

# 2009

## 万达商业规划

WANDA COMMERCIAL PLANNING

万达商业规划研究院 主编



中国建筑工业出版社

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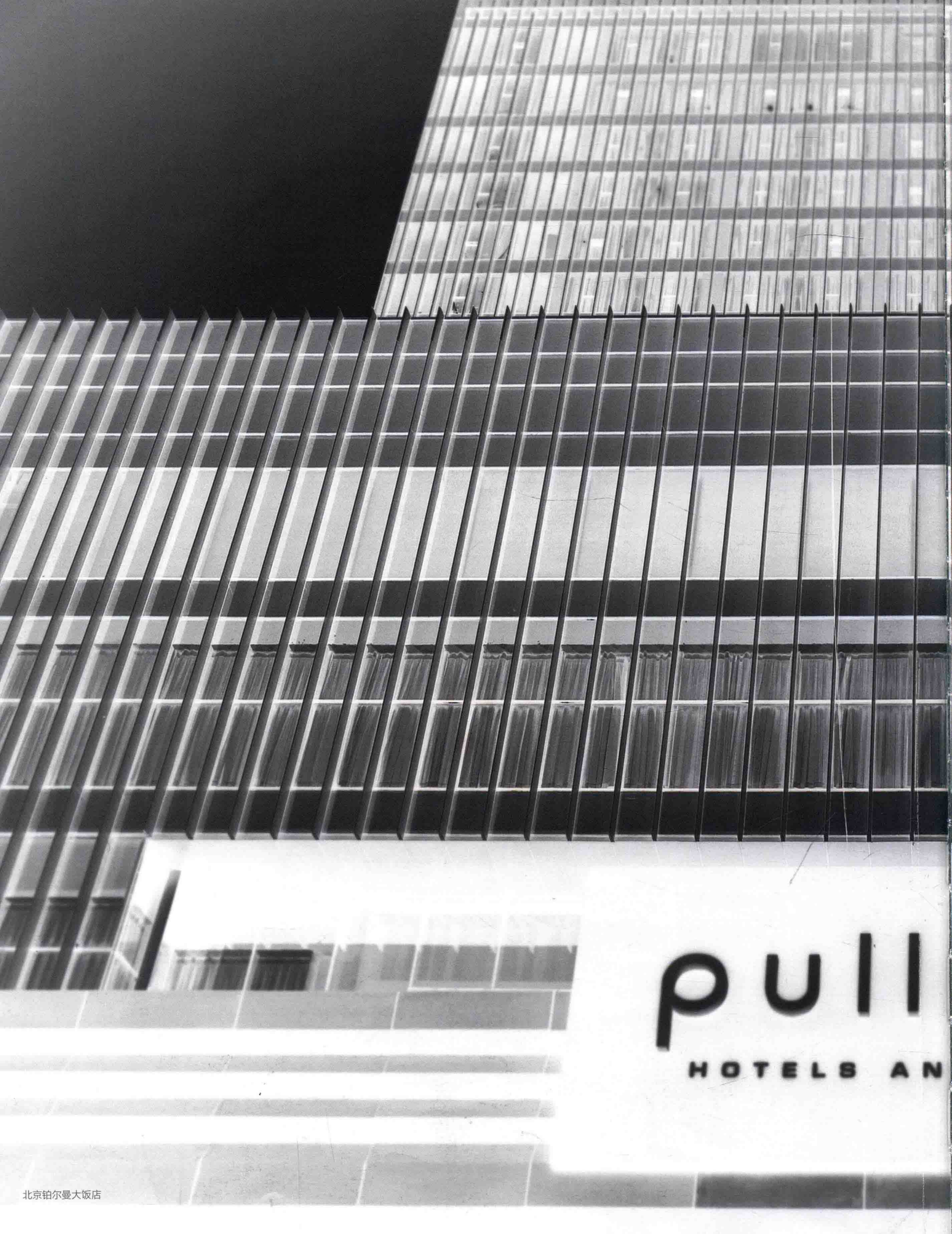
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BEIJING WEST WANDA

北京万达铂尔曼大饭店





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WANDA 2009

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## 卓越的规划设计是商业地产的核心武器

EXCELLENT PLANNING AND DESIGN ARE THE KEY WEAPONS OF THE COMMERCIAL REAL ESTATE



万达之所以能进入发展的快车道! 核心因素是万达商业模式的成熟……成熟有四方面的标志:

Why Wanda Group can enter the fast lane of development? The core factor is the mature business model... There are four characteristics of that mature model.

一是形成完整产业链。万达有中国唯一的商业规划院! 有专门的建设团队! 有中国最大的商业管理团队! 能完全独立设计、开发建设、运营管理商业地产。

The first point is to form a complete industrial chain. Wanda Group has the one and only technical management and research institution in China. The Institute has specialized construction team and China's largest commercial management team, which design, develop, operate, and manage commercial real estate independently.

二是商业资源丰富。现在万达已不是招商! 而是选商! 确保订单地产模式的顺利实施! 万达项目在开工时招商就基本完成! 开业时保证满场开业……

The second point is to have rich business resources. Now Wanda Group doesn't need to invite merchant, but select merchant! This will ensure the smooth implementation of the order model of the estate. The work of inviting merchant has been done at the beginning of the project construction to ensure the full opening of the retail shops at the Wanda Plaza's Grand-open day.

三是营运能力很强。保证万达广场开一个火一个。万达现在不仅能做到招满商, 而且能旺场, 这在全国都是奇迹……

The third point is to have a strong operation ability. Now Wanda is able to not only recruit merchants to 100%, but also ensure every Wanda Plaza has a exuberant start. This is a miracle in China.

四是内控制度完善! 万达风险控制模式能确保万达拿项目时不犯颠覆性错误, 保证后期运作顺利, 使项目开发的各项指标全部能控制在目标范围之内。

The fourth point is to have a perfect internal control system! Wanda's risk control mode ensure Wanda does not make disruptive mistakes when taking the project. ensure the smooth operation of the subsequent operations, and ensure all the Project development indicators can be controlled in the target range.

这些都标志着万达商业地产模式的基本成熟, 这是十多年不断摸索、学习、总结的结果。

All of these marks Wanda commercial real estate model has been basically mature. This is the result of ten years continuous exploration, learning and summary.

——王健林董事长, 万达集团2009年半年会

Wang Jianlin  
Chairman of Board and President of Wanda Group  
at 2009 Semiannual Meeting

万达集团董事长  
王健林  
Wang Jianlin  
Chairman of Board and President of Wanda Group

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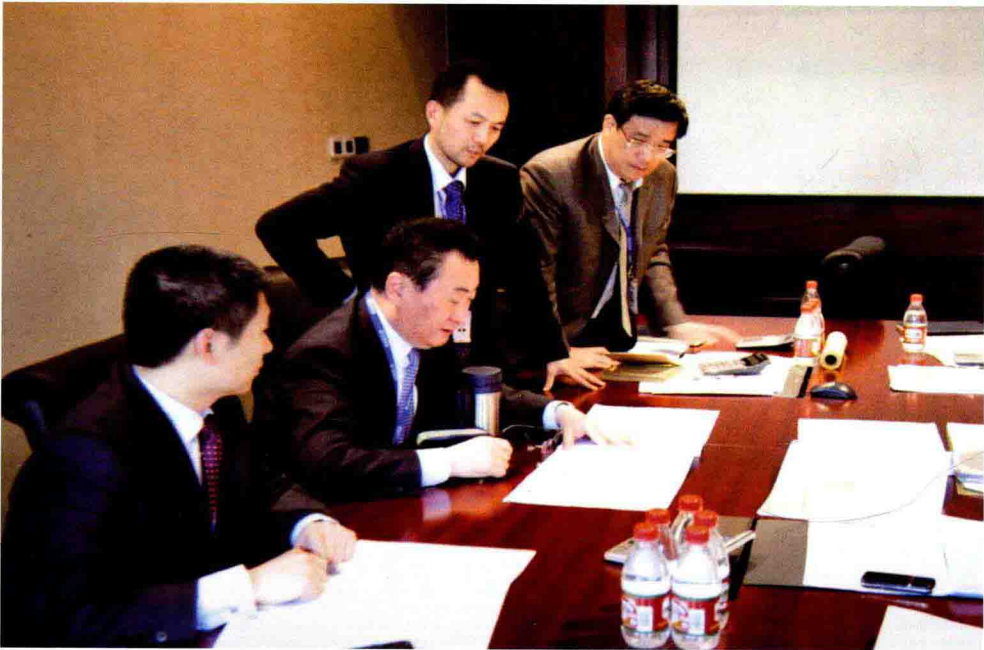
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万达集团董事长王健林指导规划院工作  
Wang Jianlin guiding Wanda Commercial Planning & Research Institute

■ 万达商业规划是万达商业地产成功模式的重要组成部分。

Wanda commercial planning is an important success element of its commercial real estate business.

万达商业规划的核心规划原则以及业务模式，是万达集团董事长王健林先生亲自指导和创立的。万达商业规划院经过多年的发展，形成的以设计管理为基础、以品质提升为目标，坚持创新发展、绿色节能，全面配合商业地产开发运营的全球独创的业务模式，多次被王健林董事长称为“商业地产创新模式的龙头及重要核心”。万达商业规划在万达商业地产中的作用不仅是规划设计类业务，更是商业地产整体产业链上实现各方业务整合串联的中枢环节。万达商业规划的作用主要表现在以下四个方面。

The core planning principle and business model of Wanda commercial planning is personally directed and created by Chairman Wang Jianlin of Wanda Group. After years of development, Wanda Commercial Planning & Research Institute has formed its business model that is uniquely created in the world, featuring holistic support of the development and operation of commercial real estate, on the basis of designing management and with the goal of enhancing quality, at the same time of adhering to innovative development and green energy saving. It has been termed numerous times by Chairman Wang Jianlin as the "engine and important core of the innovation model of commercial real estate". The role of Wanda commercial planning in Wanda commercial real estate is not only in terms of planning and designing, but also as the central hub for realizing the integration and connection of all different businesses along the entire industry chain of commercial real estate. The role of Wanda commercial planning is mainly manifested in the following four aspects.

1. 关联业务最广。万达规划类业务横向几乎是关联到了产业链上的所有业务部门，包括发展、设计、工程、成本、招商、计划、安监、质监、营销、财务、法务、企划、人力、运营等，规划设计类业务仅占有限的比例，大部分为规划管理类业务。万达规划管理类业务包括：万达商业地产产品的指标管控、品质监造、成本协调、商户对接、营销配合、标准制定、绿建节能、专利申请、复盘创新、运营跟踪等方面。因此，万达商业规划研究院是万达成熟的“项目计划模块”操作体系中，关联度最广、管控节点占比最高的总部管理部门。

