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Федеральное государственное бюджетное образовательное учреждение высшего  
профессионального образования  
«Южно-Уральский государственный университет»  
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« 14 » 06 2016 г.

Анализ состояния и перспективы развития экономики центра  
городской агломерации (на примере г. Нинбо)

ПОЯСНИТЕЛЬНАЯ ЗАПИСКА  
К ВЫПУСКНОЙ КВАЛИФИКАЦИОННОЙ РАБОТЕ  
ЮУрГУ–38.04.01.2015.XXX ПЗ ВКР

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«26» 02 2016 г.

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утверждена приказом по университету от «15» 04 2016 г. № 664

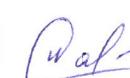
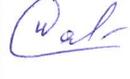
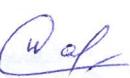
Срок сдачи студентом законченной работы «30» 05 2016 г.

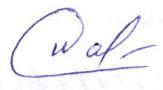
2. Исходные данные к работе Статистическая информация, результаты анкетирования

3. Перечень вопросов, подлежащих разработке Анализ жилищно-коммунального хозяйства, жилищно-коммунальное хозяйство г. Мишья, анализ развития жилищно-коммунального хозяйства администрации г. Мишья, разработка стратегии развития жилищно-коммунального хозяйства в г. Мишья

4. Перечень приложений, схем, плакатов нет

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Этапы работы	Характер работы	Руководитель (Ф.И.О., уч. степень, звание, должность)	Срок выполнения	Подпись руководителя, дата	
				Задание выдал	Задание принял
1	Выбор и уточнение темы	Савельева И. П. д. э. н., проф. зав. кафедр. МЧМ	01.04.16- 06.04.16		
2	Научно- исследовательская практика	— и —	18.04.16- 13.05.16		
3	Защита отчётов по научно- исследовательской практике	— и —	13.05.16- 16.05.16		
4	Оформление, доработка выпускной квалификационной работы,	— и —	15.05.16- 30.05.16		
5	Предоставление окончательного варианта	— и —	31.05.16- 01.06.16		

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 « 01 » 04 2016 г.

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 « 01 » 04 2016 г.

## Abstract:

As a new form of regional economy, headquarters economy comes into being in the context of economic globalization and regional economic integration development. The development of headquarters economy plays an important role in accelerating economic transition and development optimizing industrial structure, strengthening inter-regional cooperation and promoting the sustainable development of regional economy, and in many countries, cities and regions to pursue the economic development model. As a coastal city of open economy, Ningbo becomes one of China's economically-developed regions by realization of the rapid economy growth, in the 30 years of reform and opening-up. But the irrational economic structure, over-dependence on investment and foreign trade exports, brings a lot of difficulties to sustainable healthy development of Ningbo. So the development of headquarters economy is the inevitable choice for realizing the regional economy transition and development of Ningbo. In this paper, the meaning of the headquarters economy, the theoretical basis and the relationship between headquarters economy with regional economy is systematically analyzed and comb, and associated with the regional economic reality of Ningbo, puts forward headquarters economy development is valid path to the development and transformation of Ningbo's regional economy. Using the experience of headquarters economy development in major cities from domestic and foreign for reference, in based of the SWOT positive analysis of Ningbo, it makes a systematical study of ideas, principles, positioning and strategic countermeasures of headquarters economy development during Ningbo's transformation period, which has important reference value in Ningbo's headquarters economy development.

## Резюме

Штаб-квартира экономика является экономической глобализации и региональной экономической интеграции под фон развития региональной экономики в новой форме. Разработка штаб экономики в содействии экономическому развитию, оптимизации структуры промышленности, укрепления межрегионального сотрудничества, важную роль в поощрении устойчивого развития региональной экономики, но также многие страны, регионы и города и энергично проводят модели экономического развития. Прибрежные города Нинбо, став одним из Китая в экономически развитых районах, нерациональным экономической структуры, чрезмерная зависимость от инвестиций и экспорта на Нинбо внешней торговли устойчивого и здорового развития трудности развития экономики штаб-квартиры является неизбежным выбором Нинбо регионального экономического развития. Бумага на штаб-квартиру экономический смысл и теория и штаб-квартиры экономической и региональных экономических отношений, имеет больше системы анализа и гребни, и комбинированных Нинбо региональных экономических фактических, предлагаемый штаб-квартиры экономической Нинбо региональных экономических преобразований развитие эффективного пути, сослаться оба дома и за рубежом главный город штаб-квартиры экономического развития практика опыт, в на Нинбо для SWOT эмпирический анализ на основе Шан, Нинбо период региональные экономические трансформации штаб-квартире экономического развития мысли и принципы, и стратегии контрмер для имеет больше системы научных исследований, Экономическое развитие Нинбо штаб-квартиры имеет большое значение.

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## Introduction

1 Importance: The innovation of this paper lies mainly in combined with the practice of regional economic development in Ningbo, makes a comparatively deep and systematic research to regional economic transition in Ningbo Economic Development of the headquarters and headquarters in Ningbo economic development ideas, should follow the basic principles, strategic positioning is proposed and body measures, enrich the research on the theory and practice of the headquarters of the economic development in Ningbo, has important reference value to Ningbo and other coastal cities open to the outside world. The paper has conducted the systematic and deep research to the development of headquarters economy, which is enriching Ningbo's headquarters economic development in the practice, and also has a certain significance to headquarters development research of other coastal cities especially second-tier city.

2 Object: Ningbo becomes one of China's economically-developed regions by realization of the rapid economy growth, in the 30 years of reform and opening-up. But the irrational economic structure, over-dependence on investment and foreign trade exports, brings a lot of difficulties to sustainable healthy development of Ningbo. Especially after the international financial crisis, Ningbo is in more urgent demands of the regional economy transition and development when the economic development advantages under various constraints, so the development of headquarters economy is the inevitable choice for realizing the regional economy transition and development of Ningbo.

3 Subject: Under the background of economic globalization and information technology is highly developed, when the regional economic development to a certain

extent, economic activities to break the geographical restrictions, enterprise organizational structure in space layout gradually changed, the gradual separation of corporate headquarters and production processes, headquarters to gather in the center of the city, production base layout area to lower manufacturing cost, make full use of regional resources endowment and comparative advantage, driven by economic transformation and development of the area, which formed the headquarters economy.

4 Goal: The research of Ningbo headquarters economy development, which has important reference value in Ningbo economy development. And to the development of headquarters economy, which is enriching Ningbo's headquarters economic development in the practice, and also has a certain significance to headquarters development research of other coastal cities especially second-tier city.

5 Objective: Ningbo headquarters economy development remains enterprise spontaneous levels, combined with the deficiency of the headquarters economic development of Ningbo regional economic realities, about the economy in Ningbo City headquarters related development policy lags behind other status of city. This shows that, in combination with the regional economic transformation and development of Ningbo to study the economic development of the headquarters, the regional economic development in Ningbo has important practical significance.

6 Method: This paper uses the theoretical analysis, current situation analysis, empirical analysis, SWOT analysis and other analytical methods. At the same time, the use of enterprise value chain theory, comparative advantage theory, industrial cluster theory, information economy theory, enterprise organizational structure theory and other theoretical methods.

7 Structure of paper: The research ideas of this paper: This paper puts forward the problems (the purpose and significance of the study of the headquarters economy), theoretical analysis, current situation analysis, empirical analysis, empirical analysis conclusions and policy recommendations. Using the experience of headquarters economy development in major cities from domestic and foreign for reference, in based of the SWOT positive analysis of Ningbo, it makes a systematical study of ideas, principles, positioning and strategic countermeasures of headquarters economy development during Ningbo's transformations period

## 1 Background of the development of headquarters economy

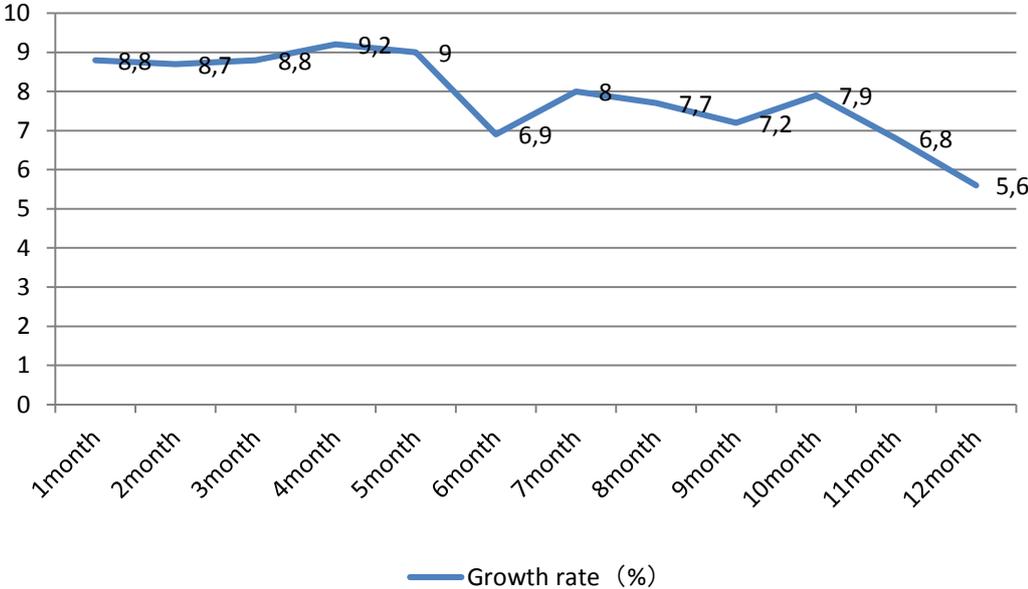
### 1.1 The analysis of China's economic

#### 1.1.1 The analysis of the current situation of economic development in China

Investments in fixed assets: to the north and the west. As the law of diminishing economic expansion and investment returns, investment flows in recent years show "space for the north and west" trend. The main focus of investment in the "North" concentrated in the central area of BoHai, especially in the Tianjin Binhai New Area. With the country to promote the development and opening of Binhai New Area of the measures put in place gradually, and a number of major projects, the relocation of Shougang new base construction, Bohai area of the iron and steel, petrochemical, coal, and port equipment manufacturing and modern logistics industry will get great development in the Bin Haixin area of comprehensive reform of hitherto unknown, financial innovation is the focus of the pilot, will promote this region has become China's new hot spot for investment. Although the investment in "West" progress is slow, quantities is smaller, the future may be accompanied by the eastern industrial transfer is accelerating, a series of policies to guide the main impetus from the national macroeconomic regulation and control, such as land use of strict control, strict supervision of energy saving and environmental protection. Judging from the present, the eastern region of the industrial structure adjustment and upgrading, to the central and western regions of the industrial type, mostly labor-intensive industries, high energy and resource based industries, as well as a part of the processing trade enterprises. Of course, the eastern part of these industries can smoothly transfer depends on the improvement of investment in the Midwest and the soft and hard environment, cannot

allow the transaction costs of the cost of the cost of the low income.

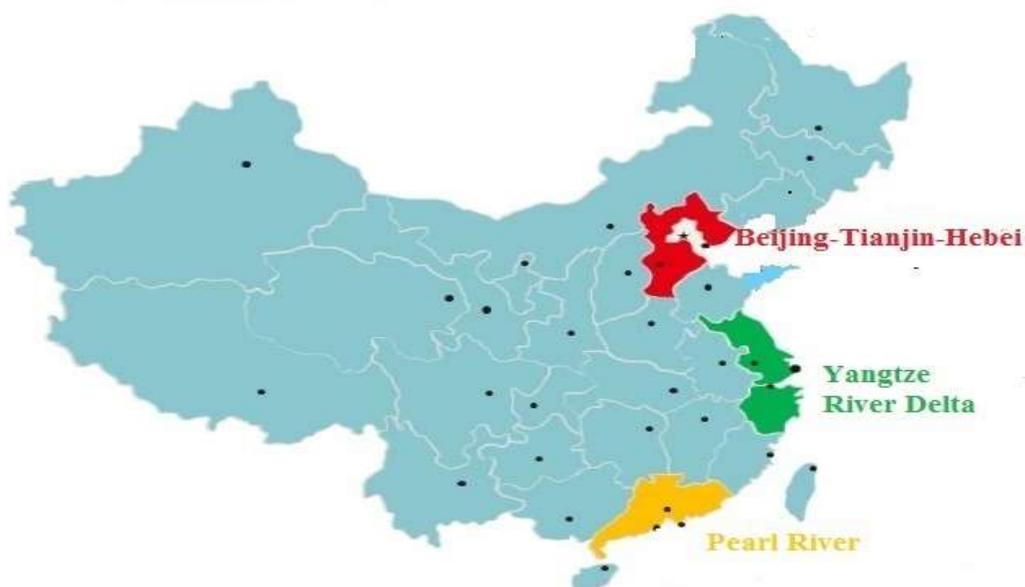
On the whole country, the size of the region's industrial added value growth rate generally declined, but the performance differences between the regions, the eastern coastal region increased by the largest, while the less developed areas of industrial added value fell relatively small. The western and northeast regions still have a certain gap with the national level; in particular, it is worth to pay attention to the industrial growth of the three major economic circles as the leading economic growth is lower than the national average.



Picture 1--the growth rate of industry increasing value in 2014

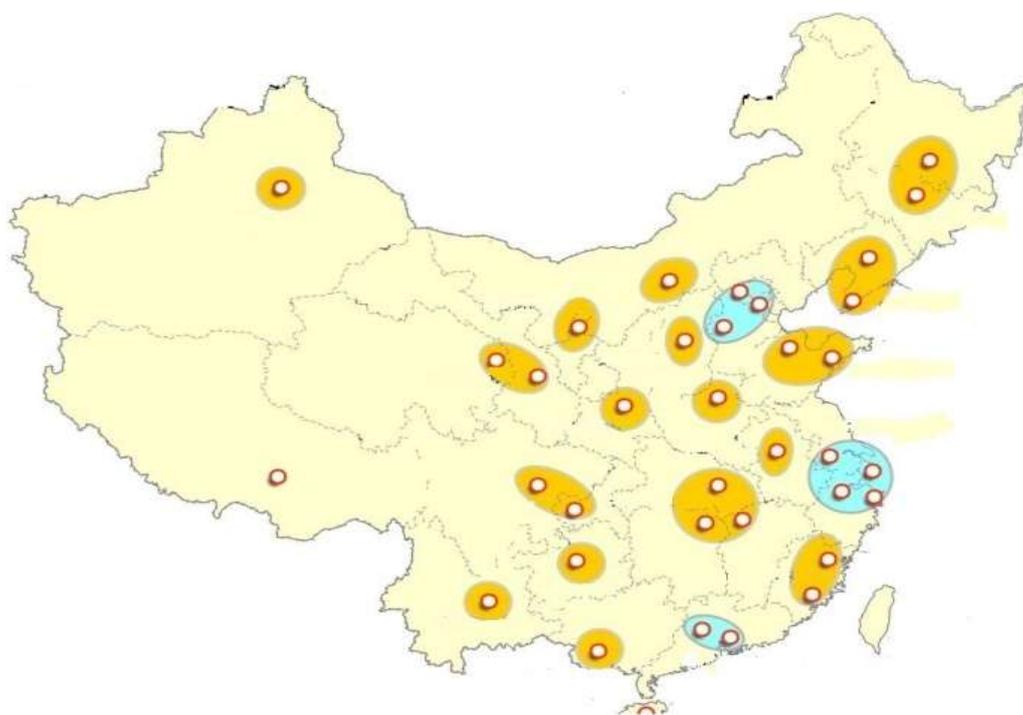
Metropolitan areas. The economic agglomeration degree is enhanced, and the regional development leading strength is enhanced. Because of the effect of economic benefits, the concentration of population and economic activities in China will be improved, especially in urban agglomeration or metropolitan area. On the one hand, it will form a huge investment demand and consumption demand of urban infrastructure construction, and promote the development of urban agglomeration and metropolitan

area; On the other hand, it has become the leading force of regional economic development and national economic development. Yangtze River Delta, Pearl River Delta, and Beijing-Tianjin-Hebei three metropolitan areas become the most dynamic regions and growth pole of economic development. In the new period to promote the urbanization, will improve the comprehensive carrying capacity of the city as the core, better move the rural labor force orderly transfer. At the same time, strengthen the research and planning of the development of urban agglomeration, and guide the coordinated development of large and medium cities. According to the current development and the "four plates" development planning, metropolitan area or city group to accelerate the development of our country are: Yangtze River Delta city circle, Pearl River Delta city circle of Beijing Tianjin Hebei city circle, agglomeration, Shandong peninsula city group, the western side of the city zone, Wuhan city circle, Nakahara Kichigun, the Changsha Zhuzhou Xiangtan city group, Wanjiang City belt, Chengdu city circle, Guanzhong City Zone, Beibu Gulf city group[1].



Picture 2--the distribution of top three Metropolitan

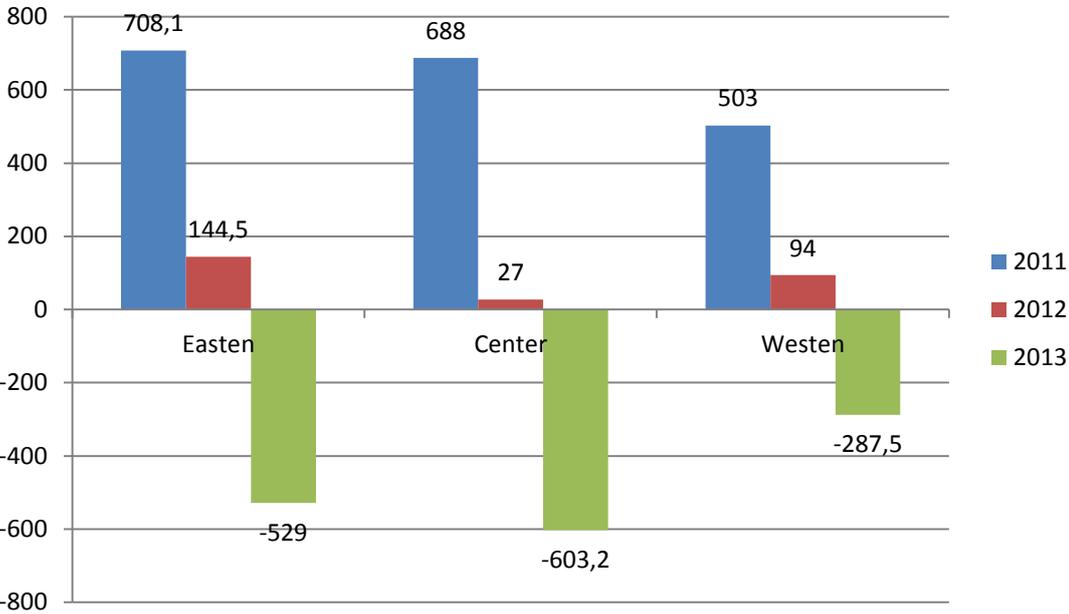
The big city circle formation and the mutual division of labor, cooperation and competition, will accelerate the process of regional economic integration, and leading the development pattern of regional and even national economy, more important is the big city circle will become China's technology and system innovation center and advanced manufacturing base, and become the international competitiveness our "Home plate".



Picture 3--China major metropolitan distribution

Foreign trade .A slight increase in the proportion of foreign trade in North east and the west. The eastern and central and western export growth are relatively high, the highest growth rate in Northeast China, followed by the west, are higher than the national level, and the eastern and central, the increase is lower than the national level. From the import pattern, the proportion of imports are rising in the central and Western and the eastern, the highest increase in the central. From the trade surplus, only the

capital economic circle is a deficit, other regions have a relatively large surplus. The northeast, the proportion of foreign trade increased slightly.



Picture 4--Easter Center Western net port

1.1.2The problems of regional economic development in China

Regional disparity. Since the reform and opening up, with the rapid development of economy in the eastern region, the production factors flow in the eastern part of the market, but the industry from the eastern region to the central and western regions of the gradient transfer has not been achieved, the absolute gap between economic developments continues to expand. In the coming period, the main factors that cause the expansion of the regional gap will continue to exist, such as the factor condition, the industrial foundation, the location and the human environment. Under the action of the market economy, capital, labor, human and other factors of production will shift from the slow growth of the economy to the region, and to the developed regions by the backward regions. Market power is an important factor of regional economic coordinated development, the government can only play a supporting role, and it can

only try to shorten the process, but not be artificially reversed. At present, the regional development gap will still exist and may have to continue to expand, in a certain period of time in this regard; we cannot act with undue haste.

Regional segmentation. In the context of the growing regional gap, the local government in the form of a public or in the form of a covert implementation of local protectionism .Such as building a multitude of names trade barriers and administrative barriers, each implementation of resources, technology and personnel, goods monopoly and blockade to protect the interests of the region. Even in the regional cooperation, more consideration is to obtain benefits, and win-win consciousness is not strong. This not only causes the circulation channel blockage, each kind of commodity and the production factor cannot free flow, but also causes the region, the industry, the enterprise's superiority to be unable to complement each other, cause the resources waste, and finally lead to the competition, the opening, the unification of the domestic big market is difficult to form, it is difficult to achieve the optimal allocation of resources and economic integration. However, despite the fact that the fiscal decentralization of the local government competition and under certain conditions, the evolution of the negative and the game, the performance of the transaction costs and the increase in the allocation of resources, the increase and strengthen the competition has led to some of the local government economic behavior distortion [2].

Industrial isomorphism problem. In order to maintain its leading position in developed areas and backward areas in order to avoid the "Matthew effect" to continue to expand, local governments face great pressure especially in the Midwest, some local governments in excess of project investment is a waste of resources, global production

capacity in spite of low efficiency, low level repeated introduction, production, construction, have in fierce competition in the high price of big profits, the investment cycle is short of the industrial field, the blind introduction of methods, the others repeat construction, results in the economic development of the regional industrial structure appeared serious assimilation, the characteristics of the regional economy is not obvious, in the industrial division did not form a gradient level, the same quality competition intensified .This not only inhibits the regional economic comparative advantage, the loss of the regional division of labor efficiency and scale economic benefits, but also affect the overall effectiveness of the national economy.

### 1.1.3China regional economic coordinated development prospects

The administrative divisions and economic divisions will be in step by step. Regional economy is not only a geo economic, but also a market economy, which is organized and controlled by regional economic development, which involves the development of a unified regional development strategy. Cross administrative regional economic pattern changes will directly impact the administrative framework of the traditional compartmentalization, unified market will bring increased regional planning and management affairs, which will lead to administrative restructuring or merger, will also give the government function conversion work to add new content. In recent years, the reform of administrative division in the relevant departments to actively promote, such as the Ministry of Civil Affairs on the reform of China's administrative division has been demonstrated research, the ideal state is: provinces division needs to be reduced, administrative levels need to be reduced. Its purpose is to strengthen regional cooperation and create conditions for the harmonious development of regional

coordination. Because in China's Administrative Region and economic region division of the contradiction is sharp, the administrative division of the officials in power and the functions they perform the regional economic function is completely separated. And under the existing conditions, most of the resources or control in the hands of the government, the market does not have enough power to control, so the administrative boundaries become an obstacle. This appears the local protectionism, there are different places on the resources of the competition, a large number of redundant constructions, and there have been different administrative regions of the economy between the separations [3]. At present, there are more and more requirements for the adjustment of administrative divisions, the voice of the reform of the administrative division system is increasingly strong. In the local and central to the adjustment of administrative divisions are required under the condition of shrinking Province, withdraw, county, and township, may become the establishment and improvement of the central and local government decentralization reasonable choice. The administrative divisions and the boundary of the economic division will be in step by step, so as to create certain conditions for the regional economic coordination and development.

#### 1.1.4 Regional Economic Cooperation (Inter governmental) towards a pragmatic

The Yangtze River Delta, economic integration has long been in front of the government cooperation, the regional capital of the independent integration and interaction, the basic has released its own energy. It has come to such a stage in 2015: the government must be integrated to build a major public service platform, to help the integration of economic factors to enhance the level, into a new stage. In the past, the regional coordination meeting was mostly a kind of dialogue between the government

and the exchange of ideas and ideas. At present, the cooperation between the governments must be pragmatic [4].

Large enterprises play a more important role in regional economic cooperation. From the policy level, the government issued a series of documents to encourage enterprises, especially the advantages of enterprises across the region, cross industry, cross ownership restructuring of assets, to encourage domestic and foreign capital to participate in the reform of enterprises and industrial restructuring. From the enterprise itself, in addition to a number of large state-owned enterprises, a large number of private enterprises have been strong. Under the background of globalization, the enterprise supply chain is enhanced, which is based on the cooperation between the upstream and downstream enterprises. Competition has been and is being shifted from the competition among different segments of the supply chain to the competition between different supply chains. With this, the distribution of enterprises in different regions of the same supply chain has shifted from the competition to cooperative relations, and the cooperation of supply chain between different regions in the region has become a powerful driving force to promote regional cooperation [5]. At the same time, with the increase of the strength of enterprises, cross regional mergers and acquisitions increased in different administrative districts, the enterprise is to have me I have you. To be sure, companies, especially large enterprises, will play a more important role in regional economic cooperation.

The regional economic growth gap is expected to narrow. Measured by economic growth, labor, capital and technology three indicators, China's labor force on the sustainability is no doubt, the flexibility and low cost of labor structure, the capital is

not very dependent on foreign investment, and China's domestic deposit rate is very high, in technology, China's technology and application has also entered a certain sustainable development track, thus, China's economy continues to grow the situation will not change. At the same time, China has not really realized industrialization; the current is still to accelerate the completion of industrialization. And the main force of the current development of heavy chemical industry is from the consumption demand of the market, and based on the good benefit. Therefore, in the present stage of China and in the future a long period of time, the pattern will not change the economic growth of the industry leading economy; the economic growth momentum is still in. But oil prices continued rising has increased in many industries of oil refining, city public transport, road transport, chemical and other costs, consumer spending will be oil revenue constraints, automobile manufacturing and auto sales are also affected, which will affect the national economic growth rate and investment growth down, economic growth in the region in 2008 will be some decline, but the magnitude is not too large. The regional economic growth gap is expected to narrow [6].

The development gap of trade between East and West regions getting further widen. From the regional analysis, high-tech products export plays an increasingly important role, obviously in this area the eastern has obvious advantages, coupled with the eastern developed areas of information communication and communication ability also has absolute advantage, in the emergence of trade friction, primary product exports are facing difficult circumstances, the eastern developed region's resilience is better than the inland region. In this way, the gap between the Middle East and the central and western regions in 2008 will be further widened.

Regional cooperation in the functions of the national macro-management level, to continually upgrade their level of play research, policy, overall guidance and coordination of services, and strive to be combined with planning, combined with regional economic development, with international and regional cooperation with counterpart support combined with large-scale development in western and central China to promote combined.

## 1.2 Ningbo economic development situation

### 1.2.1 Geographical location

Ningbo, hereinafter referred to as the "Yong", deputy provincial city, the world's fourth largest port city, the comprehensive competitiveness of China's top 15 cities, one of the five regional centers, Yangtze river delta economic center in the south flank of Yangtze river delta, Zhejiang province economic center, modern, international port city, national famous historical and cultural city, civilized city in China, the famous Chinese academician of the township. Ningbo is located in the east of Zhejiang province, south of the Yangtze River delta, is the second largest city of Zhejiang province, and is a door and window opening to the outside world, Zhejiang province.



Picture 5--China Map

Ningbo land with an area of 9871 square kilometers, which of the urban area of 2462 square kilometers. The total area of 9758 square kilometers, Ningbo sea coastline of total length of 1562 km, of which the mainland coastline of 788 kilometers, island coastline of 744 kilometers, accounting for one third of the coast of Zhejiang province, there are 531 islands, covers an area of 524 square kilometers[7].



Picture 6--Ningbo Map

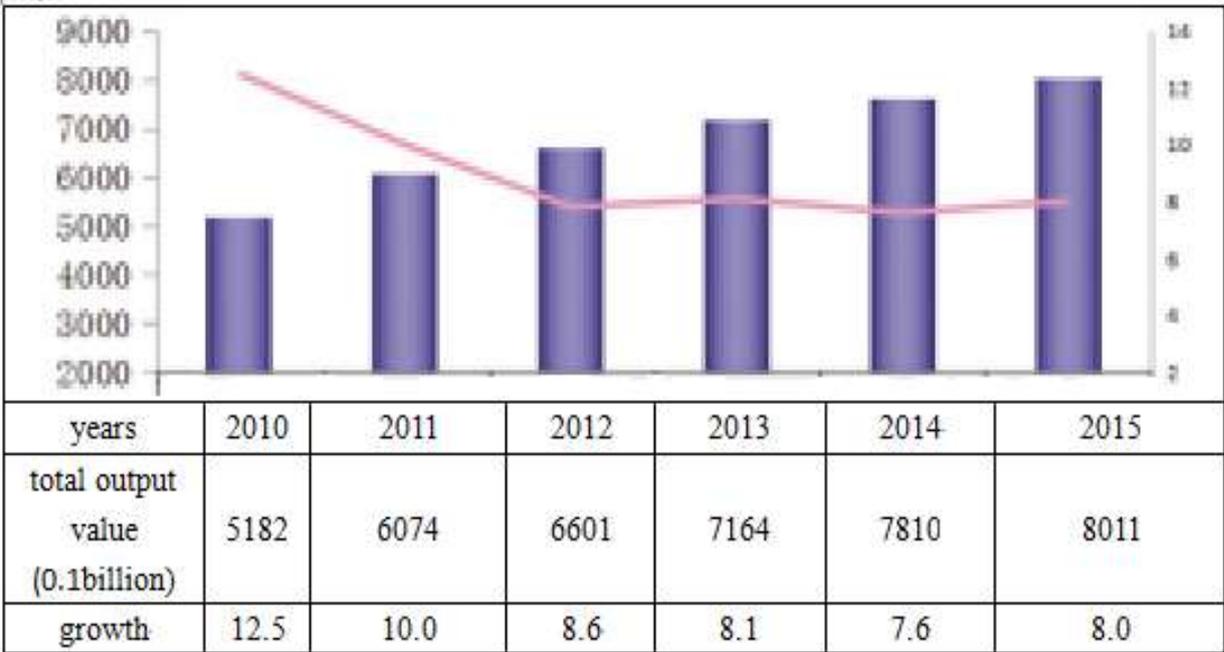
Ningbo is China's first coastal open cities, cities under separate state planning, and provincial cities, is also a heritage profound historical and cultural city. Since the reform and opening, Ningbo economic and social rapid development, the comprehensive strength and competitiveness significantly enhanced, forms the unique Ningbo vigor and strength.

#### 1.2.2 General amount

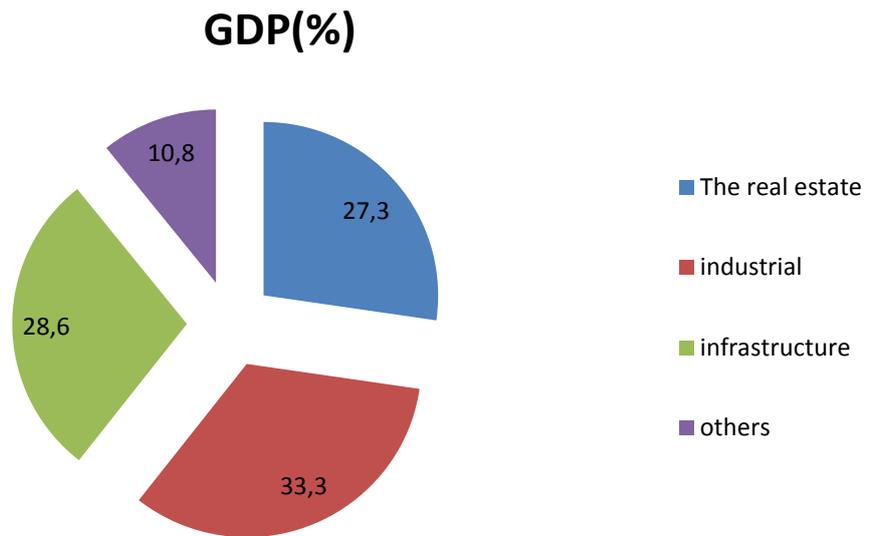
Recent years, the local government faces the increasing environment complex of economic development. Ningbo around the theme of the main line, to promote “six to speed up the strategic deployment”. Speeding up the steady and raiding development of economy, speeding up the major strategic planning implementation, speeding up the major platform of the integration ascension, speeding up the major projects to promote

breakthrough, economic and social development in pace, improve business efficiency.

In 2015, Ningbo's GDP is 801.15 billion Yuan, increase 8.0% from 2014. Among them, the first industrial added value 28.52 billion Yuan, increase 1.8%; The second industry added value 392.45 billion Yuan, increase 4.8%; The tertiary industry added value 380.18 billion Yuan, increase 12.5% [8]. The ratio of the three industries is 3.6:49.0:47.4. Calculated on the population of permanent residents, the city's per capita GDP102475 (\$16453 at an average annual rate).



Picture 7--2010-2015 Ningbo growth rate of GDP

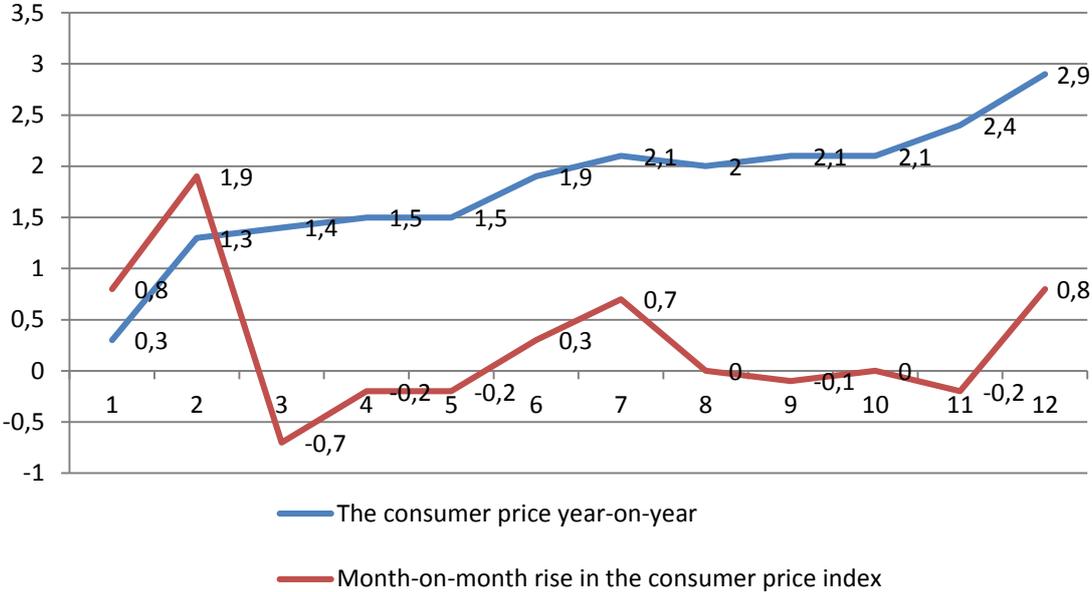


Picture 8--rate of different industries in GDP in 2014

Financial income and expenses. In 2015 Ningbo fiscal revenue of 207.27 billion Yuan, increase 11.4% from 2014, and the general public budget revenue was 100.64 billion Yuan, an increase 8.2%. General public is 125.26 billion Yuan, increase of 17.3% [8]. Energy conservation and environmental protection, urban and rural communities, transportation, social security and employment, health care and family planning spending growth of 56.6%, 38.4%, 24.2%, 56.6% and 13.0%.

Market value. Ningbo consumer prices rose 1.8% in 2015, increase than the national average and the province city high of 0.3% and 0.4% respectively. The eight class project price year-on-year fall in goods and services "seven liters a drop" pattern: rose 4.5% of food, rose 3.1% of smoke wine, clothing class rose 0.1%, household appliances and maintenance services rose 0.8%, health care and personal products rose 3.4%, entertainment education cultural goods and services rose 2.9%, residence up 1.0%; The 4.8% drop in traffic and communication. Producer prices fell 6.0% year on year for the full year, industrial producers purchase prices fell 7.6% year on year.

Ningbo new housing sales price rose 0.3% month-on-month in December, rose 3.4%, and year-on-year ninth education in 70 large and medium-sized cities throughout the country.

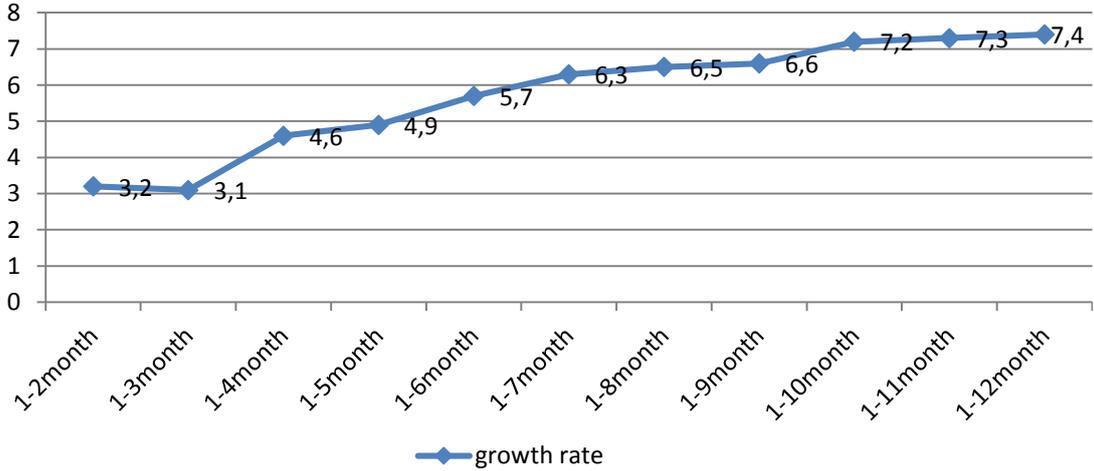


Picture 9--In 2015, Ningbo consumer price changes on the monthly

1.2.3 Industrial production rose steadily

In 2015 Ningbo industrial added value 346.09 billion Yuan, increase 4.4% from 2014. The added value of industrial enterprises above designated size to achieve 257.54 billion Yuan, an increase of 3.8%. Divisions in the scale above 35 industry categories, the nine industry added value of more than 10 billion Yuan, including automobile manufacturing to achieve the added value of 32.79 billion Yuan, increase 32.2%; Tobacco products rose 16.5%, chemical raw materials and chemical products increased 7.3%, oil processing industry growth rate of 6.4%. Point's type enterprises, large enterprises above designated size industrial production fell by 0.6%, medium and small enterprises industrial added value increased by 3.4% and 3.4% respectively. Points of economic type, limited liability Company, the added value of state-owned enterprises

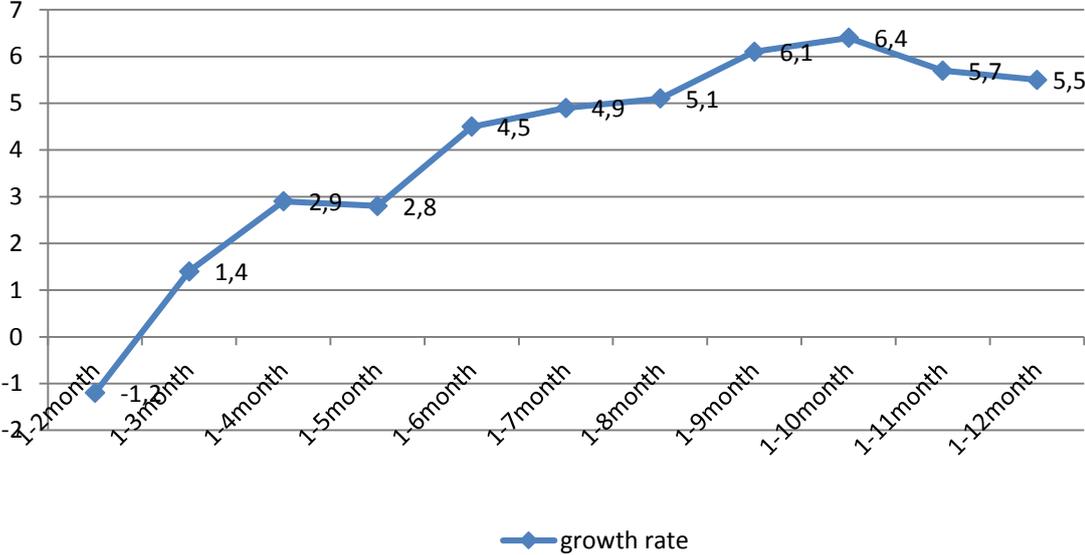
increased by 12.5% and 12.5%, the private enterprise growth 4.9%, Hong Kong, Macao and Taiwan investment enterprises and flat in 2014, enterprises with foreign investment fell by 3.1%. Industrial enterprises above designated size for the whole year sales output value 1.32622 trillion Yuan, decrease 2.8%, the export value of 284.77 billion Yuan, decrease 7.0%. Industrial enterprises above designated size for the whole year total profit of 75.34 billion Yuan, increased by 14.6%, separately to total 147.26 billion Yuan, up by 13.5%. Main business revenue cost is 83.1 Yuan per one hundred Yuan, advocate business income margin of 6.1%, 1% increase than that of 2014.



Picture 10--In 2014, Ningbo industrial added value of every months of accumulative total

Industrial export recovery. In 2014, Ningbo industrial enterprises above designated size to complete the export value of 302.11 billion Yuan, increase 5.5% from a year earlier. The first 10 months of last year, industrial export recovery, but due to the high base, 2 months after rebound volatility, annual growth and is reduce by 0.6% in the third quarter. The city has the export performance of 30 industries, accumulative total export

growth industry 20. Key export industries, chemical products (30.6%), automotive (20.6%), instruments and meters (20.1%), metal products, also grew more than 10% (13.2%), and other industry.



Picture 11--Ningbo enterprises to export every months of accumulative total growth in 2014

1.2.4 In the development of port industry

In 2014, Ningbo port cargo throughput of 526 million tons, an increase of 6.2% over the previous year. Complete foreign trade cargo throughput of 297 million tons, an increase of 7.6%. Including complete throughput of 102 million tons of iron ore, increases by 15.2%, the throughput of 61.527 million tons of crude oil, rose 0.5%, coal throughput of 74.128 million tons, down 6.5%. Annual container throughput of Ningbo port, 18.7 million, increase 11.5%, throughput than Busan port, is fifth in the world, the third of the country. Adjusting and optimizing airline and flight number density, the positive development of arena, South Asia, west Asia and other economic sectors "Marine silk road" in the 21st century new routes, the opening of new routes for the

whole year 11, now with route 228, article 113 ocean mainline, JinYang branch 62, regional within 21, 32 domestic trade line[9]. The iron transport business progress rapidly, a total 135000 for complete transportation, growth of 28.4%, increase the country six demonstration channel first.

Table 1--Main target completion ports in 2014

Statistical indicators	unit	2014	2013	Growth(%)
cargo throughput of port	0.1billion tons	5.26	4.96	6.16
container throughput	ten thousand TEU	1870	1677	11.49
Waterway capacity	Million ton	555.87	580.11	-4.18
water freight volume	Ten thousand tons	16113	15531	3.75
turnover volume of freight transport	0.1billion ton-km	1725.97	1687.85	2.26
fixed assets investment	0.1billion Yuan	27.01	42.09	-35.83
infrastructure	0.1billion Yuan	14.06	30.39	-53.73
Technological transformation	0.1billion Yuan	12.95	11.7	10.68
And navigation safety accidents	Pieces	8	16	-50.00

Healthy development of the open economy

Ningbo import and export total 2014 in 218.61 billion, an increase of 3.1% over the previous year. Foreign trade import and export total 104.7 billion, an increase of 4.4%, exports of 73.11 billion, up 11.3%, importing 31.59 billion, decrease 8.7%. The foreign trade business registration is 3757, accumulative total of 26147. Have their achievements in import and export enterprises 14810, a year-on-year increase of 922. Among them, the private enterprises, including private enterprises and collective enterprises exports account for 63.1% of the city's total exports, pull the export growth of 11% in the city [10]. Mechanical and electrical products export 39.15 billion for the whole year, an increase of 9.4%, accounting for 53.6% of the city's total exports. Exports hundreds of millions is dollars products, 15722 more than the previous year; 47 imports hundreds of millions of dollars of products. 2014 deal directly with the city's 218 countries and regions, including the European Union, the United States, Japan, the association of south-east Asian nations, Latin America, Oceania, Africa trade volume accounted for 21.4%, 16.3%, 8.3%, 7.5%, 6.3%, 5.1% and 4.5%.

Since the reform and opening, economic rapid growth have made Ningbo formed its own characteristic, regional economic development to become one of the regional economy developed area in China. In the face of the complexity of the macroeconomic environment and the task of heavy reform, development and stability, the whole city made solid progress "double drive four governance" decision deployment, in-depth implementation of the "three years of economic and social transformation and upgrading action plan"[11], actively adapt to the new normal economic development, promote the economic and social development as a whole, the economic operation, general industrial structure was optimized, quality efficiency gradually improved, social

livelihood of the people continued to improve.

### 1.3 The theory of headquarters economy

#### 1.3.1 The development of headquarters economy background

Headquarters economy development is closely related to the economic globalization, it is the product of world economic development to a certain stage, in recent years the rapid development of China headquarters, impetus from domestic and abroad. From the point of international background, with the rapid development of China's economy, China has become hotspot of FDI, many multinational companies to adjust the status of China in its global strategy. What's more increase investment in China. Accelerate industry upgrading in China, through the establishment of regional headquarters and transfer to implement the management and market control According to the ministry of commerce statistics, there are 200 countries and regions investing in China, the world has 450 multinational companies investing in China, more than 600 multinational companies investing institutions, determined by the ministry of commerce of the multinational company has more than 30 regional headquarters of multinational companies into Chinese market on a large scale, this is the external factors for the development of headquarters economy in China.

In China, from the enterprise development power, the headquarters economy development is a strategic choice for the enterprise the pursuit of profit maximization. Information, capital, high-level talent strategic resource plays more and more important role in enterprise development, so more and more large enterprises move their headquarters to the center of the developed cities in order to obtain a bigger development space. In addition, as the center of the city's industrial structure upgrading

and transformation of city functions, the enterprise production costs rise, encourage enterprises to the production and processing base is transferred to the cities with rich land, raw materials, energy and other surrounding areas and the less developed areas. Corporate headquarters in the developed at the center of the city, and surrounding the production and processing base in the less developed areas, thus formed the "headquarters - processing base" model [12]. Will tell from the regional economic development, the headquarters economy is the strategic choice of urban economic transformation. Urbanization is an important content of China's economic and social development. A large number of talent flow into the city, a large number of industry gathered in the city, the center city to realize the function of the city is not only a processing and manufacturing, and shall bear the management and control, capital and financial, and marketing functions. Especially since the 1990 s, many central cities put forward business city in China, the restructuring of urban space, to nurture and attract corporate headquarters to promote urban transformation and upgrading of industrial structure.

To sum up, the headquarters economy is based on the development of economic globalization and the company itself and the regional economic development under the background of mutual need produced and developed.

### 1.3.2 The purpose and significance for the research headquarters economy

China is a vast country, regional economic development of the space unit; the national economy is made up by several types of regional economy. China's regional economy in general can be divided into two categories: on the one hand, the administrative area of the regional economy, such as provincial, district and county; on

the other hand across the administrative areas of the regional economy, such as the Yangtze River delta, the Pearl River delta, Beijing-Tianjin-Hebei and so on. With the deepening of China's reform and opening-up and the establishment of the socialist market economy, the remarkable achievements of economic development. However, regional economic development of our country facing many contradictions and problems, from the regional economic development way, the pursuit of GDP growth, do not pay attention to the development of quality of "high input, high consumption, high pollution and low benefit" of economic growth mode is still very common; From the regional economic development level between eastern and western regions, cities, small and medium-sized cities and vast rural areas development imbalances and the contradiction between is serious and so on. History and international experience has made it clear that must properly solve the problems of regional development within a country, region problem solving was good or bad will directly affect the process of China into the world economic growth and the strength of the country[12]. The headquarters economy as a new economic form, to properly solve the problem of China's regional economic development provides a new way of thinking.

In the background of economic globalization and information technology is highly developed, after the regional economic development to a certain extent, economic activity break through geographical restrictions, enterprise organization structure on the space layout gradually change, corporate headquarters and production gradually separated, headquarters to center city gathered themselves together, and production base to lower the manufacturing cost of the regional layout, make full use of regional resources was made in the assignment and comparative advantages, and promote the

economic transformation and development of related areas, thus formed the headquarters economy. Therefore, the headquarters economy is the inevitable phenomenon of regional economic development to a certain extent, is the city of a major breakthrough in the regional economic development and strategic shift, and is the product of international economic integration and knowledge economy. Chinese study of headquarters economy starts at the end of the 20th century at the beginning of the 21st century, the headquarters economy theory is raised, the domestic cities are put forward to develop the headquarter economy, central cities such as Beijing, Shanghai, Guangzhou, Shenzhen headquarters economy has on one level, effectively promote the city's regional economic development, especially improve the comprehensive competitiveness of city economy.

At present, Ningbo is the basic condition of headquarters economy development: effective, but generally lags behind. Effective performance in, according to the China headquarters economic development report (2013-2014) showed that Ningbo is 35 major cities in China headquarters economic development ability of the second level, the number 11, have substantial improvement; On the whole, still lags behind in, not only lagged behind the first-tier cities, and compared with other similar cities of similar comprehensive development capacity, gap is more obvious. At the same time, Ningbo headquarters economic development is still in the business of spontaneous level, the headquarters economy development research in Ningbo, the development policy regarding Ningbo headquarter economy lags behind other cities. Thus, combined with regional economic development in Ningbo to develop headquarter economy research situation, regional economic development in Ningbo has important practical

significance.

### 1.3.3 The meaning of headquarters economy

Headquarters economy is a new concept in economics. So far, many Chinese economists, summarized the meaning of headquarters economy, but did not form a recognized consensus definition in theory and in practice Lin Wenqiao thinks that headquarters economy point to by creating various favorable conditions, to attract multinational companies and outgoing large enterprise group headquarter, corporate headquarters in the central urban cluster layout, lower cost of production and processing base is arranged in the surrounding area or the field, forming a reasonable division of the value chain[13]. Zhao Hong thinks that so-called headquarters economy, it point to an area due to the unique resources advantages to attract enterprises will be based on the regional cluster layout, it will manufacture base to a comparative advantage in other areas, and make the enterprise value chain and regional resources to achieve the optimal space disaster, the important influence on the regional economic development of a kind of economic form [14]. Shi Zhongliang and Shen Hongbing think headquarters economy is refers to the enterprise and the city in the both sides can obtain higher economic benefit goal driven form based on the outside of the urban agglomeration and generate economic effect of economic phenomena[15]. Wang Jun believes that headquarters economy is an economic and non-economic both at home and abroad, the official and unofficial headquarters or the headquarters sent various agencies and organizations of the nature of the relative concentration of economic activity [16]. Value chain is the Harvard business school professor Michael. E.P orter. In his book Competitive Advantage for the first time. Headquarters economy is produced by the

enterprise internal value chain demand driven by a kind of economic form, the separation of headquarters and production base is to distinguish between high-end and low-end value chain, so the headquarters economy theory is the breakthrough and development of enterprise value chain theory. Growth pole theory was first by the French economist Francois Per - roux is put forward. Headquarters economy theory in the enterprise capabilities and organizational structure of spatial separation is an extension of the growth pole theory and diffusion, the enterprise will be independent organization with headquarters functions, highly clustered in a certain parts of the quality conditions, characterized by "the polarization effect", the production and processing of functional organization radiation to surrounding areas, leading to regional coordinated development, characterized by "diffusion effect". Industrial cluster theory originated in the early 20th century famous British economist Alfred Marshall, Marshall in the Principles of Economics, thinks that industrial agglomeration can bring external economies of scale and scope of external economy. According to the theory of industrial cluster, the company's headquarters in agglomeration can produce headquarters agglomeration effect, namely, gathered a number of corporate headquarters city will attract talent, capital, high-end service industries, such as resources, so as to improve the business environment of the corporate headquarters and mutual business relationship, to attract more enterprises headquarters, and the formation of a larger headquarters clusters and will attract more resources, form a benign path dependence.

#### 1.3.4 The relationship between headquarter economy and regional economy

Headquarters economy belongs to the region economy research; it is not a new regional economics, is produced in the development of regional economy and

developed. Its essence is the regional economy. Regional economic support of headquarters economy mainly displays in: one is through the headquarters economy theory analysis as you can see, the regional economic theory of comparative advantage theory, growth pole theory is the theoretical basis of headquarters economy, information technology provides the enterprise organizational structure of separation, and then developed the theory of regional economy; The second is the rapid development of regional economy led to the headquarters economy, especially the amount of regional economy contributed to the headquarters of the agglomeration. Now formed three economic zones in China, Yangtze River delta, the Pearl River delta, Beijing-Tianjin-Hebei, population in this region is only 12% of the country's population, but GDP accounted for 40%, 90% of attracting foreign investment in China to coastal areas, mainly in three urban economic circle. Three is city of regional development accelerated the headquarters economic development. Urbanization development to shorten the distance, speed up the unconventional resources elements such as information and technology to the urban agglomeration, at the same time as the headquarters economic development provides a good environment, speed up the headquarters of the enterprise to the regional central city agglomeration.

Headquarters economy is the innovation of the regional economic development model, is a kind of high-end regional economic pattern. Headquarters economy is a regional economic development mode innovation, is the government as the leading factor, the enterprise as the main body, is the center of the city, according to the market mechanism to achieve optimal allocation of resources of a new regional economic pattern. First of all, the headquarters economy is between central city and surrounding

areas in the region, and the results of the regional division of labor cooperation. Through regional division of labor and the use of highly efficient management system to replace the market trading mechanism within the enterprise, the comparative advantages of different parts of the formation of regional economic cooperation mode. Second, corporate headquarters with knowledge and intelligence as the main resources, focus on the enterprise strategic management, capital operation, marketing, technology research and development, and other functions, these functions at the top of the enterprise value chain. Corporate headquarters clusters formed the external effect of knowledge innovation, the cluster internal focused information, financial, consulting and intellectual high-end service industry. Therefore, the headquarters economy is a high-end regional economic pattern. In addition, the headquarter economy is a kind of virtual economy. Virtual economy is based on information technology and network technology as the tool, using the virtual capital transactions of the floorboard of the various economic activities. Headquarter economy is a collection of regional economy of industry, as the carrier of its value produced in with specific forms of regional internal interaction, the internal market, resource integration, market expansion, the virtual form of public brand and regional culture and economic activity, is the intangible assets and resources to create a virtual wealth.

Headquarters economy promote of regional economy developing. Through developing headquarters economy, realize the separation of corporate headquarters and production base, make traditional labor intensive and capital intensive industry move to the suburbs or the periphery of the central city, at the same time a large number of information support and frequent exchange of knowledge intensive industry and high

value-added links to the central city of accumulation of industry chain, the implementation of regional central cities from industrial economy to functional economy and service economy transition, at the same time for other areas to realize economic development and promote economic transformation have created opportunities. Corporate headquarters gathering can produce a large number of service demand, especially for the banking, securities and other financial services, to research and development, professional and technical innovation, technology services and other services as well as the demand of the high quality of service, improve the structure of service industry and promoting the development of modern service industry[17]. Help to develop the headquarter economy industrial structure adjustment and upgrading, promote regional central city of corporate headquarters in ability to make the resources of the regional central city agglomeration to further improve, enhance the independent innovation ability, promote industrial upgrading. Elements at the same time, the high-end capital accumulation to adjustment of industrial structure and space layout optimization and reality may provide a new demand, make the economic benefits in the process of evolution of industrial structure, industrial structure on technological progress, social resources supply and demand conditions change the ability to adapt constantly optimized, thus to promote the sustainable development of regional economy.

Core idea is to make full use of headquarters economy in different parts of the comparative advantage, to the spatial separation of the enterprise, the formation of regional central city and the peripheral area of reasonable division of labor, so as to realize the rationalization of resource allocation and optimization. Headquarters economy through organization structure innovation, in the internal efficient

administrative system instead of the market transaction costs, integration of economic resources, activate the stock of resources, effective across administrative barriers, accelerated trade in goods and factors flow, greatly improve the efficiency of resource configuration, realize the coordinated development of regional economy and common prosperity.

### Conclusion

Through to the headquarters economy theory and literature, we draw the conclusion:

-- Headquarters economy is the essence of the regional economy, it is in information technology and enterprise organization structure under the rapid development of the theory of high-end, intensive mode of regional economic development, under the trend of economic globalization and regional economic integration is the advanced form of regional economy.

-- Headquarters economy has two aspects of the role to the regional economic development. Economic contribution is the main aspect. In the process of developing headquarters economy should pay attention to guide its headquarters economy in the economic structure adjustment and regional economic strength, urban comprehensive competitiveness and economic radiation effect, try to reduce its negative effects.

-- In China, the headquarters economic policy research is roughly divided into three categories: China headquarters economic development policy study; Headquarters of large area, such as the Yangtze river delta, the pearl river delta, Bohai bay economic policy research; Research of city headquarters economy development policy. City headquarters economic policy research focuses in first-tier cities, especially Beijing,

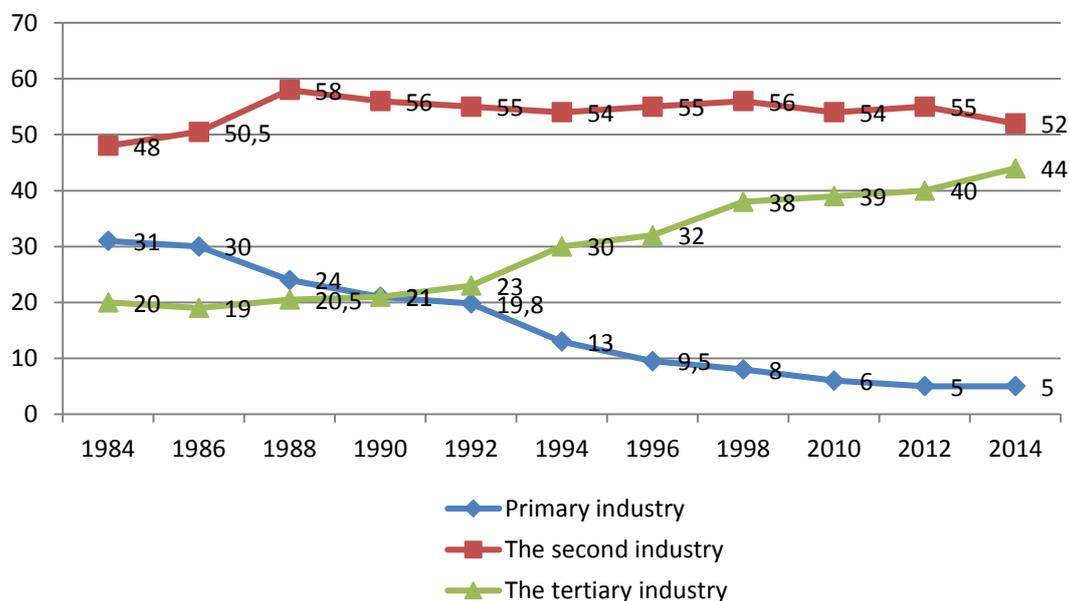
Shanghai, Guangzhou, Shenzhen and other cities, there is little research on second-tier cities headquarters economy.

## 2 Analysis of the Ningbo headquarters economy development

### 2.1 Analysis on necessity of developing headquarter economy in Ningbo

Development patterns have yet to be fundamentally changed

Adjustment of the industrial structure is the core of regional economic development. Adjustment of industrial structure in Ningbo's problems have not been solved. Ningbo is still in industry-driven stage of economic development, the industrial structure is still "two there one" structure, the proportion of the service industry in the national economy are not high enough, the tertiary industry accounted for the proportion of GDP at 44.6%, below the national level of 45.2% in the year 2014. As an industrial city, the proportion of secondary industry remained high, slow development of tertiary industry, GDP proportion of tertiary industry in 2011 was 40.1%, in 2014 increased to 44.6%, readjustment of the industrial structure is rather slow [18].



Picture12--Ningbo "one two there " industry proportion

Independent innovation ability needs to improve.

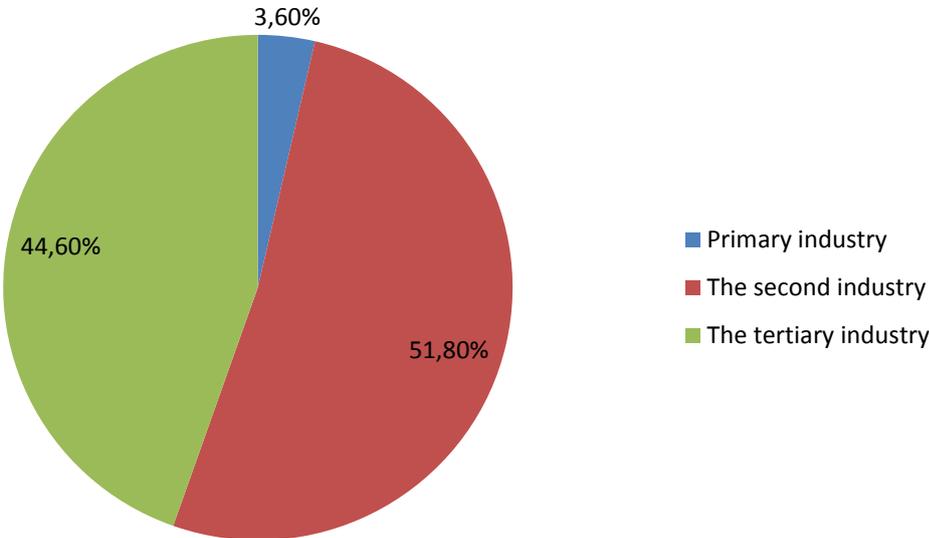
For Ningbo industrial, Ningbo is an industrial city, but not the key cities for the

industry. Larger mainly displays in: the traditional industry and innovation of industrial base is relatively weak, enterprise scale is relatively small, low level of technology, independent research and development ability is relatively inadequate. Above the level of the city exists high-tech enterprises, small scale, low level, the key technology of originality. In 2013, Ningbo high-tech industrial enterprises above designated size, total output value and products generate accounted for the proportion of the industrial enterprises above designated size were 9.2% and 9.1 respectively, far lower than developed countries more than 30% of all levels. Transformation of scientific and technological achievements into realistic productivity effective mechanism has not been true to form, most of the enterprise did not form their own core technology; it is difficult to industrial technologies to upgrade.

Development of the third industry is low

One is the traditional industry leading service industry growth, slow development of service industry. In the first half of 2008 the added value of traditional service industry in the tertiary industry proportion is as high as 59.05%, the total is still the dominant position. Second, industrialization has effective on service industry is not strong. Ningbo to producer services as the main body of modern service industry development is still in a lower level, has not yet formed between effective interactions. Three is a relative lack in funding service industry development mechanism is not flexible, lack of high quality professional talents. In 2014 the city's primary industries achieved added value of 27.518 billion yuan, 1.9% over the previous year; the secondary industry realized an added value of 393.557 billion yuan, an increase of 7.9%, with industrial added value of 349.006 billion yuan, an increase of 7.6%; tertiary

industry realized an added value of 339.176 billion yuan, an increase of 7.6%. Three industry ratio of 3.6:51.8:44.6.



Picture --13There industrial proportion

Resources overloaded environment bearing capacity

With the sustained and rapid growth of industrialization and urbanization in Ningbo, land, electricity, and water resources supply and demand contradictions increasingly prominent, Ningbo main resources per capita is far lower than the national average, and more limited reserve resources, the environment is not optimistic. In 2012, Ningbo each person average cultivated land area of 0.57 mu, in accounting for a third of the whole nation; The whole society to 38.49 billion Kwh electricity, network supply 32.29 billion Kwh, electricity gap is quite obvious; Water is 1326 cubic meters, per 374 cubic meters below the internationally recognized standards. Create industrial added value one hundred million yuan to 87000 tons of waste water, waste gas 189 million cubic meters, 0.47 tons of solid waste, are higher than that of developed countries several times or even more. According to the Ningbo environment bulletin, 2013, the

city river water quality is generally poor, in 2009 the city's 80 monitoring cross section, bad 5 kinds of heavy pollution section was 15%, the function of the function of the standard section is 48.8%; In 2013 the city's coastal waters five functional areas of water quality are the sea water carrier, nutritional type. Form of acid rain pollution is still very serious, except for acid rain District in Ninghai, Fenghua, Zhenhai, other parts are a major acid rain District [19].

The development headquarters economy is an inevitable choice of the region with economies in transition.

Ningbo industrial economy leading the total size of many cities of China, in terms of the manufacturing industry's overall development level of the Ningbo, a lot of industrial enterprises is still in the low-end of value chain, the dependence on resources and environment too, at the ends of the value chain, design, marketing, brand, standard is very weak, has restricted the promotion of the whole industry value chain. As take the customer as the center of the era and highly specialized industry division of labor, the value of product manufacturing process of other difficulty is more and more big, the research and development, procurement, storage, logistics, marketing, finance and technology has become an important source of product value, the various nodes surrounding manufacturing chain link and form of producer services, and on the basis of the formation of the headquarters economy become the important direction of manufacturing industry and ways. So, to give full play to the port resources, import and export trade, marketing, logistics, e-commerce, the advantages of the market opening, developing headquarters economy, prompting "Ningbo manufacturing" to "Ningbo creation", from "workshop" to "headquarters base", from "branded line" to "brand

route", from "industrial" to "strong industrial", and firmly grasp the initiative of economic development, to create new advantages for the industrial economy [20].

Ningbo as a highly developed region, export-oriented economy has unique open economic comparative advantage. We should develop traditional open economy to develop modern open economy system transformation of internal and external docking, efforts to create new advantages of the open economy system. Vigorously build internal and external marketing docking system, the modern logistics system, financial service system, all kinds of market system integration development system of the open economy, inevitable requirement to develop the headquarters in Ningbo, and foster development at home and abroad market for reasonable spatial layout of headquarters economy. Therefore, only speed up the development of headquarters economy, and guide enterprises headquarters follow the market development, give play to the role of main body, only one can create new advantages of the open economy system.

Strategic emerging industry as an emerging science and technology and emerging industries, the depth of the fusion of the national economy overall development strategic, overall and supporting role, is Ningbo to foster new economic growth point, the key to enhance comprehensive economic strength. Developing headquarters economy is the basic way to realize strategic emerging industry development and the inevitable requirement. To rely on industry advantage and market demand, the cultivating and developing} f shallow slightly sex industry as the "twelfth five-year" period of Ningbo economic and social development of major strategic task, good strategic emerging industry development planning, to speed up the introduction of enterprise and cultivate strategic emerging industries headquarters, efforts to form a complementary advantages,

reasonable structure and distinctive pattern of coordinated development of strategic emerging industry. Speed up the development of service industry, is the city's economic and social development to a new stage of the real need, and is the inevitable requirement of adapt to the modern industry evolution rule [21].

#### Feasibility analysis of Ningbo Headquarters economic development

Ningbo is a world of six major urban agglomerations - Yangtze River delta urban agglomeration. Yangtze River delta regional economic development, urbanization level is higher, the development of headquarters economy obvious regional advantage. According to the study, the comprehensive economic factor score of Ningbo top 10 big cities in China mainland, belongs to the headquarters of the economic development of the third level, is to cluster enterprise headquarters is one of the most competitive city [4]. In the China headquarters economic blue book shows that Ningbo headquarters economic development capacity in 35 major cities in 11, belong to the second level, and each index is balanced, is more suitable for the development of headquarters economy city. From the point of Ningbo itself, has economic and social basis for the development of headquarters economy conditions. Resource has a larger advantage analysis, Ningbo headquarters, business steadily promote infrastructure construction, finance and insurance services a good momentum of development, to research and development ability continues to rapidly increase. Infrastructure conditions, however, is still a big weakness, area open to further strengthen cooperation, professional consulting service development ability is weak, investment in research and development is still not enough.

Table 2-- Ningbo 2013-2014 headquarter economy development ability ranks

years	Comprehensive strength		sub-index							
			Basic conditions		Business Facilities		R&D Ability		Professional services	
	score	rank	score	rank	score	rank	score	rank	score	rank
2014	51.35	11	48.3	13	53.0	9	47.6	13	45.2	11
2013	50.89	11	46.46	14	56.9	8	50.7	11	44.6	11

### Basic condition for developing headquarter economy in Ningbo

From the point of view of regional economy, Ningbo in 2013 GDP reached 432.93 billion yuan, per capita GDP of more than \$10000, industry total more than 1 trillion yuan, 1.03096 trillion yuan. According to recent statistics, 2015 regional GDP totaled 512.58 billion yuan, achieve total gross value of industrial output 1.31712 trillion yuan, and has become one of the Yangtze River delta manufacturing center and industrial city in China. In addition, the comprehensive competitiveness of Ningbo city for several years in China top 10.

From Ningbo enterprise foundation: in 2013, Ningbo enterprises above designated size 12059, output value of nearly 827.285 billion yuan. On the basis of sales and revenue from Ningbo integrated enterprises, for enterprises of the threshold is 1.176 billion yuan. 13 ten billion yuan of above, among them seven manufacturing, six services; There are 18 achieves 10 billion yuan of enterprise. Top 100 enterprise business income is 596.318 billion yuan, total assets reached 462.6 billion yuan, net income of 26.8 billion yuan. According to the Ningbo corporate headquarters, and function mechanism, remove the double counting of companies, 318 headquarters in

Ningbo with enterprises, the world top 500 enterprises have 47 a branch in Ningbo, China top 500 manufacturing enterprises there are 10 and service companies in Ningbo has 26[22].

From Ningbo industrial base: Ningbo massive economy has obvious industrial clusters competitiveness. In 2013, Ningbo clothing, stationery, textiles, plastic products manufacturing industry has more than 140 kinds of products such as the manufacturing scale, ranking first in the country, there are 20 export brand under the ministry of commerce to support and cultivate the famous brand, accounting for 11% of the total number of national, basic formed on big business, small business on the basis of different scale enterprise development, coordinated development pattern, medium enterprise organic combination, complementary advantages, market flexibility and ability to resist risk performance is very outstanding.

2.2 Enlightenment from the economic development of the main city headquarters at home and abroad to Ningbo

2.2.1 Practice and experience in the headquarter economy development of the international city.

International metropolis development headquarters economy condition mainly from New York, Singapore and Hong Kong three city as representative for analysis.

New York: Headquarters Economic Development Model

New York is a successful example of the global headquarters economy, it not only reflects the history of the development of the headquarters economy, but also the largest gathering place in today's headquarters economy. According to statistics, there are 46 companies in the Fortune 500 company headquarters in New York, and manufacturing

headquarters gathered, as well as with the development of the formation of the supporting emerging services. In New York, there are 5346 legal service agencies, management and public relations agencies 4297, computer processing and processing institutions 3120, accounting institutions 1874, advertising agencies 1351 and research institutions 757. New York economic structure change can be divided into two stages. The first stage is the end of the war to the mid-seventies of the 20th century, especially from the sixties of the 20th century began; the industrial structure of New York appeared in the manufacturing industry sharp slowdown in tertiary industry, such as the financial industry, service industry and the rise of the dual change. The second stage is the mid-1970s to the present. Its characteristic is the manufacturing and consumer service industry output value and employment proportion continued to decline, the producer services than the traditional consumer service industry in output and employment share. At the same time, the distribution of city industry space, manufacturing migration to the suburbs, concentration of producer services to metropolitan center area [23]. Inspection of the formation of the headquarters economy in New York can be seen, the formation of the headquarters economy in New York is the result of the adjustment of economic structure in New York, but also benefited from the unique urban resources in New York.

Singapore: government guided headquarters economic development model

The development of Singapore is typical from "manufacturing base" to "headquarters economy" mode. Singapore is located in the southernmost point of continental Asia extension, has first-class natural harbor, Southeast

Asia and international transport routes of natural intersection. The location advantage of Singapore has laid a good foundation for the economic development. By 2012, the Singapore based inhabited area scale of 82 hectares, 500 million square meters of commercial office building, 26000 international company, in 7000 multinational enterprises, 60% in Singapore were the business activities in the region, one third of the top 500 enterprises selected in Singapore to set up their regional headquarters, the Singapore headquarters economy development entered the new stage [24]. Study of the headquarters economy in Singapore forming process, the advantage has three aspects, first superior geographical location and free port policy, the second is to seize the opportunity of the industry transfer, and the third is the government plays an important role in the formation of headquarters economy.

#### Hong Kong: Asia Pacific Regional Headquarters Economic Development Model

The modern Hong Kong economy began in 1950s, has experienced three major economic transformations. Hong Kong's first economic transition that occurred in the early 1950s, Hong Kong transformation from agriculture, fisheries and conservation for trading port in the area, the economic restructuring, mainly due to Hong Kong's superior geographical conditions. Second economic transformations took place in the early 1950s to the end of the 70's, during the period of Hong Kong concentrated power development of clothing and other light industries, and gradually make Hong Kong become one of the Asian manufacturing centers. The third change of Hong Kong economy is started from the early 80s of the 20th century, since the early 1980s, China implemented the policy of reform and opening to the outside world, Hong Kong has broader economic development in the hinterland of, a new round of industrial structure adjustment,

establishing closer economic ties with the mainland, Hong Kong local resource limitations the breakthrough to expand Hong Kong control total regional economic resources. Hong Kong has a unique advantage in attracting corporate headquarters or regional headquarters of the Multi-National Corporation. First of all, Hong Kong has good geographical conditions and infrastructure conditions. Hong Kong location, located between Tokyo and Singapore, is the central region, is the best location to set up regional headquarters. Secondly, Hong Kong has a sound legal system. Hong Kong legal principles, the rule of law and the judicial independence, the stability of the international community generally recognized. Third, Hong Kong's tax system, financial environment is good [25]. Preferential tax policies and a favorable financial environment is another important factor in Hong Kong headquarters aggregation.

### 2.2.2 China's major cities headquarters economy development present situation

At present, Chinese city headquarters economy development present situation analysis of common China headquarters in Beijing academy of social sciences center for economic research on the basis of the "China headquarters economic blue book published, the book is published annually" China headquarters economic development report, using the statistical data published by the China formally as main data source, using the IMD international competitiveness evaluation method, of 35 major cities in mainland China headquarters economic development ability evaluation report.

Beijing: relying on the capital, the political center position

Beijing is the capital of the People's Republic of China, has more than 3000 years of history and more than 850 years of the founding of the capitals. As the capital, Beijing has a unique advantage, Beijing has a special political, economic, cultural status

as well as a talent, technology, information of high quality and high intensity, attracts many multinational regional headquarters, research and development center, the domestic big enterprise group headquarters gathering, headquarters scale ranked among the top nationwide, and initially formed on the space business district CBD, financial street, three in Haidian estate of Zhongguancun science park headquarters clusters. Beijing headquarters of stock resources advantage is outstanding, by the end of 2008, Beijing has a multinational regional headquarters and domestic enterprise group headquarters in Beijing, a total of 784, which included in the fortune 2010 world 500 strong enterprise headquarters 30, accounting for 55.6% of the total number of selected enterprises in our country have the number of the world 500 strong enterprise headquarters is second only to Tokyo. Beijing has 12877 enterprises in Hong Kong and Macao region, including Hong Kong companies have a maximum of 2824, the United States, there are 2507. From the domestic enterprise group, listed companies in the top 100, Beijing accounted for 20; Corporate headquarters in Beijing, the total assets of the top 100 listed companies of concentration of 86.58%, reached 71.08% of the total market value; Headquarters and organizations with headquarters in Beijing, has become more and more high-growth enterprises occupy the domestic market, expand overseas markets, to achieve the leap development of the new reality needs [26].

Shanghai: relying on the international financial center

Shanghai is China's economic, financial and trade center, is the core of the whole Yangtze river delta economic circle, and its surrounding cities overall economic level is higher, good regional supporting conditions and convenient sea and air transportation in Shanghai provides a rare resource, develop the headquarter economy in such aspects as

economy, society and government management has the incomparable advantage, has the most suitable for domestic headquarters economic development of the objective environment. According to the ministry of commerce issued in multinational companies in China's industrial investment trends survey report, in the next three years, multinational companies will expand investment in China generally, released from companies choose investment area, Yangtze River delta, with 47% of the landslide, become a choice of investment by multinationals. Significant improvement of the degree of internationalization of Shanghai in recent years, more and more multinational companies to move to Shanghai, Coca Cola, general electric, Unilever and Alcatel multinational corporations one after another will be the headquarters or regional headquarters moved to Shanghai. According to the Shanghai Headquarters Economic Promotion Center, by July 2010, Shanghai, the company found a total of 281 regional headquarters of Multi-National Corporation, the approval of foreign investment companies 203, the establishment of a foreign capital center 311. At the same time, there are more than 300 listing Corporation headquarters in Shanghai, 8 central corporate headquarters and more than 100 central business district headquarters or operating departments, as well as 24 of China's top 500 private enterprises headquarters [27]. Shanghai is gradually becoming a "command center" in China and even in the Asia Pacific region ".

Guangzhou: to build the Pearl River delta core headquarters economy

Guangzhou nuclear zone, located in the "Pearl River Delta" is business-friendly habitable one thousand merchants of ancient capital, is cutting edge strength of China's reform and opening up, market openness is high, the market economic operation order

more specification, the average transaction cost is smaller. As the politics, economy, culture, science and technology of Guangdong province, information center and transportation hub, Guangzhou has become the most densely populated region in south China headquarters. In recent years, Guangzhou headquarters economy developing rapidly, a large number of multinational companies in Guangzhou, the Guangzhou as to enter the mainland pedals, IBM, Microsoft, Ericsson, Procter gamble, Nike are set up in Guangzhou in southern China and China headquarters. Headquarters in Guangzhou in 2012, 521 companies, multinational company headquarters or regional headquarters has 129, accounts for 24.8% of the enterprises headquarters [28]. Mainly distributed in the second and third industry, there are 156 and 356 respectively, accounts for 30% and 70% of the enterprises headquarters. Among them, industrial, wholesale and retail trade, finance, respectively with headquarters enterprises 148, 107 and 90, combined accounted for 66.2% of enterprises headquarters in the city

#### Hangzhou: the development of private headquarters economy

Hangzhou economic strength is stronger, 2012 year GDP for 509.866 billion yuan, per capita GDP is 74761 yuan, located in the country's seventh and eighth respectively; Stock resources more, Hangzhou headquarters has domestic top 500 enterprises of 24, 500 of the top 500 private enterprises, both local headquarters companies such as UT Kangda, including Geely, Supor to move in other cities in Zhejiang province Hangzhou headquarters of enterprises; Hangzhou city infrastructure, Hangzhou with Zhejiang university and other colleges and universities and more than 80 natural science research institutions, has a number of primary and secondary school teachers, doctors per one hundred thousand people, cinema several indicators such as per one million people have

top, good basic condition for the development of headquarters economy. Hangzhou according to their own characteristics, its headquarters economy development is the strategic positioning: to attract the headquarters of large and medium-sized enterprises, focus on developing corresponding functional headquarters and hold the corporate headquarters in Hangzhou

2.2.3 Enlightenment from the economic development of the main city headquarters at home and abroad to Ningbo.

Through to the international city such as New York, Singapore and Hong Kong and Beijing, Shanghai, Guangzhou, Hangzhou and other major domestic cities of developing headquarters economy practice analysis found that although the initial conditions of each city, different paths of development and main body, but there are still many common factors, and some factors to the development of city headquarters economy also played a crucial and even decisive role, for the development of Ningbo headquarter economy provides a rich practical experience.

Make full use of the special resources endowment of the city

Make full use of the special resources of the city, to achieve a breakthrough in the economic development of the headquarters, is the successful experience of the development of the headquarters of the metropolitan economy. Such as New York, Singapore, Hong Kong, Shanghai relying on the port's location advantage, Beijing make full use of its status as a national political, economic and cultural center, Guangzhou is the core city of the Pearl River Delta, Hangzhou is one of the central city of the Yangtze River Delta, the formation and development of the city headquarters economy is inseparable from its special resources police assigned. Ningbo in the south of the

Yangtze River Delta as the, city, location advantage is also more obvious, the Ningbo port is the world's fourth largest port, to give full play to the role of Ningbo port, the headquarters economic development by making use of the opportunity of building an international port city.

Attaches great importance to the government guidance

Whether domestic or international metropolis city, the development of headquarters economy cannot do without the guidance of the government, government guidance is crucial for the development of headquarters economy, especially in the initial stage of the formation of headquarters economy. Domestically, Beijing has issued the "certain provisions" to encourage Multi-National Corporation to set up regional headquarters in Beijing and related implementation measures in 2010; Guangzhou in 2012 on the introduction of the "Regulations" to encourage foreign investment to set up headquarters and regional headquarters, in 2012 issued a "Guangzhou headquarters economy development plan", 2010 also issued a "issued on accelerating the development of headquarters economy to implement the views of the supporting documents of the notice"; Shanghai 2012 issued the "Regulations" to encourage Multi-National Corporation to set up regional headquarters, the same year the introduction of implementing rules (Trial) ); Hangzhou city in 2011 promulgated the "several opinions on accelerating the development of headquarters economy (Trial) "(Hangzhou government 2011-No. 8) and" additional views "(Hangzhou 2011 coincidence number). In addition, Wuhan, Qingdao, Dalian and other major city have also introduced the development of headquarters economy policy, to a very good role in promoting the local economic development headquarter, effectively promote the

development of headquarters economy [29]. Ningbo should formulate relevant policies to strengthen the scientific planning, the development of headquarters economy, especially in the headquarters economy planning guidance and related industrial policy efforts, promote the development of headquarters economy.

Attaches great importance to the development of high-end resources

Headquarters economy highly developed city, New York, London and Tokyo, Singapore, Hong Kong, occupy the high ground of the modern service industry and other high-end industry. High quality human resources, scientific research and education and other high-end resources is the necessary condition of headquarters economy development to the height of the development of modern service industry as a representative of the third industry is the important condition of headquarters economy development. In a sense, the development of headquarters economy is developed the premise condition of the third industry, especially the modern service industry, because as a high-end industry and industry of high-end headquarters economic development, is needs strong human resources, scientific research and education resources, financial resources, logistics, business flow of resources to support.

Carrier construction is very important

Headquarters economy is a natural development, but also the results of the planning and construction and rational guidance, which highlight the importance of the construction of the carrier. Manhattan CBD is an important carrier of the New York headquarters economy, its economic growth accounted for 82% of New York City, the total economic growth, and to promote and support the development of other industries in New York; and as the Central District of Hong Kong, Shanghai Lujiazui CBD,

Beijing Chaoyang CBD, Finance Street, Xicheng, Zhongguancun Science and Technology Park and so on, the city where the lasting economic booming development to provide a strong leading and supporting role of. As Ningbo City, it is necessary to fully aware of important role of central business district (CBD) of headquarters economy and urban economic development, to the CBD construction as an important means to promote the development of headquarters economy, through scientific and rational planning in the construction of the complete CBD building, conscious to guide the various headquarters settled, forming headquarters agglomeration effect, driving the development of other industries of the city [30].

### 2.3 The SWOT analysis on the development of headquarters economy in Ningbo

#### 2.3.1 The strengths of developing headquarter economy in Ningbo

##### Region strengths.

The Yangtze River Delta (two provinces and one city) is China's largest economic center, the regional area of the country's total area of 2.2%. 2015 GDP accounted for 16.7%, the total social investment in fixed assets accounted for 15.5% of the country, the import and export volume accounted for the national 3 6.4%, the actual foreign investment accounted for 50.9% of the country, become the country's economic level is the most developed area, drive the development status of rapid promotion [31].

Table 3--The main economic indicators of the core area of the Yangtze River Delta in 2015 compared to the national

Main index	Unit	The Whole Country		Yangtze River Delta Region		Accounted for the country's total (%)
		Total	Increase (%)	Total	Increase (%)	
GDP	One trillion yuan	67.67	6.9	11.31	8.2	16.7
A value-added production	One trillion yuan	6.09	3.9	0.32	1.8	5.2
The added value of the secondary industry	One trillion yuan	27.43	6.0	4.91	5.7	17.9
Industrial added value	One trillion yuan	22.90	5.9	4.37	5.8	19.1
The added value of tertiary industry	One trillion yuan	34.16	8.3	6.08	10.8	17.8
The total investment in fixed assets	One trillion yuan	56.2	9.8	5.82	9.1	10.4
The total retail sales of social consumer goods	One trillion yuan	30.09	10.7	4.4	9.8	14.6
The actual use of foreign capital	One hundred million dollars	1263	6.4	544	-2.2	43.0
Import and export volume	One hundred million	39455	-7.0	12401	-3.6	31.4

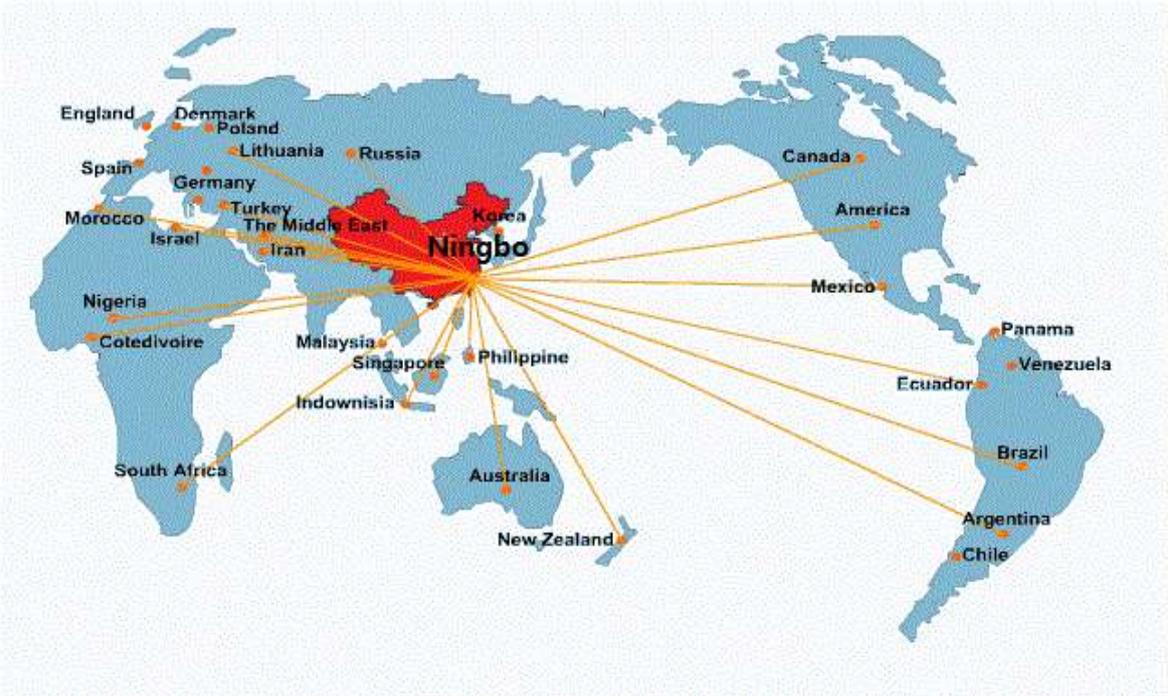
	dollars					
Exports	One hundred million dollars	16776	-12.3	7226	-2.6	43.1
Public budget revenue	One trillion yuan	15.22	5.8	1.45	10.8	9.5
Per capita disposable income of urban residents	yuan	31195	8.2	43629	8.3	--
Per capita disposable income of rural residents	yuan	11422	8.9	22504	9.0	--

Relying on the Yangtze River Delta unique location, industry, science and technology, personnel and the advantages of open, in the process of regional integration is accelerating, the geographic advantage of Ningbo, the influence of the city, comprehensive strength and competitiveness will rising. Especially with the Hangzhou Bay Cross Sea Bridge opened to traffic, Ningbo directly into the Shanghai economic circle of the core layer, become one of the core of the Yangtze River Delta in Vice City, and Shanghai supplement each other and form a matching function. Ningbo borrow bridge a step in the threshold of the Shanghai two hours traffic circle, Ningbo city level will and neck and neck in Nanjing, Hangzhou, and Shanghai together to form "one line and three point triple star" development pattern.

Port strengths.

Ningbo port is located in the central coast of mainland China, is famous Chinese, deep-water harbor. Ningbo port is located in the north and south of the Yangtze River

Transportation and the Yangtze River east of the "T" shaped route intersection point, from the Yangtze River estuary is only 70 nautical miles, natural conditions are unique, and internal and external radiation is convenient. Outwardly facing East Asia and the Pacific, from the sea to Hong Kong, Kaohsiung and Busan, Osaka, Kobe were within 1000 nautical miles; inward can not only connecting the coastal ports, and by Jianghai transport and Yu Hang canal, communication with the Yangtze River, Beijing Hangzhou Grand Canal, covering the whole East China and economically developed Yangtze River Basin is China's coastal regions to major ports around the world ocean transport of radiation the ideal distribution [32]. Ningbo has a unique port resource advantage, Ningbo port is a set of inland port, the river port and seaport in one multi-functional, comprehensive modern international deep-water port, has been basically formed, highway, railway, aviation and Jianghai transport, water turn a full range of three-dimensional transportation network.



Picture14--Ningbo port trade route

## Opening advantage.

Since the reform and opening up, Ningbo as a coastal open city, has a relatively high level of opening to the outside world. According to the ranking of "headquarters of the Chinese economic development blue book, openness of Ningbo has been ranked 35 main cities in the top ten, 2014 opening degree ranked sixth. Among them regional opening ranked fifth, International opening is eighth [33].

Table 3--Ningbo 2013-2014 headquarters economic development capacity and the degree of openness of the score and ranking

Years	Opening degree		Various index			
			Regional opening		International Opening	
	Score	Rank	Score	Rank	Score	Rank
2013	64.9	7	61.72	8	68.07	7
2014	65.96	6	65.17	5	66.74	8

"China city foreign trade competitiveness ranking list" released in 2012 the General Administration of customs, Ningbo with the advantages of foreign trade subject, export products and market structure, ranking first in the National City foreign trade, foreign trade competitiveness ranks tenth. At the same time, Ningbo's cooperation with the surrounding areas of the city, which has greatly expanded the scope and space of elements of resource gathering and urban functional radiation, can provide a favorable environment and opportunities for the establishment of regional headquarters.

## Industrial strengths

From the point of view of the layout of the development of the industry, Ningbo

has formed a port in Beilun, Zhenhai Petrochemical, energy, steel, paper, automotive and other industry groups, mainly in Yuyao, Cixi plastic, mold, household appliances, miniature bearing the traditional advantage industry group, mainly in Yinzhou, Fenghua, the North River, Jiangdong clothing, electronic communication, new materials, bio medicine traditional advantage industry and high technology industry group [34].

### 2.3.2 The weaknesses of the developing headquarter economy in Ningbo

#### Policy guidance lags.

Headquarters economy theory and the experience of the developed regional headquarters economic development practice has proved that headquarters economy development in follow the rules of market economy development, on the basis of the role of the government and the policies to guide can't be ignored, and Ningbo headquarters economic development has long stay on the market spontaneous level, government and policy guiding economic development lags behind the headquarters. Compared with Beijing, Shanghai, Shenzhen, Guangzhou, Hangzhou, Dalian, Wuhan, Qingdao and other cities, the planning of Ningbo's headquarters economic development is lagging, Ningbo City formulated "on accelerating the views on the implementation of the development of headquarters economy" on October 25, 2010, relevant policy is still not introduced. Ningbo development headquarters economy organization and the overall policy framework is not perfect, development strategy is not clear, systematic planning system has not been established, resulting in the county in the development of headquarters economy is not uniform, long construction and vicious competition, undermining the overall environment of the headquarters economic development in Ningbo. So it has not only increased the cost of investment, and headquarters of the

distribution of scattered, difficult to form scale agglomeration effects will lead to wastage of resources of headquarters economy is not necessary, the local economy leads to overall economic, which affect the sustainable development of headquarters economy in Ningbo. At the same time, the headquarters economy policy system is not perfect, has not yet formed a corporate headquarters certification management, public service, financial support, personnel allocation, tax incentives, incentives and so on a series of policies and measures[35].

Weak research and development(R & D) capability.

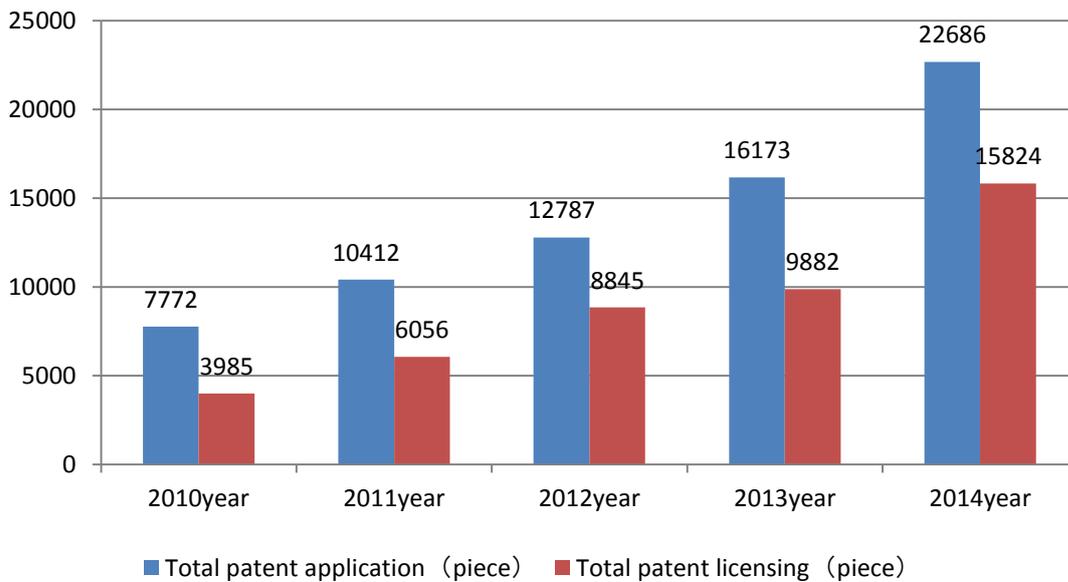
The headquarter economy development, the city must have high-quality human resources and scientific research and education resources, can make the company headquarters in the city get the strategic resources, with lower cost for the creation of knowledge intensive value activities. R & D capabilities include three aspects of human resources, R & D investment, scientific and technological achievements. Talent resources reflect the degree of investment, the intensity and the future supply of urban R & D professionals. Compared with other domestic major cities, Ningbo in Institutions of higher learning and scientific research institutions, the number is still insufficient, is lagging behind the development of the high-tech industry, to attract and nurture the carrier and platform of talent less, resulting in total lack of human resources, low level. High quality talent with low concentration and low supply capacity is a major problem in the development of the headquarters economy in Ningbo. R & D investment reflects the scale and intensity of R & D expenditure Ningbo R & D investment in 35 major cities in the country ranked twentieth, in a relatively backward position. Which reflect the R & D investment is an important indicator of R& D funds. 2013

Ningbo accounted for 1.5 of R& D spending accounted for GDP, behind the country 1.7% [36]. In the Yangtze River Delta is in a backward position, which is a large number of small and medium-sized private enterprises in Ningbo, the low level of industrial structure, independent innovation awareness and ability is not strong, there is a great relationship.

Table 5--Ningbo 2013-2014 headquarters economic development capacity score and ranking

Years	R & D capability		Various index					
			Resources of talents		R & D investment		S & T payoffs	
	Score	Rank	Score	Rank	Score	Rank	Score	Rank
2013	47.68	13	48.62	14	33.23	23	60.23	5
2014	50.73	11	48.92	11	40.04	20	65.05	5

Ningbo science and technology achievements ranked fifth in 35 major cities in China. Patent application and patent grant reached 22682 and 15824, in 2013. In 15 deputies provincial city located in the fourth and the third, but is only 53.7% and 61.1% of the Shenzhen. From reflects the important indicators of city technology innovation and invention patent application and grant, in 15 deputies' provincial cities, Ningbo invention patent applications for 2802, rounded out the top 10, only accounted for 13.7% of the total application for a patent for invention in Shenzhen city. Ningbo invention patent grant to 802, only 1/10 of the Shenzhen invention patent grant, rounded out the top 10, all in one in the middle and lower echelon 15 deputy provincial cities [37].



Picture 15--2010-2014 Ningbo patent applications and licensing

### Modern service develops slowly

City is the stream of people, logistics, information flow, capital flow distribution, finance, trade, scientific research, education, information and other modern service industry developed cities to corporate headquarters to provide convenient services, attract a large number of corporate headquarters. How the development of modern service industry has a very important impact on the development of the headquarters economy. At present, there are still many needs to be improved in the development of modern service industry in Ningbo: first, the overall development of service industry is still lagging behind. 2013 Ningbo third industry accounted for only 42.3% of GDP, below the province's average level of 43%, far below the level of Shanghai's 59% and Hangzhou's 49%, and the proportion of traditional service industry is too large, the development of new formats. The second service industry development talent shortages. Logistics, shipping, electronic commerce, finance, insurance, international trade, international legal, intermediary services, these services talent shortage [38].

Professional consulting services is relatively backward, in the 35 major cities ranked twentieth. Third is the service industry market, industrialization, low degree of internationalization. Banking, insurance, telecommunications, railways, education and other industries market access restrictions, the real market players have not yet formed, but also the corresponding impact on the process of industrialization.

Table 6--Ningbo 2013-2014 headquarters economic development capacity professional service score and ranking

Years	Professional services		Various index			
			Financial insurance		Professional consultation	
	Score	Rank	Score	Rank	Score	Rank
2013	45.23	11	51.06	10	39.4	20
2014	44.66	11	50.11	10	39.22	22

2.3.3 The opportunity to develop the headquarters economy in Ningbo

The industrial transfer brings the opportunity of headquarters migration.

With the acceleration of the process of economic globalization and regional economic integration, the restructuring and adjustment of the industrial structure in the whole world is in an orderly manner. Ningbo is located in the south wing of the Yangtze River Delta is one of the central city of the Yangtze River Delta, has the advantages of the port and strong industrial base advantage, in undertaking the transfer of world industrial structure, adjustment has obvious comparative advantage. On the one hand, with more and more international and regional corporate headquarters to the Yangtze River Delta, the core city of Shanghai Migration, and constantly promote the Shanghai

industrial structure upgrade, but at the same time, the production base in areas of comparative advantage of manufacturing, and Knoll in to undertake the transfer of world industrial structure must also its traditional industries will be transferred to the surrounding area. Ningbo has a complete industrial base and industrial base, has become an important advanced manufacturing base in East China, with the following conditions to undertake the transfer of international and domestic industries. On the other hand, Ningbo and the surrounding private economy developed some of the private economy development and growth will be the first choice of Ningbo, Shanghai, and actively docking industrial transfer to become regional headquarters. In addition, the Yangtze River Delta and Zhejiang's economic development has also brought opportunities for the development of the headquarters economy in Ningbo.

National strategic planning headquarters economic development opportunities

Opportunities are regional development planning in the Yangtze River Delta. In May 2010, China's first cross provincial administrative area of regional development planning - published "the Yangtze River Delta region figure 10 regional planning, the regional planning of clear positioning in the Yangtze River Delta for Asia Pacific region important international gateway, the world's major modern service industry and advanced manufacturing industry heart, with strong international competitiveness, world-class city group [39].



Picture --16Regional planning for the Yangtze River Delta 2010-2020

From the point of view of the general layout of the regional planning, Ningbo at the same time in the development of coastal belt, along the Bay Development Zone, Nanjing and Shanghai Hangzhou rain along the Development Zone, development importance is self-evident. At the same time, the regional planning "will Ningbo

location for regional central cities will play industry and coastal port resource advantage, promote the development of Ningbo a Zhoushan port integration, build base of advanced manufacturing industry, modern logistics base and an international port city. Regional central city and international port city positioning, improve the level of Ningbo City, the economic development of Ningbo headquarters has a major and far-reaching impact.

Opportunities brought by Zhejiang marine economic demonstration zone planning. March 2011, "Zhejiang marine economic demonstration zone planning" was formally approved by the State Council, the construction of Zhejiang marine economy demonstration zone is up to the national strategy. Overall layout of the Zhejiang Marine Economic Planning as "a nuclear wings three times nine zone multi island ", "one core" refers to in Ningbo Zhoushan port waters, island and relying on the city as the core of the region, promote Ningbo, Zhoushan regional co-ordination linkage development, to create the marine economy of our country to participate in international competition and safeguard national economic security of the strategic high ground [40]. Ningbo is crucial for the development of marine economy in Zhejiang, with the marine economy stronger, Ningbo will completely break the category of the traditional fishery formed five pillar industries of offshore oil and gas industry, coastal tourism, marine fishery, marine transportation, port industry, port industrial agglomeration, thriving international trade and prosperity, marine tourism, pleasant living environment of modern coastal city, so as to provide important support for the economic development of the headquarters in Ningbo.

#### 2.3.4 The threat of the headquarters economic development in Ningbo

The post-crisis challenge for the development of headquarters economy in Ningbo

Ningbo as a coastal open city, a port city, economic extroversion degree high, degree of dependence on international capital markets and deep, large impact by the downturn in the world economy, the international financial crisis affects not only the Ningbo economic growth, but also the great influence of Ningbo enterprises and the direct relationship to the carrier of the headquarters economy growth. The post-crisis era of export-oriented economy in Ningbo and the challenge of enterprises mainly from four aspects: The challenge of economic pattern and enterprise mainly from four aspects: one is the adjustment of economic structure and developed economies to layout, especially its return to the real economy and the trend of industrialization again, will make the export of Ningbo face severe challenges. The second is the global economic downturn shrinking global trade, the United States, Europe, Japan and other major export market downturn, emerging market capacity limited and competition is intense, harder to exploit the international market. Three is the use of foreign capital to the emergence of new constraints. To reduce the international financial crisis led to international investment funds, investors' confidence wanes, foreign investment projects will make part of Ningbo cancel and extension; some foreign investors to protect the country enterprises operating stability, smoke endowment or return profit; the introduction of export-oriented processing enterprises with foreign investment increased difficulty. Four is the frequent use of imported products "anti-dumping" and "anti-subsidy, etc., more concealed trade protection measures, to seek in the global economy is in the process of rebalancing the wave of a new round of trade protectionism, lead to the international trade environment deteriorating even further

[41].

### Competition from other cities to develop headquarters economy

Ningbo headquarters economic development faces competition mainly from the core area of the Yangtze River Delta regional central city and other cities in the province. As far as the core area of the Yangtze River Delta, Shanghai and Nanjing, Suzhou, Wuxi, Hangzhou and Ningbo pose a great competitive pressure. On the one hand, from the main indicators of economic development around the Ningbo area GDP and per capita GDP are in the middle of the position, the proportion of the third industry is also in the middle of the lower position. On the other hand, the number and quality of corporate headquarters from the city of Ningbo, the headquarters of enterprises in a relatively backward level.

Table 7--Comprehensive strength comparison of the main cities in the Yangtze River Delta

Cities	GDP(0.1 Billion Yuan)	The proportion of three industries	Revenue (0.1 Billion Yuan)	Per Capita GDP (Yuan /person)	Revenue proportion % GDP
Shanghai	4950.8	1.7:47.6:50.7	1995.6	37382	40.3
Suzhou	1760.3	5.2:56.8:38.0	208.9	30384	11.9
Hangzhou	1568.0	7.1:50.6:42.3	188.5	25074	12.0
Wuxi	1360.1	4.0:55.2:40.8	141.9	31248	10.4
Ningbo	1312.7	7.6:54.8:37.6	190.3	24213	14.5
Nanjing	1150.3	5.1:47.6:47.3	204.8	20597	17.8

According to Ningbo university 2010 SRIP key research, comprehensive analysis

from quality and quantity, the branches of the world's top 500 (700), followed by Shanghai, Wuxi, Nanjing, Suzhou (about 100), Hangzhou and Ningbo (about 50); Domestic manufacturing of the top 500 (22), followed by Shanghai, Hangzhou (26), Wuxi (23), Suzhou (15), Ningbo, Nanjing, top 500 domestic service industry of Shanghai, Hangzhou, Nanjing, Ningbo, Suzhou, Wuxi, listed companies of Shanghai (160), Hangzhou (62), Suzhou, Wuxi, Ningbo, Nanjing [42]. As far as Zhejiang province is concerned, Hangzhou not only has the unique competitive advantage of provincial capital city, but also one of the city's earlier headquarters economy, corporate headquarters effect has gradually emerged to promote the role of. In addition to Wenzhou, Jiaxing, Hangzhou will also pose a threat to the economic development of the headquarters in Ningbo. Jiaxing is near to Shanghai, the geographical position is superior, Wenzhou as the main origin of Zhejiang, because of family, kinship, in introducing Zhejiang headquarters, the Ningbo formation very competitive. Therefore, the development of the headquarters economy in Ningbo, how to dislocation development of the city, the formation of its own characteristics, to further expand the comparative advantage, will be an important issue.

## Conclusion

Ningbo developing headquarters economy, need to make full use of existing industrial advantages, seize the industry transfer and policy opportunities, to carry on the adjustment of industrial structure, expand the scale of industry, increase the correlation between industry, formed the scale effect, draw the corresponding enterprise headquarters; Improve the level of education, scientific research, and improve the enterprise independent innovation, research and development ability, enhance the core

competitiveness of industry, establish talent training and introduction mechanism, provide intelligence for the development of headquarters economy security; Make full use of the port advantage, location advantages and marine resources advantage, key development of the port industry, marine industries, modern logistics industry and the production service industry, forming industrial clusters with its own characteristics, formed with the characteristics of Ningbo and the competitiveness of the headquarters economy. Foreign to take the initiative to integrate into the Yangtze River Delta, leveraging Shanghai, and other cities to strengthen cooperation, dislocation development, internal to rational planning, improve urban infrastructure, fostering a culture of headquarters, the headquarters of the development of the force, avoid internal friction of headquarters resources; follow the objective laws of development of headquarters economy, play the dominance of the market and government guidance, develop headquarters economy development planning in Ningbo, clear government policy in the development of headquarters economy, for the development of headquarters economy provide strong institutional guarantee [43]. The strategy of Ningbo headquarters economy development in transition.

### 3 The strategy of Ningbo headquarters economy development in transition

#### 3.1 The thought of Ningbo headquarters economic development

Concrete train of thought is based on the industrial development, platform for urban construction, modern service industry as support, education talents of science and technology as guarantee, to realize the sustainable development of headquarters economy in Ningbo city.

On the basis of industrial development, provide economy support to Ningbo headquarters economic development. Based on characteristics of Ningbo, focus on the development of textile and garment, plastic machinery and plastic processing, home appliances, auto parts, stationery, mold and other, transform and upgrade traditional industries; making use of the advantages of the port, focusing on the development of petrochemical, energy, paper, steel, electricity, shipbuilding and other, develop and expand the port pillar industry; take advantage of the park, focus on the development of optoelectronic integration, new materials, precision instruments, electronics and information industry, cultivate high-tech industry development. Gathering industrial developed on the above the "Bong and agglomeration of industrial agglomeration in space, at the same time, rational planning of industrial space layout, accelerate the" Three Zone, district six 13+1 industrial layout structure formation ("three zones", that is, the coastal industrial belt, along the Bay Industrial Zone and along the industrial belt, industrial belt, "District Six" Beilun industrial agglomeration area, Zhenhai District, Xiangshan District, Yuci industrial agglomeration area, center city science and technology industrial cluster. Industrial agglomeration area of 6 big industry gathering area, "13+1 Park 13 provincial area (Park) and a city block [44]), promote industry,

nurturing Industrial clusters, improve industrial competitiveness. Strengthen policy guidance, take the initiative to undertake international industrial transfer, support the development of key enterprises, key enterprises of the industry's leading role, realizing the extension of industry chain, growing industry gathered linkage and radiation effect.

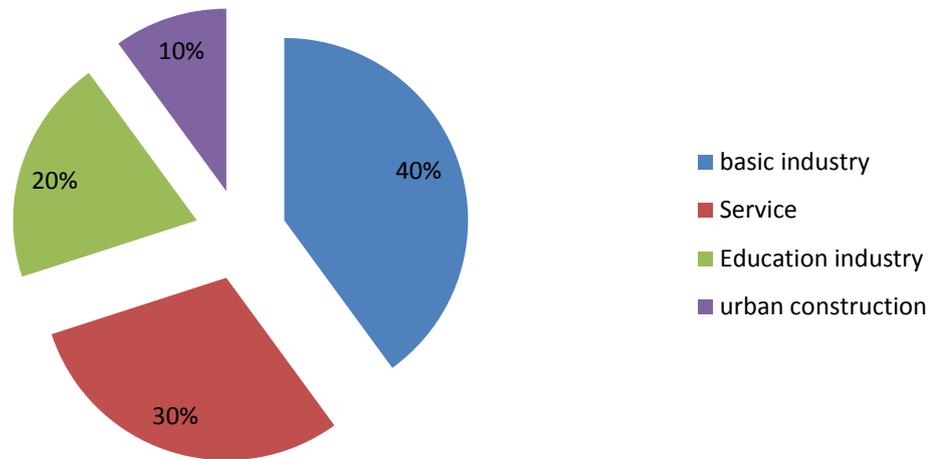
To urban construction as a platform, and constantly enhance the cohesion and radiation force of Ningbo city. Ningbo urban construction should take Scientific Outlook on Development as a guide, to co-ordinate the construction of urban construction and economic and social culture, the construction of ecological civilization, improve the layout of the city, improve the urban functions, improve the overall development of the city; Overall adjustment of industrial structure and promote energy-saving emission reduction, the relocation of enterprises and industrial optimization and upgrading of the layout of enterprises closely combined; City construction as a whole government play a leading role and regulation of market mechanism; Good long-term planning as a whole with the current specific task is complete; Good old city as a whole to upgrade and new town planning and construction, synchronous coordinate; Overall good city planning and design, construction and management, give full play to the enthusiasm of the district government and street, and actively do a good job in service, mix, speed up the pace of urban construction. At the same time, according to the construction of city group, makes the city circle, adhere to a high starting point plan, high-standard construction and high level management, optimize the urban space layout and functional partition, strengthen the characteristic business district, the key functional areas such as characteristic business district development, accelerate the construction of infrastructure such as schools, hospitals,

perfecting the urban infrastructure such as road, greening, communication system, strengthen the integration service function of administration, culture, science and technology, provide a platform for the development of headquarters economy [45].

With modern service industry to support, enhance service sector accounted for the proportion of regional economic. Guided by the scientific concept of development, with "Yangtze river delta metropolitan circle" regional economic integration and the rapid development of Zhejiang Marine economy rapidly emerging as an opportunity to play to regional advantages and port advantage, based on the advantage of Ningbo industry and characteristic industry, around the industrial structure and consumption structure upgrade, to develop the producer services, actively advance the consumer services, strive to improve the level of service economy and service, should adhere to the direction of marketization, industrialization and socialization, to speed up the construction of value-added, strong radiation, wide employment system of modern service industry, to enhance the comprehensive service functions, improve the scale and level as the goal, strive to develop modern service technology and new formats. To transform and upgrade traditional service industry, vigorously develop modern finance, modern logistics, conference and exhibition economy, information, science and technology service, community service, intermediary services and other new services, cultivating large logistics enterprises, the construction of Ningbo international logistics park, Ningbo airport logistics park, etc. [46], pays special attention to the Ningbo port and other professional logistics project construction, the Ningbo service overall development up to a new level, has become a city services developed Yangtze river delta metropolis circle.

Education talents of science and technology as guarantee, strong support from Ningbo headquarters economic development intelligence. Education is the fundamental, talent is the first resource elements, science and technology is the first productivity. Advancing the reform of education system, the integration of all kinds of educational resources, training model of innovation education, basic education, vocational education, higher education quality promotion, vigorously develop the continuing education, focus on building is conducive to promote the all-round development of talent education and training system. Combined with industrial restructuring and development, follow the law of human resources development, optimizing the structure of talent, continue to adjust and optimize the proportion of high level and high skilled talents, establish and adjust the economic structure to adapt to the talent structure adjustment of strain mechanism. To promote the construction of high level talent innovation and entrepreneurial base, to promote high level talent gathering at home and abroad, the introduction of a number of international and domestic first-class level of science and technology research and development personnel and innovative team. To improve the evaluation system of enterprise management personnel, which is recognized by the market and investors, the introduction of a number of professional managers with professional quality, innovative spirit, market awareness and management capabilities. Increase the input of funds for scientific research and experimental development (R & D), both the absolute number and proportion of GDP, and realize the Ningbo R & D expenditure ranking the forefront of regional central city of the Yangtze River Delta, continues to expand the scale of output value of high-tech products, enhance scientific and technological progress contribution to economic growth rate [48].

## Proportion of Industry



Picture—3.1 the proportion of Ningbo's industrial structure development

### 3.2 The basic principles of Ningbo headquarters economy development

To Combined the market leading and government guiding principles. Give full play to the basic role of market resources allocation, the realization of the rational allocation of resources and effective operation, encourage enterprises in the competition, cooperation and development in the "going out". Incline planning guidance, policy support, resources, strengthen regional coordinated development, and constantly optimize the software and hardware environment for the development of headquarters economy.

Headquarters economy combined with industry guide principle Conform to the inherent law of industrial development; accelerate the development of the headquarters of the enterprise to guide the rational spatial layout of the layout, and through the economic development of the headquarters, the formation of industrial clusters, agglomeration economies of scale, growth of regional economy [49]. Focus on

upgrading the traditional advantages of the industry, to accelerate the cultivation of strategic emerging industries, to gather the high-end form of modern service industry, the formation of industrial restructuring and headquarters economic linkage development, mutual promotion of the new pattern.

Foster headquarters and the introduction of the principle of combining. Strengthen the headquarters economy development system and mechanism innovation, constantly optimize the policy, environmental services, and striving for Ningbo comparative advantage, to attract domestic and foreign corporate headquarters located in Ningbo; service the existing corporate headquarters, guide has development potential and competitive advantage of enterprises to expand business areas and the scope of radiation, cultivate the native ecological corporate headquarters.

Principles of high-end lead and cluster develop combination. To encourage and support enterprises in cluster in a leading position in the headquarters, rely on patent, standard and enterprise management advantage, drive the upstream and downstream industry chain as well as the development of small and medium-sized enterprises, promote technological innovation ability and the comprehensive strength, realize the cluster, intensive, agglomeration development.

The principle of dislocation and coordinated development cooperate. According to the requirements of the conditions for the development of different regions, industrial foundation and layout guide corporate headquarters agglomeration development, achieve dislocation development and balanced development of Ningbo and Shanghai, Hangzhou, Nanjing, Suzhou, Wuxi, Wenzhou and other cities around the headquarters economy [50].

### 3.3 The countermeasures and measures of developing headquarters economy in Ningbo

#### 3.3.1 Promote the development of headquarters economy hard environment construction

Promote the construction of traffic system in Ningbo. In construction of the south of Yangtze River Delta transportation hub as the goal, to port as a leader, to achieve the public, iron, water, air stereo four-way go hand in hand, construction of major ports, build traffic, speeding up the process of the integration of traffic, through the integration of traffic, promote the integration of regional resources [51]. Speed integration into the Yangtze river delta, trying to form Ningbo to Shanghai, Hangzhou, Jinhua, Wenzhou, two hours traffic circle; Give full play to the Ningbo port and block advantage, according to the ministry of railways jointly promote the Hangzhou bay railway bridge with the Ningbo, Ningbo sea rail transport projects cooperation agreement, to speed up the construction of modern sea and land transport system, pushing forward the construction of the new Ningbo railway hub make Ningbo railway integrated transportation network is an important hub. Pushing forward the construction of the integration of Ningbo Zhoushan port, a communication HangFu canal, canal level of ascension, strengthen the radiation of Ningbo port. In terms of city traffic construction, should focus on perfecting the urban traffic network, increase the intensity of traffic system construction and management, and promote green intelligent transportation. Development of public transport, promote the building of rail transit, urban space layout optimization center, improve the urban public transportation, promotion center city and the satellite towns, cluster development depended, convenient urban and rural people's

living standards, improve the quality of life.

Accelerate the construction of the Ningbo headquarters gathering area. Dispersion based enterprises, cluster effect and scale effect is not obvious is Ningbo headquarters economy development present situation. Ningbo regional developing headquarters economy, according to the characteristics of economic development, industry distribution and the future development orientation of scientific and rational planning, have a key, in a planned way to promote the construction headquarters to gather, in provides the high quality for the headquarters economy development space carrier at the same time, the implementation in the scale, clustering development of the enterprise To pay attention to the relationship between internal structure and external environment of the park, ecological construction, increasing green space, to create a healthy, clean, comfortable and natural environment for life and work for the corporate headquarters staff, to ensure efficient operation of headquarters cluster. In the construction of the headquarters building, to strengthen the construction of commercial facilities, focuses on functional diversification. Make full use of the existing business services, especially the collection of catering, entertainment and economic and trade in one of the large commercial complex, and by improving its functional grade and quality of service, enhance its business functions [52]. In addition, increase the amount of conference, catering, hotel, entertainment and other high-end commercial facilities construction, focus on the reasonable collocation of all kinds of functional facilities, forming perfect function, reasonable layout of commercial facilities; enhance the attraction and appeal headquarters enclave.

Building a good ecology and Habitat environment in urban. Building a good

ecology and Habitat environment in urban is the core competitiveness of the city, special productive forces and sustainable development. In urban ecological construction, we should focus on promoting municipal infrastructure maintenance, beautify the city streetscape renovation, landscaping to enhance the transformation, urban and rural environment long-term cleaning, city river water continuous improvement, and actively promote the national ecological city construction; Should continue to promote energy saving and emission reduction energy, is formed in favor of saving resources, protecting the environment of industrial structure, growth and consumption patterns, and actively promote the construction of circular economy demonstration city; should speed up the construction of urban information network, improve network infrastructure, to further promote the wisdom of Ningbo construction, promoting the informationization with industrialization and urbanization, fusion provide basic information networks for the corporate headquarters management. In the aspect of human settlements construction, city construction and good co-ordination to solve the problems of people's livelihood, in promoting the transformation of the city construction, to solve the employment, health, education and other issues related to people's life; to promote affordable housing and affordable housing construction, reduce city living business cost; to further promote peace in Ningbo the construction, strengthen the comprehensive management of social security, improve public safety supervision network, build a dynamic linkage type, type, type, security management, security and economic operation of investors to the safety of people and property, the legitimate interests of security, and actively for the development of headquarters economy to maintain a safe environment for the harmonious civilization [53].

### 3.3.2 Strengthening the soft environment construction of headquarters economic development

Establish and improve the "three in one" system. Establish and perfect Trinity of science and technology, education, human resources system, enhance the innovation capability of science and technology, accelerate the construction of innovation-oriented city. Build a strong talent the implementation of talent strategy. Build China Science and technology week as the carrier of all kinds of talent introduction brand platform, in-depth implementation of high-level overseas talents and innovative high-end talent introduction planning; Strategic talent to accelerate innovation and entrepreneurial talent carrier construction, push forward the academician workstation, expert workstation, postdoctoral workstation, study students Pioneering Park, innovation base and so on carrier construction, realize the organic combination of talent and research; the establishment of specialized headquarters personnel reserve resources library and communication center, to attract the headquarters need inflows, achieve orderly convergence of talent and industry, the development of headquarters economy. Further implement the strategy of revitalizing the city through science and education. Strengthen the institutions of higher learning and scientific research institutions construction, universities, focusing on enterprises and research institutes in building a number of national and provincial key laboratories, engineering (Technology) research center, improve Ningbo University, Chinese Academy of Sciences, materials and other institutes, colleges and universities to the service ability of innovation [54]; optimization of the innovation service environment, optimize the allocation of innovation resources, strengthening the construction of science and technology business

incubator, promote the transformation of scientific and technological achievements; to accelerate the modernization of education, stability of the scale of higher education, innovative training model, to improve the quality of education, strengthen graduate education, continue to promote the development of higher education and reform, to create a modern university system with local characteristics.

Promote the financial ecology environment construction. Coordination of the financial ecological environment is directly related to the industrial policy, fiscal policy, credit policy, the size of loan risks to financial institutions and to financial institutions support the enthusiasm and creativity of the local economy, related to the economic development of the headquarters of the financial and credit support. Strengthen the financial integrity of the building, establish credit self-discipline mechanism, improve the degree of the integrity of the government, enterprises and individuals are the three main parts, the construction of social credit system, improve service and supervision of financial ecology, starting from the construction of honesty and credit, credit information, information disclosure and the integrity of the discipline in many aspects, all-round construction of social credit system. Strengthen the financial legal system construction, speed up the relevant financial institutions bankruptcy and deposit insurance system and other laws, change is closely related to the financial creditor's rights protection laws and regulations, strengthening the management of credit order and to provide false information, such as the law of fraud, the legal protection of financial creditor's rights, effectively maintain the financial order [55]. Coordinate to solve the financial structures, silver enterprise dialogue platform, the related problems in operation, and promote the communication between the fact and understand each

other, support each other, to create a good institutional environment to maintain normal financial order; To speed up the construction of financial agglomeration, key financial development characteristics, construction has become an important part of Shanghai international financial center and Yangtze river delta regional financial center in the south.

To develop the professional services sector. The future trend of the development of regional economy, according to Ningbo should be focus on the development of modern service industry, improve the level of specialization. Speed up the development of international trade, modern logistics, finance, insurance and so on as the key point of producer services, promote the industry chain extension to the high-end, achieve positive interaction with the port and manufacturing development of producer services, the transformation and upgrade of manufacturing needs to adapt to the port. Speed up the development of tourism and leisure, community service, sports fitness, age and family services service jobs such as large capacity, wide market prospect of consumer services, promote the facilitation and quality of life, to adapt to the rapid advance of urbanization and the consumer upgrade new trend. Cultivate strong cultural creativity, research and development design, and modern exhibition emerging service industry, such as developing headquarters economy in services, outsourcing services, emerging formats such as e-commerce, adapt to the modern economic development of the new requirements. According to the actual situation of Ningbo regional economic development, we should highlight the key development areas of service industry, realize the integration of service industry and other industries, and enhance the effectiveness of professional services. In the center of the city and county (city) district to modern

service industry focus on the development of business and trade finance and insurance, modern logistics, speed up urban complexes, modern service industry base, the headquarters of the economic base construction, take the lead in forming mainly to serve the economic and industrial structure [56]. Satellite cities and towns should conform to the trend of integration of urban and rural areas, focusing on the development of the characteristics and advantages of service industry and producer services. Harbor, airport and port and adjacent area, focus on logistics park layout and professional market. In addition, also should perfect the relevant policy, the development of service industry to clean up hamper the development of service industry policy, speed up the system of service industry development and management and give full play to the industry association in the Bridges between the government and the market function, improve the service level of the industry association.

### 3.3.3 Play the role of the government in the development of headquarters economy

The government clearly positioning, strengthen policy support. Headquarters economic development can't be separated from government policy support, at the same time the government should follow the laws of economic development, should not be too much interference in micro economic activities. Headquarters economic development should clearly define the role of government functions, to adhere to the basis of market leadership, give full play to the role of government policy guidance. Ningbo to combine its own characteristics and actual encourages headquarters economic development package of preferential policies, provide policy support for Ningbo headquarters economic development. Can draw lessons from Hangzhou, Shenzhen and other cities headquarters economic development experience, in collects pay tax, land

sales, profits remitted product export flow, personnel, services provided, etc. To give encouragement and support, as well as in the registered permanent residence migration, their children to school, convenient to enterprise personnel for examination and approval of entry and exit, etc. [57]. At the same time, according to the contribution of different nature, scale, enterprise headquarters related financial reward policy, strengthen enterprise appeal to headquarters. In addition, the development of headquarters economy in Ningbo should persist in something, according to their own conditions and characteristics of making scientific and reasonable enterprise headquarters settled standards and mode of development, to develop corporate headquarters of the minimum standard of settled, and according to the headquarters enterprise nature, scale, tax contributions of different, accelerate the formulate different policies, guide the development of the headquarters economy in Ningbo. The empirical evidence shows that in the economic development of the headquarters, tax relief efforts (tax rate reduction) and government profits into a reverse U shape relationship, investment in infrastructure projects and government profits increased U shape [58]. Therefore, in the formulation of preferential policies, especially making tax preferential policy, fiscal transfer payment policy and land policy, to abide by the state laws and regulations, scientific and standardized policy formulation, headquarters economic benefits and social benefit maximization, realize the headquarters economic sustainable development.

Scientific planning and promote the development of dislocation linkage. Ningbo in the process of developing the headquarters economy should adhere to the differences in development, the introduction of its own industrial base, to produce the headquarters of

the headquarters of the effect, to avoid blind development and disorderly competition. To co-ordinate the coordinated regional development, in-depth implementation of the "Eastern, northern, coordinated by the south, upgrade of regional development strategy, according to the different advantages of regional resources and environment carrying capacity, a clear regional main functional orientation, the implementation of the headquarters function planning. Speeding up the implementation of the "expansion" strategy, and vigorously promote the eastern city development and construction, the basic completion of the central business district, focusing on the development of good shipping trade exhibition headquarters, headquarters and financial headquarters; the full implementation of the "upgrade" strategy to speed up major function blocks and the city complex construction, promote infrastructure interoperability, enhance the innovative radiation function, focus on the development of good the high-end business headquarters, the headquarters of the modern service industry and the pillar industry headquarters; vigorously implement the "North" strategy, strengthen Yuyao, Cixi joint development, accelerate Ningbo Hangzhou bay new area development and construction, the initiative to undertake the Shanghai advanced industry, the development of advanced manufacturing industry headquarters; in-depth implementation of the "South plan" strategy, speeding up Fenghua, Ninghai, Xiangshan the development and construction of city center, effectively undertake the function of radiation, vigorously develop the marine headquarters economy [59].

The division of labor and cooperation between cities is the only way to avoid excessive competition and promote the coordinated development of regional economy. Ningbo headquarters economic development should establish dislocation development,

linkage development concept, and actively participate in regional cooperation in the country. Promote cooperation between the province and the surrounding areas. To deepen cooperation with neighboring cities of Shaoxing, Zhoushan, Taizhou, Jiaxing and other, promoting the key projects and key areas of cooperation in the development, improve the integration level of the East Zhejiang Economic Cooperation Zone, and strive to build Ningbo urban economic circle. Strengthening regional cooperation in the Yangtze River delta. Implementation of the "Yangtze River Delta regional planning", the depth of integration into the Yangtze River Delta, and actively participate in the construction of the "two centers" in Shanghai [60]. Adhere to the advantages, dislocation development, mutual benefit and win-win, take the initiative to undertake the Shanghai radiation, foster the development of mutual integration of emerging industries, for the construction of the two centers in Shanghai to achieve a breakthrough development. Participate in the Midwest and northeast area development and construction. Actively implement the countries of western development, the rise of central China, revitalizing northeast China and other strategy, exerting the function of "Ningbo week" platform, strengthen strategic cooperation with the cities of Chengdu, Chongqing, Wuhan, Nanchang and other, strengthen and the Midwest and northeast regions in the cooperative development of coal, petroleum, natural gas, non-ferrous metals, such as resources, to further expand the Ningbo port hinterland and development space, enhance headquarters in Ningbo economic radiation.

Changing functions and improving the efficiency of administrative services. Transform government functions, to speed up the control type government to service-oriented government mode, strengthen the government public service and social

management function, reduce the intervention of the microscopic economic activities, and establish a transparent, open and efficient public service government. Promote the reform of government institutions. Streamlining government department functions, we will deepen reform of the big department system, optimize the administrative hierarchy management, government management mode innovation, and improve the scientific decision-making, democratic decision-making, decision-making mechanism in accordance with the law. We will deepen reform of the administrative examination and approval system. Promote the function of "two concentrated in place" merge reform, build "group of tube separation" running mechanism, constraint for examination and approval authority, the sun for examination and approval, efficient examination and approval [61]; Continue to strengthen the administrative examination and approval items clear specification, strictly control new administrative licensing items, cleaning, cutting and standardize non-executive licensing projects; Promoting standardization construction of administrative examination and approval, from the perspective of the administrative relative person, promote the standardized construction of examination and approval. As regional economic development and the headquarters economic development provide efficient and quality government services.

## Conclusion

Around the goal of building a modern international port city and the south of the Yangtze River Delta economic center, in-depth study and grasp correctly the headquarters economy development general rule, based on characteristics and advantages, and actively integrate into the Yangtze River Delta, implement the development of dislocation. Speed up the adjustment of industrial structure, scientific

planning the layout of the headquarters, focusing on cultivating the advantages of traditional private corporate headquarters, open economy cross-border business headquarters, regional headquarters of strategic emerging industry, high-end modern service industry headquarters regional headquarters and industry headquarters, promote Ningbo industrial structure upgrading and transformation of the urban economy, and further enhance the comprehensive competitiveness of Ningbo. Give full play to the role of the government in the headquarters of economic development, the formation of clear responsibilities, clear division of labor, work together to promote the mechanism, strive to create the Ningbo metropolitan area as the core, to the county (city) District Center City as a fulcrum, based in Ningbo, relying on Zhejiang, Yangtze River Delta and the Midwest, connecting joint services at home and abroad "headquarters economy the development of system, to seize the strategic high ground of the Yangtze River Delta region, the headquarters of Ningbo enterprises to use domestic and international markets and resources allocation ability to significantly improve the implementation of the headquarters of the number of enterprises in the province's leading, headquarters economy policy, service and environment in the national first-class, formed the basic pattern of regional corporate headquarters city center.

## Results & Discussion

Regional cooperation in the functions of the national macro-management level, to continually upgrade their level of play research, policy, overall guidance and coordination of services, and strive to be combined with planning, combined with regional economic development, with international and regional cooperation with counterpart support combined with large-scale development in western and central China to promote combined.

Since the reform and opening, economic rapid growth have made Ningbo formed its own characteristic, regional economic development to become one of the regional economy developed area in China. In the face of the complexity of the macroeconomic environment and the task of heavy reform, development and stability, the whole city made solid progress "double drive four governance" decision deployment, in-depth implementation of the "three years of economic and social transformation and upgrading action plan", actively adapt to the new normal economic development, promote the economic and social development as a whole, the economic operation, general industrial structure was optimized, quality efficiency gradually improved, social livelihood of the people continued to improve.

Headquarters economy is a natural development, but also the results of the planning and construction and rational guidance, which highlight the importance of the construction of the carrier. Manhattan CBD is an important carrier of the New York headquarters economy, its economic growth accounted for 82% of New York City, the total economic growth, and to promote and support the development of other industries in New York; and as the Central District of Hong Kong, Shanghai Lujiazui CBD,

Beijing Chaoyang CBD, Finance Street, Xicheng, Zhongguancun Science and Technology Park and so on, the city where the lasting economic booming development to provide a strong leading and supporting role of. As Ningbo City, it is necessary to fully aware of important role of central business district (CBD) of headquarters economy and urban economic development, to the CBD construction as an important means to promote the development of headquarters economy, through scientific and rational planning in the construction of the complete CBD building, conscious to guide the various headquarters settled, forming headquarters agglomeration effect, driving the development of other industries of the city.

Ningbo developing headquarters economy, need to make full use of existing industrial advantages, seize the industry transfer and policy opportunities, to carry on the adjustment of industrial structure, expand the scale of industry, increase the correlation between industry, formed the scale effect, draw the corresponding enterprise headquarters; Improve the level of education, scientific research, and improve the enterprise independent innovation, research and development ability, enhance the core competitiveness of industry, establish talent training and introduction mechanism, provide intelligence for the development of headquarters economy security; Make full use of the port advantage, location advantages and marine resources advantage, key development of the port industry, marine industries, modern logistics industry and the production service industry, forming industrial clusters with its own characteristics, formed with the characteristics of Ningbo and the competitiveness of the headquarters economy. Foreign to take the initiative to integrate into the Yangtze River Delta, leveraging Shanghai, and other cities to strengthen cooperation, dislocation

development, internal to rational planning, improve urban infrastructure, fostering a culture of headquarters, the headquarters of the development of the force, avoid internal friction of headquarters resources; follow the objective laws of development of headquarters economy, play the dominance of the market and government guidance, develop headquarters economy development planning in Ningbo, clear government policy in the development of headquarters economy, for the development of headquarters economy provide strong institutional guarantee.

Around the goal of building a modern international port city and the south of the Yangtze River Delta economic center, in-depth study and grasp correctly the headquarters economy development general rule, based on characteristics and advantages, and actively integrate into the Yangtze River Delta, implement the development of dislocation. Speed up the adjustment of industrial structure, scientific planning the layout of the headquarters, focusing on cultivating the advantages of traditional private corporate headquarters, open economy cross-border business headquarters, regional headquarters of strategic emerging industry, high-end modern service industry headquarters regional headquarters and industry headquarters, promote Ningbo industrial structure upgrading and transformation of the urban economy, and further enhance the comprehensive competitiveness of Ningbo. Give full play to the role of the government in the headquarters of economic development, the formation of clear responsibilities, clear division of labor, work together to promote the mechanism, strive to create the Ningbo metropolitan area as the core, to the county (city) District Center City as a fulcrum, based in Ningbo, relying on Zhejiang, Yangtze River Delta and the Midwest, connecting joint services at home and abroad "headquarters economy the

development of system, to seize the strategic high ground of the Yangtze River Delta region, the headquarters of Ningbo enterprises to use domestic and international markets and resources allocation ability to significantly improve the implementation of the headquarters of the number of enterprises in the province's leading, headquarters economy policy, service and environment in the national first-class, formed the basic pattern of regional corporate headquarters city center.

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