

# **Report on International Competitiveness of Yangzhou City**

## **---- Oriental Way for Sustainable Urban Development (Absrtact) July 2008**

### **1. Yangzhou is a classic case and precious sample for research on urban sustainable competitiveness**

Since 1990s, technologic informatization and economic globalization have been changing the time-space concept and decision arrangement of global economy, science and social activity deeply. With the formation, enlargement and adjustment of world urban system, the status of city becomes more important in international economy, and competition about urban globalization tends to be fierce obviously, as well as this competition between all kinds of cities increases fiercely. The economic activities tend to be two kinds including “centralized clusters” and “decentralized clusters”. The original urban spatial pattern has been changed and all the cities face opportunities and threats. Improving competitiveness has become the focused issued concerned by ministers, mayors, entrepreneurs and the public in and abroad.

21st century is an ecologic century, which means that the human race will move towards ecologic society from industrialized society and if no ecologicization there is no modernization. The international competition in future is actually the competition about ecologic environment. The city with good ecologic environment can abstract talent, investment, goods and material, and occupy advantageous position in competition. Synergetic and sustainable development of culture, economy, society and environment has become the new base of urban comprehensive competitiveness.

As the famous historic cultural city in China, the history of Yangzhou has lasted almost 2500 years. The rising in Han Dynasty, flourishing in Tang Dynasty, and the full blooming in Ming and Qing Dynasty cause this city make great contribution to the prosperity of China. In modern times, Yangzhou lost its glorious gradually, but the unique cultural charm could pass through time to shine newly nowadays. As Song Zhengting said, “Yangzhou’s culture is comprehensive Chinese culture, and no matter what you like, you can find it here”. Yangzhou is a cultural city in Chinese memory, and is a city can arouse the pride of Chinese nation.

For the reform and opening-up reform, the national economy and society of Yangzhou develop rapidly, and it is striding towards reviving. The unique character and

charm of the urban culture abstract people again. Looking back the vicissitudes in the past 2500 years, the sustainable development of Yangzhou always reflected the wisdom, beauty, tolerance, and strength of Chinese culture. For China suffering much social upheaval, it is a classic and precious sample for both domestic and overseas scholars to make further conclusion and research.

However, it should be recognized that Yangzhou is developing and there are many difficulties. In order to face the challenges of economic globalization and competition among cities, by knowing the global urban pattern and the urban developmental trend, referencing experience from advanced cities, and sticking to new concept and standard of international urban development, Yangzhou has to research its international competitiveness in the view of global competition and comparativeness between global cities, and review the city's sustainable development plan including cultural interpretation, development prospect, functional orientation, development path, policy support and competitive tactics and so on based on both the global spatial system and urban culture lasting 2500 years.

## **2. Oriental way for sustainable development: from simple outlook on development to scientific outlook on development**

From exploring the thoughts of sustainable development in traditional Chinese culture to understanding the connotation and spirits of scientific outlook on development, it is found that the Chinese nation's thoughts of sustainable development learning widely from others' strong points have formed a set of oriental discourse system. This system which is both the source of ideas and theoretical guidelines of this study is also an important theoretical coordinates for understanding Yangzhou's history, present, and future sustainable competitiveness.

Thought and wisdom of sustainable development in Chinese traditional culture. The connotation of thought of sustainable development in traditional culture can be briefly stated in five aspects containing systematic thinking, environment, economy, society and culture and so on. "Harmony and oneness" are the general rule of thought of sustainable development; "harmony between human and environment" is the rule of philosophy, ethic and practice of sustainable development of environment; "oneness of life and environment" is the philosophic base of sustainable development of environment; reverence for life and respecting all things are the ethic normal form of sustainable development of environment; "proper usage" is the practice rule of sustainable development of environment. "Creation", "adaptation" and "governing and benefiting the people" indicate the value and realm of sustainable development of economy. Traditional culture pays attention to "creation", and insists to "harmonize duty and benefit", "make appropriate adaptation", as well as sincerity and devotion. Preciously harmony, respecting culture and valuing education helps to protect the Chinese culture and Confucian orthodoxy. "Confucian orthodoxy" is the lifeline of Chinese culture; "harmony but difference" encourages diversify of culture; respecting culture and valuing education indicate the sustainability of culture has to consolidate basis. "Benevolence", "people-oriented", and "sincerity" are the foundation of sustainable development of society. The

core of “Confucian orthodoxy” in Chinese culture is “benevolence” which means people-oriented; traditional culture emphasizes the harmony of interpersonal relationship and promotes sincerity.

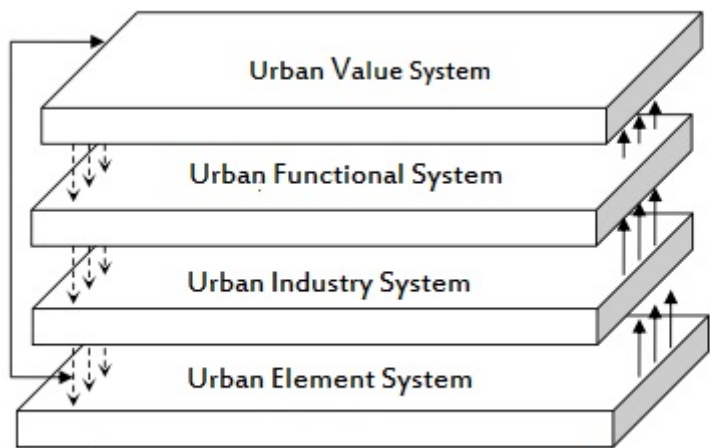
In general, the thought of sustainable development in Chinese culture greatly integrates critical thought, practice and aesthetic value. Confucianism Zhang Zai in Song Dynasty has famous “Heng-ch'u Four-Sentences -- to set the mind for heaven and earth, to set life for people, to inherit the sage's knowledge, and to initiate peace and security for all ages”. With the view of sustainable development, “to set mind for heaven and earth” means to adjust the main value of relationship between environment and human race in current society, reconstruct the ecologic concept of correspondence between environment and human race, as well as develop new men respecting the intrinsic value of nature and harmonizing with nature; “to set life for people” means to enhance the life level and life quality by constructing harmonious society; “to inherit the sage's knowledge” means to inherit and innovate the essence of Chinese traditional culture to make the spiritual fortune shared by all mankind; “to initiate peace and security for all ages” means to construct sustainable development model by scientific and sustainable development.

Scientific outlook on development is the oriental interpretation about theory of sustainable development in recent times. Since 16th CPC National Congress, considering about the overall situation about the Party and people in new century and new stage, the Party Central Committee led by Hu Jintao proposed important strategic thoughts such as scientific outlook on development. The 17th CPC National Congress summarized the historic background, scientific connotation and spiritual essence of scientific outlook on development in further, and deeply stated the basic attributions including practice, innovation, people-oriented, and scientificity of scientific outlook on development, which become the important strategic thoughts guiding Chinese socialist modernization. The scientific connotation and spiritual essence of scientific outlook on development. The key of scientific outlook on development is development; its core is people-oriented; its basic requirement is comprehensive, harmonious and sustainable development; its basic method is balance. The scientific outlook on development also absorbs and references the benefit results of western thinkers' theories on development and learns widely from others' strong points to deepen and develop sustainable development theory in China.

### **3. Urban sustainable competitiveness: a brand new analytic framework**

Urban competitiveness is defined as a city's abilities of attracting, contending for, possessing, controlling and transforming more resources, fighting for, seizing and controlling more markets, creating more wealth in a faster and better matter, providing more welfare for its residents than other cities in the world. The sustainable urban competitiveness depends on that 1) the operational elements in city flow continually and change dynamically under the background of globalization; 2) the function system in city can be differentiated in levels, and elements in it can cooperate well, as well as transform, update and change continually; 3) there are competitions between cities. Under the background, the city absorbs elements outside and maintains elements inside to develop urban function system and urban function system derived from it, coordinating with which,

the city determines its urban value system.



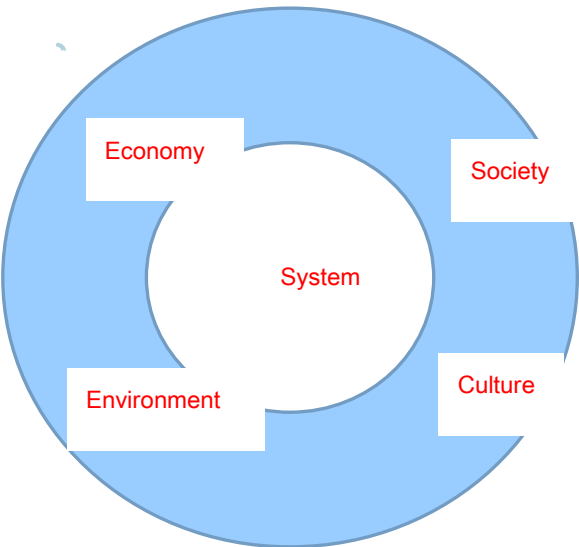
**Figure 1 Interaction mechanism of urban competitiveness**

Figure 1 Interaction mechanism of urban competitiveness

In fact, under the background of globalization, every city competes and cooperates with other cities for element environment, industry and urban function to interact element environment system, industry system and value system to form urban competitiveness comparing to other cities in the world.

Urban sustainable competitiveness, focusing on the long-term and potential competitiveness in future, is a kind of capacity indicates that a city competes and cooperates with other cities for long-term element environment, industry and urban function to absorb and transform resource, to occupy and control market share, as well as to interact element environment system, industry system and value system.

If we reasonably combine the enterprise’s operational element system with urban industry and urban function from the aspects of economy, society, environment, and culture, the concept framework of urban sustainable competitiveness can be formed as Figure 2.



**Figure 2 Analytic Framework of Urban Sustainable Competitiveness**

An economic sustainable city must be knowledge-based and dynamic. A cultural

sustainable city must be diversified and personalized. A social sustainable city must be harmonious and liberalized. An environmental sustainable city must be ecologic and sustainable. The sustainability of ecology influences the sustainability of system. The sustainability of economy ensures the sustainability of system. The sustainability of culture promotes the sustainability of system. The sustainability of society continually guarantees the sustainability of system. Sustainable city must be integrative and coordinative.

Above all, the urban sustainable competitiveness (USC) = F (economic sustainable competitiveness + cultural sustainable competitiveness + social sustainable competitiveness + environmental sustainable competitiveness).

According to the framework above, the index of urban competitiveness is as follows:

Table 1 Systematic Urban Sustainable Competitiveness			
Z1 economic Sustainable Competitiveness	Z2 Cultural Sustainable Competitiveness	Z3 Social Sustainable Competitiveness	Z4 Environmental Sustainable Competitiveness
Z1.1 Market Competition	Z2.1 Knowledge of Talent	Z3.1 Competitiveness of Judicial Body	Z4.1 Beauty of Environment
Z1.2 Environment of Market Demand	Z2.2 Technology of Talent	Z3.2 Competitiveness of Administrative Organization	Z4.2 Green Index
Z1.3 Enterprise Competitiveness of Ontology	Z2.3 Concept of Talent	Z3.3 Competitiveness of Medical Health	Z4.3 Index of Water Quality
Z1.4 Convenience to Attract Senior Talent	Z2.4 Environment for Innovation	Z3.4 Property Rights Protection System	Z4.4 Index of Pollution Treatment
Z1.5 Convenience to Get Capital	Z2.5 Educational Competitiveness	Z3.5 Social Justice	Z4.5 Infrastructure
Z1.6 Government Regulation	Z2.6 Index of Educational Environment	Z3.6 Social Coordination	Z4.6 Informative Infrastructure
Z1.7 Condition of Industrial Construction	Z2.7 Index of Cultural Facilities	Z3.7 Urban-Rural Coordination	Z4.7 Urban Infrastructure
Z1.8 Condition of Industry Clusters	Z2.8 Cultural Resource	Z3.8 Social Insurance	Z4.8 Residential Environment
Z1.9 Condition of Internationalization of Economy	Z2.9 Sci-Tech Resource	Z3.9 Social Tolerance	Z4.9 Shopping Environment
Z1.10 Condition of Regionalization of Economy	Z2.10 Competitiveness of Research Organization	Z3.10 Social Order	Z4.10 Environment for Health and Entertainment

Through the international comparison between cities, which bases on the theoretical basis of *Global Urban Competitiveness Report*, it is concluded that the Global Urban Competitiveness (GUC) = F (GDP Scale, Quantity of Patent, Quantity of Multinational Corporation, Advantage in Price, GDP Per Capita, GDP Per Area, Employment Rate, and Productivity), according to the gained data and comparison between key urban elements.

In order to study and compare the international competitiveness of Yangzhou, it adopts the benchmarking whose main principle is to help research subject find, confirm, trace, study and surpass its competitive aim by regulative and continuous comparison and analysis. The subject has to study and imitate the others' excellent strengths for survivor

and capability of competition. The benchmarking analysis on urban competitiveness helps the subject realize its advantages and disadvantages to gain continuous capability of competitiveness.

The following cities are taken as samples: 1) the partners: developed cities around including Suzhou and Wuxi. Knowing their opportunities and using them to develop it itself; 2) the cities to catch up with: cities in and abroad including Shaoxing, Zhongshan, and Fukuoka. Confirming the aim and strategy to catch up with; 3) the competitors: cities in Yangtze River Delta including Nantong, Changzhou and Jiaxing. Discovering Yangzhou's strengths, weaknesses, opportunities, and threatens; 4) object for reference: domestic cities far away including Weihai, Taizhou, Wenzhou, Dongguan, Zibo and Yantan. Positioning Yangzhou in China; 5) object for reference: international city including Athens, Gothenburg, Kyoto, Shanghai, Hsinchu, Kobe, Zurich, Rome, Vancouver, Melbourne, Nuremberg, Portland, Sydney, Glasgow, Ulsan, and Bangalore. The Positioning of Yangzhou in the world can be learnt by comparison.

According to the comparative analysis in Table 1-2 and the following chapters, the city Yangzhou has to catch up with in short term is Shaoxing, in middle term is Zhongshan, and in long term is Fukuoka. It is considered as follows:

City	Gross of GDP (in Billions of Dollars)	GDP Per Capita (in Dollars)	Growth Rate of GDP in 5 Years (%; 2001- 2005)	Employment Rate (%)	Productivity (in Dollars)	Patent	Popularity	Multinational Corporation
Fukuoka	43.81	31267.3	0.0101	95	57142.95	2900	11900	25
Zhongshan	10.76	5027.58	0.1844	97.17	9454.95	1340	54500	7
Shaoxing	3.18	4290.75	0.1635	95.32	9681.34	10	28000	7
Yangzhou	4.31	3696.56	0.1340	92.36	8937.52	21	25400	7

Table 2 Comparison between Yangzhou and the Developed Cities to Catch Up With (All data are in 2005 except the data of patent, international corporation and popularity which are in 2007)

Shaoxing is taken as the city to catch up with in short term according to the 3 reasons as follows. Firstly, their sales, orientation in Yangtze River Delta and urban character are similar. Since the implementation of reform and opening-up policy, Shaoxing's economy and society develop better than Yangzhou, and the private enterprises and industry clusters there have made great success, as well as its per capita income and comprehensive development index are higher than Yangzhou, thus, it can be the aim to catch up with. Secondly, some indexes especially the index about sustainable development of Yangzhou have surpassed Shaoxing, so it is possible to surpass it. Thirdly, for the restriction concerning about resource, environment, industry, and technology, Shaoxing's growth rate slows.

Zhongshan is taken as the city to catch up with in middle term according to the 3 reasons as follows. Firstly, their sales, orientation in Yangtze River Delta and urban character are similar. Zhongshan which insists on sustainable development of economy, society, culture and environment, has made great success on urban development, and its per capita income and comprehensive development index are higher than Yangzhou, thus,

it can be the aim to catch up with. Secondly, some indexes especial the index about sustainable development of Yangzhou have surpassed Zhongshan, so it is possible to surpass it. Thirdly, for Zhongshan is developing well, especially the capability of sci-tech innovation is strong; it costs years for Yangzhou to catch up with.

Fukuoka is taken as the city to catch up with in long term according to the 3 reasons as follows. Firstly, their sales are similar, and both of them are famous historic sites, and Fukuoka is also the “most livable city” for Japanese. In addition, it has made great success on urban development. Secondly, its per capita income and comprehensive development index are much higher than Yangzhou, thus it can be taken as the aim to surpass. Thirdly, for Yangzhou’s economic growth rate is much higher than Fukuoka, thus, it is possible to surpass it in future.

The date about benchmarking cities mainly originates from *Annual Report on China's Urban Competitiveness No.5*, *Annual Report on China's Urban Competitiveness No.6*, *Global Urban Competitiveness Report 2005/2006*, and *Global Urban Competitiveness Report 2007/2008*. In addition, the econometric models and research methods are from *Annual Report on China's Urban Competitiveness*.

#### **4. Historic review on urban development of Yangzhou in the view of Globalization**

The purpose to review the history of urban development is to conclude the historic experience and find and trend in future. The development of urban civilization reflects the human civilization evolution. The history of urban civilization is also the history of human urban civilization. It can be found by reviewing the history of urban civilization that some ancient cities keep prosperity but some lose their charm gradually and some of them even disappeared. It is a revelation that the economic sustainable development is the base of urban sustainable development, the cultural sustainable development is the thought foundation of urban sustainable development, the environmental sustainable development ensures the urban sustainable development, and social sustainable development guarantees the urban sustainable development.

As a famous historic and cultural city, the history of Yangzhou can go back to ancient times. Before the Western Han Dynasty, the city had formed rudiment, but its scale was small. At early Western Han Dynasty, its development of first peak was coming. At Sui Dynasty, the prosperity of economy in Yangzhou faded quickly, but at Tang Dynasty, the prosperity of Yangzhou was well known overall the world and its development of second peak was coming. Then at Ming and Qing Dynasty, rich men gathered, culture was developed, as well as hedonism was prevalent in Yangzhou, and its development of third peak was coming. Since implementation of the reform and opening-up policy especially in 21st century, in Yangzhou, the ancient town is protected, the history is inherited, Chinese civilization is inherited and revived, the sustainability of economy has surpassed its historic level, ecologic construction is implemented well, urban management method is innovated, harmonious social environment is constructed, its liable environment is famous, and the sustainable competitiveness is strengthening. According to the development above,

Yangzhou has the potential to revive and its development of forth peak must be coming once it insists on sustainable development.

According to the experience on development in history, Yangzhou in future must: 1) develop its own economy by seizing strategic opportunity on condition of national development; 2) enhance the sustainability of economy by transforming the economic growth pattern, increasing the relationship outside and abandoning single product economy; 3) enhance the sustainability of culture by rebuilding healthy, open and aggressive cultural spirit, promoting urban cultural function, and keeping constant driving force.

**5. Yangzhou’s position and potential under the background of globalization**

Comparing the 500 cities all over the world by International Urban Competitiveness Model above, it is found that Yangzhou ranks 346. Except Gothenburg and Bangalore, the benchmarking cities are all in the top 200 of global 500 cities in terms of systematic competitiveness, and they are all valued to learn by Yangzhou. However, it is very possible for Yangzhou to surpass them for its high economic growth rate and obvious advantage in cost through comparison.

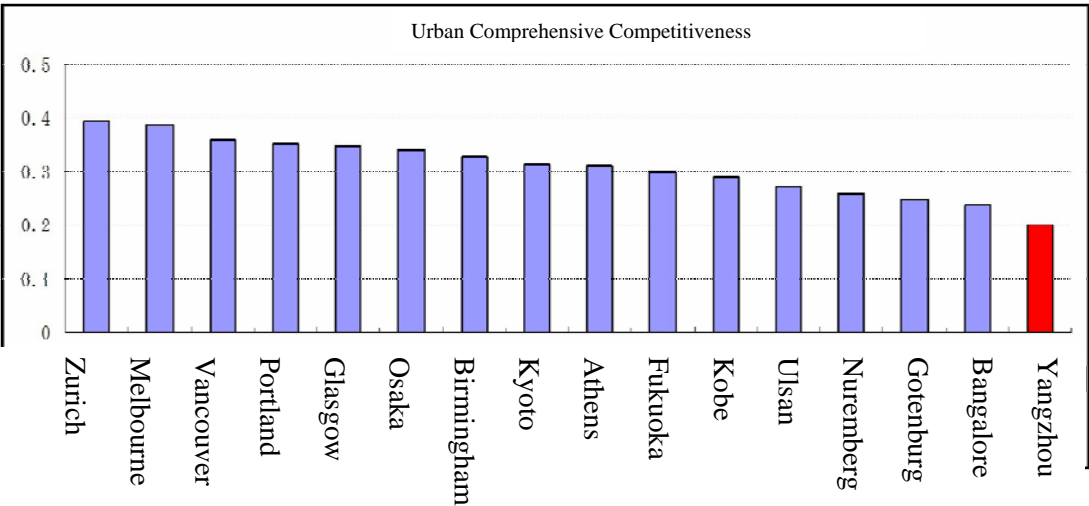


Figure 3 Comparison of Competitiveness between Yangzhou and International Benchmarking Cities



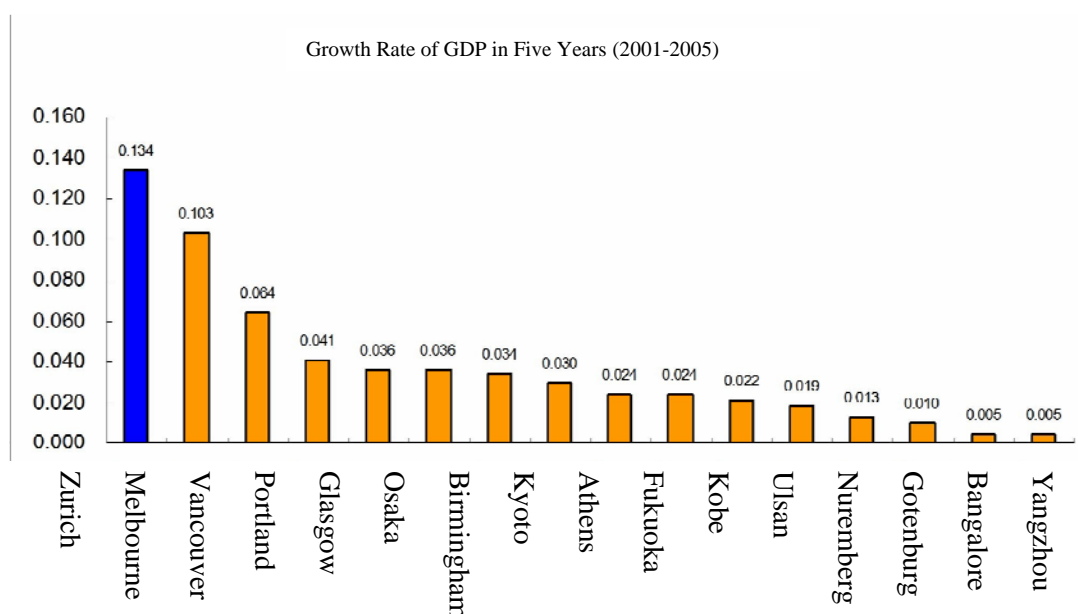


Figure 4 Comparison of Economic Growth Rate between Yangzhou and International Benchmarking Cities

According the Urban Sustainable Competitiveness Model, the comparison between the 52 cities in China indicates that: Yangzhou's systematic sustainability ranking 18 is good; it ranks only lower than Dongguan, Weihai, Suzhou and Wuxi; Yangzhou's economic and cultural sustainable competitiveness ranking 8 and 16 respectively is good comparing to the 52 cities; its social sustainable competitiveness ranking 21 is in the top of them; however, the environmental sustainable competitiveness ranks 31 for it does not stand for the natural environment only and there is much space to improve the environmental sustainable competitiveness comparing to the other three aspects.

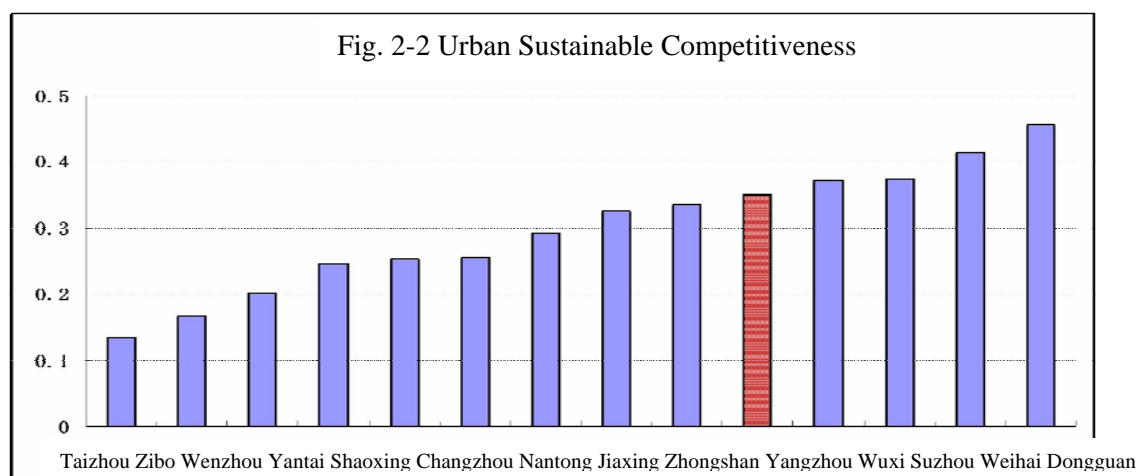


Figure5 Comparison of Sustainable Competitiveness between Yangzhou and Domestic Benchmarking Cities

Index City	Z1 Economic Sustainable Competitiveness		Z2 Cultural Sustainable Competitiveness		Z3 Social Sustainable Competitiveness		Z4 Environmental Sustainable Competitiveness		Systematic Sustainable Competitiveness	
	Score	Rank	Score	Rank	Score	Rank	Score	Rank	Score	Rank

Dongguan	0.582	7	0.367	8	0.534	16	0.441	10	0.455	7
Weihai	0.521	12	0.319	13	0.618	8	0.336	17	0.414	10
Suzhou	0.550	9	0.330	11	0.432	26	0.351	15	0.373	16
Wuxi	0.476	20	0.372	6	0.490	19	0.320	20	0.372	17
Yangzhou	0.563	8	0.302	16	0.488	21	0.233	31	0.350	18
Zhongshan	0.349	32	0.264	19	0.566	10	0.362	13	0.335	20
Jiaxing	0.488	17	0.199	39	0.554	14	0.266	24	0.325	22
Nantong	0.423	24	0.225	29	0.540	15	0.215	37	0.293	24
Changzhou	0.378	26	0.191	40	0.476	22	0.235	30	0.254	27
Shaoxing	0.469	21	0.202	36	0.385	34	0.219	36	0.252	28
Yantai	0.377	27	0.207	34	0.413	31	0.256	25	0.246	29
Wenzhou	0.376	28	0.179	42	0.314	40	0.239	28	0.201	34
Zibo	0.241	42	0.239	26	0.366	36	0.147	43	0.165	41
Taizhou	0.277	41	0.200	38	0.215	47	0.198	39	0.133	43

Figure 3 Comparison of Competitiveness between Yangzhou and International Benchmarking Cities

## 6. International experiences from benchmarking cities and their inspirations to Yangzhou

In order to enhance the urban sustainable competitiveness and surpass the benchmarking cities, Yangzhou has to plot its development by referring their experience and development strategy. By massed investigation, this report proposes 8 cities as example to discuss their experience and strategy combining with the situation in Yangzhou to conclude the reference for development of Yangzhou.

**Nara: ancient civilization merges with modern civilization well and cultural environment harmonize with ecologic environment well.**

The international cultural and tourist city Nara is one of the birth place of Japanese culture. The main experience of development of Nara includes that: paying attention to protection and development of historic culture constantly; constructing facilities with cultural characteristic; constructing and integrating regional traffic; and developing tourist products and expanding tourist connotation.

**Osaka: promoting spirit of productive industry, supporting the development of small and middle-sized enterprises.**

Osaka and Yangzhou have similar geographic and cultural factors. As the most ancient city in Japan, Osaka lasting 1400 years experiences vicissitude and plays very important part in economic development and cultural exchange. The main experience of development of Osaka includes that: supporting the development of small and middle-sized enterprises by providing support from legislation, financing security, technological innovation, talent training, and socialized service; promoting spirit of productive industry, which means strong sense of crisis and spirit of self-correction, cooperative sentiments on talent and “paternalistic” leadership consciousness, consciousness of benefit, as well as farsighted, ambitious, independent and execution-based entrepreneur spirit.

**Portland: successful urban planning, beautiful ecologic environment.**

Portland whose population is 500 thousands is the biggest city in Oregon, and it was

honored “the best city” in South America. The main experience of development of Portland includes that: insisting on intensive development and smart growth; making scientific plan to plot industries in reason; making land-use plan strictly to control the urban sprawl; encouraging public participation to promote sustainable development; and keeping the urban cohesion to ensure the urban transformation.

**Birmingham: natural renovation and promotion-based transformation.**

Birmingham which locates at the middle of geographic England is the second biggest city in England, thus it is also called the “big heart of England”. The main experience of development of Birmingham includes that: emphasizing both “renewal” and “renaissance” in urban planning; shaping personalized liable city by culture; combining cultural industry and modern service industry to implement industry transformation; harmonizing nature with human to protect and use nature; and cultivating modern production factors to upgrade industry.

**Dubai: orientation of No. 1 in the world, urban marketing shocking the world.**

It was just a little port city for trade at the south bank of east bay of Arabian Peninsula, but now, it is the finance, economy, and trade center of UAE, and also is the hub of business, tourism, inland and ocean shipping. The main experience of development of Dubai includes that: depending on the government’s executive force to promote the urban construction; constructing free trade zone to promote economic liberation; attracting talents all over the world to develop high-end internationalization; using regional advantage to develop superior industry; orientating the top one all over the world; transforming the industries advancing with the times; promoting urban market shocking the world. According to it, the appreciation on Burj Al Arab Hotel and celebrity endorsers attract attention all over the world, and it also keeps on creating dream world to manage myth kingdom.

**Singapore: government promotes the systematic sustainability and opening-up ensures the systematic vitality.**

Singapore is an urban country with the square of only 682.7 km<sup>2</sup> and population of more than 4 million. It very lacks of natural resource but it has the most competitiveness ranking 7. The main experience of development of Singapore includes that: insisting on economic sustainability by reasonable layout, dynamic upgrade, and attracting and developing production factors; insisting on cultural sustainability by strengthening core part, maintaining diversification, promoting nation identity, and managing medium; insisting on social sustainability by people-oriented, rewarding the good and supporting poor, tolerating pluralism, listening to citizen and building governmental public trust; insisting on environmental sustainability by saving land resource, constructing garden city and protecting environment wholly.

**Zhongshan: Insisting on concept of harmony, practicing balanced strategy.**

Zhongshan which is the hometown of revolutionist Sun Yat-sen locates at the west bank of Pearl River, south central Pearl River Delta. Since the implementation of reform and opening-up policy, Zhongshan keeps rapid and healthy development, and people live and work in contentment and the city has formed balanced development. The main experience of development of Zhongshan includes that: insisting on the concept of

harmonious development to ensure the implementation of balanced development strategy; carrying on reasonable and intensive development, combining innovation with brand, as well as unifying quality and quantity for economic harmony and balance; narrowing the income gap and supporting poor to form benefit balance for social harmony and balance; coordinating the registered population and floating population and balancing private enterprise and foreigner enterprise for harmony and balance between in domestic and overseas; insisting on developing manufacture intensively and protecting environment in prior for harmony and balance between human and nature; avoiding competing with private and providing service from heart for harmony and balance between private and government.

**Chengdu: balancing urban-rural development, and leading industry clusters.**

Chengdu locates at the western China and its development ranks the middle of China. Since the Third Plenary Session of the 16th Central Committee of the CPC promoted “five balances” strategic assignment, Chengdu has started the practice of balance basing on scientific outlook on development and taking the adjustment of urban-rural relationship as the main lines. The main experience of development of Chengdu includes: realizing the five balances including balancing urban-rural development plan to make general strategy of urban-rural integration; making comprehensive plan through coordinating every parts uniformly and making the division of labor clear to gain win-win; Selecting the development strategy of “three concentration” to develop both urban and rural well and rapidly; leading the industry clusters to develop new industrialization, as well as leading the peasants to transfer to towns to develop new urbanization and new countryside; leading the land-scale operation to develop agricultural industrialization; balancing urban-rural economic reform to build market system with urban-rural integration and enhance the market’s basis effect on resource location; balancing urban-rural administrative system reform to construct public management system with urban-rural integration and construct normative service-oriented government; balancing urban-rural social reform to found equal public service system between urban and rural.

**7. Culture is the core advantage of Yangzhou, and its ecology is the key to surpass the benchmarking cites.**

Basing on the analysis on competitiveness above, this report conducts SWOT analysis on Yangzhou. And the conclusion is as follows:

Culture is the core element for international competition and also the core competitiveness. Yanzhou should enhance the city grade and sustainable competitiveness by both inheriting history and culture and developing modern cultural industry at the same time.

The other core element for international competition in future is ecology. Although Yangzhou has beautiful ecologic environment but it is very weak. Yangzhou is in disadvantage in regional industry development and it can’t follow the way the other cities went but should use the advantage of backwardness including backward development and environmental environment to surpass the others.

		Strength	Weakness
External factors	Internal factors	<p>Environment: unique location, good infrastructure, beautiful ecologic environment</p> <p>Economy: good foundation of economy, export-oriented economy, advantage in urban-rural balanced factor market</p> <p>Culture: abundant historic culture, leisure culture</p> <p>Society: good public security, harmonious society</p>	<p>Economy: lag of service industry, low industry clusters and small industry scale, undeveloped tourism</p> <p>Society: lack of high-end talent, mismatched policy and service support, undeveloped civil society</p> <p>Culture: misunderstanding of cultural industry, weakness of urban soft power, weak competitive and innovative consciousness</p> <p>Environment: weak ecologic environment, obviously environmental pressure</p> <p>System: low level of capability of regional resource integration, weak brand marketing</p>

opportunities	SO	WO
<p>Global development, industry transfer; well development of urban agglomeration at Yangtze River Delta; humanity and ecology are the core urban competitiveness; new Eurasian continental bridge appears; improvement of cross-strait relations</p>	<ul style="list-style-type: none"> <li>- Accepting the industrial transformation selectively to optimize the industrial structure and enhance the industry's comprehensive competitiveness</li> <li>- Marketing city by cultural packaging to enhance the city grade and competitiveness</li> <li>- Promoting the cooperation and communication between both sides of the Taiwan Strait</li> <li>- Developing modern service industry, especially the logistics and tourism</li> </ul>	<ul style="list-style-type: none"> <li>- Strengthening construction of infrastructure and facility to cultivate and attract advanced talent</li> <li>- Enhancing the capacity of research and industrial competitiveness to promote sale development</li> <li>- Limiting the development of polluting enterprises to protect ecologic environment</li> <li>- Developing modern cultural industry to enhance the sustainable competitiveness</li> <li>- Strengthening urban brand marketing and capacity of regional resource integration to attract industry and talent and promote the healthy development of city for keeping the status of Yangzhou</li> </ul>
Threat	ST	WT

Threat from international market competition; problems about international industry transfer; competition in the Yangtze River Delta; competition among counties and cities in Yangzhou	-Keeping the advantage in element market to consolidate the development of Yangzhou  - Protecting historic culture and continuing leisure culture to keep the city grade  -Completing social insurance system in gradual and keeping good security and social harmony	-Eliminating administrative barrier and implementing green administration to promote the development of civil society  -Eliminating blind self-satisfaction to enhance the sense of competition and innovation  -Transforming the industry destroying ecologic environment seriously in gradual.
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Table 4. SWOT Analysis on Urban Competitiveness of Yangzhou

## 8. Yangzhou's experience and exploration practicing scientific outlook on development

Rooting on its own abundant urban culture, Yangzhou absorbs the essence of Chinese traditional culture to practice scientific outlook on development and concept of harmonious society; it insists on the urban characteristics of "humanity, ecology, and liability" to move towards "historic and cultural city with both ancient culture and modern civilization"; thus it has become the classic sample for urban development in oriental countries by exploring a new sustainable development path indicating harmony among economy, ecology, society and culture. Therefore, Yangzhou has precious experience in exploring the sustainable development path.

**Integral harmony is the foundation of renaissance of Yangzhou, which ensures the systematic sustainability.** It should carry on planing in prior, comprehensive decision, regional integration and urban-rural balance; it should promote the systematic sustainability by cultural sustainability; it should ensure the systematic sustainability by ecologic sustainability; it should ensure the systematic sustainability by economic sustainability; it should ensure the systematic sustainability by social sustainability.

Strategic operation helps to stride to prosperity and promote the economic sustainability. Each part of the urban space should benefit each other by ensuring the functional division in reason. Like likes like, industrial park should be developed to promote industry clusters. Residence and industry should develop mutually by constructing organic environment. Ecologic economy should be developed by developing circular economy and cleaner production; it should regulate the market by invisible hand; and it should make policy to adapt the market driven by interest.

**Basing on the concept of glorifying the forefathers and enriching the posterities, it should construct cultural Yangzhou to keep cultural sustainability.** It should be protected in whole to ensure the compatibility of residence and appreciation; it should exhibit the culture of ancient town to highlight the urban character; it should reserve the traditional craft to develop the traditional craft; it should protect the traditional custom to inherit the life value; it should promote the catering culture to benefit world; it should inherit traditional horticulture to manifest cultural connotation; it should hold cultural festival and

exhibition to promote harmonious development. In 2006, Yangzhou has gain the UN Habitat Award for its significant performance in protection of ancient town and improvement of resident environment.

**Oneness between man and nature, it should construct beautiful Yangzhou to ensure environmental sustainability.** It should strengthen environmental planning to construct ecologic city; it should complement policy of “four bans and seven limites” to increase the environmental standard; it should carry on construction of “blue water and sky” to improve the urban environment; it should launch plan of “environmental protection in prior” to strengthen the execution of environmental protection laws in prior; it should create “garden city” to construct ecologic city; and it should promote the public participation to enhance environmental protection.

**Insisting on people-oriented to construct harmonious Yangzhou and ensure the social sustainability.** It should innovate the “democratic decision-making” to innovate the urban management and implement digital urban management; it should innovate housing system to construct liable environment; it should popularize the vocational education to cultivate practical talent; it should complete social relief and aid system and social insurance system to realize social equity.

**The experience of sustainable development of Yangzhou has important value.** The development of Yangzhou bases on long-term development of ecology and culture, it realizes the compatibility of residence and industry. Yangzhou is the exemplification for undeveloped city in developing country, and its successful practice concerning about sustainable development has important significance and precious theoretical value for urban development. The main experience of development in Yangzhou includes: making appropriately advanced urban planning to promote virtuous cycle; ecology and culture are the city’s core sustainable competitiveness; inheriting traditional culture to promote the systematic sustainability. The urban construction must insist on the concept of “people-oriented” to try to realize the harmonious development among economy, society and environment. In order to realize the urban sustainable development, it must depend on the cooperative effort by government, enterprise and resident.

## **9. Urban development vision: the “tower” of urban sustainable development of Yangzhou**

The urban development vision which means the foreground city expect, is the desire expression summarizing the direction, mission and core value of the future urban development.

The development vision of Yangzhou can be confirmed as: **famous oriental cultural and ecologic city.**

It means to build Yangzhou an international renowned city known as the systematic compound and integral harmony with economy, society, culture and ecology by the foundation of ecology and culture, and the character mixing ecology and culture together. Specifically,

Firstly, Yangzhou in future must be rich in characters which mean oriental characteristic and local character covering material, spirit, nature and humanity.

Secondly, Yangzhou in future must be ecologic city, which is the compound “social-economic-natural” system leading by human behavior, basing by natural environment system, deciding by flow of resource and energy, and framing by social mechanism.

Thirdly, Yangzhou should be built as the city mixing historic culture with modern civilization together. As the reputation of famous oriental cultural city, it should highlight the characteristics of ancient town with canal culture and Chinese traditional business city.

Fourthly, Yangzhou should have unique character mixing unique culture with unique ecology.

Fifthly, Yangzhou’s unique character should be well known all over the world for it is the international city serving the world and demanding from the world. The suggestion about urban development vision is considered as follows:

1) As the urban non-current elements, culture and ecology are very important for urban competition in future. The talent and other elements which are important but flow can be gained from others, which are different from culture or ecology. At the knowledge economic age, high-end talent, advanced industrial ecology and culture which are very sensitive and dependence-based, are the lodestones attracting advanced elements and industries.

2) Yangzhou’s physical and intangible historic cultures are abundant and they need to be protected and developed, as well as play important part in the process of urban development.

3) Yangzhou has been paying attention to the ecologic construction especially in mixing culture with ecology together to benefit each other since ancient times. Today, as the newly developed city in Yangtze River Delta, Yangzhou has the disadvantage of backwardness. It can’t compete with the developed cities for low-end industry which has formed in the other cities; in addition, it also occupies advantage of backwardness, for the environment in developed cities has been destroyed and the newly developing city protects it well.

## **10. Urban functional orientation: “milestone” of the urban sustainable development of Yangzhou**

The urban function which is the urban function or capability decided by various structural elements, means the assignment and effect in politics, economy, and culture and life for a country or certain region as well as the efficiency of them according to the current social, economic, technological conditions and resource condition. The urban functional orientation must consider not only the current foundation and resource, but also the external opportunities and ideal goal of its development. The orientation of Yangzhou must specially consider the items as follows:

Firstly, Yangzhou should insist on the high-end route to try to exert the “advantage of backwardness”.

Secondly, Yangzhou should avoid legacy thinking to orientate itself according to the resource condition with the view of globalization and innovation.

Thirdly, Yangzhou should strengthen analysis on environment, and it should set the



urban functional orientation by “niche strategy”.

It is necessary to analyze the elements by qualitative analysis; moreover, it must conduct quantitative analysis and screening test using massed sample data for more scientific and rigorous research. We adapt exclusive orientation model to conduct quantitative analysis on Yangzhou's urban functional orientation. The future industrial system of Yangzhou focuses on 8 industries containing raw material processing, exhibition, finance, logistics, real estate, culture and creation, tourism, and high science and technology.

Yangzhou's urban functional orientation can be expressed as **“one famous town, four bases”**. **“One famous town”** means Yangzhou has to build **“famous oriental cultural and ecologic city”** and take the responsibility of famous oriental cultural city; **“four bases”** mean **base for tourist and relaxation, culture and creation, modern manufacture, and modern logistics**.

The detailed meanings are as follows:

**(1) Famous oriental cultural and ecologic town (as described above).**

**(2) Tourist and leisure base.** Yangzhou which is rich in natural and cultural tourist resource is famous for religious places, gardens, ancient towns and Slender West Lake and so on not only in China but also all over the world. In addition, it also should make Yangzhou the back garden of Yangtze River Delta and the leisure vacationland in and abroad by keeping promoting construction of ecologic city and establishment of optimized or innovative leisure industries (such as the characteristic advantage of Chinese gourmet capital, brand advantage of Yangzhou “Three Knives” and slow life rhythm with unique folk custom and lingering charm). As the leisure tourist base, Yangzhou should highlight the high taste of Slender West Laker, and emphasize the characteristics of cultural sights, holiday traveling, healthcare, religion, and traditional cultural practice and so on.

**(3) Cultural and creative base.** Yangzhou's cultural industry keeping rapid growth rate has a bright future. According to the good location, healthy ecologic environment, beautiful environment, long history and abundant cultural resource, it is possible for Yangzhou to develop as one of the important cultural and creative base at Yangtze River Delta. As the cultural and creative base, Yangzhou should emphasize to develop the creative industries such as traditional craft, toy, film and television art, painting and calligraphy, cartoon, and software by the existed advantage about cultural resource and cultural industrial base.

**(4) Modern manufacturing base.** Yangzhou has developed the pillar industries including petrochemical industry, motor vehicles and its parts, electronic information, chemical fiber textile, healthcare and medical device, and shipbuilding and so on. Especially, the new energy, electronic information, mechatronics, and new material have form good developing foundation and industry clusters. It should promote industry clusters and urban industrial image of “sound valley of China”, develop high and new technological industry, and build important base for modern advanced manufacture at Yangtze River Delta by trying its best to support and expand the modern advanced manufacturing chain.

**(5) Modern logistics base.** With the construction of infrastructure including railway, highroad, waterway and air transportation, especially the completion of Ningqi Railway,

Yangzhou Runyang Yangtze River Bridge, and Jinghu Railway enhance Yangzhou's advantage of regional transportation hub. Yangzhou can be one of the important logistics base at Yangtze River Delta through constructing infrastructure and matched facility for logistics, bringing in modern logistics enterprise and improving the logistics management. As the modern logistics base, Yangzhou should emphasize to develop logistics of transshipment of railway, highroad, and waterway, bonded logistics of Yangzhou port, petrochemical logistics, and third party logistics (exerting the cluster advantage of call center).

As the expression of functional orientation covering urban ecology, culture, tourist and relaxation, culture and creation, modern manufacture and logistics, "one famous town, four bases" prefers emphasizing the significance of process (especially the "four bases") to spatial definition (influencing range). From Jiangsu Province, to Yangtze River Delta, China, northeast Asia, and the world, Yangzhou's urban function should be a gradual process realized and magnified step by step. Of course, it also can be described according to development stage, such as referencing from Jiangsu in short term, referencing from Yangtze River Delta in middle term and referencing from northeast Asia in long term, and so on.

## **11. Strategic procedure: "reference frame" for Yangzhou's urban sustainable development**

The urban developmental strategic aim is the periodic arrangement and aim setting for development vision and realization of urban function, and is also the task decomposition of reaching the urban vision and functional orientation.

(1) Firstly, it should make foundation (development aim in short term 2008-2013).

The short-term aim to surpass: Shaoxing whose main indexes such as per capita GDP are very close to or surpassed by Yangzhou in wholly.

Ecologic Yangzhou: making action plan, constructing demo project, and strengthening capability.

Cultural Yangzhou: implementing the key work gradually.

Flourishing Yangzhou: completing the assignment of middle-term industrialization; developing the clusters of modern service, high and new science and technology gradually.

Harmonious Yangzhou: promoting the social insurance, housing insurance, and old-age insurance obviously; realizing government transformation in preliminary.

The urban brand of oriental cultural and ecologic town has been shaping.

(2) Secondly, it should construct main subject, the middle-term development aim (2013-2020).

Middle-term aim to surpass: Zhongshan whose main indexes such as per capita GDP are very close to or surpassed by Yangzhou in wholly.

Ecologic Yangzhou: constructing ecologic garden city in preliminary.

Flourishing Yangzhou: completing industrialization generally. The dominant position of modern service and high and new technologic industries is initially formed.

Cultural Yangzhou: shaping distinct urban cultural style.

Harmonious Yangzhou: constructing social welfare system in preliminary and service-

oriented government in basic.

The international visibility has been improved obviously.

(3) Thirdly, the long-term development aim (2020-2030) should be made.

Long-term aim to surpass: Fukuoka whose main indexes such as per capita GDP are very close to or surpassed by Yangzhou in wholly.

Ecologic Yangzhou: constructing ecologic garden city.

Cultural Yangzhou: constructing cultural Yangzhou mixing historic culture with modern civilization benefiting each other in preliminary.

Harmonious Yangzhou: constructing social welfare system in basic and completing the service-oriented government.

Flourishing Yangzhou: the dominant position of modern service and high and new technologic industries is finally made, and the city moves into the knowledge city.

The famous regional and international city has taken shape basically.

## **12. Strategic path: the “route map” for Yangzhou’s urban sustainable development**

According to the analysis on urban development vision, functional orientation, and strategic aim above, the strategic path is concluded as follows to enhance Yangzhou’s urban sustainable competitiveness.

1) Great-leap-forward development strategy. It is the innovative development, and the disadvantage of backwardness should be adopted to realize it. Human resource is the first resource implementing great-leap-forward development. And the digital system is the technology and operation platform to realize great-leap-forward development.

2) High standard development strategy. Constructing high standard evaluation system for urban sustainable development; aiming some important urban projects and basic service, it should conduct high standard planning and construction.

3) Opening-up Spearheading Strategy. Implementing opening-up policy inside and outside; emphasizing on both enlarging total amount and optimizing structure; insisting on both investment promotion and improving investment environment; sticking to combine “bringing in” with “going out”.

4) Characteristic development strategy. Building characteristic urban style; strengthening the core strength, and creating unique advantage.

5) Balanced development strategy. Yangzhou should adopt great-leap-forward strategy and advanced route to enhance the urban sustainable competitiveness, which means that it should strive for high starting point with the view that development is the first assignment of Yangzhou. Meanwhile, supporting employment-based economy such as traditional labor-intensive industries including luggage, shoes and toys, and tourist industries including catering and leisure bath have important practical significance for promoting urban employment and absorbing surplus rural labor.

6) Urban brand strategy. Yangzhou has rich urban brand asset which didn’t develop effectively or maintained professionally. Therefore, urban brand strategy must be an important strategy to enhance Yangzhou’s sustainable competitiveness in future.

### **13. Strategic measures: “booster” for Yangzhou’s urban sustainable competitiveness**

Yangzhou takes the strategic measures for economic sustainable development. Striving to develop ecologic economic strategy; promoting and implementing development strategy of urban circular economy; promoting pillar industry and industrial structure; enhancing core competitiveness of high and new technology, consolidating tourism the status of pillar industry, and developing diversified modern industries.

Yangzhou takes the strategic measures for social sustainable development. Service-oriented government, flatter management: advancing urban management. Reforming the concept of public management, and optimizing the government administration mode; promoting the e-government administration mode to build innovative government image; cultivating and bringing in excellent talent actively to construct expert government; continuing to strength one-station service to optimize investment environment.

Humanistic care, social affinity: building harmonious Yangzhou. Strengthening the construction of credit system to build city with best credit; strengthening construction of social equity to build harmonious and win-win Yangzhou; striving to exert the importance of community in urban sustainable development; strengthening social security and urban crisis management to build safe Yangzhou; emphasizing to promote the efficiency of law enforcement to build most efficient judicial Yangzhou.

Yangzhou takes the strategic measures for cultural sustainable development. Promoting to integrate the culture by space-time; promoting open and diversified culture; promoting the development of cultural industry; promoting the prosperity of cultural business undertaking.

Yangzhou takes the strategic measures for environmental sustainable development. Strengthening environmental protection; making scientific and completing urban ecologic planning; implementing national laws and regulations about environmental protection, and allocating enough capital to manage the ecologic environment; constructing diversified investment system about urban environmental protection; ensuring the sustainable development of urban water resource; striving to explore the coordinative management of environment among cities.

### **14. City brand: strategic weapon of Yangzhou’s sustainable development**

The building of city brand has significance for urban economic development: it helps to express the urban characteristic, increase the urban charm, and incentive and guide the urban development in future; it helps to attract talent and foreigner investment; it helps to increase the urban citizen’s receptivity, sense of honor, and cohesion; it helps to drive the development of tourism; it helps to enhance public sense of trust to government; it helps to enhance the urban comprehensive competitiveness. This project suggests:

#### **1) Yangzhou’s urban core brand extraction**

Yangzhou’s urban core brand can be extracted as: elegance, authenticity, and

aesthetic spirit

The core value of Yangzhou's urban brand is "opening-up, tolerance, entrepreneurship, innovation, ceaseless self-improvement, and dedication". Yangzhou's urban brand personality can be extracted as "leisure, serenity, elegance, fashion, sincerity, and enthusiasm".

## **2) Yangzhou's urban brand orientation**

The slogan of Yangzhou's urban brand seems to be "the canal city, delicate Yangzhou" (it is not a brand design yet), which focuses on the advantage of tourism and residence. It needs to be improved to advance the urban brand orientation and express the international style. For the research time is short, we propose the main urban brand orientation for reference:

English: Yangzhou: the city of aesthetic China

Chinese: 中华美，运河魂——中国扬州

## **3) Strategic suggestion on Yangzhou's urban brand**

The construction of infrastructure and strategic integration of Yangzhou's urban brand marketing mainly means construction of infrastructure and great strategic project concerning about Yangzhou's strategic transformation and international marketing including the improvement of infrastructure, innovation of resource elements, enhancement of basic service, and progress of social culture and so on for building urban brand.

Brand starting year (2009): construction of infrastructure and strategic integration.  
Theme activity: "Chinese aesthetics · canal spirit: delicate Yangzhou"

Charming rising year (2010): construction of infrastructure and strategic integration.  
Theme activity: "Grand alliance of canal cities"

Image improving year (2011): construction of infrastructure and strategic integration.  
Theme activity: "Poetry residence · international urban resident forum"

Marketing expanding year (2012): construction of infrastructure and strategic integration. Theme activity: "Innovative Yangzhou"

Brand rising year (2013): construction of infrastructure and strategic integration.  
Theme activity: "Eurasian Yangzhou"

Through the 5-year continuous promotion and improvement of urban brand mentioned above, the urban image of Yangzhou is believed to reach a new high and Yangzhou's economic and social development will be greatly improved.