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厦门大学

硕士学位论文

重通集团风电产业进与退之研究

The Research on "Into or Out" of Wind Power Industry of  
Chongqing General Industry (Group) Co., Ltd

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## 摘 要

重庆通用工业（集团）有限责任公司（以下简称“重通集团”）是国内著名的大型制冷空调和离心式鼓风机、通风机等鼓压风机产品制造企业，该公司于2006年正式启动风电项目，2007年引进荷兰NGup公司成套叶片技术和建成风电叶片制造基地，2008年叶片实现挂机运行试验，2009年通过德国GL质量认证并取得设计制造许可证，2010年风电叶片批量进入市场。而此时，中国风电产业进入了调整期，由于重通集团风电产品市场影响小、运输距离远等原因，导致效益差，部分职工要求停止风电产品生产。因此，重通集团面临风电产业的退与进之选择。

本文运用管理决策经济学理论，通过定量分析、定性分析、swot分析方法，研究解决资源配置、竞争策略、技术效率、管理效率及与政府的关系等问题。

本文的现实意义在于：通过六章的深入分析，对“退”的原由及中国风电产业政策研究、产业现状研究、风能资源研究、风电开发规划研究、国内市场现状研究、重通集团竞争优势研究，得出重通集团风电产业应该“进”的结论。

本文的创新之处在于：运用综合性分析方法，通过政策分析、资源分析、市场分析、产品分析、财务分析等方面的深入分析研究，对重通集团风电产业“进”的生产基地布局、产品方案、技术设备工程方案、投资策略及财务分析、风险及应对措施提出了可供实施的新路径，从理论和实践上解决了重通集团发展风电产业中的具体问题。

**关键词：**企业竞争战略； 产品优选； 项目建设

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## Abstract

Chongqing General Industry (Group) Co., Ltd. (hereinafter referred to as CQGI ) is a famous manufacturing enterprise in China for its large refrigeration and air-condition, centrifugal blower and ventilator, etc. In 2006, CQGI officially launched the wind power project. In 2007, the corporation imported the Netherlands NGUP Company's complete set of blade technologies, and built the manufacturing base for annual output of wind power blades. In addition, the blades completed the operational test in 2008, and passed the Germany's GL quality certification and got the design and manufacture license in 2009. Furthermore, a great quantity of the wind power blades accessed to market in 2010. However, at that time, China's wind power industry was entering a period of adjustment. For CQGI's wind power products had little market influence, long shipment distance and some other reasons, CQGI had poor economic performance and some workers required to stop producing the wind power products. So that CQGI had to choose whether to go into or out of the wind power industry.

The thesis researches on solving resource allocation, competitive strategy, technical efficiency, management efficiency, relationship with the government and so on, by using Management Decision Economics Theory, quantitative analysis, qualitative analysis, SWOT analysis, etc.

The thesis has practical significance. The two chapters and twelve sections in it tell us some reasons for going out of the wind power industry, and show us a series of research on the policies of China's wind power industry, the industry's actuality, the wind energy resources, the wind power development planning, the domestic market's actuality and CQGI's competitive edge. At the end, the thesis draws a conclusion that CQGI should go into the wind power industry.

The thesis also makes innovations. By using comprehensive analysis, policy analysis, resource analysis, market analysis, product analysis, financial analysis and other means, it puts forward some new path that can be implemented on the production base layout, the products plan, the technology and equipment engineering scheme, the investment strategy and financial analysis, and the risk and solutions. These theoretically and practically solve specific problems in development of CQGI's wind power industry.

**Key Words:** Enterprises' competitive strategy; Product optimization; Project construction

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