

# A Comparative Study of Talent Strategies in Competition between Shaoxing and Surrounding Cities

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**Keywords:** Shaoxing; Urban Competitiveness; Talent Strategy; Industrial Structure

**Abstract:** In the era of knowledge economy, the success of enterprises depends more and more on the competition of talents. The quantity and quality of talents have become the key factors of economic growth and social development. Based on the current situation and existing problems of talent resources in Shaoxing, in this paper, the achievements and shortcomings of talent resources development in Shaoxing in recent years were analyzed, the talent strategies of competition between Shaoxing and surrounding cities were compared and studied, and some suggestions were given out, so as to provide theoretical support for Shaoxing Party and government organs to develop talent resources.

## 1. Introduction

Talent power is an important national strategic policy. The realization of the goal of talent resources development can not be separated from the possibility that the economic and social development of the region provides works for talents. In recent years, although the total amount of human resources in our country has shown a steady and sustained growth trend, which satisfies the needs of economic and social development. Compared with the development goals put forward by the state, the development trend of industrial restructuring and upgrading in the city, as well as the regions and cities around the country, there are still many obvious deficiencies in the situation of human resources in many cities. As an important city in the Yangtze River Delta region with abundant talent resources, strong ability of talent resources adsorption and cultivation, Shaoxing has an open economic system. At present, Shaoxing City is facing the challenge of industrial restructuring, while the upgrading and optimization of industrial structure is closely related to the development and utilization of human resources. Therefore, it is very necessary to provide the corresponding talent support for the adjustment of Shaoxing's industrial structure through the analysis and research of talent strategy development in the competition between Shaoxing and surrounding cities.

## 2. The Present Situation of Talent Resources in Shaoxing City

### 2.1. General situation

In recent years, Shaoxing City has introduced a large number of talents. Many enterprises have established various talent cooperation relationships with hundreds of colleges and universities across the country. The personnel system reform and the reform of the employment system for enterprises and institutions have been deepened. Meanwhile, the system of evaluation, distribution and other aspects of scientific and technological talents has also been constantly improved [1]. Nowadays, the talent market system of Shaoxing has been gradually improved, and the institutional obstacles to the flow of talents have been basically eliminated, the two-way selection mechanism of unit self-employment and talent self-selection has basically formed, and talents play an important role in the economic development of Shaoxing City [2]. In addition, the cadre inspection responsibility investigation system has been established and implemented, and the institutionalization and standardization of competition for employment has been promoted, and a series of policies and systems have been formulated to further form a good environment for

respecting labor, knowledge, talents and creation in the whole society.

## 2.2. Problems

At present, the main problems of talent resources in Shaoxing City are mainly manifested in three aspects: the first is that the total amount of talent resources is low and the top talent is scarce; the second is that there is a big gap in the level of ownership of human resources in various industries. Shaoxing has obvious advantages in the number of professional technicians and managers in various industries, but there are also significant gaps in many industries [3]. Taking manufacturing industry as an example, according to a questionnaire survey of 1,000 enterprises in Shaoxing City conducted by Shaoxing Talents Office in 2017, it can be found that the proportion of all kinds of talents in heavy chemical industry is generally higher than that in light textile industry; the third is that the innovative ability of talent resources is not strong [4].

Table 1 Structure of professional and technical personnel in manufacturing enterprises in Shaoxing

Industry	Proportion of middle and senior professional and technical personnel	Proportion of technicians in economic series	Proportion of technicians in engineering series
Food, drink	24.3%	23.2%	27.9%
Textile	41.8%	27.8%	39.0%
Clothing	17.8%	28.8%	18.5%
Chemical fiber	32.5%	31.4%	37.8%
Chemical industry and medicine	22.6%	17.0%	64.4%
Mechanics	25.3%	17.3%	48.7%
Electronics	45.5%	22.6%	64.8%
Metalworking	22.1%	12.9%	58.6%
Others	30.3%	24.6%	52.9%
Sample enterprise average	29.8%	18.5%	65.0%

## 3. Comparison of Talent Strategies in Competition between Shaoxing and Surrounding Cities

### 3.1. The effect of the development of human resources in Shaoxing City

In recent years, Shaoxing has successively formulated the talent policies, such as Some Regulations on Speeding up the Introduction of High-level Talents in Shaoxing City, Several Opinions on Introducing and Cultivating Talents, and set up special funds for talent work to introduce, select and train talents. Meanwhile, a system-complete policy system has been established, and the institutionalization and systemization of talent policies has been realized [5][6]. Moreover, the increasing number of colleges and universities has also brought more talent resources. Shaoxing City established the first government public training base in the province, so as to strengthen the training of practical technical personnel. At the same time, Shaoxing City has also established a talent introduction network by means of a talent information database and actively introduced high-level talents to our municipal authorities, enterprises and institutions [7]. Till now, more than 2,000 enterprises in the city have established various talent cooperation relationships with more than 300 colleges and universities across the country, which has greatly enhanced the core competitiveness of enterprises [8]. In addition, Shaoxing City continuously expands and deepens the contact channels and service functions of the talent market, making the current talent market in Shaoxing develop from a single talent exchange to a multi-functional market integrating talent exchange, information consultation, personnel agency, employment guidance, talent training and talent assessment, which has greatly improved the competitiveness of talents.

According to the 2017 Urban Competitiveness Report, Shaoxing's talent nomenclature competitiveness is at a later level, but it is higher than Shaoxing's comprehensive competitiveness

ranking, especially in terms of talent technology, talent wealth and talent concept level [9].

Table 2 Comparison of talents' noumenon competitiveness in ten cities of the Yangtze River Delta

	Wuxi	Ningbo	Hangzhou	Suzhou	Wenzhou	Zhangzhou	Shaoxing	Taizhou	Jiaxing	Nantong
Talents' noumenon competitiveness	0.450	0.440	0.437	0.423	0.410	0.371	0.318	0.308	0.295	0.241
National ranking of talents' noumenon competitiveness	11	13	14	16	19	28	39	41	46	54
Ranking of urban comprehensive competitiveness	18	12	11	13	34	35	54	42	66	57

### 3.2. Inadequacies in the development of talent resources in Shaoxing City

Compared with the cities around the Yangtze River Delta, there are still some weaknesses in the development of talent resources in Shaoxing City due to the system, location and other factors. These weaknesses are mainly manifested in the following aspects:

Firstly, in the financial expenditure, the total expenditure related to the development and use of human resources is relatively small. Compared with the surrounding cities, although the proportion of education expenditure and science and technology expenditure in Shaoxing's government fiscal expenditure is in the forefront [10], Shaoxing City's education expenditure and science and technology expenditure are far behind other cities due to the limitation of its own financial scale.

Table 3 Government expenditure on education and its proportion in fiscal expenditure (RMB 100 million)

City	Government expenditure on education (RMB 100 million)	Proportion of government expenditure on education to fiscal expenditure (%)
Hangzhou	30.78	15.70%
Ningbo	26.17	12.10%
Suzhou	26.01	11.20%
Wenzhou	23.87	28.60%
Wuxi	21.01	14.70%
Taizhou	19.89	25.10%
Jinhua	17.29	25.30%
Shaoxing	15.34	23.80%
Jiaxing	13.32	22.30%
Changzhou	11.37	15.00%

Table 4 Government expenditure on science and technology and its proportion in fiscal expenditure (RMB 100 million)

City	Government expenditure on science and technology (RMB 100 million)	Proportion of government expenditure on science and technology to fiscal expenditure (%)
Hangzhou	5.31	2.70%
Ningbo	4.81	2.20%
Suzhou	4.21	1.80%
Wenzhou	2.39	2.50%
Wuxi	2.35	1.60%
Jinhua	2.24	3.30%
Taizhou	2.06	2.60%
Shaoxing	2.05	3.70%
Jiaxing	2.04	3.40%
Changzhou	1.80	2.40%

Secondly, the ability of talent cultivation is weak. Compared with the surrounding cities, there are two main problems in talent cultivation in Shaoxing: one is the relatively weak strength of higher education, and the other is the serious lack of professional education in regional pillar industry services. In the era of planned economy, while building and introducing higher vocational and technical colleges, all regions need to closely integrate with local industries. It is universally known that the textile industry in Wuxi, Changzhou and Ningbo is very developed, which is the local superior industry. Moreover, there are textile colleges and universities in these three cities, thereby providing power and support for the development of superior industries. Besides, in the process of adjustment and development, colleges and universities need to adapt to the new situation of industrial migration and actively strengthen the integration with industrial clusters. Compared with the surrounding cities, Shaoxing lacks initiative and enthusiasm in this respect. So far, it has not been able to establish a higher education system serving textile, architecture, machinery and other superior industries.

Thirdly, the ability of talent adsorption is insufficient. The scientific research strength of Shaoxing enterprises is relatively strong, and another important carrier for attracting talents is an independent scientific research institute. However, the strength of Shaoxing is relatively weak. In the construction of scientific research institutions, some cities have made important breakthroughs. For example, Jiaxing has introduced the Tsinghua Yangtze River Delta Research Institute and the Center for Applied Technology Transfer of the Chinese Academy of Sciences; Ningbo has introduced the Materials Research Institute of the Chinese Academy of Sciences and the Fushun Petrochemical Research Institute. These introductions can effectively promote the formation of local research institute communities and improve the quality of research institutes.

Fourthly, the strategic thinking of talent work is still unclear. Although the development goal of Shaoxing's industry is clear, the general idea of talent resources development connecting with industrial development strategy is slightly Abstract.

#### **4. Suggestion**

According to the needs of Shaoxing's industrial restructuring, Shaoxing City can adopt a talent resource strategy that combines attracting strategy and investment strategy, increase investment in education, realize sustainable development of human resources, and increase the strength of educational development of talent resources in leading industries, such as textile, architecture and machinery, strengthen the capacity building of talents, and comprehensively improve the quality of human resources.

With the advantages of environmental competitiveness and cultural competitiveness, Shaoxing City should actively cultivate talent entrepreneurship carriers, cultivate a number of regional science and technology innovation service centers and enterprise technology research and development centers, and create higher-level scientific research institutions in accordance with local conditions, so as to fundamentally improve the talent adsorption ability.

At the same time, the government should actively promote the construction of a unified talent market to improve the reputation effect and scale effect of the talent market as an information platform and mobile platform, and it must attach importance to strengthening the legalization and institutionalization of the talent market.

In promoting the talent resources strategy of Shaoxing City, the government's resource integration capability and marketing capacity need to be strengthened in light of the various constraints faced by Shaoxing City in promoting the talent strategy. The former directly or indirectly affects the public investment of the government in promoting the talent strategy, while the latter greatly affects the popularity and reputation of Shaoxing City and its enterprises, making that Shaoxing city and Shaoxing enterprises' attraction to talents has not been brought into full play.

#### **5. Conclusion**

As an important city with strong talent resource adsorption ability and cultivation ability in the

Yangtze River Delta, Shaoxing has established a relatively perfect system of human resources development in recent years, which has strengthened the development and introduction of human resources, and enhanced the talents' noumenon competitiveness to a certain extent. However, compared with the surrounding cities, the current talent resources in Shaoxing City are still facing the problems of low total talent and weak innovation ability. Here, Shaoxing City can adopt the talent resource strategy combining attracting strategy and investment strategy to realize the sustainable development of talent resources, improve the talent service system and realize the marketization of talent resources allocation. Although some researches have been carried out to the comparison of talent strategies in competition between Shaoxing and surrounding cities, due to its narrow scope and limited level, the theoretical depth needs to be improved.

## **Acknowledgements**

A comparative study of talent strategy between Shaoxing and competitive neighboring cities, No 135368.

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