

Shaping Suzhou Industrial Park: Learning from Singapore's Experiences

借鉴新加坡经验营造苏州工业园区



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SIP 的由来

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SIP规划的实施

四. Enlightenment of SIP's plan

SIP规划的启示





Singapore's social order
is good, they are strict,
we should learn from
their experience, and be
better than them.

---Deng Xiaoping



“新加坡的社会秩序算是好的，他们管得严，我们应当借鉴他们的经验，而且比他们管得更好。”

——邓小平

The Concept of SIP

苏州工业园区的概念提出

- Mr.Lee Kuan Yew proposed the concept of creating Sino-Singapore Suzhou Industrial Park to China Government in 1993

1993年5月李光耀向中国政府提出创立中新苏州工业园区的概念

- Objective: to introduce experience in public administration and the management of industrial park

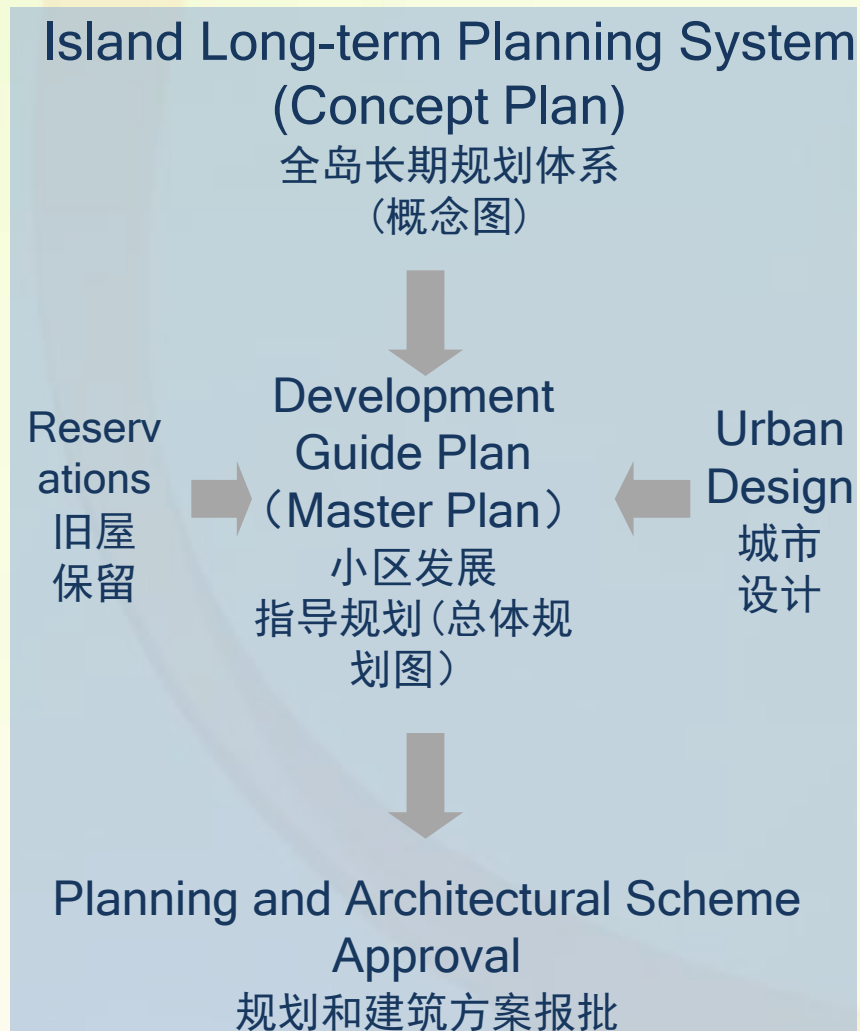
目的：让中国借鉴新加坡在公共行政以及管理工业园方面的经验

- The two governments signed a cooperation agreement in 1994, officially launched this unprecedented, far-reaching software transfer program

两国政府在1994年签署合作协议书，正式启动这项史无前例、影响深远的软件转移计划。



Singapore Planning System 新加坡规划体系



China Planning System 中国规划体系



1971 Concept Plan

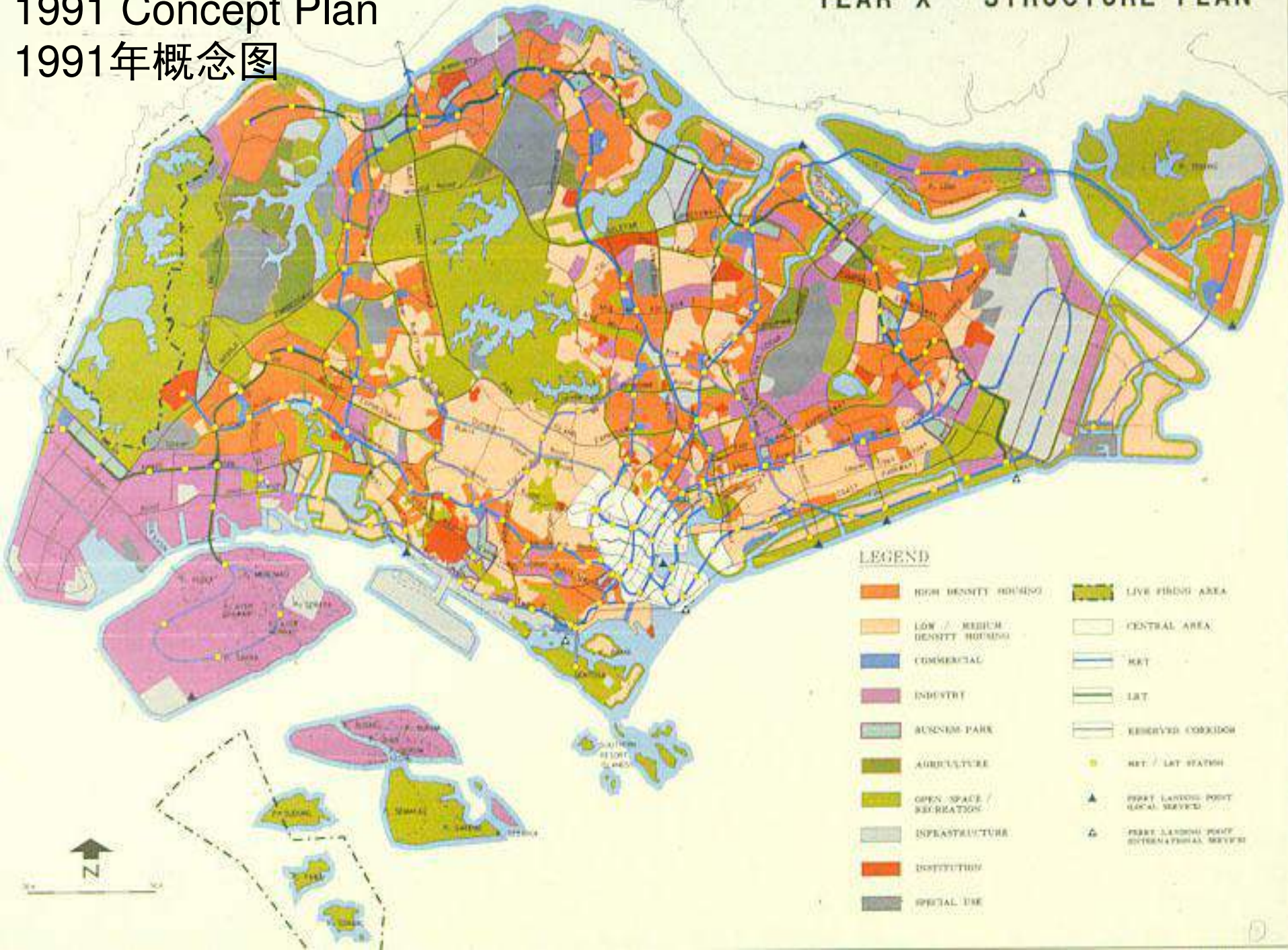
1971年概念图



1991 Concept Plan

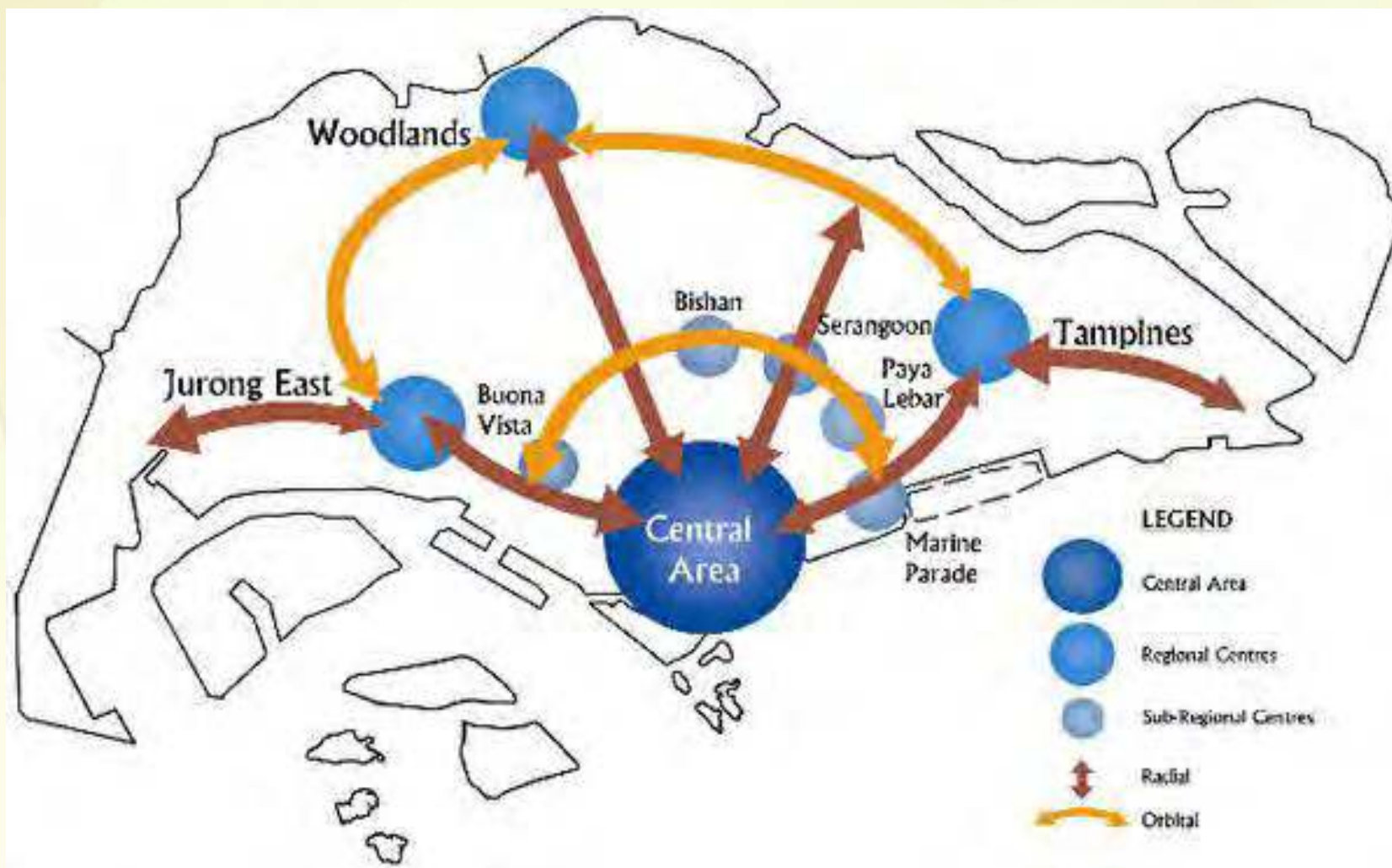
1991年概念图

YEAR X - STRUCTURE PLAN



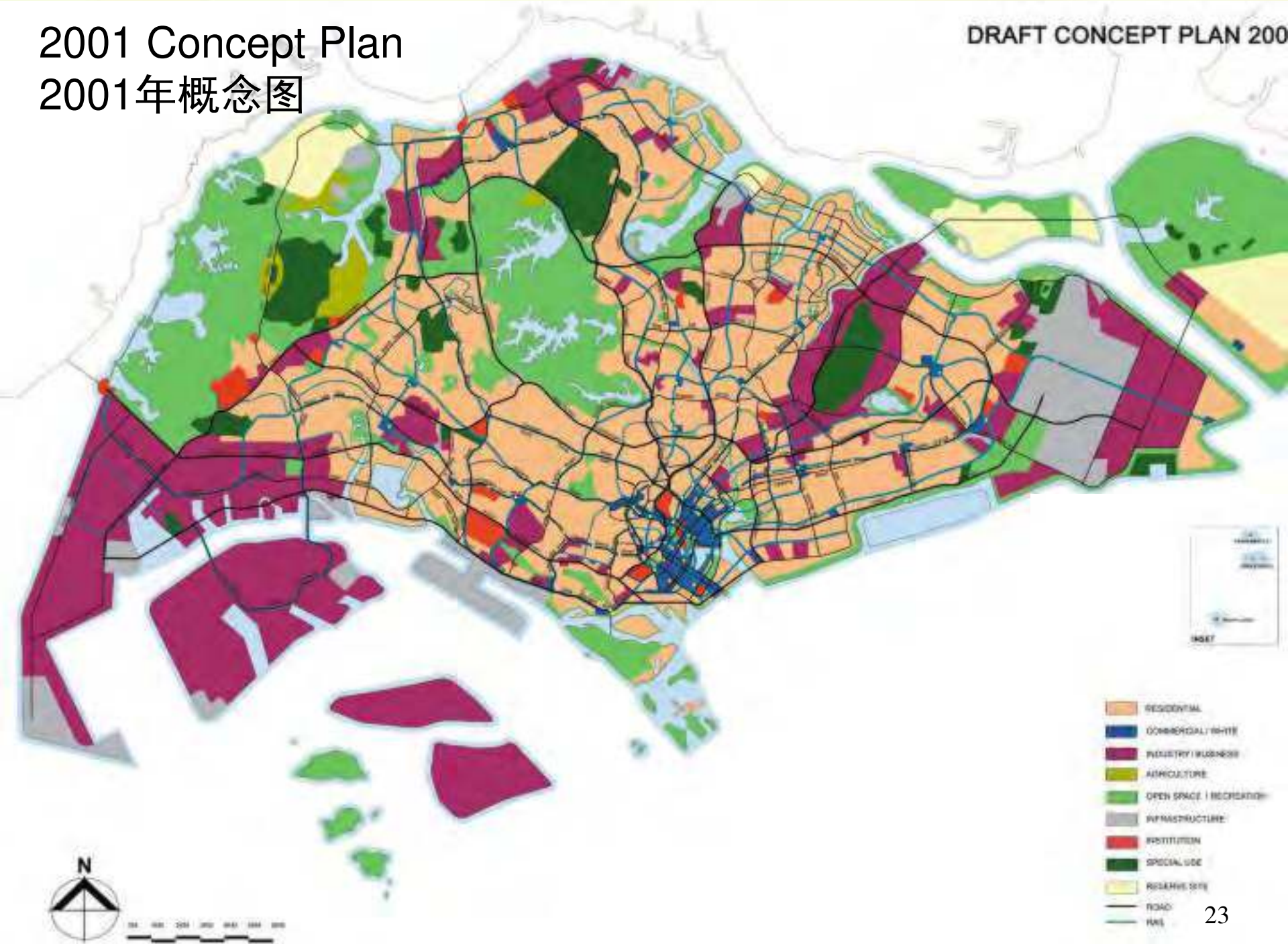
Decentralized Commercial Centre

分散商业中心



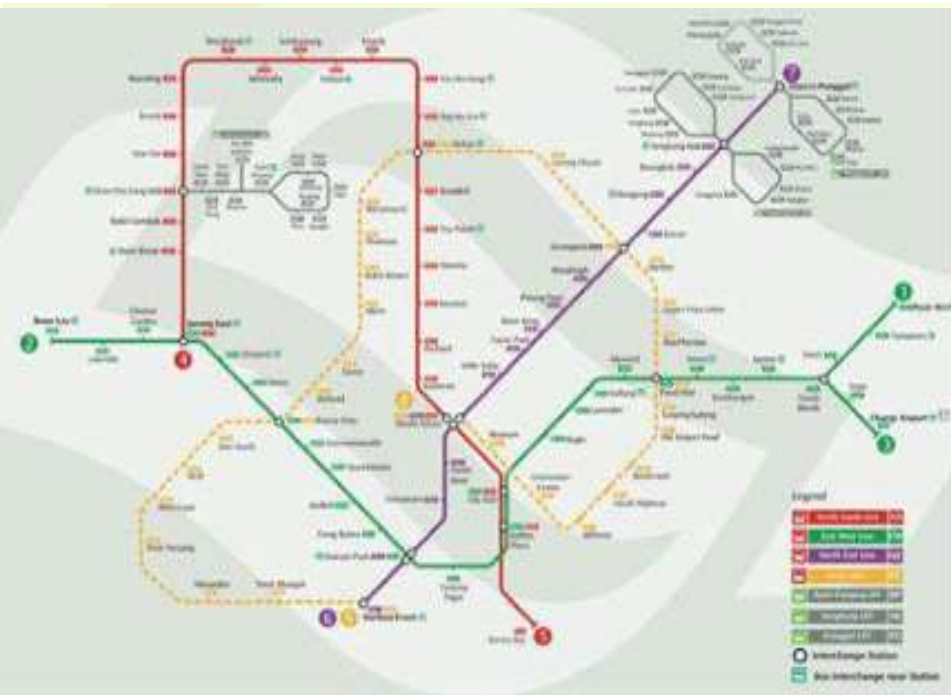
2001 Concept Plan 2001年概念图

DRAFT CONCEPT PLAN 2001



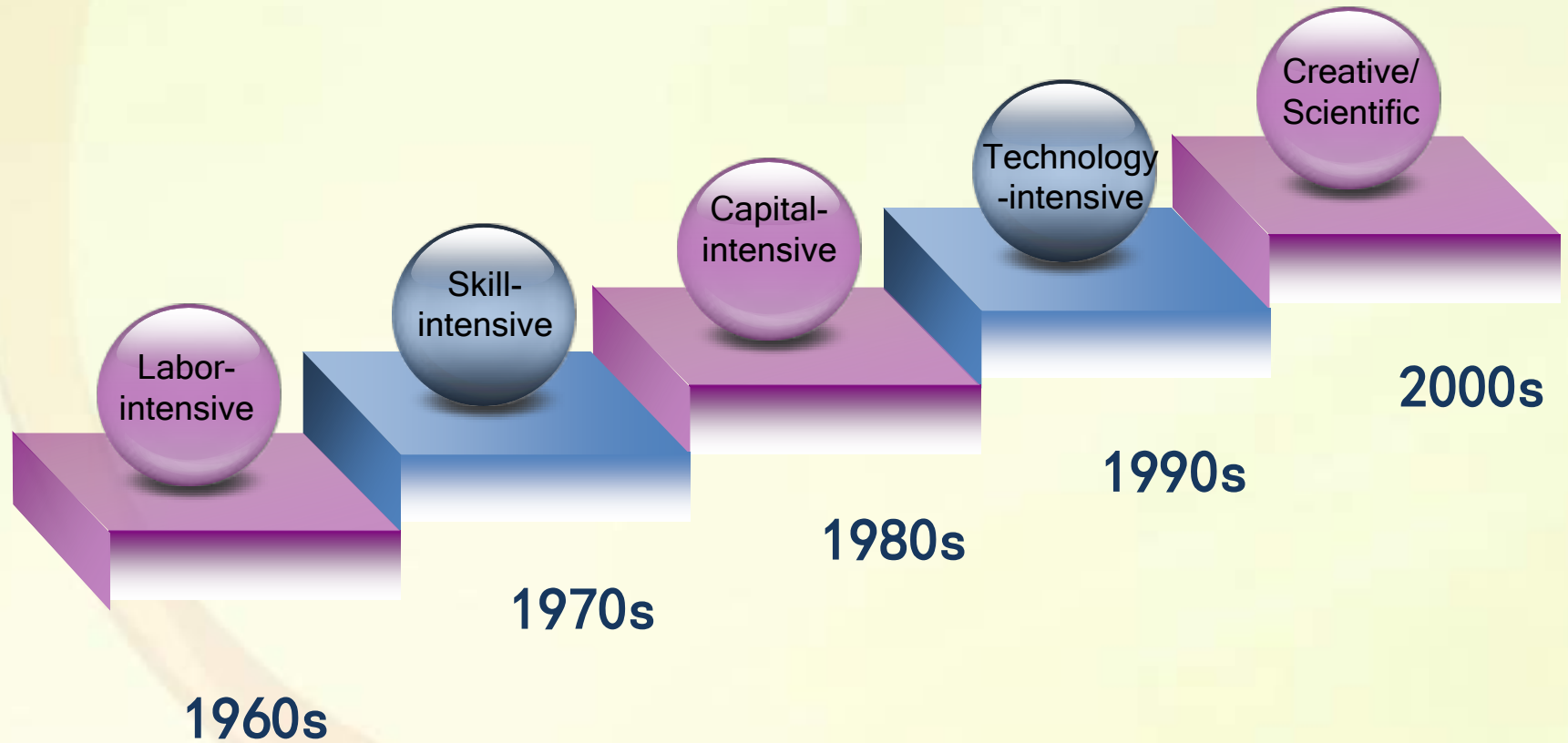
Improvement of MRT & Road System

改进交通(地铁)和道路系统



Singapore 's Economic and Industrial Development

新加坡经济和工业发展



Why Singapore selected Suzhou in 1993?

1993年新加坡为什么选择苏州？

1. Singapore's Industrial Upgrading needs

新加坡产业升级的需求

2. As a role of Global “Brokerage Country”

作为世界“经纪国家”的角色

3. Opportunities from China's Reform and Opening-up

中国的改革开放环境提供机会

4. Radiation effect of Shanghai and Yangtze River Delta development trend

看准了上海的辐射作用和长三角的发展趋势

5. Rich Southern Jiangsu Culture

苏南文化深厚

6. Active seek from Suzhou government

苏州政府的积极争取



September 1992, Mr. Lee Kuan Yew, Mr. Ong Teng Cheong visited China-Singapore cooperation project site in Suzhou, China.

1992年9月，李光耀、王鼎昌等一行在中国考察中新合作成片开发项目的地点。



◆ May 1993, Singapore Urban Redevelopment Authority completed the concept plan for Suzhou Industrial Park.

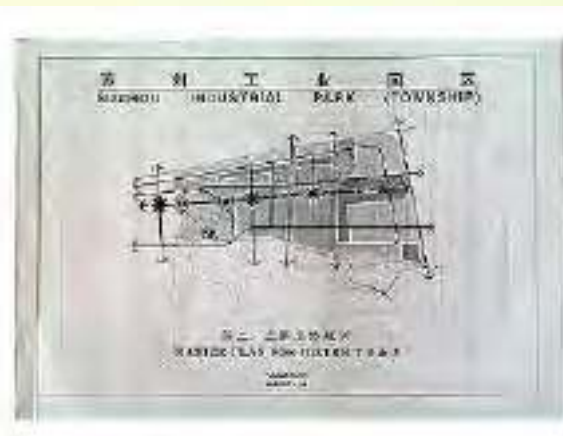
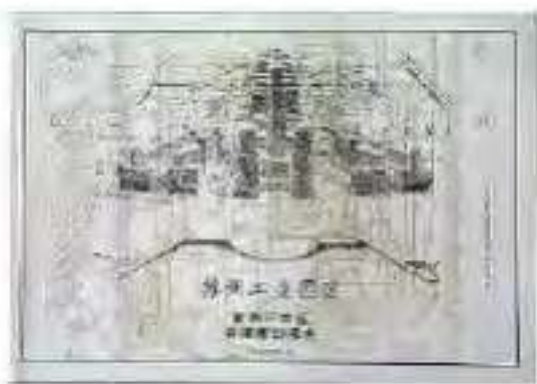
◆ 1993年5月新加坡市区重建局编制完成苏州工业园区概念规划《苏州城东发展新区》。



- ◆ January 1994, Singapore Urban Redevelopment Authority, Jurong Town Corporation, Housing & Development Board and Suzhou Planning Authority jointly completed Suzhou Industrial Park Start-up Zone Master Plan Report.
- ◆ 1994年1月，新加坡市区重建局、裕廊管理局、建屋发展局和中国苏州市规划局联合编制完成《苏州工业园区首期开发区总体规划报告》。



- ◆ May 1994 to April 1996, Jurong Town Corporation, Housing & Development Board, Suzhou Industrial Park Planning and Construction Bureau, led by Singapore Urban Redevelopment Authority, jointly completed Suzhou Industrial Park Phase 2 & 3 Master Plan and Detailed Plan Report.
- ◆ 1994年5月至1996年4月，在新加坡市区重建局主持下，新加坡建屋发展局、裕廊管理局以及中国苏州工业园区规划建设局联合编制完成了苏州工业园区二三期总体规划和详细规划。



Strategic Objectives of SIP

苏州工业园区战略目标

◆ February 1994, China and Singapore signed joint development agreement

1994年2月，中新两国签定合作开发协议。

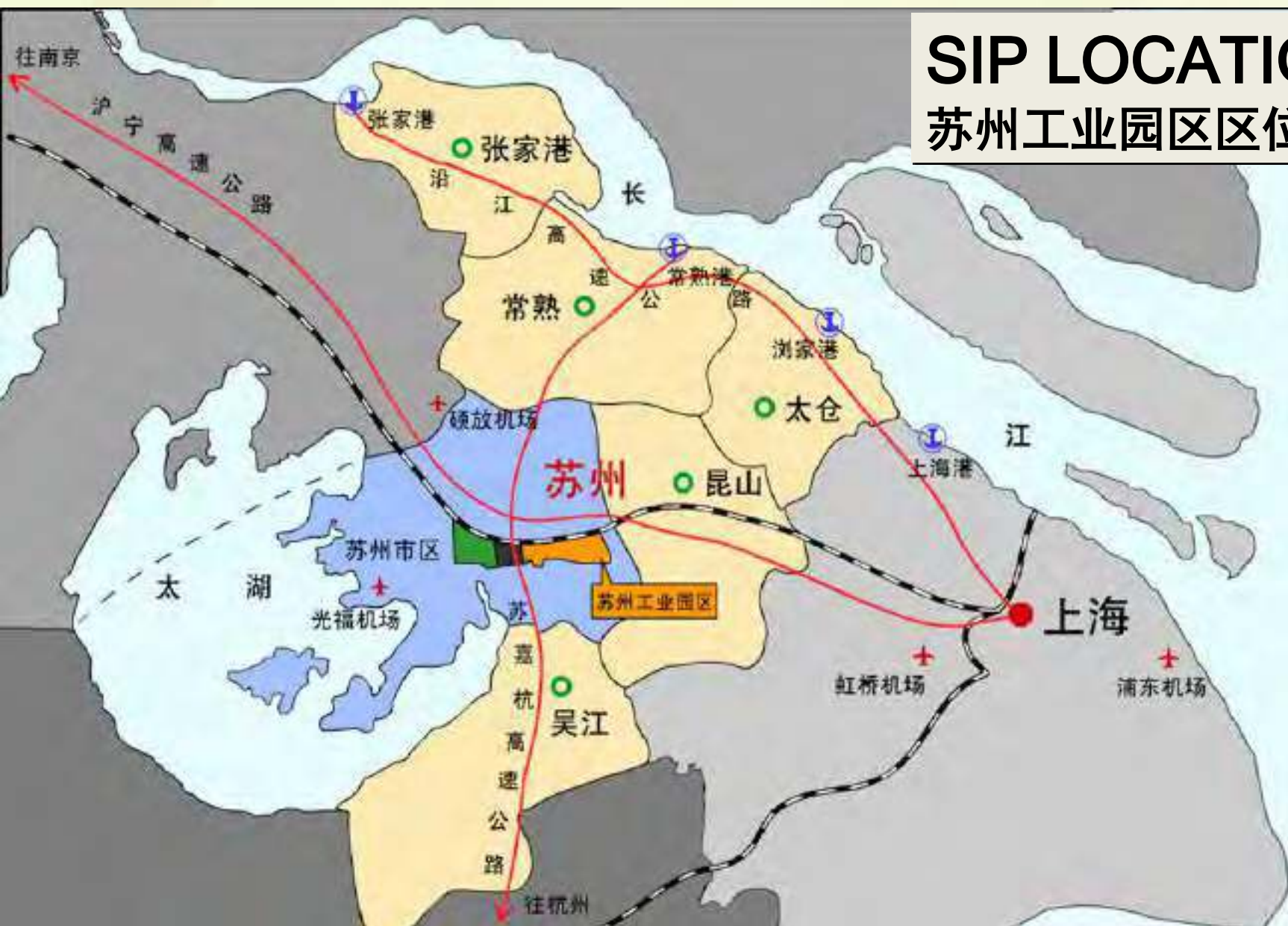


◆ An industrial city with modern industry as its main economy base, spearheaded by high-tech industry and complimented by tertiary industry and public facilities. Development area of 70sqkm, estimated population of 600,000.

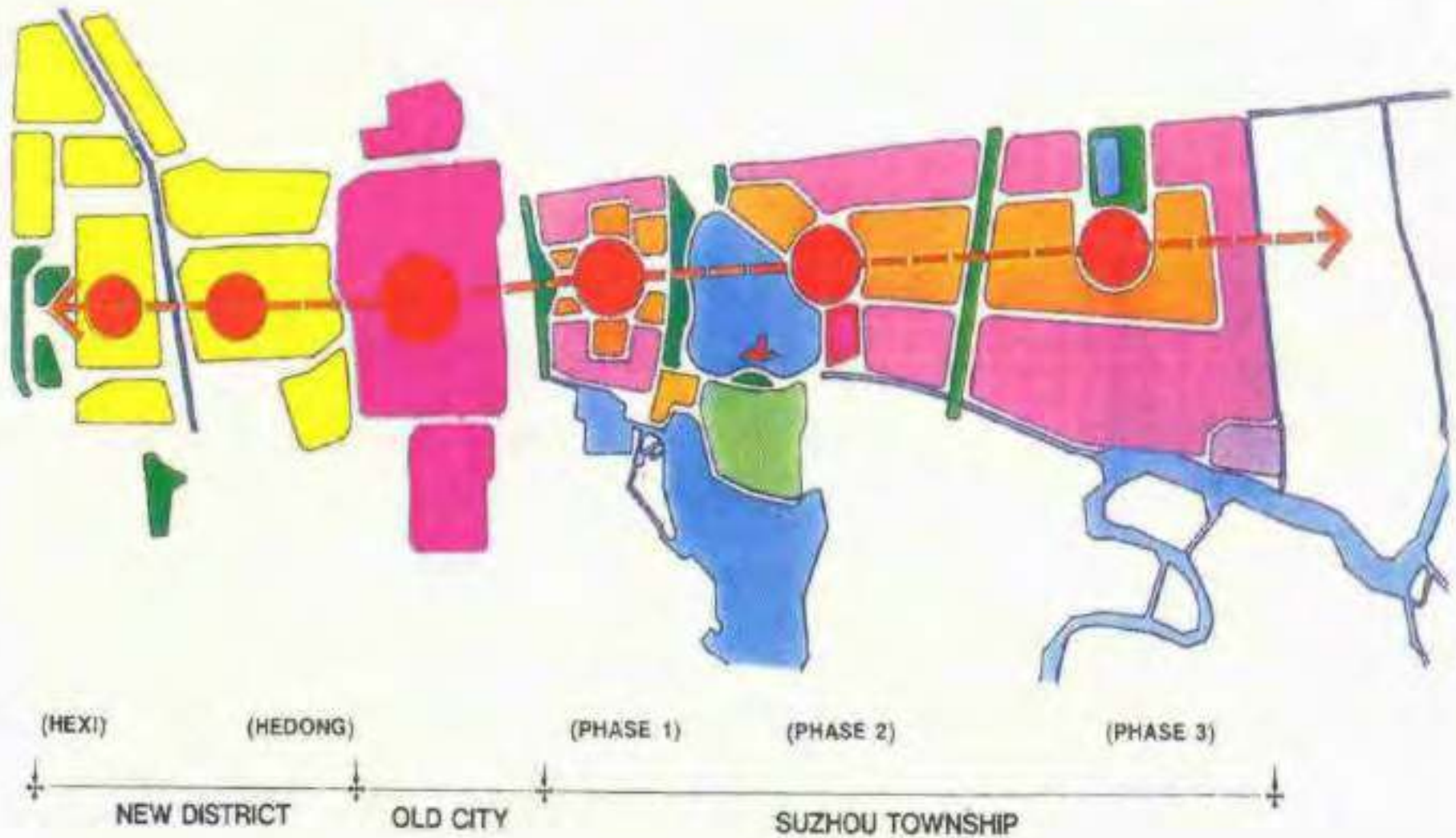
高新技术为先导，现代工业为主体，第三产业和社会公益设施相配套的产业新城。开发面积70平方公里，人口约达60万人。

SIP LOCATION

苏州工业园区区位



Planning Structure

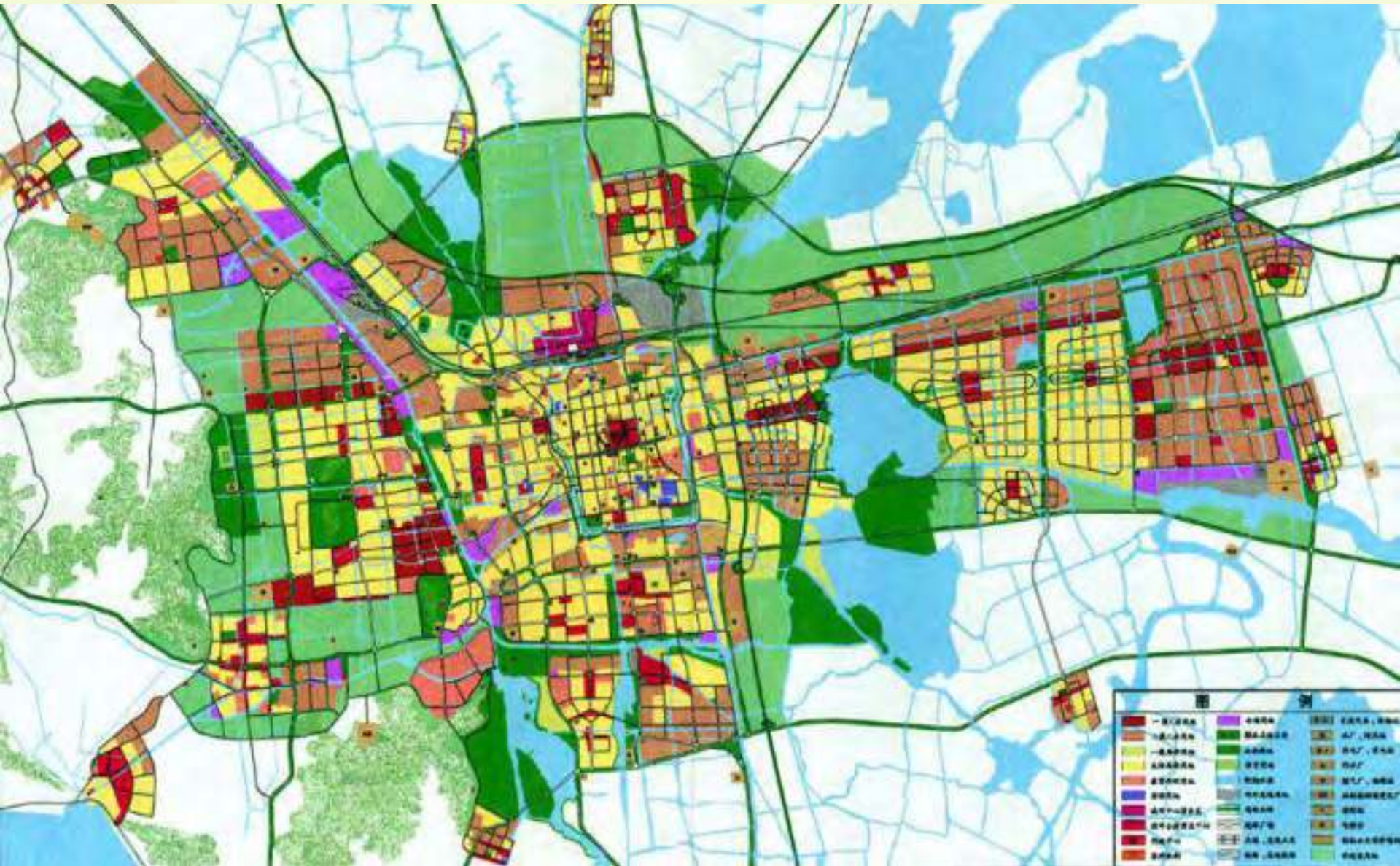


SIP Master Plan and Detailed Plan

苏州工业园总体规划和详细规划



苏州城市总体规划（1996年-2010年）



Urban Design For SIP Commercial Core Phase 1

苏州工业园区首期商贸区城市设计



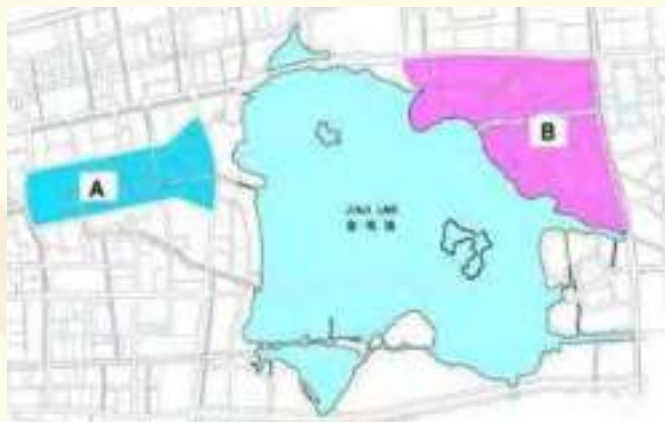
Lake District – View from Jinji Lake

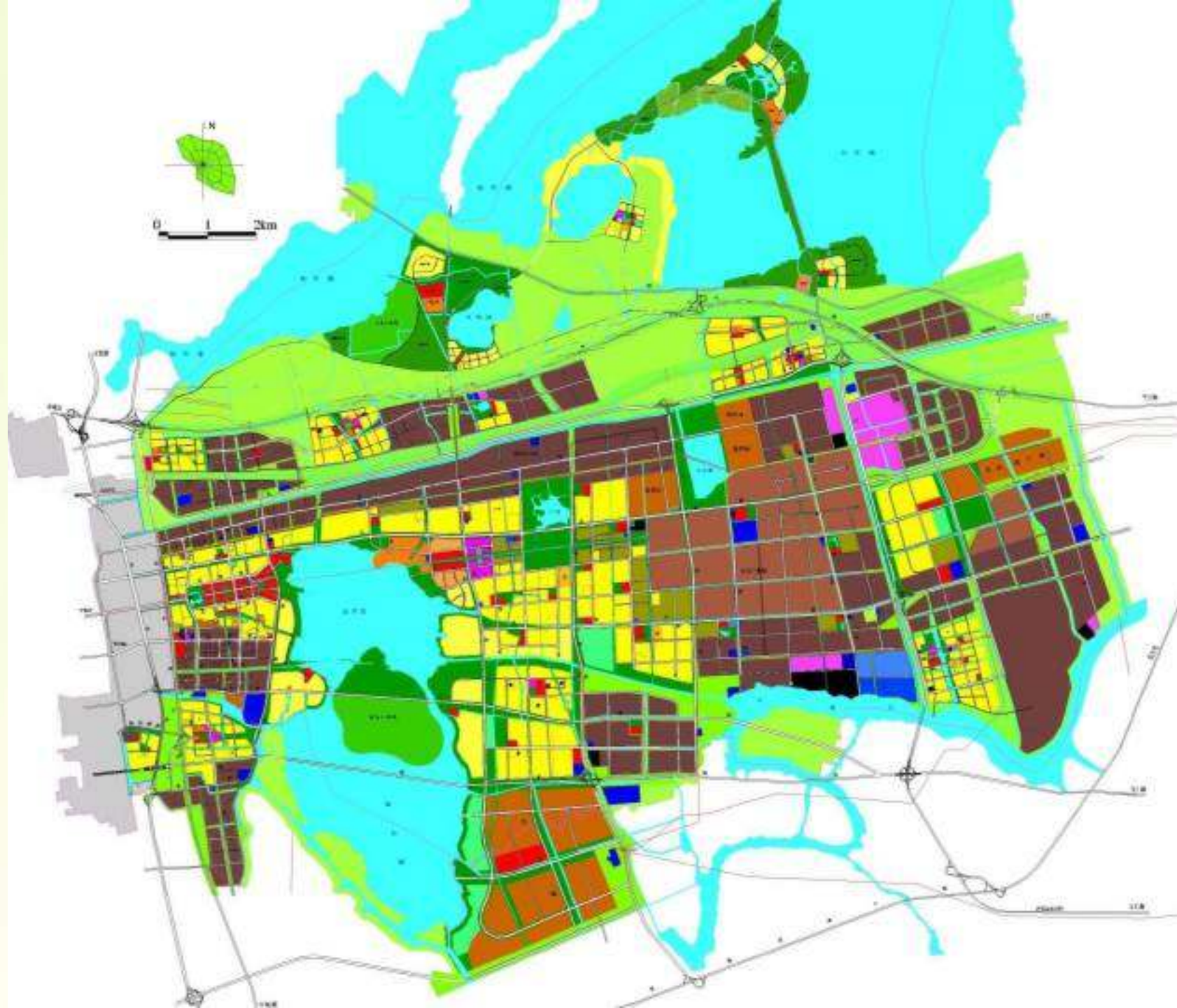


滨湖区—从金鸡湖看到的景观

Urban Design for China-Singapore SIP CBD (2004)

中国—新加坡苏州工业园区中心区城市设计（2004）





Selective adaption of Singapore's experiences to China's national conditions

结合中国国情——自主地、有选择地借鉴新加坡经验

公共行政管理

Public Administration

—健全的法制

Sound legal system

—廉洁的政府

Clean government

—管理机构的协调和谐

Cooperative and harmonious

management bodies

—高效、精干的公务员

Efficient and capable

civil servants

经济发展和管理

Economic development
and management

—市场经济

Market economy

—产权清晰的工商企业

Clear property rights

—条例及法规

Rules and regulations

—商业配套

Commercial Facilities

—具有竞争性的环境

Competitive Environment

—财政、金融政策

Fiscal and Monetary Policies

—劳、资、政三者关系的协调

Labour, capital and political relations

城市规划、建设和管理

Urban Planning,

Construction and Management

—城市规划

Urban planning

—土地规划

Land use planning

—基础设施的发展

Infrastructure development

—环境控制

Environmental control

—咨询管理

Advisory management

China 's well-known economist Mr. Wu Jinglian 中国著名经济学家吴敬琏

Suzhou Industrial Park introduced Singapore's "Management Software", that is, the full set of rules and regulations governing Singapore's economy, as a result, other developments in southern Jiangsu followed suit, investment environment in the whole region greatly improved – more integrity, efficient, and lawful, creating "a good environment for entrepreneurs".

苏州工业园区引入了新加坡的“管理软件”，即新加坡管理经济的全套规章制度，结果苏南其他开发区纷纷效仿，整个区域的投资环境因而大为改善，比较廉洁而有效率，也较讲究法治，是“善待企业家的一个好环境”。



Implementation of SIP Planning

园区规划如何实施？

- ◆ Development Process (5 key phases)

发展历程（五个重要阶段）

- ◆ Success Factors (8 factors)

成功的因素（八个因素）

- ◆ Achievement Evaluation

成就的评价

SIP'S Development Phases

苏州工业园区的发展阶段

◆ 第一阶段 Phase1 1994—1997

8sqkm, first-class investment environment, industry investor
8平方公里的开发，一流的投资环境，工业招商

◆ 第二阶段 Phase2 1997—2000

Industry investor, construction of residential zone, neighborhood centre
工业招商、住宅区建设，邻里中心

◆ 第三阶段 Phase3 2001—2004

Expansion of industrial and residential zones, construction of commercial and recreational zone
工业区、住宅区扩张，商业区和休闲区建设

◆ 第四阶段 Phase4 2004—2008

Construction of innovative industry, modern service industry, social welfare facilities
创新产业、现代服务业和社会公益事业的建设

◆ 第五阶段 Phase5 2008—2015

Setup Open&Innovative experimental zone & tourism development
开放创新试验区、旅游业

BACKGROUND



International Standard Infrastructure
国际标准的基础设施



第一阶段 Phase 1

CS-Suzhou Industrial Park

Taihu Lake Water Intake Point

太湖取水

- ◆ Treatment standard above China and WHO93 standard 处理标准高于中国和 WHO 93 标准
- ◆ Phase 1 150,000 m³/day 首期 150,000 m³/天
- ◆ Planned 600,000 m³/day 规划 600,000 m³/天



Completed in 1997

1997年建成

第一阶段 Phase 1

Sewage Treatment Plant 污水处理厂

- ◆ 规划 Planned 500,000m³/d
- ◆ 首期 Phase 1 100,000m³/d



In operation 运行中

Provide high level of
environmental
protection
提供高水准的环境保护

Standard factory 标准厂房-工业坊



第一阶段 Phase 1

World - renowned Industrial Enterprises

世界著名工业企业



Panorama View of Phase 1 Southern Industrial Zone 南部首期工业区全景



第一阶段 Phase 1

Panorama View of Phase 1 Southern Industrial Zone

南部首期工业区全景



第一阶段 Phase 1

Suzhou Industrial Park Vocational and Technical Training Institute 苏州工业园区职业技术培训学院



第一阶段 Phase 1

Distinctive living environment 富有特色的居住环境



第二阶段 Phase 2

Xinjia Garden 新加花园



第二阶段 Phase 2

Xindou Square & Jiayi Court 馨都广场&嘉怡苑



第二阶段 Phase 2

Lake Environment 滨湖环境打造



第二阶段 Phase 2

Neighborhood
Centre/Neighborhood Park
邻里中心/邻里公园

Primary School/ kindergarten
小学/幼儿园



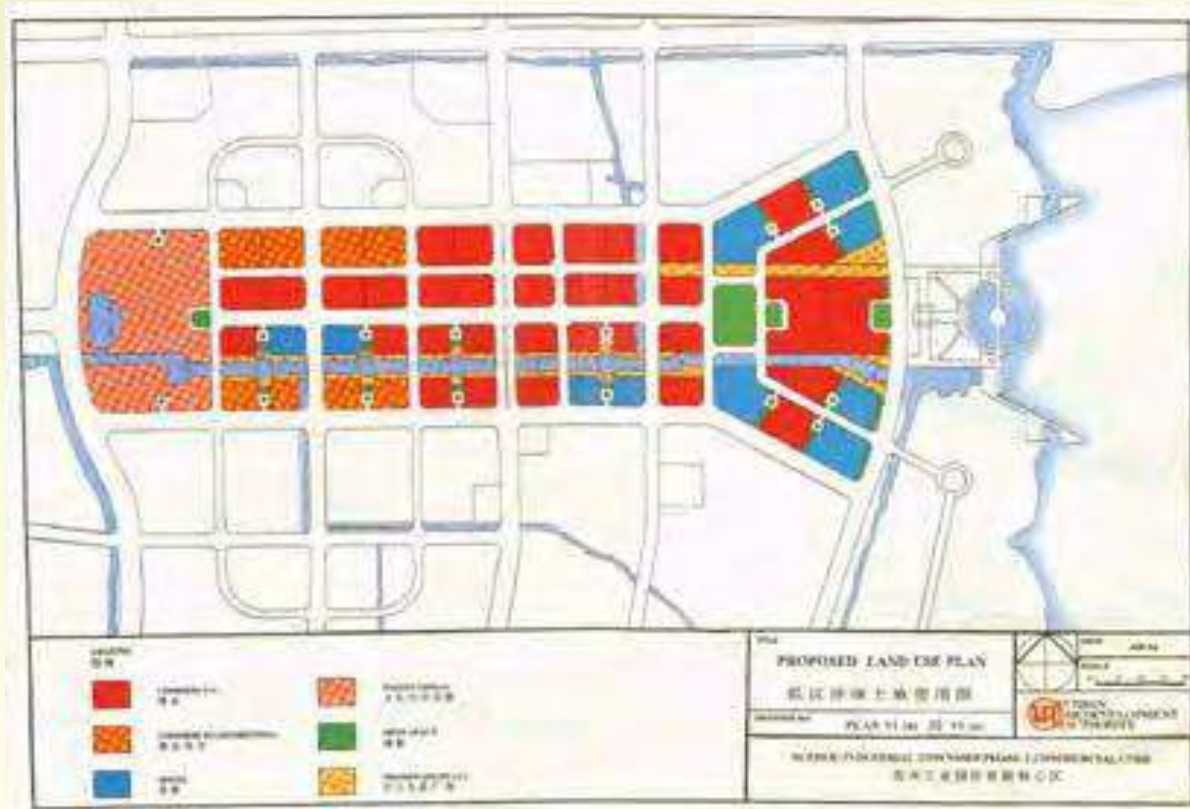
第二阶段 Phase 2

4 Seasons Swimming Complex 四季游泳馆



第三阶段 3rd Stage

Central Business District 中央商务区



第三阶段 3rd Stage

Jinji Lake Scenic District 金鸡湖景区





第三阶段 3rd Stage

Dushu Lake Higher Education District

独墅湖高等教育区



Education Institution in Dushu Lake Higher Education District

独墅湖高等教育区签约进驻院校

Suzhou Institute for Advanced Study, University of Science and Technology of China

Graduate School, Xi'an Jiaotong University

School of Software and Microelectronics, Peking University

Renmin University of China

Nanjing University, Post Graduate Institute

College of Software Engineering Southeast University

Suzhou University New Campus

Post Graduate Institute, University of Liverpool

Post Graduate Institute, Hong Kong University of Science and Technology

Suzhou Post Graduate Institute, National University of Singapore

Suzhou Post Graduate Institute, University of Limerick, Ireland

Texas Arlington School of Business

Warwick University

Nanjing University, University of Dayton and research development centre



第四阶段 4th Stage

International Science Park

国际科技园

- ◆ Planning area 140000m², GFA 280000m²
- ◆ More than 200 high-tech enterprises occupy, including Suzhou city
- ◆ 60% Software Developer Enterprise and 90% IC Design Enterprise



Development of Creative Industry and Modern Services Industry 创新产业、现代服务业的发展

➔ 启动建设各类科技创新载体 **200万m²**。

Startup development of various innovative technology carrier 2million m²



第四阶段 4th Stage

Development of Creative Industry and Modern Services Industry 创新产业、现代服务业的发展

➤ 引进各类研发机构 **300** 多家

Introduced 300 various R&D Institutes

三星半导体研发中心



中科大-香港城大联合研究中心



南大研究生院



博世技术中心



艾默生研发中心



中科纳米产业化基地

Development of Commercial and Public Welfare

More than 1 million m2 of Industry Services and Living Facilities have been built



李公堤

Lee Gong Embankment



邻里中心

Neighborhood Centre



**科技文化
艺术中心**

Technology, Cul
tural and Art
Centre



国际博览中心

International Expo

Rapid Development of Industrial Park Services

In year 2004, more than 100 services project had been newly introduced

American Prose logistics, Sompo Japan Insurance, HSBC, Deloitte & Touche and other famous international enterprises have entered.



Orderly Development of Industrial Park's Commercial



Kowloon Hospital 九龙医院



Baitang Eco Park



Suzhou Science and Cultural Arts Centre



Tourism development——Lee Gong Embankment



第五阶段 5th Stage

Tourism development Ancient Temple

千年古刹重元寺



第五阶段 5th Stage

Tourism development Taoist Jade Palace

道观玉皇宫



第五阶段 5th Stage

Dushu Lake Church 独墅湖教堂



第五阶段 5th Stage

SZV Air-Land fast track mode

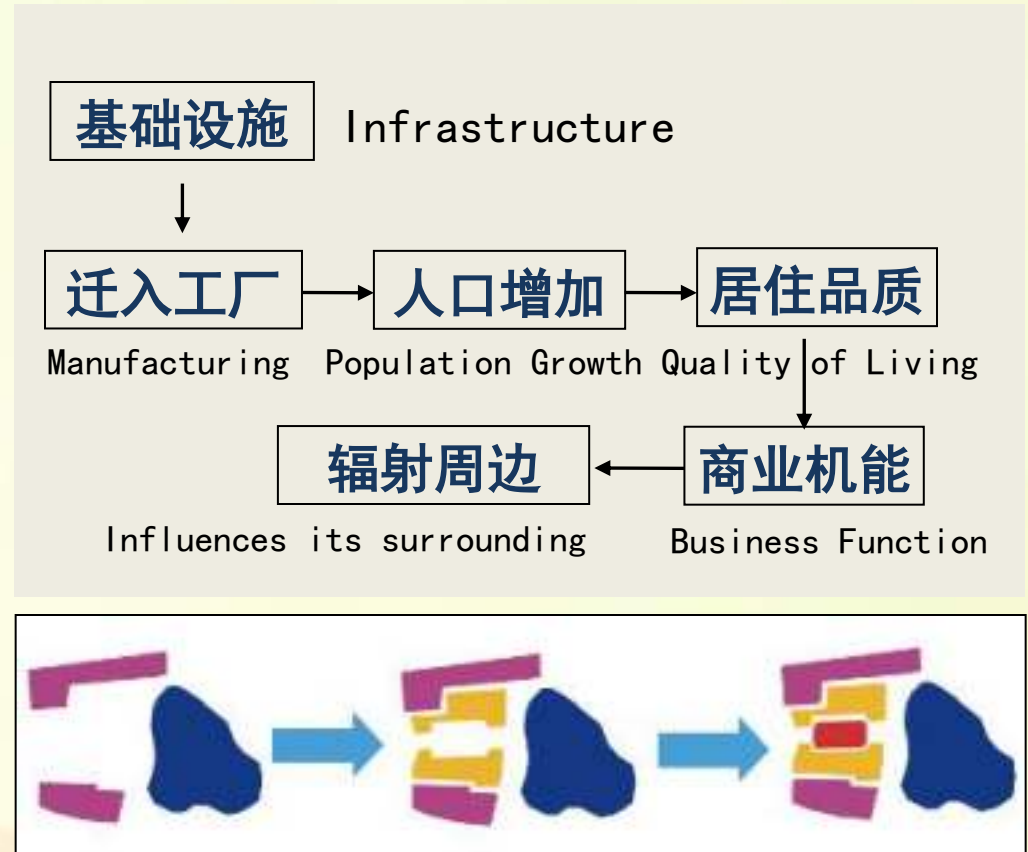


Suzhou Integrated Bonded Area

苏州综合保税区



Sino– Singapore Development Model of Suzhou Industrial Park





1994



2000



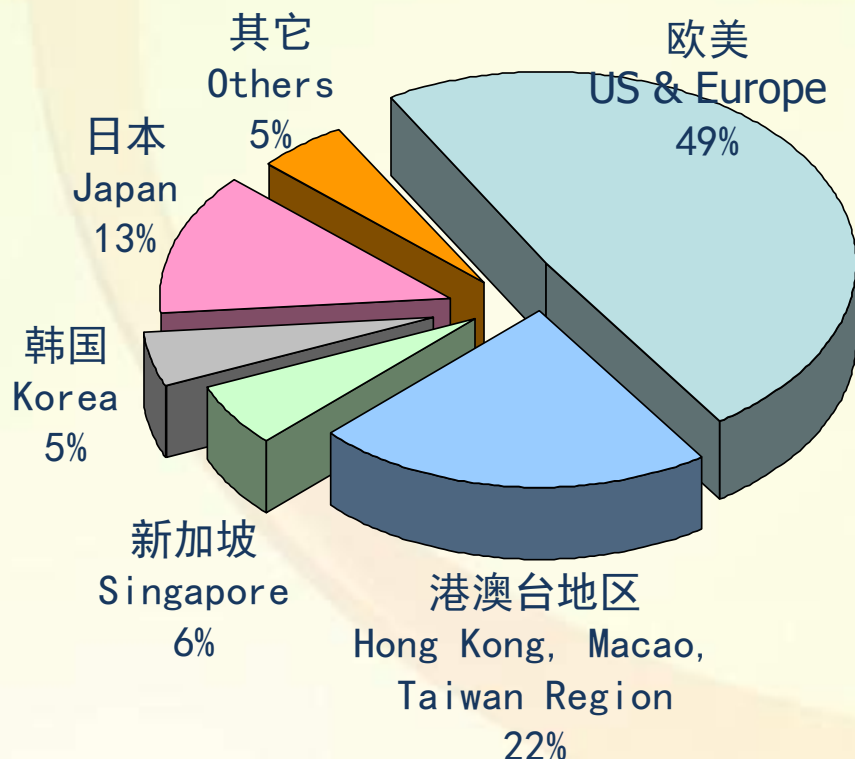
2005



2011

Foreign Investment 招商引资

投资项目地区结构 Sources of Investment



投资项目规模 Scale of Investment

93家世界五百强投资**154**余个项目
93 organisations from Fortune Global 500
have invested in 154 projects

投资额上亿美元项目 **149**个
149 investment amount of more than 100
millions USD

投资额 10亿美元项目 **7**个
7 investment amount of more than 1 billion USD

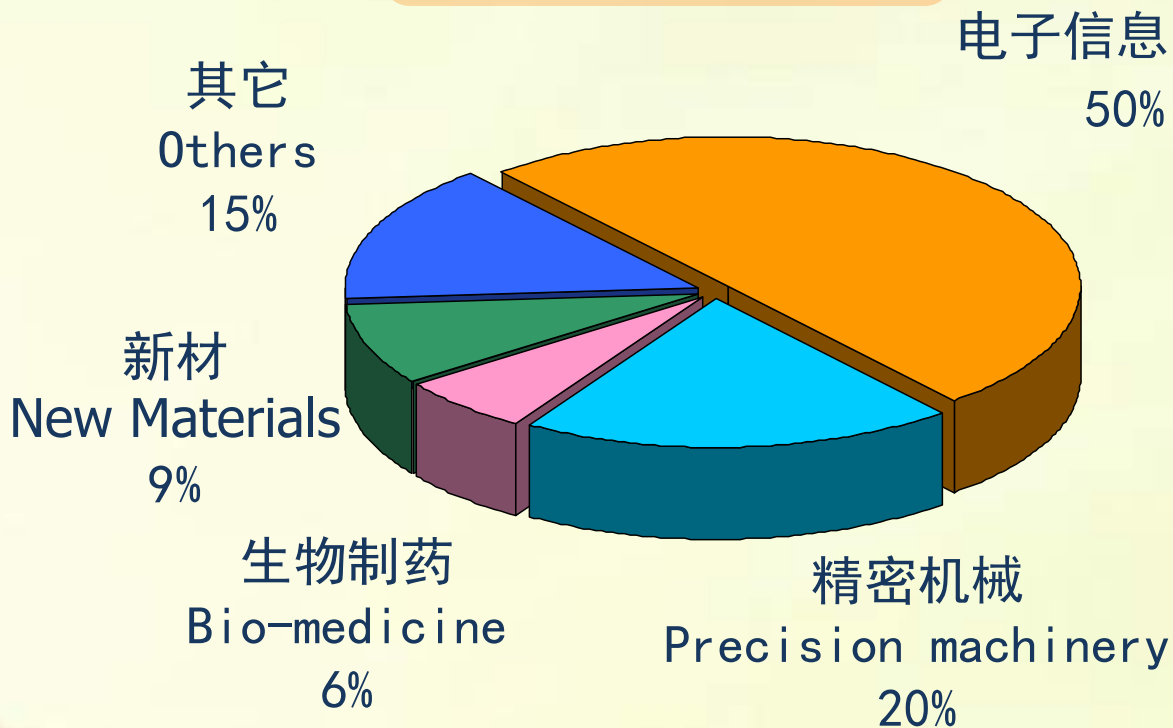
项目平均投资额超过 **3100万** 美元
Average investment greater than 31 million USD

Foreign Investment 招商引资

重要支柱产业 Pillar Industries



投资项目产业结构 Type of Industry

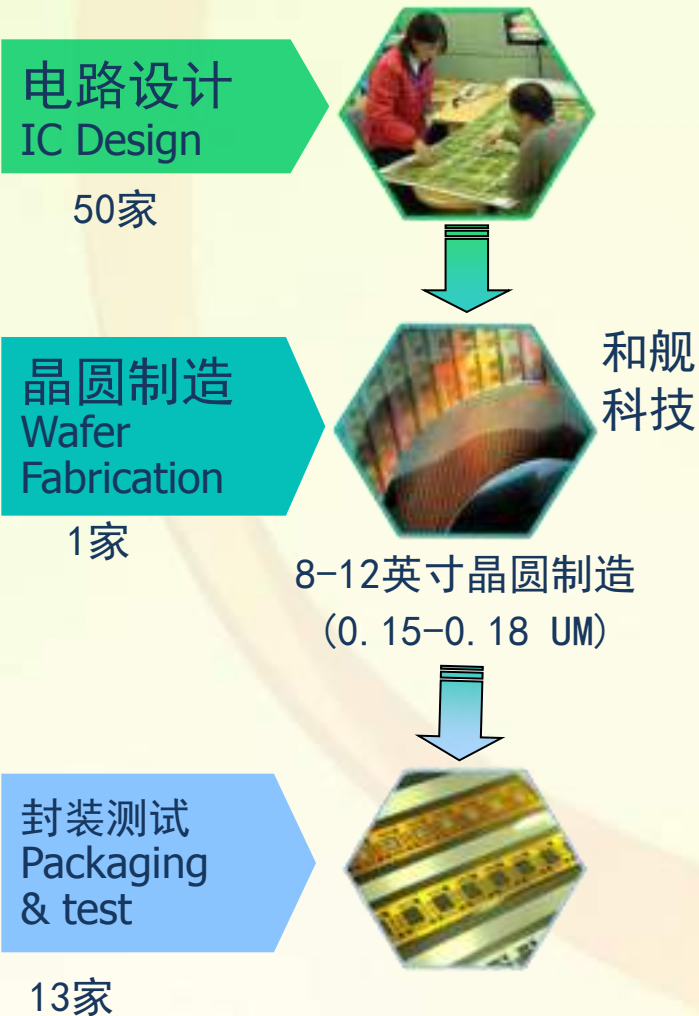


高新技术主导产业 High-tech Leading Industry

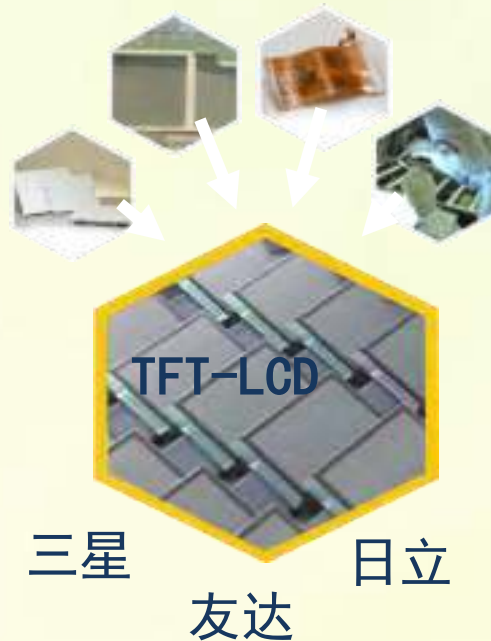
Pillar Industries

园区三大支柱产业

半导体产业 Semi-conductor



光电产业 Photoelectric



➤国内最大的液晶面板制造基地。
The biggest LCD panel manufacturing base in China

机电一体化产业 Mechatronics



- 聚集了艾默生、博世、金龙、普美、史密斯、美西等知名厂商，主要生产汽车电子、航空零部件。
- Major producers of automotive electronics, aviation components

Main Economic Indicators of Suzhou Industrial Park

苏州工业园区主要经济指标

2015年		
地区生产总值 (GDP)	2080亿元	8%
公共财政预算收入 (Budget revenue of public finances)	257.2亿元	11.7%
税收占比达 (Tax revenue ratio)		93.6%
国地税总收入 (Total income of local taxes)	564亿元	
进出口总额 (Total import and export)	796亿美元	保持稳定
实际利用外资 (Actual use of foreign capital)	16亿美元	保持稳定
固定资产投资 (Investment in Fixed Assets)	612亿元	保持稳定
R&D投入占GDP比重达 (R&D expenditure (% of GDP))		3.35%
城镇居民人均可支配收入 (Per capita disposable income of urban residents)	5.6万元	7.5%
万人有效发明专利拥有量超 (Ownership of effective invention patents per 10,000 population)	80件	
万元GDP能耗 (Energy consumption per 10,000 yuan GDP)	0.254吨标煤	
人均GDP (Per capita GDP)	4万美元	

Success Factors of Suzhou Industrial Park

苏州工业园区的成功因素

1. Full support from both China & Singapore governments
中新两国政府的全力支持
2. Investment-friendly legal environment
适合企业投资的法制环境
3. Successful business development model
成功的商业开发模式
4. High standards in urban planning and management
高水平城市规划与管理
5. High quality infrastructure
高标准的基础设施
6. Close proximity to metropolitan area of Shanghai
靠近上海大都市区位
7. Human resource guarantee
人力资源的保证
8. Opportunity to form a complete industrial group
抓住机遇形成了完整的产业群

Full support from both China & Singapore governments 中新两国政府的全力支持



中新两国政府间最大的合作项目苏州工业园区，是中新经济合作的重中之重，更是中国对外合作的重点项目。

——江泽民



中新关系发展顺利，尤其是在中新苏州工业园区项目上的成功合作，给双方带来了切实利益。

——胡锦涛

2002年4月 · 新加坡

“不特有特、比特更特”

- ◆ 国务院先后颁发国函[1994] 9号、国阅[2002] 37号、国阅[2003] 11号、国阅[2004] 71号文件，在项目审批、财政税收、外事管理、海关物流等方面授予相应的管理权限和优惠政策。
SIP was given authority to govern its own project approval, finance and taxation, foreign affairs management, customs logistics and other policies.
- ◆ 江苏省和苏州市更是把园区作为全省、全市对外开放的重中之重。
SIP is an important window of opening to the outside world for both Jiangsu Province and Suzhou City.

Organisational Structure of Suzhou Industrial Park

中新合作苏州工业园区组织架构

副总理

商务部
外交部
国家发改委
财政部
科技部
国土资源部
建设部
海关总署
国家税务总局
江苏省政府
苏州市政府

Sino - Singapore Joint Coordinating Council 中国 - 新加坡 联合协调理事会

副总理

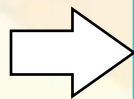
新加坡外交部
新加坡贸工部
新加坡国家发展部
新加坡环境部
新加坡经发局

苏州市政府
Government of
Suzhou

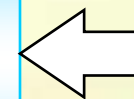
中新双边工作委员会 Sino - Singapore Bilateral Working Committee

裕廊镇管理局
Jurong Town
Administration Bureau

苏州工业园区借鉴
新加坡经验办公室



苏州工业园区管理委员会
Suzhou Industrial Park
Management Committee



新加坡贸工部
软件项目办公室

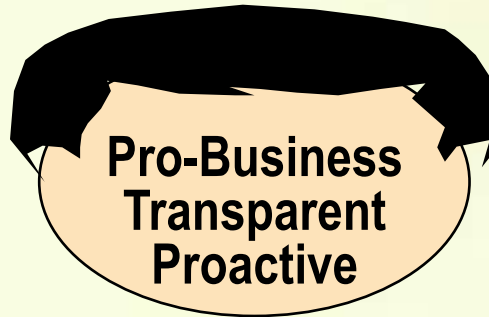
Investment-friendly legal environment (Software)

适合企业投资的法制环境（软件）

- ◆ 累计派出 **2000多** 人次赴新培训
Sent more than **2000 staffs** for training in Singapore
- ◆ 编制 **80** 余项管理办法和实施细则
Prepared more than **80 documents** of management methods and implementation details
 - 弘扬**亲商理念**
To promote **pro-business concept**
 - 构建透明规范的法制化环境
To construct a transparent & standardized environment



BIG SOFTWARE



软件转移计划 **Software transfer plan**

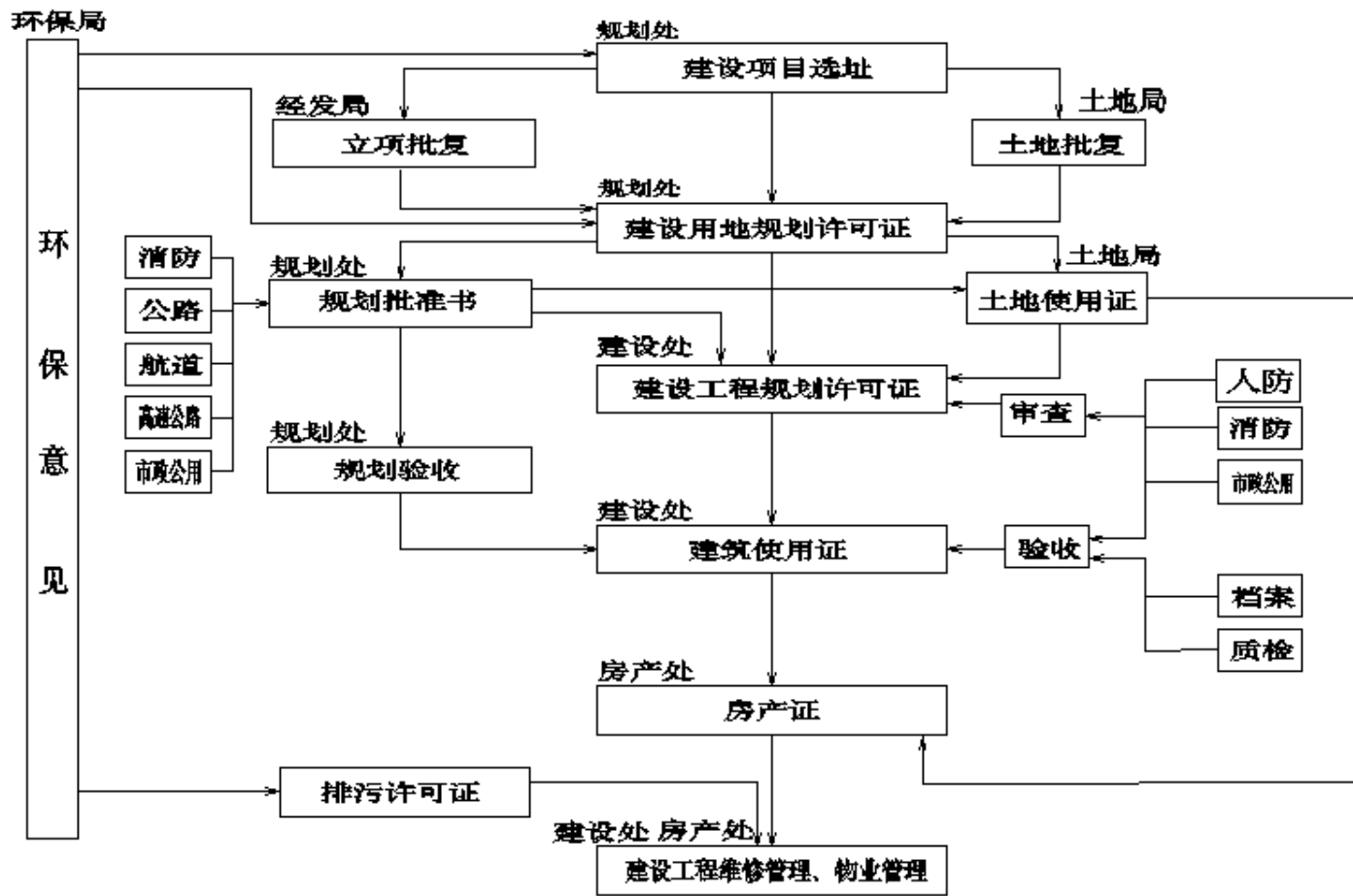
- 规划建设与环境保护 Planning, construction and environment protection
- 招商 Investment
- 公积金 Central Provident Fund
- 海关 Customs

**SMALL
SOFTWARE**



Process of Project Implementation in SIP

园区城市规划建设管理总流程



Summary of SIP Experience

园区经验总结

- ◆ 与国家开发区协会联合举办了两届苏州工业园区经验研讨班

Jointly organised two sessions of SIP Experience Seminar with National Development Zone Association



Spreading of SIP Experience

园区经验辐射



- ◆ 苏州宿迁工业园项目正式启动，“园区理念”加快推广转移
Suzhou Suqian Industrial Park which also adopted “industrial park” concept has been officially launched



Spreading of SIP Experience

园区经验辐射

- ◆ 苏州南通合作开发“第二个苏州工业园”——苏通科技产业园；
Collaboration between Suzhou and Nantong to develop “The Second SIP”—Sutong Technology Industrial Park
- ◆ 2009年4月25日，苏州、南通市政府以及苏州工业园区、南通经济技术开发区、中新苏州工业园区开发股份有限公司、江苏省农垦集团等签署合作开发战略协议书。
Suzhou Government, Nantong Government, SIP, Nantong Economy Technology Development Area, CSSD and Jiangsu Farming Group Company Ltd. have signed a strategic development agreement



Sino-Singapore Suzhou-Nantong Science and Technology Industrial Park

中新苏通科技产业园区



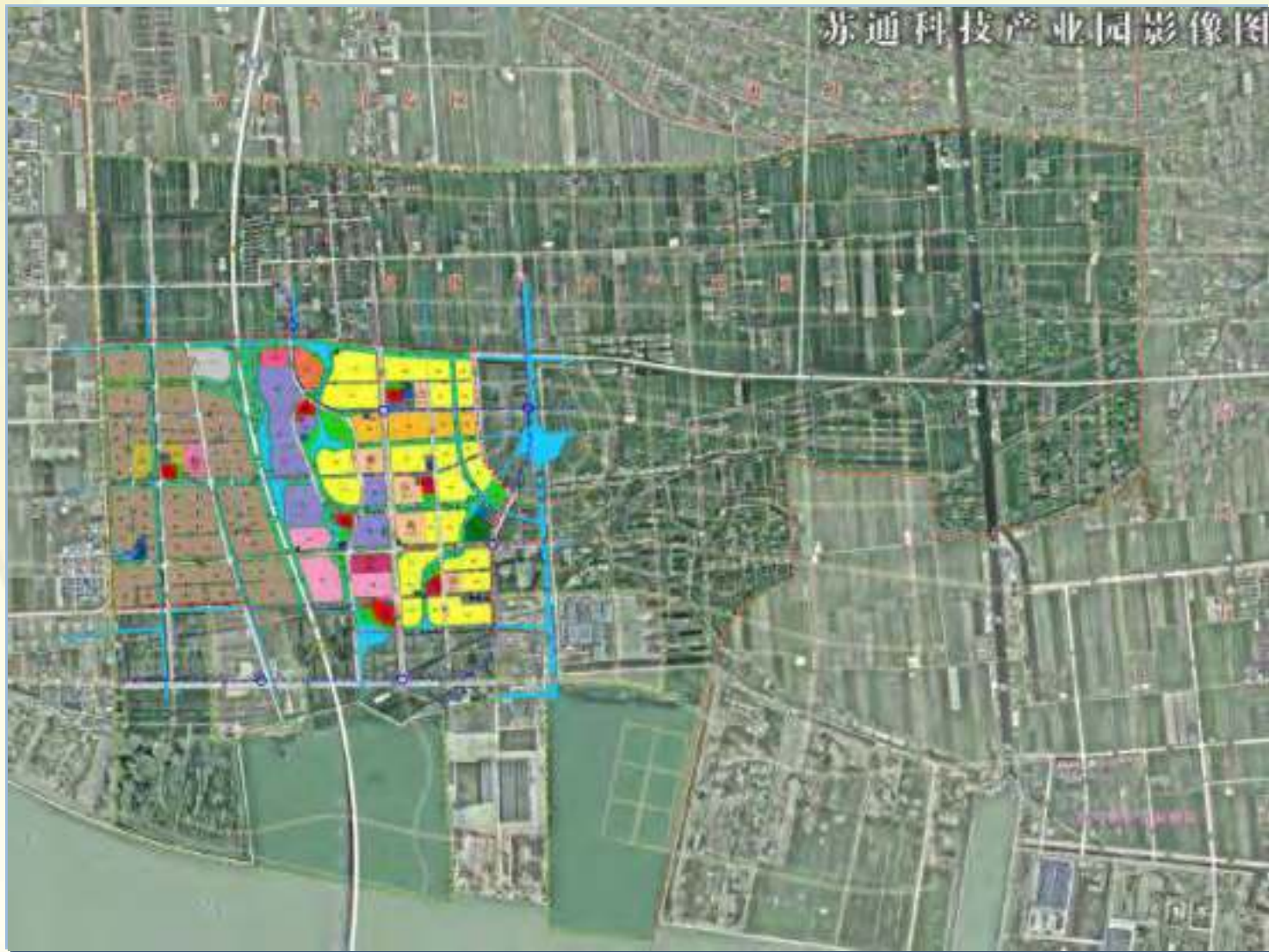
Master Plan for Suzhou-Nantong Science and Technology Industrial Park

苏通科技产业园总体规划



Phase One Development

首期开发



Implementation 实施效果

1. Constructed road



Gazebo



Water features have been built



2. R&D center



3 park



4. convenient center



3. standard factories



5. relocation residential area



6. apartment and park



7. residential neighborhood



8. residential neighborhood



Spreading of the development concept

园区走出去项目。。。。。

- ◆ 江苏宿迁
Jiangsu Suqian
- ◆ 江苏南通
iangsu Nantong
- ◆ 安徽滁州
Anhui Chuzhou
- ◆ 新疆霍尔果斯
Xinjiang Huoerguosi
- ◆ 西藏拉萨
Xizang Lasa
- ◆ 江苏苏州相城区
Jiangsu Suzhou Xiangcheng District



Successful Development Management Model

成功的管理开发模式



SIPAC



管理主体

Managing Organisation

苏州工业园区管理委员会

Suzhou Industrial Park
Administrative Committee
(苏州市人民政府派出机构)



CSSD



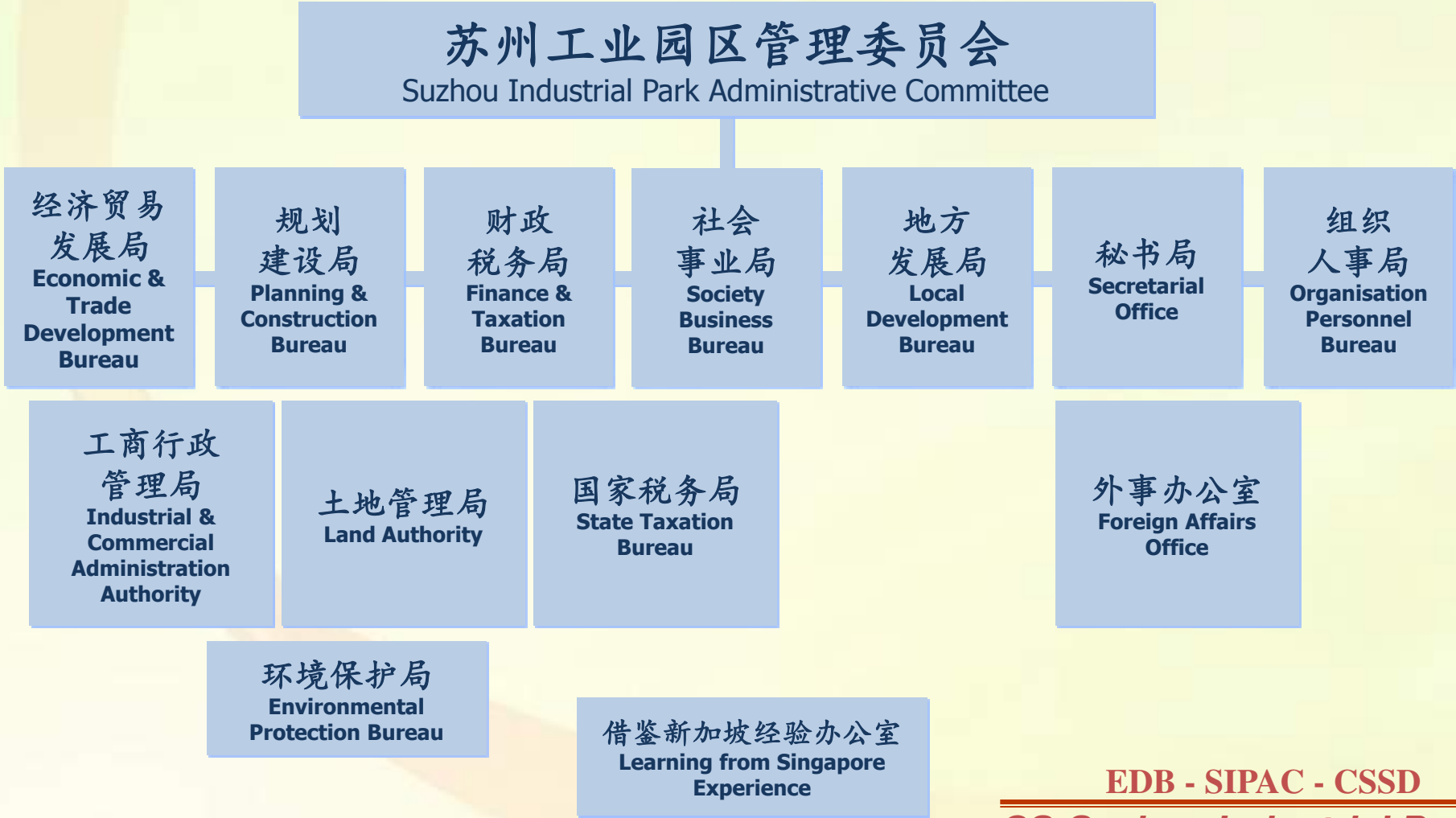
开发主体

Developing Organisation

中国—新加坡

苏州工业园区开发有限公司

China-Singapore Suzhou Industrial Park Development
Co., Ltd.



Current main development organisation of Sino-Singapore cooperative development 目前中新合作开发主体

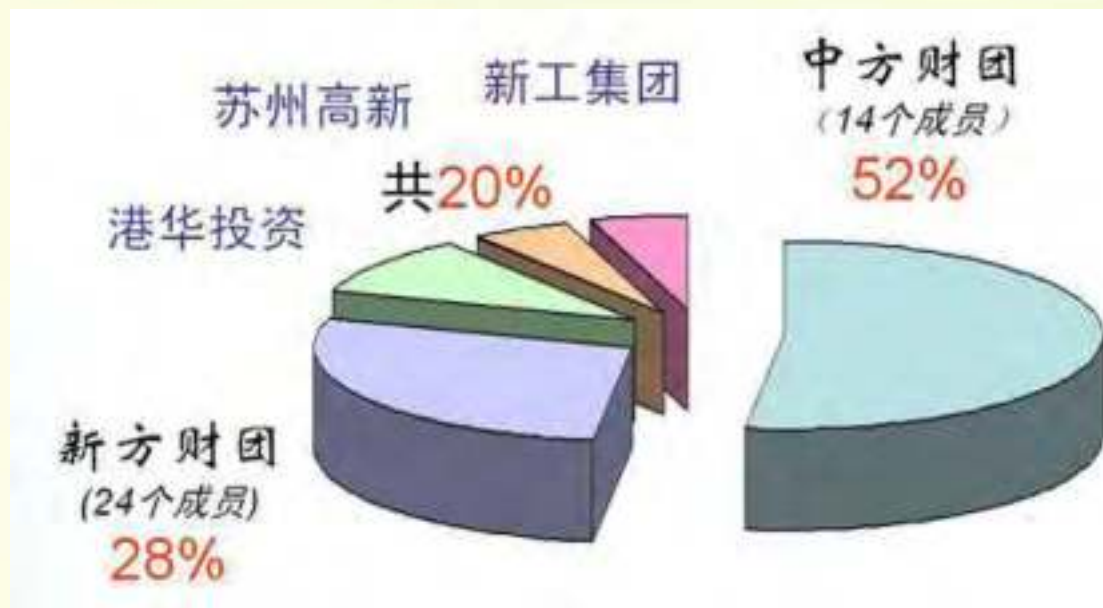
第一阶段 First Phase

- 新加坡 Singapore 65%
- 中国 China 35%

► 中国-新加坡 苏州工业园区开发有限公司
(**CSSD**)

第二阶段 Second Phase

- 中国 China 65%
- 新加坡 Singapore 35%



对苏州工业园区的评价

Evaluation of Suzhou Industrial Park

苏州工业园区成立十周年

ANNIVERSARY OF SUZHOU INDUSTRIAL PARK

大

BRATI





希望中新双方把苏州工业园区合作的成功经验，运用到新的合作领域，不断扩大合作成果，努力把中新互利友好合作关系提高到新的更高的水平。

——胡锦涛

“I hope China and Singapore would apply the successful cooperation experience of Suzhou Industrial Park in new fields so as to continuously expand cooperation fruits and bring China-Singapore relation of friendship and cooperation with mutual benefit to a higher and new level.”

--HuJinTao

(2004年6月19日 · Beijing)



“苏州工业园区已成为中新合作的成功典范，双方应继续加强合作，将其建设成为世界一流的高科技工业园区。”

—— 温家宝

(2004年6月18日·北京)

“Suzhou Industrial Park has become a successful example of Sino-Singaporean cooperation, the two sides should continue to strengthen cooperation to build a world-class high-tech industrial park.”

—— Wen Jia Bao

(2004年6月18日·Beijing)



经过10年建设，苏州工业园区不仅成为亚洲最具竞争力的工业园，而且已成为中新互利合作的典范。

—— 温家宝

2004年5月14日 · 北京

“After 10 years of construction, Suzhou Industrial Park has not only become Asia's most competitive industrial park, but also has become a model of mutually beneficial cooperation.”

—— Wen Jia Bao

2004年5月14日 · Beijing

Singapore Senior Minister, Mr. Lee Kuan Yew

新加坡内阁资政李光耀

“园区成功地学习了新加坡经验，保持了高水平的城市规划和管理水平，维护了跨国公司客户的信心，双方合资的中新苏州工业园区开发公司工作富有成效，是一个独一无二的实验。”



“The park has successfully learned from Singapore’s experience to maintain high level in city planning and management, and maintained the confidence of the multinational clients. The joint venture of Sino-Singapore Suzhou Industrial Park Development Company is an unique experiment..”

Singapore Senior Minister, Mr. Lee Kuan Yew 新加坡内阁资政李光耀

“苏州工业园区是一项史无前例的合作项目。新加坡从这个计划得到很多启示和教训，对中国的体制有了更深的了解；这个计划加深了两国的政治和经济关系，两地较年轻的领导人和官员有机会互相认识和建立较密切的关系。”



“SIP is an unprecedented cooperation project. Singapore has gained a lot of inspiration and lessons from this program, and has gained a better understanding of the Chinese system; this program has deepened the political and economic relations between the two countries, and the younger leaders and officials of the two places have the opportunity to know each other and build closer relationship.”



苏州工业园区是双方互利合作的成功典范，也体现出中方学习借鉴的特色。

——习近平

2010年11月14日，新加坡

Suzhou Industrial Park is a successful model for mutually beneficial collaboration, and that of China's adaptation of international best practices

—— Xi Jinping

Enlightenment from the Planning of SIP

园区规划建设有何启示？

1. 市场导向的商业模式

Market-oriented business model

2. 居住与产业平衡

Residential and industrial balance

3. 交通便捷，公共交通系统优先

Convenient transport, public transport system takes precedence

4. 建立中心结构体系，发展邻里、市镇和区域中心

Building up commercial centre system, improving neighbourhood, town and regional centre

5. 建立多种产业园，形成多层次就业体系

Building up various industrial park, and forming up multi-level Employment system

6. 提供丰富的住宅产品，营造社区

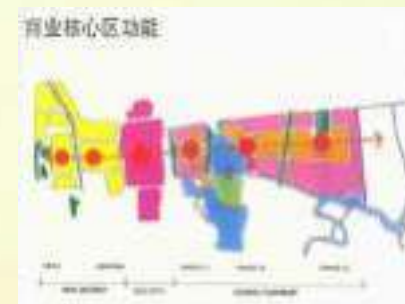
Providing abundant residential product, and shaping community

7. 构建开放空间系统

Creating open space system

8. 超前建设一流的基础设施

Constructing first class infrastructure in advance



What lessons does SIP bring to us?

园区为我们带来什么启示和教训？

◆ 规划：产城一体，城乡一体

Planning: Integration of industry & city, integration of city & rural

◆ 环境：亲商、亲民

Environment: Business-friendly, people-friendly

◆ 体制：两国的体制和企业文化向来就不同

System: Understanding different systems, corporate culture of two countries

◆ 思想：对于公共行政管理软件的认识差异

Mind-set: Differences in recognition of public administration software

◆ 软件转移：取经难，传经更难

Software transfer: Difficult to learn, more difficult to pass on

◆ 造城：企业与政府之间的目标需要协调

Building city: Coordination of public-private goals

◆ 眼光：工业化的产物，面临后工业的挑战

Vision: Results from industrialisation are facing challenges from post-industrialisation

Conclusion: Planning Concept

总结：规划理念

- ◆ Long-term vision (Maximising long-term value in year X)
长远的观点（X年、长期价值最大化）
- ◆ Systematic mindset (Integrated with city, mixed-use, value chain of planning)
系统的思维（与城市整合、混合发展、规划价值链）
- ◆ Model of cooperation (Multiple departments, public and private partnership)
合作的模式（多部门合作、政企合作）

Thank You

谢 谢



SCP Consultants Pte Ltd

2016年10月20日