DEC40
Global Digital Economy Cities Alliance

数字赋能城市 · 合作共创未来
Digital Empowers Cities Cooperation Creates the Future

全球数字经济城市联盟月刊
Global Digital Economy Cities Alliance Monthly

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赵厚麟

全球数字经济城市联盟名誉理事长
国际电信联盟前秘书长

Zhao Houlin

Global Digital Economy Cities
Alliance Honorary Chairman Former
Secretary-General of the International
Telecommunication Union

今天，联盟首期月刊正式推出。作为名誉理事长，我很高兴看到我们拥有了属于全体成员的交流载体。

数字经济的发展，离不开多方主体携手同行。城市承载发展场景，各类机构提供专业支撑，广大企业激发创新活力。联盟汇聚城市、机构、企业等多元伙伴，搭建起互通信息、交流经验、携手合作的平台。这份月刊，正是属于我们全体成员的思想园地与沟通纽带。

数字浪潮滚滚向前，城市数字化转型、机构协同创新、企业技术实践三者紧密交织。期待依托这一刊物，各成员单位积极分享实践案例，交流前沿思考，凝聚共识、互学互鉴。秉持开放包容的理念，持续深化跨主体协同，共同探索数字经济赋能城市高质量可持续发展的可行路径。

愿月刊成为传递声音、链接伙伴的桥梁，祝愿联盟行稳致远，祝愿本刊越办越好！

Today, the first issue of our alliance's monthly magazine has been officially launched. As the honorary chairman, I am delighted to see that we now have a dedicated platform for communication among all members.

The development of the digital economy relies on the collaborative efforts of diverse stakeholders. Cities provide the venues for development, various institutions offer specialized support, and a wide array of enterprises unleash their innovative potential. This alliance brings together diverse partners—including cities, institutions, and enterprises—to establish a platform for information sharing, experience exchange, and joint cooperation. This monthly journal serves as both an intellectual forum and a communication bridge for all our members.

As the digital wave advances relentlessly, three key areas—urban digital transformation, institutional collaborative innovation, and corporate technological practice—are becoming closely intertwined. We look forward to leveraging this publication to enable member organizations to actively share practical case studies, exchange cutting-edge insights, build consensus, and engage in mutual learning. Guided by principles of openness and inclusivity, we will continue to deepen cross-organizational collaboration, jointly exploring viable pathways through which the digital economy can empower cities to achieve high-quality and sustainable development.

May this monthly journal serve as a bridge to amplify voices and connect partners; may the alliance progress steadily and achieve lasting success; and may this publication continue to thrive and flourish!



弗朗西斯·高锐

全球数字经济城市联盟理事长
世界知识产权组织前总干事

Francis Gurry

Chairman, Global Digital Economy Cities Alliance
Former Director General, World Intellectual Property Organization (WIPO)

值此全球数字经济城市联盟（DEC40）月刊创刊之际，谨向所有伙伴城市、科研机构、企业同仁致以诚挚祝贺。

城市是数字创新落地的主阵地，各类机构与市场企业则是创新生态不可或缺的参与者。数字化转型从来不是单一主体的孤军奋战，政府搭建场景、科研机构输出思想、企业贡献技术方案，多方协同，才能持续释放数字经济活力。知识产权保护与创新激励，正是维系这一生态良性运转的基石，既保障创造者权益，也促进创新成果在城市间流动、共享。

创办联盟月刊，是我们搭建常态化交流平台的重要一步。这份刊物将记录全球伙伴城市的数字化实践，分享科研机构的前沿思考，展示企业技术落地案例，汇集人工智能、智慧城市、数据治理等领域的探索经验。它将成为一座开放的对话桥梁，让不同类型的伙伴交换观点、互鉴经验，凝聚共识、协同行动。

合作致远，创新无界。期待月刊持续汇聚各方真知，见证城市、机构与企业携手探索，把数字愿景转化为务实成果，共同推动包容、可信、可持续的全球数字经济发展。

On the occasion of the launch of the monthly journal of the Global Digital Economy Cities Alliance (DEC40), we extend our heartfelt congratulations to all partner cities, research institutions, and corporate colleagues.

Cities serve as the primary battleground for the implementation of digital innovation, while diverse institutions and market enterprises constitute indispensable participants in the innovation ecosystem. Digital transformation has never been a solitary endeavor by a single entity; rather, it requires coordinated efforts—where governments establish practical scenarios, research institutions provide intellectual insights, and enterprises contribute technical solutions—to continuously unleash the vitality of the digital economy. Intellectual property protection and innovation incentives form the cornerstone of sustaining this healthy ecosystem, safeguarding the rights and interests of creators while facilitating the flow and sharing of innovative achievements across cities.

Launching this alliance monthly journal represents a crucial step in establishing a regular platform for exchange. This publication will document the digital practices of our global partner cities, share cutting-edge insights from research institutions, showcase real-world implementation cases of corporate technologies, and compile best practices in areas such as artificial intelligence, smart cities, and data governance. It will serve as an open dialogue bridge, enabling diverse partner entities to exchange perspectives, learn from each other's experiences, build consensus, and undertake collaborative actions.

Collaborating for far-reaching impact, innovating without boundaries. We look forward to this monthly publication continuing to gather diverse insights, witnessing cities, institutions, and enterprises join forces to explore new avenues—transforming digital visions into tangible outcomes—and collectively advancing a global digital economy that is inclusive, trustworthy, and sustainable.



领导视野

President's Perspective

传递顶层思考与战略判断，为会员城市与企业提供方向性引领。

Conveys top-level thinking and strategic judgment, providing directional guidance for member cities and enterprises.

领导视野 PRESIDENT'S PERSPECTIVE

弗朗西斯·高锐：城市需要做出选择，迈向更加友好的数字未来

Francis Gurry: Cities Must Choose to Step Toward a More Friendly Digital Future



2026 年 7 月 2 日，全球数字经济城市联盟理事长、世界知识产权组织前总干事弗朗西斯·高锐在 2026 全球数字经济大会开幕式上现场发布了《全球数字经济城市发展报告》。以下为现场发言实录。

On July 2, 2026, Francis Gurry, Chairman, Global Digital Economy Cities Alliance, Former Director General, World Intellectual Property Organization (WIPO) released the Global Digital Economy Cities Report at the Opening Ceremony of the 2026 Global Digital Economy Conference. The full speech is as follows.

数字技术已经超越了之前的状态，成为城市的操作系统，这可以说是一项运动，这也是我们成立全球数字经济城市联盟的初衷之一，希望通过这个组织，指导全球城市抓住数字机遇，共同应对挑战，并探索实现可持续发展的路径。

Digital technology has evolved beyond its previous role to become the operating system of cities. This can be regarded as a global movement, and it is also one of the original intentions for establishing the Global Digital Economy Cities Alliance. We hope that through this organization, we can guide cities around the world to seize digital opportunities, jointly address challenges, and explore pathways to sustainable development.

当然，城市不仅仅是展示新技术的场所，更是一个关键主体，能够决定技术如何落地、为谁服务。城市所做的每个选择都会塑造自己的未来，同时会产生深远影响，这种影响将超越边界，对技术未来的发展方向产生重大影响。

Cities are not merely venues for showcasing new technologies; they are key actors that determine how technologies are implemented and whom they serve. Every choice a city makes shapes its own future and exerts far-reaching influence that transcends borders, significantly steering the future direction of technology.

城市，不仅是技术应用的“展示场” 更是决定技术如何落地、为谁服务的重要行动主体

Cities are not merely "showcases" for technological applications—they are vital agents that determine how technology is deployed and whom it serves.

数字经济 → 重塑城市形态
Digital Economy → Reshaping Cities

数字技术渗透城市肌理，从根本上改变居民生活方式，重塑城市物理空间布局、社会协作关系、经济运作模式与产业结构，推动城市化身平台。

Digital technology is weaving itself into the urban fabric by redefining daily life, reconfiguring physical space, and reshaping social dynamics and industries—thereby turning cities into platforms.

城市发展 → 定义数字未来
Urban Development → Defining the Digital Future

城市既是人口、产业和基础设施的承载单元，也是新技术试验的前沿场景；既是数字风险最早显现的冲击前线，也是治理规则的试验场；还是全球合作网络中的重要节点。
这些角色共同构成城市参与数字经济治理的行动框架。

As hubs for populations, industries, and infrastructure, testbeds for emerging tech, frontlines for digital risks, governance sandboxes, and key global nodes, cities shape the action framework for urban digital governance.

与此同时，我们也面临各种挑战。包括城市间的数字鸿沟仍在扩大，标准碎片化严重，全球标准不统一导致协作成本增高。一方面既要主张数字主权；另一方面又要倡导开放合作，这两者之间有时难以协调，世界各国及各地的城市都在为此而纠结。我们希望城市不再各自为政，而是通过联盟进行协作，寻找共同的治理框架，推动标准互认，让数据实现互操作。

Meanwhile, we face multiple challenges. The digital divide between cities continues to widen; standards are highly fragmented, and inconsistent global standards have raised collaboration costs. On the one hand, we must uphold digital sovereignty; on the other, we advocate openness and cooperation. Balancing the two is often difficult, and countries and cities worldwide are grappling with this dilemma. We hope cities will no longer act in isolation, but collaborate through the Alliance to seek common governance frameworks, promote mutual recognition of standards, and enable data interoperability.



一个城市的成功确实能为其他城市指明前进的方向，我们需要用统一的语言来讲述这些故事。现在，我们看到数字化转型已不再单纯强调技术本身的优越性，而是转向技术为人服务、以人为本。我们不再只关注技术本身，比如网络速度有多快，而是希望利用技术提供公共服务，增加便利性；用技术促进创新，让城市变得更安全、更具韧性。

The success of one city can indeed light the way for others. We need a common language to share these stories. Today, digital transformation no longer focuses solely on the superiority of technology itself, but shifts to putting technology at the service of people and putting people first. We no longer fixate on technical metrics such as internet speed, but aim to use technology to deliver public services and enhance convenience; to foster innovation, and to make cities safer and more resilient.

为此，我们开发了一个衡量城市能力的图谱，涵盖技术数字底座、创新资源、治理服务、低碳发展、城市韧性、开放性与互联互通性，以及数字包容性等若干维度。我们希望通过这个图谱，能够形成对数字技术以及不同城市需求的深入了解。

To this end, we have developed a capability assessment framework for cities, covering multiple dimensions including digital infrastructure, innovation resources, governance and services, low-carbon development, urban resilience, openness and connectivity, and digital inclusion. Through this framework, we hope to gain an in-depth understanding of digital technologies and the diverse needs of cities.

“6+1”城市数字能力观察体系与城市特色发展路径

"6+1" Urban Digital Competitiveness Model & Distinct Development Pathways for Cities



数字产业引领力
Digital Industry Leadership

数字创新策源力
Digital Innovation Capability

数字开放与全球链接力
Digital Openness and Global Connectivity

数字基础支撑力
Digital Infrastructure Support

数字治理服务力
Digital Governance and Services

数字低碳与城市韧性
Digital Low-Carbon and Urban Resilience

24 座样本城市数字能力画像 Digital Capability Profile Matrix of 24 Sample Cities

全要素引领型 Full-factor Leadership	产业创新型 Industrial Innovation	开放枢纽型 Open Hub	平台治理型 Governance Platform	人本治理型 Human-Centered Governance	新兴门户与包容创新型 Emerging Gateway& Inclusive Innovation
北京 Beijing	首尔 Seoul	上海 Shanghai	杭州 Hangzhou	阿姆斯特丹 Amsterdam	内罗毕 Nairobi
东京 Tokyo	旧金山 San Francisco	巴黎 Paris	塔林 Tallinn	赫尔辛基 Helsinki	圣保罗 São Paulo
新加坡 Singapore	深圳 Shenzhen	迪拜 Dubai		苏黎世 Zurich	雅加达 Jakarta
纽约 New York	特拉维夫 Tel Aviv			巴塞罗那 Barcelona	拉各斯 Lagos
伦敦 London	班加罗尔 Bangalore				塔什干 Tashkent

展望 2030 年，世界各地的城市都面临共同的挑战，包括如何实现包容性发展、如何保障安全、如何构建数字友好环境以及维护数字主权，这些挑战相互交织，有的已经超出了单个城市单枪匹马应对的能力范围。我们也识别出几个能够影响未来城市的关键变量，包括人工智能、具身智能等，以及如何平衡人口变化和数字主权之间的关系。

Looking ahead to 2030, cities worldwide face shared challenges: achieving inclusive development, ensuring security, building a digital-friendly environment, and safeguarding digital sovereignty. These challenges are intertwined, and some exceed the capacity of any single city acting alone. We have also identified key variables that will shape future cities, including artificial intelligence, embodied intelligence, and the balance between demographic changes and digital sovereignty.

面对 AI 与具身智能发展、数字主权再平衡、人口结构变迁 我们将从智慧城市迈向“人工智能友好城市”

In the face of advances in AI and embodied intelligence, the rebalancing of digital sovereignty, and shifting demographics, we are moving from smart cities toward "AI-friendly cities".

全球城市虽然具有不同的数字发展路径，但普遍面临包容性、安全性、伦理性、结构性和主权性五类风险。这些风险正通过数字鸿沟、技术锁定与制度依赖形成放大传导，使城市成为风险的最终承受者。

While varying in digital development paths, global cities share five common risks: inclusivity, security, ethics, structural, and sovereignty. Amplified by the digital divide, tech lock-in, and institutional reliance, this transmission mechanism makes cities the ultimate risk bearers.

人工智能与具身智能将推动城市智能化进程；数据要素市场化推动城市价值重构；绿色与数字双重转型从并行走向融合；数字主权与共享协作严重依赖可信开放；人口结构变化重塑城市数字治理需求；信任与安全基础设施成为数字时代贯穿性变量。

AI and Embodied Intelligence: From Smart Cities to "AI-Friendly Cities".Data Marketization: Reshaping urban value structures. Green and Digital Transitions: From Parallel Tracks to an Integrated Agenda.Digital Sovereignty & Collaboration: Require Trusted Openness. Demographics reshaping digital governance. Trust and Security Infrastructure: A Cross-Cutting Variable.

从智能城市过渡到人工智能友好城市，我们不断地在追问：数字化到底是服务于谁？谁来制定规则？数字化会带我们、带城市走向何方？要回答这些问题，我们其实需要了解城市承担的对人、对规则、对文明的三重责任。

In the transition from smart cities to AI-friendly cities, we keep asking fundamental questions: Who is digitalization for? Who sets the rules? Where will digitalization take people and cities? To answer these questions, we must recognize the triple responsibilities of cities: to people, to rules, and to civilization.

我们展望未来的数字前景，要维护文明，做到以人为本。数字经济发展得非常快，每个城市都能够找到自己的长项，而且我们也有共同的框架把我们联系在一起。我们共同的数字目标不只是提升效率，而是要保护人的尊严，加强城市的韧性，让发展的机会更为公平地被分配，并且促进全球的开放合作。城市需要做出选择，迈向更加友好的数字未来！非常感谢各位的倾听！

As we envision the digital future, we must uphold civilization and remain people-centered. The digital economy is developing rapidly. Every city can leverage its strengths, and we share a common framework that binds us together. Our shared digital goals are not only to improve efficiency, but also to protect human dignity, strengthen urban resilience, distribute development opportunities more equitably, and promote global openness and cooperation. Cities must choose to step toward a more friendly digital future! Thank you very much for your attention.

领导视野 PRESIDENT'S PERSPECTIVE

赵厚麟：缩小数字鸿沟，把中国数字经验分享给全世界

Zhao Houlin: Narrowing the digital divide and sharing China's digital experience with the world



2026 年 7 月 2 日，全球数字经济城市联盟名誉理事长、国际电信联盟原秘书长赵厚麟在 2026 全球数字经济大会期间接受采访。以下为访谈实录。

On July 2, 2026, Zhao Houlin—Honorary Chairman of the Global Digital Economy Cities Alliance and former Secretary-General of the International Telecommunication Union—was interviewed during the 2026 Global Digital Economy Conference. The following is the verbatim transcript of the interview.

近年来，中国纵深推进数字中国建设，培育新质生产力，成效斐然。中国建成了全球规模最大、技术领先的 5G 网络和光纤宽带网络，5G 工厂生产效率平均提升 15% 以上，一批具身智能机器人已走进真实工业产线。

In recent years, China has vigorously advanced the construction of a Digital China, fostering new types of productive forces and achieving remarkable results. China has built the world's largest 5G network and fiber-optic broadband network, both of which are technologically leading; the average production efficiency of 5G-enabled factories has increased by over 15%; and a number of embodied intelligent robots have already been deployed in real industrial production lines.

更值得关注的是新型基础设施的超前布局。算力网已与水网、电网等一起纳入国家统筹建设的“六张网”，算力正像水和电一样成为普惠的基础资源。北京智能算力总规模已达 8.2 万 P，并向中小企业和创业者开放共享，让“一人公司”也能用得起。

Even more noteworthy is the forward-looking deployment of new-type infrastructure. Computing power networks have been incorporated, alongside water and power grids, into the "six critical networks" under national coordinated development; computing power is now becoming a universally accessible foundational resource, much like water and electricity. Beijing's total intelligent computing

capacity has already reached 82,000 P, and this capacity is being made available for sharing among small and medium-sized enterprises as well as entrepreneurs, ensuring that even "one-person companies" can access these resources affordably.

中国的数字经验之所以有参考价值，不在于某一个单点技术有多领先，而在于我们始终把网络和算力当作公共基础设施来建设、来普及。这个思路，对发展中国家尤其有借鉴意义。

The reference value of China's digital experience lies not in the superiority of any single technology, but in our consistent approach of treating networks and computing power as public infrastructure—both in terms of construction and widespread adoption. This approach holds particular significance as a model for developing countries.

我想先给出一个基本判断：人工智能如火如荼发展至今，还只是处于发展初期阶段，它不会就此止步。未来在技术路径、标准化、管理规则、伦理道德等领域，仍面临新课题、新挑战，也孕育着新机遇。

I would like to begin with a fundamental assessment: despite its rapid and vigorous development to date, artificial intelligence remains in its early stages of evolution, and it will by no means come to an end. In the future, it will still face new challenges and issues in areas such as technological pathways, standardization, regulatory frameworks, and ethical considerations—while also giving rise to new opportunities.

人工智能如火如荼发展至今，还只是处于发展初期阶段。它不会就此止步。

Despite its rapid and vigorous development, artificial intelligence is still in its early stages of evolution. It will not come to a halt.

从商业化角度看，算力成本、场景适配、数据供给是三个绕不开的环节。从一次聊天对话，到智能体自主规划完成一项任务，算力消耗涨了上百倍，供需缺口已成为人工智能发展的最大瓶颈。让算力更便宜、让算法与硬件真正适配、让数据合规流动，才是大模型从“能用”走向“好用、用得起”的关键。

From a commercial perspective, computing cost, scenario adaptability, and data availability are three indispensable factors. From a single chat conversation to an agent autonomously planning and completing a task, the computing resource consumption can increase by over a hundredfold; the supply-demand gap has thus become the most critical bottleneck for the development of artificial intelligence. Making computing resources more affordable, ensuring genuine compatibility between algorithms and hardware, and enabling compliant data flow are the key steps for large-scale models to evolve from being "usable" to being "user-friendly and affordable."

依托完备的创新资源、完整的产业创新链条和成熟的国际化交流平台，北京完全有潜力成为下一代人工智能全球创新策源高地。我提三点建议：一是前瞻布局新型架构专项攻关，培育自主可控的开源技术生态，并把国内原创方案纳入全球标准体系；二是推动算法体系与国产算力硬件深度适配，避免新架构仍依附海外底座；三是依托机器人、智能实体交互等特色优势，有序开放实景数据，搭建世界模型试验场景。

Leveraging its comprehensive innovation resources, complete industrial innovation chain, and well-established international exchange platforms, Beijing possesses full potential to emerge as a global innovation hub for the next generation of artificial intelligence. I propose the following three recommendations: first, to strategically prioritize research and development on novel architectures, cultivate a self-sufficient open-source technology ecosystem, and integrate domestically developed original solutions into global standard frameworks; second, to facilitate deep integration between algorithmic architectures and domestically produced computing hardware, ensuring that new architectures do not remain dependent on overseas foundational infrastructures; third, to capitalize on distinctive strengths—such as robotics and intelligent physical interaction—to progressively open up real-world scenario data and establish experimental environments for world models.

技术发展得越快，越要回到一个根本问题：技术是为人服务的工具，还是需要人来适应的一道新门槛？北京提出的“数字友好城市”，回答的正是这个问题。

The faster technology advances, the more urgent it becomes to return to a fundamental question: Is technology merely a tool to serve people, or does it now represent a new threshold that humans must adapt to? The concept of a "Digital Friendly City" proposed by Beijing addresses this very question.

技术、发展、场景、开放“四个友好”，我的理解是：技术友好，是技术可及、可用、可信；发展友好，是数字化要带动发展，而非扩大分化；场景友好，是技术要走进城市治理和百姓生活的真实场景；开放友好，是在开放合作中共享红利。也必须看到，国际社会仍面临严峻的数字发展不均衡，北京亟须在既有优势之上打造数字友好城市范式。



The "four friendliness" principles—technology, development, scenarios, and openness—can be understood as follows: technology friendliness means that technology should be accessible, usable, and trustworthy; development friendliness means that digitalization should drive overall development rather than exacerbate inequality; scenario friendliness means that technology should be integrated into the real-world contexts of urban governance and the daily lives of citizens; and openness friendliness means that benefits should be shared through open cooperation. At the same time, it must be recognized that the international community still faces severe disparities in digital development, and Beijing urgently needs to build a paradigm of a "digital-friendly city" based on its existing strengths.



这一年，“数字友好”从理念走到了落地。2025 全球数字经济大会上，北京发布《全球数字友好倡议》，很快获得 52 个国家共同支持；今年，由联合国开发计划署牵头编制的《全球数字友好城市评价指引》面向全球发布，把“数字友好”从理念转化为可落地的评价体系。全国重点城市境外人员入境数字化服务便利性提升专项行动同步启动，在北京、上海、深圳等 6 个城市开展，加快打通居住、医疗、支付、旅游、公共服务等领域的堵点。

This year, the concept of "digital friendliness" has evolved from an idea to practical implementation. At the 2025 Global Digital Economy Conference, Beijing unveiled the "Global Digital Friendliness Initiative," which swiftly secured joint support from 52 countries; this year, the "Global Digital Friendly City Evaluation Guidelines," led by the United Nations Development Programme, were released worldwide, transforming "digital friendliness" from a concept into a concrete evaluation framework. Simultaneously, a national special action to enhance the digital service accessibility for foreign residents in key cities across the country was launched, implemented in six cities—including Beijing, Shanghai, and Shenzhen—to accelerate the resolution of bottlenecks in areas such as housing, healthcare, payments, tourism, and public services.

要把北京实践变成全球可借鉴的范式，我提四点主张：一是积极参与国际规则与数据跨境合作，与 WTO 等国际组织共商数据跨境流动与 AI 治理规则；二是主导技术标准与安全治理，抢占 6G、AI 国际标准制高点，输出“安全可控”的中国方案；三是构建全球产业协作生态，组织北京 MaaS 服务商“组团出海”；四是倡导科技伦理与数字包容，联合 UNDP 等机构支持发展中国家弥合教育、医疗数字鸿沟。

To transform Beijing's practices into a globally replicable paradigm, I propose four key initiatives: First, actively engage in international rule-making and cross-border data cooperation, collaborating with international organizations such as the WTO to jointly formulate rules for cross-border data flows and AI governance; second, take the lead in developing technical standards and security governance,

securing a strategic position in shaping international standards for 6G and AI, and exporting "secure and controllable" Chinese solutions; third, build a global industrial collaboration ecosystem by organizing Beijing-based MaaS service providers to embark on "group overseas expansion" initiatives; fourth, advocate for technological ethics and digital inclusion, partnering with agencies like UNDP to support developing countries in bridging the digital divides in education and healthcare.

国际电信联盟提出，到 2030 年要让每个人都能以可承受的价格上网，但这是一个真正的挑战。今年是 2026 年，世界上仍有近 22 亿人没有上网，难以共享数字基础设施的红利与安全保障。与此同时，数字技术也在扩大国家、城市、城乡、不同人群之间的不平等，这个趋势不能任其发展下去。

The International Telecommunication Union has set the goal that by 2030, every person should have access to the internet at an affordable price; however, this remains a formidable challenge. In 2026, nearly 2.2 billion people worldwide still lack internet access, making it difficult for them to benefit from the dividends of digital infrastructure and to enjoy adequate security guarantees. At the same time, digital technologies are exacerbating inequalities among nations, cities, urban and rural areas, and different population groups—a trend that cannot be allowed to persist unchecked.

我把这件事概括为几个字——“数字生命线”。在越来越依赖不间断连接的世界中，数字韧性已成为全球发展的核心刚需。中国愿与各国共享经验，推动标准共享、技术互助、经验互鉴，帮助其他国家和地区建好、用好“数字生命线”。

I summarize this matter in two words—"Digital Lifeline." In a world that is increasingly dependent on uninterrupted connectivity, digital resilience has become a core, essential requirement for global development. China is willing to share its experience with other countries, promote the sharing of standards, technical cooperation, and mutual learning of best practices, thereby helping other countries and regions build and effectively utilize their own "Digital Lifelines."

数据领域同理。如果不同行业各自开发数据，各国以邻为壑、自我隔离，数据发展就会停滞不前。接触能促进理解，合作能推动市场。

The same applies to the realm of data. If different industries develop their own data in isolation, and if countries adopt a zero-sum approach—seeking to shift burdens onto neighboring countries while isolating themselves—then data development will stagnate. Engagement fosters understanding, and cooperation drives market growth.

数字经济不再是单一城市的独角戏。我们共同发起“南南数字合作走廊”，把技术转移、基建互联的蓝图，转化为发展中国家城市可见的鸿沟弥合成效。

The digital economy is no longer a solo performance by a single city. Together, we have launched the "South-South Digital Cooperation Corridor," transforming the blueprint of technology transfer and infrastructure connectivity into tangible outcomes that bridge the digital divide for cities in developing countries.

今天，我们在北京播下数字合作的种子，明天，它将在全球城市的土壤中长成支撑可持续发展的参天大树。

Today, we are sowing the seeds of digital cooperation in Beijing; tomorrow, those seeds will grow into towering trees that underpin sustainable development across cities worldwide.

中国企业出海不仅是商业行为，更应肩负起技术普惠的责任。我期待更多企业把中国的智慧城市、智慧健康、绿色能源等方案带入海外市场，让数字红利惠及全球更多人群。

For Chinese enterprises, going global is not merely a commercial endeavor; it also entails assuming the responsibility of promoting inclusive access to technology. I look forward to seeing more companies bring China's smart city solutions, smart health solutions, green energy solutions, and other offerings to overseas markets, thereby enabling digital dividends to benefit a wider range of people worldwide.

这就是我一直想说的——缩小数字鸿沟，把中国数字经验分享给全世界。

This is exactly what I have always wanted to convey—narrowing the digital divide and sharing China's digital experience with the rest of the world.





联盟动态

Alliance in Action

记录全球数字经济城市联盟本月重要工作进展，让会员第一时间掌握联盟运转全貌。

Records the Global Digital Economy Cities Alliance's key progress this month, keeping members informed of the Alliance's overall operations as they happen.

联盟动态
ALLIANCE IN ACTION

2026
09/09—09/13

2026 中国国际服务贸易交易会
2026 China International Fair for Trade in Services (CIFTIS 2026)

全球数字经济城市联盟参与 2026 年中国国际服务贸易交易会“数字友好解决方案展”

The Global Digital Economy Cities Alliance hosted the "Digital-Friendly Solutions Exhibition" as part of the 2026 China International Fair for Trade in Services (CIFTIS).





2026
09/09

2026 中国国际服务贸易交易会国际创新合作暨出海生态服务商对接会
2026 CIFTIS International Innovation Cooperation and Overseas Ecosystem Service Provider Matchmaking Conference

全球数字经济城市联盟秘书长尤靖出席并做主旨发言，系统阐述数字全球化背景下城市合作、规则对接与场景共创的新路径。

You Jing, Secretary-General of the Global Digital Economy Cities Alliance, delivered a keynote speech, systematically outlining new pathways for city cooperation, rules alignment, and scenario co-creation in the context of digital globalization.

2026
09/10

2026 中国服贸会“数字友好解决方案展”新闻发布会
2026 China International Fair for Trade in Services (CIFTIS 2026)

全球数字经济城市联盟秘书长尤靖在新闻发布会中围绕“数字友好”理念，系统阐述了全球数字经济合作趋势，并介绍了联盟下一步将重点推进的合作举措。

You Jing, Secretary-General of the Global Digital Economy Cities Alliance, elaborated on global digital economy cooperation trends around the "digital-friendly" concept at the press conference, and introduced the alliance's key cooperation initiatives to be advanced next.





2026
09/12

“数字友好解决方案体验官”授予仪式
Appointment Ceremony for "Digital-Friendly Solutions Experience Officers"

中国女子跳高运动员邵雨琪、迪拜中阿卫视中国新闻中心主任方浩明正式获聘为“数字友好解决方案体验官”

Shao Yuqi, a Chinese female high jumper, and Director of the China News Center at China-Arab TV (Dubai), were formally appointed as "Digital-Friendly Solutions Experience Officers."

2026

09/14 - 09/16

2026 上合组织数字经济论坛

2026 SCO Digital Economy Forum

全球数字经济城市联盟代表受邀出席，围绕数智化转型、数据要素价值释放、数字基础设施互联互通等议题与各方深入交流，进一步深化与中亚及上合组织国家在数字产业领域的合作。

Representatives of the Global Digital Economy Cities Alliance were invited to attend, engaging in in-depth exchanges with all parties on topics including digital-intelligent transformation, unlocking the value of data elements, and interconnectivity of digital infrastructure, further deepening cooperation with Central Asian and SCO countries in the digital industry.





2026

09/15

全球数字经济城市联盟与中亚区域经济合作学院签署合作谅解备忘录

Global Digital Economy Cities Alliance and CAREC Institute Sign Memorandum of Understanding

双方旨在通过建立长期战略合作伙伴关系，深化区域经济合作、知识共享与人才培育，推动中亚区域经济合作成员国数字化转型升级。

The two sides aim to establish a long-term strategic partnership to deepen regional economic cooperation, knowledge sharing, and talent development, and to drive the digital transformation and upgrading of CAREC member economies.

2026

09/19

第 29 届京台科技论坛 AI+ 绿色发展论坛

The 29th Beijing-Taiwan Science and Technology Forum · AI + Green Development Forum

全球数字经济城市联盟秘书长尤靖主持活动，京台两地产业界、学术界代表近 200 人参加，围绕人工智能、绿色能源、低碳制造等领域合作展开交流。

You Jing, Secretary-General of the Global Digital Economy Cities Alliance, presided over the event. Nearly 200 representatives from the industrial and academic circles of Beijing and Taipei participated in the activity, exchanging views on cooperation in such fields as artificial intelligence, green energy and low-carbon manufacturing.





2026

09/28

全球数字经济城市联盟新加坡办公室专题研讨会

Special Seminar at the Singapore Office of the Global Digital Economy City Alliance

活动由亚洲数字经济科学院（AADE）组织，共同探讨企业国际化发展与海外市场本地化实践。

Organized by the Asian Academy of Digital Economy (AADE), the event brought together more than 20 entrepreneurs and professionals specializing in enterprise going-global services to jointly explore corporate internationalization and overseas-market localization practices.



会员风采

Member Spotlight

聚焦全球数字经济城市联盟会员单位本月动态，集中呈现会员企业在高峰论坛、行业峰会、技术展览等各类活动中的精彩亮相与实践分享，记录伙伴与联盟共同成长的足迹。

Spotlights the monthly activities of member organizations of the Global Digital Economy Cities Alliance, showcasing how member enterprises made their mark and shared practical insights at summits, industry forums, technology exhibitions. Documents the shared journey of growth between partners and the Alliance.

会员风采
Member Spotlight

北京奇梦岛科技有限公司
HERE

携 “WAKUKU”“SIINONO”“YONNNA” 等九大原创 IP 矩阵及多项跨界创新成果再次亮相 2026 年服贸会。

Returning to the 2026 CIFTIS, HERE brought along its matrix of nine original IPs—including "WAKUKU," "SIINONO," and "YONNNA"—together with multiple cross-over innovation achievements.



奇安信

奇安信科技集团股份有限公司
Qi An Xin Technology Group Inc.

在 2026 年服贸会期间，奇安信与北京数据集团正式达成战略合作，并作为 11 家领军企业之一集中签署战略合作协议，覆盖数据安全、算力基建、人工智能等关键领域。奇安信将发挥网络安全领军企业优势，围绕数据安全治理、数据要素安全流通、可信数据空间、隐私计算等方向与北京数据集团深度合作，以坚实“安全底座”夯实数据要素赋能实体经济的产业根基，服务北京全球数字经济标杆城市建设。

During the 2026 China International Fair for Trade in Services (CIFTIS), Qi An Xin Technology Group and Beijing Data Group officially reached a strategic cooperation agreement, and jointly signed a strategic cooperation pact as one of 11 leading enterprises, spanning key areas such as data security, computing infrastructure, and artificial intelligence. Leveraging its strengths as a leader in cybersecurity, Qi An Xin Technology Group will engage in in-depth collaboration with Beijing Data Group across data security governance, secure circulation of data elements, trusted data spaces, and privacy computing. By building a solid "security foundation," the company aims to strengthen the industrial bedrock of empowering the real economy with data elements, supporting Beijing's development as a global benchmark city for the digital economy.



北京电子数智科技有限责任公司
Beijing Electronic Digital Intelligence Technology Co., Ltd.

北电数智公司副总裁赵鸿宇在 2026 年中国国际服务贸易交易会“数字友好解决方案展”新闻发布会中围绕全栈国产 AI，分享北电数智对“数字友好”的理解与实践。并参与第 29 届京台科技论坛 AI+ 绿色发展论坛的圆桌交流环节，以“数智绿能 · 京台同行”为主题，围绕数字智能与绿色能源如何互相成就，从零碳园区、工厂智能体、AI 储能调度、算力绿电门槛、园区自配平、绿电与碳数据互认以及京台合作切入点等方面深入交流，为京台 AI 赋能绿色发展勾勒清晰图景。

At the press conference for the "Digital-Friendly Solutions Exhibition" of the 2026 CIFTIS, Mr. Zhao Hongyu, Vice President of bedicloud, shared the company's understanding and practices of "digital friendliness" centered on full-stack domestically produced AI. He also took part in the roundtable discussion at the AI + Green Development Forum of the 29th Beijing-Taiwan Science and Technology Forum, themed "Digital Intelligence and Green Energy · Beijing and Taiwan Moving Forward Together." Focusing on how digital intelligence and green energy mutually empower each other, the discussion delved into topics such as zero-carbon parks, factory agents, AI energy storage scheduling, the green-power threshold for computing, park self-balancing, mutual recognition of green electricity and carbon data, and entry points for Beijing-Taiwan cooperation—painting a clear picture of Beijing-Taiwan AI-enabled green development.



Timeloit 时代凌宇

北京时代凌宇科技股份有限公司
Beijing Timeloit Technology Co., Ltd.

北京时代凌宇科技股份有限公司总裁黄飞参与第 29 届京台科技论坛 AI+ 绿色发展论坛的圆桌交流环节，以“数智绿能·京台同行”为主题，围绕数字智能与绿色能源如何互相成就，从零碳园区、工厂智能体、AI 储能调度、算力绿电门槛、园区自配平、绿电与碳数据互认以及京台合作切入点等方面深入交流，为京台 AI 赋能绿色发展勾勒清晰图景。

Mr. Huang Fei, President of timeloit, participated in the roundtable discussion at the AI + Green Development Forum of the 29th Beijing-Taiwan Science and Technology Forum, themed "Digital Intelligence and Green Energy · Beijing and Taiwan Moving Forward Together." Focusing on how digital intelligence and green energy mutually empower each other, the discussion delved into topics such as zero-carbon parks, factory agents, AI energy storage scheduling, the green-power threshold for computing, park self-balancing, mutual recognition of green electricity and carbon data, and entry points for Beijing-Taiwan cooperation—painting a clear picture of Beijing-Taiwan AI-enabled green development.



美团

北京三快科技有限公司
Meituan

在 2026 年服贸会“数字友好解决方案展”重磅首发展出依托国产万卡级算力集群自主训练推出的万亿参数开源大模型 LongCat-2.0（龙猫 2.0），以及同步上线的全场景 AI 智能体平台 CatPaw，构建起完整的生活服务 AI 技术体系。现场完整展示 AI 工具下单、小黄蜂机器人无人配送的全流程智能链路，将 AI 深度融入零售、即时配送等民生场景；其数智化生活服务模式已落地中国香港、中东、拉美等多个海外市场。

At the "Digital-Friendly Solutions Exhibition" during the 2026 CIFTIS, Meituan made a major debut with the unveiling of LongCat-2.0 (Dragon Cat 2.0), a trillion-parameter open-source large model autonomously trained on a domestically developed ten-thousand-card-scale computing cluster, alongside the simultaneous launch of CatPaw, an all-scenario AI agent platform—together forming a complete AI technology system for lifestyle services. The booth showcased the full intelligent chain of AI-assisted ordering and the "Little Yellow Bee" robot autonomous delivery, deeply integrating AI into people's livelihood scenarios such as retail and instant delivery. Its digital and intelligent lifestyle service model has already been rolled out in overseas markets including Hong Kong, China, the Middle East, and Latin America.



软通动力信息技术（集团）股份有限公司
iSoftStone Information Technology(Group)Co.,Ltd.

软通动力集团 ESG 与可持续发展业务负责人董瑞强出席第 29 届京台科技论坛 AI+ 绿色发展论坛，并以 ESG+AI 赋能绿色转型为主题发表演讲。

Mr. Dong Ruiqiang, Head of ESG and Sustainable Development Business at iSoftStone Group, attended the AI + Green Development Forum of the 29th Beijing-Taiwan Science and Technology Forum and delivered a speech themed on "ESG + AI Empowering Green Transformation."





城市前沿

City Spotlight

“城市前沿”聚焦全球数字经济城市联盟会员城市，持续跟踪城市数字经济发展现状与前沿动向，从数字基础、数字产业、数字创新、数字治理、城市韧性、全球链接和居民体验等维度开展观察，研判发展趋势，助力构建开放、包容、可持续的数字友好城市网络。

“City Spotlight” tracks digital-economy developments across member cities of the Global Digital Economy Cities Alliance. It examines digital foundations, industries, innovation, governance, resilience, global connectivity and resident experience to identify emerging trends and opportunities for city-to-city cooperation.

城市前沿 CITY SPOTLIGHT

北京篇 BEIJING



城市新动向
KEY MESSAGES

数字经济发展重心进一步向智能经济延伸。9 月，北京发布《“十五五”时期数字经济发展规划》，提出到 2030 年数字经济增加值占 GDP 比重超过 50%，重点布局算力网、词元经济、智能体、具身智能和新型智能终端等领域，并推动人工智能向产业、城市治理和公共服务全面渗透。

The digital economy is extending toward the intelligent economy. Beijing's 15th Five-Year Digital Economy Development Plan targets a digital-economy share of more than 50% of GDP by 2030 and prioritizes computing networks, the token economy, AI agents, embodied intelligence and intelligent terminals.

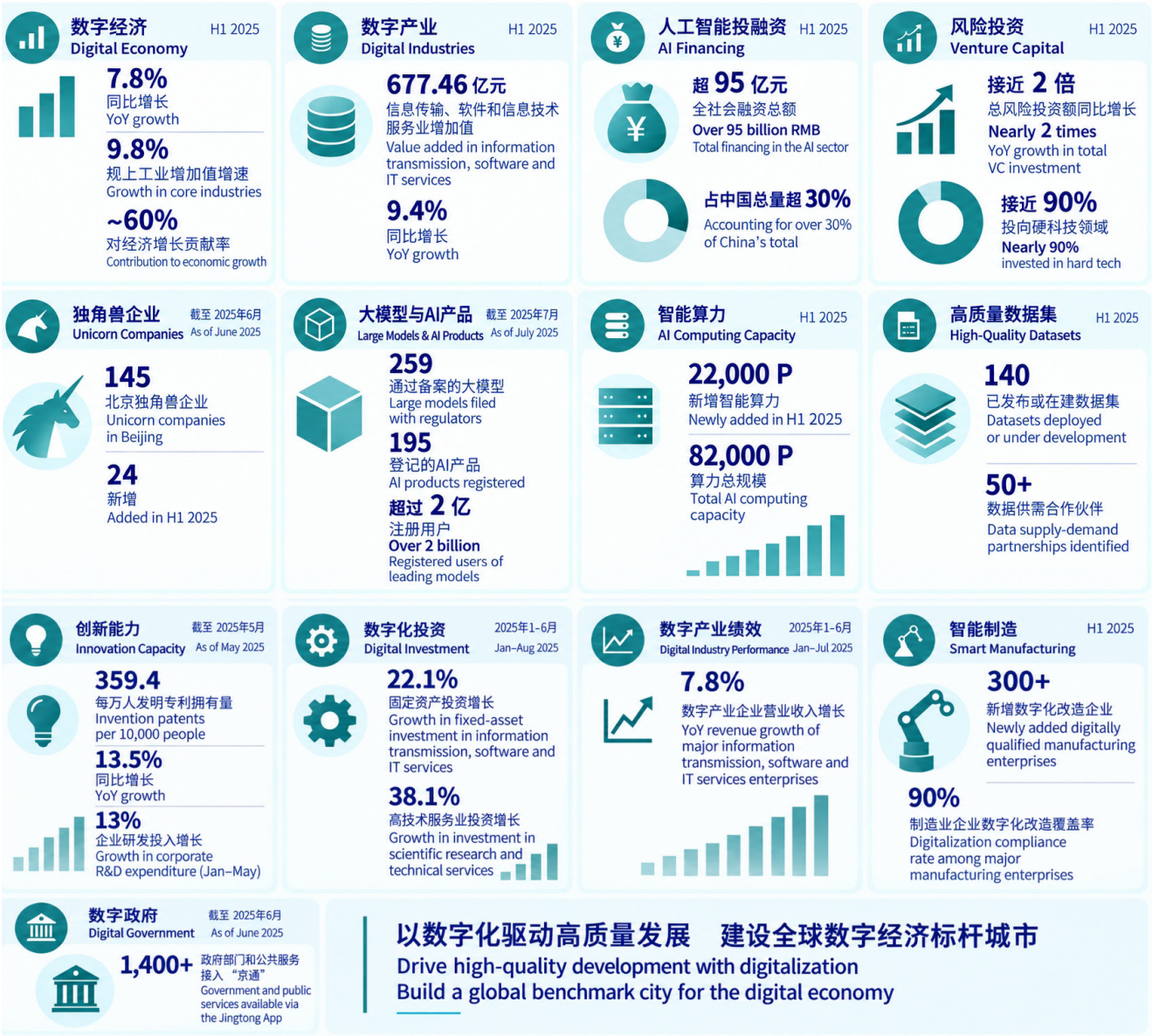
数字解决方案由本地场景验证向全球化推广延伸。9 月，2026 年中国国际服务贸易交易会打造全球首个“数字友好”主题展区，构建“1+6+N”北京数字友好解决方案体系，41 家企业集中展示 35 项可落地、可出海标杆方案，推动城市实践由场景验证进一步向解决方案集成和国际推广延伸。

Urban solutions are moving from local validation toward international deployment. At CIFTIS 2026, 41 companies presented 35 deployable digital-friendly solutions, linking megacity use cases with solution integration and overseas promotion.

数据要素开发利用由开放共享向可信流通延伸。7 月北京出台公共数据资源授权运营管理办法；9 月启动城市可信数据空间，进一步推动公共数据、算力、模型与行业应用协同。

Data development and utilization are extending from open sharing toward trusted circulation. Beijing issued measures for the authorized operation of public data resources in July and launched the Beijing Urban Trusted Data Space in September, strengthening coordination among public data, computing power, models and industry applications.

数据看发展
KEY DATA



创新有亮点
URBAN INNOVATION

以场景开放推动人工智能验证与规模化应用
Using megacity scenarios as an AI testbed

北京将应用场景作为连接技术创新与产业化的重要机制。2026 年出台场景培育和开放工作方案，围绕数字经济、城市治理、公共服务、扩大内需和城市安全等 5 大类 18 个领域，建立“需求—能力—示范项目”三张清单，推动政府部门、国有企业和龙头企业开放空间、数据、算力等资源，形成从技术验证到规模应用的转化机制。

具身智能是其中较具代表性的实践。北京亦庄开放制造、医疗康养、酒店商超、园林水务等场景，并建设开发者社区、中试平台和超级工厂；2026 年进一步推动工业、服务、特种领域实景实训，探索形成百个以上高价值场景和万台级应用能力。由此，场景不仅承担技术应用功能，也逐步成为训练、验证和产业化的重要基础资源。

Beijing uses application scenarios to connect innovation with commercialization. A 2026 citywide program covers 18 fields across the digital economy, governance, public services, domestic demand and urban security, encouraging government agencies, state-owned enterprises and leading firms to open space, data and computing resources. In Beijing E-Town, embodied-intelligence applications are being tested across manufacturing, healthcare, retail and municipal services, turning urban scenarios into resources for training, validation and scaling.

构建“算力 + 数据 + 模型 + 场景”协同基础设施
Integrating computing, data, models and scenarios

北京数字基础设施正在由网络和算力供给，向支撑人工智能开发、训练、推理和应用的综合基础设施演进。2026 年上半年新增智能算力 2.2 万 P，供给规模达到 8.2 万 P，并通过“银河算廊”等工程加强京津冀蒙算力协同。同期部署建设 140 个高质量数据集，形成 50 余项数据供需合作意向。模型与词元基础设施也开始纳入这一体系。截至 2026 年上半年，北京已有 259 款大模型备案，首座词元工厂日产能突破 1.4 万亿词元。北京数字基础设施正由单一计算资源供给，转向数据、算力、模型和应用场景协同支撑。

Beijing is moving beyond individual infrastructure expansion toward coordinated AI capabilities. Intelligent computing capacity reached 82,000 P in H1 2026, while regional projects strengthened access to computing resources across Beijing–Tianjin–Hebei–Inner Mongolia. High-quality datasets, filed models and token infrastructure are increasingly being developed as an integrated foundation for AI training, inference and deployment.

从“事项上线”迈向智能服务
Moving from online transactions to intelligent services

北京政务数字化正由统一入口和线上办理进一步向智能交互和主动服务延伸。2026 年上线的“京通”APP 接入 1400 余项政务和公共服务，并引入政务智能体“京京”，通过自然语言交互衔接搜索、问答与事项办理。下一阶段，北京还将统筹政务大模型建设，并在交通、防汛、医疗健康等领域拓展应用。数字政府建设的评价重点也将由系统建设和事项上线，进一步转向服务效率、跨部门协同和用户体验。

The Jingtong app integrates more than 1,400 government and public services and introduces the “Jingjing” AI agent for natural-language search, consultation and transactions. Digital-government development is increasingly focused on service efficiency, cross-department coordination and user

experience rather than simply expanding online access.

以制度规则和平台型主体推动市场化运营
Building market-based mechanisms for data utilization

北京较早开展公共数据开发利用探索。2018 年建立政企数据融合“数据专区”，2019 年上线金融公共数据专区，后续逐步拓展至气象、时空等领域。2026 年出台《公共数据资源授权运营管理办法》，明确由符合条件的运营机构承担数据治理和产品开发，并鼓励市场主体依托可信数据空间开展融合开发。

北京数据集团、北京国际大数据交易所等平台型主体逐步承担数据基础设施建设、授权运营、流通交易和生态组织等功能。截至 2026 年 9 月，北京数据流通利用增值协作网络已接入市场主体超过 3000 家、发布数据产品 2000 余款；北京城市可信数据空间进一步探索“统一底座、分域运营”的组织模式。其核心机制是由政府提供规则和公共资源，专业主体承担运营和生态组织，以降低跨主体数据开发利用成本。

Beijing combines public rules with platform-based operations. Beijing Data Group, the Beijing International Big Data Exchange and the Urban Trusted Data Space support authorized operations, data products, circulation and ecosystem development. By September, the city’s data circulation network had connected more than 3,000 market participants and released over 2,000 data products.

将本地场景经验转化为可复制数字解决方案
Turning local experience into replicable solutions

北京正在探索将超大城市复杂场景中形成的数字能力转化为可复制、可推广的解决方案。2026 年服贸会首次设置“数字友好解决方案展”，41 家企业集中展示 35 项可落地、可推广的方案，覆盖数字制造、治理、医疗、物流和生活服务等领域。2026 全球数字经济大会联动 30 余家国际组织、40 余座城市和 112 家商协会，并设立日内瓦办公室。北京的国际化路径正由单一企业和产品输出，逐步向“本地场景验证—方案集成—城市网络对接—跨区域复制”延伸，城市自身也由应用市场逐步转向数字解决方案的验证节点和合作平台。

Beijing is linking megacity validation with international city networks. CIFTIS showcased digital solutions across manufacturing, governance and healthcare, while the Global Digital Economy Conference connected more than 30 international organizations, 40 cities and 112 business associations. The city is increasingly functioning as both a testbed and an international cooperation platform.

趋势与未来
OUTLOOK

面向未来，北京数字经济预计将由规模扩张进一步转向智能经济系统能力建设。智能体、具身智能等技术将更多进入产业和城市运行场景，算力、数据、模型与场景之间的协同将进一步增强；与此同时，数据可信流通、智能治理和数字解决方案国际化也将形成更紧密联系。北京下一阶段的发展重点，将在于持续提升技术、数据和场景资源向规模化应用、可复制解决方案和可持续治理能力转化的效率。

Beijing is moving from digital-economy expansion toward system-level intelligent-economy capabilities. The next phase will depend on how effectively computing, data, models and scenarios can be converted into scalable applications, replicable solutions and sustainable governance capacity.

城市前沿 CITY SPOTLIGHT

旧金山篇 SAN FRANCISCO



城市新动向
KEY MESSAGES

城市与头部 AI 企业的关系由企业集聚向更深层次合作延伸。7 月，旧金山市长 Daniel Lurie 推动与 OpenAI 探讨面向居民的合作项目；Databricks 则承诺未来三年在旧金山投资 10 亿美元，显示头部 AI 企业与城市之间的联系正由办公选址和就业贡献，进一步扩展至长期投资和城市合作。

AI firms are becoming more deeply embedded in the urban economy. Databricks committed USD 1 billion in local investment over three years, while the city is exploring new forms of collaboration with leading AI companies.

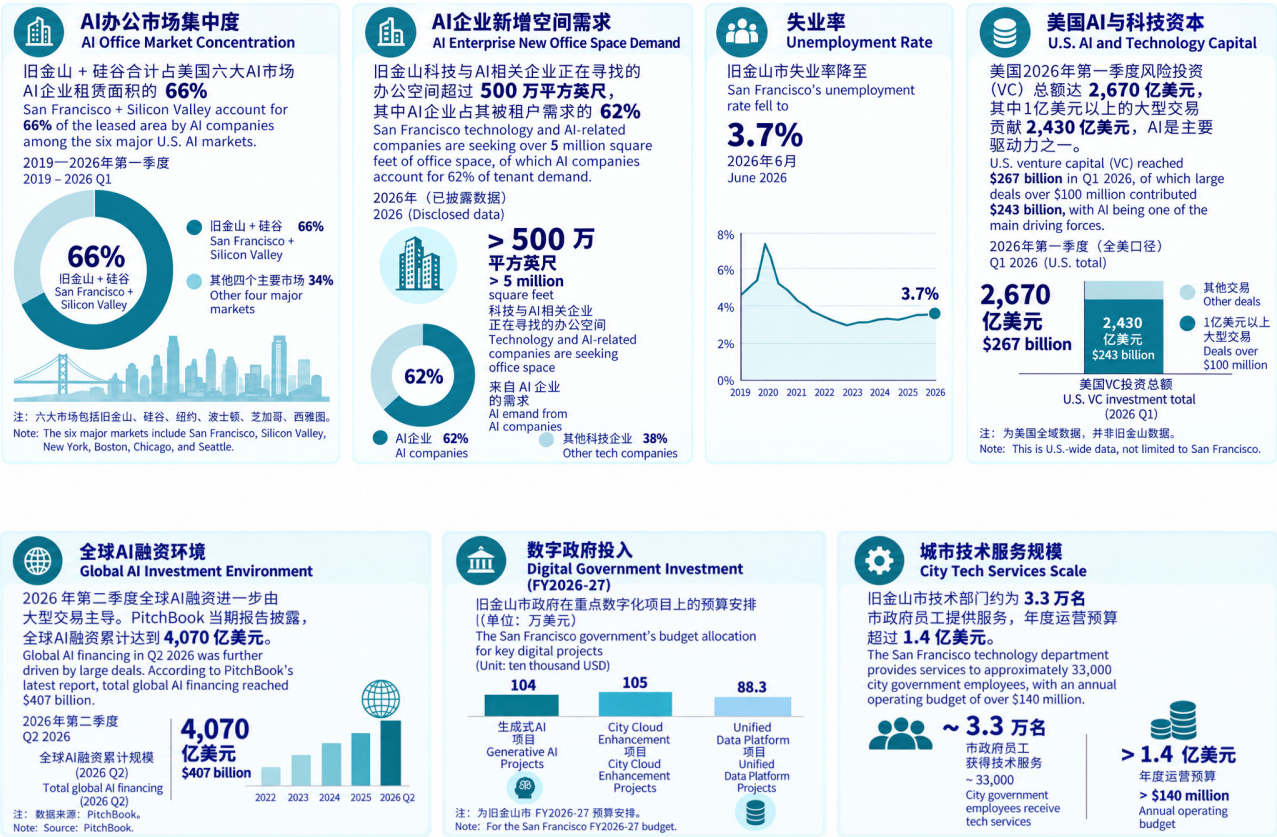
数字政府改革开始进入统一 AI 治理阶段。旧金山计划于 2026 年底前发布全市 AI 战略和统一 AI 政策，建设 AI Workspace 和新兴技术试验框架，并已向约 3 万名市政员工提供生成式 AI 工具，推动 AI 应用由部门分散试点转向制度化管理。

Digital government is moving toward citywide AI governance. San Francisco plans a unified AI strategy, AI Workspace and experimentation framework, building on generative-AI access already provided to around 30,000 municipal employees.

全球科技活动持续强化旧金山的创新网络节点功能。Dreamforce、Step SF 等会议持续连接 AI 企业、创业者、风险资本和专业机构，科技会议的功能逐渐由会展消费和品牌传播延伸至技术交流、资本对接、人才流动和全球议题讨论。

Technology events continue to reinforce global connectivity. Dreamforce and other conferences connect firms, capital, talent and professional networks, strengthening the city's role as a global AI exchange node.

数据看发展
KEY DATA



创新有亮点
URBAN INNOVATION

以“企业 + 资本 + 人才”高密度集聚强化 AI 策源能力
Concentrating firms, capital and talent

旧金山 AI 产业呈现典型的网络化集聚特征，企业、创业者、风险资本和专业人才之间保持高频互动。过去一年新增 AI 岗位超过 2 万个，AI 技能人才接近 9.9 万人。资本同时向智能体、AI 编程等前沿应用集中：2026 年 9 月，Cognition 完成 20 亿美元 E 轮融资，估值达到 480 亿美元。这种模式并不主要依赖集中式产业园区，而是建立在人才、资本、企业和专业服务的高空间密度之上。较短的连接距离有助于企业快速完成融资、人才招聘、产品迭代和再创业。随着生成式 AI 由基础模型向智能体、编程和机器人等应用延伸，旧金山的竞争优势正进一步体现为持续生成和吸引新一代 AI 企业的生态能力。

San Francisco's AI ecosystem relies on dense interaction among startups, investors, talent and professional services rather than centralized industrial parks. Capital continues to concentrate in frontier applications: Cognition raised USD 2 billion in September at a USD 48 billion valuation. This density supports rapid financing, recruitment, product iteration and new venture creation.

AI 企业扩张推动中心城区重新集聚
AI is reshaping downtown geography

AI 产业正在改变旧金山中心城区的办公和产业空间结构。2026 年以来，AI 企业约占全市办公租赁面积的 40%；过去一年办公空置率下降 3.7 个百分点。Cognition 接手 Cruise 在 SoMa 约 18 万平方英尺的办公空间，OpenAI 在当地办公面积已超过 100 万平方英尺，显示部分由互联网、共享出行和自动驾驶企业释放的办公空间正在被新一代 AI 企业吸收。

SoMa、Mission Bay、Showplace Square 等区域由此出现新的 AI 产业集聚趋势。但这一过程也带来明显外溢效应：2026 年 3 月至 7 月空置公寓挂牌租金上涨 14%，而整体科技就业增长相对温和。AI 产业发展因此已由单一产业议题，逐步延伸至住房供给、交通承载和增长收益分配等城市政策领域。

AI firms are absorbing office space released by earlier technology sectors. Cognition took approximately 180,000 sq ft of former Cruise space, while AI concentration is becoming more visible across SoMa, Mission Bay and Showplace Square. Rising housing costs show that AI growth is increasingly linked to broader questions of urban capacity and inclusion.

以全球科技会议强化创新连接和国际网络
Global events function as innovation infrastructure

大型科技会议构成旧金山创新生态的重要组成部分。2026 年 Dreamforce 预计吸引超过 5 万人参会，并带来数亿美元经济活动。其功能已超越传统会展消费，将 AI 企业、开发者、投资机构、客户和专业服务机构集中连接，使城市持续成为技术信息、资本和商业关系的全球交换节点。城市与头部企业之间的联系也在加深。例如，Databricks 承诺未来三年在旧金山投资 10 亿美元，并将 Data + AI Summit 至少保留至 2030 年。旧金山正逐渐形成“企业集聚—全球会议—资本与人才流动—城市品牌”相互强化的创新网络。

Dreamforce brings together companies, developers, investors and customers, combining technology exchange with capital, talent and business networks. Databricks' commitment to keep its Data + AI Summit in San Francisco through at least 2030 further illustrates how corporate presence and global events reinforce one another.

以统一平台推动系统整合和流程再造
Digital government is shifting toward shared infrastructure

旧金山数字政府改革的重点正在从单项业务线上化转向平台整合和跨部门流程优化。PermitSF 计划以统一平台逐步替代 30 多个分散的遗留审批系统，并从建筑、消防、小企业等高频事项逐步扩展至规划、公共工程和公共卫生等部门。

改革进一步延伸至城市技术基础设施层面。2026—2027 年度 ICT 计划提出建设统一数据平台、推进 Cloud 2030，并建立更加统一的城市技术架构，通过数据标准化、云迁移和系统互操作减少部门之间的数据孤岛，改善跨部门协同。

PermitSF is replacing more than 30 fragmented permitting systems with a unified platform. The city is also advancing a Unified Data Platform, Cloud 2030 and common technology architecture to improve interoperability and cross-department coordination.

从分散试验走向“试验—评估—规模化”机制
AI governance is moving toward a test–evaluate–scale model

旧金山开始将人工智能由部门自主试用纳入全市统一治理框架。2026 年初，市政府完成面向 30 多个部门、70 余名管理人员的 AI 领导力培训，并推进知识检索、翻译等应用试点。ICT 计划进一步提出建设全市 AI Workspace，为政府部门提供经过审查的模型和共享基础设施，同时建立新兴技术试验框架。

此外，旧金山计划在 2026 年底前形成全市 AI 战略和统一政策，对隐私、公平、透明度和风险管理提出共同要求，并进一步对照 NIST 人工智能风险管理框架完善治理。其总体路径可概括为“共享工具—有限试验—效果评估—风险约束—规模部署”，以制度化机制平衡技术应用效率与公共风险。

San Francisco is developing shared AI tools, controlled experimentation and common requirements for privacy, fairness, transparency and risk management. This creates an institutional pathway from departmental pilots to evaluated, governed and scalable deployment.

趋势与未来
OUTLOOK

旧金山正在从传统互联网和软件产业中心进一步转向以人工智能为核心的城市创新体系。依托高度集聚的 AI 企业、人才和资本，人工智能将继续向专业服务、生命科学、城市治理等领域渗透，并成为推动市中心经济重构的重要力量。城市数字化将由单点应用向平台化、智能化和统一治理演进。随着 AI 产业持续扩张，就业分化、能源需求、数据安全和技术治理等问题的重要性也将上升。未来旧金山数字经济发展的关键，将不只是维持技术创新优势，而在于能否形成创新集聚、城市承载、公共治理与包容性增长相互协调的发展模式。

San Francisco is evolving from an internet and software center toward an AI-centered urban innovation system. Its next phase will depend not only on maintaining concentrations of firms, capital and talent, but also on aligning AI growth with urban capacity, responsible governance and inclusive development.



企业创新

Enterprise Innovations

展示全球数字经济城市联盟会员企业的数字化解决方案、关键技术突破与落地实践案例，从技术应用、商业模式到价值创造多视角呈现企业如何以数智驱动转型，搭建企业间互学互鉴的展示窗口。

Showcases the digital solutions, key technological breakthroughs and real-world implementation cases of member enterprises of the Global Digital Economy Cities Alliance, presenting from multiple angles—technology application, business models and value creation—how enterprises drive transformation through digital intelligence, and building a window for peer-to-peer learning among enterprises.

企业创新 Enterprise Innovations

词元无限 Tokens Infinity 北京词元无限科技有限公司 Beijing Token Infinity Technology Co., Ltd.



图 1 词元无限主权 Agent 数字劳动力体系亮相 2026 服贸会
Figure 1: Token Infinity's Sovereign Agent digital-workforce system debuts at CIFTIS 2026

词元无限是一家企业级 AI Agent 基础设施专属服务商，致力于把大模型能力转化为企业可规模化部署、持续使用和有效管理的“数字劳动力”。公司由前字节 AI 部门技术负责人杨萍创立，联合创始人兼 CTO 王伟为清华大学姚期智实验班校友，团队来自字节、百度、微软等企业及清华、北航等高校。成立一年内，公司连续完成多轮累计数亿元人民币融资，并通过 ISO/IEC 27001、ISO/IEC 20000-1、ISO 9001 等国际体系认证。

Tokens Infinity is a dedicated provider of enterprise-grade AI Agent infrastructure, committed to transforming the capabilities of large models into a “digital workforce” that enterprises can deploy at scale, use continuously, and manage effectively. The company was founded by Yang Ping, former head of the AI department at ByteDance; its co-founder and CTO, Wang Wei, is an alumnus of the Yao Class (the elite computer science program founded by Turing Award laureate Andrew Yao) at Tsinghua University. The team comes from companies such as ByteDance, Baidu, and Microsoft, as well as universities including Tsinghua and Beihang. Within its first year, the company completed multiple rounds of financing totaling several hundred million RMB and obtained international system certifications including ISO/IEC 27001, ISO/IEC 20000-1, and ISO 9001.

产品与解决方案：构建进入企业生产流程的企业级 AI Agent 体系

Products and Solutions: Building an Enterprise-Grade AI Agent System That Enters Enterprises' Production Workflows

词元无限瞄准企业级 AI 落地的一道共性难题：大模型能“完成任务”，却难以“规模化、负责任地工作”。在金融、大型软件企业等高敏感行业，代码、数据和知识有严格边界，存量系统架构依赖复杂，业务规则隐含在代码与流程之中，模型生成结果还须经过评审、测试、发布等工程验证；规模化应用时，效率、质量、成本和风险也需要统一衡量。这意味着企业需要的不是单点 AI 工具，而是一套能进入既有生产流程、接受企业治理并持续进化的智能体体系。词元无限从软件研发这一高复杂度场景切入，把企业多年积累的信息化资产——代码仓库、知识库、研发流程、业务规则——转化为可被智能体理解、协同和运营的生产力。

Tokens Infinity targets a common challenge in enterprise AI adoption: large models can “complete tasks” but struggle to “work at scale and responsibly.” In highly sensitive industries such as finance and large software enterprises, code, data, and knowledge are subject to strict boundaries; legacy system architectures have complex dependencies; business rules are embedded in code and processes; and model-generated results must still pass engineering validation such as review, testing, and release. When deployed at scale, efficiency, quality, cost, and risk must also be measured in a unified way. This means what enterprises need is not a single-point AI tool, but an agent system that can enter existing production workflows, accept enterprise governance, and evolve continuously.

核心创新与落地成效：以“数字劳动力”重构软件研发

Core Innovations and Implementation Outcomes: Reconstructing Software R&D with the “Digital Workforce”

区别于“辅助工程师写代码”的 AI 编程工具，词元无限以“数字劳动力”重构软件研发，构建可协同工作的“智能体团队”：代码理解平台 DeepMap 梳理大型代码库的架构与业务逻辑；研发智能体 InfCode 承担编码、重构及仓库级任务；评审智能体 InfReview 审查代码质量与安全风险；测试智能体 InfTest 完成测试分析与执行；组织中枢 InfOne 对智能体进行统一编排、过程管理和结果验收。底层企业级治理底座提供权限控制、数据隔离、过程审计、成本统计等能力，让数字劳动力像正式员工一样可管理、可度量、可审计，避免“试点很多、价值难评估”。目前，词元无限方案已在金融、大型软件、媒体、医疗、轨道交通等行业落地，InfCode 以 79.4% 的 Pass@1 刷新 SWE-Bench Verified 世界纪录，金融核心研发实践入选中国信通院“AI4SE 银弹优秀案例”，并正在规划需求与运维智能体，覆盖软件研发全生命周期。

Distinct from AI coding tools that merely “help engineers write code,” Tokens Infinity reconstructs software R&D with its “digital workforce,” building a collaborative “agent team”: the code-understanding platform DeepMap maps the architecture and business logic of large codebases; the R&D agent InfCode handles coding, refactoring, and repository-level tasks; the review agent InfReview examines code quality and security risks; the testing agent InfTest performs test analysis and execution; and the organizational hub InfOne provides unified orchestration, process management, and result acceptance for the agents. The underlying enterprise-grade governance foundation offers capabilities such as access control, data isolation, process auditing, and cost accounting, making the digital workforce as manageable, measurable, and auditable as a regular employee, and avoiding the situation of “many pilots but hard-to-assess value.” To date, Tokens Infinity's solutions have been deployed in industries including finance, large software, media, healthcare, and rail transit. InfCode set a new world record on SWE-Bench Verified with a Pass@1 of 79.4%; the financial core R&D practice was selected as an “AI4SE Silver Bullet Excellent Case” by the China Academy of Information and Communications Technology (CAICT); and the company is planning requirement and operations-maintenance agents to cover the full software R&D lifecycle.

企业创新 Enterprise Innovations

从辅助工具到数字劳动力 主权 Agent 的企业级落地逻辑与实践

From Auxiliary Tool to Digital Workforce The Enterprise Implementation Logic and Practice of Sovereign Agents

智能助手从走向生产系统
FROM INTELLIGENT ASSISTANT TO PRODUCTION SYSTEM

通用大模型进入企业后，最先落地的往往是问答、检索和代码补全。然而，当 AI 进一步参与核心研发，企业面对的不只是模型能力问题。金融等高敏感行业的代码、数据和知识有严格边界；存量系统经过多年建设，架构依赖复杂，业务规则隐含在代码和流程之中；模型生成的结果还要经过评审、测试和发布验证；当应用范围扩大，效率、质量、成本和风险也需要统一衡量。

After general large models enter enterprises, the first applications are typically Q&A, retrieval, and code completion. However, when AI participates further in core R&D, enterprises face challenges that go beyond model capability. Code, data, and knowledge in highly sensitive industries such as finance are subject to strict boundaries; legacy systems built over years have complex architectural dependencies, with business rules embedded in code and processes; model-generated results must still pass review, testing, and release validation; and as the scope of application expands, efficiency, quality, cost, and risk must also be measured in a unified way.

这意味着，企业需要的并非一个脱离管理体系的通用 Agent，而是一套能够进入既有生产流程、接受企业治理并持续进化的数字劳动力系统。

This means that what enterprises need is not a generic agent detached from their management system, but a digital-workforce system that can integrate into existing production processes, accept enterprise governance, and evolve continuously.

什么是主权 Agent
WHAT IS A SOVEREIGN AGENT

词元无限提出的“主权 Agent”，强调企业对智能体的能力边界、数据边界和进化路径拥有持续控制权。这里的“主权”并非简单等同于本地部署，也不是让智能体与外部技术生态隔离，而是要求企业能够自主选择和治理模型，明确数据与知识的访问权限，控制任务执行范围，验证每一次关键交付，并把运行反馈沉淀为自身可复用的能力。

The “Sovereign Agent” proposed by Token Infinity emphasizes that enterprises maintain continuous control over the agent’s capability boundaries, data boundaries, and evolution path. Here, “sovereignty” is

not simply equivalent to local deployment, nor does it mean isolating the agent from the external technology ecosystem. Rather, it requires enterprises to autonomously select and govern models, define access permissions for data and knowledge, control the scope of task execution, verify every critical delivery, and distill operational feedback into their own reusable capabilities.

因此，主权 Agent 应具备三类基本特征：全自主，在企业授权和治理范围内理解目标、拆解任务并协同工具完成工作；高安全，部署、访问、执行和审计均符合企业制度；自进化，能够基于业务知识、交付结果和人工反馈持续优化。三者共同决定了 AI 能否从“会回答”走向“能负责地完成任务”。

Therefore, a Sovereign Agent should possess three fundamental characteristics: full autonomy—understanding goals, decomposing tasks, and coordinating tools to complete work within the scope of enterprise authorization and governance; high security—deployment, access, execution, and auditing all comply with enterprise policies; and self-evolution—the ability to continuously optimize based on business knowledge, delivery results, and human feedback. Together, these three determine whether AI can move from “being able to answer” to “being able to responsibly complete tasks.”

主权 Agent 如何运行
HOW A SOVEREIGN AGENT OPERATES

词元无限将其技术路径概括为“能接入、能理解、会协同、可验证、能运营”。这五项能力构成从资源到结果的闭环。

Token Infinity summarizes its technical approach as “connectable, comprehensible, collaborative, verifiable, and operable.” These five capabilities form a closed loop from resources to results.



图 2 主权 Agent 以五项能力形成从模型资源到交付结果的闭环
Figure 2: The Sovereign Agent forms a closed loop from model resources to delivery results through its five capabilities

“能接入”解决模型资源和企业环境的连接问题。通过模型资源治理平台 TokenHub，企业可在统一管理框架下使用不同模型，并结合安全与业务要求配置调用边界。

“Connectable” addresses the connection between model resources and the enterprise environment. Through TokenHub, a model resource governance platform, enterprises can use different models under a unified management framework and configure invocation boundaries in line with security and business requirements.

“能理解”解决通用模型缺乏企业上下文的问题。代码理解平台 DeepMap 面向复杂软件资产，梳理系统架构、代码依赖和业务知识，为智能体提供完成任务所需的上下文。

“Comprehensible” addresses the lack of enterprise context in general models. DeepMap, a code-understanding platform, targets complex software assets, mapping system architecture, code dependencies, and business knowledge to provide agents with the context needed to complete tasks.

“会协同”强调不同角色的智能体围绕研发流程分工。研发智能体 InfCode、测试智能体 InfTest 和评审智能体 InfReview 分别参与编码、测试与评审，让任务不再停留于一次性生成，而是进入相互校验的工程流程。

“Collaborative” emphasizes role-based agents dividing work around the R&D process. The R&D agent InfCode, testing agent InfTest, and review agent InfReview participate in coding, testing, and review respectively, ensuring tasks do not stop at one-time generation but enter an engineering workflow of mutual verification.

“可验证”要求产出经过评审、测试和发布等环节检验，并保留过程与质量证据，使结果可追踪、可复核。“能运营”则把效率、质量、成本和风险纳入持续观测，帮助企业判断应用成效，并据此优化模型、知识和流程配置。

“Verifiable” requires outputs to pass review, testing, release, and other validation stages, while retaining process and quality evidence so that results are traceable and re-checkable. “Operable” brings efficiency, quality, cost, and risk into continuous monitoring, helping enterprises assess application effectiveness and optimize model, knowledge, and process configurations accordingly.

解决企业级 AI 的四个关键问题
SOLVING FOUR KEY CHALLENGES OF ENTERPRISE-GRADE AI

这套机制首先解决安全落地问题：敏感代码和数据留在明确的管理边界内，访问和操作可以被约束与审计。

This mechanism first solves the secure-implementation problem: sensitive code and data remain within clear management boundaries, and access and operations can be constrained and audited.

其次解决业务理解问题：智能体不只依赖通用知识，而是结合企业自身的系统关系和业务规则工作。

Second, it solves the business-understanding problem: agents do not rely solely on general knowledge, but work in combination with the enterprise's own system relationships and business rules.

第三解决可信交付问题：生成结果必须进入工程验证链路，而非直接成为生产结果。

Third, it solves the trustworthy-delivery problem: generated results must enter the engineering-validation chain rather than directly becoming production outcomes.



图 3 研发实践入选中国信通院“AI4SE 银弹优秀案例”
Figure 3: R&D practice selected as CAICT's "AI4SE Silver Bullet Excellent Case"

第四解决规模运营问题：企业可以用可衡量的交付指标管理数字劳动力，避免试点很多、价值却难以评估。

Fourth, it solves the scaled-operation problem: enterprises can manage the digital workforce with measurable delivery metrics, avoiding a situation where there are many pilots but value is hard to assess.

从金融研发实践走向可复制方案
FROM FINANCIAL R&D PRACTICE TO REPLICABLE SOLUTIONS

目前，相关方案已在金融、大型软件企业、媒体、医疗、轨道交通等行业落地。在金融场景中，主权 Agent 已用于核心系统研发和研发知识沉淀。词元无限自主研发的 InfCode 在 SWE-Bench Verified 评测中取得 79.4% 的 Pass@1 成绩；金融核心研发实践也入选中国信通院“AI4SE 银弹优秀案例”。这些结果分别从通用软件工程能力和产业实践层面，为技术路线提供了验证。

To date, the relevant solutions have been deployed in industries such as finance, large software enterprises, media, healthcare, and rail transit. In financial scenarios, Sovereign Agents have been used for core system R&D and the accumulation of R&D knowledge. InfCode, independently developed by Token Infinity, achieved a Pass@1 score of 79.4% on the SWE-Bench Verified benchmark; the financial core R&D practice was also selected as an “AI4SE Silver Bullet Excellent Case” by the China Academy of Information and Communications Technology (CAICT). These results validate the technical approach from the perspectives of general software engineering capability and industrial practice, respectively.

服贸会期间，词元无限还与北京数字经济企业出海创新服务基地完成“数字友好解决方案出海合作”项目签约，进入北京数字出海服务体系。对需要跨区域、跨组织部署的企业而言，主权 Agent 所强调的边界可控、过程可审计和能力可运营，也是技术方案适配不同市场的重要基础。

During CIFTIS, Token Infinity also signed the “Digital-Friendly Solutions Going-Global Cooperation” project with the Beijing Digital Economy Enterprises Going-Global Innovation Service

Base, joining Beijing's digital going-global service system. For enterprises requiring cross-regional and cross-organizational deployment, the controllable boundaries, auditable processes, and operable capabilities emphasized by the Sovereign Agent also form an important foundation for adapting technological solutions to different markets.

企业级 AI 的下一阶段，不只是让模型更强，而是让智能体真正理解企业、融入流程、交付结果并接受治理。主权 Agent 提供了一条从模型能力到组织生产力的实现路径：把 AI 纳入企业可掌握、可验证、可持续优化的系统之中，进而形成能够规模化复制的数字化创新能力。

The next phase of enterprise-grade AI is not merely about making models more powerful, but about enabling agents to truly understand the enterprise, integrate into processes, deliver results, and accept governance. The Sovereign Agent provides an implementation path from model capability to organizational productivity: incorporating AI into a system that the enterprise can control, verify, and continuously optimize, thereby forming a digital innovation capability that can be replicated at scale.



图 4 词元无限参与数字友好解决方案出海合作项目签约
Figure 4: Token Infinity participates in the signing of the Digital–Friendly Solutions Going–Global Cooperation project



灯塔/案例

Best Practice Repository

连载全球数字经济城市联盟评选的年度全球数字经济灯塔案例，每期深度拆解 1-2 个标杆实践的方法路径、关键举措与可复制经验，沉淀可推广的方法论，为城市与企业提供转型参照。

Serializes the annual Global Digital Economy Lighthouse Cases selected by the Global Digital Economy Cities Alliance, with each issue deeply deconstructing the methodology, key measures and replicable lessons of 1–2 benchmark practices, distilling a transferable methodology to provide cities and enterprises with a transformation reference.

灯塔案例 BEST PRACTICE REPOSITORY

全球数字经济灯塔案例简介
Global Digital Economy Lighthouse Cases Program

在全球数字经济高速发展却面临数字鸿沟、数据安全等挑战的背景下，全球数字经济灯塔案例项目由国际电信联盟（ITU）、国际贸易中心（ITC）与全球数字经济城市联盟（DEC40）共同组织发起。2026 年该项目从全球 60 余个国家、六大洲 308 个有效申报中遴选出 13 个“全球数字经济灯塔案例”，涵盖数字城市协同治理、普惠型数字公共服务、气候韧性城市基建、数字赋能民生增收、低碳智慧空间出行、弱势群体数字包容服务六大领域。系统展示数字技术推动包容与可持续发展的可复制经验，为全球数字友好城市建设贡献可衡量、可推广的实践指南。

Against the backdrop of a rapidly growing global digital economy that nonetheless faces challenges such as the digital divide and data security, the Global Digital Economy Lighthouse Cases program was jointly initiated by the International Telecommunication Union (ITU), the International Trade Centre (ITC), and the Global Digital Economy Cities Alliance (DEC40). In 2026, the project selected 13 "Global Digital Economy Lighthouse Cases" from 308 valid applications submitted across six continents and more than 60 countries, covering six areas: collaborative governance of digital cities, inclusive digital public services, climate-resilient urban infrastructure, digital empowerment for livelihoods and income growth, low-carbon smart mobility, and digital inclusion services for vulnerable groups. The cases systematically showcase replicable experience in which digital technology drives inclusive and sustainable development, contributing a measurable and scalable practical guide for building digitally friendly cities worldwide.

★ 项目目标
Project Objectives

遴选推广标杆提供实践范本

Identify and promote benchmark cases to provide practical models and best practices.

搭建交流平台促进国际合作

Build an international exchange platform to facilitate cross-border cooperation.

赋能全球发展弥合数字鸿沟

Empower global development efforts and contribute to bridging the digital divide.

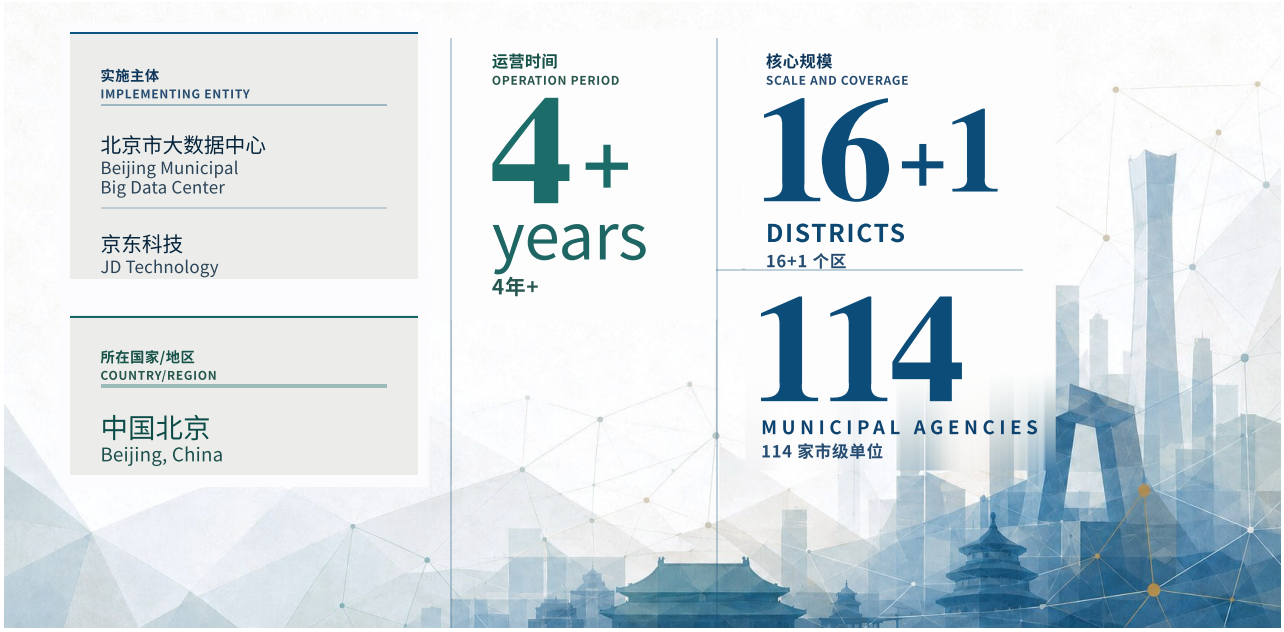
CASE 01

数字城市治理丨城市行政效率

Digital Urban Governance — Administrative Efficiency

“京办”智能政务协同办公平台

"Jingban" Smart Government Collaborative Office Platform



案例介绍

CASE OVERVIEW

“京办”由北京市大数据中心与京东科技联合构建，是面向政务工作场景搭建的统一基础协同办公平台，是全市政务办公应用的统一入口，将北京 16+1 个区、114 家市级单位的政务办公从分散系统整合为贯通市、区、街道 / 乡镇、社区 / 村四级的协同治理底座，平台已覆盖北京市全部政务办公人员，接入 700 余个政务应用，每周处理消息 1.4 亿余条，整体日活超 50%。保障北京市政务办公、基层治理、城市应急重大活动保障等场景，平稳运行 4 年多，保持 0 安全事件，并完成北京冬奥会、两会等 29 次重大活动保障，验证了超大城市政务数字底座在高压、高并发场景下的协同韧性。目前，已向中国多个城市及相关机构完成场景复制，成为具有代表性的可向其他城市和大型组织迁移的数字政府建设样板。

Jingban is jointly built by the Beijing Big Data Center and JD Technology. As a unified foundational collaborative office platform tailored for government affiliated work scenarios, it serves as the unified entry point for municipal government office applications in Beijing. It consolidates fragmented office systems across Beijing’s 16 plus one districts and 114 municipal level entities into a collaborative governance foundation covering four tiers: municipal, district, sub district/township, and community/village. The platform covers all government staff in Beijing, integrating over 700 government applications. It processes more than 140 million messages weekly with an overall daily active user rate exceeding 50%. Supporting scenarios including government office operations,

primary level governance, urban emergency response and major event assurance in Beijing, it has run stably for over four years with zero security incidents. It has delivered support for 29 major events such as the Beijing Winter Olympics and the Two Sessions, attesting to the collaborative resilience of the digital government foundation for a megacity under high pressure and high concurrency conditions. Its scenarios have now been replicated for multiple cities and relevant institutions across China, making it a representative replicable model for digital government development applicable to other cities and large scale organizations.

案例亮点
KEY HIGHLIGHTS

超大城市数字政府“操作系统化”的灯塔典范。以统一底座替代碎片化建设，以高频实战验证替代静态验收，将超大城市治理的复杂性转化为可统筹、可监管、可持续演进的城市级协同治理数字基础设施——其核心价值不在于单个系统的先进性，而在于构建“人全覆盖 + 业务全覆盖 + 高频日活 + 重大活动保障 + 零安全事件”五维验证的治理级操作系统，提升了政务运行效率、跨部门协作能力与数字安全治理水平，为全球大都市数字化转型提供可参照、可迁移的实践范本。



A benchmark lighthouse for digital government operation in megacities. Instead of fragmented departmental construction, Jingban builds a unified digital backbone and validates system maturity through long-term high-frequency real-world usage rather than one-off acceptance checks. Its core strength lies in five-dimensional verification: full population coverage, full business coverage, high daily activity, major-event operational support and zero cybersecurity incidents, offering a replicable blueprint for large metropolitan governance.

适用对象
SUITABILITY

适用于各类超大城市及省级行政区域，尤其适合行政层级多、部门协同需求复杂的高密度治理环境。已有政务云基础且具备跨部门协调机制的城市可优先参照；若各部门系统标准化程度较低，建议先从统一身份认证和消息推送两个模块启动，逐步扩展。

Designed for megacities and provincial-level regions with multi-layer administrative structures and heavy.cross-department coordination needs. Prioritise deployment where a government cloud and interdepartment coordination mechanisms already exist. For regions with low system standardisation, start with unified identity authentication and instant communication modules.

CASE 02
数字城市治理丨数字公共服务平台
Digital Urban Governance — Digital Public Service Platform

JAKI 雅加达：公民投诉实时追踪与城市公共服务一体化平台

JAKI Jakarta Super App: Real-time Citizen Complaint Tracking and Integrated Urban Public Services



案例介绍
CASE OVERVIEW

JAKI 由雅加达省政府于 2019 年推出，以微服务架构整合 101 项市政职能：涵盖市民投诉、公共交通、社会福利、就业创业、税务缴纳和应急指挥，构建为 1100 万常住居民服务的一站式城市超级政务 App，下载量超 700 万次，日活跃用户达 12,292 人。平台将市民投诉提交时间从 1 天压缩至 2–3 分钟，服务渠道从 13 个整合为 1 个；2024 年全年处理 185,852 件市民报告，解决率 96.8%；2025 年处理量升至 195,988 件，解决率提升至 97.8%，同比持续增长。更具战略价值的是，JAKI 将区域数字包容差距量化为可公开问责的治理指标（南雅加达 27.91% vs 千岛群岛 0.03%），推动数字平等从口号转化为可监测、可考核的施政目标，并以角色自适应界面和全额政府预算保障持续运营。目前已在坦格朗、西苏门答腊、印尼教育部、楠榜省等 6 个地区和机构成功复刻，为发展中经济体超大城市破解行政孤岛、推动数字包容以及全过程治理提供了可落地的治理范本。

Launched by the Jakarta Provincial Government in 2019, JAKI is a one-stop digital government super app built on a microservices architecture that integrates 101 municipal services, including citizen complaints, public transport, social welfare, employment services, tax payments, and emergency management. Designed to serve Jakarta's 11 million residents, the platform has surpassed 7 million downloads and records 12,292 daily active users. JAKI has improved public service efficiency by reducing complaint submission times from one day to just 2–3 minutes while consolidating 13 separate service channels into a single platform. In 2024, it processed 185,852 citizen reports with a 96.8% resolution rate; in 2025, the volume increased to 195,988 cases, with the resolution rate improving to 97.8%. Beyond operational efficiency, JAKI has pioneered a data-driven approach to digital inclusion by transforming regional disparities in digital participation into publicly accountable governance indicators—for example, measuring digital engagement ranging from 27.91% in South Jakarta to 0.03% in the Thousand Islands. This shifts digital inclusion from an aspirational goal to a measurable policy objective. Supported by adaptive user interfaces tailored to different user roles and fully funded through the government budget, the platform has demonstrated long-term operational sustainability. JAKI has already been successfully replicated across six regions and institutions, including Tangerang, West Sumatra, the Indonesian Ministry of Education, and Lampung Province, providing a practical governance model for large cities in developing economies seeking to eliminate administrative silos, advance digital inclusion, and strengthen end-to-end public service delivery.



案例亮点
KEY HIGHLIGHTS

财政资源有限的发展中经济体超大城市“低成本数字政府转型”的灯塔典范。以“治理意志”替代“顶层资源”，以“制度先行”替代“技术先行”，证明发展中经济体无需推倒重来即可实现政务服务一体化——其核心启示在于：数字政府建设的瓶颈往往不在技术能力，而在制度决心。

A lighthouse model for low cost digital government transformation in megacities of developing economies with limited fiscal resources. It substitutes governance resolve for top tier resources, and prioritizes institutions ahead of technology, demonstrating that developing economies can achieve integrated government services without wholesale system overhaul. Its core insight is that the bottleneck in digital government development often lies not in technical capacity, but in institutional resolve.

适用对象
SUITABILITY

适用于中低收入国家超大城市及省级行政区域。已有部门数字系统但互不联通、且立法机构可支持数据开放法规的城市可参照此路径。若财政预算紧张，可从优先级最高的 2-3 个部门先行试点。

Ideal for megacities and provincial governments in low- and middle-income countries with fragmented standalone digital systems. Works best where local authorities can issue binding open-data regulations. Budget-limited administrations may launch pilots covering 2–3 high-priority departments first.



联盟日历
ALLIANCE CALENDAR

9.28 — 10.1 MON–THU

出访塔吉克斯坦杜尚别、哈萨克斯坦阿斯塔纳
Visit to Dushanbe, Tajikistan and Astana, Kazakhstan

- 塔吉克斯坦共和国投资与国家财产管理委员会与全球数字经济城市联盟签署合作谅解备忘录
  The Investment and State Property Management Committee of the Republic of Tajikistan and the Global Digital Economy Cities Alliance signed a Memorandum of Understanding (MoU)
- 参与“数字桥”国际科技论坛，展示联盟工作情况和数字友好解决方案
  Participated in the "Digital Bridge" International Science and Technology Forum,showcasing the Alliance's work and digital-friendly solutions

10.5 — 10.8 MON–THU

出访韩国首尔
Visit to Seoul, Republic of Korea

- 国际数字经济治理与领军人才能力建设项目（首尔站）
  International Digital Economy Governance and Leadership Capacity Building Programme (Seoul Chapter)
- 首尔 AI 财团与全球数字经济城市联盟签署合作谅解备忘录
  The Seoul AI Foundation and the Global Digital Economy Cities Alliance signed a Memorandum of Understanding (MoU)
- 出席全球首席数字官（CDO）论坛并发言
  Attended and spoke at the Global Chief Digital Officer (CDO) Forum

10.28 WED

世界城市和地方政府联合组织亚太区 2026 年理事会会议
2026 UNITED CITIES AND LOCAL GOVERNMENTS ASIA PACIFIC COUNCIL MEETING

- 出席世界城地组织亚太区城市发展对话会并发表主旨演讲
  Attended the United Cities and Local Government Asia Pacific Urban Development Dialogue and delivered a keynote speech

11.4 WED

第二十九届京港洽谈会
The 29th Beijing Hong Kong Economic Cooperation Symposium

- 京港数字经济出海“一站通”服务平台正式上线
  Launch of the Beijing-Hong Kong Digital Economy "One-Stop Gateway" Service Platform
- 京港 AI 应用加速器实体化运营启动
  Kick-off of the physical operation of the Beijing-Hong Kong AI Application Accelerator
- 京港机构加入全球数字经济城市联盟
  Admission of Beijing-Hong Kong institutions into the Global Digital Economy Cities Alliance

11.5 THU

2026 中企出海高峰论坛·北京站
2026 Chinese Enterprises Going Global Summit

- 出席并致辞
  Attend and deliver a speech

11 NOV

全球数字经济城市联盟理事会
Global Digital Economy Cities Alliance Council Meeting

DEC40
Global Digital Economy Cities Alliance

全球数字经济城市联盟
Global Digital Economy Cities Alliance

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