



DIVERSIFIED ECONOMY OF COAL INDUSTRY

Pu Hongjiu et al

煤炭工业 多种经营方略

● 濮洪九 主编

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China Coal Industry Publishing House

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内 容 提 要

本书全面反映煤炭工业多种经营的发展历程,客观地评价了多种经营取得的成就和地位,以及对煤炭工业发展所起的作用;研究了煤炭工业多种经营发展经验,并介绍了一些典型范例和优选项目;从多个侧面分析多种经营的经济效益;重点提出了今后多种经营持续发展的方向和思路。

本书可供我国政府部门有关领导和煤炭系统各级领导与专家借鉴与参考。

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序

煤炭工业是我国重要的基础产业。新中国成立 50 多年来，广大煤炭职工发扬特别能战斗的精神，艰苦奋斗，无私奉献，为国民经济的发展和人民生活水平的提高，推进我国现代化建设的进程，做出了历史性的巨大贡献。煤炭工业的多种经营也得到迅速发展。这些年来，根据不同时期的需要，为了减轻国家负担，安置待业青年，调整产业结构，分流富余人员，搞好衰老矿井的转产等，煤炭行业大力发展多种经营，并不断加快发展步伐，为煤炭工业的健康发展拓宽了道路。应该说，在促进煤炭工业发展中，煤炭多种经营的发展功不可没。

改革开放 20 多年来，煤炭工业在实践中摸索和形成的“以煤为本、多种经营、综合发展”的战略方针，是煤炭工业适应市场经济的必然选择。我们借鉴国外经验，结合自己的实际，制定了一系列发展多种经营的政策措施和指导方针，推动全行业多种经营不断向前发展。特别是 1993 年煤炭工业部重新组建后，我们认真贯彻党的十四大、十五大精神，积极推动煤炭工业由计划经济向社会主义市场经济转变。为此，不断加大煤炭企业改革力度，加快产业结构调整和人提效、转产分流的步伐，使煤炭工业经济运行状况逐渐好转，多种经营也得到了长足的发展。党中央、国务院十分重视煤炭行业的多种经营，给予发展多种经营、第三产业的贴息贷款扶持政策，为正在进入发展新阶段的煤炭工业多种经营注入了活力和动力。经过上上下下共同努力，全行业逐步形成了一个多种产业、多种产品、多种经济形式综合发展的新格局。据初步统计，国有煤矿多种经营销售收入已占煤炭产品销售收入的 40% 以上。煤炭工业产业单一、产品单一、经营单一的状况得到很大改变，经济效益和经济实力得到进一步提高。

煤炭工业已进入历史性的重大转折时期。科学技术的进步、能源消费结构的变化和节能技术的发展，使煤炭市场的供求关系也发生急剧变化，尤其是我国即将加入世贸组织，给煤炭工业的发展带来了新的挑战。新的形势，要求我们抓住机遇，深化改革，不断加快煤炭工业结构的调整，在发展综合利用和多种经营上大做文章迎接新的挑战。改革开放以来的实践已证明，凡是在多种经营上认识高、动手早、力度大、工作扎实、产销对路的企业，市场应变能力就强，发展后劲就足，前景就好：一些衰老矿区，通过发展多种

经营实现二次创业，企业形成了新的经济增长点；近年来对资源枯竭煤矿实施关闭破产时，凡是多种经营搞得好的企业，资产重组就有条件，职工安置也较容易。所以，我们应该以发展的眼光、战略的眼光，加深对发展多种经营重要性的认识，进一步搞好煤炭工业结构调整和多种经营产业优化升级。

进入 21 世纪，煤炭行业的多种经营怎样才能上新台阶、创新水平？这是大家都在关心和思考的问题。我在原煤炭工业部工作期间曾负责过一段多种经营工作，多年来和大家一起探索路子，摸索经验，共谋发展多种经营大业，共尝创业的甘苦，也结下了深厚的感情。继续大力推进煤炭工业多种经营的发展，是我们共同的心愿。不少同志提议应当较系统地总结一下以往的经验教训，以对今后的发展有所借鉴。基于此，萌生了搞些调研、出一本书的想法。令我欣慰的是，煤炭工业多种经营可持续发展问题被列入国家煤炭工业局课题研究计划，并已取得阶段性成果。煤炭信息研究院承担了该课题的研究工作，课题组同志深入煤炭企业对多种经营进行深入广泛的调查研究，查阅了大量资料和文献，多次召开课题研讨会，广泛听取各级领导及专业工作者的意见和建议。原煤炭工业部多种经营司的领导和同志们也给予高度重视，为这本书的编写提出了很多好的建议，倾注了大量心血。在今年初召开的课题研讨暨编委会会议上，大家认真探讨了煤炭工业多种经营今后的发展方向和战略，并对此书初稿提出了很好的修改意见。后来几经修改，几易其稿，较好地完成了课题研究和书稿编写工作。

煤炭工业多种经营的发展，凝聚着煤炭工业历任领导和全国煤炭职工的心血。应该说，这本《煤炭工业多种经营方略》是大家共同奋斗的成果，是集体智慧的结晶。值此书出版之际，向多年来为煤炭工业多种经营发展作出贡献的领导同志和广大职工表示敬意！并对为此书的问世提供支持和帮助的单位，以及付出辛勤劳动的课题组同志和其他有关同志表示感谢！

随着改革的日益深化，管理体制在发生变化；随着社会主义市场经济的发展，市场也在发展变化。在新的形势下，煤炭工业多种经营面临着许多新情况、新问题。但是我相信，有江泽民同志“三个代表”重要思想的指引，有党中央、国务院的亲切关怀，有煤矿工人特别能战斗的精神，有过去几十年特别是改革开放以来积累的经验，有多年培养起来的人才队伍，煤炭工业多种经营定会迎来更为灿烂的明天。

濮洪九

2000 年 8 月于北京

FOREWORD

Coal industry is an important primary industry in China. With their great capacity, hard work and full spirit of dedication, staffs in coal industry have made historical contributions to the social and economic development of the country in the last 50 years. Meanwhile, the diversified economy has also grown rapidly along with the development of coal industry itself. In return, development of the diversified economy of coal industry benefits those laid – off at coal mines for reemployment and restructuring of coal industry, and helps reduce economic burden of the government. In short, nobody could underestimate the contribution of the diversified economy to the promotion of the development of coal industry.

Over the past two decades since the economic reform and opening up to the world, the coal industrial sector has developed the strategies ” developing diversified economy based on coal production towards integrated development”, which is the best choice for coal industry to adapt into the market – oriented economy. In consideration of foreign experiences and actual situations in China, the coal industrial sector has formulated guidelines and policies to promote development of the diversified economy. After reorganization in 1993, in particular, the Ministry of Coal Industry had made every efforts to promote the transition of coal industry from planning economy to market economy based on the reform policies put forward in the 14th and 15th Congresses of the Party ’ s Central Committee. In the cause of strengthening the reform of coal mining enterprises, more efforts were put on cutting the number of employees and improving the overall efficiency, resulting in a gradual improvement of performance of coal industry and a rapid development of diversified economy. The central government has attached importance to the diversified economy of coal industry and issued a series of preferential policies including allocating loans with exemption of interests, triggering off the vigor in development of the diversified economy of coal industry which was getting into a new stage. With the joint efforts from every relevant parties, the coal industrial sector has created a new structure of diversified economy which is characterized by multiple industries, a series of products and different types of ownership. According to statistics, the turn over of the diversified economy accounts for over 40% of the total turn over of coal production. Economic performance and strength have been improved with great

changes in the situation of unitary industry, fewer types of products and simple business.

Coal Industry in China is now at an important historic turning point full of challenges and opportunities. It is faced with innovations of energy saving techniques and change of energy consumption structure, which has changed the relationship between supply and demands in the coal market. These new situations, especially the fact that China is getting into the WTO, require the coal industrial sector to catch the opportunities to speed up its development of diversified economy while deepening its reform and strengthening its restructuring. It has been proven that those enterprises that have recognized the importance of diversified economy and also initiated their business development with greater efforts earlier are much more capable of adjusting to the market changes and much more prospective for further development. Diversified economy is playing an important role in economic development at the old coal mines where coal deposits have been exhausted. Those coal mining companies that have a more diversified business now have better conditions for reorganization of their assets and reemployment of their staffs when they have to close their coal mines due to the exhausted coal deposits. From the strategic point of view, we should recognize the importance of developing diversified economy and upgrade the economy while strengthening the restructuring of coal industry.

Every one is concerning how the diversified economy of coal industry can get into a new development stage towards the 21st century. As the former Vice Minister of coal industry, I was then in charge of the diversified economy and had worked together with many staffs in the former Ministry of Coal Industry. We had been trying very hard to seek various feasible approaches and obtain useful experiences in development of the diversified economy. We have the same wish to promote further development of the diversified economy. Many people have suggested that we summarize the experiences and lessons of the work systematically in order to be used as references for further development in the future. Encouraged by such proposals, I do get an idea to write a book based on some more investigations. Fortunately, the proposal for a study project on the sustainable development of diversified economy of coal industry has been included in the R&D programs of the State Administration of Coal Industry and stage achievements have been made during its implementation. The China Coal Information Institute obtained the assignment and its project team has been fully dedicated to the project. They have investigated the operation and performance of coal enterprises, reviewed documentation and information materials, hosted workshops and collected comments and recommenda-

tions in interviews with management and professional staffs. The directors and staffs of the former Department of Diversified Economy at the former Ministry of Coal Industry have also paid attention to the project and contributed a lot to preparation of the study report. The strategies and guidelines for further development of diversified economy were discussed at the meeting of the Compilation Committee early this year, and comments on the draft report were also put forward at the meeting. After revised several times, the report is satisfactory and ready to be published now.

Development of the diversified economy of coal industry is an embodiment of the painstaking efforts of all staffs of coal industry. The study report " DIVERSIFIED ECONOMY OF COAL INDUSTRY" records the collective wisdom and is the outcome of arduous efforts. At the time to publish the report, I would like to extend my respects to all my staffs for their great contributions to the development of diversified economy of coal industry over past decades. I would also like to thank the project team and others for their support and contribution to the preparation and publication of this study report.

With deepening of the economic reform and development of socialist market economy, great changes have taken place in management system and market. The operation of diversified economy of coal industry is faced with new situations and difficulties in connection with these changes. I am sure that the diversified economy of coal industry will have much brighter prospects in the future with the strong support from the central government, the well trained and fully dedicated staffs, and rich experiences gained over the past decades, particularly since the reform and opening up to the world.

Pu Hongjiu

Former Vice Minister of Coal Industry

Beijing, August 2000

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