

Construction and cultivation path of technology innovation talent team in Chinese enterprises: a case study of Shaoxing

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Abstract: The most distinctive feature and significant advantage of Shaoxing, Zhejiang is the private economy, and high-level innovative talents and entrepreneurs are the most valuable resources and wealth for the development of Shaoxing's private economy. With the increasingly fierce market competition, the sustained development of enterprises relies on external market expansion and internal core competitiveness. Talents are the most valuable resources and wealth of enterprises, and the construction and cultivation of scientific and technological innovation talent teams are directly related to the future development of enterprises. Based on this, this article takes Shaoxing, Zhejiang as an example to explore how local enterprises can strengthen the construction and cultivation of innovative talents by linking various forces.

Keywords: Enterprise; Technological innovation talents; Construction and cultivation path

The essence of technological innovation lies in the construction and cultivation of talent teams, and the value and benefits created by high-level innovative talents for enterprises are important factors affecting their core competitiveness. However, there is still a lack of systematic research on the construction and cultivation of innovative talent teams in the practice of localized development in China. Some enterprises in Shaoxing, Zhejiang are still facing problems of talent loss and insufficient talent resources. Therefore, in the new era, it is crucial to strengthen the construction and cultivation of enterprise technology innovation talent teams.

I. Problems in the Construction of Enterprise Technology Innovation Talent Team

1. The talent benefit management mechanism is not sound

The Shaoxing Federation of Industry and Commerce actively carries out diversified activities to promote the construction of a high-level entrepreneurial team, and promotes and interprets new policies under the new situation to enterprises. Under the guidance and support of relevant departments, although most enterprises have increased their efforts in building and cultivating innovative talent teams. However, overall, some companies' investment in talent development is merely a formality. This is mainly because some enterprises have not yet established a sound talent management system. Moreover, the weak awareness of talent investment efficiency management not only leads to the waste of enterprise talent resources, but also intensifies the contradiction between the real needs of enterprises and the development needs of talents.

2. Insufficient talent cultivation efforts

High level innovative talents should not only possess solid cultural and professional knowledge, excellent psychological qualities, but also be very familiar with the development environment and strategy of the enterprise, so as to create real benefits for the enterprise in practice according to its actual situation. However, some enterprises lack long-term planning and fail to fully realize the important value of talent team building and cultivation in promoting the long-term development of enterprises. Excessive pursuit of immediate benefits has led companies to neglect the construction of a team of technological innovation talents, resulting in a serious shortage of internal supply.

3. Unreasonable talent cultivation system

Faced with increasingly fierce market competition, enterprises have a growing demand for innovative talents. Usually, companies only attract talent through recruitment. Moreover, recruiters often rely on manual methods to analyze and organize relevant data information. At the same time, during the interview, the focus was only on testing the candidate's professional knowledge and skills, without effectively evaluating their moral and professional qualities. In addition, due to an unscientific and unreasonable talent cultivation system, personnel turnover within the enterprise is very frequent, which seriously affects the implementation and adjustment of the enterprise's strategy.

II. The direction of building and cultivating talent teams for enterprise technological innovation

1. Cultivate talents that meet the development needs of enterprises

To maintain a competitive advantage in the rapidly changing business environment, enterprises must attach importance to talent introduction and cultivate talents that meet the needs of enterprise development and industry changes through scientific talent construction and training strategies. In this regard, enterprises should maintain foresight in talent cultivation, ensuring that the cultivation of scientific and technological innovation talents is in line with the long-term strategic goals of the enterprise. This is a core element in promoting sustainable development of enterprises. Specifically, enterprises should base themselves on their own development strategies, extract the key points of talent cultivation and construction from business areas and technological directions, in order to ensure that talent cultivation meets the needs of enterprise development.

2. Relying on the integration of industry and education to improve the quality of talent cultivation

As an important battlefield for talent cultivation, universities can provide important support for the talent reserve of enterprises.

Enterprises establish close cooperative relationships with universities, vocational training institutions, etc. to jointly develop talent training programs. Relying on the integration of industry and education in talent construction and cultivation not only breaks through traditional talent cultivation methods, but also allows enterprises to participate in the entire process of talent cultivation, achieving resource complementarity, resource utilization, and benefit sharing between schools and enterprises. At the same time, this collaborative talent cultivation model can also provide enterprises with rich internship and training opportunities for students, thereby helping university talents quickly adapt to the production and operation of enterprises in the market changes.

III. The Realistic Path of Building and Cultivating the Talent Team for Technological Innovation in Chinese Enterprises

1. Optimize the talent cultivation structure system

Firstly, clarify the hierarchical structure of the talent pool. By dividing talents into different levels such as core talents, key talents, and potential talents based on business needs and strategic goals, enterprises can implement refined management and build more targeted talent construction and training paths through accurate identification and evaluation. This can enable talents within the company to receive corresponding resources and technical support at different stages of career development, helping employees to have a more comprehensive understanding of the company's business and development plans. In the process of implementing refined and differentiated management, enterprises can establish mentorship systems, career development plans, cross departmental job rotation and other talent training programs to provide a learning platform for talents and promote internal knowledge innovation within the enterprise.

In response, enterprises have promoted the optimization and adjustment of their internal talent training structure by establishing flexible talent mobility mechanisms. Specifically, the company has developed an internal job posting system and actively promoted cross functional training programs. The construction of an internal job posting system can enable employees to fully understand the operational mechanism of the enterprise and other job information. By encouraging employees to actively unlock different job roles, they can explore more suitable positions for self-development based on their career development plans and interests, thereby effectively realizing their self-worth in the workplace and creating greater economic benefits for the enterprise.

2. Improve the mechanism for safeguarding talent rights and interests

Poor understanding and trust in talent, as well as unreasonable internal employment mechanisms, employee compensation and benefits, are important factors leading to talent loss in enterprises. However, at present, research on the incentive and protection of scientific and technological innovation talents in China has not yet been closely integrated with the talent needs of enterprise development, which in turn affects the stability of enterprise development. In terms of incentivizing and protecting the rights and interests of technology innovation talents, some enterprises still have the following problems: on the one hand, they underestimate the necessary job training for technology innovation talents. Some companies unilaterally believe that participating in academic seminars, training, and exchange activities will delay the completion of employees' work tasks. Therefore, managers of enterprises are accustomed to constantly adding burdens to their work positions. On the other hand, companies tend to underestimate the overall contributions made by their teams. In the process of rewarding technological innovation talents, companies often focus on individuals such as "professor level engineers" and neglect effective incentives and rewards for other team members.

In response to the current imperfect mechanism for safeguarding talent rights and interests in enterprises, Yuecheng District of Shaoxing City is guided by the concept of "inheritance+development" for the new generation of entrepreneurs, continuously improving the mechanism for safeguarding talent rights and interests. For example, in order to achieve a deep integration of personal growth, enterprise development, and social progress for the new generation of entrepreneurs, relevant departments in Yuecheng District have issued several policies such as the "New Generation Entrepreneur Cultivation Plan" and the "2023 Yuecheng District Policy on Accelerating the Construction of a New Era" Celebrity Home "Talent Highland Pilot Zone", providing preferential policies such as entrepreneurial support and innovation rewards to relevant enterprises. This provides specific directions for enterprises to improve the mechanism for safeguarding talent rights and interests, which can effectively eliminate the worries of technological innovation talents and accelerate the transformation and creation of enterprise scientific and technological achievements.

3. Expand the path of cultivating innovative talents

The traditional methods of talent cultivation such as offline training, lectures, and classes are no longer suitable for the development needs of enterprises in the new era. Therefore, enterprises urgently need to innovate and expand the traditional mode of talent cultivation and construction, that is, by building a tripartite collaborative education mechanism of "university association enterprise", to fully connect the talent cultivation structure with external market demand. With the transformation and upgrading of China's industrial structure, enterprises are constantly raising their requirements for cultivating scientific and innovative talents. However, due to the inability to achieve a high degree of matching between talent training supply and industrial demand structure, there is a significant gap in the demand for high-quality applied talents in China. In order to promote the optimization and adjustment of the talent training structure in the textile industry, the Textile and Clothing College of Shaoxing University of Arts and Sciences has jointly established a collaborative education mechanism with associations and enterprises to meet the talent training needs of the textile industry. The aim is to deepen cooperation between schools and enterprises, integrate production and education, and promote cooperation, sharing, and complementary advantages between talent suppliers and demanders.

In practical applications, both schools and enterprises use the integration of industry and education as a means and project driven approach to build innovation and entrepreneurship bases, internship and training bases, so that enterprises can be integrated into the entire process of cultivating innovative talents. At the same time, the School of Fashion at Shaoxing University of Arts and Sciences has also collaborated with research institutes and enterprises such as the Zhejiang Textile Industry Association to establish the Textile Intelligent Manufacturing Modern Industry College. Relying on the integration of industry and education to build a talent training system that matches the development needs of the textile industry can help extend the cultivation of innovative talents to the entire textile industry chain. In talent cultivation, schools and enterprises have established a system of mutual appointment of experts, which invites enterprise management into the classroom through curriculum co construction. By doing so, enterprises can actively participate in the entire process of cultivating innovative talents, fully demonstrate the advantages of various aspects of the enterprise, and attract more high-quality talents to actively work in the enterprise. This helps to continuously enrich the talent reserve of enterprises and lay a solid foundation for promoting their sustainable development.

4. Build a talent evaluation index system

As the core force of technological innovation, innovative talents need to establish scientific, reasonable, and objective standards for talent selection and training, which is of great significance in enterprise management and talent cultivation. Although companies have adopted diverse methods for cultivating and selecting innovative talents in the face of fierce market competition, the immature construction of talent evaluation indicators has resulted in a lack of practicality in cultivating innovative talents. This immature construction is manifested in an incomplete indicator system construction, where the talent evaluation of enterprises focuses more on historical performance and neglects the scientific research and innovation capabilities of personnel. In response to this phenomenon, some enterprises can refer to the talent training practices of Shaoxing Vocational and Technical College to further refine talent evaluation indicators.

With the development of digital technology in our country, high-quality talents with comprehensive knowledge and literacy are the key factors affecting the sustained development and transformation of our industry. A survey of different e-commerce companies shows that although their emphasis on talent demand varies slightly, their demand for innovative talents closely follows market changes. The specific requirements are as follows: professional ethics of dedication and professionalism, strong ideological and political literacy, and the ability to learn and innovate. In order to cultivate high-level e-commerce talents that are in line with the development trend of the digital economy, Shaoxing Vocational and Technical College has carried out the cultivation of compound new business talents through cultural infiltration, integration of learning and employment, and three-level transfer. For example, in terms of cultivating talents' professional and ideological political literacy, Shaoxing Vocational and Technical College has established a course group centered on "Fan Li's Business Wisdom". At the same time, it has strengthened the education and guidance of talents' values through the construction of cultural scenes such as the Shaoxing branch of the Zhejiang Merchants Museum and the Zhejiang Merchants Celebrity Exhibition. Therefore, when constructing a talent evaluation index system, enterprises can transform these specific training points and build a scientific and reasonable talent evaluation index system based on them, in order to provide specific information for subsequent talent cultivation and construction. In recent years, with the assistance of the talent evaluation index system, enterprises believe that college talents have problems such as unclear career positioning, difficulty in applying professional knowledge to solve practical problems, and broad but not precise abilities and knowledge. Therefore, relying on the talent indicator evaluation system, enterprises have further strengthened the work of talent cultivation and construction, and fully utilized the value and advantages of the evaluation system in talent cultivation.

Conclusion: In summary, the sustainable development of enterprises in the new era cannot be achieved without the support of talents. In this regard, enterprises must attach importance to the construction and cultivation of a team of scientific and technological innovation talents, and further cultivate more high-quality and high-level innovative talents by optimizing the talent training system, improving the talent rights mechanism, expanding the talent training path, and building a talent evaluation index system.

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