

New-Quality Productive Forces-Oriented Research on the Integrated "Attract–Cultivate–Utilize" Model for High-Skilled Economic Management Talents in Guangdong Province

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Abstract: Against the backdrop of China's strategy to foster new-quality productive forces, the upgrading of regional talent systems has become a core driver of high-quality development. Guangdong Province, as a leading area in manufacturing and digital economy, urgently needs a high-caliber pool of economic management talents who can integrate digital thinking, industrial insight and global vision. Yet existing policies still show fragmentation between talent attraction, cultivation and utilization, resulting in mismatches between talent supply and industrial demand. Drawing on the analytical framework of new-quality productive forces, this paper proposes an integrated "attract–cultivate–utilize" model for high-skilled economic management talents in Guangdong. It summarizes the current situation and bottlenecks of talent work in the province and designs a path including scenario-based attraction, demand-oriented cultivation and value-creation-centered utilization, aiming to provide theoretical support and policy references for building a high-level talent highland.

Keywords: new-quality productive forces; high-skilled talents; economic management; "attract–cultivate–utilize" integration; Guangdong Province

1. Introduction

The rise of new-quality productive forces marks a shift from factor-driven growth to an innovation- and talent-driven paradigm. New-quality productive forces emphasize high-end, intelligent and green development, requiring a workforce that can coordinate technology, organization and institutions. For Guangdong Province, which plays a central role in the Guangdong–Hong Kong–Macao Greater Bay Area, building a strong economic management talent base has become a key issue for upgrading industrial structure and optimizing the business environment.

Although Guangdong has formed a relatively complete education and training system in economics and management and issued a series of talent policies, problems such as weak industry–education integration and evaluation systems that stress formal indicators over value creation still constrain the full release of talent dividends. This paper responds by constructing an integrated "attract–cultivate–utilize" model guided by the requirements of new-quality productive forces.

2. Literature Review

Research on regional talent strategies underlines the importance of aligning talent policies with innovation-driven development and industrial upgrading[1]. Studies on high-skilled talents show that fragmented approaches to "introduction", "training" and "use" often lead to low efficiency and weak sustainability. In economic management, scholars emphasize interdisciplinary competencies that combine economic analysis, data governance, organizational leadership and risk control to respond to digital transformation and complex governance tasks[2].

The literature on new-quality productive forces highlights that the combined effect of new technologies, new industries, new business models and new institutions is ultimately realized through talents. Research on "attract–cultivate–utilize" frameworks suggests that attraction should be based on real industrial demands, cultivation should be embedded in production and innovation processes, and utilization should provide institutional space and incentives for talents to demonstrate their value. However, relatively few studies apply this framework to high-skilled economic management talents in Guangdong, leaving room for further exploration[3].

3. Theoretical Framework

From the perspective of new-quality productive forces, high-skilled economic management talents are not merely administrators. They are knowledge-intensive, innovation-oriented and data-empowered actors who can design business models, allocate resources, coordinate networks and govern risks in digital and global contexts. Their competencies include

digital literacy, systemic thinking, cross-border integration, organizational leadership and policy understanding, which are crucial for turning technological potential into actual productivity.

The integrated "attract–cultivate–utilize" model links the talent lifecycle with the development needs of new-quality productive forces. "Attract" opens channels and platforms to bring in talents with global vision and industrial experience. "Cultivate" transforms discipline-oriented education into competency-oriented, scenario-embedded training. "Utilize" creates institutional environments and performance mechanisms that encourage talents to take responsibility, innovate and generate value, forming a positive cycle of contribution, recognition and development.

4. Current Situation and Challenges in Guangdong

Guangdong enjoys a strong manufacturing base, a vibrant private economy and a relatively open institutional environment. Universities, application-oriented colleges and vocational institutions offer a rich supply of economics and management graduates who serve industrial clusters such as advanced manufacturing, digital economy, modern services and foreign trade. Talent programs and policy packages help attract high-level experts, innovative teams and entrepreneurial talents.

However, bottlenecks remain. Talent attraction mechanisms are still dominated by academic titles and formal qualifications, while practical capabilities in industrial chain coordination, digital operation and international governance are not sufficiently emphasized. Curriculum systems lag behind rapid changes in digital technology and business models, and platforms that connect classrooms with real industrial scenarios are scarce. Performance appraisal mechanisms in many organizations still prioritize short-term financial indicators or administrative compliance, undervaluing contributions to digital transformation, organizational innovation and long-term competitiveness[4].

5. Pathways for an Integrated "Attract–Cultivate–Utilize" Model

First, Guangdong should promote scenario-based talent attraction driven by strategic industrial clusters. Around key sectors such as advanced manufacturing, digital economy, green finance and modern logistics, the province can build "industry–talent communities" that clarify competency models, job roles and development paths for high-skilled economic management talents. By linking talent policies with major projects, innovation platforms and pilot free trade zones, diversified channels such as joint appointments, industry chairs and project-based recruitment can be created to attract talents who combine theoretical knowledge with practical experience.

Second, Guangdong needs to reconstruct a demand-oriented cultivation system supported by digital-intelligent platforms. Universities and application-oriented colleges should cooperate with government departments, industry associations and leading enterprises to co-design competency standards and curricula. Core modules may integrate big data analytics, artificial intelligence, digital finance, supply chain management and governance innovation. Virtual simulation laboratories and online case libraries based on real-time industrial data can help learners practice decision-making, risk assessment and performance management while also supporting lifelong learning for on-the-job personnel.

Third, Guangdong should build value-creation-centered utilization and evaluation mechanisms. For economic management talents, performance indicators can include contributions to digital transformation projects, improvement of industrial chain coordination, enhancement of risk control capacity and optimization of business environment. Multi-dimensional evaluations that combine quantitative results with peer review and expert assessment can better reflect the real value created by talents and provide a basis for differentiated incentives and career development paths.

6. Conclusion and Policy Implications

Under the orientation of new-quality productive forces, Guangdong's economic transformation and high-quality development increasingly depend on high-skilled economic management talents who can bridge technology, industry and governance. This paper constructs an integrated framework of "attract–cultivate–utilize" and, based on the current situation in Guangdong, proposes pathways for scenario-based attraction, demand-oriented cultivation and value-creation-centered utilization. The framework suggests that only by forming a closed-loop, synergy-based system can Guangdong "bring in, develop well and make good use of" economic management talents and transform talent advantages into new-quality productive forces.

Policy-wise, Guangdong should refine talent policies around industrial and innovation chains, accelerate the deep integration of education[4], industry and research, and reform evaluation and mobility mechanisms to release the creativity of talents. With continuous institutional innovation and ecosystem optimization, Guangdong is expected to become both a highland for high-skilled economic management talents and a demonstration zone for the development of new-quality

productive forces.

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