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世联地产资产服务系列丛书编辑委员会

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22	○	3.3	□□□□□□□
22		3.3.1	的
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26		3.3.3	定位 “ ”
26	○	3.4	□□□□□□□□□□□
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28		3.4.2	不

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36	○	□ 4 □	□□□□□□□□□□□□
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37		4.2.1	的
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“ ”

“ ”

“ ”

“ ”

“ ”

第 1 章

最初的失足——开发的
战略性错误

1. 1

1. 1. 1

480

35

shopping mall 8

1 - 1

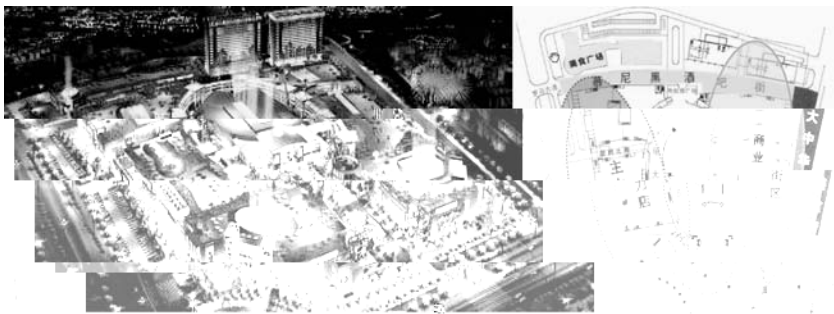
1 - 1

	100	
	3 800	
	480	
		340
	shopping mall	35
		25
		7. 5
		8
		5. 5
		3. 6

1.

20

1-2



1-2

2.

1-3

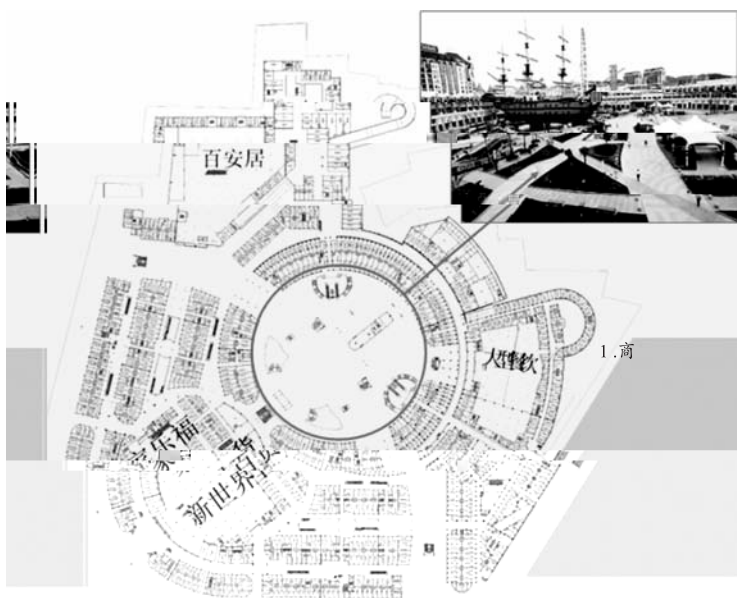
CBD

1-4

40%

“

”



“ ”

1-2

1-2

1909			50	1907
1913	Woolworth		57	
1931			86	
1973			110	20 70
1997			88	
2003			101	

1-7



1-7 “ ”

1.3

1-9



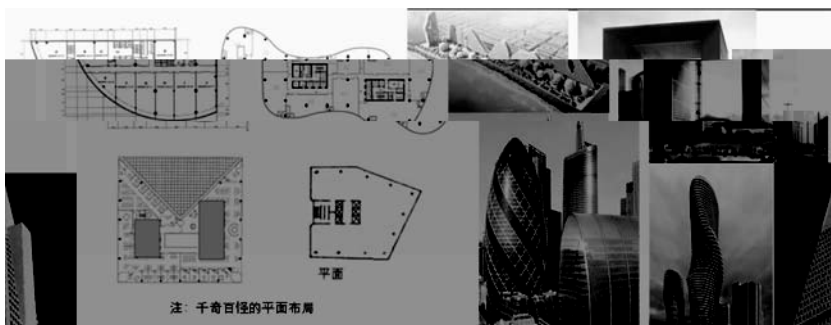
第2章

资产产品的错

2.1

1.

2-1



2-1

2.

2-2

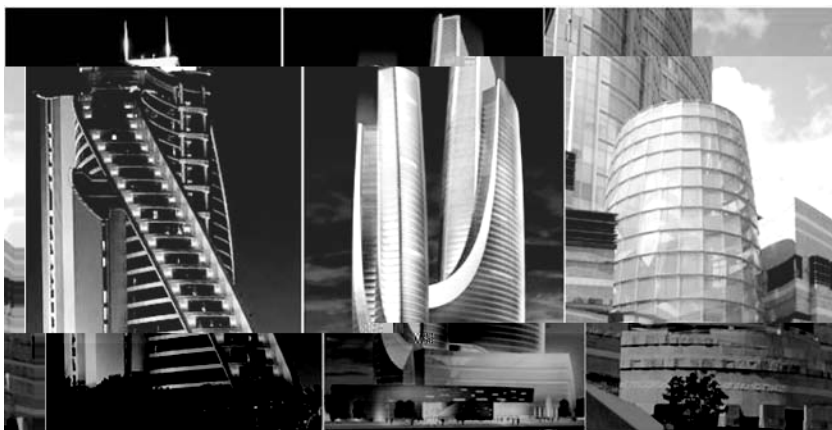


2-3

3 000

4.

2-4



2-4

2.2

1.

—— × ×
60 200

1

2

4 500 20

2.

× × 81 500 2001

3 000

5 1 000 /

2

2001 1

3

24

$$\begin{array}{ccccccc}
 & 24 & & 24 & & & \\
 1\ 000 & & & & & 3 & \\
 & & 3\ 000 & & & & 24 \\
 & & & 750 & / & & 100 \\
 / & & 8 & & 16 & & \\
 & & 750 + 100 \times 16 \times 30 = 408\ 000 & & & & \\
 & & 250 & & & &
 \end{array}$$

第 3 章

资产运营之“殇”

3.1

3 - 1

3 - 1

1.

开

买
书

3.

3~5 “ ”

3.2

3.2.1

1.

2.

■

3-2



3-2

■

3-3



3-3

■



3-4



2.

“

”

3.3.2

3-3

3-3

		shopping mall
		3%

1. — CBD

 3 –6 0.6 7.2

1 115

3. 9

2. 4

12



3-6

2.

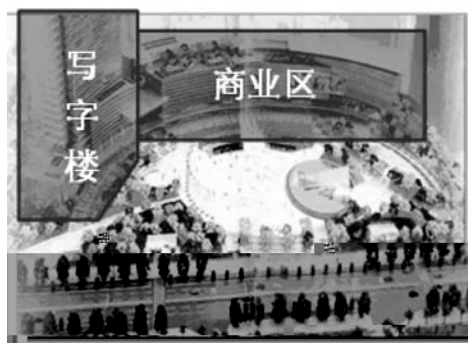
—

3

“ ”

3-7

3



3-7

3.3.3

“ ”

CBD

2 000

3.4

3.4.1 “ ”

40%
50 30
80 1931
80

-
-
-

Centex 10 1.7
1996 4 000 30 /
10 / 17
1/3

Centex

100%

“ — — ”

3.4.2

1.

2.

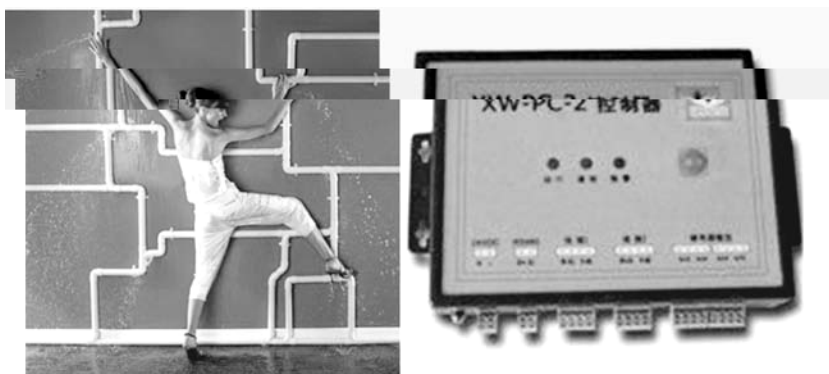
3-9



3-9 3D

3.

3-10

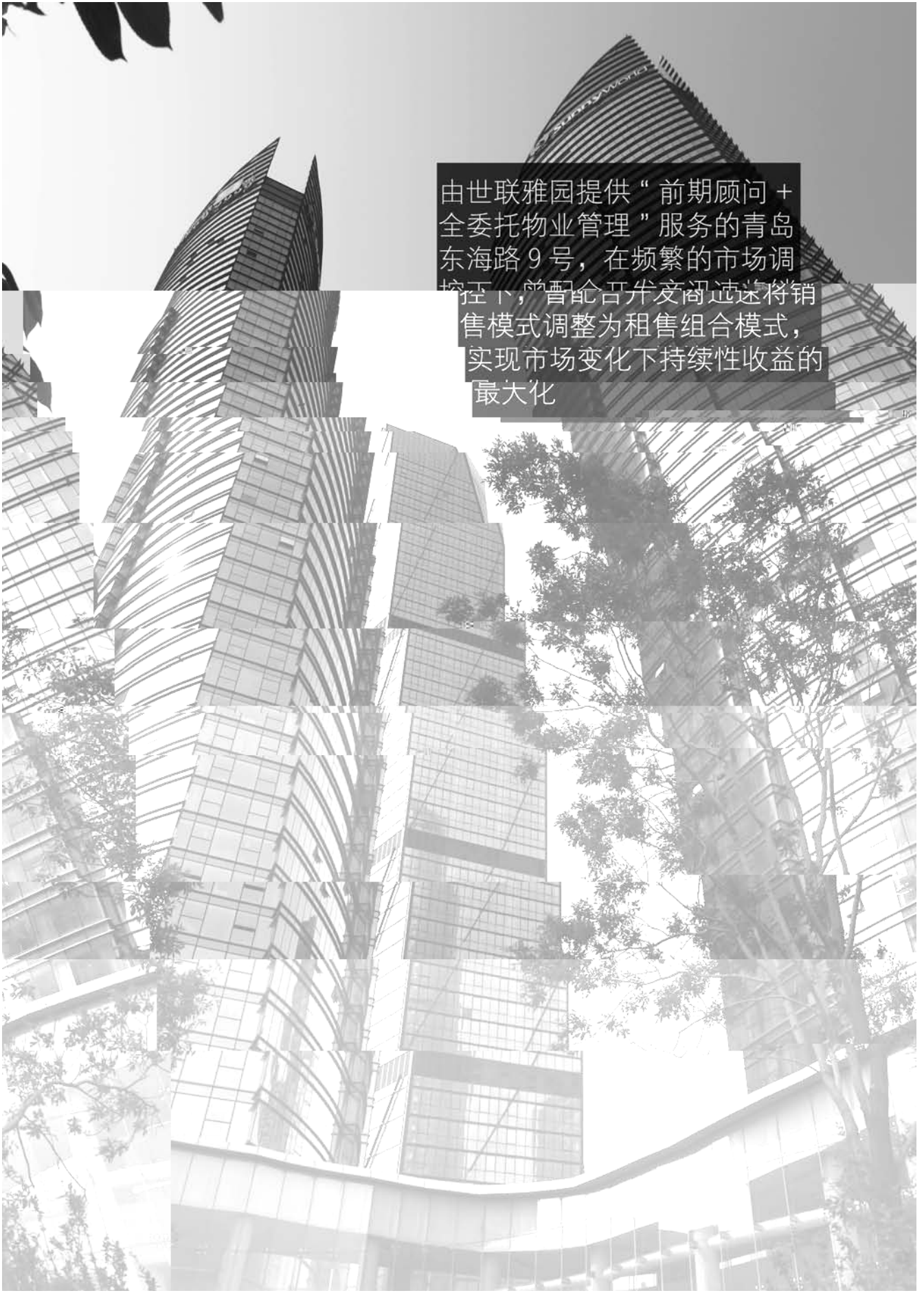


3 - 10

4.

DSP

1 000



由世联雅园提供“前期顾问 + 全委托物业管理”服务的青岛东海路9号，在频繁的市场调控下，曾配合开发商调整过销售模式调整为租售组合模式，实现市场变化下持续性收益的最大化

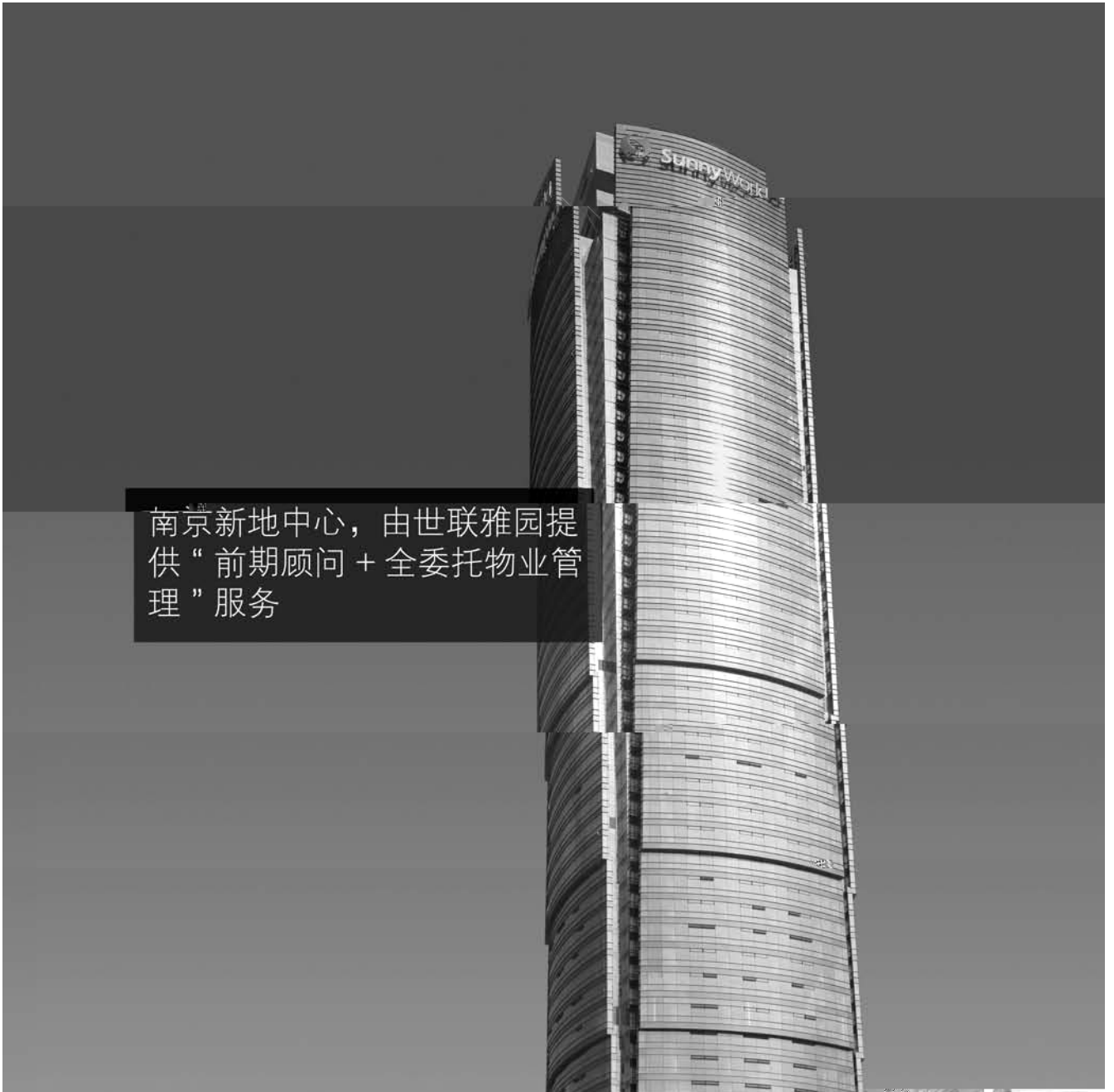
1.

2.

+

3.





南京新地中心，由世联雅园提供“前期顾问+全委托物业管理”服务



第 4 章

投资决策期要先问 两个问题

4.1

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-
-

4.2

4.2.1

“ ”

CBD

v

E

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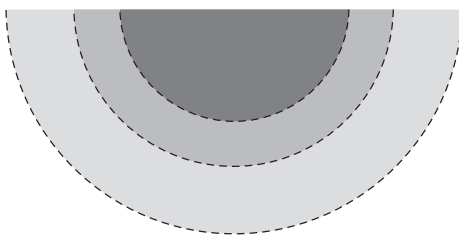
Z

4-1

4.2.2

4-1	0 ~ 300
300 ~ 700	700 ~ 1 000

廊道效应







4-4



4-4

4.2.4

1.

2.

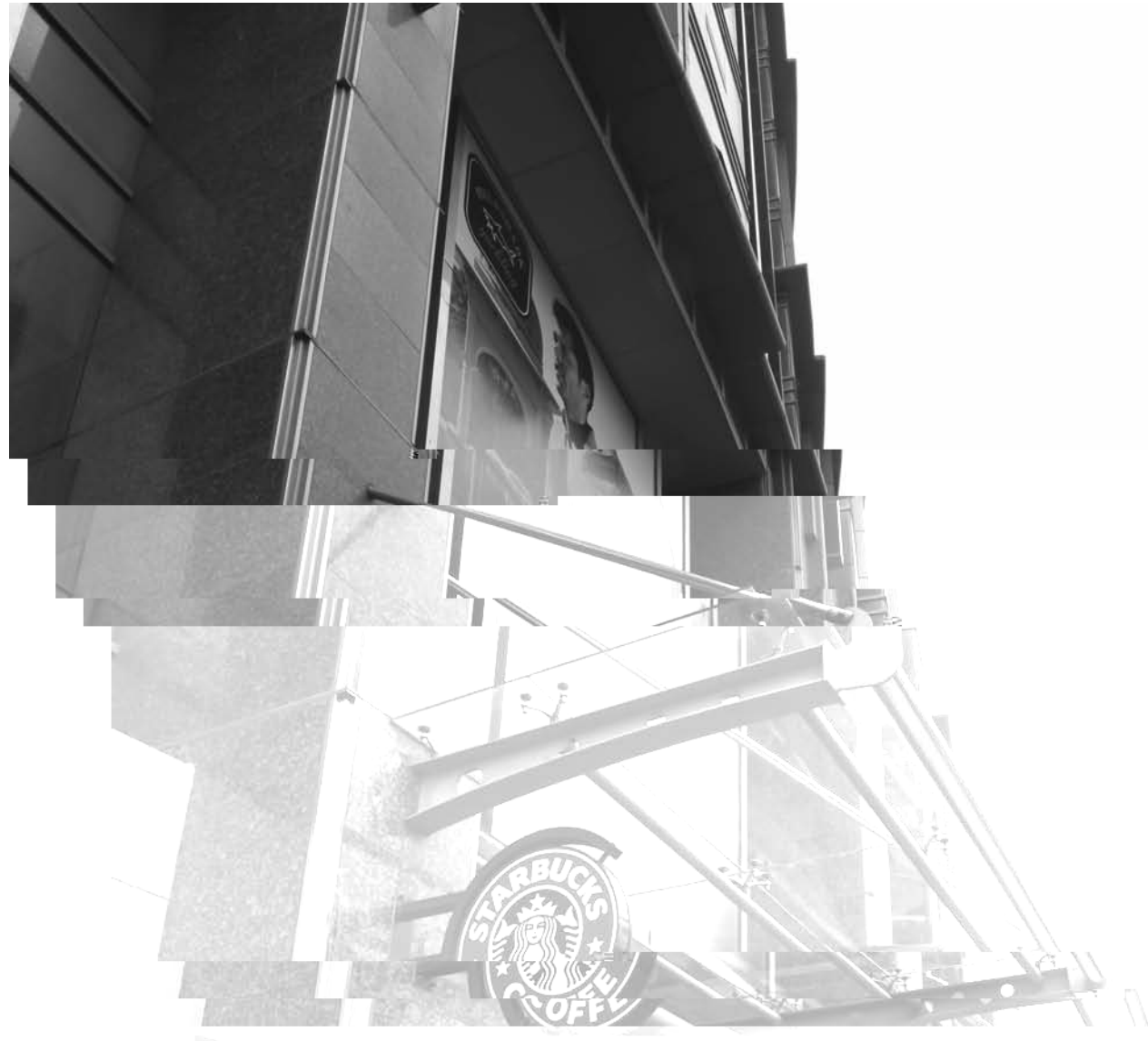
3.

4.

5

3

1



第 5 章

有思路才能步步为营

5.1 ——

5.1.1 SOHO

SOHO

“ ”

——

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•

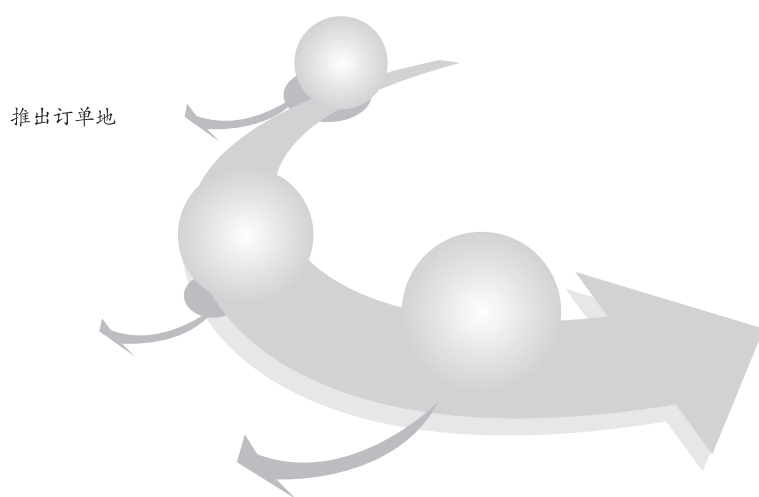
•

SOHO

“ ”

5.1.2

5-1



1.

“ ”				
				1 000
/	2005	3 000	/	2006
				4 500
/	2005	3 600	/	2006
20%				
				2008
5 ~ 7				
3				2010

2.

1996	
12	1997
11	20

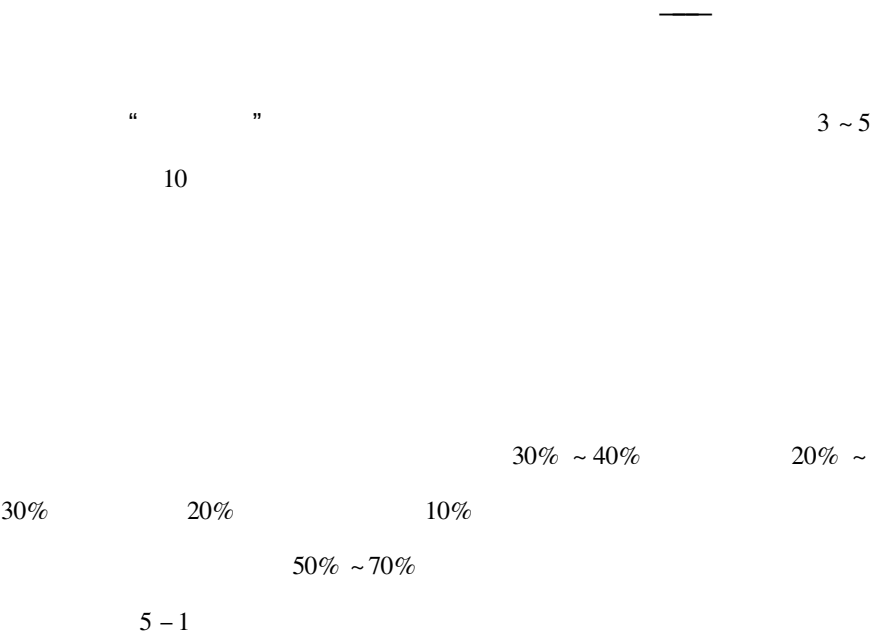
1996

1996

12

1997 7

5.3



5 - 1

①	①
②	②
③	③
④	④
⑤	⑤
⑥	⑥
⑦	
⑧	

5.3.1

8

1.

2.

3.

4.

5.

6.

7.

8.

5.3.2

6

3~5

1.

2.

3.



位于青岛市市南区东海西路
的青岛东海路9号，是由世
联集团提供“前期顾问+全
委托物业管理”服务的城市

品质生活服务商

世联集团

The first part of the paper discusses the importance of the research and the objectives of the study. It then proceeds to a literature review, followed by a description of the methodology used. The results are presented in the next section, and the discussion follows. Finally, the conclusion is drawn, and the implications of the findings are discussed.

The research was conducted in a systematic and rigorous manner, following the principles of good research practice. The data were collected from a representative sample of the population, and the analysis was carried out using appropriate statistical methods. The results of the study are presented in a clear and concise manner, and the discussion provides a thorough explanation of the findings.

The findings of the study have important implications for the field of research, and they provide valuable insights into the issues being studied. The results suggest that there is a need for further research in this area, and they provide a basis for the development of new theories and models.

The study was limited by a number of factors, including the sample size and the methods used. However, the results are still valid and reliable, and they provide a solid foundation for further research. The study also has some limitations, and these are discussed in the conclusion.

In conclusion, the study has shown that the research is important and that the findings are significant. The results provide a basis for the development of new theories and models, and they have important implications for the field of research. The study was conducted in a systematic and rigorous manner, and the results are valid and reliable.





物业的维护在某种程度上影响着资产生命周期的长度，图为青岛新世界数码港后台技术人员正在对设备进行维护

第 6 章

从规划建设期开始

颠 思路

6 - 1

6 - 1

		5A			

6-2

+

6-2

1	1. 2. 3. 4. 5. 6. 7. 8. 9.
2	1. 2. 3.
3	1. 2. 3. 4. 5. 6. 7. UPS
4	1. 2. 3.
5	1. 2. 3. 4. 5. 6.

6	1. 2. 3. 4. 5. 6.
7	1. 2. 3. 4. 5. UPS
8	1. 2. 3. 4. 5. 6.
9	1. 2. 3. 4.
10	1. 2.

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-
-

-
-

6-3

6-3

	15	15
	20% ~ 30%	20% ~ 30%
	35%	35%



苏州新地国际公寓随
时为客户提供国际化
的高级公寓服务

第7章 初、云

期

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7.1

3~5

7.1.1

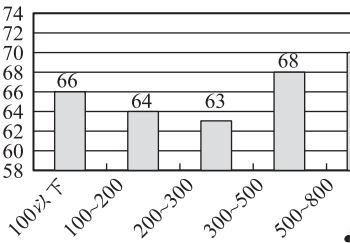
1.



3.

200 ~ 300

7 - 4



4.

100 ~ 300

7 - 1

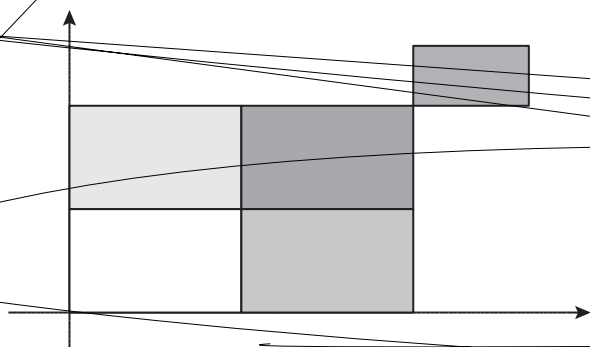
7 - 1

	100 ~ 300	100 ~ 300	50 ~ 150	150 ~ 500	500 ~ 1 000	100 ~ 300	150 ~ 300	100 ~ 200	150 ~ 200	

7 - 6

7 - 2

租金承



7-2

		/ .	%	
	500 ~ 1 000	70 ~ 90	1. 37	
	150 ~ 500	70 ~ 85	4. 78	
	100 ~ 300	65 ~ 80	7. 06	
	150 ~ 200	60 ~ 75	2. 73	
	100 ~ 300	60 ~ 65	10. 48	
	50 ~ 150	55 ~ 65	28. 25	
	100 ~ 300	60 ~ 75	24. 37	
	150 ~ 300	55 ~ 65	3. 64	
	—	55 ~ 70	17. 32	

7. 1. 2

1.

3.

0.5 ~ 1

1 ~ 2

4.

5.

2 ~ 3

6.

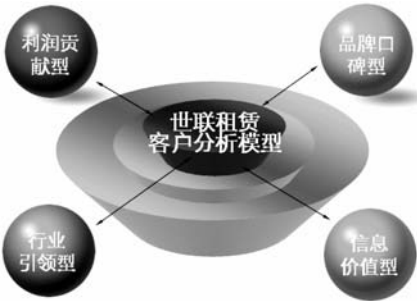
10% ~ 20%

7.2

7.2.1

7-7

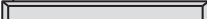
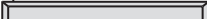
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7-7

7-3

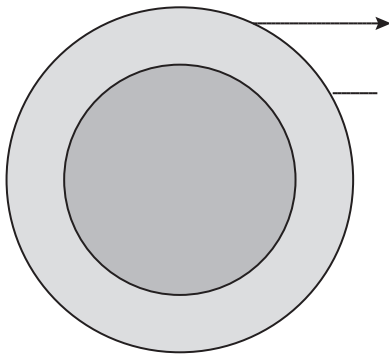
7-3

1. 	
	
	
	
	

7.2.3 “ ”

“ ” “ ” “ ” “ ”
7-8 20% 80%
“ ”

80%



7.2.4

7.2.5

1.

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“ ”

2

“ ”

3

“ ”

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1

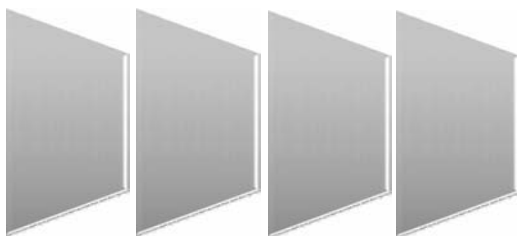
2

3

7.3

1.

7-9



成长



1. —

7 - 11



国贸中心总建





7.5.1

1.

3.

4.

5.

6.

7.5.2

1.

2.

3.

4.

7.5.3

1.

2.

3.

4.

5.

6.

7.



苏州新地国际公寓的
客户主要是外资企业
高级管理人员，其中
95%为日本客户，2%
为台湾地区客户，2%
为欧美客户



第 8 章

成熟运营期的小步快跑

8.1

1. 100%

5 20

“ ”

100%

80%

80%

2.

/

1

1 8 - 1

8 - 1

	%
	30
	15
	10
	20
	5
	10
	10
	100

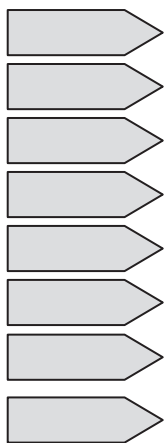
3.

8-1

8-2

8-3

8-4



电



ATM

8.3

20 90

1.

2.

3.

苏州新地国际公寓，由世联
雅园提供“前期顾问+全委
托物业管理+资产经营”的
全方位资产服务



第 9 章

衰退期的资产处置

9.1 “ ”

1.

•

•

•

20

•

3 ~ 5

•

“ ”

100

0. 6

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2.

- “ ”

CBD

CBD

- 9-1



9-1 CBD

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9.2 “ ”

1.

20

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$V\bar{O}$

2.

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-

3.

4.

9.3 81

Empire State Building	350	
448.7	1931	81

2009	4	—	Bill Clinton	—
	Michael Bloomberg		Clinton Climate	
Initiative	Johnson Controls		Jones Lang LaSalle	
	Rocky Mountain Institute			
5.5				
1.	—			
1				
		6 500		
1 150	11.4		41	
2				
2 060	13.7		94.1	
3				

19

2. —

1

300

1 520

11.4

70.3

2

1 430

11.4

67.6

3. —

1

743

6.9

38.7

2

300 4.6

11.7

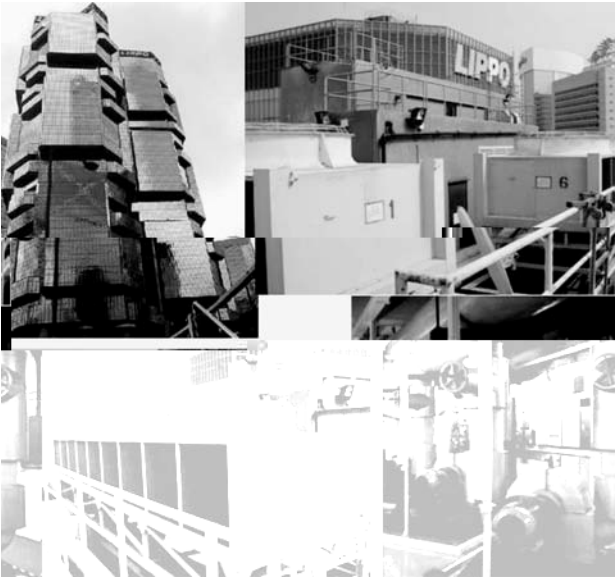
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HVAC

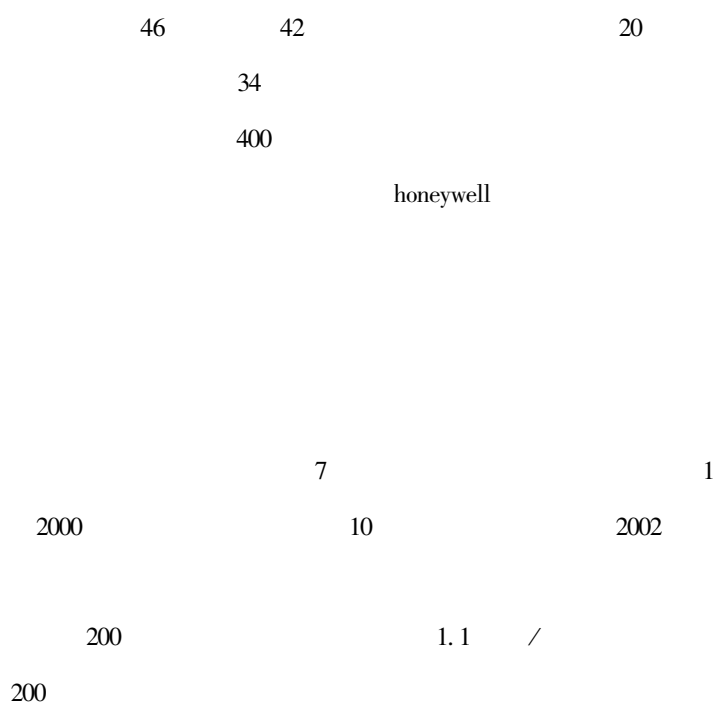
1 900 20.6 74.1

9.4 24

9-2

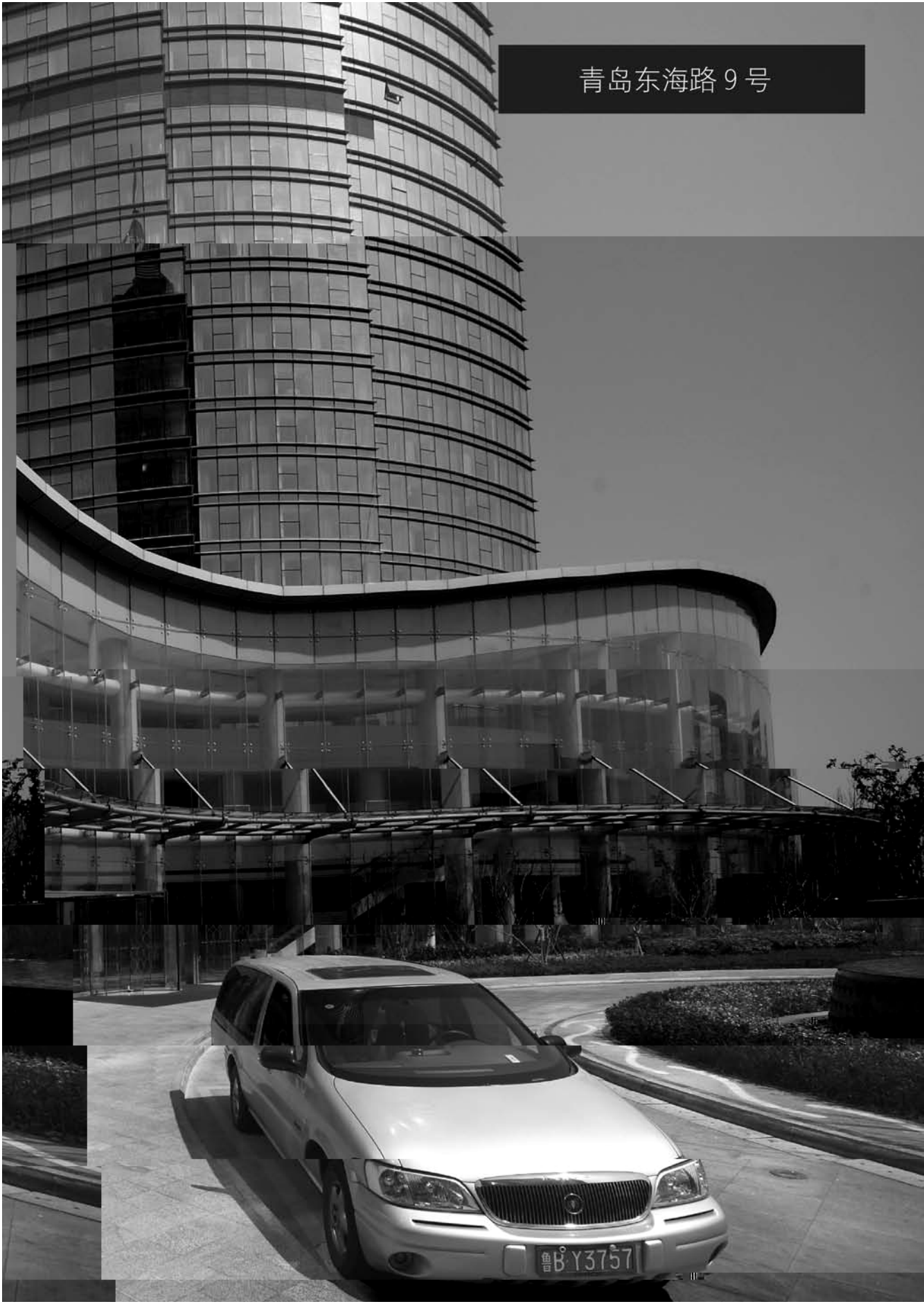


9-2





青岛东海路 9 号

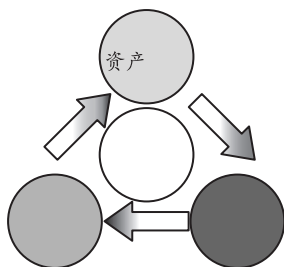


第 10 章 在一生中找寻 最大的价值

10. 1

“ + ”

10 - 1



1.

2.

3.

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2005

●

● “ + ”

●

●

“ ” 6% ~ 8%

2. —

10 - 4

188



10 - 4

232 55 28

“ + ”

2009 10 1

- “ ”
-
- 80%
- 8%
- 500
- 20%

参 考 文 献

1.
2004
2. A. .
2008
3. — 2010
4. —
2006
5. “ ” 2011