

坚持正确经营理念 打造国航竞争优势

**Insisting on the right Management Philosophy
Strengthening Air China's Competitive Advantages**

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一、坚持正确经营理念，努力实现理念致胜

Persisting in right management philosophy to achieve success

二、清晰企业战略定位，强化战略引领作用

Clearing the strategic placement of our business

三、深化企业内部改革，激发持续创新

Deepening the internal reforms to stimulate the continuous innovative ability

四、努力打造服务品牌，不断提升国际竞争力

Making efforts to build service brand and to upgrade its global competitiveness constantly



一、坚持正确经营理念，努力实现理念致胜

**Persisting in right management philosophy to
achieve success**



- 理念决定思路，思路决定出路。
- Philosophy is to decide thoughts, while thoughts are to decide the work-out.



- 经营理念正确与否，直接影响企业的经营战略、发展方向，根本决定企业的成败走向；思路是一个单位工作的“路线”，思路正确打胜仗、思路错误打败仗、没有思路打乱仗。世界已进入理念致胜时代，企业理念已成为第一竞争力。

- Whether the management philosophy is right or not will definitely affect the corporate managerial strategy, development tendency and its future way-out. Moreover, thoughts are the guidance of a company, in which the right thoughts lead to a victory, the wrong ones results in failure, and no thoughts come to a mass. The world had come to an era of philosophy. Corporate management philosophy has become the top competitive power.



- 经营企业关键有一个正确的指导思想。
- it is important to have a right guiding thought in managing a company.



- 近三年来，我们不再提做大，强调要做强做优，坚持以提高盈利能力为核心，保持稳健的发展速度，科学谋划各项经营活动，总体上走的是内涵式发展道路。
- In recent three years, our company has focused not on the matter of scale but the profitability and quality. we follow the core of strengthening our profitability, keep a steady development paste, plan and evaluate all business scientifically, and generally-speaking our company is taking a way of intension.



- 企业发展重要的还要始终保持清醒的头脑，善于做最擅长干的事情、最有把握干的事情、自己最熟悉的事情。
- It is important to keep a clear mind on corporate development. if a company wants to develop well then it should do their business which is skilled, familiar with, and confident doing so.



- 企业谋求发展优势取决于对内外资源的整合和利用能力
Development results from the combination of internal and external resources and the ability of using them
- 以联合促发展、以整合聚能力
- we stick to the philosophy of “developing through uniting, joining force through consolidating”.



二、清晰企业战略定位，强化战略引领作用

Clearing the strategic placement of our business



- 不断清晰企业战略定位，强化战略引领作用，确立了差异化的发展战略
- to have an updated corporate strategy, enhancing the leading position of strategy planning and making a special and diverse strategy.



- 坚持国内外并举
- Balancing the domestic and international market

- 实施枢纽战略
- implementing the hub-spoke strategy



• 国航提出“要做主流旅客认可、中国最具价值、中国盈利能力最强、具有世界竞争力的航空公司”的四大愿景目标。

Air China has been committed to be recognized by the mainstream passengers, to be the most valuable airline in China, to be the most profitable airline in China and the airline with global competitiveness.



- 讲做主流旅客认可的航空公司

公商务旅客已占国航旅客的70%以上，2006年常旅客总数已达410多万人。今后，我们重点努力的目标是进一步被国际公商务旅客认可。

- Speaking of being recognized by the mainstream passengers in China

currently the number of the business passengers has accounted for 70% of our total customers. In 2006, the number of Air China's frequent fliers has reached 4.1 million and ranks the highest among Chinese airlines. Air China will focus on being recognized by international business travelers.



- 讲做中国最具价值的航空公司

目前国航市值已达到1000多亿元人民币；世界品牌实验室评估，2005年国航品牌价值188.96亿元人民币，预计2006年将达到240亿元人民币左右。

- Speaking of being the most valuable airline in China
Air China's market value has reached 100 billion RMB (about 13 billion USD). According to the World Brand Institute's evaluation, Air China's brand is valued at 18.8 billion RMB in 2005 and reaches 24 billion RMB in 2006.



- 讲做中国盈利能力最强的航空公司

国航已保持了连续6年盈利的经营业绩，年盈利额已连续两年排全球航空公司第9位。

- Speaking of being the most profitable airline in China
Air China has achieved profit performance for six consecutive years with its annual profit volume ranking 9th for two years among the global airlines.



三、深化企业内部改革，激发持续创新

Deepening the internal reforms to stimulate the continuous innovative ability



- 迅速推进航空运输主业一体化；率先成为民航企业联合重组后完成实质性一体化的航空公司
- To accelerate the unification of air transport business, to combine other business constantly and steadily.



- 完善法人治理结构、转换经营机制；建机制、定规则、搭平台
- improving legal person's governance structure and changing operation mechanism; focusing on setting mechanism, policy and platform to make its own competitive advantage.



- 努力实现由生产管理型向市场导向型的转变；“为岗位价值付薪、为知识能力付薪，为绩效付薪”
- to realize the change from operational management to marketplace oriented one. clearing the revenue distribution system of paying for the position value, knowledge and performance.



- 这几年来，我们的经营成效显著，实力和竞争力不断增强。2002年底刚刚成立时，中航集团总资产605亿元人民币，净资产80亿元人民币，负债率87.3%；而到目前，资产总额近1000亿元人民币，净资产200多亿元人民币，负债率降至58%以下，连续两年被国资委评为A级企业。
- Recently, our performance is very extraordinary with increasing strength and competitiveness. In 2002, CNAH established with a total assets of 60.5 billion RMB, net assets of 8 billion, having a debt ratio of 87.3%. up to now, RMBThe profit of Air China in 2004 accounts for 57.6% of the total profit for all domestic airlines and in 2005 is 1.25 times and in 2006 1.8 times the total profit of the rest of the civil aviation industry. We achieved a total asset of 100 billion RMB, net assets of over 20 billion, and the debt ratio declined to below 58%, which makes us a A-Class Company awarded by National Assets Management Association.



- 2000~2002年国航资产负债率一度接近98%，重组时总资产364亿元人民币、净资产23亿元人民币；而到目前，总资产达到近900亿元人民币，净资产360亿元人民币，增长了15倍多，负债率降至60%左右。国航机队由2000年的65架、2003年重组时的118架，增加到目前的209架。

- Our debt ratio nearly reached 98% from 2000 to 2002, the total assets were 36.4 billion RMB and net assets 2.3 billion RMB after restructuring, but currently our total assets surpasses 80 billion RMB and net assets is 36 billion RMB, increasing 15 times and debt ratio declining to about 60%. The fleet also expanded from 65 in 2000, to 118 in 2003 and 209 recently.



- 国航启动了组织转型。这次改革，以组织机构重组为核心，管理流程和业务流程再造为重点，建立适应公司法人治理要求的内部管控机制为目的，涉及到公司战略、组织架构、管理和业务流程、人岗匹配、薪酬激励、绩效考核及企业文化等各个方面
- Air China launched its internal structural reform. This reform take the structural consolidation as the core target, take the rebuilding managerial and business procedures as major tasks to realize the objective of setting qualified internal operational mechanism, concerning our strategy and planning, structures, managerial and business procedures, the match between position and its relevant personnel, salary stimulating, performance auditing and corporate culture and all other matters.



四、努力打造服务品牌，不断提升国际竞争力

Making efforts to build service brand and to upgrade its global competitiveness constantly



- 所谓的品牌就是“品质”加“牌子”。“品质”是内容，“牌子”是形式，打造品牌就是要打造企业的内在品质。这几年来，我们坚持从以下四方面打造国航的国际化品牌形象。
- I think the brand is the combination of ‘quality’ and “image”. Quality is the content and Marking is the form. Thus building the brand means establishing the inner quality of the enterprise.



- 一是找准战略定位品质。
- First is to establish the right strategic position.
- 二是不断打造服务品质。
- Second is to continuously improve the quality of our service.
- 三是不断塑造文化品质。
- Third is to build up the corporate culture.
- 四是不断提升盈利品质。
- Fourth is to improve the ability of making the profit.



- 企业作为经济组织，承担着多种使命和责任，实现着多种功能和价值。我理解，其中最为核心的，一是创造社会财富，二是承载国民就业。
- Company as an economic institution always take various kinds of obligations and responsibilities and realize different functions and values. In my opinion, among them, the core of all responsibilities and values are making social wealth and making the employment.



- 第一，一个企业能不能健康发展、有没有竞争优势，由许多因素构成，但是否具有正确的经营管理理念，则是最重要的因素。
- First, whether a company can develop healthily and have competitive advantage is composed of many elements, but whether it has a right management philosophy is the prerequisite.



- 第二，企业是在不断适应内外环境中实现发展的，其中，理念创新是一切创新的根本和先导。在理念创新上，中航集团和国航将不断提出符合实际的经营管理理念。
- Second, company is realizing its development in internal and external competitions, among which philosophy innovation is the basic for all innovations. CNAH and Air China will raise practical ideas constantly on philosophy. That is my understandings.



航空公司的发展离不开政府、行业以及相关
单位的支持！

**Airline's development
can not make it without the support from
authority, and the whole industry!**

我们衷心感谢过去对中航集团和国航发展的
支持和关心！

**Thank you sincerely for your help and
cooperation!**

希望一如既往地得到大家的支持和帮助！

Air China hopes to get your continuous support!



谢谢
THANKS

