



# Research on Strategic Management in Human Resources Service Industry-A case study of CZC

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**ABSTRACT:** With the development of economic globalization, the human resources service industry in China has occupied a crucial position in the national economy. This study takes CZC as the research object, analyzes its growth history, and explores the challenges currently facing the company. The subsequent use of the PEST model and Porter's Five Forces model evaluates its internal and external factors, and uses the SWOT analysis model to assess its opportunities and challenges, and then make strategic decisions. This study ensures that the company can improve its strategic plans, achieve strategic goals, and enhance its competitiveness in the human resources service industry through the implementation and control of strategies.

**KEYWORDS:** human resources service industry; Strategic management; PEST model; SWOT analysis model; Porter's Five Forces model

## INTRODUCTION

In recent years, with the high-quality growth of the Chinese economy and strong support from national policies, the human resources service industry (HRS) has rapidly emerged as an important area of economic growth. In recent years, Guangdong Province has actively taken a series of reform measures to promote the high-quality development of Chunzhifeng Company (CZC) in the Mazhang District of Zhanjiang City. The Guangdong Human Resources Market Regulations (2021), the Opinions on the High-Quality Development of Guangdong in the New Era (2023), and other relevant laws and regulations aim to promote interaction and win-win cooperation among enterprises, establish a sound market mechanism to create a better development space for businesses.

This study aims to delve into the strategic direction of CZC, combine its internal resources and capabilities. By utilizing data collected during the author's work on this case, as well as multiple surveys, literature reviews, and online research, a comprehensive analysis of its internal and external environment will be conducted. The goal is to provide effective strategic guidance for the company's development (as shown in Figure1). It is expected that this study will contribute significantly to the development of effective strategies for the human resources service industry and improve its theoretical system.

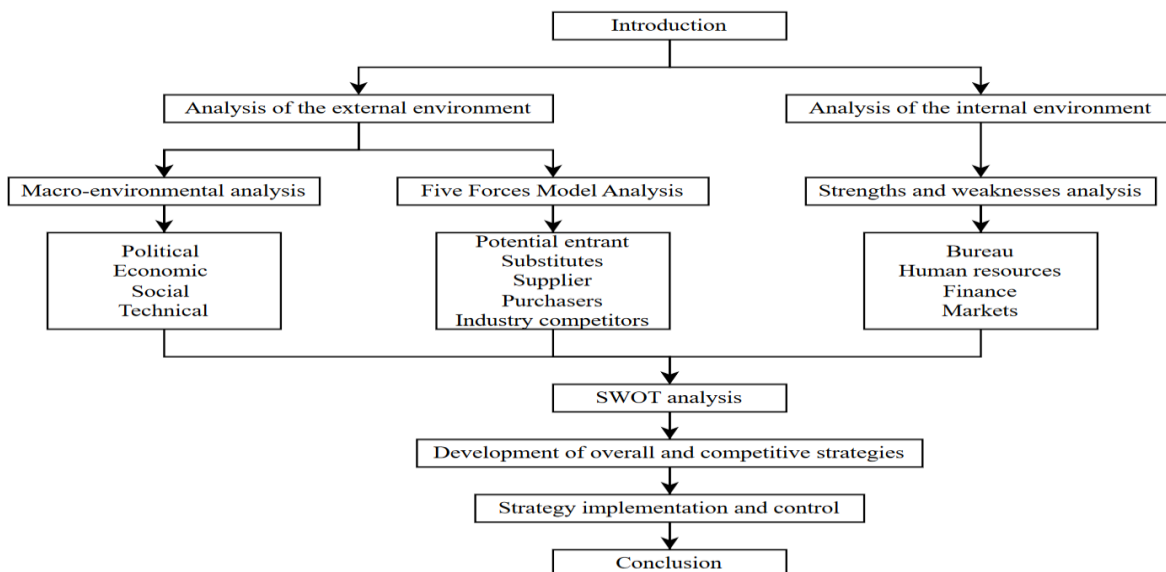


Figure 1 Research Framework

## EXTERNAL ANALYSIS

### 2.1 Development and Current Situation of HRS

#### 2.1.1 Current Situation of Development

The continuous advancement of technology in the human resources service industry has closely integrated with numerous fields, forming diverse formats and bringing more opportunities for businesses, promoting sustainable growth.

Compared to other countries, China's Human Resource Services (HRS) started later and many conditions are lagging behind. After the reform and opening-up, China's human resources have been given good development opportunities, and the number of human resource service agencies has been increasing. With the rapid economic development, human resource service companies have started to conduct human resource assessments and build human resource service websites, and their high-end businesses have been constantly improving. According to the "2022 HRoot Global Top 50 Human Resource Service Agencies White Paper" (HRoot, 2022), the human resource service market in China can be categorized into six major types: human capital products, human resource management software, human resource consulting, social education, headhunting, and online recruitment. The development of each sub-industry varies, but overall, HRS has made significant progress. It is predicted that from 2021 to 2026, the growth momentum of human resources will have a compound annual growth rate of 4.87%, and the scale of HRS will continue to expand. Workplace diversity and inclusivity will be one of the future trends in human resources.

In the current development context, although there is still a significant gap in HRS level compared to foreign countries, China's HRS has been highly valued by the government and included in plans. The level of HRS will continue to improve.

### 2.2 Macro Analysis (PEST)

#### 2.2.1 Political Factors (P)

China's HRS has achieved good development under the active guidance and support of the government, and the government has implemented corresponding policies and regulations to ensure its development.

In 2007, "talent services" were first proposed. In 2013, the "Administrative Measures for Labor Dispatch Licensing" stipulated that local labor dispatch companies should go through relevant procedures with government agencies that have the corresponding licenses according to the prescribed procedures. In 2014, the State Council issued the "Opinions on Promoting the Accelerated Development of the Service Outsourcing Industry", followed by a series of measures such as the "Opinions on Deepening the Reform of the Talent Development System and Mechanism", "Guiding Opinions on Promoting the Development of the Sharing Economy", and "Interim Regulations on the Human Resources Market" in the following years (State Council, 2014). These measures greatly improved the structure of the talent market and provided more policy support to enterprises, thereby greatly promoting the sustainability of China's human resources system.

#### 2.2.2 Economic Factors (E)

According to the data from the National Bureau of Statistics (2023), the domestic gross domestic product (GDP) in 2022 reached 12,102.07 billion yuan, an increase of 3.0% compared to the previous year. In April 2023, the national consumer price index (CPI) rose by 0.1% year-on-year. Among them, urban areas rose by 0.2% and rural areas rose by 0.1%; the prices of goods and services, food rose by 0.4%, non-food rose by 0.1%; consumer goods decreased by 0.4% and services rose by 1.0%. On average from January to April, the consumer prices rose by 1.0% compared to the same period last year (see Figure 2). This indicates that the government is taking effective measures to accelerate the improvement of production methods and promote the sustainable growth of the economy. However, in the past few years, the overall trend has clearly been in a downturn.

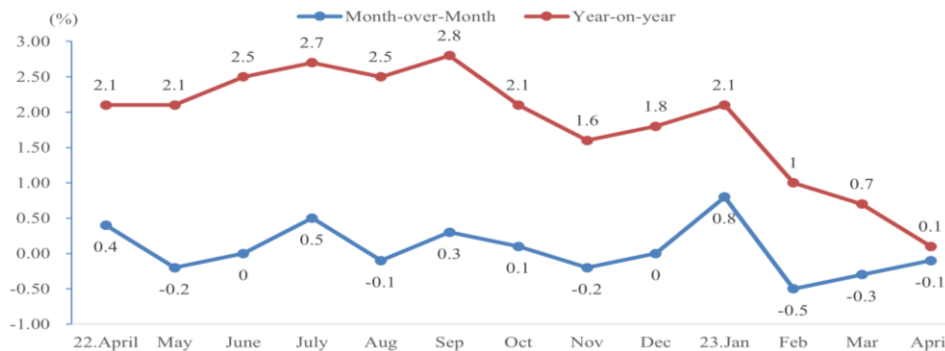


Figure 2 National Consumer Price Index Trend (National Bureau of Statistics, 2023)

According to the data from the National Bureau of Statistics (2023), the total employment in China has been decreasing since 2021. Since 2017, the number of new urban employed population in China has remained stable, reaching a low point in 2020 with a significant decline in new urban employed population. However, in 2021, there was a noticeable increase in new urban employed population, and in 2022, the cumulative number of new urban employed population in the country reached 12.06 million, achieving the annual target of 11 million. In the first half of 2020, the COVID-19 pandemic posed significant challenges, but in the second half of the year, the situation gradually improved as the number of people staying at home decreased and unemployed individuals were able to find employment. Therefore, in 2021 and 2022, the number of new urban employed population increased significantly compared to the previous year, according to the Ministry of Human Resources and Social Security (2023).

With the development of new business models, the adjustment of China's HRS structure, and the upgrading and transformation of industries, the structural contradictions in labor supply and demand have become increasingly apparent. Faced with the ever-changing market environment, companies are constantly exploring new directions for development, striving to make up for deficiencies, emphasizing the recruitment of excellent talents, and continuously improving relevant management systems. This has promoted the development of human resources services and contributed to the rapid growth of the industry.

### 2.2.3 Social and Cultural (S)

China is the world's most populous country, with a total population of approximately 1.4 billion. The growth of the population has been a major driving force for social development during the reform and opening-up period. However, this population dividend is temporary. With the long-term implementation of the family planning policy, the natural population growth rate has been declining for the past thirty years.

The proportion of the tertiary industry has been increasing year by year, and the demand for labor talent by enterprises has been continuously growing. With the decline of the "demographic dividend," some places are experiencing structural shortages. As the times develop, the demand for talent by enterprises is constantly rising, and the shortage of labor makes competition between enterprises more intense, especially the demand for high-end talent is more urgent. Therefore, the shortage of high-end talent will become a persistent problem in the labor market in the future.

### 2.2.4 Technological Factors (T)

With the application and development of Internet technology, data in various industries can be obtained through Internet information means, making enterprise information more visualized, refined, and standardized. Human resources service companies use the recruitment module of "Internet +" technology channels, combining online and offline methods, breaking away from traditional advertising channels, innovating recruitment channels, and also promoting their own products or services more effectively. In the future, enterprises will also use data analysis to generate new organizational structures and management models for human resources management, reshaping the talent management system. At the same time, the integration of human resource management theory and practice will lead to the improvement and transformation of the theory.

## 2.3 Michael Porter's Forces Model

In every industry, there exist competitive relationships, in addition to competition from competitors, there are also other competitive forces. The strength of these competitive forces determines the survival and profitability of companies in the human resource services industry. The industry competitiveness model for this case is shown in Figure 3.

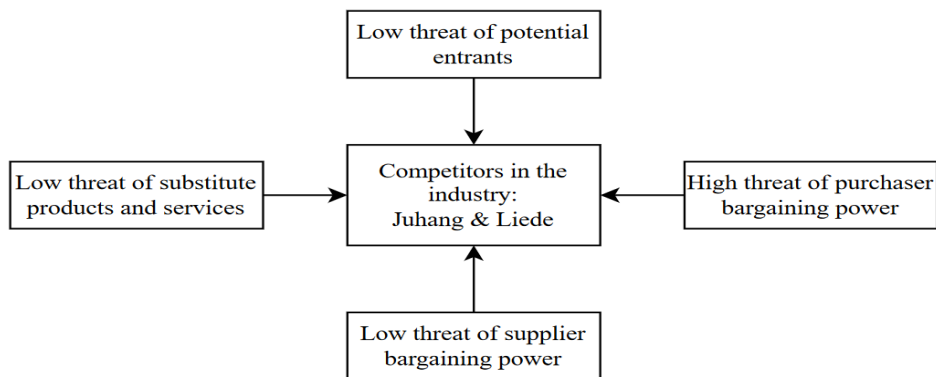


Figure 3: Porter's Five Forces Analysis Model

### **2.3.1 Potential New Entrants**

Every industry experiences new entrants, and these potential entrants may pose a threat to the core resources of existing companies. Industry barriers and the emergence of new companies are crucial for the development of an industry. The process of applying for a human resources service company involves two steps: initial screening and obtaining approval from relevant departments. Although the conditions for company applications are complex, the entry standards for the industry are low. This is why there are many small and medium-sized human resources service companies in the market. Currently, there are no specific entry regulations for the human resources service market in national policies, so some large companies develop their own business by acquiring or merging with small companies. With increasingly strict government regulations on the human resources service industry, new entrants face more challenges, and it is difficult for them to gain a competitive advantage in a short period of time. Therefore, the threat of potential competitors to CZC is relatively small.

### **2.3.2 Threat of Substitute Product**

Substitutes refer to products or services from other industries that can replace existing ones. This substitutability can allow them to gain more market share, thereby changing consumer habits and increasing consumer satisfaction. When a large number of substitutes enter the market, it is inevitable that the existing market share will decline. Companies in the industry will lower prices to protect their earnings, thereby disrupting the existing market price system. As a result, the prices of substitutes will also be adjusted. Furthermore, when substitutes provide better service quality and products, they undoubtedly pose a significant challenge to existing companies. However, since human resources service companies are comprehensive service enterprises, the threat of substitutes to the human resources service industry is relatively small.

### **2.3.3 Suppliers Bargaining Power**

Our company is dedicated to improving efficiency for our client companies, with a focus on the human resources field. Our goal is to assist our clients in acquiring more excellent employees through our professional expertise, experience, and sincere attitude. Our procurement efforts primarily concentrate on various essential supplies, including office supplies and computer accessories. These supplies are abundant in the market and offer good value for money. Due to our lower procurement costs and the lack of a need for stable suppliers, our bargaining power with suppliers is relatively low.

### **2.3.4 Buyer Bargaining Power**

As the demand for human resources services increases among small and medium-sized enterprises, the human resources outsourcing industry has entered a new stage of development. Although there is still some bargaining power in the early stages, competition has become more intense as the industry evolves. Competing companies in the industry are continuously improving their products and services, leading to more stable market prices. This provides consumers with more choices and presents a significant challenge to their bargaining power for development.

### **2.3.5 The Rivalry among Competing Sellers**

The human resources service industry in China is highly competitive, and CZC primarily provides clients with services such as collecting and publishing human resources information and recruitment consulting. CZC's main competitors in Zhanjiang City as follows.

Competitors: Zhanjiang Tiancheng Human Resources Service Co., Ltd., which focuses on providing comprehensive human resources consulting services to client companies, including labor dispatch, agency recruitment, headhunting, and technical training for enterprises and institutions. The company continuously expands its business scope and establishes cooperation with numerous companies to enhance the efficiency and satisfaction of customer services. It is committed to building a large-scale and comprehensive human capital management mechanism covering the western Guangdong region, aiming to help various organizations, institutions, and individuals achieve optimal employee allocation.

Competitors: Guangdong Yulin Enterprise Management Consulting Company (EL) provides services including manpower agency, social insurance agency, recruitment, and labor outsourcing, aiming to help companies achieve their goals in hiring, management, and training. Their services aim to facilitate more efficient employment management and effectively improve operational performance. Since its establishment, EL has gained the trust of its partners through its rigorous and thoughtful management approach, and has earned the trust of job seekers and satisfaction from employers.

Through the analysis of these two companies, this study identifies that the case CZC will face relatively strong competition in the near future. With the rapid popularization of the internet, the rapid rise of artificial intelligence and the sharing economy, companies must closely monitor emerging competitors and be cautious of the potential emergence of substitute products. This poses increasingly greater challenges for companies and drives competition in various niche areas.

## INTERNAL ENVIRONMENT ANALYSIS

### 3.1 CZC Development Overview

On September 14, 2022, CZC was officially established in Zhanjiang City with a registered capital of 10 million yuan. Its main business covers areas such as human resources, labor, enterprise management, and agency recruitment. The company has established good relationships with multiple long-standing clients and will continue to expand its market to achieve broader market prospects. With eight years of team establishment experience, CZC has taken root in Zhanjiang City for many years and is well-known among students in various colleges and universities in the city.

### 3.2 Organizational Structure Analysis

The employees of CZC are predominantly young, hence the organizational management is mostly characterized by a flat structure. The company has one general manager and has established a well-defined organizational structure based on its own business development. The company's organizational structure is shown in Figure 4

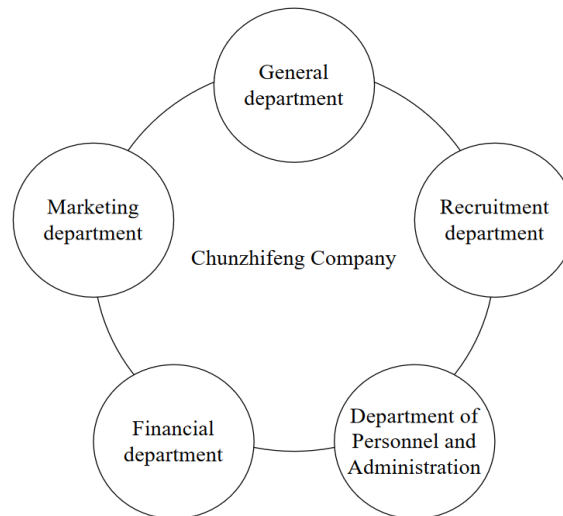


Figure 4: Internal Organizational Structure of the Company

The internal organizational structure of the company and its corresponding functions are shown in Table 1 below:

Table 1: Main Functions of the Internal Organizational Structure

Internal Organizational Structure	Main Functions
Administration Department	Primarily responsible for the company's day-to-day operations, including coordinating work relations between departments as delegated by company leadership, arranging company meetings and general manager's office meetings, and managing incoming and outgoing correspondence.
Recruitment Division	Primarily responsible for recruiting company employees and outsourcing labor recruitment for partner companies.
Human Resources and Administration Department	Primarily responsible for employee training, handling employee relations, salary evaluation and benefits, as well as day-to-day office affairs.
Finance Department	Primarily responsible for the company's daily financial management, including financial accounting, preparation of financial statements, and management of company accounting records.
Marketing Department	Primarily responsible for market research, publicity planning, and completion of other tasks assigned by leadership.

### 3.3 Analysis of Human Resources Situation

The company currently has 50 employees, all of whom have at least a college degree. The employees' ages range from 20 to 35, with 40 employees aged 20-24, 7 employees aged 25-28, and 3 employees aged 29-35. The company has a generally young workforce. As the company's business develops, the structure of its human resources will further improve to meet the needs of its development. The specific age distribution of CZC employees can be seen in Table 2.

Table 2: Age Distribution of Employees

Age	Number	%
20~24	40	80
25~28	7	14
29~35	3	6

### 3.4 Financial Situation Analysis

CZC has experienced rapid business growth, mainly in recruitment services, with steady income growth and continuously increasing operating profits, becoming an important pillar of the company's economic development. The company is relatively new and belongs to the category of small enterprises, with a minor impact of business on its finances. The financial structure is relatively stable, with a focus on current assets. The company has a low debt ratio, with employee salaries as the main current liability. The company should effectively utilize its financial capabilities to improve its return on investment.

### 3.5 Market Analysis

The client companies of CZC in this case are generally located in Guangzhou and Dongguan, with a small portion in Foshan, Shenzhen, and Huizhou. The main customer groups are industries such as mechanical electronics and automotive parts manufacturing. The company has a strong competitive advantage in the human resources service industry in Zhanjiang city, but its advantage is not significant in other regions. Compared to using internet recruitment channels such as Zhilian Recruitment, Boss Direct Recruitment, and Liepin, its development scale is relatively small.

## SWOT ANALYSIS AND STRATEGIC CHOICES

### 4.1 SWOT Analysis

#### 4.1.1 Opportunities (O)

The human resources service industry is supported by national policies: Central and local governments have adopted effective policies that greatly promote and facilitate the sustainable development of the human resources service industry, resulting in greater social recognition and economic benefits.

The development of new business models and modern information technology has driven the development of HRS: With the advancement of technology and information technology, the efficiency of recruitment services provided by human resource service enterprises has been continuously improved, costs have been reduced, and the service scope of the human resource service industry has been expanded.

Low threat of new entrants: The second chapter, section three of this study analyzes the threat of potential new entrants faced by CZC, but the threat received is relatively small.

High bargaining power of both buyers and sellers: In CZC's external trading market, both consumer's business negotiation ability and supplier's bargaining skills perform better than those of other competitors. Compared to suppliers, CZC does not have fixed suppliers, nor does it have significant supplier dependency. Therefore, CZC has high supplier bargaining power.

#### 4.1.2 Threats (T)

Threat of substitutes: CZC's service business also faces the risk of being threatened by "substitute" services provided by other companies. With the emergence of new economic formats, the threat posed by substitutes should be given more attention.

Intense industry competition: The main companies include Zhanjiang Tiancheng HR Company and Guangdong Yulin Enterprise Management Consulting Company. Although there are fewer competitors, with the expansion of the industry, the competition will become more intense.

#### 4.1.3 Strengths (S)

Area market advantages: After years of operation by the CZC team, a good reputation has been established in the human resources service industry in Zhanjiang City, with a stable client base covering industries such as mechanical electronics and automotive parts manufacturing.

Service advantages: The company has years of practical experience, and its staff can respond to customer inquiries quickly and provide the best products and services. The team members can provide targeted services based on industry competition and customer needs. Each team member can better fulfill personal performance requirements and other assigned tasks by the leadership, and the services provided have gained a good reputation among clients.

**4.1.4 Weaknesses (W)**

Small scale, weak service technology, and severe product homogeneity: Most of CZC's competitors in the surrounding area mainly focus on services such as service outsourcing and labor dispatch, leading to strong product replicability and homogeneity issues. Due to the low innovation of product services, price competition becomes severe in the industry. Additionally, the company has not established an enterprise informatization management platform, leading to relative backwardness in information technology.

Limited market coverage: CZC's main recruitment business is focused in Zhanjiang City, with a small regional scope and a population concentrated around multiple universities. In recent years, competitors have been continuously developing, intensifying market competition.

**4.1.5 SWOT Analysis Matrix:**

This study conducted a SWOT analysis for CZC, and the strategic outcomes are shown in Table 2.

Table 3 CZC SWOT Analysis Matrix

External Factors		Opportunities (O)	Threats (T)
Internal Capabilities		1.HRS is supported by national policies 2.The development of new business formats and modern information technology promotes the development of HRS 3.The threat of potential new entrants is low 4.The bargaining power of buyers and sellers is relatively high	1.Threat of substitutes 2.High industry competition
		<b>SOstrategy</b>	<b>STstrategy</b>
<b>Strengths (S)</b>	1.Regional market advantage 2.Service advantage	1.Grasp national policy measures and achieve business transformation. 2.Build corporate brand advantages to support the development of HRS. 3.Strengthening segmented markets, potential market demand, and ensuring corporate vitality.	1.Collaborate with potential companies to achieve a "win-win" situation. 2.Timely introduction of strategic partners to enhance regional competitiveness
		<b>WOstrategy</b>	<b>WTstrategy</b>
<b>Weaknesses (W)</b>	1.Small scale, weak service technology, severe product homogeneity 2.Smaller market coverage	1.Adjust the organizational structure and strengthen innovative service technology. 2.Emphasize organizational development to enhance overall service capabilities. 3.Explore innovation and enhance market operation capabilities.	1.Improve management capabilities, focus on market segmentation, and seek new market opportunities. 2.Actively use internet technology software to enhance operational efficiency.

**4.2 Strategic Choices**

**4.2.1 Overall Strategy**

After the relentless efforts of the CZC team, the company has established a solid foundation. Despite intense industry competition, which also serves as a driving force for corporate development, the company should concentrate on expanding its scale and improving development efficiency. In conclusion, this study suggests that CZC should adopt an expansion strategy, actively explore new business channels, fully utilize technologies such as WeChat, and expand into new fields and markets while striving to become a comprehensive human resource consulting service provider for manufacturing enterprises.

**4.2.2 Competitive Strategy**

With a relatively small scale and highly replicable products, CZC's development speed is somewhat limited. While the company has a certain level of popularity in Zhanjiang City, it is relatively low outside of Zhanjiang. The company can choose a differentiation-focused strategy as its competitive strategy. In conclusion, this study recommends adopting a differentiation-focused strategy to enhance the company's competitiveness. Specifically, CZC can expand its comprehensive human resource consulting services in Dongguan or Guangzhou, thus enhancing the company's competitive advantage in those areas and ultimately becoming a leader in the industry.

## **STRATEGIC IMPLEMENTATION AND CONTROL**

### **5.1 Strategic Implementation**

This study explores CZC's strategic implementation from three aspects and provides corresponding recommendations.

#### **5.1.1 Reshaping Corporate Culture**

In the early stage of CZC's strategic implementation, the management should focus on how to better understand and effectively stimulate their employees' enthusiasm. For this, the leadership should fully consider the opinions of key personnel and adjust the implementation of the strategy according to the organizational structure and employee perceptions. Based on these, the most important thing is to reshape corporate culture and construct a corporate culture that fits the development of the corporate strategy.

#### **5.1.2 Improving Human Resource Management**

Currently, CZC's human resource management system is relatively weak. The company's employees are generally between 20-28 years old, and there is a high degree of uncertainty among the employees. Starting with the most concerning aspect for the employees, which is salary, the company should cultivate their sense of ownership. Therefore, the company needs to improve the salary system, adjust the organizational structure, carry out employee planning and training, establish a talent remuneration system that fits the company's development, and break the existing salary and remuneration system.

#### **5.1.3 Enhancing Marketing Management**

CZC is currently in an expansion phase, expanding peripheral services, and implementing regional expansion should be the key focus for them. They can enhance their marketing capabilities in the following two aspects.

**Improving service capabilities:** Improving service levels is crucial for business development. Only through continuous improvement and enhancement can a company gain more market share and contribute to its development. Neglecting these aspects may lead to business decline, thus causing a significant drop in business performance, as well as unfavorable outcomes for the company's employees and the society. This study suggests that the company should attach importance to the service management and development of employees, ensuring that they adhere to the "customer first" principle, and effectively improve work efficiency to further enhance service levels.

**Enhancing Corporate Brand and Reputation Building:** The brand and reputation of a company are its influence within the customer base. When customers purchase products from a company, having a strong brand and reputation is essential in convincing them to make the purchase, in order to gain a certain market share for the company. Therefore, providing better products and services to the customers can help in building the company's brand and reputation.

### **5.2 Strategic Control**

#### **5.2.1 Feedforward Control**

Before implementing the company's strategy, it is important to thoroughly examine any flaws, clearly define the objectives, and break down the corresponding tasks to provide effective strategic guidance for the company. Based on the review results, specific, effective, and actionable strategies should be established, along with relevant performance indicators to assess the effective implementation of the strategy. Continuous adjustments and improvements should be made to ensure the effective implementation of the company's plans.

#### **5.2.2 Concurrent Control**

During the implementation of the company's strategy, leaders should monitor real-time data of the implementation process and compare the obtained data with quantitative standards to identify and correct any data deviations, enabling the company to better implement its strategic plans.

#### **5.2.3 Feedback Control**

After the results of the strategic implementation are formed, they should be compared with the strategic implementation objectives to identify the reasons for any discrepancies, and then refine the strategic plan to better suit CZC's development. This study suggests that CZC, based on an expansion strategy, adopt a differentiation focus strategy, which is a necessary combination of industry competition and internal resources. By concentrating on superior resources, the company can gain a competitive advantage in specific regional markets, thus achieving its strategic objectives.



## CONCLUSION

With the rapid development of economic globalization, HRS currently does not have a fixed development model in the domestic market, and small and medium-sized human resource service enterprises still dominate, but they play an important role in the national economy. CZC falls into the category of small enterprises in the human resource service industry, with a small company size. Through in-depth analysis, it is clear that the current human resource service market is in a complex transitional period. Therefore, this research recommends that companies adopt a more flexible strategy, such as using the PEST analysis model, Porter's Five Forces analysis model, and SWOT analysis model to assess market opportunities and challenges, formulate more effective enterprise development strategies, and implement more effective enterprise management and performance evaluation. At the same time, this research finally recommends that the company adopt an expansion strategy as the overall strategy and a differentiation-focused strategy as the competitive strategy, and provides detailed explanations of strategic implementation and control measures to ensure that the company can achieve strategic objectives and improve its competitiveness through this strategic choice.

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