



开发区实践与探索

PRACTICE & EXPLORATION OF DEVELOPMENT ZONES

Disclaimer:

The views expressed in this document are those of the author, and do not necessarily reflect the views and policies of the Asian Development Bank (ADB), its Board of Directors, or the governments they represent. ADB does not guarantee the accuracy of the data included in this document, and accept no responsibility for any consequence of their use. By making any designation or reference to a particular territory or geographical area, or by using the term "country" in this document, ADB does not intend to make any judgments as to the legal or other status of any territory or area.

陈青洲

Dr. Chen Qingzhou

2016·10·19

邓小平1986年8月21日为国家级经济技术开发区题词

开发区大有希望

邓小平 一九八六年
八月一日

目录 CONTENTS

一、开发区基本要素

Principal elements of the Economic and Technological Development Zones (ETDZ)

二、漕河泾园区实践

Practice of Caohejing Hi-Tech Park (CHJ)

三、开发区未来发展

Future Development

开发区基本要素 Principal elements of ETDZ

一、开发区基本要素 Principal elements of ETDZ

- 1、园区综合选址 Location selection
- 2、园区必备条件 Prerequisite
- 3、写好四篇文章 Achieving four major goals
- 4、解决六个问题 Solving six problems
- 5、做好园区规划 Making scientific park planning

园区综合选址 Location Selection

综合考虑以下十个方面因素：

1. 城市布局 urban layout
2. 区位比选 regional advantages
3. 功能定位 functional orientation
4. 土地供给 land supply
5. 环境影响 environmental impact

6. 工业支撑 industrial foundation

7. 科技基础 technological base

8. 能源供应 energy supply

9. 交通物流 traffic and logistics

10. 人力资源 human resources

（根据以上十大因素确定36项指标、150个分值
交由专家在全市遴选完成。）

园区必备条件 Prerequisite

国际国内科技园区普遍认同：

1. 有大学或科研院所作依托 based on academy and institutes
2. 有具备必要基础设施的场地 necessary infrastructure
3. 有一个前瞻性的园区规划 prospective park planning
4. 有一批科技精英人才 talents and elites
5. 有一批高科技企业集聚 high-tech companies cluster

6. 有一个高效精干的管理服务机构

efficient managing and service organization

7. 有若干个科技企业孵化器

several business incubators

8. 与周边地区经济互动

economic interaction with the surrounding areas

9. 与周边地区共同保护环境

mutual environment protection

10. 有相应的发展资金 development fund

（硅谷、漕河泾等园区都这样做。）

写好四篇文章 Achieving Four Major Goals

1. 写好“产业篇”

上接战略性新兴产业，下接本区域实际，选好“支柱产业、重点产业、支撑产业”，以“关键项目、龙头项目、重大项目、带动全局项目”开局。体现国家战略、本地优势特点。展现世界眼光，瞄准国际水平。

Improvement of Industries

In line with the strategic emerging industries of the state and the international trend, select & determine the dominant industries and key projects according to the local conditions.

2. 写好“环境篇”

坚持“高端产业、低碳发展”理念，践行“产业高端、资源节约、生态安全、机制创新”工作方针。以企业为本，营造有利于人才创业和发展的软、硬环境。完善区域安全管理。

Improvement of Environment

- Sustainable growth, resource conservation, eco-security
- Customer-oriented environment, better workplace for entrepreneurs
- Improvement of park security

3. 写好“资金篇”

- 政府注入资金
- 投资者带来资金
- 金融机构融资
- 自身上市取得资金
- 战略合作者加盟

Ensuring Abundant Funding

Funding Resources from:

- Government
- Investors
- Financial institutions
- IPO
- Strategic partners

4. 写好“经营篇”

从园区来说，可以开展土地经营、环境经营、产业经营、资本经营、城市经营、技术经营六大活动。

Reinforcement of Management

Land/ environment/ industry/ capital/ urban/ technique
Management

解决六个问题 Solving six problems

1. 规划：高起点，多功能，All in One！有利于分期启动、滚动发展；留出生产、生活、生态、避险等空间。

Planning

- High standard, multi-functional and all-in-one design
- Doing good to sustainable development
- Setting aside space for manufacturing, life, landscaping and emergency

2. 建设：集约和节约利用土地等资源；符合产业转型发展要求；建节能型、环保型建筑。

Construction

- conservation and intensive utilization of land
- conforming to the development and transformation trend of the industries
- eco-friendly & energy-saving buildings

3. 招商：坚持优势特色，并且一以贯之；
引进新项目和提升老企业相结合；
践行国家战略，善抓发展机遇。

Business development

- Equal importance attached to attracting new projects and upgrading the long-established enterprises
- Giving full play to local advantages

4. 管理：做好规划、建设、招商、物业、区域管理等，
寓管理于服务之中。

Administration

- Focus management on providing services, such as planning, construction, property and regional management etc.

5. 双创：建设创新创业文化；提供创新创业服务；培育创新创业项目。

Innovation & entrepreneurship

- Enhancing innovation & entrepreneurship, with relevant service and training programs provided

6. 配套商业：统筹生产和生活、总体和局部、点和面、当前和长远。

Commercial facility

- balancing work and life with an overall view

做好园区规划 Making scientific park planning

园区发展，必须规划先行。

规划方针：统一规划、分期启动、
滚动开发、科学发展。

guidelines: unified planning
launching by stages
progressive and scientific development

规划原则：二三产并举，内外资并举，产业发展和科技创新并举，经济发展和环境协调并举，引进来和走出去并举。

Development principle:

Develop both secondary and tertiary sectors, domestic and foreign-funded enterprises, focusing on economy and environment simultaneously, and combining “bring in” and “going out” together.

规划步骤：已建园区补短板；新建园区做到位。

Planning process:

- shore up the weak spots in completed area
- make all plans in place in new area

漕河泾园区实践 Practice in Caohejing

二、漕河泾园区实践 Practice in Caohejing

1. 漕河泾定位 Positioning
2. 漕河泾之变 Transformation
3. 漕河泾经验 Experience
4. 漕河泾成绩 Achievements

漕河泾定位 Positioning

国家级经济技术开发区

State-level Economic and Technological Development Zone

国家级高新技术产业开发区

State-level High-Tech Industrial Development Zone

国家级新型产业化示范基地

National Demonstration Base of New Industrialization

国家级生态产业示范园区

National Eco Industrial Demonstration Park

漕河泾之变 Transformation

在三十年发展中,我们**靠发展解决困难,用创新应对挑战,以实践赢得机遇**,坚持求新求变,形成若干特色。

In the past three decades, we have solved difficulties through development, met challenges via innovation, and won the development opportunities by practice.

After continuous transformation, CHJ has become a high-tech park with its own characteristics.

1. 坚持“一个中心”战略：以发展高新技术产业为中心战略（招商引资、招商选资）。

1. to insist on the strategy of developing hi-tech industries (business development and introducing quality high-tech projects).

2. 坚持“两个重点”：产业发展和科技创新
（“两条腿走路”）。

2. to emphasize on industrial development and
technological innovation.

3. 坚持推进“三大园区”建设：生态园区、数字园区、国际化园区（持续创建、持续改进）。

3. to pursue a “three-pronged mission” so as to build the park into an ecological park, a digital park and an international park.

4. 坚持建成“四个基地”：高新技术产业基地、科技创新和成果转化基地、高新技术及其产品出口基地、高新技术辐射基地。

4. to develop the park into a base for:

- high-tech industrial development
- technology innovation and achievements transformation
- export of high technologies and products
- extension of high-tech achievements

5. 坚持国有、集体、民营、外商独资、中外合资、中外合作等各种所有制企业在开发区平等发展（国际规则、国民待遇）。

5. to give equal development opportunity to all businesses with different ownerships, including state-owned, collective-owned, private, WFOE and joint ventures (in line with the international rules and national treatment).

6. 坚持集约和节约利用土地资源（统一规划、分期启动、滚动开发、科学发展）。

6. to insist on intensive use of land resources with high efficiency.

7、坚持从“七通一平”为主要内容的硬环境建设，向更加注重服务、注重功能开发的软硬环境并举建设转变。

7. more attention to be attached from infrastructure construction to service providing and functional development.

8、坚持从“工业重地”向“一二三”产业并举发展，进而向重点引进国内外著名企业集团的“一部三中心”项目转变。

8. to transform the park from an industrial base to an integrated development area of both industries and service sector, and further to introducing more headquarters and R&D, operational, financing center of the world-famous companies.

9、坚持从单个高新技术项目的引进，向完善其产业链、产业群、产业网以及提升自主创新能力转变。

9. to persist in the transition from attracting single high-tech project to improving industry chains, clusters and network, and upgrading the enterprises' self-innovation ability.

10、坚持从项目的引进和培育，向促使不合适项目的退出和调整，即：腾笼、拆笼、借笼换鸟和引凤转变。

10. to change from attracting and nurturing start-ups to adjusting the inappropriate projects and reintroducing new tenants.

11、坚持从“引进来”向“引进来”
和“走出去”并举转变。

11. to transform from introducing enterprises settle
down in the park to combining “bring in” and “going out”
together.

12、坚持建设生态的、人本的、国际化的科技产业园中园——科技绿洲（a High-tech Oasis in China）作为示范区，带动整个开发区的提升。

12. to build up an ecological, people-oriented and internationalized Shanghai Business Park, which as a model area, will lead to improve the whole development zone.

漕河泾经验 Experience

完善开发区服务硬环境

在硬件（即：硬环境）方面，通常指“七通一平”，包括供电、供气、供水、排水、排污、道路网、景观网、交通网、广电网络、通信网络、互联网络及综合配套、商业、服务业设施等。

Improvement of infrastructure

The “hard environment” includes power supply, gas supply, water supply, drainage, sewage, road network, landscape, transportation network, broadcast & TV network, communication network, Internet, as well as integrated commercial and service facilities.

完善开发区服务软环境

在软件（软环境）方面，通常指“一站式服务”，包括：海关、商检、技监、质监、银行、保险、邮政、外贸、外运、各类咨询服务以及政策、法律、会计、专利商标、人才服务、人才培训和所涉及的所有政府部门（包括人员）、所涉及的产业园区所有部门及下属单位（包括人员）的办事效率、业务能力、服务水平、观念形态、技术知识熟悉与熟练程度等等。

Improvement of services

The “soft environment” includes:

- Customs, commodity inspection, quality and technical supervision, banking, insurance, postal, trade, shipping, consulting service
- policy, legal, accounting, patent & trademark, HR, training services
- work efficiency, capability, service level, attitude, technical proficiency in all related government and park administrative departments/staffs

建立服务新常态

- (一) 推行园区特色服务 characteristic service
- (二) 促进园区规范服务 standard service
- (三) 大力发展现代服务业 modern services industry
- (四) 建产业转移促进中心 Industrial transfer promotion center
- (五) 和国内兄弟地区合作互动 cooperation with domestic sister parks
- (六) 和国外友好园区合作互动 interaction with international sister parks

服务理念、工作原则及宗旨

- 坚持四手理念：对企业“无事不插手，有事不撒手，好事不伸手，难事伸援手”。

customer-focused service philosophy:

- Not to intervene in customers' operation
- Not to let go when they need help
- Not to reach out hands to take benefits from clients
- Give a hand when they meet difficulty

服务理念、工作原则及宗旨

- 坚持两项工作原则：凡在园区内能办的事，不上交矛盾，及时帮助企业解决；凡不是园区能办的事，及时协调有关主管部门来关心解决。

Service principle:

- helping clients solve problem in time in the range of our ability
- otherwise, coordinating with related authorities to assist clients

服务理念、工作原则及宗旨

- 坚持一个宗旨：以企业为本，用心帮扶企业，这是“以人为本”的宗旨在园区的具体和必须的体现。

Our aim:

Enterprises-oriented, which embodies the goal of “people-oriented” in the park.

漕河泾成绩 Achievements



开发区全国及
上海排名

在国家级经济技术开发区投资环境综合评价指标体系中**名列前茅**，科技创新指标全国**第一**。

Coming out in front on investment environment system of all China's ETDZs, and tops in technology and innovation index.

综合发展指数在上海市开发区中**名列前茅**。Reaching the top of the general development index in Shanghai.

在上海市**2.27%**土地面积上，每年创造了全市**3.5%以上**的GDP，**4.1%以上**的第三产业增加值和**2%以上**的进出口额。

Covering 2.27 % of Shanghai's land area, CHJ creates 3.5% of the city's GDP, 4.1% of the added value in tertiary sector and 2% of the imports and exports annually.

2500多家中外企业和机构以及**22万多**员工入驻开发区：

其中：**600多家**外商投资企业和研发机构包括世界500强企业投资的**130多个**公司，**1800多家**内资企业包括**200多家**中科院、国家各部委、上海市的研究院所和国有大中型企业以及**1500多家**各类民营科技企业、留学生回国创办企业以及大学生苗圃企业。（在22万多员工中有55%以上受过高等教育）。

2500 high-tech firms with more than 220,000 employees in the park:

- 600 foreign-invested companies and R&D centers
- over 130 enterprises set up by the Fortune Global 500 corporations
- 200 state-owned large and medium-sized enterprises and institutes affiliated with CAS and other national ministries
- more than 1500 private high-tech companies



三、开发区未来发展

Future Development

- 1、开发区展望 Prospect
- 2、开发区未来 Future vision

开发区展望 Prospect

目标：在新四化战略目标引领下，建设成为国际一流水准的多功能综合性科技产业园区。

Objective: Guided by the new development strategies, we will build up the park into a world-class multi-functional comprehensive high-tech industrial park.

使命：做合格的园区建设者、产业推动者、创新发展引领者、企业服务者、员工信任者。

Mission: to become a qualified park developer, an industrial promoter, an innovation leader, a business service provider and a trusted employer.

核心价值观：让企业创造更大价值。

Core values: to help the companies create more values.

企业精神：高与新永远是我们的追求。

Corporate spirit: We always aim the highest.

开发区未来 Future vision

成为一个平台：

1. 进一步形成“政、产、学、研、孵、金、中、媒、协、园”融合发展平台。

To establish a **platform** combining the government, businesses, academy, institutes, incubation, finance, consultancy, media, association and the park together.

成为一个舞台：

2. 进一步形成“全体企事业单位（不分所有制）和全体成员（不问背景身份）的遵循国际规则、践行国民待遇”的统一、公平、透明、共赢的舞台。

To build up a unified, fair, transparent, and win-win **stage** for all enterprises and staffs.

成为一个高地：

3. 进一步形成 “新四化” 战略目标引领下的多功能综合性科技产业园区高地！

To become a **hotland** of comprehensive and multi-functional high-tech industrial parks.

Thank you!

2016. 10. 19