



# 新蓝海·新策略·新丝路

## New Blue Ocean · New Strategy · New Silk Road



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2019年4月26日，习主席在第二届“一带一路”国际合作高峰论坛上提出鼓励开展“第三方市场合作”，这一倡议纳入了论坛圆桌峰会联合公报。

On April 26, 2019, President Xi brought forward the initiative of launching of “the third party market cooperation” in the Second Belt and Road Forum for International Cooperation, which has been included in the joint communique of the Round Table Summit of the Forum.

图片来源：新华网  
WWW.NEWS.CN





2019年3月22日，中意两国主办了首届中意“第三方市场合作”论坛。

On March 22, 2019, China and Italy co-organized the first Italy-China Economic Cooperation in Third Countries.





探索新蓝海：“双赢”or“多赢”？  
**Exploration of New Blue Ocean: “Win-win” or “Multi-win”?**





# “双赢”不是唯一的国际合作选择，也许我们可以有更好的合作目的实现形式

"Win-win" is not the only choice for international cooperation. Maybe we can have better ways to achieve the goal of cooperation.



**基础设施管理输出项目**  
Infrastructure Management Output Project

“双赢” —— 宁波舟山港与利雅得无水港  
“Win-win” – Ningbo Zhoushan Port and Riyadh Dry Port



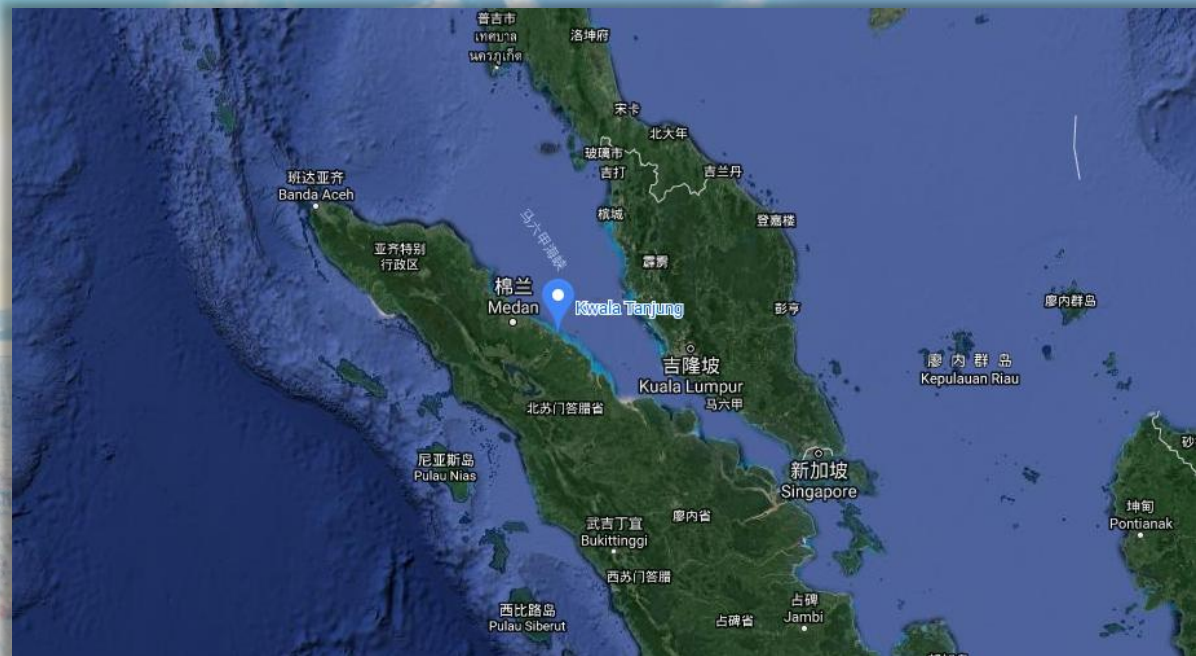
**“一带一路” 迪拜站项目**  
“The Belt and Road” Dubai Station Project

“双赢” —— 浙江省海港集团与迪拜环球港务集团  
“Win-win” – Zhejiang Seaport Group and DP World



# 以“多赢”为目的的“第三方市场合作”是国际合作新趋势、新模式，这绝对是一片“新蓝海”

"Third-party market cooperation" for the purpose of "Multi-win" is a new trend and mode for the international cooperation, which is absolutely a "new blue ocean".



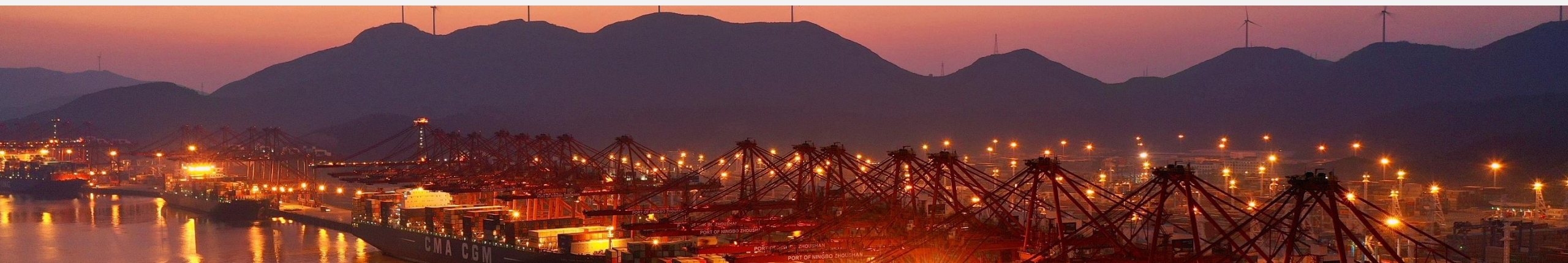
中印尼产业园——印尼瓜拉丹戎项目 Sino- Indonesia Kuala Tanjung Industrial Park Project

激发当地经济活力 提升鹿特丹港、浙江海港产业发展水平

Stimulate the local economic vitality and promote the industrial development levels of Port of Rotterdam and Zhejiang Seaport.

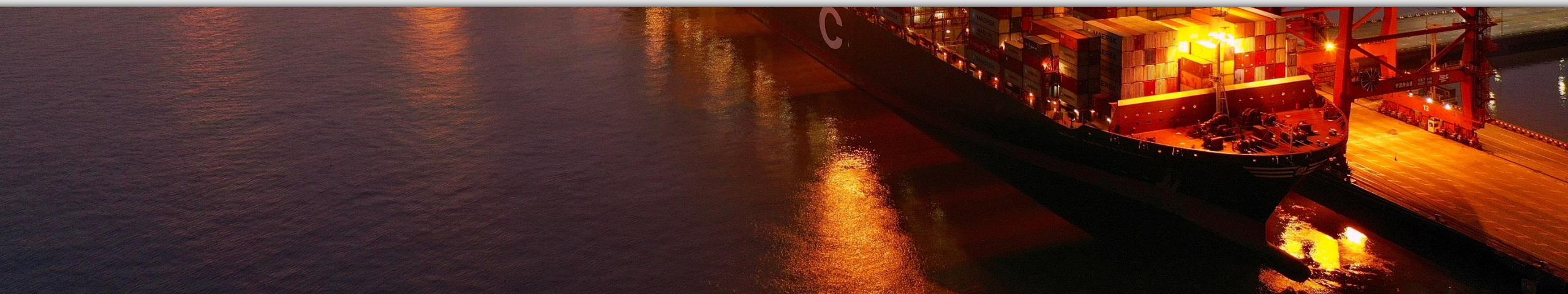
“多赢” “Multi-win”





# 思考新策略：“第三方市场合作”与港航开放路

## Concepts on New Strategies: “Third Party Market Cooperation” and Opening Routes of Port and Shipping





# 要以“第三方市场合作”应对港航合作大势

“Third-party market cooperation” should be adapted to the general trend of port-shipping cooperation.

实实在在的项目  
Actual projects

看得见摸得着的基础设施  
Visible and tangible infrastructure

单一化、同质化  
Unified and homogeneous **competition**

以提高整体竞争力为目的的合作  
**Cooperation** for the purpose of  
improving overall competitiveness

“三方”“多方”合作  
“Third Party” and “Multi-party” Cooperation

利于分散港口经营风险、  
完善港口网络布局  
Be beneficial to disperse the risk of port operation  
and improve the layout of port network

各方贸易、服务规模  
和经济增长指标  
Indicators of trade, service scale  
and economic growth of each party



## 要充分评估自身优劣势发起“第三方市场合作”

Full evaluation of strength and weakness of own before launching a "third party market cooperation".



- 利用自身发展优势，跟随我国产业向发展中国家转移路径，把握新兴国家经济发展和贸易增长机会，有针对性“走出去”切入存在相应需求的区域，展开优势资源的产业链延伸、板块化发展
- 针对自身劣势寻找合作伙伴，联手开拓“第三方市场”

- Taking advantage of its own development advantages, following the path of industry transfer from China to developing countries, grasping the opportunities of economic development and trade growth of emerging countries, and "going out" to enter the regions where there are corresponding demands, and developing the industrial chain extension and plate-based development of superior resources.
- Looking for partners in view of their own weaknesses and jointly exploring the "third-party market".



## 要兼顾各参与方利益推动“第三方市场合作”

Take into account the interests of all participants to promote "third-party market cooperation"

### ● 我方和“第二方” Our Party and “the Other Party”

健全海外投资决策机制，论证海外投资的盈利性、成长性

Perfecting the decision-making mechanism of overseas investment and demonstrating the profitability and growth of overseas investment

防范政治、资本、法律、社会、劳工等风险

Preventing political, capital, legal, social and labor risks

### ● “第三方” “the Third Party”

推动本土化运作

Promoting localization operation

发展本地产业、吸纳本地人才

Developing local industries and adsorbing local talents







投身新丝路：打造“第三方市场合作”下的“容天下、通天下”之路  
**Devoting to the New Silk Road: Create the Road of “Inclusiveness” and “Connectivity” under “the Third Party Market Cooperation”**





# 合作目标

Cooperation Target

5年  
突破试水期  
5 years  
Test Period

项目实质性“走出去”  
Actual “going out” of  
project

5-10年  
加速培育期  
5 - 10 years  
accelerated incubation  
period

在“一带一路”重要节点  
均有布局  
General layout at all important  
nodes of  
“the Belt and Road”

10-15年  
扩展提升期  
10 - 15 years  
extended promotion  
period

建立码头运营、工程建设、园区  
开发等一体化“走出去”的  
板块协同体系  
Establish integrated  
“going out”  
sector coordination  
system



## 合作重点

### Cooperation Priority

- 特别关注港口和港产城联动发展项目
- Special attention should be paid to the port projects and projects for the joint development of ports, industries and cities.
- 特别关注新兴市场设立经济特区、自贸区等机遇和港口、港产城联动开发或私有化机会
- Special attention should be paid to the opportunities for the establishment of special economic zones and free trade zones in emerging markets and opportunities for joint development or privatization of ports, and ports, industries and cities.





## 合作模式

Cooperation Model

01

合资新建

New Joint Venture

02

兼并收购

Mergers and  
Acquisitions

03

BOT

Build-Operate-  
Transfer

04

特许经营

Franchise

保障项目来源多元化，提升项目合作可行性

Guarantee the diversification of project sources and promote the feasibility of project cooperation



# “第三方市场合作”

**“Third Party Market Cooperation”**

更多主体、更为开放、更加容通、更添动能、更具效力、更有效益

**More subjects, more openness, more tolerance, more momentum, more effectiveness and more efficiency**

以开放理念共享“第三方市场合作”新蓝海

以伙伴精神共建港航产业新丝路

**Sharing the New Blue Ocean of "Third Party Market Cooperation" with Open Concept**

**Co-building New Silk Road of Port and Shipping Industry with the Spirit of Partnership**



A panoramic view of a port at sunset. In the foreground on the left, a white wind turbine stands on a hill. The middle ground shows a large port area with numerous red cranes and colorful shipping containers. The background features a vast sea under a blue sky with scattered white clouds, and a distant lighthouse or tower on the horizon.

谢谢大家  
Thank You