

# Evolution of Zhangjiang National Independent Innovation Demonstration Zone's Administration Function based on Grounded Theory

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## Abstract

Upon setting up, Zhangjiang National Independent Innovation Demonstration Zone has been playing its pioneer and model roles, who not only had made great achievements in the field of science & technology innovation and industrial park construction, but also had attempted successful reform in the aspect of administration function. The development and innovation of committee's administration function can influence zhangjiang's capacity for independent innovation profoundly. This paper through the grounded theory analysis of Zhangjiang Demonstration Zone's work plans from 2011 to 2014, studied the evolution of its administration committee's administration functions and explored the development tendency of its administrative system reform, so as to provide effective guidance for the future development of Zhangjiang National Independent Innovation Demonstration Zone.

**Keywords:** Grounded theory, Zhangjiang National independent innovation demonstration zone, Administration function

## 1. Introduction

With increasing the depth of China's learning the experience of the construction of advanced science parks overseas, simply depending on imitation can't satisfy the need of industrial and technological escalation in a new period (Gu & Lundvall, 2006). In the face of intense external competition conditions, Chinese high-tech zone has to change its role from pushing the scientific and technological progress to promoting the independent innovation (Wu, Zhao, & Chen, 2016). Under this background, Chinese government constructed a series of national independent innovative demonstration zones such as Beijing's Zhongguancun, Wuhan's Donghu and Shanghai's Zhangjiang. These demonstration zones have increased their autonomous right, focusing on the cultivation of independent innovation capability and the enhancement of the ability of science & technology (S&T) innovation based on the original high-tech zones (Liu & Lundin, 2007), which has gained certain effects in the development process over several years. The official approval for demonstration zones could bring the most local science & technology resources, concentrating on the cultivation of capability of the independent innovation and the promotion of the enterprises' S&T innovation power relying on the basis of high-tech zones which have been built in the past (Bichler & Schmidkonz, 2012). However, there is no experience to share in the administration function of demonstration zones which have been called updated version of high-tech zones (Huang & Audretsch, 2013).

The government's administration function was changing with the social evolution. Especially since the modern times, the evolution speed has been accelerating (Lazear, 1999). According to the classical economics, the government should play the role of night watchman, and they aren't supposed to intervene the private behavior (Titmuss, 1974; Wilson & Kelling, 1982). In the 1960s, the new public management theory criticized the excessive interference behavior that the government conducted (Hood, 1995). They believed that the society could solve its own problems reasonably by self-adjusting (Dunleavy & Hood, 1994; Hood, 1995). At the same time, according to the new public service theory, the purpose of government is to provide services, as a service organization, and it should actively play a role in social governance (Denhardt & Denhardt, 2000; Vandenabeele, 2007). In addition to the macro changes to government functions, the administration function of local government or organization are also changing dramatically. Jingwen Ji (2013) found U.S. travel agencies administration functions are divided into three stages respectively, which are beginning, highly concentrated participation and mature periods. She conducted in-depth research on its functions change arising from the market changes. Saxenian and others found that the silicon-valley, as a voluntary organization, it is dominated by

private self-management through long-term studies. But with the deepening development, the government began to get involved and to provide less services (Saxenian & Hsu, 2001; Saxenian, Motoyama & Quan, 2002; Saxenian, 2004). Japan's tsukuba high-tech zone is such an organization that the Japanese government has been longing for enhancing its strength of S&T (Carayannis, Rogers & Kurihara, 1998). The government will put forward the administration measures and functions for the development plan and the organization and implementation in different stages (Zhou & Xin, 2003). Therefore, the administration function of the government is changing at both the national level and organizations at the grass-roots level. However, existing research was mainly discussing the description about the organization administration from macroscopic, neglecting the difference of specific organizational work which leads to the organization's lacking of effective guidance in the concrete practice. In addition, the researches on the organization administration function were static, and lack of the concerns of dynamic analysis.

Meanwhile, from the perspective of detailed practices, Zhangjiang Demonstration Zone is a platform and carrier of the high and new technology enterprises in Shanghai (Chen, 2006). It undertakes the national S&T progress from the upper side, and it also leads the development of high technology enterprises and promotes the independent innovation ability, in order to provide effective help to the improvement of China's S&T independent innovation ability and the high and new-tech industry concentration in Shanghai. As the administration authority of Zhangjiang Demonstration Zone, the Administration Committee undertakes the administration and service functions, being directly responsible for the development of Zhangjiang. To a certain extent, whether the functions of the Committee can be implemented or not concerns the development of Zhangjiang.

In summary, on one hand, the existing research did not investigate the organization's administration function from the perspective of dynamic evolution, and lack the mining of administration databases. On the other hand, it has been proved by practice that the innovation of Zhangjiang Demonstration Zone's administration should be based upon in-depth analysis of the development process and trend of its administration functions. Therefore, this article adopts qualitative research methods, carrying out the constructivism advocated by grounded theory; from the perspective of the existing data and data, it aims to build the core idea of theory. Conduct root analysis on the committee's main work of four years, and construct the model of the daily work according to the literature in different years. It aims to clarify the evolutionary context of Zhangjiang Administrative Committee's functions, to establish the framework of the conversion & integration of the committee's function, to analyze and deduce the problems that deserve attentions in the development of Demonstration Zone in the future.

## 2. Research methods and data

This paper is aimed at the daily work of Zhangjiang Demonstration Zone Administration Committee and it explores and studies the evolution of administration function. It applies the grounded theory of the qualitative research method. Grounded theory was first brought forward in 1967 by the scholars Glaser and Strauss, and it was a systemization procedure, which developed and deduced developmental laws contained in the data based on certain phenomenon (Glaser & Holton, 2007; Urquhart, 2012; Corbin & Strauss, 2014;). For a problem or a phenomenon, the theory can conclude the development rule from data (Kelle, 2007). Grounded theory emphasizes the problems should be produced from the study and researchers need to keep an open attitude towards the data changes (Urquhart, Lehmann & Myers, 2012). Their research focuses on the analysis and interpretation of the social process (Goulding, 2005; Glaser & Holton, 2007). Research methods of the grounded theory is a process of constant comparison analysis and it converts data into concept (Corbin & Strauss, 2014; Charmaz, 2014). The process of establishing theory is a scientific and rigorous analysis process with strong methodological value in social science research (Bryant & Charmaz, 2010; Corbin & Strauss, 2014; Charmaz, 2014).

The core of grounded theory research method is the process of data collection and analysis. This process is not only a theoretical deduction process, but also the course of the theory of induction (Creswell, Hanson & Plano, 2007). Two processes occur at the same time and obey continuous circulation (Timmermans & Tavory, 2012). Strauss called the process of analysis the data in grounded theory as encoding (Strauss & Corbin, 1998, 2014). The collected materials need to be decomposed and conceptualized, and make a further excavating the scope and relations. (Pandit, 1996; Goulding, 2005).

### 2.1 Data acquisition

In order to study the functional characteristics of the Administration Committee, and to understand the development and evolution process of administrative function, we will separately sort and filter the main work plan weekly in four years of 2011-2014. Removing duplicate weeks plan by comparison, we obtain 789, 817, 946 and 622 respective plan annually. Considering studying the evolution of the administration function, this paper has obtained plans by cleaning up plan with low levels of related activities, such as "New year Greetings"

etc., 2375 work plans totally. Aiming at the need of theoretical saturation test, we randomly selected 30% of the annual plan for subsequent inspection plans by grounded theory (Eisenhardt, 1989).

### 2.2 Conceptualization and open coding

The plan items that the paper adopts are comprised of short and long clauses, because many phrases have no obvious subject such as project meetings. We can check partly according to the relevant information collection, no obvious theme plan for checking as far as possible, in order to maintain the accuracy of text description and avoid the bias mindset. At the same time, in order to facilitate subsequent text analysis, this paper adopts the method of layered coding. Specifically, it numbers data with the form of year number - week number - item number, such as 12-21-4, meaning 21th weeks No.4 work plan in 2012. Using open coding to reread and analyze the original data, we found out the original concept. Because the level of the original concept is very low and the quantity is larger, at the same time, there is a big cross. In this paper, preparing the original concept for further refining, we had access to a number of non-redundant phrase. On this basis, using inductive method, we merged the similar meaning in order to obtain the expression of category (Sarker, Lau & Sahay, 2000). Finally we got the work plan in each of the categories.

Table 1 Zhangjiang Innovation Demonstration Zone Administration Committee annual calendar work plan

Year	Category
2011	Investigation, Communication & Cooperation, Policy Research, Contact, Special Fund, Financial Cooperation, High-tech Enterprise Recognition, Innovation Achievement, Association Construction, Stock Ownership Incentive, Personnel & Finance
2012	Investigation, Communication & Cooperation, Policy Pronouncements, Mating Operation, Special Fund, Tech & Finance, Talent Introduction, Experimental Subsidy, Park Planning, Expanding the Park, Intermediary Agency, Detailed Rules For The Use of Special Fund, The Commercialization of S&T Achievement, Structural Reform, Delegate the Authority of Approval, Enhance Innovation Capabilities, Financial Cadre Training Personnel
2013	Investigation, Communication & Cooperation, Policy Research, Mating Operation, Tech & Finance, Special Fund, Expanding the Park, Policy Pronouncements, High-tech Enterprises Recognition, Talent Base Construction, Transaction of Technological Achievement, Delegate the Authority of Approval, Spatial Arrangement, Regulations of Special Fund, Intellectual Property
2014	Investigation, Communication & Cooperation, Mating Operation, Tech & Finance, Special Fund, System and Mechanism, Regulations, Stock Ownership Incentive, Policy Pronouncements, Expanding the Parks, The Lab of Talents, Industrial Cluster, Four Modes of New Economy, Experimental Subsidy, The Park Assessment, Statistical

### 2.3 Axial coding

The main purpose of the axial coding is, through the type (or cluster) analysis, to establish a connection between different categories from the data split in open coding (LaRossa, 2005). When their associations is to be established, we need to find some clues to analyze each category on the conceptual level and understand whether there is a potential link relations (Starks & Trinidad, 2007). Based on this, this article will analyze in the view of communication between different categories in the open coding, and try to parse out the underlying logical relationship or causal relationship.

Through the analysis of the spindle, the author found that each statement had certain internal relations. We divided it into seven relationships after categorizing the categories (between each main category), as shown in the following table.

Table 2 Zhangjiang Demonstration Zone work category summary

	2011	2012	2013	2014
Harmonious Development	Communication& Cooperation, Contacts	Communication& Cooperation, Mating Operation	Communication& Cooperation, Mating Operation	Communication& Cooperation, Mating Operation
Outside Environment	Financial Cooperation, Training work	Intermediary Agency, Training work, Tech& Finance	Tech& Finance, Intellectual Property Work	Tech& Finance
The System Innovation	Association Construction	Structural Reform, Delegate the Authority of Improvement	Delegate the Authority of Approval	System and Mechanism
Serve the Overall Situation	High-tech Enterprises Recognition, Investigation, Special Fund, The Recognition of Innovation Achievements	Investigation, Special Fund, Talent Introduction, Enhance Innovation Capabilities, The Commercialization of S&T Achievement	Investigation,, Talent base Construction, Special Fund, High-tech Enterprises Recognition, Transaction of Technological Achievement	Investigation, Special Fund, The Lab of Talents, Industrial Cluster, Four Modes of New Economy
The construction of regulations		Detailed Rules for the use of Special Fund	Regulations of Special Fund	Regulations, Statistical, The Park Assessment
Policy Service	Stock Ownership Incentive, Policy Research	Policy Pronouncement, Experimental Subsidy	Policy Research, Policy Pronouncement	Stock Ownership Incentive, Policy Pronouncement, Experimental Subsidy
Planning& Construction		Parks Planning, Expanding the Park	Spatial Arrangement, Expanding the Park	Expanding the Park

#### 2.4 Selective coding

Selective coding requires us to dig up the core category from the main category, to analyze the core category and the connection between the main category and other categories (Frankel & Levitt, 2009). And in the form of story, it describes behavior phenomenon and the context (Goulding, 2002), developing new concrete theoretical framework. Through repeated analysis and attempts, we will take the coordination service as the core category, and analyze the relationship between initial concept in the original statement once again. We find the core category do include the seven main categories. Harmonious development, outside environment, the system innovation, serve the overall situation, the construction of regulations, policy service, planning& construction are the basic summary of Zhangjiang Demonstration Zone Administration Committee administration function. Coordination between the various functions of the Committee constitutes the Committee's service system and network. In addition, according to the time sequence, we conductes researches on its service system and network, so that we are able to analyze the evolutionary path of administration function of Committee, and to put forward a new direction to the development of demonstration function.

### 3 Result and discussion

#### 3.1 Theoretical saturation inspection and administration function analysis

Because the theoretical saturation inspection was carried out on the existing scope according to the every year's 30% plan by the author and no other new scopes were formed, it could be regarded that the study of this essay was saturated in theory. The Function Diagram of Zhangjiang Demonstration Zone Administration Committee was established according to the past scopes in the essay. In the diagram below, the dotted arrow represents the relationship included in the main scope and the solid arrow represents the interaction relationship among different main scopes. The solid line represents the influence relationship that was remarked and focused on in the existing research and the dotted line represents the influence relationship that was very important but was not sufficiently focused on.

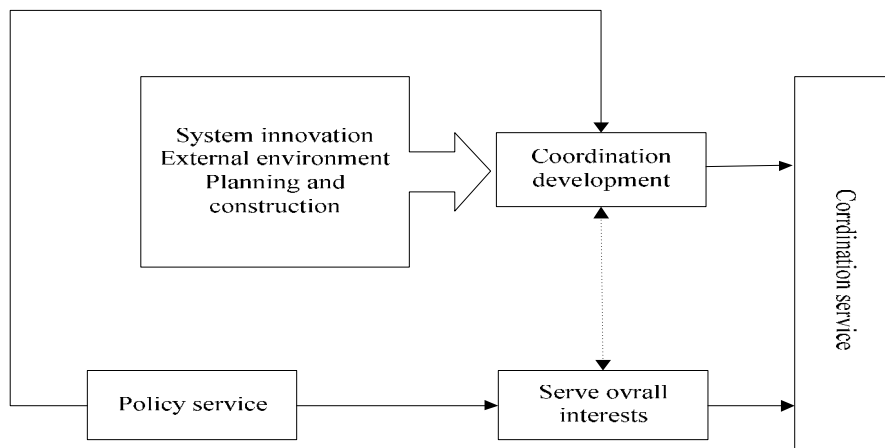


Fig. 1: Function Diagram of Zhangjiang Administration Committee (2011)

From the Function Diagram of Zhangjiang Administration Committee (2011) and its actual function scope, it could be seen that 2011 was the beginning year of Zhangjiang Demonstration Zone development. Its development was still in the exploring stage and its functions were still similar with that of traditional administration departments. However, it had made breakthrough in the work characteristics and development orientation. The specific performance of this was that: Shanghai Municipal Government gave Zhangjiang the functions of “coordination service”, and in this way, the main functions of the Administration Committee was confirmed as division coordination and service. In the coordination aspect, the Administration Committee should coordinate the work in both longitudinal and lateral directions. In the longitudinal direction, the Administration Committee played a connection role. On the one hand, it should communicate with higher authority such as the municipal government, the Ministry of Science and Technology, etc. It needed to know the superior policies and industry development demands, then propose development demands to related departments according to its own development demands. On the other hand, the Administration Committee needed to coordinate the complicated relationship of its 22 subordinate zones and the large quantity of subsidiary zones of these 22 zones. In their development process, the subordinate zones needed to communicate with national, municipal, district and county departments. Therefore, the Administration Committee needed to coordinate the demands of each party, smooth their relationships and open up the communication channel for governments and the enterprises located in these zones. As Zhangjiang was established in 2011, many jobs were still in an exploring stage. Therefore, in the longitudinal direction, its main coordination work was contact. In lateral direction, as one of the pioneer National Independent Innovation Demonstration Zones, Zhangjiang had a certain influence in China and in the world. However, as the Demonstration Zone was established for a short time, many systems were relatively backward. Therefore, in one side, Zhangjiang should positively learn the development experience from excellent foreign zones and make research about the industry development direction. In the other side, the open and inclusive spirits of Demonstration Zone also aroused the interest of many leaders at home and abroad and many scholars, and attracted them to interact with Zhangjiang frequently.

In the service aspect, the core of Administration Committee was about service. Seen from the work scope, the service work of Administration Committee of 2011 was mainly showed in investigation, basic work and special fund aspects. As it was still in the beginning stage, the managers’ main work was to know the zone from all levels. Therefore, the Administration Committee carried out field research on each subordinated zones and all enterprises located in these zones to know the zones’ development situation and enterprises’ growth situation. Zhangjiang made full use of limited funds to leverage market capital, distribute the key enterprises and key industries and made use of the special funds to promote enterprises’ independent innovation, to optimize the industrial structure, to promote industry upgrading and to form the unique industry cluster district so as to achieve the macroscopic readjustment and control. Both the high-tech enterprises confirmation and the innovation achievements confirmation belonged to the basic work scope of the Zhangjiang and were the necessary links for Zhangjiang to promote self-independent innovation.

Policy service was also a component of the function scope. The Innovation Demonstration Zone development need related policies and as a National Independent Innovation Demonstration Zone, Zhangjiang had right to try and foretaste the policies. As it did not directly manage the enterprises located in the zone, the trying and foretasting policies were mainly about promoting some good policies of Zhong guancun, such as the stock ownership incentive policy and so on. We knew about the actual policy situation through investigating related policies, communicated with the enterprises located in the zone and related government departments. Combining with development demands of the Zone, it also promoted the policy transferring and promoted the

policy landing in Zhangjiang so as to achieve the aim of providing coordination and service for enterprises.

The coordination development needed the strong support of system innovation and external environment. The newly established Zone needed to complete the external development environment and to establish connection with finance agencies and intermediary organizations so as to help to establish good external development environment for enterprises located in the zone. The zone's development shall not completely rely on the Administration Committee, and the administration idea of the small government promoted the department to look for the third organization to provide help. Therefore, promoting the community establishment became one of the most important jobs of Zhangjiang Administration Committee.

In 2011, Zhangjiang Demonstration Zone was just established. At that time, the organization operation was just started; the function positioning was not confirmed yet; the administration mode was still in the exploring stage. So adopting the policy about coordination and service could help managers to clear out the function system within a short time and achieve labor division and cooperation. However, with the further implementation of the zone's work, the coordination and service shall be systematically combined together. Besides, after the zone was established, the system establishment was seriously backward and the system and mechanism development was still in exploration. These problems needed to be solved as soon as possible.

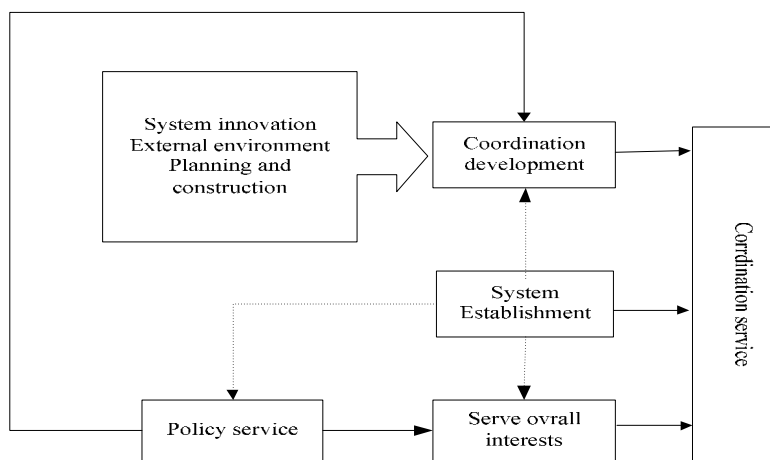


Fig.2: Function diagram of Zhangjiang Administration Committee (2012)

From the function diagram of Zhangjiang Administration Committee of 2012, it could be seen that compared with the beginning stage (2011) when the administration function was very vague, in 2012, the organization of Zhangjiang established basic function frames. Seen from the basic scopes, compared with 2011, the administration work of Zhangjiang was gradually stepping into the right track. The administration function became clear and all work further operated normally.

In coordination development aspect, the Administration Committee transferred from communicating with other function departments into deep work docking and its key work transferred from knowing about basic functions into detail work docking. In the aspect of serving overall interests, while further completing the previous works, Zhangjiang Administration Committee gradually promoted the talents introduction work based on the sustainable development requirements. In the policy aspect, combing with the previous policy investigation, we found out the policies' landing difficulties in policy transferring process. Therefore, in the new period, it would promote the policy trying and forecasting. Meanwhile, it strengthened the communication with enterprises and administration staff of the zone, and provided policy interpretation and solved the problems and difficulties in the policy landing process for them.

Compared with 2011, in 2012, the biggest change of Zhangjiang administration work was showed in system and institution establishment, planning establishment and the promotion of external work environment. In research process, the author found out that in the latter part of 2012, the key work started to make some breakthrough in system establishment and started to change the blindness and disorder characters of the past work. According to the work characters of Zhangjiang, it took the lead to establish the system about the usage of Zhangjiang special funds and completed fund usage principles which provided experience reference for the future system establishment of the Park. The park development should take the long-term perspective and in 2012, Zhangjiang started the preliminary work of the planning work. In system innovation and external environment work aspect, the Administration Committee also made great breakthrough. In the system aspect, the approval right decentralization was carried out in the zone which completely inspired the grass-root levels development activity and explored out a new system innovation road. In the external environment aspect, the work was changed from only contacting with the finance departments into making fully use of the external environment in science and finance which achieved the aim of providing coordination service for the zone's service work.

In 2012, Zhangjiang Demonstration Zone's work was further carried out relying on the previous foundation. The system establishment work and the planning work also started. The work frame of Administration Committee was basically completed and all work were implemented in order. However, because the system establishment work of the Administration Committee just started and no efficient communication bridge was established between coordination and service, the work of the Administration Committee was still in exploration stage. From the grounded analysis made by the author, it could be seen that the Administration Committee started to emphasize the top-level design starting from the mid and late 2012.

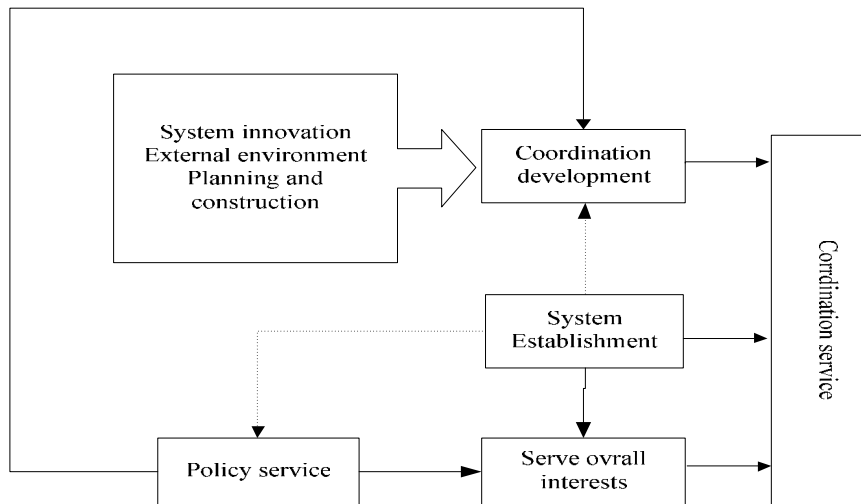


Fig.3: Function diagram of Zhangjiang Administration Committee (2013)

After the fundamental function frame of the Zhangjiang Demonstration Zone Administration Committee was established in 2012, upgrading and optimizing the work under the basic frame was carried out by the Administration Committee in 2013 and the new business was expanded according to the zone's development demands. The coordination development work gradually became stable. The service function was further upgraded because for the Administration Committee, the service was endless and all work shall be further implemented. The talents related work was upgraded from introducing talents into establishing talents base. In the external environment aspect, the committee also started to emphasize the protection of intellectual properties. In addition, the committee further deepened the system establishment and it upgraded the Zhangjiang project implementation principles into project administration regulations and improved the administration level.

On the whole, in 2013, the administration work of Zhangjiang was stably improved relying on the previous work achievements. All work showed stable trends and all system establishments were carried out one by one. It achieved the transition from the starting stage to the growing stage.

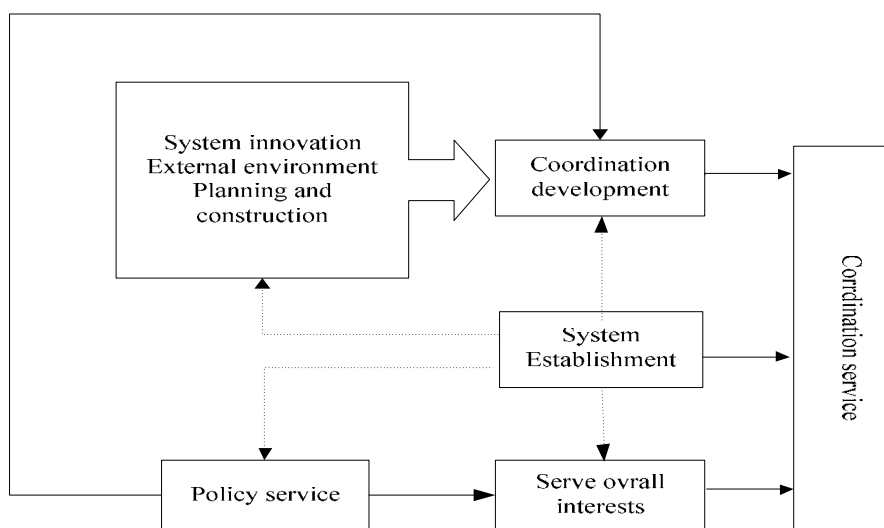


Fig.4: Function diagram of Zhangjiang Management Committee

After the work achieved the stable transition in 2013, the departments stepped into a new development period in 2014. Under the existing function frame, Zhangjiang made great breakthrough in system establishment, serving the overall interests, system innovation and many other aspects. It opened up a brand new work area and led the work to a new stage. Combing the specific function scopes, the Administration Committee work

achievements mainly showed in the following aspects:

The system establishment work was basically completed. 2014 was the most important year for Zhangjiang Demonstration Zone Administration Committee to carry out the top-level design work. After the stable development of last year, the organization, HR and other aspects of the Administration Committee all stepped into the stable development stage which created suitable conditions for the implementation of system establishment. The Administration Committee further studied and established the administration method so that it could solve the administration problems by using the system methods. The coordination service function was confirmed through the laws and regulations method and all departments could be normally operated under the system guarantee. All zones and enterprises could confirm the liability subjects and the Administration Committee's rights and duties through learning the administration methods, and they could seek for help in a better and more convenient way. The successful implementation of the assessment work improved the efficiency and changed the disadvantages of low efficiency and small coverage caused by the previous field investigation. It also expanded the communication channels and improved the information abundance for leaders' decision-making. Besides, it provided convenience for the Administration Committee to provide corresponding solutions according to the development characters of each zone and to improve its service quality. In addition, the successful implementation of the assessment work greatly promoted the brand spreading of the Zhangjiang. It improved the cohesive force of the Demonstration Zone and the integral consciousness of each subordinate zone. The service work transformed and upgraded. In 2014, in the service aspect, Zhangjiang Administration Committee was greatly different from the past. The past service work was mainly carried out in the basic work of the Demonstration Zone and did not make great breakthrough in industry distribution. Based on the previous investigation and experience accumulation and according to the domestic and international development situations and the related leaders' requirements, in 2014, the Administration Committee made great efforts to promote the "Four Modes of New Economy" and industrial cluster development based on the actual situation of Zhangjiang. It also took efforts to improve the self-innovation ability and the industry development level of Zhangjiang.

### *3.2 The function evolution and development tendency of the Zhangjiang Demonstration Zone Administration Committee*

After 4 years development, the administration function of the Zhangjiang Demonstration Zone Administration Committee gradually became stable and all work were implemented systemically. The labor division of different function departments was clearly confirmed and the coordination service policy was insisted and implemented. All these were developed rapidly and were explored out step by step. Through making a general survey of the administration functions of the Administration Committee of the past 4 years and through combing the above function diagram of Administration Committee of the past years mentioned before, it could be seen that the administration functions evolution of the Administration Committee showed the progressive tendency.

Zhangjiang established the administration mode that took coordination and service as the main parts and took policy investigation and other functions as the auxiliary work parts since 2011. Since 2012, with the further implementation of the administration work, the system establishment and planning establishment were gradually carried out and the administration frame of the Administration Committee was basically established. 2013 was the transition year of Zhangjiang. Compared with the past, this year's administration function development was relatively stable and no big changes happened. But the system establishment was strengthened. In 2014, although the functions did not have great change, the Administration Committee's work was obviously deepened. Besides, the system establishment was further strengthened and the basic administration function structure of the Administration Committee was basically confirmed.

From the grounding investigation of the Zhangjiang Demonstration Zone Administration Committee's past 4 years work plan, it could be seen that the functions of the Administration Committee was upgraded step by step with the changing of the work content. Its main development tendency was showed in the following: Firstly, the new functions were added. The administration coverage of the Administration Committee was changed from the previous coordination and service into adding system establishment and planning establishment. The administration abundance was improved. Secondly, the administration was further deepened. From the author's study, it was easy to found out that the Administration Committee's work was gradually deepened. Taking the talents related work for example, it was gradually upgraded from talents introduction to the establishment of talents experiment center and then to the talents base establishment. The work was deepened step by step. Thirdly, the labor division was specified. The labor division of Administration Committee was specified. Compared with the previous situations of vague function positioning and taking care of everything, the responsibility boundary was clearly identified and counterpart administration and clear labor division were achieved. Fourthly, the system establishment was emphasized. The Administration Committee's work gradually evolved into taking top level system establishment as the core part, including all work into systematic



administration, and establishing perfect administration system in the Administration Committee so as to provide better service for all subordinate zones.

#### 4. Conclusions

Through the analysis mentioned above, it was easy to find out that the work scope and foundation frame of Zhangjiang Demonstration Zone Administration Committee were basically confirmed in 2014. Generally, the function frame and the organization frame were highly overlapped and this essay study was no exception. The function departments set up by the Administration Committee were basically overlapped with the change of administration function. This corresponding situation also showed that the theory inspection of the grounding study of the essay was saturated. Based on the judgment of the development tendency of Administration Committee, this paper argues that, firstly, Administration Committee's functions gradually increase with more details as its work deepens. From the evolution of the committee's functions, it constantly improved and expanded its administration functions according to the actual development of the park so as to accomplish the comprehensive administration of the park eventually. Secondly, the horizontal contact of the administration functions and the degree to different functions overlapped with each other will be gradually enhanced. In the framework of administration functions, various functional areas are not alone, so with the refinement of functions, the overlap between administration functions will be gradually enhanced. For instance, overlap exists between the work of special funds and the work of policy services, so the deepening of special funds (such as the amount of money increases) is likely to lead to the weakening and even replacement of policy services. Thirdly, coordination services has become the core work of the committee. The core functions of Zhangjiang Demonstration Zone is of service and coordination, so all related work are around the coordination. Different from the previous institutional patterns which had personnel rights, financial and administrative powers, the starting point of Administration Committee is to provide supports for enterprises according to the requirements of the market. Therefore, all the starting point and the foothold of the committee's work is about coordination and service.

Many jobs of Zhangjiang Demonstration Zone Administration Committee still needed to be improved and adjusted and its policies, mass organizations and external environments still needed to be improved. Firstly, omission of administration. Although Zhangjiang affected by many objective and subjective conditions had the rights to try and foretaste related policies, , the policy establishment and implementation still had many shortcomings. Its policy trying and foretasting was carried out through the policy transferring method. The Demonstration Zone did not have many related policies which caused great impact on the Park's industry distribution and ability integration. The Administration Committee shall make some breakthrough in the system establishment aspect. Secondly, absence of administration. The Administration Committee was deeply affected by the small government operation model. To overcome this, it had to have its work emphasized. Although compared with the past, the mass organization and other third party organizations establishment was slowed down. The mass organizations establishment shall be included in the system establishment. At last, lack of interaction. In the external environment aspect, the system guarantee of the Administration Committee was still not sufficient enough. The development of Zhangjiang needed the support of external environment. However, in the aspect of finance of science, it was short of effective system to help enterprises raise capitals.

Additionally, affected by many subjective and objective factors, the essay also had some shortcomings in document coding and analyzing procedures. The author thought that as a completely new administration organization, the further study of the Demonstration Zone's administration function could be carried out through comparing with the Demonstration Zone of Beijing and Wuhan, etc. so as to seek for better administration function; or through data analysis to explore the influence factors that affected administration function; or combined with the daily work of the frequency statistics to analyze the center of gravity of different demonstration zone's administrations.

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