

海航崛起告诉人们什么

——关于一个现代企业的调查报告

The Significance of the Rise of the Hainan Airlines

田森 著

中国民航出版社

Preface by Minister Liu Jianfeng of the CAAC

(abstract)

Professor Tian Sen is a renowned scholar both inside and outside China. He has much in strategic issues. Professor Tian has studied the civil aviation of China over many years. He has provided brilliant insights into the reform of the CAAC. The whole of the civil aviation industry in China is familiar with, and respects professor Tian very much.

Recently Professor Tian spent over a month in Hainan province making an in-depth investigation of the Hainan Airlines Group Company, and has written a report entitled, *The Significance of the Rise of the Hainan Airlines — Report on a Modern Enterprise*. I was lucky enough to have had the opportunity to read this work before its publication, thereby gaining much inspiration and edification.

The structural reform of the civil aviation industry is much like that of other sectors in our economy, and is an integral part of the process of the establishment of a socialist market economy. Over the 20 years since 1980 when China's airlines industry embarked on the transition from agency to business, there has been continual reform. This has stimulated China's airlines industry to develop apace. Advances have been significant. However, there remain a number of problems in the management and operations systems: non-separation of government from enterprise, government monopoly, scattered distribution, and a general lack of vitality of operations. These are all problems common to all the subsidiary airlines and airports of the CAAC, and have led in recent years to over competition among the enterprises, and consequent decline in profits. Today, at this critical juncture in the reform of the airlines industry, Professor Tian's new work provides us with an important inspiration: Hainan Airlines has taken a route entirely different from that taken by the subsidiaries of the CAAC in its growth from strength to strength. From the first it operated along the lines of modern enterprise, making bold essays in diversity of ownership, operations mechanism, and the art of investment management, and to this it owes its success. In this day and age, whoever is skilled in the art of investment management will be the first to forge ahead in the vast ocean of the market economy, and make it to the other side. Those who try to operate a modern enterprise without acquiring the art of investment management will find it hard to make any headway. No wonder Professor Tian in his new work has given high praise to Hainan Airlines in this aspect of its operation.

I believe that if we make a careful study of this work of Professor Tian's, we shall learn the any aviation enterprise that wants to develop needs continually to innovate according to modern enterprise system, be truly in dependent in operation, responsible for its own profits and losses, develop itself and regulate itself.

Any one concerned about the reform and development of the CAAC is sure to find inspiration from reading Professor Tian's work.

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著名学者田森教授接受记者专访

任佶 摄

Famous scholar Professor Tian Sen being interviewed by journalist.

Photo by Ren Ji

作者简介

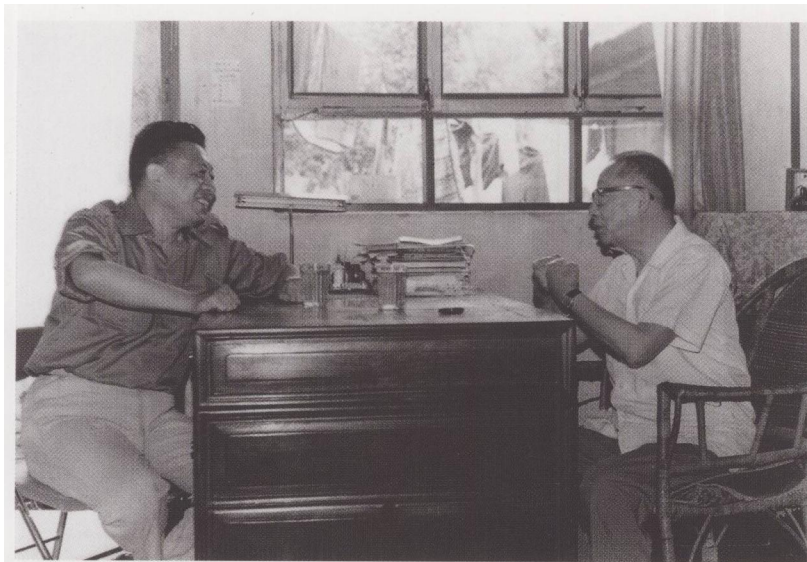
田森，73岁，1949年7月毕业于陕甘宁边区延安大学研究室，曾在中共中央机关工作。从1956年起一直在中国科学院哲学社会科学部和中国社会科学院从事科研工作，先后任编辑、副研究员、研究员等职，并兼任多所大学教授和政府机构顾问。1986年起任中国当代社会研究中心主席，并兼任当代社会学丛书主编和现代人丛书主编。1992年获国务院颁发的表彰对社会科学发展作出突出贡献证书。2000年出任马来西亚第一学院名誉院长。

主要著作有：《当今的青少年犯罪问题》、《中国特区社会研究》、《中国老龄问题研究》、《中国迫切需要人的现代化》、《日本社会掠影》、《中苏社会主义阶段理论比较研究》、《澳大利亚、新西兰社会透视》等十多部，发表论文二百多篇，并写有多种重要调查报告，此外尚有译著十本出版。

经常在海内外讲学，曾在美国、俄国、日本、澳大利亚等主要国家作过学术报告。80年代曾作为我国惟一代表参加联合国在马耳他召开的研究世界老龄化对策的会议。

谨以此书献给我国著名的马克思主义社会科学家、国际共产主义运动的卓越战士、今日中国仅存的李大钊同志的老战友、深受我尊敬的老前辈和近半个世纪的忘年好友陈翰笙同志。

I dedicate this work to China's famous marxist social scientist, sole remaining comrade in arms with Li Dazhao, outstanding fighter in the international communist movement, my most respected elder and good friend for almost half a century — Comrade Chen Hansheng.



80年代初作者与陈翰笙同志讨论社会调查问题

The author and Comrade Chen Hansheng discussing social investigation, early 1980's.



作者与序言作者刘剑锋同志讨论中国民航改革问题

The author and author of the preface Minister Liu Jianfeng discussing the reform of China's civil aviation.



中共海南省常委钟文书长在海南国宾馆看望田森教授,并就海南发展问题交换意见

Zhong Wen, member of the Standing Committee and Secretary General of the Hainan Provincial Communist Party Committee, visiting Professor Tian Sen in the Hainan State Guest House, exchanging views on the development of Hainan Province.



海南省人民政府江副省长在海南国宾馆看望田森教授并讨论海南如何进一步发展问题

Vice Governor Jiang of Hainan visiting Professor Tian Sen in the Hainan State Guest House, discussing how Hainan Province may further develop.



田森教授同陈峰董事长讨论海航未来发展战略
Professor Tian Sen discussing future strategy of Hainan Airlines with Board President Chen Feng.



田森教授同海南航空股份公司执行总裁李维艰探索海航工作
Professor Tian Sen discussing work with Li Weijian, CEO of Hainan Airlines Stock Company.



田森教授同海航集团年轻的领导人——集团执行总裁李先华和执行总裁高级助理刘军春就海航工作展开热烈讨论

Professor Tian Sen engages in a heated discussion on Hainan Airlines work with the young leaders of the Hainan Airlines Group Company, CEO Li Xianhua and Senior Assistant to the CEO Liu Junchun.



田森教授同海航骨干——各主要部门经理研究海航发展计划

Professor Tian Sen and the backbone of Hainan Airlines — the various department heads — discussing development strategy.



田森教授同外籍飞行员讨论走向世界问题

Professor Tian Sen discussing China's opening to the world with foreign pilot.



田森教授同外籍乘务员讨论海航形象问题

Professor Tian Sen discussing the image of Hainan Airlines with foreign airline attendant.



田森教授在口授文稿

Professor Tian Sen dictating manuscript to assistant.



田森教授同海航高级飞行员讨论海航安全飞行问题

Professor Tian Sen and senior pilot of Hainan Airlines discussing flight safety issue.



田森教授同空姐讨论海航空中服务工作
Professor Tian Sen discussing service in the air with stewardess.



田森教授夜访灯火辉煌的海航总部
Professor Tian Sen pays night visit to the brilliantly illuminated
Hainan Airlines headquarters.



田森教授同青年员工谈工作和学习

Professor Tian Sen discussing work and study with young staff member.



田森教授同服务人员漫话海航

Professor Tian Sen talking about Hainan Airlines with service staff.



田森教授在海航人家中做客
 Professor Tian Sen makes a home visit to Hainan Airlines family.



中国民用航空总局局长刘剑锋视察海航
 Minister Liu Jianfeng of the CAAC conducts inspection of Hainan Airlines.



陈峰董事长于2000年10月应邀出席在华盛顿举行的中美民航高层专题研讨会并与美国波音公司签署了海航向波音公司购买5架波音737-800飞机的购机合同

Board President Chen Feng is invited to attend high level discussions on Sino-American civil aviation in Washington, and signs contract with the Boeing Company for the purchase of 5 Boeing 737-800's by Hainan Airlines.



神华集团、海航集团重组中国新华航空公司签字仪式

Signing ceremony for the reorganization of China Xinhua Airlines by Shenhua Group and Hainan Airlines Group Company.