

How the West 征西記 was won

At the forefront of the second phase of China's Go West campaign, Chengdu and Chongqing are two cities whose tales are all about success and unprecedented growth

成都和重慶走在中國「西部大開發」計劃第二階段的最前方，正以前所未有的高速發展，寫下一頁頁的成功故事

TEXT/撰文 DANIEL ALLEN

THE TWIN ECONOMIC powerhouses of western China – Chengdu, the capital of Sichuan Province, and the adjacent municipality of Chongqing – are booming. With a combined population of about 120 million people in Sichuan and Chongqing, the region's two main cities offer a gateway to one of China's most rapidly growing consumer markets, pulling in an ever-growing number of domestic and international companies. The implementation of the second stage of Beijing's "Go West" campaign promises to drive growth still higher.

Chongqing is the most important industrial and commercial city in Southwest China, with pillar industries including agriculture, car manufacturing, pharmaceuticals, and heavy industries such as iron

被視為中國西部經濟發展的兩個火車頭——四川省會成都和直轄市重慶，正以高速蓬勃發展。四川省及重慶合共有約1.2億人口，是內地增長最快速的消費市場之一，成都及重慶這「雙子城」則是西部內陸市場的門戶，吸引國內外企業紛紛進駐。隨著「西部大開發」開展第二階段，勢必進一步刺激增長。

重慶是中國西南部舉足輕重的工商業重鎮，主要產業包括農業、汽車製造、製藥，以及鋼鐵等重工業。自2000年以來，重慶經歷前所未有的高速經濟增長。重慶市政府的統計數字顯示，由2000至2010年的十年間，地區生產總值（GDP）錄得300%增長。去年的GDP更首次突破一萬億人民幣，年度增幅為16.4%。

Government incentives have helped Chengdu (left) and Chongqing attract major foreign investment, creating a colossal consumer market

政府的發展策略及優惠措施有助成都（左圖）及重慶吸引外商投資，並產生了一個龐大的消費市場

and steel. Since 2000, Chongqing has experienced unprecedented growth – GDP increased more than 300 percent during the period 2000 to 2010, according to the Chongqing local government, and annual growth of 16.4 percent last year saw GDP exceed 1 trillion yuan for the first time.

Chengdu's statistics are equally impressive. According to a report by the Chengdu local government, foreign investment jumped 60 percent in the first 11 months of 2011, while trade volume exceeded US\$34.1 billion, up more than 52 percent over the same period in 2010.

With such a strong investment climate, it's not surprising that in 2010 *Forbes* magazine put Chengdu at the top of its list of the world's fastest-growing cities over the next decade. More than 200 of the world's 500 largest multinational companies have already established operations in and around the Sichuan capital. The city's pillar industries include IT, pharmaceuticals, food processing and machinery manufacture, and the city already supports a number of high-tech industrial parks.

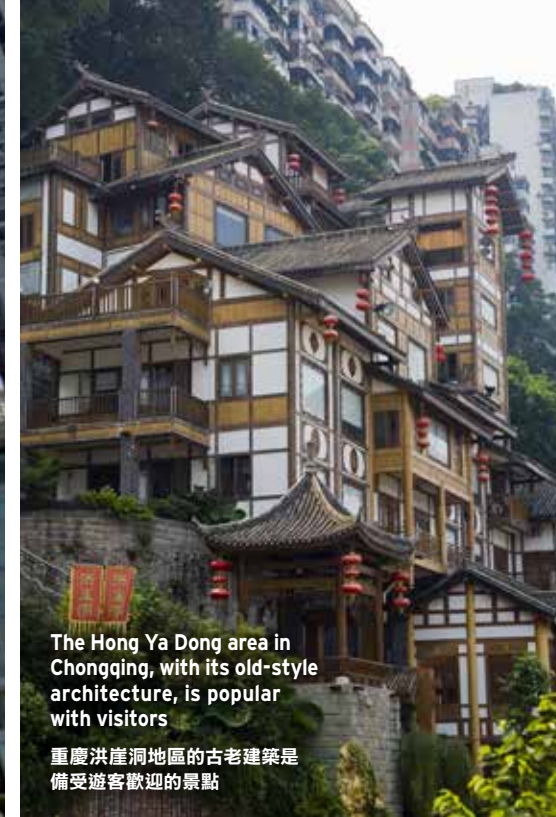
With Chengdu and Chongqing major beneficiaries, Beijing launched its ambitious Go West campaign at the turn of the millennium, aiming to bring China's vast western hinterland closer in line with the country's more developed and prosperous eastern seaboard. Twelve years on and there's still plenty of work to be done. Hampered by its remoteness and lack of infrastructure, much of Western China remains desperately poor. Accounting for roughly 70 percent of the country's territory, it is home to about 30 percent of the population but is estimated to contribute only about 20 percent of China's economic output.

As a key component of China's 12th Five Year Plan (2011-15), Beijing is now looking to build on the first Go



Chongqing has arguably become Southwest China's most important commercial and industrial city

重慶已被視為中國西南部最重要的商業及工業重鎮



The Hong Ya Dong area in Chongqing, with its old-style architecture, is popular with visitors

重慶洪崖洞地區的古老建築是備受遊客歡迎的景點

West campaign, embarking on an intensified second stage that many have dubbed "Go West 2.0". By ramping up industrial and economic development, the Chinese government aims to keep regional GDP and personal-income growth well above the national average. Rising standards of living and per-capita incomes will generate markets for high-quality goods and foreign imports.

"Go West 2.0 is largely about encouraging and enabling firms to reach out to Western Chinese consumers," says Chris Devonshire-Ellis, the principal and founding partner of Dezan Shira & Associates, a China-based investment consultancy. "Being located in the region today gives companies access to a huge part of the country's consumer market – a market that is becoming increasingly lucrative."

While competing for investment business, Chengdu and Chongqing will need to work together to maximize the success of Go West 2.0. "The two cities are rivals for business but there are clear benefits if they have better coordination and cooperation," says Jacky Muk, a senior partner at KPMG Chengdu.

"Dual core" development is emphasized in the newly announced Chengdu-Chongqing Economic Zone (CCEZ), which will come into effect in 2015. Covering more than 200,000 square kilometers, it will introduce a wide-ranging package of measures to stimulate economic development along a corridor between the two cities.

Jiang Jufeng, Governor of Sichuan Province, says that under the framework of the CCEZ an "industrial Chengdu" will be built. Efforts will be made to implement a construction plan for Chengdu's Tianfu New Area – an ambitious high-tech industrial and manufacturing base – and launch a number of other major projects.

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港龍航空每日均有航機飛往重慶

成都的數字同樣教人眼前一亮。成都市政府的報告顯示，2011年首11個月的外商投資增長六成，貿易額則超越341億美元，較2010年同期上升逾五成。

在如此蓬勃的投資氣候底下，難怪《福布斯》雜誌於2010年發表未來十年發展最快城市排行榜時，將成都排列榜首。在全球500大跨國企業中，已有逾200家進駐成都及其周邊地區。成都的主要產業包括資訊科技、藥業、食品加工和機械製造等，市政府並支持成立了數個高科技工業園。

成都和重慶擁有今日的發展，有賴中國政府於2000年啟動「西部大開發」計劃。此計劃目的是將幅員廣闊的西部內陸地區發展起

來，從而拉近與東部沿海發達地區的距離。

然而，「西部大開發」計劃推行12年後，仍有很多工作有待完成。大部分西部地區由於偏遠荒蕪和缺乏基礎建設，依然處於貧窮的狀況。西部地區約佔全國總面積七成，人口卻只是全國約三成，地區的經濟產出只佔全國大約兩成。

經過第一階段的「西部大開發」後，開發西部繼續成為第十二個五年計劃（2011年至2015年）的重點之一。中國政府在第二階段的「西部大開發」將加大力度，目標是透過工業和經濟發展，將地區生產總值和個人收入增長，提升至高於全國平均水平。當生活水準和人均收入上升後，將有利於優質商品和外國貨品的市場發展。

在中國成立的投資顧問公司協力管理諮詢，其創辦人兼高級合夥人 Chris Devonshire-Ellis指出：「西部開發第二波的重點，是鼓勵和協助企業接觸中國西部的消費者。現時進駐區內的公司，其實等同於進入了一個龐大的消費市場，而這個市場愈見有利可圖。」

成都和重慶難免在爭取投資方面出現競爭，但這對雙子城必須通力合作，才能令西部大開發第二階段取得美滿成果。正如畢馬威成都分所的首席合夥人麥宗永說：「兩個城市在商業上互相競爭，若他們能好好協同合作，將帶來更大的利益。」

有見及此，在最新公佈的「成渝經濟區區域規劃」，重點提出「雙核」發展，並預計在2015年建成這個西部重要經濟中心。在這個幅員達20萬平方公里的經濟區域，將推出一系列措施以促進雙城之間「走廊地帶」的經濟發展。

四川省長蔣巨峰指出，在「成渝經濟區」的規劃下，將會建造一個「工業化成都」，當局致力在成都建設名為「天府新區」的高科技工業和製造業基地，並將連同其他大型項目一併推



Investment has allowed Chongqing to modernise and support all sorts of infrastructure projects

大量資金投入重慶，讓當地可以加速現代化進程，並推行多個基建項目

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IT manufacturing has been drawn to the region as a result of generous incentives and an eager workforce

受惠於優惠政策及龐大的勞動力資源，資訊科技公司紛紛進駐成都及重慶，並在當地設立生產線



Chongqing will build a range of bases covering equipment manufacturing, civil aviation, IT, pharmaceuticals and traditional Chinese medicine.

“Chengdu and Chongqing each has a particular focus with regard to industrial development, which generally means they are mutually complementary,” says Lily Liu, Intel China’s Public Relations Manager. “This is conducive to the formation of a relatively complete industrial chain within the CCEZ, and the zone’s overall competitiveness.”

Drawn to the massive consumer base, rich talent supply, generous government incentives and rapidly developing infrastructure, a growing number of electronics companies are heading to Chengdu and Chongqing.

In Chongqing the IT manufacturing industry is already flexing its new-found muscles. Production of notebook computers in the city jumped from nil in 2009 to 7.29 million units in the first half of last year, thanks to a wave of investment by the likes of Hewlett-Packard, Foxconn, Inventec, Quanta Computer and Acer. Chongqing is aiming to become the world’s largest producer of notebook computers by 2015, with an annual output of 100 million units.

Intel was one of the first multinational corporations to set up manufacturing operations in Chengdu. With a total investment of US\$600 million, the company’s Chengdu site has become one of its largest circuit-board assembly and test facilities. Intel ships out packaged chips by air, mostly via Hong Kong. Cathay Pacific Cargo has recently started freighter flights to both Chengdu and Chongqing



Chengdu is one of the world's fastest-growing cities, and becoming one of China's top consumer markets

成都是全球發展最快的城市之一，也是內地一個潛力龐大的消費市場

to handle the increased volume of IT products that have resulted from Go West initiatives.

“Intel chose to invest in Chengdu because of its strategic location, outstanding education system and other advantages, such as market potential and living conditions,” says Liu. “Sichuan is now heavily focused on developing its transport and logistical support network, which benefits us because it expands our market radius.”

Despite the general air of optimism, Go West 2.0 still faces significant challenges. “In Eastern China hundreds of local governments have created myriad incentives for investment,” says Hans Hendrischke, Professor of Chinese Political Economy at the University of Sydney. “In Western China the challenge is to encourage similar local initiatives. Regional authorities need to loosen control over investment, not concentrate it.”

Firms based in Chengdu and Chongqing must be able to reach their markets more easily. “Part of Western China’s problem is obviously the terrain,” says consultant Chris Devonshire-Ellis. “Rail access is still not as penetrative as it should be. State-owned monopolies still prevail in this region, which means a lack of competition and poor service, both in rail and water transport.”

Still, with GDP growth in Chengdu and Chongqing already ahead of the curve, Go West 2.0 is undoubtedly going to witness continued major development in these two cities. The tale of how the West was won is still a work in progress, but when complete, it promises to be a hefty tome.

Photos: Workers; cars: ImaginChina; City at night: Ed Freeman - The Image Bank/Getty Images.



Chengdu can expect to see major development over the next decade

成都預期在未來十年持續以高速發展

行。重慶則會發展成不同行業的基地，包括器械製造、航空業、資訊科技、藥業和中藥業。

英特爾中國公關經理劉唯力表示：「成都及重慶的工業發展各有重點領域，即是說他們能互相補足。這對於在成渝經濟區內組成一個完整的工業鏈相當重要，也有利於提升整個經濟區的競爭能力。」

成都和重慶既擁有龐大的消費人口，又有大量專才，加上政府的優惠政策和發展迅速的基礎建設，吸引了愈來愈多的電子產品公司進駐。

重慶的資訊科技製造業正茁壯成長，在該市生產的手提電腦自2009年出現了「零的突破」，單在去年上半年便生產了729萬部；這個佳績有賴惠普、富士康、英業達、廣達電腦和宏碁等國際品牌在當地投資並設立生產線。重慶的目標是到了2015年，能夠成為全球最大的手提電腦生產地，年產量超過一億部。

英特爾是首家在成都設立生產線的跨國企業之一，他們斥資六億美元在成都設立的廠房，是全球最大的晶片封裝測試中心之一。英特爾大部分封裝的晶片是經香港空運出口。國泰航空最近便增設飛往成都和重慶的貨運航班服務，以運載受惠於「西部大開發」計劃而增加的資訊科技產品。

劉唯力說：「英特爾選擇在成都投資設廠，是看中這裡的戰略性位置、優良的教育系統、市場潛力和生活環境等因素。四川現正積極發展交通及物流網絡，這將有助擴大我們的市場版圖。」

雖然前景樂觀，西部大開發第二階段仍需克服不少挑戰。悉尼大學中國政治經濟系教授Hans Hendrischke表示：「在華東地區，數以百計地方政府都積極提供優惠政策以吸引投資。西部地區面對的挑戰是如何鼓勵地方政府主動出擊，區內政府必須放鬆對投資的控制，而不是加強管控。」

此外，成都和重慶的企業需要更優越的交通網絡，讓他們與重要市場的往來暢通無阻。投資顧問Chris Devonshire-Ellis指出：「中國西部的發展，明顯受到地勢影響和阻礙。當地的鐵路網絡仍未達致四通八達的應有水平。再者，區內的鐵路和水路運輸仍由國營機構壟斷，在缺乏競爭底下，服務自是差強人意。」

無論如何，成都和重慶的地區生產總值增幅已高於全國平均水平，西部大開發第二階段必會為雙子城帶來更多大型的發展項目。這部「雙城記」的西部發展史仍有待繼續撰寫，但可以肯定的是，這將是一部重量級的典籍。■

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