

摘要

众所周知房地产企业是我国的支柱型企业，起到的作用举足轻重，与其他传统的企业比，房地产企业的资金有投入周期长，投资风险系数大，投资资金密集，房地产企业的良性发展关乎着国家经济的兴衰，是国民经济发展的纽带，在调节经济方面起到了不可替代的作用。其管理的核心就是营运资金的管理，如何才能使其绿色健康的发展是企业财务中亟待解决的重要问题。

不同于其他机械加工和制造业，为了保证企业的正常运作，企业在前中期对资金的投入特别巨大。在大量资金投入的情况下，企业的资产负债的率比较高。虽然国家出台了一系列的方案来保证房地产企业的举债稳定性但相比以往有明显提高 2019 年房企企业的资产负债率均值为 71.5%较 2018 年 70.7%上升了 0.8%在中国国百强的房地产企业中，资产负债率下降的企业有 46 家，资产负债率上升的企业有 54 家。资产负债率的比值前十的企业平均值为 75.7%跟 2018 年持平。较高资产负债率容易造成资金浪费企业面临着资金可能无法偿还的后果。本论文探讨的 RS 企业的资产负债率高达 82.45%如何加强营运资金的管理使其高效的运行，避免资金的浪费和闲置可以降低企业的资产负债率，让企业长期稳定的发展成为企业的关键。另外企业还存在着总资产周转天数和存货周转天数较长，流动资产资金结构的不合理问题企业从内部外部分析原因找出问题不断地对政策进行积极的调整。在对 RS 公司的问题以及成功的案例方面可以借鉴到很多启示和教训可以对其他房地产企业的经营管理起到借鉴的作用。例如加强资金的监管，加强营运资金的制度建设，优化资产结构和创新销售模式等方法。在经济日益发展的当下保持企业的活力，加快企业的转型，在众多的房地产企业中竞争优势的地位。

关键词：房地产； ;渠道管理； 营运资金管理

Abstract

Well-known real estate enterprises are the backbone of enterprises in our country, play a role in the matter, than with other traditional enterprise, real estate enterprise's capital has investment cycle is long, the investment risk coefficient is large, capital intensive, the healthy development of real estate enterprises is related to a nation's economic rise and fall, is the link of the national economic development, have played an irreplaceable role in regulating the economy. The core of its management is the management of working capital. How to make its green and healthy development is an important problem to be solved urgently in enterprise finance

Different from other machining and manufacturing industries, in order to ensure the normal operation of the enterprise, the enterprise in the first and middle stages of the investment of capital is particularly huge. In the case of a large amount of capital investment, the ratio of assets and liabilities of enterprises is relatively high. Although the state has staged a series of solutions to ensure that the real estate enterprise debt stability but is obviously enhanced compared with the previous 2019 room average asset-liability ratio is 71.5% of the enterprises of the top 70.7% rose by 0.8% in 2018 in China's real estate enterprise, the asset-liability ratio in enterprise has 46, asset-liability ratio rising enterprise has 54. Asset-liability ratio is the ratio of the top ten enterprise average of 75.7% with flat in 2018. A high asset-liability ratio is likely to result in a waste of capital. Enterprises may be unable to repay the capital. How to strengthen the management of working capital to make it run efficiently and avoid the waste and idling of capital can reduce the asset-liability ratio of enterprises and make the long-term stable development of enterprises become the key to enterprises. In addition, enterprises also have the problem that the total asset turnover days and inventory turnover days are long, and the current asset capital structure is unreasonable. Enterprises find out the problems from the internal and external analysis and make active adjustment to the policy. In terms of the problems

and successful cases of RS Company, we can learn a lot of inspirations and lessons that can be used for reference by other real estate enterprises in their operation and management. For example, strengthen the supervision of capital, Accelerate the transformation of enterprises, in the numerous real estate enterprises competitive advantage position.

Key words: real estate; channel management; operation capital management

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