

解密万达执行力

Secrets to Wanda Group's Success

在中欧20周年校庆活动“大师讲坛”系列讲座上，大连万达集团董事长王健林是最受欢迎的演讲嘉宾之一。本文依据王健林在“大师讲坛”上的演讲编辑而成，相关视频可通过中欧iTunes U和YouTube网站观看。

The CEIBS 20th Anniversary Master Class with Wanda Group Chairman Wang Jianlin was one of the most popular events in the series. For all who've been asking, here's a shortened version of his April 12 presentation. The video is also available on CEIBS iTunes U and YouTube sites.

“Wanda Group has grown rapidly in recent years and, because of its strong execution skills, has a great reputation in China. By last year we had gained annual growth of over 30% for eight successive years, and one year it was as high as 45%. With our strong execution skills, we’ve finished many projects quickly and efficiently.

People may wonder how we’ve achieved such legendarily fast growth and how we’ve managed to become so strong at execution. That’s why today I’ll decode our execution strategy for you.

There are four major planks in Wanda’s execution strategy: strong execution, building a culture of execution, having an effective management model and relying on

technology to drive execution.

Wanda’s strong execution can be clearly seen in two aspects. First, we never fail to meet project deadlines. At the very beginning of each project, our internal document will have a schedule for the exact date when the project will be open for business no matter if it’s a plaza, hotel or cinema.

We’ve never postponed any project during the past 16 years we’ve been in the real estate industry. It’s this tradition of sticking to the schedule that ensures that we have no problems in attracting business.

Second, we can effectively control costs. The production cycle of a real estate project is normally long. It usually takes us over two years from negotiation to accessing the land, and for many other companies it might take more than three or four years. With such a long time to complete a project, it’s hard for us operators to control costs. Also, real estate construction has no unified standards because we have to adjust the designs and merchants’ layout requirements to meet different tastes and preferences in different regions. This also makes it hard to

“

All the 100+ projects Wanda has invested in within the last 10+ years, have had below-target costs and above-target net profit

”

control costs. Normally most operators will spend 15% to 20% more than their budgets. But all the 100+ projects Wanda has invested in within the last 10+ years, have had below-target costs and above-target net profit. As a real estate operator, we have to effectively control costs. That’s our competitive edge.

The second plank in our strategy is to nurture a culture of execution, which means to flawlessly execute decisions and strategies within the company. First of all we should set examples so that others can follow. This, in fact, has something to do with me growing up in the army which shaped my character. I always stick to the principle that whatever I ask my employees to do and however I ask them to behave, I will first do the same thing and behave the same way myself.

Having an effective management model, the third key plank, also plays



在中国，万达的执行力可以说是名闻遐迩的。这些年来，万达集团取得了飞速发展，很多工程的建设速度非常快。去年我们总结走过的历程时说，万达已经连续八年环比增长超过 30%，年度增长率最高时达 45%，发展速度堪称业界神话。也许人们会很好奇，万达是如何形成超强执行力，取得这样快的发展速度的呢？

今天，我想从四个方面解读万达的执行力：

第一，万达的执行力表现在两个方面。首先是“说到做到”。万达所有的广场、酒店和院线等，在开工时我们就会确定未来开业的时间，并以内部文件的形式明确下来。我们会提前公布开业时间，百分之百开业，绝不拖延。从事不动产 16 年来，我们的项目无一延期。之所以一定要准时开业，是为了让入驻商家有所准备，方便他们节省成本；这也为我们赢得了良好声誉，因此万达项目的开业招商不存在问题，有很多商家追随。其次是“算到拿到”。房地产行业，特别是不动产领域的运作周期比较长，一般建设周期需要三至四年，我们可以两年做一个项目；但从谈判到拿地的时间更长。而且不动产项目是非标准化生产，不同的地段要设计不同的形式，不同的区域要安排不同的商家。这些因素使得成本控制十分困难。多数企业从开工到竣工决算，很难做到不超支，超支 15-20% 是正常的。但万达这么多年来，所有的不动产项目，包括广场、酒店在内大约 100 多个项目，决算成本都低于预算，也就是说净利润高于目标。

第二，万达如何在企业内部形成执行文化。首先要以身作则。也许和我的性格形成期是在部队里度过的有关，我的身上有深深的军人烙印。直到现在，我在公司要求员工做到的，自己一定先做到。多年来，我都敢说一句话，那就是“向我看齐”。而且，万达有一种文化，只要是大家经过反复斟酌确立的目标，没有人会说不可能，大家都觉得完不成任务是件可耻的事。此外，还要有严格的奖惩机制。

第三，万达的执行管理模式。成就好的执行力，还是要看

管理和执行的模式如何。我们确立的是高度总部集权的模式，权力向总部集中，弱化总经理的个人作为。在万达，总经理和副总经理经常是轮换的。不存在不服从，不服从就解雇。其次是垂直扁平管理模式。我们的成本部门，如财务系统、人力资源系统、质量监督系统、安全系统都直接隶属于总部。最后是强化监督，人的天性都有弱点，因此要靠严格的制度来保障执行。

第四，科技保障执行。要形成很强的执行力，一个非常重要的办法就是依靠科技化、信息化来保障执行，即实现高度信息化。十几年前，当很多人还没有这个意识的时候，我们就成立了自己的信息中心。现在信息中心经理的级别很高，相当于副总裁，部门里有很多员工，也聘用了很多海归、海外人员。很多年前我们就在移动端实现了所有办公系统的自动化，员工可以在手机上审阅文件。此外，计划模块化也很重要。万达特别强调计划，我们有专门的计划部，每年都会制定财务计划、成本计划、现金流计划、利润计划、人力成本计划、招聘计划等，具体到每月、每周、每天。每年 11 月底，所有总经理都要知道下一年该招多少人、花多少钱、赚多少钱。

总而言之，万达的执行力是靠我们的制度、文化、奖惩机制和科技手段训练出来的，不敢说在世界上，至少在中国是首屈一指的执行力，再加上很重要的商业模式，保证了万达连续八年逾 30% 的环比增长，而且过了千亿规模之后还能保持 30% 的增长。去年全球经济下滑，我们依然保持这样的增长速度，资产达到了 3800 亿元人民币。即便 2015 年之后减速到 15%，2020 年我们依然可以实现一千多亿美元的年收入，上万亿元人民币的资产。到那时候，万达绝对会成为全球名列前茅的超级企业，而且我们要求 20% 的收入来自海外，成为一流的跨国企业。

为什么我们有这样的雄心壮志？因为我觉得要用实践证明，民营企业完全依靠市场配置资源，也可以成为全球赫赫有名的企业，要为中国企业，特别是民营企业争光。

“ We rely on the best technology to ensure execution. ”



an important role in Wanda's execution strategy. The structure in Wanda is clear. We centralise authority at HQ and weaken the individual authority of general managers. In Wanda, general managers and deputy general managers take turns working in different cities in a regular rotation and that's a rule that everyone has to obey. Anyone who disobeys the rule will be fired. That's our culture of execution that we have to stick to. If we let every manager stay in the big cities such as Beijing and Shanghai as they wish, we can't achieve sustainable development. Of course exceptions can be made if senior employees have some family-related reason that needs us to be flexible.

And the last plank: we rely on the best technology to ensure execution. Technology and information serves as a vital complement to our management system, culture of execution, reward and penalty system and supervision to ensure execution. We established our own information centre more than a decade ago when many companies still didn't realize the importance of information. The information centre plays an essential role in corporate

operations, and the centre manager is at the same level as a vice president. Over the years we've engaged many overseas returnees and overseas professionals in the information centre and achieved the goal of having a mobile office by automatically synchronizing information. Now, at Wanda, we can deal with office documents using our mobile phones.

Apart from the four vital planks, I also want emphasize the power of our modularized and integrated work plan system. In Wanda, we attach great importance to plans. We established a planning department to make monthly, weekly and daily plans and annual plans for finance, cost control, cash flow management, profit, staffing and recruitment. Thus by the end of every November, all department heads know their planned targets for the next year regarding employment, costs and profits.

I'm proud and confident to say that Wanda is the company with the strongest execution skills in China. I believe we are the only company in China that never fails to meet project deadlines and always has complete control of our costs and budget. Our strong execution relies on the integrated

strategy of our management model, our culture of execution, clear system of rewards and penalties and advanced technologies. Of course our unique business model also plays an important part in all of this. It is all these efforts that have propelled us to annual growth of over 30% over eight successive years and keeping the growth rate at 30% after achieving hundreds of billions of dollars in asset value. Last year we had 30% growth and \$380 billion in asset value, despite the global economic downturn. If we can maintain the growth momentum, we can have over \$100 billion in annual income by 2020 and thousands of billions of dollars in assets even if the annual growth rate slows down to 15% after 2015. If so, Wanda by then will definitely become an international megacorporation, and we expect that by then we would be the top transnational enterprise with 20% of our income coming from overseas.

We hold this great ambition because we want to prove that, by using the mechanisms of the market, we can be one of the best companies in the world and be a credit to Chinese companies, especially Chinese private companies.”