## Contents

1 Background: Chengdu in a Global Context .............................................. 1
  1.1 Background ............................................................................. 1
    1.1.1 Deep Globalization Provides New Opportunities
         for the Leapfrog Development and Internationalization
         of Cities ............................................................................ 1
    1.1.2 The “China Miracle” Created the Conditions
         for the Internationalization of Cities .................................... 3
    1.1.3 “China’s Rise” Is an Intrinsic Fundamental Reason
         for the Internationalization of the City ............................... 5
    1.1.4 Summary .......................................................................... 7
  1.2 An Introduction to Chengdu ......................................................... 8
    1.2.1 The History of Chengdu ..................................................... 8
    1.2.2 The History and Stage Characteristics of Chengdu’s
         Diversified Development ...................................................... 10
    1.2.3 Unique City Flavor Is Attractive on a Global Scale ............. 12
    1.2.4 Summary .......................................................................... 15
  1.3 Literature Review ...................................................................... 16
    1.3.1 Relevant Urban Development Theory ................................. 16
    1.3.2 Relevant Theoretical Frameworks ....................................... 19
    1.3.3 Summary .......................................................................... 25
  1.4 Research Goals and Methods ....................................................... 25
    1.4.1 Research Goals .................................................................. 25
    1.4.2 Design of Research Methods ............................................. 25
  1.5 Introduction to the Structure of This Report ............................... 26
    References .............................................................................. 27

2 Comprehensive Analysis of Existing Data: Chengdu
   in the World City Network .............................................................. 29
  2.1 Analysis of Chengdu’s External Linkage Effect ............................ 30
    2.1.1 Measuring Chengdu’s Infrastructure-Linked Network .......... 30
    2.1.2 Measuring Chengdu’s Business Network ............................ 33
2.2 Analysis of Chengdu’s Agglomeration Effect ........................................ 43
  2.2.1 Model Building ................................................................. 44
  2.2.2 Selection of Representative Cities ....................................... 45
  2.2.3 Historical Agglomeration in Representative Cities .................. 45
  2.2.4 Analyzing Current Agglomeration in Representative Cities ........ 56
  2.2.5 Comprehensive Analysis: A Horizontal Comparison of Chengdu’s Agglomeration ................................................................. 57

3 Social Research Finding One: Quantitative Analysis of Successful Enterprises .................................................... 59
  3.1 The Importance of the Local Work of Firms in Chengdu ............... 59
  3.2 The “Chengdu Success Story” Survey ........................................ 61
  3.3 Constructing Variables ............................................................ 62
    3.3.1 Dependent Variable ......................................................... 62
    3.3.2 Independent Variable ....................................................... 63
  3.4 Basic Analytic Framework ........................................................ 67
  3.5 Results I: Relations Between the Five Key Variables ................ 68
    3.5.1 Analysis 1. GROWTH Versus NEW ..................................... 68
    3.5.2 Analysis 2. GROWTH Versus SECTOR ................................ 69
    3.5.3 Analysis 3. NEW Versus SECTOR ..................................... 71
    3.5.4 Analysis 4. GROWTH Versus LOCAL ................................ 72
    3.5.5 Analysis 5. NEW Versus LOCAL ..................................... 73
    3.5.6 Analysis 6. GROWTH Versus OWNER ................................ 73
    3.5.7 Analysis 7. NEW Versus OWNER ..................................... 75
    3.5.8 Analysis 8. OWNER Versus LOCAL .................................. 76
    3.5.9 Analysis 9. OWNER Versus SUPPORT ............................... 77
  3.6 Results II: Further Exploration of the Relation Between Growth and New Work ......................................................... 78
    3.6.1 Analysis 10. NEW Versus MK-OPP Versus GROWTH .............. 79
    3.6.2 Analysis 11. NEW Versus PATENT Versus GROWTH ............ 80
    3.6.3 Analysis 12. NEW Versus EXPLORE Versus GROWTH ............ 81
    3.6.4 Analysis 13. NEW Versus FOREIGN Versus GROWTH ........... 82
    3.6.5 Analysis 14. NEW Versus FINANCE Versus GROWTH ........... 84
  3.7 Results III: Bringing in Labour and Competition ...................... 85
    3.7.1 Analysis 15. GROWTH Versus GRADUATE Versus NEW ........ 86
    3.7.2 Analysis 16. GROWTH Versus COMP Versus NEW .............. 87
  3.8 Main Points .............................................................................. 89
4 Social Research Finding TWO: Business Success Stories and Inspiration ................................................. 91
  4.1 Case Selection and Analytical Framework ....................................................... 91
    4.1.1 Case Selection ................................................................. 91
    4.1.2 Analytical Framework and Data Collection ........................................ 92
  4.2 Company Development Stories and Related Analysis .................................. 96
    4.2.1 Shiling Poultry Cooperative ...................................................... 96
    4.2.2 Sichuan First Automotive Work (FAW) Toyota .................................. 101
    4.2.3 Chengdu Investment Holding Group Co., Ltd .................................. 106
    4.2.4 Agilent Chengdu Branch .......................................................... 110
    4.2.5 Huawei Symantec Chengdu Branch ............................................. 114
    4.2.6 Maipu Communication Technology Co., Ltd .................................... 118
    4.2.7 Sichuan Kelun Pharmaceutical Co., Ltd ....................................... 121
    4.2.8 Chengdu Hongqi Chain Co., Ltd ............................................... 124
    4.2.9 Chengdu Culture and Tourism Development Group Co., Ltd .............. 127
    4.2.10 QuanU Furniture Co., Ltd ....................................................... 131
    4.2.11 Sichuan Shuijingfang Co., Ltd ................................................. 136
    4.2.12 Chengdu SME Credit Guarantee Co., Ltd .................................... 140
    4.2.13 Sichuan Comfort International Travel Service Co., Ltd .................. 145
    4.2.14 Intel Products (Chengdu) Co., Ltd ........................................... 149
    4.2.15 DTZ Real Estate Consulting (Chengdu) Co., Ltd ............................ 154
  4.3 A Comprehensive Analysis of Multiple Cases ............................................. 156
    4.3.1 Diversity and Creativity of New Works ........................................ 156
    4.3.2 Market Development Drives Expansion of New Works ....................... 157
    4.3.3 Local Market and Local Influence ............................................. 157
    4.3.4 The Effects of Policy Factors Within the Nation’s Rise on Different Industries .................................................. 158
    4.3.5 Companies of Different Ownership Structures Have Different Development Advantages ........................................ 158
    4.3.6 The Importance of an Appropriate Workforce .................................. 159
    4.3.7 Changes to the Competition and Company Total Asset Growth Are Related .......................... 160
  4.4 Discussing Chengdu’s Development Characteristics According to the Stories of Companies .................................................. 163
    4.4.1 The Effects of Chengdu’s Unique Characteristics on the Development of Companies ........................................ 163
    4.4.2 Modern Communications and Transport Networks Bring Inland Cities New Opportunities for International Connections ........................................ 164
    4.4.3 Decision Making Power in International Economic Activities Shifting to Multinational Companies and Government Management and Strategy ........................................ 165
4.4.4 The Rise of a Nation Drives Urban Development .......... 166
4.4.5 Policy Role: Policy Implications of Diversified Urban Development ............................................. 168
4.4.6 Dynamic Comparative Advantages in Rapid Urban Development ....................................................... 169

References ................................................................. 170

5 Moving onto the World Stage ........................................... 171
5.1 Findings ................................................................. 171
  5.1.1 Connectivity ......................................................... 171
  5.1.2 Agglomeration ......................................................... 174
  5.1.3 Diversification ......................................................... 175
  5.1.4 Local Nature ......................................................... 176

5.2 The Reasons for Chengdu’s Successful Development in the Global Network ........................................ 176
  5.2.1 Excellent and Beautiful Urban Environment Has Attracted Multinational Companies and High-End Industry ......................... 177
  5.2.2 Long-Term Accumulation of Ancient City History Attracts the Attention of the World ......................... 177
  5.2.3 Developed Modern Transport and Communications Networks Magnify Location Advantages ......................... 178
  5.2.4 Excellent Science Education Foundation Makes Chengdu’s Leading High-End Possible ......................... 179
  5.2.5 The Global Industrial Division of Labor and Industrial Transfer Has Spurred Development in Newly Industrialized Countries Including China ......................... 179

5.3 Inspiration for World Cities from the Development of Emerging Economies ............................................. 180
  5.3.1 Urban Agglomeration Forces Will Change the Pattern of the World City Network ......................... 180
  5.3.2 China’s Rise and Sustained Growth Drives the Rise and Development of Cities ......................... 181
  5.3.3 Modern Communications Networks Give Inland Cities New Opportunities to Connect Globally ......................... 182
  5.3.4 Multinationals and Changes to Their Strategies Determine the Pattern of Global Cities ......................... 183
  5.3.5 Policy Implications of Diversified Urban Development .... 183
  5.3.6 Knowledge and Innovation Factors Become Key Factors for Global Cities ......................... 184

5.4 Suggestions for Further Research ............................................. 185
  5.4.1 Thinking Obtained from Field Research ......................... 185
  5.4.2 City Connectivity and Development: A Two-Dimensional Space-Time Analysis ......................... 186
<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.4.3</td>
<td>Looking at World Cities from a New Perspective: Quality Effect.</td>
<td>187</td>
</tr>
<tr>
<td></td>
<td>References</td>
<td>188</td>
</tr>
<tr>
<td></td>
<td>Appendix: Survey of Chengdu Success Stories</td>
<td>189</td>
</tr>
</tbody>
</table>
Global Research of Cities
A Case of Chengdu
Taylor, P.; Ni, P.; Liu, K.
2016, XVIII, 205 p. 28 illus., 5 illus. in color., Hardcover