



# 首都机场集团公司 开创品质化发展新篇章

首都机场集团公司（英文缩写CAH）隶属于中国民用航空局，是一家跨地域、多元化的大型国有企业集团。自创建至今，首都机场集团公司始终以“倡行中国服务、展示国门形象”为企业使命，秉承“诚效知行、和谐共赢”的核心价值观，努力建设成为“具有国际竞争力的机场集团”，开创品质化发展新篇章。

首都机场集团公司成立于2002年12月28日，12年来在民航局的正确领导下，公司坚持以邓小平理论和“三个代表”重要思想为指导，全面落实科学发展观，瞄准国际先进机场，顺应时代潮流，快速发展壮大。到2014年12月31日，公司全资、控股的成员企业30多家，管理资产规模超过1175亿元，员工4.8万余人。公司在机场管理、服务、保障、建设等方面构建起一体化的发展平台，并在地产、物流、证券、酒店、旅游等领域有了较大发展。

目前，公司旗下拥有北京、天津、江西、湖北、重

庆、吉林、内蒙古、黑龙江等8省（直辖市、自治区）所辖干支机场40多个，2014年，集团成员机场旅客吞吐量、货邮吞吐量和运输架次分别实现1.92亿人次、284.7万吨和152.5万架次，同比分别增长8.7%、3.6%和7.3%。

面向未来，首都机场集团公司将以“倡行中国服务、展示国门形象”为企业使命，秉承“诚效知行、和谐共赢”的核心价值观，努力建设成为“具有国际竞争力的机场集团”，开创品质化发展新篇章。



## 北京首都国际机场股份有限公司

首都机场作为“中国第一国门”，是亚洲最繁忙的超大型国际枢纽机场，每天25万名旅客从这里抵离、1500多个航班在这里起降。现拥有三座航站楼、三条跑道、两个塔台，航站楼总面积约141万平方米。运营航空公司94家，国际和地区航点109个。作为当今世界上增长速度最快和最具发展潜力的机场之一，首都机场展示了中国民航乃至中国改革开放、社会经济快速发展的成就。

作为首都机场的管理机构，首都机场股份公司以协同联动为目标，积极“搭平台、建标准、创机制”，努力推动机场运营的各个环节消除掣肘、相互配合、提高效率、协同共进。

在“首都机场旅客服务促进委员会”、“首都机场安全管理委员会”、“首都机场运行协调管理委员会”、“首都机场新闻宣传协调委员会”四个平台的基础上，首都机场相应确立了四套标准（即安全、服务、运行、宣传标准）作为保障，又进一步通过资源共享、风险共担、荣

誉共勉三项承诺，加深理解、增进信任、凝聚合力。至此“4-4-3”协调联动机制正式形成。

协调联动机制的成功实践，引起了包括管理学界在内的社会各界的关注。北京大学认真研究了“4-4-3”协调联动机制，提炼出“超越组织边界管理”理念，入选北大经典案例库；哈佛商学院对首都机场3号航站楼转场和奥运保障进行了认真研究，专门编写了教学案例；沃顿商学院深入剖析了首都机场成功战略转型的原因，提出系统提升组织领导力是关键所在，并将于今年底发布相关研究案例；美国《时代周刊》这样评价说，“有了北京的榜样，世界各地机场都将会逐步关注到旅客的感受。”

为了推动“绿色机场”建设，实现可持续发展，首都机场着手从新能源汽车、建设光伏电站、光源改造等领域重点推进节能减排工作，积极打造一个示范性的资源区域，为建设生态文明和美丽中国贡献力量。

## 天津滨海国际机场

天津滨海国际机场地处渤海之滨，是华北地区第二大国际航空港，是国家一类航空口岸和北方重要的航空货运基地，是畿辅门户机场。2013年，天津机场旅客吞吐量突破千万人次，成为距北京最近的千万量级机场，2014年8月，机场二期扩建工程全面竣工投用，天津机场正成长为辅助首都机场、服务京津冀、面向东北亚、辐射欧美的重要航空枢纽。

天津机场占地24平方公里，飞行区7平方公里，4E等级，停机位125个；现有2条跑道和先进的跑滑及盲降系统，能保障空客A380在内的各型民航飞机全载起降；现有11.6万平方米的1号航站楼和24.8万平方米的2号航站楼，以及11万平方米的地下交通中心；3家1级货站，货



库总面积7.4万平方米。机场已具备年旅客吞吐量3000万人次、货邮吞吐量70万吨的保障能力。目前，天津市正在机场周边开发建设7.5平方公里的航空物流园区。

机场地下交通中心和地面长途客运换乘中心，汇集地铁、城际高铁、巴士专线、公交、私家车等多种交通方式。各种交通方式在这里无缝接驳，地上地下，互联互通，天津机场已成为服务京津冀的重要综合交通枢纽。地面交通1.5小时的行程内，天津机场市场覆盖区域遍及北京、天津、河北等地区，可为近7000万人口提供航空服务。目前，天津机场在京津冀地区已建成12座城市候机楼。

截至目前，有45家中外航空公司在天津机场运行，开通客运航线139条，货运航线14条，通航国内外117个城市，已形成国内干支结合、国际面向东北亚、东南亚及欧美的客货运航线网络。2014年1至11月份，天津机场完成旅客吞吐量1106万人次，同比增长23.1%，增速居全国干线机场第1位。

“中国梦”领航中华民族的伟大复兴，奋进的中国青春焕发，美丽的天津生机勃勃。践行京津冀协同发展重大国家战略，京津冀民航协同发展率先行。身处其中，得地利之便的天津滨海国际机场正以崭新的风貌，张开双翼，拥抱更加光辉灿烂的未来。



### 江西机场集团公司

江西省机场集团公司，作为中国机场行业领军旗帜——首都机场集团公司的全资子公司，是展示江西崛起的重要窗口、是建设中的南昌空港经济圈核心。江西省机场集团公司下辖南昌昌北国际机场（4E级）、赣州机场、吉安机场、九江机场、景德镇机场、宜春机场，拥有资产总额50多亿元，员工2400余人。2003年以来，公司依托江西优质的旅游资源，抓住江西在中部率先崛起的重要机遇实现了集团公司跨越式发展。2013年，全集团共完成旅客吞吐量848.8万人次，增速高于行业平均增速。

江西省机场集团公司以服务地方社会经济发展为己任，建成了南昌与京、沪、穗之间的穿梭航班，构建起了通达国内20多个省份30多个城市的航线网络，开通了南昌直达新加坡、首尔、香港和台湾的国际、地区航线，实现了与欧美、东南亚主要城市之间一票到底、行李直挂，架起了江西对接长珠闽、连通港澳台、融入全球化的空中交通走廊。

江西省机场集团公司秉承“红色文化、绿色机场、蓝色未来”的企业文化理念，奉行“勇担重任 敢闯新路 协作共进”的企业精神，全面贯彻以人为本的管理理念，依托机场主业，全面发展酒店、地产、旅游等相关产业，努

力实现公司品质化发展，打造成为全国一流的机场管理集团，将江西机场打造成富有活力的旅游特色机场群。

### 湖北机场集团公司

湖北机场集团公司组建于2004年3月，是首都机场集团公司下属的全资子公司。目前，公司下辖武汉、恩施、襄阳、神农架四个机场和宜昌航管站。

组建以来，湖北机场集团公司积极落地“中部崛起”战略，以建设武汉航空枢纽，打造城市发展

制高点和临空经济亮点，促进区域经济发展为己任，以建设管理型机场样板、争创国内机场改革发展先锋为目标，始终不渝地围绕管理型机场建设，提升运营标准，完善管理模式，实施组织变革，创新市场开发，坚定不移地推进机场由经营管理型向管理型迈进。

近几年来，湖北机场集团公司紧紧抓住中部地区经济快速发展的良好机遇，旗下的干线/支线机场结合成网络，共同发力。其中，被誉为中国航空天元的武汉天河机场，大力推进“国际航线+中转服务+航空物流”差异化竞争策略，立志于打造全国重要的门户和枢纽机场。天河机场也是继北京之后，第二家同时拥有国航、南航、东航三大骨干航空公司基地的大型机场，率先开通了中部地区直飞巴黎、莫斯科、旧金山的洲际航线，国际客流量连续



多年蝉联中部第一。2014年，天河机场年旅客吞吐量突破1700万人次。

面对新一轮改革发展的历史机遇，湖北机场集团公司将持续推进管理理念、管理机制和管理模式的创新，朝着“枢纽+门户”的战略目标，紧抓“国际航线+中转服务+航空物流”三大差异化竞争策略，励精图治，改革创新，持续提升发展品质，为落地“中部崛起”战略，助力民航强国梦，推进亚洲机场业翘楚的目标而阔步前进。

### 重庆机场集团有限公司

重庆机场集团公司肇始于民航四川省管理局，于1997年更名为民航重庆市管理局。2003年组建重庆机场集团公司，2004年加入首都机场集团；2006年，旅客吞吐量突破800万人次，步入全国10大机场行列；2013年，旅客吞吐量突破2500万人次，机场排名升至全国第九，跻身世界70强。目前，重庆机场客运通航城市超过120个，已初步构建起连接亚洲、欧洲、北美洲、中东、澳洲等地区的国际客运航线网络。

在“倡行中国服务”理念引领下，重庆机场打造出“1秒服务”品牌，形成了“1+5主副品牌”体系，即：“一秒服务”主品牌和“96666百事通”、“金葵问讯”、“红绸导乘”、“木兰安检”、“天空街市”5个副品牌。2014年，又面向社会推出十五项服务承诺，并把“红马甲”服务和“急特中转”服务正式升级为重庆机场“1秒服务”副品牌，形成了1个主品牌，7个副品牌





构成的品牌群，正式启动了新一轮品牌建设，大幅提升了服务质量。

未来，重庆机场将坚持战略引领发展，通过实施“以枢纽战略为核心，以领先战略、综合交通战略、临空产业战略为支撑”的发展战略，以“打造公众欢迎的机场集团，努力成为“世界一流、亚洲领先”的大型复合型枢纽机场为目标，为繁荣地方经济、打造城市形象、促进经济文化交流，推动民航发展做出贡献。

### 吉林省机场集团公司

吉林省民航机场集团公司（以下简称吉林机场集团）于2003年11月28日成立，2005年7月24日与首都机场集团公司联合重组，为首都机场集团公司全资子公司。吉林机场集团下辖长春龙嘉国际机场、延吉朝阳川机场和长白山机场和即将通航的通化机场，经营航空客货代理、地面客运、酒店等产业。

2012年11月9日，吉林机场集团首次年旅客吞吐量突破500万人次，跻身中等规模机场行列；2013年1月30日，长春机场完成候机楼商业改造，服务功能日臻完善，候机楼环境焕然一新；2013年10月25日，吉林省发改



委正式批准长春龙嘉机场二期扩建工程，长春机场T2航站楼建设即将启幕；2013年11月20日，吉林机场集团完成有史以来首次中层管理人员竞聘上岗；2013年全年，吉林机场集团旅客吞吐量增幅稳居东北机场之首；2013年，吉林机场集团在六十年不遇的特大暴雪中不停航，表现出了勇担社会责任的企业形象……

安全态势持续平稳、服务水平稳步提升、运输生产快速增长、盈利能力持续提高、基础设施建设稳步推进……吉林机场集团蕴含着改革升级的强大能量，积极践行“中国服务”，打造安全之门、服务之门，充分展示着白山松水、多彩吉林的风姿。

### 内蒙古自治区民航机场集团有限责任公司

内蒙古民航机场集团公司于2003年12月19日正式成立，前身为中国民用航空内蒙古自治区管理局。2005年12月19日，内蒙古自治区人民政府委托首都机场集团公司经营管理内蒙古民航机场集团公司。

内蒙古是我国机场数量和机场类型最为丰富的地区。机场集团目前经营管理着15个机场。其中1个干线机场，10个支线机场，1个通用机场和3个通勤机场。目前，自治区还有6个机场正在建设当中，预计到十二五末，运营机场数量将达到21个，并有13个机场开工建设或开展前期工作。

“提升安全品质，打造服务品牌。”通过积极推进建设安全和质量管理体系，搭建服务品牌，内蒙古机场集团的安全基础得以夯实。自1958年筹建建立民用航空管理局以来，内蒙古民航机场事业连续保持了56年安全平稳的运行态势，整体服务品质得到了持续提升。

自内蒙古机场集团公司成立以来，运输生产经历了快速增长的“黄金十年”。通过创新性地开展“模拟航

空”、“支线快线”等模式，内蒙古机场集团旅客吞吐量由不足百万增长到了1100多万人次，年均增速32.1%。“支线快线”模式得到了社会大众、地方各级政府以及民航行业各级主管部门的广泛认可。

### 黑龙江省机场管理集团公司

黑龙江机场集团成立于2003年12月28日，2006年4月28日加入首都机场集团。公司现辖哈尔滨、齐齐哈尔、牡丹江、佳木斯、黑河、漠河、伊春、大庆、鸡西、加格达奇、抚远11个机场。

黑龙江机场集团以建设“国内同层级领先的机场集团”为目标，对标先进、提升品质、创建品牌，促进机场集群协同发展，在安全保障、优质服务、经营管理、规模效益、规划建设、顾客满意度等方面取得了长足发展。2013年，黑龙江机场集团共实现运输飞行起降112372架次，完成旅客吞吐量1246.4万人次，完成货邮吞吐量9.9万吨，分别为2003年4.6倍、5.4倍和3.1倍。哈尔滨机场年旅客吞吐量于2013年12月25日首次突破千万人次，步



入千万级机场行列。已经形成了以哈尔滨为中心、辐射全国重要城市，延伸俄罗斯、日本、韩国等周边国家和欧美主要国家的空中交通网络。

未来，黑龙江机场将肩负起建设“东北亚区域枢纽，对俄远东地区门户机场”的重任，励精图治、锐意进取、砥砺前行，为加快构建黑龙江省现代化综合交通运输体系、提高对外开放水平、促进经济社会发展贡献力量！



# Capital Airports Holding Company Ushering in the New Era of "Quality-based Development"

Capital Airports Holding Company (CAH), affiliated to the Civil Aviation Administration of China (CAAC), is a large-scale state-owned enterprise with cross-regional and diversified businesses. Since its establishment, CAH has been upholding the mission of "Advocating China Service, Showcasing National Gateway Image" and following the corporate values of "Integrity and Effectiveness; Knowledge and Practice; Harmony and Win-Win". Striving to build itself into an internationally competitive airport group, CAH is ushering in the new era of "quality-based development".



CAH was officially established On Dec. 28th 2002. In the past 12 years, under the leadership of CAAC, CAH has been undergoing rapid development by adhering to the guidance of Deng Xiaoping Theory and the Important Thought of Three Represents (by former President Jiang Zeming) and the Science-based Development Concept (by former President Hu Jintao). It has also been complying with the trend of times by benchmarking top international airports. By Dec. 12th 2013, CAH wholly owns and controls more than

30 companies and subsidiaries, manages more than RMB 117.5 billion worth of assets and has 48,000 employees. It has built an integrated platform and has achieved substantial development in airport management, services, supporting business and construction, and has also made great progress in real estate, logistics, securities, hotel, tourism and other sectors.

Currently, CAH wholly owns or manages more than 40 airports in 8 municipalities or provinces including Beijing,

Tianjin, Jiangxi, Hubei, Chongqing, Jilin, Inner Mongolia and Heilongjiang. In 2014, the total passenger traffic, cargo throughput and number of flights of CAH's member airports had increased by 8.7%, 3.6% and 7.3%, reaching to 192 million, 2.847 million tons and 1.525 million respectively.

## Beijing Capital International Airport Co., Ltd.

Beijing Capital International Airport (BCIA), known as "China's No.1 Gateway", is one of the largest and busiest international aviation hubs in Asia. It has a daily throughput of over 1,500 flights with a traffic volume of 250,000 people. Covering an area of 1.41 million square meters, BCIA has three terminals, three runways and two towers. 94 airlines operate in BCIA, connecting Beijing to 109 international and regional destinations. As one of the fastest-growing airports in the world, BCIA is poised to further unlock its tremendous potential. Its remarkable progress is a strong testimony to the achievements made by China's aviation industry in specific and China's opening-up and reform in general.

As the governing body of BCIA, Beijing Capital International Airport Co., Ltd. takes cross-sectional coordination as

a top priority and strives to build enabling platforms, formulate industrial standards and innovate cooperation mechanisms. It aims to eliminate misunderstanding and barriers throughout the whole process of airport operation so that efficiency can be boosted and win-win cooperation enhanced.

## Tianjin Binhai International Airport

Located near the Bohai Sea, Tianjin Binhai International Airport (TBIA) is the second largest international airport in North China. In close proximity to Beijing, TBIA is a national Category I airport and an important aviation cargo base in North China. In 2013, TBIA's passenger throughput exceeded 10 million, making it the closest airport to Beijing that accomplished so. In August 2014, TBIA's Phase II was put into use. It is such a milestone event that marks TBIA is further fulfilling its mission of assisting BCIA, servicing Beijing, Tianjin and Hebei Province, developing the Northeast Asia market, and branching into Europe and America.

TBIA covers an area of 24 square kilometers with a 4E





airfield area of 7 square kilometers and 125 gate positions. TBIA is equipped with two runways and ILS, which can meet the full-load landing requirements of all types of civil aviation aircraft, including A380. Its T1 is 116,000 square meters and T2 is 248,000 square meters. It also has an underground transport center of 110,000 square meters. Three Category I cargo stations have settled in, covering a total area of 74,000 square meters. TBIA now is capable of an annual passenger throughput of 30 million and cargo/mail throughput of 0.7 million metric tons. Currently, Tianjin Municipality Government is building an aviation logistics park around TBIA that covers 7.5 square kilometers.

### Jiangxi Airports Group Company

Jiangxi Airports Group Company (JAGC) is a wholly-owned subsidiary to CAH, the leading airport group in China. Standing at the center of the still underway Nanjing Airport Economic Zone, JAGC is a significant gateway that facilitates the rise of Jiangxi Province. JAGC runs Nanchang Changbei International Airport (4E), Ganzhou, Ji'an, Jiujiang, Jingdezhen and Yichun Airport. JAGC owns over RMB 5 billion worth of assets and employs over 2,400 staff. Since 2003, JAGC has achieved leap-forward development by utilizing the quality tourism resources in Jiangxi Province and the opportunities offered by rise of Central China. The year 2013 registered an annual passenger throughput of 8.484 million, a growth rate higher than industrial average.

JAGC takes servicing local social and economic developments as its mission. Domestically, it offers frequent flights between Nanchang and Beijing/Shanghai/Guangzhou and over 30 other cities in over 20 provinces. Regionally, it connects to Singapore, Seoul, Hong Kong and Taiwan. Internationally, it offers through tickets and through check-in services for destinations in Europe and America as well as Southeast Asia. In this way, JAGC has contributed greatly to integrating Jiangxi into national and global economy.

### Hubei Airports Group Company

Established in March 2004, Hubei Airports Group Company (HAGC) is a wholly-owned subsidiary to CAH. Currently, HAGC runs Wuhan, Enshi, Xiangyang, Shennongjia Airport and Yichang Aviation Management Station.

In recent years, under the leadership of Science-based Development Concept, HAGC has been actively tapping the opportunities brought about by the rise of Central China. HAGC takes it its mission to promote regional and local economic development, and aims to build Wuhan, capital of Hubei Province, into an aviation hub that can activate development of other airports within Hubei Province. With great efforts made in reform and innovation, HAGC has achieved remarkable development and consolidated its foundation for further progress. Among domestic airports of similar size, Wuhan Tianhe International Airport and Enshi Airport are leaders in terms of main business growth rate.

### Chongqing Airport Group Co., Ltd.

The history of Chongqing Airport Group Co., Ltd. (CAGC) can be traced back to Civil Aviation Sichuan Province



Administration, which changed its name to Civil Aviation Chongqing Municipal Administration in 1997. CAGC was established in 2003 and joined CAH in 2004. Its throughput exceeded 8 million in 2006, making it a TOP 10 airport in China. In 2013, its throughput surpassed 25 million, ranking 9th in China and making the list of world TOP 70. To date, CAGC has built a global network that connects to over 120 destinations in Asia, Europe, North America, the Middle East, Australia etc.

Under the philosophy of "Advocating China Service", Chongqing Airport built one primary service brand called "Prompt Service within 1 Second", under which there were 5 secondary service brands, namely "96666 Hotline", "Sunflower Information Service" "Red-Tassel Leading Ride" "Magnolia Security Check" "Shopping Streets by the Airport". In 2014, CAGC made 15 service promises to the customers and further added another two secondary service brands, "Red Vest Volunteer Service" "Emergent Connection". Under such a framework of one primary service brand and 7 secondary service brands, Chongqing Airport has made significant progress in improving its service.

### Jilin Civil Airports Group Company

Jilin Civil Airports Group Company (JCAG) was established on Nov. 28th 2003 and became a wholly-owned subsidiary to CAH on Jul. 24th 2005. Currently, JCAG manages four airports - Changchun, Yanji, Changbaishan Airport are in operation and Tonghua Airport is yet to complete construction. JCAG has presence in passenger and cargo service agency, ground handling and hotel services.

On Nov. 9th 2012, the annual throughput of JCAG passed 5 million for the first time, marking that JCAG grew into



a middle-sized airport. After the renovation project came to a successful end on Jan. 30th 2013, T1 of Changchun Airport took on a new look with more and better functions. Meantime, T2 is also poised to break ground. On Nov. 20th 2013, JCAG witnessed for the first time that its middle-level managers were selected through competition instead of assignment. In 2013, the throughput growth of JCAG ranked top in the three Northeastern provinces (Heilongjiang, Jilin and Liaoning). In 2013, though hit by the worst blizzard in 60 years, JCAG managed to maintain operations, showing a responsible corporate image.

### Inner Mongolia Civil Aviation Airport Group

Inner Mongolia Civil Aviation Airport Group (MCAA), formerly known as the Inner Mongolia Autonomous Region Authority of CAAC, was established on Dec. 19th 2003. On Dec. 19th 2005, the Inner Mongolia Autonomous Region Government commissioned CAH to manage MCAA.

Since its foundation, MCAA has experienced a golden decade featuring rapid development. By innovatively creating the "feeder line" model and "express line" model, MCAA succeeded in increasing its annual throughput from less than 1 million to 11 million, an average growth of 32.1%. These two models have been well received by the general public, local governments and civil aviation authorities.

### Heilongjiang Airports Management Group Co., Ltd.

Heilongjiang Airports Management Group Co., Ltd. (HAMG) was established on Dec. 28th 2003 and joined CAH on Apr. 28th 2006. HAMG now runs 11 airports, namely, Harbin, Qiqihar, Mudanjiang, Jiamusi, Heihe, Mohe, Yichun, Daqing, Jixi, Jiagedaqi, Fuyuan Airport.

With the aim of building itself into a leader among airport groups of its similar size, HAMG has made strenuous efforts to benchmark other leading airports, build up its brands and promote coordinated development among its member airports. Tremendous progress has been made in safety, quality, management, profitability, planning and customer satisfaction. In 2013, HAMG hosted 112,372 flights with a total passenger throughput of 12.464 million and cargo/mail throughput of 99,000 metric tons, up by 360%, 440% and 210% compared with 2003. The throughput of Harbin Airport surpassed 10 million on Dec. 25th 2013, a significant milestone in its development history. To date, HAMG has built a network with Harbin in the center and reaching out to other major cities in China and destinations in Russia, Japan, ROK, Europe, America and other neighboring countries.