

# Research on Talent Sharing Empowering Changzhou to Build an Internationally Renowned Intelligent Manufacturing City and Breaking the Bottleneck of High-End Talents

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**Abstract:** Sharing economy is a new kinetic energy to promote economic growth, accurately allocate resources, maximize resource utilization, and create higher economic income and social benefits. Based on the demand of building Changzhou into an internationally renowned intelligent manufacturing city under the new situation, this research takes talents as the primary resource and innovation as the main driving force, and strives to build Changzhou into a cradle for cultivating talents, a magnetic field for gathering talents, a paradise for starting a business and a hot spot for development. This research discusses the new characteristics of talent management in the era of sharing economy, analyzes the bottleneck of high-end talents sharing in the construction of Changzhou's internationally renowned intelligent manufacturing city, and puts forward some measures to solve the bottleneck of high-end talents sharing. Specific measures include improving the management service system of high-end talents, establishing an effective incentive mechanism for high-end talents, building an information platform for high-end talents sharing, providing a strong system and service guarantee, and exploring various modes of high-end talents sharing.

**Keywords:** Sharing Economy; Talent Sharing; Internationally Renowned Intelligent Manufacturing City; High-end Talents; Restraining Bottleneck; Cracking Measures

## 1. Introduction

Sharing economy is a mode of resource exchange and sharing, which realizes resource intercommunication based on Internet platform, re-optimizes the allocation of various resources, avoids idleness and waste, and achieves overall benefit improvement. Although the sharing economy has not increased the total amount of available resources, it has broken the original boundaries and achieved maximum benefits through optimal allocation. In the era of sharing economy, the identity of employees has changed from "unit person" to "social person", the labor relations of employees have changed from "employment status" to "citizenship status", and the shared workforce has changed from "unit governance" to "trade union governance" [1]. As a kind of production resources, talents can certainly be shared in the era of sharing economy, so as to match the internal and external talents with the tasks of enterprises, reduce the idleness of talent resources in the whole labor market, and achieve a win-win situation for both enterprises and labor owners. Sharing economy was first put forward by Marcus Felson and JoeL. Spaeth in the paper "Community structure and collaborative consumption: a routine activity approach" published by American Behavioral Scientist. It is pointed out that the talent sharing service is the first appearance of the financial shared services center established by Ford in Europe, and foreign enterprises such as SAP, IBM, Hewlett-Packard, Philips, Siemens, Procter & Gamble, Henkel and Mitsubishi have implemented the human resource sharing service one after another, which has been widely regarded as the mainstream mode of human resource management of large multinational groups.

During the "14th Five-Year Plan" period, Changzhou established its urban positioning as "a famous city with international intelligence and a central axis hub in the Yangtze River Delta", which is the most distinctive development characteristic and vivid urban portrait of Changzhou. With the new round of scientific and technological revolution and the accelerated evolution of industrial transformation, application scenario innovation has become an important mode to promote the deep integration and

development of scientific and technological innovation and industry. Changzhou grasps the "bull nose" of enterprise digital intelligent application scenario construction, accelerates the transformation and application of innovative technological achievements, helps optimize and upgrade the whole industrial chain of the cluster, and consolidates the foundation of an internationally renowned intelligent manufacturing city. High-end talents usually refer to people with high professional skills and ability, who have a leading level in a certain field and can make contributions to social development. The biggest difficulty in building Changzhou into an internationally renowned intelligent manufacturing city is the difficulty of high-end talents, the biggest constraint is the constraint of high-end talents, and the biggest shortcoming is the shortcoming of high-end talents. Today, the world is experiencing a great change that has never happened in a century, and the domestic development environment is also undergoing profound changes. Development advantages and practical problems coexist, and Changzhou's development is also facing a new situation. In the face of pains and various difficulties and challenges under the new situation, Changzhou must get rid of the traditional development mode of fighting for resources and speed, keep up with the pace of the new era, firmly grasp the new trends and new characteristics of talents under the new situation, and comprehensively crack the bottleneck of high-end talents.

## **2. The New Characteristics of Talent Management in the Era of Sharing Economy**

Sharing economy is a new model based on the development of Internet economy, connecting two or more related groups, and talent management presents new characteristics such as decentralization, complicated relationship, intelligent functions and marketization of evaluation mechanism.

### ***2.1 Decentralization of talent management***

Decentralization does not mean that no center is needed, but that anyone can become a center and change the status quo of taking managers as the center. Internet platform connects people and resources, and every employee is experiencing a revolution in working methods. They can freely choose their work content, pursue flexible working methods, allow creativity to be expressed, and participate in enterprise development decisions. Enterprise management has changed to flattening and cooperation, and enterprise employees have changed from "I can do it" to "I should do it", which has played down the difference between core employees and non-core employees and started the power of enterprise values to realize self-management, self-drive and self-control.

### ***2.2 Dilution of talent management function***

Traditional human resource management is based on rules and regulations, and its core tasks are selecting, educating, retaining and employing people. It needs to go through a series of processes, such as manual release of recruitment information, implementation of recruitment work, pre-job training, internship inspection, quota allocation and performance evaluation. In the era of sharing economy, these tasks are mainly completed by the platform. Enterprises recruit talents through the platform, automatically screen and accurately lock talents according to job requirements, and provide personalized online training needs. The salary are also intelligently decided by the platform, and the whole process is transparent and convenient [2]. The human resource management department has been de-functionalized, paying more attention to the long-term planning of human resources in enterprises.

### ***2.3 Intellectualization of talent management function***

Based on information technology, sharing economy is a new format and model driven by information technology and data resources. Enterprises should establish an integrated information platform, apply intelligent human resource management mode and implement efficient human resource management. Relying on the Internet of Things, blockchain and big data analysis technology, data and information resources are effectively integrated, employees' comprehensive ability is analyzed, employees' development and training plans are formulated, and jobs are flexibly deployed to supervise and help employees grow; Staff assessment standards are refined, and opportunities for talent development and promotion are given, so that each employee can give full play to his own value and help improve the economic benefits and comprehensive competitiveness of enterprises.

#### ***2.4 Marketization of talent evaluation mechanism***

In the era of sharing economy, the market-oriented settlement between the platform and resource providers has been realized, and resource providers have more motivation to provide quality services. There are many disadvantages in the traditional evaluation mechanism. Many employees carry out their work in order to complete the evaluation task, which cannot create more benefits for the enterprise. Therefore, it is increasingly out of date to evaluate talents from the perspective of the enterprise, which is also not conducive to evaluating the value of human resources. In the era of sharing economy, the object of human resources management has changed from "visible people" to "invisible people", and market reflection is the best criterion for assessment. Perfecting the corresponding market-oriented mutual evaluation mechanism and salary settlement system is more conducive to human resources' initiative and creativity.

### **3. Analysis on the Bottleneck of High-end Talent Sharing in Changzhou's Internationally Renowned Intelligent Manufacturing City Construction**

Talent bottleneck means that enterprises pay more attention to the external market and the introduction of core technologies that affect their survival, while ignoring the cultivation, introduction and reserve of talents, resulting in the shortage and scarcity of talents in expansion. The bottleneck of high-end talent sharing in building Changzhou into an internationally renowned intelligent manufacturing city is mainly reflected in "sharing ideas, sharing content, incentive mechanism, cooperative training" and so on.

#### ***3.1 The concept of talent sharing has not changed***

Talent sharing involves many subjects such as government, enterprises and employees, and the concepts of each subject have not changed. From the government's point of view, the idea of local protectionism still exists, talent sharing will weaken power and reduce interests, talent-rich areas will become victims of sharing, and the concept of monopolizing talents has not been eliminated. From the perspective of enterprises, they are worried that the shared employees will refuse to return to their original jobs, and the binding force of enterprises on talents will be weaker [3], which will cause the risk of brain drain and skill training may become a high-cost and low-income activity. From the employee's point of view, it is difficult to get a fair treatment if there is a labor dispute if you are unfamiliar with other units and worry about being excluded, social security payment and labor insurance.

#### ***3.2 Formalism of talent sharing content***

The development of talent sharing often emphasizes form and ignores content. Only pay attention to the form and frequency of mutual visits and learning, but not to the content and quality of visits and learning; Only pay attention to the scale of meetings and exchanges, but not to the effect of meetings and exchanges; Only pay attention to the number of cooperation agreements signed, but not to the feasibility and performance effect of cooperation agreements; Only pay attention to the publicity and praise of the media when signing the agreement, and do not pay attention to the communication and coordination of the difficulties existing in the cooperation process. On the whole, it gives people the impression that it is ostensibly noisy, but in fact it is empty, without progress and flashy. Many times, the government sings a "one-man show", which is greedy for perfection and quick success. The signature form is vigorous, and then it is difficult to enter substantive operation, and it is difficult to achieve satisfactory results [4].

#### ***3.3 Lack of incentive mechanism for talent sharing***

Local governments have insufficient motivation to promote talent sharing and the idea of local protectionism still exists. There are artificial barriers to talent sharing, and the decisive role of the market in talent allocation has not been fully exerted [5]. The siphon effect on high-end talents is remarkable in the developed areas of China, and talent sharing is mostly limited to middle and low-end talents. Although some relatively mature incentives have been introduced, the particularity and diversity of needs of high-end talents have not been fully considered, material incentives and spiritual incentives have not been effectively combined, and single salary and financial incentives cannot

effectively stimulate the internal potential. The marginal effect of incentives is declining year by year, and the enthusiasm and sense of belonging of work are lacking. Equalization inhibits the enthusiasm of talented people who pay more and have strong ability, and can't really play the role of motivation.

#### ***3.4 The cooperation mechanism of personnel training has not been established.***

Knowledge, skills and information constitute the main body of talents, and talent training is the key to building core competitiveness. The local government has not sorted out the talents within its jurisdiction, established a talent pool covering the whole region, considered the comprehensive benefits and long-term development of local economic and social development, and neglected the importance of high-end talent training. Enterprises unilaterally pursue the maximization of economic benefits, thinking that training talents is the task of colleges and universities, which has nothing to do with themselves, and does not pay attention to talent training and skill upgrading. When they need talents, they would rather go to the market for recruitment than cooperate with colleges and universities to educate people. There is blindness in talent training in colleges and universities, and the school lacks systematic design of school-enterprise cooperation system and accurate functional orientation, and has not cultivated the shortage of talents to promote local development [6].

### **4. Measures on talent sharing empowering Changzhou to build an internationally renowned intelligent manufacturing city and breaking the bottleneck of high-end talents**

In the increasingly fierce competition for talents, both western developed countries and domestic developed regions have formulated a series of talent measures, which have effectively promoted regional economic and social development and enhanced regional core competitiveness. In order to build Changzhou into an internationally renowned intelligent manufacturing city, we must give full play to the supporting role of talents. Guided by the basic theory, this research puts forward the implementation measures from the aspects of "service system, incentive mechanism, information platform, service guarantee and sharing mode" in view of the bottleneck of high-end talent sharing in Changzhou's construction of an internationally renowned intelligent manufacturing city.

#### ***4.1 Improving the management service system of high-end talents***

It is necessary to further crack down on various obstacles to cross-regional talent flow in the Yangtze River Delta, gradually eliminate local policies, regulations and policy barriers that hinder talent flow, and improve the talent management service system. Establish an integrated talent security service standard and implement a mutual recognition system for talent evaluation standards. Explore the revenue sharing mechanism of talent sharing, and give policy support and rewards to individuals, enterprises, professional social organizations and talent intermediary service institutions that participate in or promote talent sharing. Improve the intellectual property protection system, jointly strengthen intellectual property protection, safeguard the legitimate rights and interests of talents, and create a good institutional environment for talent sharing. Guide shared talents to sign tripartite agreements with employers and shared contractors, protect the legitimate rights and interests of the three parties, and enhance the contractual guarantee of talent sharing. Eliminate institutional barriers, ensure a continuous and perfect process, do a good job in planning and management of high-end talents, job recruitment, performance management, training support, replacement plan, salary and welfare, analysis of employment model, etc., break the obstacles of high-end talent flow, implement the mutual recognition system of talent evaluation standards, explore the benefit sharing mechanism of talent sharing, and enhance the contractual guarantee of talent sharing.

#### ***4.2 Establishing an effective incentive mechanism for high-end talents***

Attracting and retaining high-end talents is based on the premise that high-end talents can meet their own needs while achieving organizational goals. Therefore, we should fully understand and respect the diversity of high-end talents' needs, establish an effective incentive mechanism, and effectively enhance their work enthusiasm and sense of belonging. We should pay more attention to stimulating the inherent potential of talents, respect the law of talents' own development, pay attention not only to the diversification of material incentives, but also to the diversification of spiritual incentives, so as to promote high-end talents to realize their personal values. In the era of sharing economy, the cyclical method presents certain limitations. Only by adopting Recognition Reward measures can we clarify the

working conditions of high-end talents and ensure the applicability of rewards, and truly meet the demands of high-end talents [7]. High-end talents can be encouraged by giving priority to settle down, giving priority to children's enrollment, giving cross-provincial and municipal work and living subsidies, transportation subsidies and housing subsidies. Promoting high-end talents to meet their material needs, providing smooth promotion channels or opportunities for further study, and giving them more sense of honor and accomplishment will help to enhance the value of shared talents.

#### ***4.3 Building an information platform for high-end talents sharing***

Information platform is the foundation and support to realize the sharing of high-end talents. It plays a bridge role between work tasks and high-end talents, reduces the information asymmetry between the two sides, enables the supply and demand sides to communicate from time to time, and makes it possible to achieve instant matching. This is also an important way to break the barriers to sharing high-end talents in the current region. Strengthen the information classification of high-end talent resources and establish an information database covering the whole region, such as management talents, technical talents, scientific research talents and skilled talents. On this basis, we will improve and perfect the information exchange and mechanism centered on talent supply and demand, and use network technology to penetrate all levels of talent markets to realize the interconnection of all talent information in the region. For the information provided by the high-end talent sharing platform, we should use as many ways as possible to verify it, avoid false and misleading information, avoid the waste of time and resources of high-end talents, and avoid invalid connections, which requires the corresponding management work in technology and platform [8]. Explore the new mode of "internet + Talent Service", and use big data technology to realize the exchange and cooperation of high-end talents and the sharing of high-end talents' information in the Yangtze River Delta region through resource platforms, large database platforms and project carriers, so as to improve the matching effect between employers and high-end talents and stimulate the innovation vitality of the whole region.

#### ***4.4 Providing a strong system and service guarantee***

In terms of system guarantee, we should follow and apply the law of high-end talents' flow, break through the shackles of traditional personnel systems such as household registration and archives, and encourage high-end talents to come in and stay in the field through various forms of flexible sharing, so as to let local high-end talents go out and get back. Formulate policies related to high-end talent sharing with the concept and thinking of the rule of law, improve laws and regulations, clearly define important issues such as the attribution of achievements and income distribution in high-end talent sharing, build a cooperative environment to promote high-end talent sharing from a legal perspective, ensure the smooth implementation of high-end talent sharing cooperation from the perspective of the rule of law and institutional norms, and truly break the contradictions and conflicts caused by imperfect laws, regulations and policies among localities [9]. In terms of service guarantee, the smooth implementation of high-end talent sharing is ensured by further improving the service level and business scope of high-end talent professional service institutions, enhancing the standardization and transparency of policies and systems, and optimizing shared information inquiry and legal aid services. As a public service department of high-end talent sharing and cooperation, it pays attention to protecting the legitimate rights and interests of sending units, using units and high-end talents in high-end talent sharing and cooperation, further enhancing the sense of security of public service departments and high-end talents participating in sharing and cooperation, and improving the enthusiasm of high-end talents to participate.

#### ***4.5 Exploring various modes of high-end talents sharing.***

Flexible flow of talents refers to breaking the traditional household registration and file constraints, adhering to the concept of "combining internal and external, combining length and length" to enhance the flexibility of talent allocation without changing the subordinate relationship between talents and their original units, and sharing them in flexible ways such as "long-term rent and short-term loan" to maximize the use of talent value and realize "intellectual flow"[10]. With flexible flow as the main form, explore various ways such as partner sharing, intellectual property equity investment sharing, migratory bird sharing, etc., and promote the deep participation of export-oriented talents in core business development. Establish a high-end talent sharing enterprise alliance. Enterprises interested in joining the "migratory bird" high-end talent sharing model can establish alliances, identify the common interests of high-end talent cooperation among all parties, and learn from each other's wisdom, use and

learn from each other's strengths and weaknesses through various ways such as "marriage" attachment and "migratory bird" experts. To remove the stable subordinate relationship between high-end talents and enterprises, high-end talents can freely choose their working hours and their favorite jobs, which has great flexibility and freedom. Taking the law of value as the reference factor, high-end talents enter the circulation market in the form of production factors, exchange and obtain income and value [11]. Breaking through the boundary between "part-time job" and "full-time job", high-end talents can choose the best job content according to their own will, quality and ability, obtain the highest income and expand their value.

## 5. Conclusions

Talent sharing originated from talent leasing in developed capitalist countries such as the United States. With the rapid development of sharing economy in China, tapping the value of talent sharing and building a platform for talent sharing have become hot topics in domestic theory and practice. Show and output personal value by sharing talents, release talent potential, help high-end talents get high-quality jobs, enter quality life, and fundamentally solve the problem of brain drain. Through the research of this topic, standing on the height of economic integration in the Yangtze River Delta, taking advantage of the radiation and leading role of talents in cities such as Shanghai, Hangzhou, Nanjing and Suzhou, the planning of high-end talents has formed dislocation sharing, breaking administrative limitations, making efforts to provide more favorable policies, better services and better environment, encouraging alliances to attract talents, innovate and start businesses, breaking the bottleneck of high-end talents, and helping Changzhou to build a famous internationally renowned intelligent manufacturing city.

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