

# HR Strategies for Building Famous Brand in China

## 实施人力资源战略

## 打造全国知名品牌

Interview with Beijing Pake International Engineering Consulting Co. Ltd.

访北京帕克国际工程咨询有限公司

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**监**理事业的开创和发展，是建筑业体制改革的成果，也是现代化建设的需要。北京帕克国际工程咨询有限公司成立于1993年9月，是北京市第一家中外合作经营的工程监理、工程咨询、项目管理、招标代理企业。它也是北京市唯一一家参加建设部《全国建设监理规范》（国标）编撰的监理单位、首批获得工程监理综合资质的企业，可承担所有专业工程类别建设工程项目的工程监理业务，并开展相应类别建设工程的项目管理、技术咨询等业务。

与十年前采访时相比，帕克在事业上取得了跨越式发展。十年期间帕克承接的工程项目获得国家鲁班奖、詹天佑奖、北京市结构长城杯、竣工长城杯等奖项近百项。从在北京建立第一家公司开始，发展到今天在沈阳、天津、安徽、杭州、云南、青岛等省市建立了10家分公司，并拥有1000多名优秀员工。为更深入地了解帕克取得的辉煌成就和成功经验，近日，记者对北京帕克国际工程咨询有限公司进行了一次10年回访。

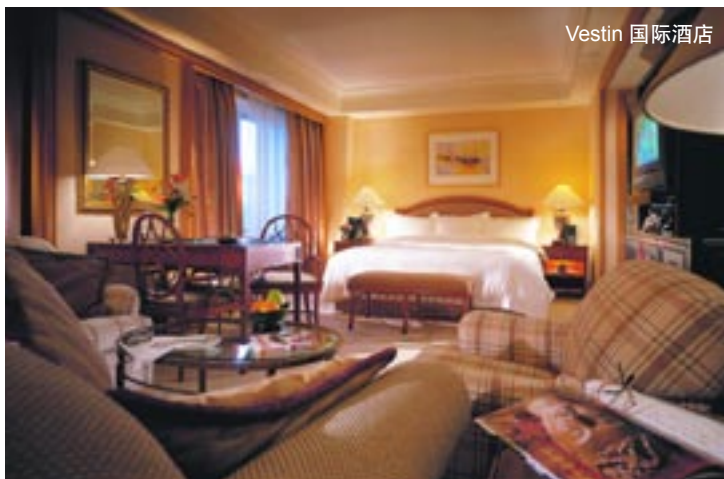
十年来，帕克一直处在一个快速发展的阶段，公司从最初的区域品牌企业，通过10年发展已上升为全国性的品牌企业，项目已从北京发展到全国十多个一二线城市。10家分公司的发展势头良好，云南公司成立2年多来，在当地已经非常有名气了；沈阳公司两年中在当地接了两个非常著名的项目，其中沈阳恒隆高达350米，创造了沈阳第一高；天津公司正在施工的项目就有16个，总建筑面积接近200万平米。2006年帕克实施VIP战略，定位做高端服务，建立了VIP服务体系，和万科、华润、龙湖、招商地产、中海、首创、中粮、中

铁、万达等顶尖公司合作，取得了显著成效。这些知名地产商在经过与帕克的首轮合作后，与帕克结成一种非常默契的长期战略合作伙伴关系。帕克市场价格是比较高的，主要承接超高层、高档酒店、写字楼、体育场馆项目，在全国同行业中的业绩也是名列前茅。北京的CBD、奥运工程、金融街、中关村等每一个主题都有帕克的项目，比如，长安街第一高的银泰柏悦酒店、银泰中心；中关村地区最高的中钢大厦、北部地区最高的北辰大厦。最令人鼓舞的是奥运会期间，帕克囊括了由中华全国总工会、北京市总工会、北京市建委、北京市2008年工程建设指挥部办公室于2006年开展的奥运工程建设劳动竞赛所有监理奖项。帕克承接的水立方、自行车馆等8个奥运项目有两个分别荣获了鲁班奖、詹天佑大奖。奥运会后帕克在山东、福建、黑龙江都有体育场馆建设监理项目，还承接了北京国际俱乐部、长城饭店、银泰柏悦、威斯汀、澳门励骏五个超五星酒店项目。这几年，帕克正在从监理市场逐步向管理市场发展。有人认为奥运会之后北京会面临一个低谷，但帕克事实上不但未受影响，反而逆势而上，包括国际金融危机期间，其市场占有率不但没有降低反而增加。

企业的竞争实际是人才的竞争。帕克之所以能在短短十年之间迅速发展壮大，其最大竞争优势就是拥有一支优秀的人才团队。帕克公司总经理胡海林先生于2001年帕克上任时，由于市场不稳定和高管流失，是公司最困难的时候。在他的提议下，公司制定了一条清晰的发展路线：第一步是要稳定市场，组建一支年轻化、市场化、知识化的新团



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队，着力提高团队凝聚力，实现了1+1大于2的效果。第二步是从低端市场走向高端市场，开始做企业管理，通过管理水平的提高来做市场。这两步都基于一个人才战略决策，帕克制定了五至八年的人才发展战略，校园招聘、国内新动力、海外新动力、梯队建设，都已经顺利开展并初见成效，实施人才发展战略给企业带来的市场竞争力也日益增强。在引进人才的同时，帕克还敏锐的觉察到了人才资源的可持续发展问题。为此帕克努力建设一个学习型团队，鼓励员工的学习作为一种机制建立起来，保证了人力资源的可持续发展。目前，公司的高管团队已经形成，高管全部是本科和硕士学历，其中有6名毕业于清华北大的工商管理硕士。帕克在人力资源上投入很大，所有高管在具有一定管理实践经验之后，就会派到北大、清华学习管理，这对提高公司管理水平起到了很大作用。

回顾过去，成绩斐然；展望未来，前景灿烂。谈到今后的发展计划，胡海林先生表示：“帕克一定要走出去，而且我们正在走出去。帕克会继续扩大全国的市场布局，要成为真正的全国品牌公司，下一步我们还会向国际市场迈进。做国外市场的主要目的是对国内市场的一个支撑。我们第一步要做的是学习和参与，这两年我们一直在实施海外新动力，把员工派到国外与国外企业合作，全面融入到管理项目中，以加大对国际市场的了解。今后公司要向规范化、科技化和国际化发展，这是帕克下一个10年的目标，我们正在向这个目标努力。”



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Supervision service is initiated and developed to meet the needs of the modernization, being a result of institutional reform in the building industry. Beijing Pake International Engineering Consulting Co., Ltd., founded in September, 1993, is the first joint venture specializing in engineering supervision, engineering consultation, project management and bidding agency. It is also the first Beijing-based enterprise to join the compilation of "National Supervision Regulation in Construction Industry" (a national standard). As one of the earliest licensed supervision enterprises, Pake can participate in all building supervision projects and provide the project management and technical consultation services.

Compared with 10 years ago, Pake has achieved a leap development. In the past 10 years, Pake projects have been entitled with Luban Award, Zhan Tianyou Award, Beijing Structure Great Wall Cup and Completion Great Wall Cup, totaling about 100 awards. Pake started its first office in Beijing, then Shenyang, Tianjin, Anhui, Hangzhou, Yunnan and Qingdao. Now, more than 1000 employees devote their full-



北辰大厦

time contribution to Pake in these 10 branches. In order to get a deep understanding towards Pake's success and achievement, Multinationals in China has a talk with Pake.

For the last 10 years, Pake has been growing fast, from a regional famous enterprise to a national well-known one. Its project scope also spreads from Beijing to more than 10 first- and second-tier cities. Its 10 branches are flourishing in business. Its Yunnan Branch becomes very famous among the local clients though it is just a two-year-old company; its Shenyang Branch has been involved in two famous projects including 350m-high Shenyang Henglong, the roof of Shenyang City; its Tianjin branch now has 16 projects under construction, with the overall building area of nearly 2 million square





自行车馆

meters. Pake implemented its VIP strategy in 2006 to embark on the road of providing high-end services. A VIP Service system is established with its domestically-leading clients like vanko, China Resources, Longhu, China Merchants Property Development, China Overseas, Beijing Capital Land, COFCO, China Railway Group and Wanda. All of these developers have formed long-term strategic cooperation relationship with Pake after the first cooperation. Pake charges a high price in the market and the performance is in the first rank in China. Its projects mainly focus on skyscraper, top-grade hotel, office building and stadium. Pake has been involved in CBD, Beijing Olympics Park, Finance Street, Zhongguancun, Yintai Centre-Park Hyatt Beijing, the highest along the Changan Street, Yintai Center, Sinosteel Plaza, the highest in Zhongguancun, and Beichen Plaza, the highest in northern Beijing, What is the most encouraging during the Olympic Games period is Pake had been awarded with all the supervision awards of the Olympic Labor Competition initiated in 2006 by the All China Federation of Trade Unions, Beijing Federation of Labor Unions, Beijing 2008 Engineering Construction Headquarters. Pake's projects include 8 Olympic projects like Water Tube and Velodrome. Two of them are awarded with Luban Award and Zhan Tianyou Award. After the Olympic Games, Pake has been involved in many stadiums in Shandong, Fujian and Heilongjiang. Pake also supervises 5 super-5-star hotels such as the Beijing International Club, The Great Wall Sheraton Hotel and Yintai Centre-Park Hyatt Beijing in Beijing, and Westin Hotel and Legendale Hotel in Macao. In recent years, Pake is developing from the supervision market to the management market. Common wisdom believed that

Beijing would witness a downturn after the Olympic Games, but Pake had not been affected. Indeed, it grew against the reverses, especially in the international



financial crisis when its market ratio increased rather than decreased.

Enterprise competes indeed for talents. Pake would not be like today if there had not such a team of excellent personnel. When Hu Hailin, the General Manager took his post in 2001, it was the most difficult period due to the unstable market and the drain of senior managerial officials. He gave a map for the development. First, to stabilize the market and build young team with market knowledge. He strained the nerves to make the team more united and try to make it more efficient. Second,



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to move from the low-end market to the high-end market. He began to focus on management and to promote the market by improving the management. These two steps are the result of a talent strategy. Pake developed a 5-8 year talent development strategy. Achievements had already made in campus recruitment, hiring the experienced, training the personnel overseas and team building. This has shaped the competition edge for the company. In the mean time, Pake was aware of the sustainable development issue of the talents. Pake then tried to build up a learning team and make it as a system to encourage the employees to study; hence the human resources can be developed in a sustainable way. The senior management team is formed now. At present, all of them hold a BA or MA. Among others, 6 of them are the MBA graduating from Peking University and Tsinghua University. Pake has invested a lot in human resources. All the senior management staff will go to learn management in Peking University and Tsinghua University. This has helped to improve the management of the company.

In retrospect, Pake has archived a lot; look into the future, a good prospect is ahead. Hu says: "Pake must go global and it has embarked on the road of it". Pake will increase its market share in China and go global in the next step. To go global is to support the business in China. "First to learn, and second, to participate. In the past two years we had sent our employees abroad to cooperate internationally. They will be totally involved in management and get understanding of the international market," Hu says. "In the next 10 years, Pake will be more standardized, scientific and international and we are striving ahead toward this."