

# INVESTMENT

# 投资促进

总第10期 / NO.10 PROMOTION



2016年07月出版  
July 2016

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法国企业家杜雅特 6 年前设立了上海第一家政府批准的涉外园区，在上海的企业孵化园区中形成了独特的风景。

六度春秋，它还好吗？

# 我们是如何创办 欧洲企业孵化园区的？

——杜雅特涉外经济创兴文化园区主席  
安东尼奥·杜雅特专访



■ 采写 / 早吟

法国企业家杜雅特 6 年前设立了上海第一家政府批准的涉外园区，也是第一家以外国人名命名的园区，至今成果累累。2015 年 9 月，上海市政府特授予杜雅特先生“白玉兰”奖。

2016 年 5 月下旬，笔者采访了园区创立人兼主席安东尼奥·杜雅特先生。

## 上海第一家涉外经济园区成果累累

要介绍杜雅特经济园区，首先要说说杜雅特先生。

安东尼奥·杜雅特先生是欧洲工商业界著名企业家，其创办的杜雅特集团于 1997 年在巴黎上市。杜雅特在欧洲汽车行业被誉为“小天才”，2000 年荣获法国“经济学家 Economist”杂志年度封面人物。2003 年为法国文图瑞汽车设计并制造了第一辆电动跑车 Venturi Fetish。2009 年，上海杨浦区人民政府聘请他为“欧洲招商大使”，他是迄今为止在上海唯一获此殊荣的法国人。第二年，他创立了上海市第一家以外国人名命名的涉外经济文化园区。

“请您概括一下园区的主要功能，”我说。

“是一家代表中国政府在海外招商、为外国企业投资中国及为中国企业‘走出去’（收购兼并及投资）服务的涉外园区，是‘杨浦区对外的国际窗口’。”杜雅特流利地说，“主要为了促进中法之间的交流和合作。我在欧洲有 30 多年的工

商业经验，在法国拥有丰富的政府关系及人脉，我要为上海杨浦区推荐欧洲企业，为杨浦区在法国推广投资环境和招商。”

“现在入驻的企业有多少？”我继续问。

他兴致勃勃地说，已有 40 多家外资企业入驻，法国企业有欧尚集团的阔达银行、萨贝珂化妆品集团（客户为欧莱雅等）、欧洲上市公司欧葆庭养老康复集团、CRR 建筑设计事务所（创始人法国知名建筑设计大师）等，还有美国、比利时、瑞士、意大利等国的企业。涉及的行业有医疗、银行、贸易、化妆品、工程、设计、IT、多媒体制作、会务和咨询等领域。

“除了企业，还有政府机构入驻，直属法国外交部的法国侨联上海代表处，2011 年 4 月设立，时任法国交通部部长及法国驻沪总领事剪彩；还有法国里尔市市政府代表处，2010 年 7 月建立，里尔市第一副市长剪彩。”杜雅特自豪地说，“2010 年我们帮助上海市杨浦区人民政府与法国里尔市签订友好协议，2013 年负责中法经济特使在中国的访问。2015 年接受中国国际工业博览会组委会的委托邀请法国为‘主宾国’。”

## 靠服务靠口碑吸引企业入驻

“你们是如何吸引欧洲企业入驻的？”我问道。

杜雅特介绍道，他们靠的是优质的服务和口碑，园区主



要功能就是吸引和服务欧洲的中小型企业。法语是第一工作语言，第二语言是英语。团队人员一般精通两门外语，拥有博士和硕士学历（国外留学背景金融、法律等专业）及海外工作经验。

“很多欧洲非英语系国家的投资者，尤其是法国的企业家，如何和中方交流是最大的困难。我们因为拥有语言及文化上的优势，能够更准确地把握顾客的要求并提供更好服务。”杜雅特笑道。

“您刚才提到的入驻园区的企业，都不是中小企业啊。”我疑惑地说。

“来中国发展的欧洲上市公司，对于我们来说也是属于中小型企业，因为她们尚未在中国占有市场，与欧洲中小型企业的起点是一样的。”杜雅特解释道。

“企业入驻后，你们是如何服务他们的？”我问。

他说，一家外国企业要入驻中国，首先需要设立公司，需要办公地和公司注册地；相关的许可，招聘员工，之后开始运营。当这家公司决定在中国发展的那一刻，杜雅特园区就开始介入：专人帮助注册；提供办公地点和注册地址；帮助签证、设立银行账户、招聘员工和负责人事，甚至代为缴纳社保、公积金等。



“我们还提供咨询服务，帮助投资者一起做前期的准备及投资的评估，分析项目成功可能性，为企业寻找投资者、客户、建立客户群和协调政府关系，甚至帮助寻找中国合作伙伴。”杜雅特补充说，“租用园区办公室并不是必需的前提，只要企业注册在杨浦杜雅特园区，我们就为他们提供服务。”

我请他介绍企业入驻后成功的案例。

“欧尚集团的阔达银行5年前入驻，当时只是一个银行代表处，现在筹备变身注册资金4个亿的金融公司。还有欧葆庭公司2013年9月入驻园区，目前有意在杨浦成立中国总部。”杜雅特欣慰地笑了。

## 法国总统接见了杜雅特先生

“杜雅特园区实际上是一个法国企业孵化区，您是如何看待在上海创立这个孵化区的？”我问。

“首先，我希望能说明一下，杜雅特园区不仅仅只是一个法国企业孵化区，她面对的是整个欧洲的企业。其次，孵化只是园区的一个重要功能，而非全部功能。就大型外企来说，落户中国难度相对不大，因为有足够的经验、人手和预算，但是这一层级的企业基本上都已经进入中国了，中国未来吸引外资投资的重点，应该是国外中小型企业。这类企业规模不大，但是有很多在专业领域很有优势和特色，他们在国外已经成熟，没有孵化的概念，但是当进入中国，面对一个全新的环境、市场和文化，此时他们和国内待孵化的企业的境地是一样的，换言之，杜雅特园区的孵化，是和这些国外的母公司一起孵化他们在中国的新设企业，如果把这些企业比作婴儿的话，我们和传统孵化区最大的不同之处在于我们就像专业育儿专家一样，和婴儿的母亲一起完成这个过程，母亲决定婴儿的成长方向，我们用专业技能去落实。”杜雅特一气呵成地说道。

“杜雅特园区在海外影响如何？”我问。

杜雅特先生告诉我，2013年4月26日，法国总统奥朗德访华时在法国驻沪总领事官邸亲切接见过他，对他们为中法经济交流作出的贡献表示感谢。

2014年7月4日，法国驻沪领事馆拍摄宣传片介绍法国企业在沪发展情况，杜雅特园区成为主要拍摄点之一……

“我们发挥园区独有的平台功能，做到中欧两地资源对接，帮助企业更好的成长。”杜雅特总结地说，“我们希望杜雅特园区成为欧洲企业在中国的家园。我将继续积极为上海杨浦区在欧洲推广投资环境，引进更多更好的优秀企业投资及落户上海杨浦而努力！”



*Founded 6 years ago by a French entrepreneur Antonio Jose Duarte, the Dpark Foreign-Related Economic, Innovative & Culture Park (hereafter referred to as DPark) is the first foreign-invested business center approved by the Shanghai Municipal Government. It is quite unique among all the enterprise incubators in Shanghai.*

*Now 6 years has passed. Let's see how things go in Dpark.*

# How did we found this European enterprise incubator?

— Interview with Mr. Antonio Jose Duarte, CEO of Dpark Foreign-Related Economic, Innovative & Culture Park



■ by Zao Yin

DPark was founded by French entrepreneur Antonio Jose Duarte 6 years ago as the first foreign-invested business center approved by the Shanghai Municipal Government. It is also the first enterprise incubator named after a foreigner (as "D" in Dpark stands for Duarte). In September, 2015, Mr. Antonio Duarte, Founder & CEO of Dpark, received the 'Magnolia Award' from the Shanghai Municipal Government. He was interviewed in late May of 2016.

## ***Dpark's Achievements as the First Foreign-Invested Business Center***

It is necessary to introduce Mr. Antonio Duarte before the topic turns to Dpark.

Mr. Antonio Duarte is a renowned entrepreneur in European industrial and commercial circles and he was the founder of Duarte Group. The corporation went listed in the Paris Stock Exchange in 1997. He was known as a 'young genius' in the EU automobile industry, and won the Entrepreneur of the Year award in 2000 by the Economist (French Edition). In 2003, Duarte developed the first Electric car for Venturi "Fetish". In 2009, Mr. Antonio Duarte was appointed as European Investment Promotion Advisor by the government of Yangpu District, Shanghai. He is by far the only

French receiving such an appointment. In the following year, he founded Dpark, the very first of its type.

Q: Could you please introduce the main functions of Dpark?

A: Dpark is a foreign-related incubator offering service in investment, business mergers and acquisitions both within and outside China. We serve as a 'window to the world' for Yangpu District and a vivid responder to the 'Bringing in' and 'Going global' policies promoted by the Chinese government. I have over thirty-year experience in the European business arena and have wide connections with the French government. I'm willing to introduce fine European enterprises to Yangpu, and I am also willing to promote Yangpu in France and attract more investment from my homeland. Dpark is to bridge the gap between France and China, and improve communication and cooperation between the two countries.

Q: How many enterprises have settled in Dpark as of today?

A: There have been over 40 foreign companies and enterprises in Dpark, among which are French enterprises such as Banque Accord owned by Groupe Auchan, Sarbec Group with L'Oréal being one of its major customers, ORPEA Group, a listed enterprise in Europe focusing on elderly care and rehabilitation, CRR Architecture founded by a master of architectural design in France and etc. Besides, enterprises



in the US, Belgium, Switzerland and Italy also choose Dpark. They cover a wide range of industries such as health, banking, commerce, cosmetics, engineering, design, IT, multimedia, conference and consulting.

We at the same time provide service to government agencies. In April 2011, the Representative Office of UFE, an Assembly of French Citizens Abroad, affiliated to the French Ministry of Foreign Affairs, was set up in Dpark. Minister of Transport and French Consul-General in Shanghai, attended the ribbon-cutting ceremony. In July 2010, City of Lille set its Representative Office in Shanghai at Dpark. Pierre de Saintignon, the First Deputy Mayor of Lille, attended the opening ceremony. Dpark also contributed to the Friendship and Cooperation Agreement between Lille and Yangpu District in 2010. In 2013, we were trusted by the French special representative of Chinese Affairs to be in charge of her visit in China. More recently in 2015, Dpark was entrusted by the China International Industry Fair to invite "France" as the Guest-of-Honor Country.

### ***Attracting Enterprises through WOM Marketing and Fine Service***

Q: What makes Dpark so inviting to European enterprises?

A: Through WOM marketing and offering fine service. Dpark aims at attracting European SMEs and providing good service to them. First of all, in Dpark, French is the primary working language and English the secondary. Almost all staff members can speak two foreign languages. They all have PhD or master's degrees in Finance, Law, or IT, etc. from overseas universities, or have overseas working experiences.

Verbal communication with the Chinese is the biggest barrier for investors from non-English-speaking countries, especially France. We have a deeper understanding of our clients' languages and cultures, thus can meet their needs better than our competitors and offer quality service.

Q: But it seems that none of the enterprises you've mentioned are SMEs.

A: Even those listed European enterprises become SMEs in a sense, once they come to China, which is a virgin land to them. They have no market share in China, thus begin at the same starting point with those SMEs in the real sense.

Q: What service will Dpark offer to those enterprises?

A: A foreign enterprise will need to go through the following steps to settle down in China. Firstly, they need to set a branch or representative office, and make sure they have a proper registration address. Then they will have to obtain related licenses, and only after that can they start to recruit employees to run business in China.

And as for Dpark, we offer service from the very beginning of this complex process. We provide One-Stop Service including registration, letting offices and legal address in Dpark, Visa support, applying for bank accounts, recruiting employees and dealing with other personnel affairs including but not limited to social security and housing fund issues.

We provide consultation service, too. We help investors in their preliminary preparations and investment assessments.

We offer feasibility analysis. We help our clients find customers and establish customer relations. We also help identify partners for them in China. We even coordinate with governments for our clients. Our clients don't necessarily have to rent offices from us. As long as they register at Dpark, we will serve them.

Q: Can you exemplify with some of your successful cases?

A: Banque Accord owned by Groupe Auchan came to Dpark 5 years ago and at that time it was a small representative office. Today it is becoming a financial magnate with a registered capital up to 400 million. ORPEA Group came in September, 2013 and now it is thinking about setting up their Regional Headquarters in Yangpu. (Mr. Duarte smiled with satisfaction)

### ***Meeting with François Hollande, the French President***

Q: Well, as we all know, Dpark was designed as an incubator of French enterprises. Why did you locate it in Shanghai?

A: Firstly, I'd like to clarify that Dpark is not a French-based incubator serving the French enterprises only. It serves enterprises from all over Europe. Besides, enterprise incubating is one of the functions of Dpark. We offer a bundle of other services. Comparatively, it's not so difficult for business giants to get into China as they have enough experience, personnel resources and budgets. The fact is, they have already been here. Now China has entered the second stage of attracting foreign investment and in this stage SMEs are going to play a bigger role.

SMEs may not be big but may specialize in their own fields and enjoy unique advantages. In fact, there is no need to 'incubate' those enterprises in the European market, as they have already 'grown up' there. However, when they come to China, facing a completely new working environment, market and culture, they become 'infant' again, not different from those really need to be incubated in their own countries. In fact, those infant enterprises are being incubated by both Dpark and their holding companies in Europe. What makes Dpark different is that we offer professional 'nursing' service like a professional nurse, raising the 'baby' together with its 'mother', the holding company. The share-holding company sets the right goal, and we make sure that the goal is reached, with our superb 'nursing' skills, of course.

Q: Could you exemplify Dpark's oversea status?

A: On April 26, 2013, French President Mr. François Hollande met me at the French Consulate General in Shanghai during his visit in China. He approved my contributions to the Sino-French economic cooperation. On July 4th 2014, the French Consulate General in Shanghai shot an advertising video to show how French enterprises did in China. Dpark was chosen as one of the major shooting venues.

In all, Dpark will continue to work as a bridge to connect China and Europe so that enterprises may achieve growth in China. We hope that Dpark will be the home to European enterprises and we'll also try our best to introduce to Europe the favorable investment environment here in Yangpu, so that more and more fine European enterprises will come here.