FORTY YEARS OF CHINA'S REFORM AND OPENING POLICY: INNOVATIVE TRANSFORMATION OF SUZHOU INDUSTRIAL PARK AND ITS CONNECTION WITH THE ONE BELT AND ONE ROAD INITIATIVE

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Abstract: *China's National Economic Zones (NEZs) recently have got new drivers for upgrading, innovative transformation as well as expanding new space for international cooperation since the undergoing supply-side structure reform goes to deep and the One Belt One Road initiative has been smoothly and fast implemented. Suzhou Industrial Park (SIP) as a one of most developed NEZs in China is taking this new opportunities to carry out the first open innovative and comprehensive experiment zone in order to realize upgrade version of China's NEZs and provide new model of Suzhou industries zone as a pilot. From the following three aspects, this article makes deep analysis on explaining why Suzhou industrial Park has such an ambitious development goals and how make it successful transition to the open innovative and comprehensive experiment zone: firstly, SIP has become successful owing to the China's reform and opening up policy with a strategic and forward-looking vision; Secondly, how does SIP take the innovative development path to realize the upgrade version of NEZ? Finally, the author predicts that the open innovative and comprehensive experiment will become a new engine to speed up SIP's transformation and upgrading in the future.*

Keywords: *Suzhou Industrial Park, transformation and upgrading, innovation and development, open innovation comprehensive experiment, one belt and one road Initiative, China's reform and opening policy*

1. Introduction

The practice of reform and opening up has proved that China's national development zone is not only a significant test ground to drive regional economic growth, narrow regional differences, optimize industrial structure, introduce foreign capital and practice innovation but an engine of regional economic development. China's National Economic Zones (NEZs) recently have got new drivers for upgrading, innovative transformation as well as expanding new space for international cooperation since the undergoing supply-

side structure reform goes to deep and the One Belt One Road initiative is going to be smoothly and fast implemented.

Since the founding of the first NEZ in 1984, the building of economic development zones in China has been highly valued by governments at all levels and the national development zones have come to the ground in all provinces and municipalities. In the 219 national economic development zones throughout the country, Suzhou Industrial Park (SIP) can be regarded as a successful example for the development of parks in China. As the flagship project of the intergovernmental cooperation between China and Singapore, the experimental plot of reform and opening, the demonstration area of international cooperation as well as one of the fastest growing and most international competitive development zones in China, SIP has made a unique achievement which is highly affirmed by the party and government. In 2015, the State Council formally approved SIP as the first state-level comprehensive experimental area for opening and innovation, which has contributed to a new opportunity for the innovative development of the park during a key period of transformation and upgrading. Therefore, it is worth to further discussed at the present stage about SIP's experience in innovative transformation due to its positive role in demonstration and reference to other development zones in our country.

2. The Strategic and prospective Version of the Reform and Opening Up Policy Highlighted by the Development of SIP

2.1. SIP loads the strategic goal of reform and development in terms of introducing foreign capital and developing advanced manufacturing

In the process of accelerating to the opening up and constantly integrating into the international economy, China's economic development is on the fast track with an ascending component in the global economy. In 2010, China's GDP exceeded Japan for the first time and became the second largest economy in the world. The gap of economic scale and development strength between China and the powers such as the United States, Japan, European Union is also shrinking year by year. While the NEZs, the main carriers and development epitomes of China's reform and opening up, have made a crucial contribution to the national economic growth. According to the statistics of the Ministry of Commerce, among the 219 state-level economic and technological development zones, there are 107 in the Eastern part, accounting for the maximum proportion (with the highest share), 63 in the central part and 49 in the West. In 2016, the 219 development zones realized 8313.9 billion yuan of gross regional product, 330.1 billion yuan of foreign investment in actual use and foreign-invested enterprises reinvestment as well as 4760.5 billion yuan of total export-import volume (consisting of 2694.6 billion yuan exports and 2065.9 billion yuan imports). In terms of SIP, founded in 1994, it has made a series of breakthrough progress in attracting investment, processing trade, service trade, technology trade, technological innovation and so on, thus become the engine of economic growth in the South of Jiangsu and the benchmark in the construction of China's Parks. After more than two decades of development, SIP has set up dozens of pilot projects labeled as "the first", marking its gratifying achievements in all aspects.

In the early stage of the construction of SIP, China's economic development confronted many problems, such as the shortage of foreign capital, the weak advanced

manufacturing capacity, the lack of high-end technicians and the backward management experience, which restricted our pace of transformation from a traditional planned economy into a market economy. In the early 1990s, our country's attraction to foreign investment was very limited, the (actual) utilization of foreign capital in 1992 only reached 11.008 billion dollars, accounting for 5.7% of the investment in fixed assets. Compared with other factors such as manpower, technology and system, the shortage of funds seriously rrestricted the economic development. In order to coordinate with the national development strategy, SIP has accelerated the introduction and utilization of foreign investment since its establishment. Its 20th anniversary achievements exhibition represented that, by the end of 2013, it had actually utilized 24.8 billion dollars of foreign capital, introduced 136 projects worth hundreds of millions of dollars and 7 projects worth billions of dollars. Besides, there were 91 of World's Top 500 enterprises, which had invested 150 projects in total, as well as 27 headquarters of multinationals and functional organizations settled in the park.

The expansion of foreign investment scale and the introduction of foreign institutions are beneficial for the park to establish advanced manufacturing bases and improve manufacturing capabilities rapidly and achieve a gradient growth in trade with processed goods. The basic period of processed goods trade foundation was started from 1994, when SIP began its construction, to the end of 2001, in the year of China’s accession to the WTO. In the meantime, SIP gathered a number of foreign enterprises with large investment scale and high technical level through carrying out large-scale investment attracting work on the basis of the experience of Singapore. The average investment intensity of enterprises in the Sino-American cooperation zone exceeded 30 million dollars, and the amount of European and American projects accounted for approximately 50%. The processed goods trade in SIP has been in a rapidly developing stage since 21st century. After the adjustment of the share ratio between China and Singapore in 2001, SIP implemented the strategy of "big development, big construction and big investment", thus enterprises funded by Europe, USA, Japan, South Korea and Taiwan quickly entered the park. The volume of processed goods trade also rose 11.5 times rapidly and jumped to 50 billion dollar for the first time in 2008. Nevertheless, due to the international financial crisis, the bottleneck factors that promote the constant expansion of the processed goods trade in the park appeared, such as the greater difficulty of attracting capital, the shortage of land, the rise of production cost, the increasing pressure on environment protection and so on. The favorable factors such as the preferential policy were also decreasing year by year, the extension development gradually came to an end. Therefore, the intrinsic development mode with a characteristic of transformation and upgrading was put on the agenda.

When expanding the processing and manufacturing industry, SIP began to optimize and adjust the industrial structure at the same time. By the end of 2013, the industrial structure system has been formed, taking the high and new technology industry as the leading factor, the emerging strategic industry as the pillar and the modern service industry as the support. While the industrial layout shows a “2+3” pattern, which characterizes the equipment manufacturing industry and the electronic information as the leading production and the nanotechnology application, bio medical, cloud computing and other new strategic industries as the backbone. Moreover, the production of IC industry in SIP accounts for about 15% of the whole country. Generally speaking, the manufacturing capacity of the park is obviously higher than that of its surrounding areas in Suzhou. Its gross value of industrial output in 2013 is 393.042 billion yuan, of which the output of the emerging

strategic industries accounts for 56.3% and the proportion of the high-tech industry production reaches 61.1%, 17.7 percent higher than the average level of Suzhou.

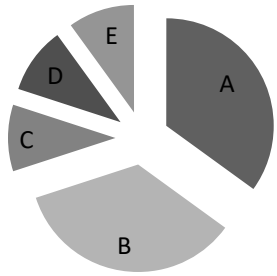
2.3. SIP creates an innovative development mode between countries and promotes practical cooperation in various fields between China and Singapore

SIP is not only a pilot for attracting investment in general, but a useful attempt and a bold exploration for reinforcement and innovation of the relationship between China and Singapore, which has been promoted in all aspects. Since 1994, SIP has become an important carrier for China and Singapore to strengthen cooperation in diverse fields. And the two countries have constantly increased their willingness to cooperate in the trade and investment field.

In October 1999, China and New Zealand signed "the memorandum of understanding on economic cooperation and promotion of trade and investment", establishing the bilateral consultation mechanism for economic and trade. Since then, the two governments also signed "the agreement on promotion and protection of investment", "the agreement on the avoidance of double taxation and the prevention of tax evasion", "the agreement on maritime transport", "the agreement on cooperation of post and telecommunications", and "the agreement on the establishment of the Sino-Singapore Investment Promotion Committee". On January 1st, 2009, the Sino-Singapore free trade agreement came into effect. So far, Singapore has set up economic and trade cooperation mechanisms with Shandong, Sichuan, Jiang, Liaoning, Tianjin, Jiangsu and Guangdong respectively, and a series of fruitful local cooperation have been carried out.

With the establishment and improvement of the Sino-Singapore cooperation mechanism, the scale of bilateral economic and trade cooperation has been expanding. From 2013 to 2015, China had maintained Singapore's largest trading partner and Singapore had also been the largest source of investment in our country for three consecutive years. In November 2015, the Sino-Singapore relation climbed to a new stage, upgrading to an overall partnership. The bilateral trade volume reached $70.42 billion in 2016. Until April 2017, China has become Singapore's largest trading partner as well as the biggest export market and the largest importer.

The Optimized Mode Diagram of "2+3" Industrial Structure



2 means A+B, and 3 means C+D+E

A: Equipment Manufacturing

B: Electronic Information

C: Cloud Computing
D: Application of Nanotechnology
E: Biological Medicine

[1] The Publicity Office of Suzhou Industrial Park: "Development shown by numbers: The 20th anniversary of Suzhou Industrial Park Development and Construction ", August 2014., http://news.sipac.gov.cn /sipnews/yqzt /20140429yq20zn/ssfz/.

2.3. The government management mode guided by the SIP management committee provides policy and system guarantee for the overall planning, rational layout and long-term development of the park

The management mode of the National Development Zones can be divided into the government-leading mode, the government, market and enterprises mixed dominant mode and the enterprise governance mode. In particular, SIP adopts the first mode dominated by SIP Administrative Committee (SIPAC), which is responsible for the whole implementing process and checking work of the park planning. This mode is superior in long-term planning, rational layout and orderly advancement. And the arrangement and implementation of SIPAC embodies the wisdom of the leaders of both countries.

For one thing, the regular consultation mechanism at the level of the two governments ensures timely communication and full consultation on major strategic issues. The foreign ministries of China and Singapore have established a regular consultation mechanism since 1995, and so far 9 rounds of consultations have already been held. On the occasion of the 25th anniversary of diplomatic relations between China and Singapore, the 17th meeting was held by the Sino-Singapore SIP Joint Coordination Council on October 13th, 2015. It focused on six issues, consisting of the third Sino-Singapore cooperation project, the upgrading of the bilateral free-trade agreement, the economic transformation, the financial cooperation, the cultural communication as well as the tolerance and the sustainable development, and a general consensus was finally reached in the meeting.

SIPAC has also set up a number of functional institutions, mainly including the Merchants, the Economic and Trade Development Bureau, the Planning and Construction Bureau, the City Administration Bureau, the Financial and Tax Bureau, the Social Service Bureau, the Local Development Bureau, the Organization and Personnel Bureau and so on. These departments above have operated well according to their separate duties in specific work, coordinated and cooperated with each other to promote the industry development, urban exploitation, social governance, education development, talents introduction and other collaborative work in the park.

The government-leading mode emphasizes the guidance and regulation. The stable policy mechanism and institutional system of SIP contribute to its long-term plan and overall layout, and also provide (a mechanism security) security of mechanism for the blueprint to come true. At the 20th anniversary of the establishment of SIP, the planning drawings of the park were highly consistent with the development status, reflecting "planning ahead" and "planning is the law". At the beginning of the establishment, SIP learned from the experience of planning and construction of Singapore and international advanced cities, compiled a high standard overall development plan, and established a series of rigid restraint mechanisms to ensure that the planning and implementation are consistent, realizing "a plan drawing for twenty years" and ensuring the high science level as well as the sustainability of construction and development.

3. The Creation of an Innovative Development Road for Development Zones in an Upgrading Version

At present, China's economy is in a critical period of transformation. Most development zones are confronted with bottlenecks of development and it is urgent to find a breakthrough in transformation and upgrading. The main problems that industrial parks usually face are: inadequate impetus of endogenous growth, low industrial cluster degree, low utilization rate of resources, environmental damage, slow integration pace of production and city, lack of the innovative vitality of management system mechanism and so on. In particular, after the international financial crisis in 2008, the world economy has (been in) passed through a general recession. Most of the developed countries have suffered an economic decline, a serious shortage of funds and a sharp decrease in foreign investment. As a result, there were a few problems of increasing difficulty of (in) attracting capital, serious shortage of land, rapid increase of production cost, and the widening gap between innovation level and development target in SIP. It is essential for the park to accelerate transformation and upgrading in order to adjust its development strategy, to optimize the industrial structure and achieve the innovation-driven development.

"Transformation", originated from the biology and chemistry field, can amplify or lessen the function of things by adjusting their structure. Since then, "transformation" has been applied to sociology and economics gradually, associating with governments, markets and enterprises. Transformation is actually a process of the optimal reconfiguration of resources, manpower (labour), technology, capital, market and other factors. During the transformation, each industrial park should adjust and optimize the layout according to its own development status, existing weaknesses and potential challenges. As for "upgrading", there is more research from the perspective of economics. In 1990s, most scholars believe that enterprise upgrading is a process for an enterprise to increase its competitiveness and produce high value-added products and step into the capital and technology intensive economic field by means of continuous acquisition of new technologies and new markets. But the upgrading in an industrial level generally consists of three aspects: firstly, the upgrading and replacement of the traditional industrial products; secondly, the rise of new industries, especially the ascending proportion of high and new technology industries; thirdly, the adjustment of the industrial proportion and the continuous development of information and service industry.

There are five main paths of transformation and upgrading for industrial parks. The first path is oriented by industrial transformation and upgrading, which can gradually overcome the problems of many industrial parks in China, such as the outmoded development pattern, relying on the comparative advantages in land, tax and policy, low industrial level and obsolete industrial structure. It can also enhance the momentum of endogenous growth in the park. The second one is led by industrial agglomeration. The sound development of industrial cluster is not only an endogenous force for the sustainable development of industrial parks, but the key factor for the industry upgrading inside parks. The third path is based on the integration of the industry and city, so as to correct the deviation of excessive emphasis on industrial development and ignorance of urban construction as well as promote the construction of the park with production and living functions as a whole. Furthermore, there is also a method with the mechanism innovation and reform. And the final path of transformation and upgrading is oriented by the ecological park construction.

The essence of transformation and upgrading is to break through the limitations of traditional economic growth theory. Although the theoretical system of regional development, which includes growth pole, industrial cluster, innovation-driven development and technology progress theory, has provided theoretical guidance for the development of NEZs in China, the practice of the zones has continuously tested, enriched and perfected the theory. In the initial stage of construction, the zones will develop rapidly with the support of various preferential policies, widening the economic gap with surrounding regions. In order to continue to play their growth roles which promote the balanced growth of neighboring areas, the development zone shall carry out the transformation and upgrading timely, will seek new economic growth points, and will achieve the conversion between the new and the old kinetic energy. According to the theory of industrial agglomeration, the industrial cluster can form industrial chains, may produce the effect of scale economy and may stimulate the regional growth. However, the type of agglomeration industry and the cluster scale may determine whether the park can form core competitiveness and continue to be the engine of regional development. Besides, there are another two key factors: whether the industry is labor, capital, technology intensive, or innovation driven, and if the industrial chain can be formed.

In the transformation and upgrading process, SIP emphasizes eclecticism to achieve the coordinated development of industrial structure optimization, industrial agglomeration, integration of industry and city, mechanism innovation, ecological construction of park and so on, providing a model for our country to build development zones in an upgraded version.

The early plan of SIP is the exploitation of three areas: the new and modern commercial center, the residential and industrial land with the integration of industry and city, and the high-tech industrial park for research and development activities. Since 2001, SIP has developed greater autonomy and begun its transformation and upgrading through the ownership reform. It begins to adjust the periodic target and takes the comprehensive beginning of the construction of Zone Two and Three as an important symbol.

Its main directions of the transformation and upgrading are: gradually converting from the export-oriented economy to the introverted economy; from developing manufacturing industry to promoting manufacturing industry, R&D and innovation in the meantime; from valuing industry to emphasizing both industry and commercial services. Besides, the relief and the cluster of urban functions are also paid much attention apart from development. The effect of its upgrading and transformation is quite obvious at present.

3.1. The industrial structure is constantly optimized, promoting the development of high tech development and greening

Structure adjustment, production capacity and steady growth are the overall objectives for SIP to optimize its industrial structure. To achieve these goals, SIP is dedicated to intensifying the promotion of intelligent and green production capacity and transforming to the high and new technology and emerging industries. After years of exploration and practice, the industrial structure of the park has been continuously optimized, forming a trinity structure of leading industry, modern service industry and emerging industry. In particular, the leading industries dominated by electronic information and machinery manufacturing have become more high-end and intelligent,

forming a competitive industrial cluster. The modern service industry, in which the financial industry is a breakthrough, takes advantages of the innovation demonstration base of service trade, and focuses on developing industries branches such as finance, headquarters, outsourcing, literary creation, commerce and logistics, tourism exhibition and so on. Moreover, the emerging industries are guided by nanotechnology and focus on five new industries, consisting of photoelectric (new) energy, biomedicine, fusion communication, software animation games and ecological environment protection. Another three strategic emerging industries are also emphasized, including biomedicine, nanotechnology applications and cloud computing. In 2016, the gross value of the new and high technology industry reached 66.2% of total industry output, and the production of the three emerging industries reached 47 billion yuan, 38 billion yuan and 35 billion yuan respectively.

3.2. SIP aims to transform from factor driven to innovation driven, to accelerate the R&D investment and the introduction of innovative talents, and to accomplish new high-tech industrial clusters such as nanometers

With the increasing competition of science and technology at home and abroad as well as the decreasing inflow of international capital, the era of depending on the labor and capital factors to promote the development of the park is coming to an end. On the basis of the innovation-driven development factors, SIP set(s) up new and high industries with innovative and R&D vitality by means of expanding the R&D investment, contributing to a new situation of transformation, upgrading and innovative development for itself. In 2013, the R&D investment accounted for 3.32% of GDP (and 3.36% of GDP in 2016). And there are 51 national R&D institutions, 147 R&D institutions funded by foreign enterprises, 253 R&D institutions funded by large and medium-sized industrial enterprises, and 6 technology transferring agencies in the national, provincial or municipal level. The R&D investment in SIP has been steadily ascending recently. (The input accounted for 3.36% of GDP in 2016).

So far, the park has built up various scientific and technological carriers covering over 38 million square meters, more than 30 public technical service platforms and more than 20 national innovation bases. There have been approximately 10 national scientific research institutes and 28 Chinese and foreign universities as well as 480 R&D institutions. In the meantime, SIP accelerated a few national innovation projects, such as the experimental stations of nano vacuum interconnection and the International Innovation Park of National Nanotechnology. The innovative clusters such as international science park, creative industrial park, Nanopolis Suzhou and bio-industry park have basically been formed. Nanopolis Suzhou, has absorbed a number of leading figures and institutions in the field of nano research and development, and represented an obvious agglomeration effect since its formal application on January 18th, 2013. By December 2016, in Nanopolis Suzhou, more than 300 thousand square meters had been put into use, and more than 260 nanotechnology related enterprises, including the Suzhou Institute of Lanzhou Institute of Chemical Physics of Chinese Academy of Sciences (CAS), the Suzhou Institute of the Electronics Institution of CAS, the Suzhou Education Center of CAS, Xiexing Group and other major projects. Besides, five international centers of Finland, Holland, Czech Republic, Iran and Canada about (involved in) nanotechnology have also been set up in the park.

3.3. The concept of integration of industry and city penetrated through the building of SIP, promoting the transformation of the neighborhood center from a single business community to a comprehensive service community

The integrated layout of the industrial park and the living community is the crucial planning content of SIP. The first residential area, built in the fourth year after the establishment of the park, not only solves the problem of workers' accommodation in the park but introduces new talents. The development of supporting facilities for living also keeps pace, improving the modern service function gradually. Particularly, the "neighborhood center" mode, created in 1997, has been transformed from emphasizing single community commerce to providing community integrated service after 20 years of development. The neighborhood center takes the community commerce as an axis and integrates the functions of civilian service, public affairs, entertainments and healthcare services, finally realizing a win-win result of economic and social benefits. In June 2015, the "neighborhood center" brand was recognized as a well-known trademark in China by the State Administration of Commerce and Industry, becoming the first famous brand in the community commercial service. By the end of 2016, the Neighborhood Centers Inc had been managing 18 projects in the park with a total assets valued 3.15 billion yuan, becoming a leading community commercial service chain and a comprehensive service provider on community commerce.

3.4. The building mechanism (construction) is under optimization and innovation, in order to provide policy and guarantee mechanism (guarantee) for the industry, service and external innovation and opening up in the park

Decentralization is aimed at reducing the cost of operation and management and is conducive to innovation and entrepreneurship. Over the years, the park has tried to explore a mode of "one seal for approval, one team for law enforcement, one platform for credit and one network for service", and found out a way of reform with its own characteristic, providing references for the whole province and other development zones across the country.

On the basis of the reform of the "one license, one code" business registration system in Jiangsu Province, SIP simplifies the approval procedure and carries out the "one window for acceptance, one station for approval" pattern, in which registration is in accordance with "a window for acceptance, a set of materials, a process, a license, a number, a file, a platform". As for the approval affairs involving multi departments, such as registration, enterprise investment and construction projects, the park comprehensively implements the parallel approval. At present, SIP has transferred the 114 items that were originally distributed in 16 functional departments to the Administrative Approval Bureau in batches according to the priority. At the same time, the original 30 offices and 16 seals were reduced to 3 offices and 1 seal, realizing "a window and a seal for approval" and "a seal for 114 administrative approvals".

4. The Establishment of the Innovation and Opening Up Experiment Area which Injects New Vitality into the Transformation and Promotion of SIP

In order to promote the co-construction of the Silk Road Economic Belt and the maritime Silk Road in twenty-first Century, SIP actively seeks new opportunities to accelerate the transformation and upgrading as well as the innovative development. In October 2015, the State Council approved the general plan for the comprehensive experiment on opening up and innovation of SIP, making the park the first area to carry out this experiment in China. The construction of an open and innovative and comprehensive experimental area will help to implement the innovation-driven development strategy, actively integrates with the free trade areas and copy their successful experience, explores and establishes a new open economy system, provides references for the transformation and upgrading of the national economic and technological development zones.

According to the content of the State Council's approval, SIP will actively explore the development path of integration for opening and innovation, innovation and industry as well as industry and city, better leading the transformation, upgrading, innovation and development of the National Development Zones. In the future, the development goals of SIP will create an upgraded version of China's development zone, building a world's top high-technology industry park and promoting the level of internationally open cooperation. Moreover, there are five major platforms to be constructed, namely, one of open cooperation demonstration in a higher level, one of industrial optimization and upgrading demonstration, one of international innovation-driven demonstration, one of administrative system reform demonstration and one of urban comprehensive management demonstration.

The construction of the comprehensive experimental area for opening up and innovation provides new kinetic energy for SIP to blossom again, keeping the development and building of the park always in the forefront of China's reform and opening up in the future. In order to achieve the transformation of new and old engine, the park is exploring an open and innovative path from "introduction" to "going out".

4.1. Establishing the first national demonstration platform of foreign investment services

Due to the Belt and Road Initiative, China's foreign investment amount has grown a lot and the companies have accelerated their pace of going out in recent years. There are approximately 30,000 Chinese enterprises overseas currently. With the expansion of scale, the Chinese enterprises which entered into the international market have been constantly optimized and upgraded. From the initial stage with the major investment based on energy and resources, these enterprises have gradually transformed into more diversified development fields as the building of infrastructure (construction), manufacturing, technological innovation, financial services and other (industries) activities, while the exports changed from the processed product to the whole production chain. Under this circumstances, SIP has set up a national demonstration platform of offshore investment services, to provide policy consulting for corporations' overseas investments. In order to allow more Chinese enterprises which go abroad and various service institutions to share

overseas investment opportunities, understand and prevent investment risks as well as to seek sustainable development cooperation chances, the demonstration platform mentioned-above was formally unveiled at the opening ceremony of “the Summit Forum of China (Suzhou) Overseas Investment and Service in 2015”, which was held on December 15, 2015. A letter of intent considering the establishment of an overseas investment platform in SIP has been signed by the Administration Committee of the park and the Development Bureau of Singapore. According to the content of this letter, a higher level of open cooperation demonstration platform was going to be set up depending on the advantages of Sino-Singapore cooperation in order to steadily implement the "go out" development strategy, better participating in international cooperation and competition in economic and technical fields, and providing comprehensive one-stop services for China's enterprises which go abroad.

This national demonstration platform for foreign investment services is the first and only one in SIP. It will promote the park for actively integrating the superior resources at home and abroad, form and strengthen four functions which consist of strengthening public service, talents training, investment and financing services, international services. The platform can also accelerate its development to a comprehensive one-stop service window with the most complete function, most convenience for investment, most perfect system and most thoughtful service for Chinese enterprises to go out. Furthermore, for the sake of coordinating with the platform and improve the operating mechanism, in November 2015, the Foreign Investment Promotion Committee was established to take special responsibility for the research and promotion work meant to facilitate Chinese foreign investments. With the help of this platform, the enterprises in SIP maintain their enthusiasm for overseas investment. By September 2016, there had been 239 enterprises in the park investing in 372 projects abroad with 8.27-billion-dollar cumulative amount of the new agreed investment by the Chinese side.

4.2. Transforming from "introduction" to "going out", export experience of the park and construct (building up) the economic structure of opening to the world

In terms of (the) radiating and exporting the development experience, SIP has been (trying) involved for many years in China and accumulated a lot of experience. Since 2002, the strategy of "going out" has been implemented. Through the dispatch of backbones and the export of management experience, this strategy has played an active role in establishing the brand of the park, popularizing the experience, expanding the development space and the transformation and upgrading of its own. Besides, it has been involved in building a number of domestic economic development zones, such as Lhasa Economic and Technological Development Zone (aid construction, 2002), Suqian Industrial Park in Suzhou (co-construction, 2007), Nantong Science and Technology Industrial Park in Suzhou (co-construction, 2009), Suzhou-Chuzhou Modern Industrial Park (co-construction, 2011), Huoerguosi Economic Development Zone (aid construction, 2011), Suzhou Industrial Park - Xiangcheng District Cooperative Economic Development Zone (co-construction, 2012), etc.

The development and opening up of the innovative and comprehensive experiment has accelerated the pace of the "going out" strategy implementation of SIP. The construction of the Sino- Belarus Industrial Park is a new beginning for exporting

development experience of the park. Since the establishment of the Sino- Belarus diplomatic relation in 1992, the relationship between two countries has continued to develop healthfully and steadily. From the preliminary assumption to the final agreement of the Sino- Belarus Industrial Park, the two governments have fully negotiated and closely collaborated with each other. In March 2010, leaders of the two countries reached a consensus on the establishment of the Sino- Belarus Industrial Park in Belarus. In May 2015, the two heads of state agreed to create a new era of Sino- Belarus comprehensively strategic partnership and proposed that the construction of the industrial park would (be taken as the focus) represent a symbol of cooperation, promoting the park to become a (pearl) a major achievement of the Silk Road Economic Belt as well as a model with mutual benefit and cooperation between the two countries.

The Sino-Belarus Industrial Park has learned from SIP experience for its construction. First of all, the factors such as convenience of transportation are fully taken into account. The park has obvious regional advantages because it is located 25 km east of Minsk City, the capital of Belarus, and close to the Minsk International Airport and the railway, resulting in convenient transportation. Secondly, the successful development and (construction) building experience of SIP is combined with the stable investment environment (of) from Belarus, and the recycling of resources and environmental protection are both laid much emphasis. There is a meticulous early plan as well as a clear objective in blueprint: managing the infrastructure to achieve "seven flowing and one flat", which means road, electricity, water supply, drainage, communication, gas, heat and land that are (natural leveling)necessary (to satisfy) for satisfying the development needs of different types of enterprises. Thirdly, the industrial orientation is clear. The park focuses on the development of electronic information, machinery manufacturing, biomedicine, fine chemicals, new materials as well as warehousing and logistics. Fourthly, the land planning has replicated the successful experience of SIP and (realized) fulfilled the complex functions of production, life and service, contributing to the improvement of endogenous growth power in the park and (he) to the integration of industry and city. According to the plan of functions, the overall greening rate of the Sino-Belarus Industrial Park has reached 50%. According to the living axis and production axis, the whole park can be divided into the northern part for production, manufacture and commercial logistics, the central area for the research and development of science and technology as well as the outsourcing service, the commercial and residential area in the west for hotel, residence, exhibition and wetland parks, and the southern area for development reserve. Moreover, the presidential decree, signed by the president of Belarus in the form of the highest national legislation, stipulates the preferential policies for enterprises which engage in the leading industries in the matter of taxation, land and other aspects, creating one of the most loose policy environment for investors around the world. The shareholdings of the Sino-Belarus Industrial Park Development Inc are clear, consisting of 68% (shares by) for China and 32% (by) for Belarus. Last but not least, in terms of management services, the park spares no effort to build a "one-stop" efficient service system to provide a full range of services in the investment negotiation, company registration, construction, investment and operation as well as other stages, aiming to create one of the best industrial platform for investment and operation for enterprises around the world.

4.3. Explore the international development path of diversification

There are more international development elements injected into the park due to the (construction)building of international technology parks, the practice of systematic international education as well as the establishment of international centers for R&D and innovation. Since 2000, the Suzhou International Science Park has been built in SIP to (emphasize) potentiate R&D investment and technological innovation. And it has become the incubator of Chinese science and technology enterprises, the national software industry base, the national animation industry base, the national innovation and business venture base for overseas talents in a high level, the base of China offshore software engineering project, the Suzhou business center for Chinese overseas students, the demonstration base of China's outsourcing service as well as the Suzhou cloud computing industry base. The high-tech development has enhanced the competitiveness of SIP. As a result, Suzhou has ranked the first in "the most competitive development zone in Chinese cities" for many years. And its comprehensive development index ranks the second place in the national development zones and the top in the provincial new and high-tech zones.

In terms of educational modernization, the park has already developed a path (of educational) for internationalization of education with park characteristics (of the park). At the high point of regional development, a pattern of international communication and cooperation on the basis of regional cooperation mechanism has been preliminarily formed, taking the international friendly schools, international courses in high schools and (the) international communication projects as the pillar and international understanding education as the goal.

5. Conclusions

The development practice of SIP proves that transformation and upgrading of industries and services are mutually reinforcing with innovation and development. Innovation is necessary to promote transformation and upgrading, while the innovation and development (can) may contribute to transformation and upgrading conversely. In accordance with the national policy and development strategy and combined with the advantages and potential of the park, many factors, such as production resources, human capital, innovation technology, intellectual resources and management level, are optimized and properly distributed. (When) For helping the park (removes) to remove the outdated, backward production capacity and increases the advanced, emerging capacity, it is crucial to expand the R&D investment, (introduce) valorize intellectual resources and innovate management system. In the process of expanding overseas investment services and implementing overseas park construction, SIP shall fully understand the local investment environment and risks, and pay close attention to the changing trends of political, economic, social and security factors in the target country.

With the increasing attention of the construction of new think tanks, the role of all kinds of think tanks will be highlighted in the development of the park. To strengthen the cooperation (of) in production, learning and research, it is essential to lay more emphasis on the communication and cooperation between the think tanks and the R&D institutions as well as between the government departments, so as to grasp the situation and better seize the opportunities for development. The comprehensive experiment on opening and

innovation will provide new kinetic energy for the transformation, upgrading and innovative development of SIP.

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