

本报告采用环保可再生纸制作



四川迈科隆真空新材料有限公司

Sichuan Micolon Vacuum New Material Co.,Ltd

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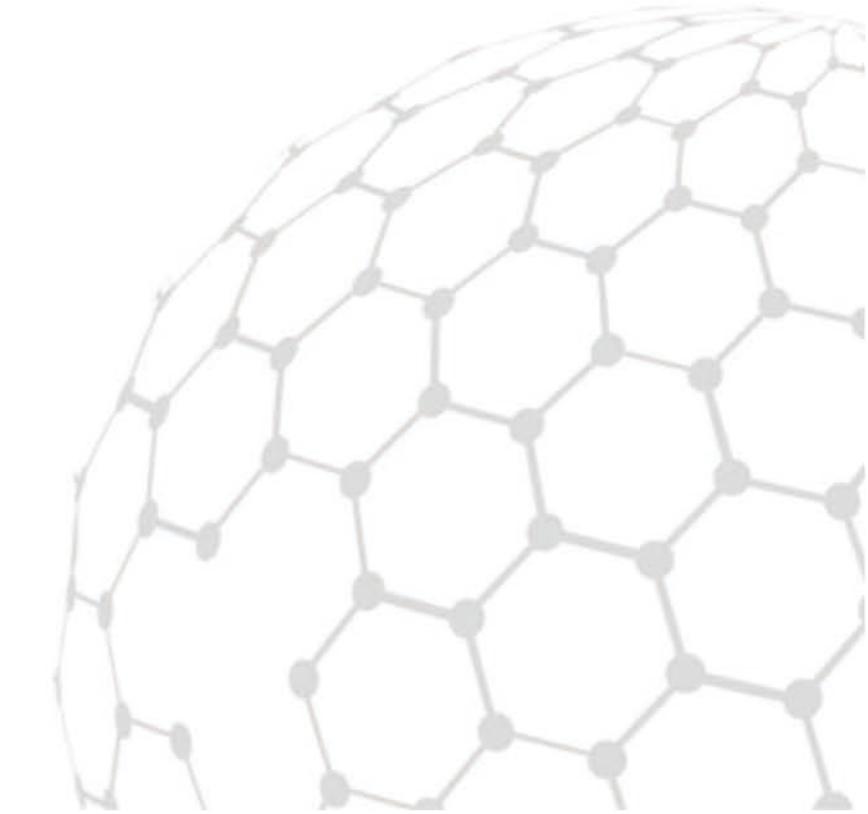
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2024

可持续发展报告

Sustainability Report



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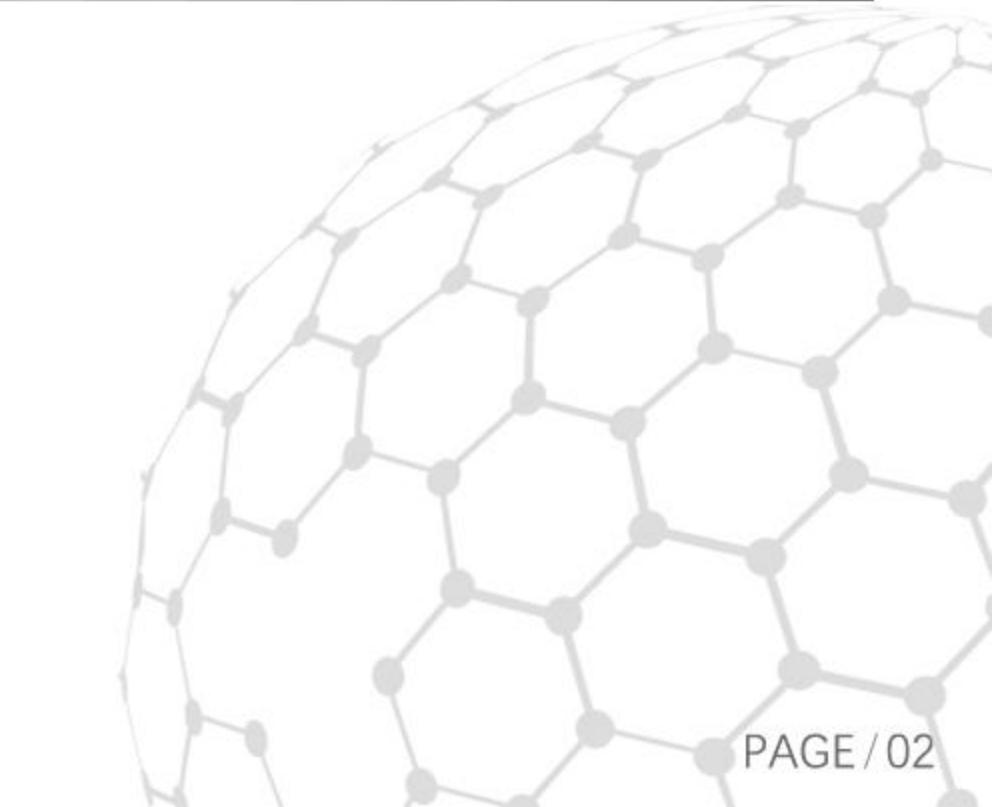
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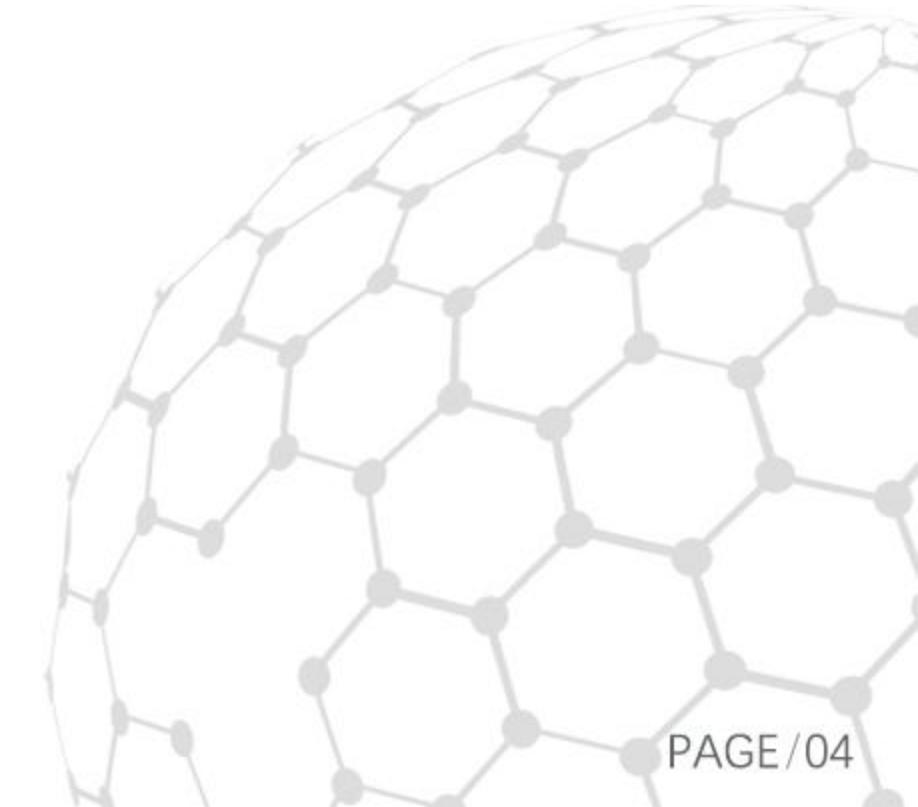
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报告前言

Preface



公司简介 Company Profile

四川迈科隆真空新材料有限公司，成立于2017年1月11日，现设厂于四川达州，注册资本3214万元。主营真空绝热板、复合真空绝热材料、真空绝热设备等研发、生产和销售。公司是技术先进的VIP真空绝热保温板、建筑用真空绝热板专业制造商，占地面积1.77万平米，现有员工600余人。公司地处风景优美的四川达州宣汉微玻纤产业园，毗邻中国最大的超细玻璃纤维棉生产商和亚洲最大的天然气生产基地，基于突出的原材料供给优势和能源优势，公司于2017年6月15日正式投产。

3214万元

Million Yuan

注册资本

Registered Capital

17700平方米

Square Meters

占地面积

Covering Area

600名

Number

员工人数

Employees

Sichuan Micolon Vacuum New Material Co., LTD., founded on January 11, 2017, is now located in Dazhou, Sichuan Province, with a registered capital of 32.14 million yuan. Concentrates on the R&D production and sales of vacuum insulation panel, composite vacuum insulation materials, vacuum insulation equipment. Micolon is a professional manufacturer of VIP(vacuum insulation panel) and building vacuum insulation panel with advanced technology. It covers an area of 17,700 square meters and has more than 600 employees. located in the scenic Xuanhan Micro-fiberglass Industrial Zone in Dazhou, Sichuan Province, adjacent to the largest Microfine glass fiber cotton manufacturer in China and the largest natural gas production base in Asia. Based on the outstanding advantages of raw material supply and energy, the company was officially put into production on June 15, 2017.



产研结合 Combination of Production and Research

公司产学研结合，2019年被认定为高新技术企业，与四川大学、上海海事大学签订了产学研协议，公司自主积极培育自有的知识产权，目前总共申请专利42项，现已获得国家级“专精特新小巨人”称号、发明专利6项、实用新型专利36项。公司建设年产500万平方米VIP真空绝热板生产线已经投产，2023年实现销售收入约2.9亿元，2024年实现销售收入约4.47亿元，目前已成为VIP行业内的龙头公司。

申请专利40项
Appy For 40 Patents

实用新型专利30余项
More Than 30 Utility Model Patents

“国家级专精特新小巨人”
National Specialized and Special New "Little Giant"

发明专利6项
6 Invention Patents

Micolon combines production, education and research. In 2019, the company was recognized as a high-tech enterprise, and signed production-university-research agreements with Sichuan University and Shanghai Maritime University. The company actively cultivates its own intellectual property. At present, it has applied for a total of 42 patents, and has been awarded the national title of "Specialized and Sophisticated Enterprises Little Giants", 6 invention patents and more than 36 utility model patents. The production line of VIP vacuum insulation panel with an annual output of 5 million square meters has been put into operation, and the sales revenue will reach about 290 million yuan in 2023, the sales revenue will be about 447 million yuan in 2024. At present, the company has become a leading company in the VIP industry.

社会责任 Social Responsibility

公司倡导“以人为本”的管理原则，提供良好的工作、学习、生活环境给员工，为员工的发展和提升积极创造条件，始终坚持“为客户增值服务，与员工共创辉煌”的核心价值观。立足长远，实现科学发展。

四川迈科隆真空新材料有限公司充分认识并积极履行自身所承担的责任，在开展合规经营，创造价值回报的同时，注重履行社会责任，自觉承担对顾客、员工和社会等利益相关方的责任，做一个负责任、有担当的新材料环保企业。

四川迈科隆真空新材料有限公司一直以“不以盈利为最终目的，专注于提升组织管理价值和管理绩效”为经营理念。这些年来，公司在积极履行社会责任方面做了一些有益的尝试和创新。

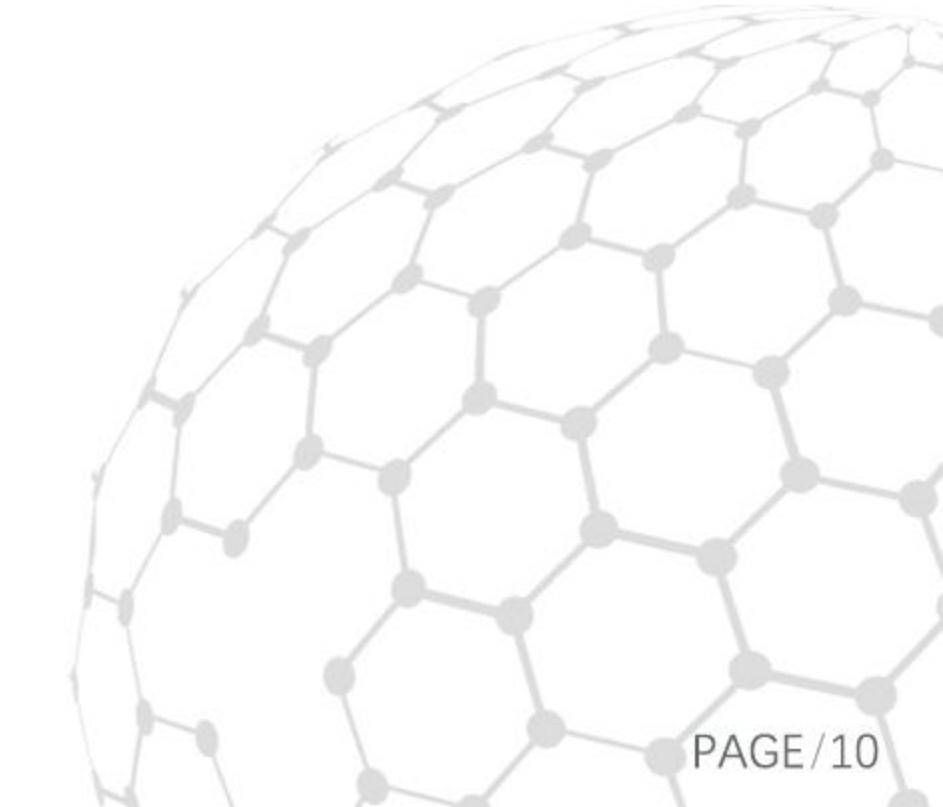
Micolon advocates the management principle of "people-oriented", provides good working, studying and living environment for employees, actively creates conditions for the development and improvement of employees, and always adheres to the core values of "value-added service for customers, create brilliance with employees". Based on long-term and scientific development. Sichuan Micolon Vacuum New Material Co., Ltd fully recognizes and actively fulfills its responsibilities. While carrying out compliance operation and creating value returns, it pays attention to fulfilling social responsibilities and consciously assumes responsibilities to customers, employees and the society and other stakeholders, so as to be a responsible and responsible new material environmental protection enterprise.

Sichuan Micolon Vacuum New Material Co., Ltd. has always taken the business philosophy of "not taking profit as the ultimate goal, but focusing on improving the organizational management value and management performance". Over the years, the company has made some beneficial attempts and innovations in actively fulfilling its social responsibility.



机构概况

Introduction



机构概况 Introduction

四川迈科隆真空新材料有限公司具有独立的法人地位，统一社会信用代码为91511722MA633Q4P8H，本公司投资方均不从事本公司开展真空绝热产品制造和贸易，所从事的业务范围，不构成任何外来或内在因素干扰或影响本公司行使社会责任结果。

Sichuan Micolon Vacuum New Material Co., Ltd. has the status of an independent legal person and its unified social credit code is 91511722MA633Q4P8H. The investors of the company are not engaged in the manufacturing and trading of vacuum insulation products of the company. The business scope of the company does not constitute any external or internal factors to interfere or affect the results of the company's exercise of social responsibility.



四川迈科隆真空新材料有限公司坚持公正准确、优质高效、诚信求实、规范服务的工作方针。

Sichuan Micolon Vacuum New Material Co., Ltd. adheres to the working policy of fairness, accuracy, high quality and high efficiency, honesty and true-seeking, and standardized service.



四川迈科隆真空新材料有限公司拥有一批经验丰富的真空绝热板行业管理人员，上述人员均具备与承担的工作相适应的必要的教育、培训、技术知识和经历。

Sichuan Micolon Vacuum New Material Co., Ltd. has a group of experienced vacuum insulation board industry management personnel, the above personnel are equipped with the necessary education, training, technical knowledge and experience commensurate with the job.



四川迈科隆真空新材料有限公司依据国家法律法规有关规定和经营范围授权开展认证工作并严格遵守真空绝热板行业管理规定。

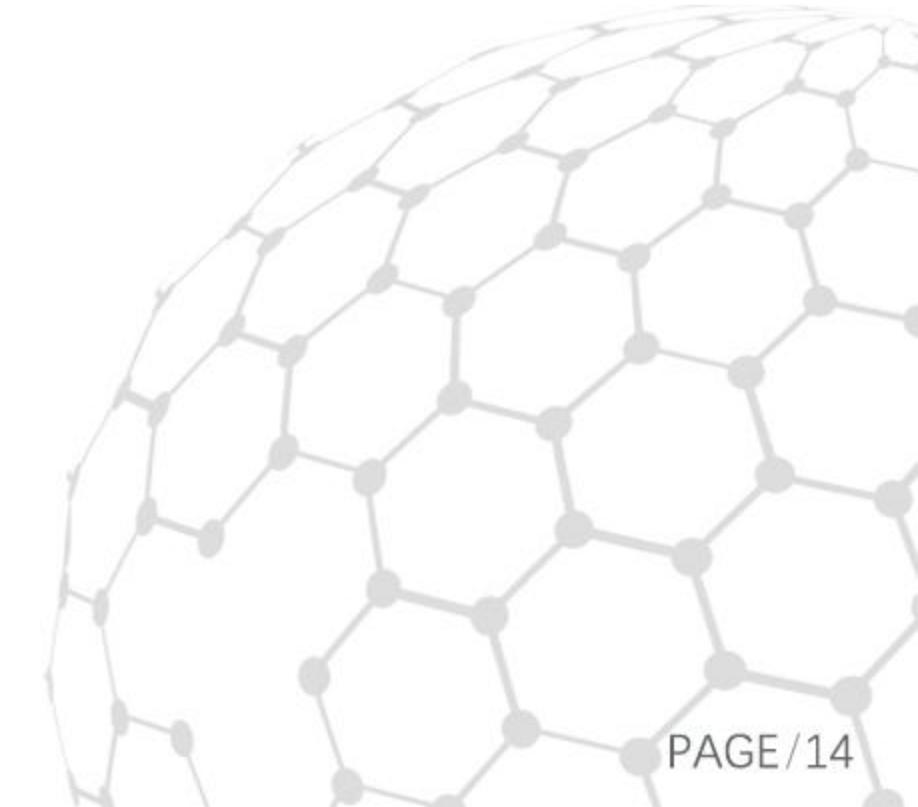
Sichuan Micolon Vacuum New Material Co., LTD. in accordance with the relevant provisions of national laws and regulations and business scope authorization to carry out the certification work and strictly abide by the vacuum insulation board industry management regulations.





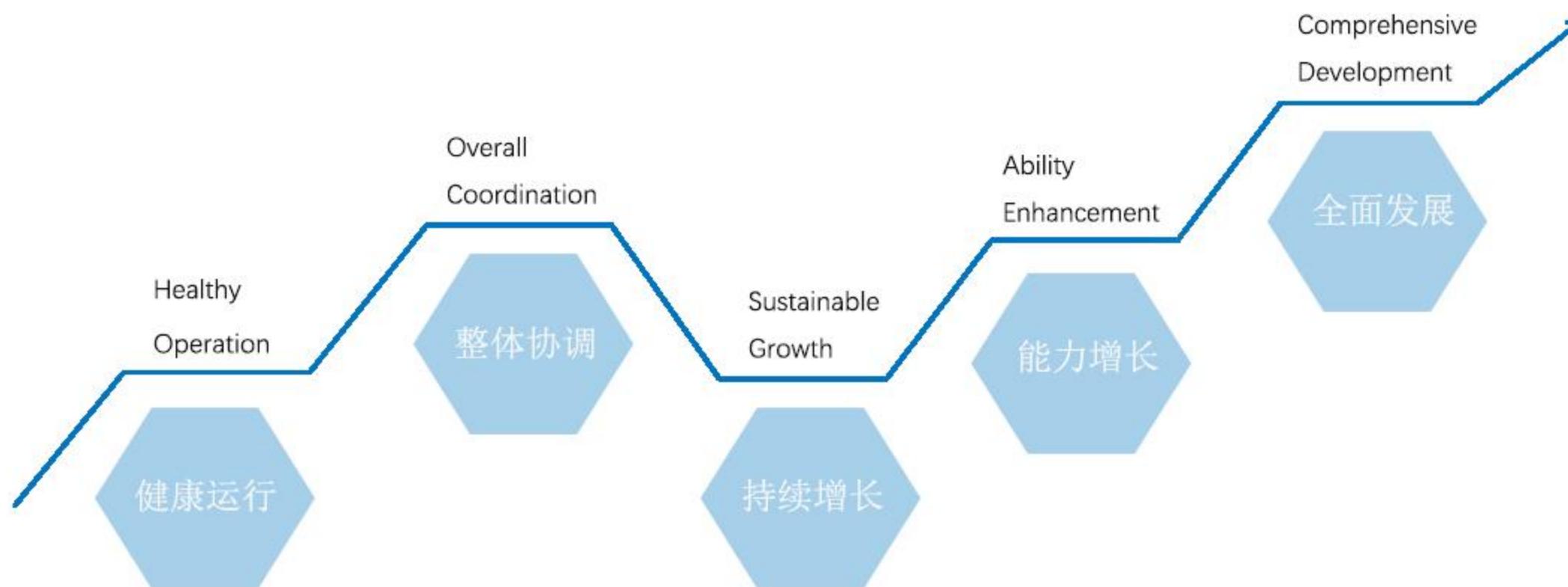
发展内涵

The Content of Sustainability

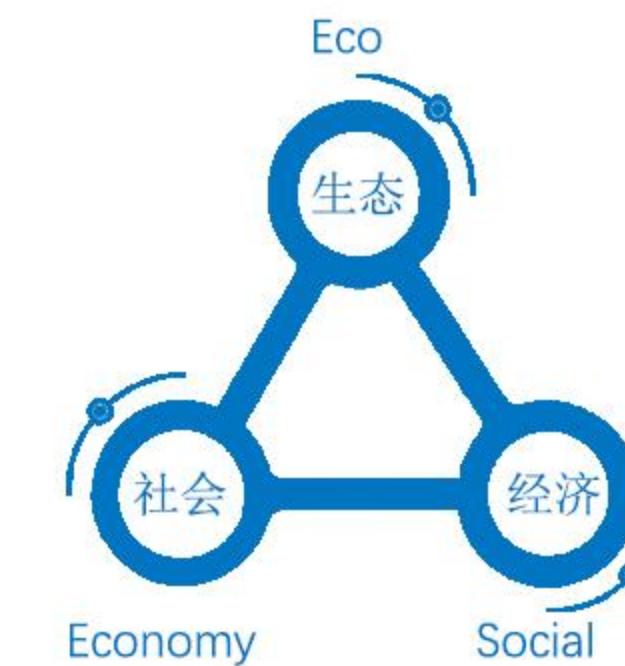


发展内涵 The Content of Sustainability

企业可持续发展是指在一个较长的时期内，根据对企业“生态-经济-社会”复合系统的各种因素、条件的估量，从关系企业可持续发展全局的各个方面出发，使这个系统的计划和行动过程能够保证企业经济健康运行、整体协调、持续增长、能力增强、全面发展，达到企业发展的生态代价和社会成本最低，并使企业发展目标同生态发展和社会发展的目标相协调。



Enterprise sustainable development refers to in a long period of time, according to the evaluation of various factors and conditions of the enterprise "eco-economy-social" complex system, starting from all aspects related to the overall sustainable development of the enterprise, so that the system's planning and action process can ensure the healthy operation of the enterprise economy, overall coordination, sustainable growth, ability enhancement and comprehensive development. To achieve the lowest ecological cost and social cost of enterprise development, and make enterprise development goals with ecological development and social development goals.



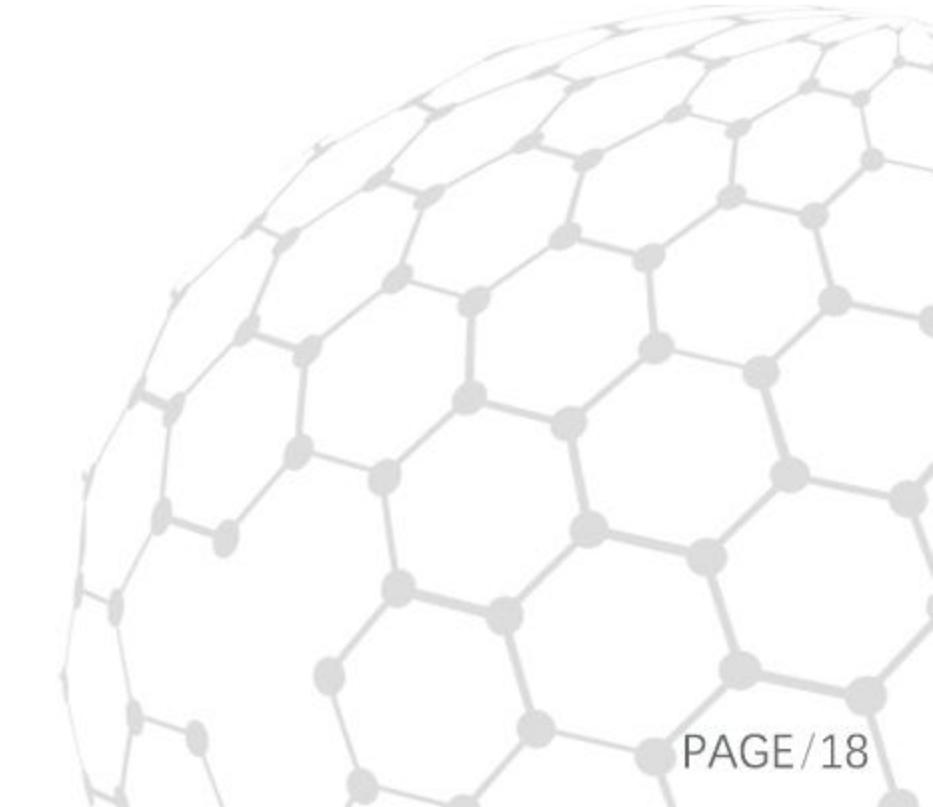
企业必须根据自身实际情况制定符合企业发展状况的可持续发展战略。企业可持续发展战略的制定要遵循两个基本原则：

Enterprises must formulate sustainable development strategy according to their own actual situation. The formulation of enterprise sustainable development strategy should follow two basic principles:

基本原则 Basic Principles	原则一 Principle 1	原则一 Principle 1	Principle 2
	<p>要考虑企业目前的发展现状，还要预估企业未来发展中可能面对的问题，既满足当代人的需要，又不对后代人满足其需要的能力构成危害的发展。</p>	<p>It should not only consider the current development status of the enterprise, but also estimate the problems that the enterprise may face in the future development, which not only meets the needs of the current generation, but also does not pose harm to the ability of future generations to meet their needs.</p>	<p>要实现企业自身的发展，还要对国家、社会和自然生态负责，要有长远眼观，实现企业可持续发展。</p>



> **发展必要性**
The necessity of sustainability



发展必要性 The Necessity of Sustainability

企业可持续发展战略是在国家可持续发展战略的前提下提出的。改革开放以来，我国社会经济得到飞跃式发展，但是不可否认，社会经济的发展也造成了严重的环境问题。我国政府在这种情况下提出可持续发展战略，具有非常重要的现实意义。可持续发展战略不单纯强调自然资源的可持续发展，更重要的希望实现人民生活质量的全面提升，实现人与自然的和谐发展。具体到企业可持续发展战略，其迫切性和必要性主要体现在以下三个方面：

Enterprise sustainability strategy is put forward under the premise of national sustainable development strategy. Since reform and opening up, our social economy has developed by leaps and bounds, but there is no denying that social economic development has also caused serious environmental problems. It is of great practical significance for our government to propose a strategy for sustainable development in this context. Sustainable development strategy not only emphasizes the sustainable development of natural resources, but more importantly hopes to realize the overall improvement of people's life quality and realize the harmonious development of man and nature. In terms of enterprise sustainable development strategy, its urgency and necessity are mainly reflected in the following three aspects:



01

• 经济全球化

Economic Globalization



02

• 生态环境

Ecological Environment



03

• 消费市场

Consumer Market

经济全球化的要求 The Requirements of Economic Globalization

在我国加入世界贸易组织之后，我国企业与国际社会的交往越来越频繁，为了不断适应经济全球化的发展趋势，我国也开始学习国外先进经验，在各种法律法规和规章制度方面严格规范企业行为，在保证企业合法权益的同时更加强调企业的可持续发展。

After China joins the World Trade Organization, more and more frequent communication between Chinese enterprises and the international community. In order to adapt to the development trend of economic globalization, China also starts to learn the advanced experience of foreign countries, and strictly regulate enterprise behavior in all kinds of laws, regulations and regulations, while guaranteeing the legal rights and interests of enterprises, more emphasis is placed on the sustainable development of enterprises.



国外发达国家的发展经验告诉我们，先污染后治理的发展道路是行不通的，要想实现企业的健康、长远发展就必须转变发展观念和发展方式，坚持可持续发展战略，以适应经济全球化的发展大潮，实现人与自然的和谐发展。



The development experience of foreign developed countries tells us that the development road of pollution before treatment is unworkable. In order to realize the healthy and long-term development of enterprises, we must change the development concept and development mode, adhere to the sustainable development strategy, so as to adapt to the development tide of economic globalization and realize the harmonious development of man and nature.



保护生态环境的要求 Requirements for Protecting the Ecological Environment

我国生态环境问题是随着我国经济发展而产生的，也必须在经济发展过程中加以解决。毋庸置疑，近年来我国社会经济实现了大发展大繁荣，可是资源枯竭、环境污染等问题也随之而来，如果不加以重视，形式会更加严峻，不仅会影响我国经济的健康发展，更重要的是会危害人民群众的生活质量和生命安全。

The ecological environment problem of our country is produced along with the economic development of our country, must be solved in the course of economic development too. There is no doubt that China's social economy has achieved great development and prosperity in recent years, but problems such as resource depletion and environmental pollution also follow. If we do not pay attention to them, the form will become more serious. It will not only affect the healthy development of our economy, but more importantly, it will jeopardize the people's quality of life and life safety.

消费市场的需求 Consumer Market Demand

随着社会经济的发展，人民生活水平和生活质量的提高，人们对各种生产生活用品的要求越来越高。在政府和媒体的宣传引导之下，越来越多的消费者开始推崇对环境零污染或者少污染的绿色产品。

With the development of social economy and the improvement of people's living standard and quality of life, people have higher and higher requirements for all kinds of daily necessities. Under the guidance of the government and the media, more and more consumers begin to advocate green products with zero or less pollution to the environment.

发展战略 Development Strategy

发展战略 Development Strategy

发展战略 Development Strategy

发展战略 Development Strategy

企业必须坚持可持续发展战略，转变传统的高投入、高消耗、高污染、低产出的发展方式，努力发展低投入、高产出的集约型、绿色经济，保护生态环境，实现人与自然的和谐发展。

Enterprises must adhere to the sustainable development strategy, change the traditional development mode of high input, high consumption, high pollution and low output, strive to develop the intensive and green economy of low input and high output, protect the ecological environment, and realize the harmonious development of man and nature.

企业必须转变发展战略，走可持续发展道路，生产绿色产品，以适应消费者的需求，增加自身产品的市场份额，提高企业的市场竞争力，最终实现企业的长远发展。

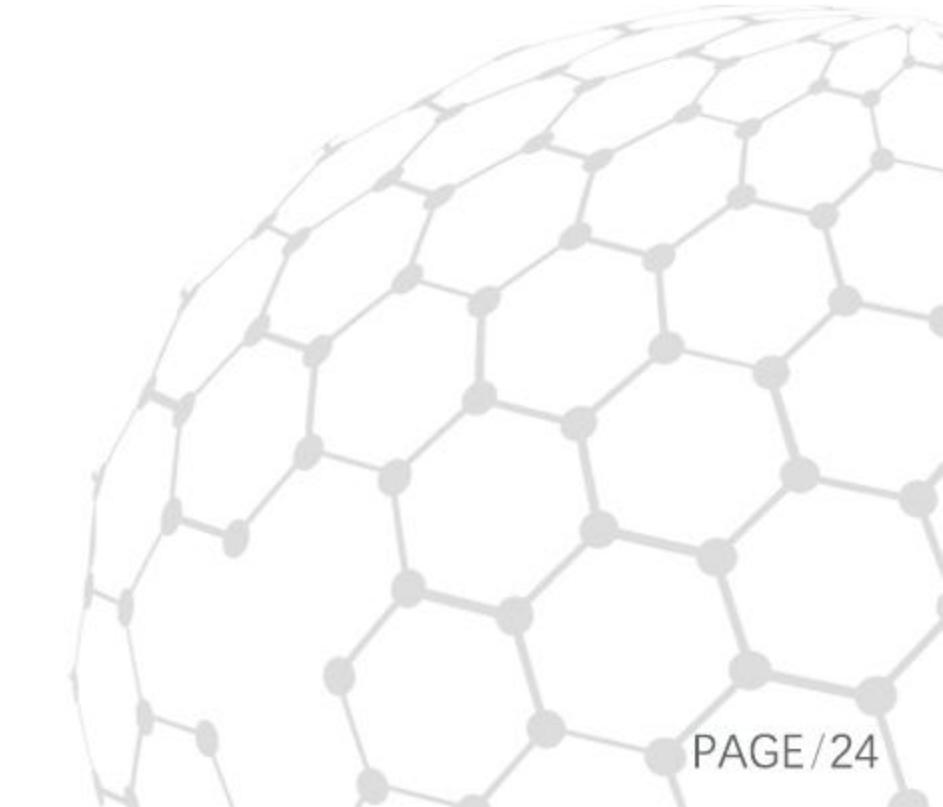
Enterprises must change their development strategy, take the path of sustainable development, produce green products, in order to meet the needs of consumers, increase the market share of their products, improve the market competitiveness of enterprises, and finally achieve long-term development of enterprises.





战略内容

Strategy Content



战略内容 The Content of Sustainability Strategy

一、企业能耗现状 Current Situation of Enterprise Energy Consumption

随着“碳达峰、碳中和”倒计时的提出，公司不断深耕环保新材料，研发绿色健康产品，紧跟时代低碳步伐，不断激发绿色潜力。同时，公司坚持站在科技的风口前沿，利用5G时代的数字化技术，不断优化、持续迭代现有生产方式、产品品质，提高生产效率，同时与同业伙伴及用户一起分享信息、分享资源、共享技术，发挥共生优势。公司领导一直以科学发展、和谐发展和可持续发展为理念，十分重视环境、资源等的保护和节约，坚持经济效益和社会效益并重，始终把节能降耗作为企业做强做大的有效途径，通过走精细化管理之路，积极依靠科技进步进行节能技改，以下内容为公司2022年至2024年的能耗统计（图一）：

With the "carbon peak, carbon neutral" countdown proposed, the company continues to deeply cultivate environmental protection new materials, research and development of green health products, keep up with the pace of low-carbon times, and constantly stimulate the green potential. At the same time, the company insists on standing at the forefront of science and technology, and makes use of digital technology in the 5G era to continuously optimize and iterate the existing production mode, product quality and improve production efficiency. At the same time, the company shares information, resources and technology with industry partners and users to give full play to symbiotic advantages. The leadership of the company has been adhering to the concept of scientific, harmonious and sustainable development, attaching great importance to the protection and conservation of environment and resources, adhering to the equal emphasis on economic and social benefits, and always taking energy saving and consumption reduction as an effective way to make the enterprise stronger and bigger. By taking the road of fine management, the company actively relies on scientific and technological progress to carry out energy-saving technological transformation. The following is the company's energy consumption statistics from 2022 to 2024:

二、未来预估 Future Estimates

通过对环境的保护、强大的合作和技术的应用，我们长期致力于减少业务运营对环境造成的影响。我们还展开与政府、企业、供应商等机构的广泛合作，帮助其他各方减少对环境的影响。我们短期目标2025年、长期目标2030年的战略方向亦在响应“采取更紧迫行动”的呼吁，通过进一步努力，实现碳中和计算目标，实现水资源的有效利用，实现减少废弃物填埋总量，在显著扩大制造能力的同时进一步降低绝对碳排放量。以下为公司2025年的目标，及2030年的长期目标预测对比（图二）：

图一
Figure 1

公司能耗统计			
能源类型	2022年	2023年	2024年
用电(KWh) Electricity Consumption(KWh)	13798000	16634964	21775854
柴油(Lt) Diesel Consumption(Lt)	10106.69	9265.01	14240.42
能耗TOE/产值 TOE/Number of Production	0.00003072	0.00003580	0.00002926
节能项目 (TOE) Energy Efficiency Projects(TOE)	108	112	150
节能比率 (%) Energy Efficiency Projects(%)	9	8	8
危废 (Ton) Hazardous Waste Amount(Ton)	2.6055	1.89	6.9
非危废 (Ton) Non-hazardous Waste Amount(Ton)	140	288.83	607.12
包装废物 (Ton) Packaging Waste Amount (Ton)	218.107	146.635	208.8
总废物/产量 (Tonne/Product) Total Waste Amount per Product(Tonne/Product)	0.000041	0.000040	0.000045
用水 (m³) Water Withdrawal(m³)	37708	39850	50089
用水/产量 (m³/Product) Total Water Withdrawal Amount per Product (m³ / Product)	0.004236854	0.003619437	0.002722228
排水量 (m³) Wastewater Amount Discharged(m³)	3774.82	3062.448	3723.41

Through environmental protection, strong collaboration and application of technology, we have a long-term commitment to reduce the environmental impact of our business operations. We are also working extensively with governments, businesses, suppliers and others to help others reduce their environmental impact. Our strategic direction for the mid-term goal 2025 and the long-term goal 2030 also responds to the call for more urgent action, with further efforts to achieve carbon neutrality calculations, achieve efficient use of water resources, reduce the total amount of waste going to landfill, and further reduce absolute carbon emissions while significantly expanding manufacturing capacity. Here's a comparison of the company's 2025 goals, and its long-term goals 2030:

图二
Figure 2

公司能耗目标
Company Energy Consumption Target

能源类型 Energy Type

2024年 Year

2025年 Year

2030年 Year

用电(KWh) Electricity Consumption(KWh)

柴油(Lt) Diesel Consumption(Lt)

能耗TOE/产值 TOE / Euro Turnover

TOE/产能 TOE/Number of Production

0.000102434

0.000104818

0.0000906

节能项目(TOE) Energy Efficiency Projects(TOE)

节能比率(%) Energy Efficiency Projects(%)

危废(Ton) Hazardous Waste Amount(Ton)

非危废(Ton) Non-hazardous Waste Amount(Ton)

包装废物(Ton) Packaging Waste Amount (Ton)

总废物/产量 Total Waste Amount per Product(Tonne/Product)
(Tonne/Product)

0.000045

0.000046

0.0000426

用水(m³) Water Withdrawal(m³)

用水/产量 Total Water Withdrawal Amount per Product
(m³/Product) (m³ / Product)

0.002722228

0.002894737

0.002681818

间接温室气体排放
(Scope-1) Indirect Emissions (Scope-1)

58166.16

63231.62999

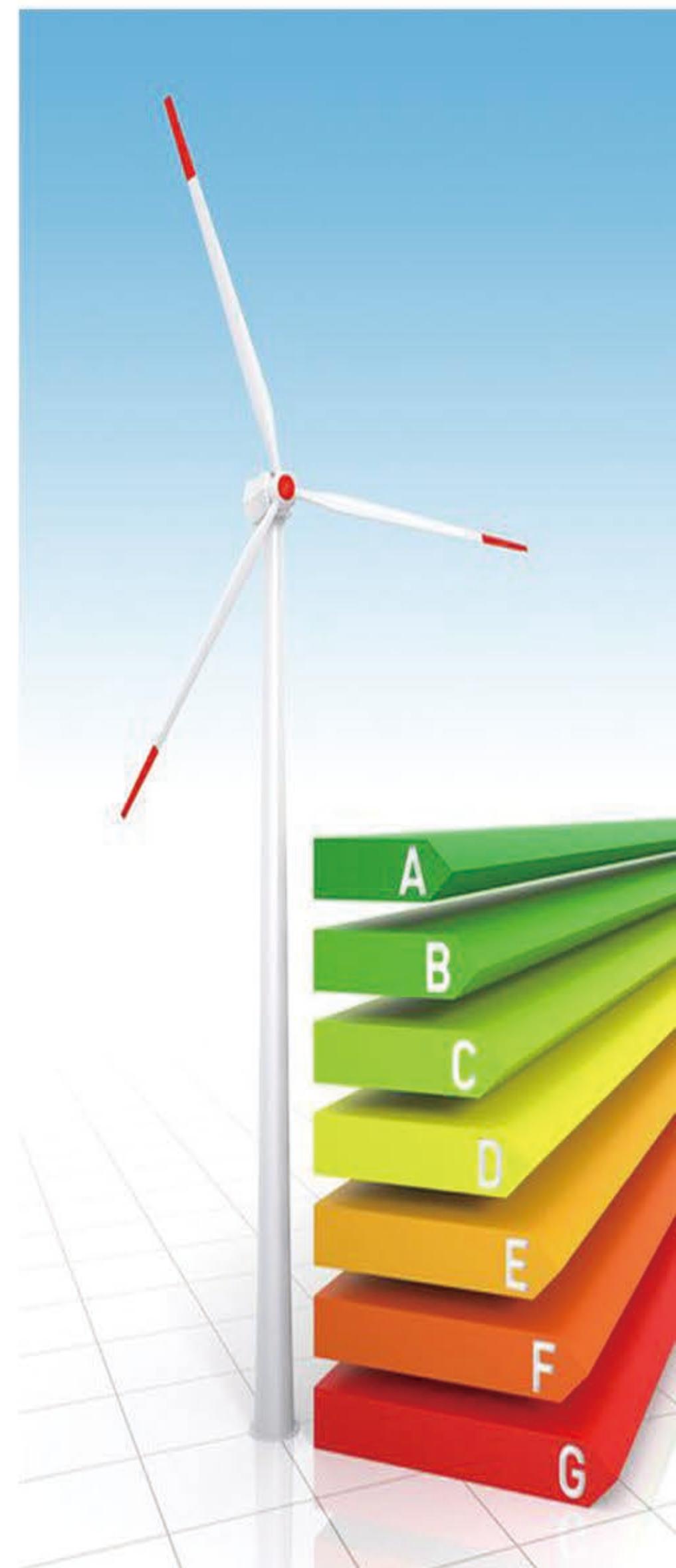
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三、可持续发展战略 Strategy of Sustainability Conclusion

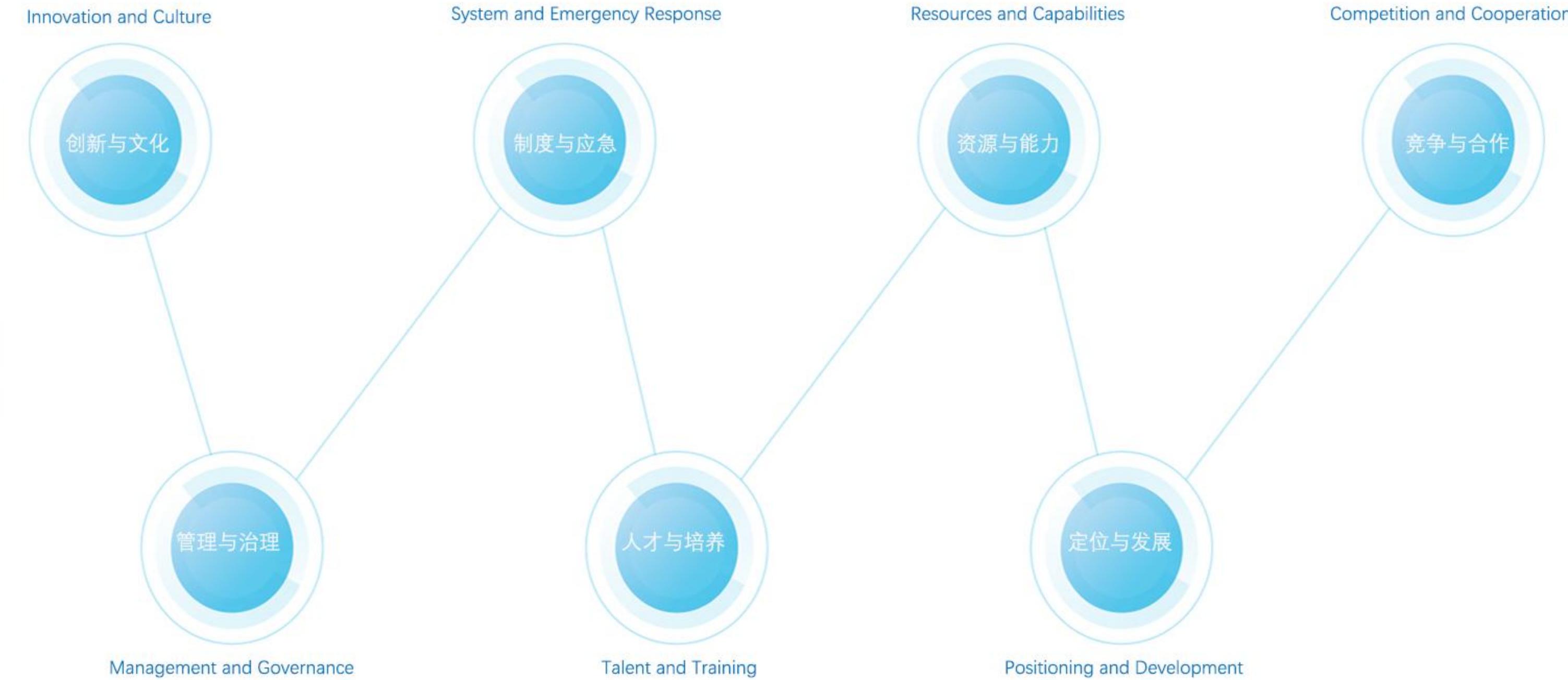


公司可持续发展战略的提出应当是一个系统性的工程，并涉及到公司的方方面面，下面就对这几个方面进行简述：

The sustainability strategy should be a systematic project, and involves all aspects of the company, the following aspects are briefly:

要建立全面的公司可持续发展计划，首先要分析公司某些要素的增长与公司发展之间的联系与区别。公司的发展，更多地表现为公司整体上转化资源、增加价值的能力的提高，这种能力的提高，既有量的变化，又有质的变化。实际中较为常见的，公司的可持续发展是按照“调整”的方式实现的。在调整过程中，公司的资源、工艺、组织结构等因素的变化，都是以公司盈利能力的提高、公司的未来利益最大化为指导的。公司可持续性发展应是“渐进式”的改革战略，而且这种“渐进式”的战略在目前公司中有其现实的接受性、操作性。

In order to establish a comprehensive sustainable development plan of the company, it is necessary to analyze the relationship and difference between the growth of some elements and the development of the company. The development of a company is more reflected in the improvement of the company's overall ability to transform resources and add value. The improvement of this ability includes both quantitative and qualitative changes. In practice, the sustainable development of the company is realized in the way of "adjustment". In the process of adjustment, the changes of the company's resources, technology, organizational structure and other factors are guided by the improvement of the company's profitability and the maximization of the company's future benefits. The sustainable development of the company should be a "gradual" reform strategy, and this "gradual" strategy in the current company has its realistic acceptance and operation.



3. 1 创新与文化 Innovation and Culture

创新是公司保持活力和竞争力的基本驱动力。在管理、市场、组织上的创新是公司发展的推动力和成果标志。技术创新是公司的核心任务，管理创新和制度创新是保障和服务。创新是不断否定现有事物的前进脚步，而文化则是对过去和现有的积淀和固化。正确处理好创新与文化的关系，就是要处理好继承和发扬、传统与新生、守持与变革的关系，防止邯郸学步或新陈代谢掌握不当，出现组织混乱和机能失调现象，甚至引发一些危机，威胁公司的生存和发展。在公司哲学和宗旨上、处理内外事情重要性和优先性的取舍原则上、员工的基本准则、作风，基本管理制度以及环境、风貌等建设中，点点滴滴中提炼、催化、巩固有利组织的公司文化，是公司培育核心竞争力与可持续发展能力的关键要素之一。

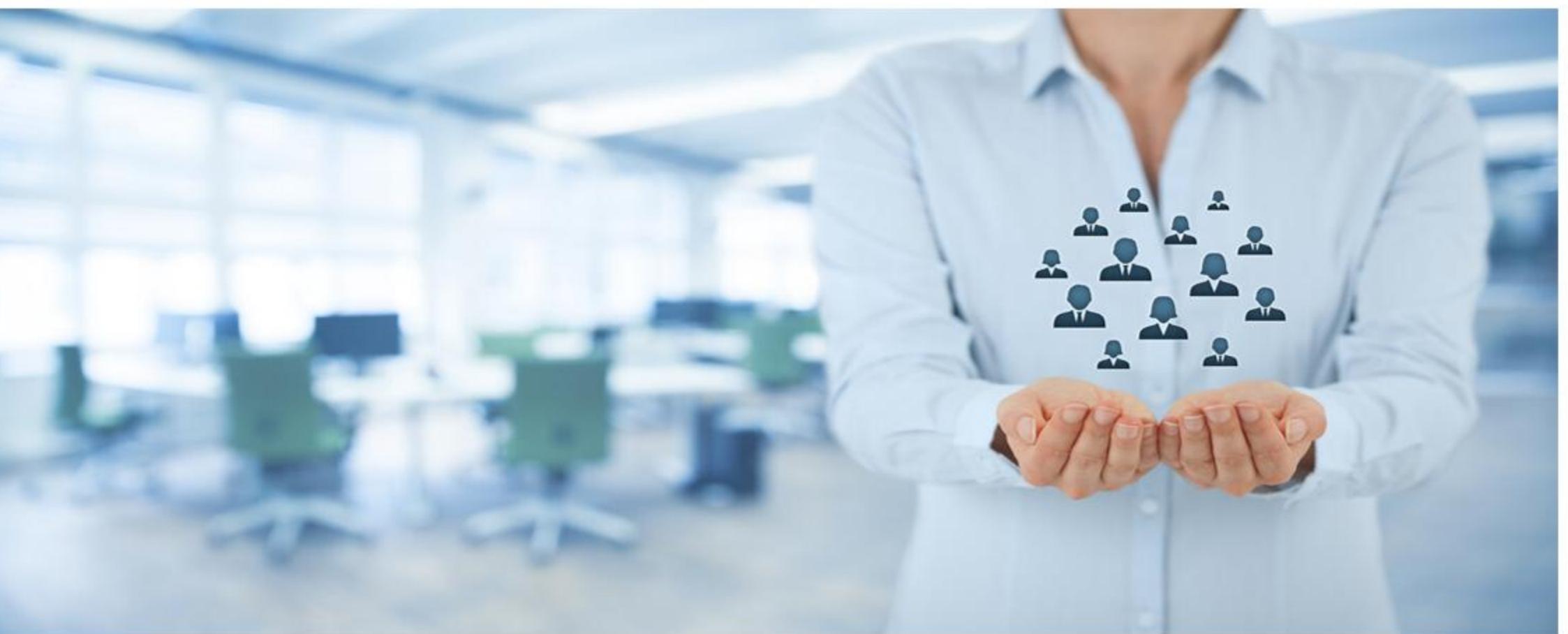
Innovation is the fundamental driving force for a company to remain dynamic and competitive. Innovation in management, market and organization is the driving force and mark of the company's development. Technology innovation is the core task of the company, management innovation and system innovation is the guarantee and service. Innovation is the progressive step of denying existing things, while culture is the accumulation and solidification of the past and the present. Correctly deal with the relationship between innovation and culture, is to deal with the relationship between inheritance and development, tradition and new life, keep and change, prevent Handan learning or metabolism improper grasp, chaos and dysfunction, and even cause some crisis, threatening the survival and development of the company. It is one of the key elements for a company to cultivate its core competitiveness and sustainable development ability to refine, catalyze and consolidate the favorable corporate culture bit by bit in the company philosophy and purpose, the principle of choosing the importance and priority of dealing with internal and external affairs, the basic principles of staff, the style of work, the basic management system, and the construction of environment and style.

3.2 管理与治理 Innovation and Culture

在产品过剩、资本过剩的时代，对大多数公司来说，制约公司发展主要因素已经不是资金和生产能力，而是公司的技术创新和管理能力，是公司技术知识和管理知识对公司的贡献大小。为了增强公司的灵活性和应变性，公司将不再贪大求全，应降低管理费用、提高管理效率、调动员工的积极性、创造性，公司的组织结构出现前所未有的变化----一方面是组织结构从金字塔式更加扁平化，另一方面公司部门要根据形式的变化而不断增减。

In the era of excess products and capital, for most companies, the main factor restricting the development of a company is no longer capital and production capacity, but the company's technological innovation and management ability, and the contribution of the company's technical knowledge and management knowledge to the company. In order to enhance the flexibility and adaptability of the company, the company will no longer be too ambitious, should reduce overhead, improve management efficiency, mobilize the enthusiasm of employees, creativity, the company's organizational structure has seen unprecedented changes ---- on the one hand, the organizational structure from the pyramid more flat, on the other hand, the company's departments to change according to the form of constant increase and decrease.

公司治理有外部治理和内部治理。治理的本质是内外各种关系的正确协调处理。外部有社会公众、社区、政府监管、市场等，内部则有投资者、经营者、监督者在决策、执行、监督方面分工协作、相互制衡的机制安排。内部治理有行为治理、财务治理以及文化治理，重在建立和完善如决策、监督、利益、风险、行为规范、投资、筹资、审计、信息披露、资本结构和股权管理、激励约束等机制，机制的目的和作用根本在于提高人本和资本的效率。法人治理结构完善了，就能充分发挥公司的智慧和人力资源，决策、执行、监督专门化和专业化，提高运行效率，把事情做对做好，防范风险。管理在广义上包含治理，在狭义上则专指具体的经营管理，如战略、生产、营销、人力资源与组织、筹资投资、技术、公司行为等的专业化管理，以及各种基础管理。广义上的管理是公司的核心竞争力之一，扁平化、信息化、人性化、柔性化、系统化、创新集成化是现代管理的趋势。



Corporate governance has external governance and internal governance. The essence of governance is the correct coordination of internal and external relations. Outside, there are the public, communities, government supervision, market, etc., while inside, there are investors, operators, supervisors in decision-making, implementation, supervision, division of labor, mutual checks and balances mechanism arrangement. Internal governance includes behavioral governance, financial governance and cultural governance, focusing on the establishment and improvement of decision-making, supervision, interests, risks, norms of behavior, investment, financing, auditing, information disclosure, capital structure and equity management, incentive and restraint mechanisms. The purpose and function of the mechanism is to improve the efficiency of people and capital. When the corporate governance structure is perfected, the wisdom and human resources of the company can be fully brought into play, decision-making, execution and supervision can be specialized and specialized, operation efficiency can be improved, things can be done right and risks can be prevented. In a broad sense, management includes governance, while in a narrow sense, it refers to specific management, such as specialized management of strategy, production, marketing, human resources and organization, financing and investment, technology, corporate behavior, as well as various basic management. Management in a broad sense is one of the core competitiveness of the company, flattening, information, humanization, flexibility, systematization, innovation integration is the trend of modern management.

3. 3制度与应急 System and Emergency Response

制度是公司管理的具体表现，是公司运营的基础。良好全面的制度体系能够合理的分配管理公司的各项资源，保证各项工作的正常运行，所以完善现有制度，并根据发展现状和未来发展计划对制度体系进行调整是公司可持续发展的重要组成部分。良好的制度体系应该包括内部管理、人员管理、公司运营、工作流程管理、信息管理、市场管理、客户管理、财务管理等方面。每一个方面都应建立独立的管理流程和制度文件，让日常工作有据可依。

System is the concrete performance of company management and the foundation of company operation. A good and comprehensive system can reasonably allocate and manage the resources of the company and ensure the normal operation of all work. Therefore, improving the existing system and adjusting the system according to the development status and future development plan is an important part of the sustainable development of the company. A good system should include internal management, personnel management, company operation, workflow management, information management, market management, customer management, financial management and so on. Each aspect should establish a separate management process and system documents, so that daily work can be based on.



此外从公司整体角度出发，对各个方面应综合的形成公司制度管理总则，对所有的公司行为和工作模式的主要纲领和主要内容进行确定，从而形成统一的管理理念，保证公司的正常发展。并且制度体系中还应包含应急处理制度，对各个方面出现突发事件或紧急状况时的处理方法和工作流程进行确定，从而保证公司在面对突发事件时能够管理有序。

In addition, from the perspective of the company as a whole, the general principles of corporate system management should be formed comprehensively in all aspects, and the main program and content of all corporate behaviors and working modes should be determined, so as to form a unified management concept and ensure the normal development of the company. In addition, the system should also contain the emergency treatment system, which determines the treatment methods and work flow when emergencies or emergencies occur in various aspects, so as to ensure that the company can manage orderly in the face of emergencies.

3.4 人才与培养 Talent and Training

人是公司经营的第一要素，因此人力资源管理成为公司管理的重中之重，主要集中在公司的薪筹设计、绩效考核、工作分析、素质模型、激励约束、竞争淘汰、招聘引进、培训开发等方面，主要的目的是为了充分调动员工的积极性、凝聚力和向心力。首先要调整人才引进政策，积极通过各种渠道引进人才，用政策吸引人才，补充人力资源。

People are the first element of a company's operation, so human resource management has become the only important part of the company's management, mainly focusing on the company's salary design, performance assessment, job analysis, quality model, incentive and constraint, competition and elimination, recruitment and introduction, training and development, the main purpose is to fully mobilize the enthusiasm, cohesion and centripetal force of employees. First of all, we should adjust the policy of talent introduction, actively introduce talents through various channels, attract talents with policies, and supplement human resources.



3.5 资源与能力 Resources and Capabilities

核心竞争力的两个基本理论中，一个是资源理论，另一个是学习理论。

核心竞争力的两个基本理论中，一个是资源理论，另一个是学习理论。前者主要观点是公司的核心竞争力来自公司掌握的资源，资源越稀缺、公司占有的越多，那公司的核心竞争力就越强。巧妇难做无米之炊，没有原料，高价买进或干脆就买不着，那自然就生产不出产品或有价格竞争力的产品。后者是强调公司

以学习为核心的能力，公司只有不断学习，新东西并且学的比别人快，比别人好，才能做到人无我有，人有我优，人优我专。这里的学习实际就是公司的各种能力，对环境变化的反应，新技术的吸收开发，管理上体制与机制的变革，流程和资源的整合，学习型组织的建立和员工素质持续提升，文化上的调整，战略上的权变等。

Among the two basic theories of core competence, one is resource theory and the other is learning theory. The former view is that a company's core competitiveness comes from the resources it possesses. The scarcer the resources are and the more the company owns, the stronger the company's core competitiveness will be. It is difficult for a skilled woman to make bricks without rice. Without raw materials, she buys them at a high price or cannot buy them at all. Naturally, she cannot produce products or products with competitive prices. The latter emphasizes that the company takes learning as the

core ability. Only by constantly learning new things and learning them faster and better than others can the company achieve the goal of having good people without others, having excellent people and specialized people. The learning here actually refers to the various capabilities of the company, the response to environmental changes, the absorption and development of new technologies, the reform of management system and mechanism, the integration of process and resources, the establishment of a learning organization and the continuous improvement of staff quality, the adjustment of culture, and the contingency of strategy.

3.6 定位与发展 Positioning and Development

任何事物都不是孤立的，一般都有属于与自己相同或类似以及相关的群体。群体中个体对其他个体的影响力奠定了该个体在群体中的地位。公司战略中我们关注的三个地位是为了分析战略优势和劣势，是公司在特定时点的静态定位。业务在公司中、公司在行业中、行业在国民经济中，这三个关系的理清与竞争战略、总体战略紧密相关。战略是对未来的筹划，而公司的未来基本上就是公司成长性的表现。地位反映公司过去的积累和现在的实力，成长性建立在地位和最佳走势之上。地位一般通过主要指标重要性反映

如产量占行业产量、市场占有份额、产品的差异性和独特性等，成长性则通过增长性来判断，如收益增长、利润增长、资产增长、权益增长、销售额增长等。成长性的考虑需要综合国民经济增长速度、地区经济和行业发展速度以及本公司的具体情况等诸多因素，是一个预测性和价值判断的重要指标，它涉及具体的筹资、投资和人力资源、营销部署等具体职能战略，科学合理的成长性判断是研究公司战略的关键之一。对于成长性的判断还有重要一点是对其周期的考虑。经济周期、行业周期或产品周期、公司周期在很大程度上影响着公司的成长。

Everything is not isolated, generally have to belong to the same or similar and related groups. The influence of an individual on other individuals in a group establishes the status of an individual in a group. The three positions we focus on in corporate strategy are for the purpose of analyzing strategic strengths and weaknesses, and are the static positioning of the company at a particular point in time. Business in the company, the company in the industry, the industry in the national economy, these three relations are closely related to the competition strategy, the overall strategy. Strategy is planning for the future, and the future of the company is basically the performance of the company's growth. Status reflects the past accumulation and current strength of the company. Growth is based on status and the best trend. Status is generally reflected by the importance of main indicators, such as

the proportion of output to industry output, market share, product differentiation and uniqueness, etc., while growth is judged by growth, such as income growth, profit growth, asset growth, equity growth, sales growth, etc. The consideration of growth needs to integrate many factors such as the growth rate of national economy, the development speed of regional economy and industry and the specific situation of the company. It is an important index of prediction and value judgment. It involves specific functional strategies such as financing, investment and human resources, marketing deployment, etc. Scientific and reasonable growth judgment is one of the keys to study corporate strategy. Another important aspect of growth judgment is to consider its cycle. Economic cycle, industry cycle or product cycle, company cycle to a large extent affect the growth of a company.

3. 7 竞争与合作 Competition and Cooperation

公司是一个营利为目的经济组织，内外各种关系都可以归结为两类。一类为有利因素，通过合作取得共同利益的合作关系；一类可归结为不利，这种不利本质上是争抢利益，即通过互相排斥对抗来实现各自利益的竞争关系。处理好竞争与合作关系，就是要处理好公司的公共关系，公司是各种社会关系的总和。

A company is a for-profit economic organization, and all kinds of internal and external relations can be classified into two categories. One is the favorable factors, through cooperation to achieve common interests of cooperative relations; One can be summed up as disadvantage, which is essentially competing for interests, that is, to achieve their own interests through mutual exclusion and confrontation. To deal well with competition and cooperation is to deal well with the company's public relations, the company is the sum of all kinds of social relations.



一个公司会有同行竞争关系、顾客关系、社区关系、资源关系、金融关系、媒体关系、政府关系、教育科研关系、国际关系、名流关系、员工关系、股东关系等各种内外关系，不同关系面对不同特点的公众，需要使用不同管理职能和沟通途径与手段去理顺关系，把握好竞争与合作的尺度。现实中，更多的是竞争与合作的交叉关系，有利和不利的并存，妥善处理竞争和合作，不仅是基本的战略问题，也是灵活多样、与时俱进的经营管理艺术。

A company will have a variety of internal and external relationships, such as peer competition relationship, customer relationship, community relationship, resource relationship, financial relationship, media relationship, government relationship, education and research relationship, international relationship, celebrity relationship, employee relationship, shareholder relationship, etc. Different relationships face different characteristics of the public, need to use different management functions and communication channels and means to rectify the relationship. Keep a good grasp of the scale of competition and cooperation. In reality, there is more cross-relationship between competition and cooperation, and both advantages and disadvantages coexist. Properly dealing with competition and cooperation is not only a basic strategic issue, but also a flexible and diversified business management art that keeps pace with the times.

结语 Conclusion

