，售卖的核心永远是茶！产品和服务是企业最基础的根基。

一杯小小的奶茶已经有上千年历史，在这段历史中，有多少泡沫破裂，有多少资本消亡，有多少行业已经逝去？价值规律始终都在。可是，在疯狂中忘记价值规律的力量，在泡沫中忘记历史的重量，在喧嚣中忘记崩盘的当量，终究会被惩罚，至于付出多少代价，只有当事人才知晓。

因此，资本的大饼再圆，网络的彩虹再美，奶茶终归要落到给消费者提供更优质产品、更满意服务的初心上来。



# Milky Tea's History, Capital and the Original Aspiration

Source: Wen Hui Bao

*Speaking of milky tea, the history of this small drink has unexpectedly thousands of years and it acted as a communicator between the west and the east. It just like a tributary of the civilized process, and it might be looming sometimes, but never ends. When you least expect it, it will appear again in people's field of vision. With the flow of this tributary, it is the exchange and integration of culture, regardless of day and night.*



HU Jing  
Associate Professor of  
Tongji SEM

The past and present life of milky tea

Tracing back to the past of milky tea, it is not a brand new thing, but a drink with long-established history. Milky tea is a mixed global drink -- saying history, milky tea was originated from China, and born in the U.K.; saying ingredients, tea from China, milky from Europe, and sugar from South America -- this small cup of tea is so mixed and abundant. Western milky tea entered India through the Silk Road and then the Indian milky tea was born, which also known as Indian Teh Tarik. Actually, it is a mixed spice tea -- people chop tea leaf and cook it with green cardamom pods, cinnamon, clove powder, ginger and black peppercorns. Rose petals, licorice, etc.

Then, after the colonial era, the milky tea was re-introduced into Europe. At that time, Europe was in the midst of the rise of capitalism, creating a commodity economy fever, and giving birth to the Dutch tea and English milky tea. Because the Netherlands has a good milk source, and people there don't adapt to the heavy taste of Indian tea, it uses more milk instead of spices. In the upper class of the UK, the afternoon tea time starts at 4:30PM every day. The British nobles are enchanted by the various teas in Chinese porcelain. In 1680, on the basis of Dutch milky tea, the Duchess of York invented British milky tea by mixing fresh milky and sugar. Milky tea spread rapidly in Europe and formed the earliest statement of the “milky tea economy”.



After the British colonization of Hong Kong, British milky tea was introduced to the city, resulting in the famous “Disco Milky Tea”, “Yuanyang Milky Tea”, and was then introduced into Taiwan, and a new trend -- pearl milky tea appears! Taiwan milky tea has a rich taste. It can choose the foundation tea -- black tea, green tea, oolong tea, etc., and also can choose ingredients -- pearls, red beans, aloe and so on. Once spread, it became popular quickly.

After 2000, the milky tea business in mainland China also began to enter a period of large-scale and diversified development. Many milky tea shops are merely 5 or 6 square meters with relatively simple decoration, but the number of milky tea shops continue expanding along with the subway network and cinema chain. As a result, the milky tea finally has risen to the status of enjoying type consumption.

With a brief retrospective, we can find that in different historical stages, a bite of the milky tea is constantly innovating to meet the consumers’ needs, and finally stands out in the long river of time. Constant innovation may be the source of long-term vitality of milky tea.

The outbreak of milky tea economy

As a matter of fact, in terms of history and taste, in China, a country teeming with plenty of masters and enthusiasts of tea ceremony, milky tea is not a high-end product, but just a drink for a minority of young people, and occasionally become the nickname of a popular singer. Now, the milky tea and the business behind it really prevalent.

The newly opened tea shops sprang up in large numbers, and they promoted their own originality and personality. Milky tea shops emerged all over the country -- shopping malls or downtowns in almost every city. Even the traditional candy brand White Rabbit also joined the milky tea economy and launched the “White Rabbit Milky Tea Store”.

With the advent of the big data era, the trend of informationization and internetization of offline business has become unstoppable. The new milky tea shops have made full use of the technological advantages, expanding rapidly. Furthermore, the new milky tea brands established after 2014 has positioned themselves as “new style of tea”. They provide the combination of healthier brewed tea and fresh milky with delicate shop decoration. For the young generation, milky tea is fashionable, distinctive and relatively cheap. As a result, milky tea economy broke out completely.

In April 2019, the Meituan.com Consumption Report of Milky Tea released by Meituan food delivery platform show that in the food delivery orders of 2018, the milky tea accounted for 210 million orders, and the sales volume was much higher than coffee. At the end of the third quarter of 2018, the number of fresh tea-making stores has reached 410,000 all around the country, with a 78.26% year-on-year growth.

In the Song dynasty, there was a saying that where there are people, there are poems of Liu Yong, who was a famous poet at that time. However, nowadays, where there is potential business opportunity, there must be capital. Capital is always seizing every opportunity, and the fast-growing milky tea economy naturally attracts the favor of capital. At present, the mainstream milky tea brands have obtained the investment of venture capital in the early stage of their establishment, and has obtained the several rounds of financing. According to incomplete statistics, even in the macro context of deleveraging, the ten leading milky tea brands raised more than 1 billion yuan in 2018, and the financing of the entire industry exceeded 2 billion yuan. In this intense competition of capital, top institutions such as IDG Capital, Oriental Fortune Capital and ZhenFund have already entered the game.

Driven by capital, a fierce competition is inevitable.

Milky tea and the original aspiration

However, the rapidly expanding milky tea industry also has various problems. On the afternoon of May 31, Suzhou Release, the official microblog account of Suzhou government posted a news, the relevant law enforcement officers inspected a top milky tea shop and found poor sanitary conditions. Officers ordered the shopkeeper to make corrections within the specified in time. This is already the fourth time that the top milky tea brand has been exposed to hygiene problems in the store for half a year.

From a development perspective, the overnight fame of internet celebrity milky tea shops represents the rapid rise of China’s leisure consumer food, which will bring a broad development space for China’s leisure consumer food. However, it is difficult for industries that are too fast expanding to balance the contradiction between development and management.

For the milky tea business and the milky tea economy, even if the problem is exposed, it should not stop moving forward. In essence, milky tea economy is still a consumer industry. For a tea company, the core of the sales is always tea! Products and services are the most important foundation of an enterprise.

A small cup of milky tea has thousands of years’ history. How many economy bubbles have burst, how many capitals have died out and how many industries have passed away? The law of value is always there. However, anyone who forgets the law of value’s power, neglects the weight of history in economy bubble, or ignores the equivalent of collapse in the hustle and bustle will be punished in the end, as to how much the cost is, only the interested parties know.

Therefore, no matter how big the cake of capital or how beautiful the network rainbow, the milky tea will eventually get back to the original aspiration of providing consumers with better products and more satisfying services.





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