

# Overstep the Dream, Make a Great Future



## 超越梦想 铸造未来

Interview with Mr. Hailin Hu the Chairman, and Mr. Chen Bai, the General Manager of Beijing Pake International Engineering Consulting Co., Ltd.

访北京帕克国际工程咨询股份有限公司董事长胡海林先生、总经理白晨先生

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2016年1月29日，对于北京帕克国际工程咨询股份有限公司是具有特别历史意义的一天，公司在国家新三板市场成功挂牌（股票代码835333），这是帕克公司新征程的开启。没有什么比不断成长中的企业更令人鼓舞。帕克公司自1993年成立之日起，就不断调整定位，不断开拓新的市场和业务，目前已形成完整的市场构架，以前瞻性的战略和策略实现了质的飞跃。2017年是帕克蓬勃发展的第24个年头，凭



董事长胡海林先生和总经理白晨先生合影  
The Chairman Mr. Hailin Hu and the General Manager Mr. Chen Bai

借20多年的丰富经验、先进的管理理念、完善的客户服务体系、不断创新的技术团队、功能卓越的解决方案，奠定了帕克行业翘楚地位，为促进行业的发展以及带动中国经济的腾飞发挥了重要作用。

为进一步了解帕克发展历程和取得的成就，适值迎接中国改革开放40周年之际，记者专程回访了北京帕克国际工程咨询股份有限公司董事长胡海林先生及总经理白晨先生。胡海林董事长是一位业内重量级人物，拥有高级工程师、注册项目管理师、注册监理工程师等专业职称，并享有北京市评标专家的殊荣。他拥有一颗充满活力、激情，永远年轻的心，对事业充满着热爱与执着，自2001年加入帕克担任执行总经理至今，就一直见证并引领着公司的发展。

战略决定成败，是一条颠扑不破的真理，已经成为经济学家和

企业家们的共识。这些年战略上的科学布局让帕克走出了一条崭新的发展之道。与7年前采访时相比，帕克已不可同日而语。胡海林董事长首先回顾了公司这年的发展，他说：“2010年采访后的几年，中国经济经历了包括建筑行业大洗牌的过程。2010年，公司的发展开始处于瓶颈阶段，这也是源自于整个监理和咨询行业的大瓶颈。帕克在这7年发展中有几个大的转变，第一、实施规范化管理，向管理要效率。公司做了很多变革，把过去靠人治理、非规范性的公司改变成完全现代化制度的公司。第二、实施人力资源科学管理。企业的发展需要沉淀，需要不断的完善。到今年为止，帕克已做了10年人力资源储备，已经真正开花结果了。这几年人力资源方面取得的成功，这是我最感欣慰、收获最大的一件事情，而且未来会更好。”

高素质的人才是企业最宝贵的财富，优秀的人才队伍是企业成功的关键。帕克一直秉承以人为本的核心价值观，以客户为导向的发展理念，注重团队合作，重视员工的个人追求，积极创造良好的工作环境，以发挥其最大潜力。在谈到管理哲学和用人之道时，白晨总经理认为，创建一个优秀、成功的企业，‘人’最重要。帕克是一个集体团队，一个大家庭，每个员工都是家庭中的一个成员。培



国家速滑馆 National Speed Skating Oval

养员工团队精神，增强团队凝聚力很重要。现在大家在工作中都很有成就感，把帕克当做自己的事业看待，都有信心在未来3年实现质的飞跃，这势必将成为个人职场生涯记忆中浓墨重彩的一笔。

高超的商业智慧和管理才能是企业核心竞争力的重要内容。胡海林董事长为此颇有体会地说：“目前，世界四大会计事务所之一在帮我们做企业文化处理，国际著名的一家广告公司在帮助梳理公司整个网站、自媒体系统包括微信公众号。公司自媒体、企业文化梳理、制度建设、人力资源管理方面的建设，我感觉完全得益于在清华的学习。我本人读DBA博士，这些年清华的课程从没有间断过。而且整个团队都能跟上发展步伐，公司中高层都毕业于清华和北大，这样才能保证思想和步伐一直走在最前沿。帕克不惜成本地对人才的培养在同行业是很少见的，机关各部门的中高层也都是公司一手培养起来的以清华为主包括同济、浙大等非常知名学府毕业的硕士生，很多员工都已是985、211高校毕业生。譬如36岁的现任总经理白晨，年轻有为的他，就是一毕业就来到帕克工作，并在派送清华和国外学习的过程中不断提升自我能力和价值。”“有了人才和完善的制度建设，能够保证引进人才并留住人才。同时，帕克还为优秀员工提供上升通道和职业规划。中高层管理团队的平均年龄才30多岁，在全行业中是最年轻、学历最高的。再过5年，我们的目标是再培养出30名左右项目经理级别的人员，这在行业内一定有很大的竞争优势。”白晨总经理补充说道。21世纪的市场竞争，更多地归结为企业文化的竞争。市场竞争不仅是产品和技术的竞争，更是企业理念和价值观的竞争。

品牌是企业的无形资产，是一个企业整体实力的

佐证，也是企业知名度、美誉度的象征，在企业开拓市场、资本扩张、队伍凝聚等方面发挥着重要的作用。帕克是全行业内最早发展成为集项目管理甲级、咨询甲级、人防甲级、监理综合资质于一体的大型综合咨询企业和工程顾问公司。目前公司主要核心业务包括工程监理、项目管理、工程咨询、幕墙顾问，业务遍布全国19个省市及地区，累计承接项目管理、项目监理业务600多个。荣获鲁班奖、国家优质工程奖、国家詹天佑奖、国家钢结构金奖等30多项奖项，以及北京市及各省市的200多项结构、建筑方面奖项。帕克还作为行业标杆企业，参与到多项国家规范、行业及地方标准的编制工作。帕克在

20多年的发展中，始终坚持经济效益与社会效益并重，坚守企业的社会责任和使命担当，从参与水立方等7个奥运会项目建设，到参与汶川抗震救灾建设，到参与冬奥会和北京城市副中心、北京新机场的建设，充分展现了帕克人的社会责任感和使命担当精神。这些辉煌的业绩和成就，使帕克在行业内具有独特的核心竞争力和广泛的影响力，奠定了在国内外的品牌效应。

有一个伟大的经济学家揭示了人类经济发展的一个规律，就是必然由竞争走向联合。这个经济学家的名字叫做卡尔·马克思。在经济全球化趋势加速发展的今天，合作联盟已经成为企业提高品牌知名度，增强竞争力的重要手段。胡海林董事长和白晨总经理强调：“公司发展达到一定高度，就到了玻璃天花板顶端，为此公司制定与实施了并购和合伙人的发展战略。帕克从2016年做制度建设



国家游泳中心（水立方） National Aquatics Center (the Water Cube)

到 2017 年开始实施，已进入到另一个新的发展阶段，做到真正的跨区域、跨行业、跨专业发展。将实现 3-5 年内成倍的增长。是将过去完全自主做经营、做项目，改变成另一种战略去主导运营的模式，这是公司未来 3-5 年更大的一个变化。目前已成功加盟了好几家优秀的公司与合伙人。”

展望未来，胡海林董事长和白晨总经理均胸有成竹、运筹帷幄，他们表示：“多年的积累是帕克最宝贵的财富，也是迈向成功的阶梯。过去很辛苦，但这三年我们会更辛苦，因为我们是在蜕变、在升华。未来的 3-5 年将是帕克高速扩张、实现历史性跨越的发展阶段。目前公司已制定清晰的发展战略，从人力资源到企业文化、制度建设、信息化等方面都具备了完善的条件。现在大家都信心满满并浑身充满正能量，对企业未来发展之路坚定不移。”

人类社会如同一辆奔驰的列车，风风火火地向前进，不断带来前所未有的冲击与变革，更加充满活力和创造性。我们看到，帕克经过 20 多年的创新进取，已夯实了稳固的根基，取得了长足的发展，公司在竞争中得到了锻炼，也积累了经验。虽然，未来之路任重道远，但是我们相信，在有以胡海林董事长、白晨总经理为首的精英掌舵的这艘旗舰将以崭新的面貌投入到新一轮的高速发展中，在继续开放的市场中放手一搏，驶向更加光辉的彼岸！



天津周大福金融中心 Tianjin Chow Tai Fook Financial Center

On January 29, 2016, Beijing Pake International Engineering Consulting Co., Ltd. (stock code: 835333) was listed in the National Equities Exchange and Quotations (NEEQ). From this historic day, Pake Consulting sets foot on a new development journey. There is nothing more inspiring than an unceasingly-developing enterprise. Since its establishment, Pake Consulting has consisted on adjusting its market positioning and extending new business and market space. Now Pake Consulting has developed to a firm running with a complete market frame and made a leap development in support of its forward-looking strategy. In its 24-year booming development, Pake Consulting has accumulated rich experience in its field and formed avant-grade management philosophy. Its perfect service system, innovative technical team and excellent solutions



北京大学国际医院 Peking University International Hospital

enable Pake Consulting to be a leader in the industry and play an influential role in the industry development even in the Chinese economy.

To know more about Pake Consulting's development process and achievements, Multinationals in China (MNC) makes an interview with Mr. Hailin Hu the Chairman, and Mr. Chen Bai, the General Manager of Pake Consulting. Mr. Hu, a heavyweight in the consulting industry, holds multiple professional titles like Senior Engineer, Certified Project Management Engineer and Certified Supervision Engineer, and



滕州高铁新区 Tengzhou Gaotie New Area

enjoys an honor of Beijing Bidding-evaluation Expert. Mr. Hu, active and passionate for his career, joined Pake Consulting and held the general manager in 2001. Next he has witnessed and led the company to a prosperous situation.

The strategy determines the success. This unalterable truth has been agreed widely by economists and enterprisers. In recent years, Pake Consulting takes feasible strategic planning which leads it to a brand-new development route. Compared with its conditions 7 years ago, Pake Consulting now upgrades dramatically. "The Chinese industries including building industry has been through a reshuffle revolution in several years after the last interview in 2010. In 2010, the company was just in a bottle-neck stage, which was related to the overall context of the supervision and consulting industry. In the past 7 years, Pake Consulting had taken the following great transitions. First, the company promoted standardized management and improved efficiency through high-level management. Pake Consulting evolved from a subjective-managed and non-standardized company to a modern standardized one. Second, the company promoted scientific management on human resource. Talent accumulation and improvement contributes to an enterprise's development. Now, Pake Consulting's ten-year reserve of human resources has yielded positive results." "I'm so gratified and happy for the success in the development of our human resource in these years. I believe that such success would remain in the future," Mr. Hu said when reviewing the company's past development.



西双版纳避寒山庄 Xishuangbanna Winter Resort

Quality talents are the most cherished treasure for an enterprise and an outstanding team is the key for an enterprise to success. With people-oriented core values and client-centered development philosophy, Pake Consulting has been laying stress on improving team cooperation, helping staffs to realizing their goals and creating a fine working atmosphere, so as to make them release potentials fully. Talking of management philosophy and staffing rules, Mr. Bai expressed that "human" is the first magnitude for an excellent and successful enterprise. Each staff is regarded as a member in Pake Consulting family. It is of great importance to raise staffs' team spirit and enhance the team's cohesion. Everybody feels a sense of achievement in work and regards Pake Consulting work as his/her own career. All the staffs are confident of taking a leap development in next 3 years. Their experience in Pake Consulting will become a brightest segment in their careers.



昆泰嘉瑞中心 Kuntai Jiarui Center

Business wisdom and managerial aptitude are important parts in an enterprise's core competitiveness. "Recently, one of the Big Four accounting firms is helping us to cultivate our corporate culture and a famous international advertising firm is working for us to plan our web portal and We Media, including our official WeChat account. In my opinion, our construction of We Media, corporate culture

cultivation, institutional construction, and human resource management are benefited from my study in Tsinghua University. I am studying for a DBA doctorate, and never stop the study at Tsinghua University. The middle- to senior-management personnel are all graduated from Tsinghua University and Beijing University, and such high quality of personnel raises and keeps the company's strategies and steps to the forefront. As a rare case in the industry, Pake Consulting cultivates talents at all costs. Our middle and senior managers are all promoted in support of Pake Consulting and graduated from famous schools like Tsinghua University, Tongji University and Zhejiang University. Most of the staffs are from "985 Project" and "211 Project" universities. For instance, the general manager, Mr. Bai, 36 years old, joined Pake Consulting when he just graduated. He was sent to Tsinghua University and overseas to improve his capability and values," Mr. Hu said. "Only sound talent system can ensure the import and retention of talents. Pake Consulting provides excellent staffs with wider promotion channels and applicable occupational planning. The Middle and senior executives, 30 years old on average, consist the youngest and the highest education background team among the industry. Our 5-year objective is to turn out about 30 project managers, which will enlarge us more competitive advantages in the industry," Mr. Bai added. "The market competition in the 21st Century mostly comes down to the competition in corporate culture. Market competition exists not only in product and technology, but in



沈阳市府恒隆广场 Forum 66



保利国际广场 Poly International Plaza



成都银泰中心 Chengdu Yintai Centre

an enterprise's concept and values".

Brand, as an enterprise's intangible asset, a strong evidence of an enterprise's competence and a symbol of the enterprise's popularity and reputation, plays an important key in market tapping, capital expansion and team cohesion. Pake Consulting, a large comprehensive engineering consulting firm was the first one integrating multiple qualifications including Class-A project management, Class-A consulting, Class-A civil defence and supervision. At present, the company's core business including engineering supervision, project management, engineering consulting and curtain wall consulting, has been spreading in 19 provinces and cities throughout the country, and undertaking over 600 projects overall, involving with management and supervision. Pake Consulting is granted with over 30 national awards like Luban Prize for Construction Project, National Quality Project Award, National Zhan

Tianyou Award, National Gold Medal for Steel Structure, and over 200 provincial awards in structure and architecture. Pake Consulting, as a benchmarking enterprise, has participated in the compiling work of multiple national regulations, industrial and provincial standards. With the development over 20 years, Pake Consulting has been always given its considerations to both economic and social benefits, and fully performed its social responsibilities, from the construction of 7 Olympic Games projects including the Water Cube, the earthquake relief construction in Wenchuan, to the a series of constructions in Winter Olympic Games, Beijing Sub-center, and Beijing-Daxing International Airport. These construction cases and achievements constitute Pake Consulting's unique core-competitiveness and great influences as well as enable it to erect a bright brand at home and abroad.

Great economist Karl Marx reveals a rule of economic development, i.e. economies must develop from competition to association. While the economic globalization accelerates, cooperation becomes an important means for enterprises to improve brand awareness and enhance competitive strength. "A company may face the "ceiling effect" when it develops to a certain scale. So we draw up and take a development strategy of "merger and partner". Pake Consulting developed a new system in 2016 and executed it in 2017. It is stepping into a



万达 J1 秀场 Wanda J1 Show Field

brand new phase of development cross regions, industries and professions, and will make a doubled expansion. The company will transform from an independent-operating mode to a strategy-guided mode, which will be a greater change in the next three to five years. Now, quite a few excellent firms and copartners have joined with us," Mr. Hu and Bai added.

"Recourses and talent accumulation in many years will be our most valuable treasure, as well as a ladder to success. We might be hard in the past, but would be more laborious in future. Pake Consulting will remold itself and keep rising. We are going to a historic phase of development with high-speed expansion. The company has drawn up a clear development strategy and prepared sound conditions in human resource, corporate culture, system construction, informatization and other aspects. We are full of confidence and positive energy for future development," Mr. Hu and Bai said when talking about the future vision.

The human society, like a locomotive moves forward and forward, not only brings us unprecedented shock and revolution, but also adds vitality and creativity. As we see, Pake Consulting consolidates a firm foundation and accumulates rich experiences in the past competition and development. So we firmly believe that, led by the chairman, Mr. Hu and the general manager Mr. Bai, Pake Consulting will rise to a brighter future.



北京通盈中心（洲际酒店） Beijing Yingtong Centre (InterContinental Hotels and Resorts)