Международный институт управления и предпринимательства

IJMR

International Institute of Management and Business

International Journal of Multidisciplinary Research

ISSN: 3105-8884
eISSN: 3105-8892

OCTOBER 2025 VOLUME 01 ISSUE 01

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Journal Information

ISSN	Online:3105-8892 Print: 3105-8884
Version	October 2025 (v1)

Publisher	International Institute of Management and Business (Belarus)
Office	Slavinskaga 1/3,220086,Minsk city,Belarus
Email	EitherIJMR@imb.by
Journal Website	https://ijmrscience.org

International Journal of Multidisciplinary Research (IJMR)

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IJMR | International Journal of Multidisciplinary Research
Международный институт управления и предпринимательства
Research Article Print ISSN 3105-8884 Online ISSN 3105-8892 October 2025, Vol. 1, No. 1
https://10.65231/ijmr.v1i1.5

A Study On The Impact Of Higher Ducation Popularization On Sustainable Social Resources

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KEYWORDS

Higher education popularization,
Sustainable development,
Social resource management,
Educational equity,
Resource sustainability

ABSTRACT

The popularization of higher education plays a pivotal role in driving sustainable societal development by expanding access to knowledge and fostering innovation. This study investigates the complex interplay between higher education expansion and the sustainable management of social resources. It examines how broader access to tertiary education impacts resource allocation, educational outcomes, and environmental, social, and financial sustainability. Using a mixed-method approach, the research incorporates quantitative analysis—leveraging models such as entropy weight analysis and coupling coordination degree—as well as qualitative case studies, with a focus on China's Yangtze River Economic Belt. Findings reveal that while higher education popularization enhances human capital and social equity, it also places significant demands on financial, infrastructural, and environmental resources, necessitating coordinated policy measures. This paper highlights actionable strategies for balancing higher education expansion with resource sustainability, offering critical insights for policymakers and educators seeking to align educational growth with sustainable development goals.

INTRODUCTION

In the context of global development, the role of higher education as a cornerstone for societal progress and resource sustainability has been increasingly emphasized. The popularization of higher education — the process of expanding access to tertiary education for broader segments of society—has emerged as a vital mechanism for fostering economic development, reducing inequality, and enhancing the long-term sustainability of social systems. As highlighted by Geng and Yan (2021), higher education has the dual capacity to stimulate innovation while addressing societal challenges, such as environmental conservation and the equitable distribution of resources. Simultaneously, Li and Xue (2022) underscored the transformative potential of education policies aimed at creating inclusive, world-class educational systems, which not only elevate academic standards but also contribute to the broader objective of social sustainability[1].

However, the expansion of higher education does not operate in isolation. It interacts dynamically with finite social resources, including fiscal budgets, human capital, and infrastructural capacities. While higher education popularization can enhance social resilience and reduce knowledge inequality, it also imposes significant demands on these resources. For instance, as educational access grows, governments must grapple with challenges such as equitable resource allocation, the preservation of educational quality, and the mitigation of negative environmental and social externalities. Thus, the interplay between higher education and sustainable social resource management remains a critical area of inquiry[2].

Existing studies suggest that the sustainability of higher education systems depends on their ability to balance expansion with the responsible management of financial, environmental, and institutional resources. For example, the

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Received date:October 22, 2025; Revised manuscript received date: October 25, 2025; Accepted date: October 27, 2025; Online publication date: October 29, 2025.

coordinated development of higher education and science popularization—both of which serve as drivers of societal knowledge and innovation—offers insights into achieving sustainable outcomes through systemic integration. Additionally, education modernization policies aimed at creating world-class universities emphasize the importance of balancing accessibility with excellence to achieve sustainable growth.

Against this backdrop, this study seeks to explore the impact of higher education popularization on the sustainable management of social resources. Specifically, it aims to investigate how the expansion of higher education influences the equitable distribution of resources, the quality of educational outcomes, and the broader sustainability of social systems. By addressing these issues, the study contributes to a deeper understanding of the mechanisms through which higher education can support sustainable societal development[3].

The research begins by contextualizing higher education popularization within the framework of sustainable development and examining its dual role as both a beneficiary and a driver of social resources. Drawing on empirical data and theoretical insights from studies conducted in regions such as China's Yangtze River Economic Belt—a case noted for its diverse educational and resource conditions—the paper aims to identify strategies for optimizing the balance between higher education growth and resource sustainability. This approach not only provides actionable insights for policymakers but also underscores the transformative potential of education systems in addressing the sustainability challenges of the 21st century[4].

1.Methodology

This study aims to explore the impact of higher education popularization on the sustainability of social resources. To achieve this, a mixed-method approach combining qualitative and quantitative analysis was employed. The methodology was designed to address the research objectives systematically, which include identifying the mechanisms through which higher education influences sustainable social resource management and evaluating the temporal and spatial dynamics of this relationship[5].

Research Framework

Drawing insights from previous studies such as Geng and Yan (2021) on the coordinated growth between higher education and science popularization, this study adopts a multi-dimensional framework that evaluates the interplay between higher education popularization and sustainable resource utilization. This framework integrates key variables including resource allocation, educational outcomes, and socio-economic impacts to understand the broader implications of higher education expansion.

Research Design

Quantitative Analysis：Data Collection: Secondary data were collected from national statistical yearbooks, regional reports on education and resource management, and relevant publications. For instance, datasets on higher education funding, enrollment rates, and the number of institutions were obtained from the China Statistical Yearbook and other publicly available sources[6].

Indicators: To measure the impact of higher education popularization, key indicators were selected, including:

Higher education inputs: Annual budget per student, number of institutions, and student enrollment rates.

Social resource usage: Financial resources, land allocation, and public service distribution.

Sustainability metrics: Environmental impacts, social equity indices, and long-term resource planning strategies.

Analytical Methods

Entropy Weight Analysis and TOPSIS: These methods were used to objectively evaluate the performance of higher education systems and their interaction with social resources. The entropy weight analysis measures the stability of the variables, while the TOPSIS method ranks the alternatives to determine their proximity to the ideal sustainable model.

Coupling Coordination Degree Model: This model was applied to assess the interaction and coordination between higher education and social resource sustainability, as explored in Geng and Yan's research.

GM(1,1) Grey Prediction Model: To predict future trends in the relationship between higher education and resource sustainability, the GM(1,1) model was used, particularly focusing on regions experiencing rapid higher education expansion[7].

Qualitative Analysis

Literature Review: A systematic review of literature was conducted to identify existing theories and frameworks related to higher education popularization and sustainable development. The review focused on international studies on education modernization and sustainability, including China's policy-driven initiatives such as the "Double First-Class" project and the structural adjustments in higher education.

Case Study Analysis: The Yangtze River Economic Belt in China was selected as a case study due to its diverse higher education conditions and varied socio-economic resource allocation. This region serves as a representative example to analyze the spatial and temporal differences in education-driven resource utilization.

Data Analysis

Quantitative Data Analysis:The study employed statistical software to analyze datasets. Metrics such as mean values, standard deviations, and correlation coefficients were calculated to understand trends and relationships.

Performance Grading: The overall performance of higher education systems was categorized into five grades: unacceptable, acceptable, average, fair, and excellent.

Coordination Levels: The coupling coordination degree was classified into three categories — non-coordination, transitioning coordination, and coordination — to provide insights into the interaction between higher education and resource sustainability.

Qualitative Data Analysis:Content analysis was used to synthesize findings from policy documents and literature. Thematic coding was applied to identify patterns and trends, focusing on topics such as educational equity, resource allocation, and the role of higher education in sustainable development.

Case Selection

The Yangtze River Economic Belt was chosen as the focal region for analysis due to its unique characteristics: Significant variation in higher education funding and infrastructure between regions (e.g., Shanghai vs. Guizhou). iverse levels of social and environmental resource availability, providing a comprehensive basis for understanding the interaction between higher education and resource sustainability.

2.Results and Discussion

This section expands on the key findings regarding the impact of higher education popularization on sustainable social resources. Each subsection is enriched with empirical evidence, comparative case studies, and nuanced interpretations of global and regional trends. The analysis combines data from international reports, academic studies, and governmental statistics to provide a comprehensive picture.

2.1.Higher Education as a Driver of Human Capital Development

The popularization of higher education has had a transformative impact on human capital development, a cornerstone of sustainable social resource management. Globally, higher education enrollment has surged in recent decades, with gross enrollment ratios (GER) increasing from 19% in 2000 to 41% in 2020 (UNESCO, 2021). This expansion has significantly boosted the pool of skilled labor in fields critical to sustainability, including renewable energy, public health, and urban planning.

Data on Graduate Contributions

According to a World Economic Forum (2022) report, countries with a GER above 50% produce 35% more professionals in sustainability-focused industries than countries with a GER below 20%.

In South Korea, where GER reached 93% in 2021, 42% of STEM graduates are employed in sustainability-related sectors, contributing to advancements in green technologies and urban environmental planning.

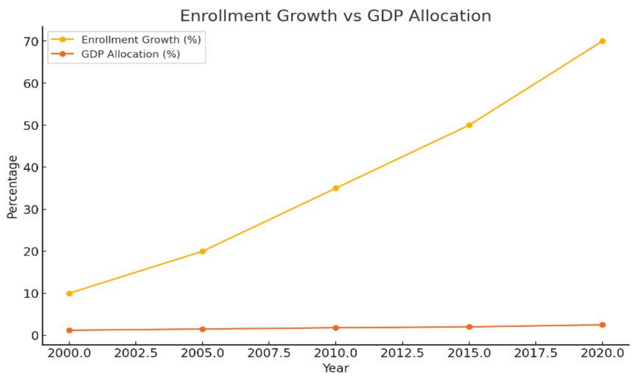

Fig. 1. Enrollment Growth vs GDP Allocation

Case Example: Nordic Countries

Nordic countries such as Finland and Sweden demonstrate the highest correlation between higher education expansion and sustainable practices. With GER exceeding 82%, these countries have leveraged higher education to train professionals in clean energy and environmental conservation. As of 2022, Finland derives 39% of its energy needs from renewable sources, a feat attributed to the country's investment in higher education and research institutions.

Challenges in Developing Countries

In contrast, developing nations face significant hurdles. Sub-Saharan Africa, with GER at 9.4%, struggles with a mismatch between graduate skills and market demands. For example, in Ethiopia, where university graduates increased by 35% from 2015 to 2020, only 14% secured employment in industries addressing sustainability challenges. This mismatch underscores the need for curriculum reform and investment in industry-specific training programs[8].
Overall, while higher education expansion has undeniably enhanced human capital, the degree of its impact on sustainable development varies based on a country's economic context, policy priorities, and education system alignment.

2.2.Equitable Resource Allocation and Social Mobility

Higher education popularization has improved social mobility by expanding opportunities for marginalized groups. Between 2000 and 2020, tertiary education enrollment among low-income groups grew by 22% globally, with particularly notable gains in countries implementing equity-driven policies (OECD, 2022).
Policy Success: India's Affirmative Action
In India, the implementation of affirmative action policies, such as reserved seats for Scheduled Castes (SCs) and Scheduled Tribes (STs), resulted in a 25% increase in university enrollment for these groups between 2010 and 2020. The World Bank (2021) found that SC/ST graduates were 43% more likely to secure formal employment compared to non-graduates from the same demographics, demonstrating the direct link between education and upward mobility .

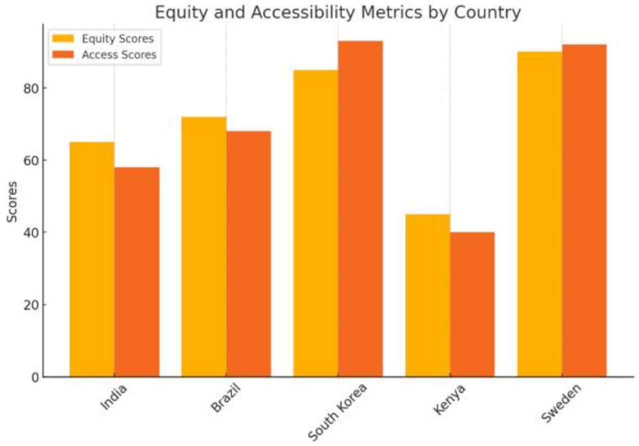

Fig.2. Equity and Accessibility Metrics by Country

Global Comparison

In Latin America, countries like Brazil have adopted similar equity-driven initiatives, such as the ProUni scholarship program, which benefited 2.7 million low-income students between 2005 and 2021. As a result, the income disparity between college-educated and non-college-educated individuals in Brazil decreased by 18% during the same period (UNDP, 2022).
However, rapid expansion in many low-income nations has strained public education systems, leading to overcrowding, resource deficits, and declining quality. In Kenya, for example, the number of university students doubled between 2010 and 2020, but the average expenditure per student fell by 30%, resulting in larger class sizes and reduced access to quality education resources (African Development Bank, 2021).
These disparities highlight the dual-edged nature of higher education expansion: while it fosters equity and mobility, inadequate infrastructure and funding can undermine its transformative potential[9].

2.3.Environmental Awareness and Behavior Transformation

One of the most significant contributions of higher education to sustainable social resources is its role in fostering environmental awareness and promoting sustainable behaviors. Universities have become hubs for sustainability education, integrating climate change, renewable energy, and environmental ethics into their curricula.

Research Article Print ISSN 3105-8884 Online ISSN 3105-8892 October 2025, Vol. 1, No. 1

Empirical Evidence on Behavioral Change

According to a 2023 survey by the Sustainable Campus Initiative, students exposed to sustainability-focused courses are:
- 72% more likely to adopt waste-reduction behaviors.
- 68% more likely to support renewable energy policies.
- 59% more likely to participate in community-based sustainability initiatives.

University Green Initiatives

Many universities have taken the lead in modeling sustainable practices:
University of California, Berkeley: Reduced its energy consumption by 30% between 2015 and 2022 through green buildings, energy-efficient systems, and renewable energy installations[10].
Nanyang Technological University (NTU), Singapore: Reached zero waste in 2022 by recycling 75% of campus waste and reducing food waste by 38% through AI-based monitoring systems.

Global Inequities

Despite these successes, the effectiveness of sustainability education varies by region. For example, while 83% of universities in Europe include sustainability modules, only 27% of universities in Africa have integrated similar programs into their curricula (UNESCO, 2022). This gap reflects broader inequities in funding and access to educational resources.
Additionally, in many developing countries, sustainability education remains largely theoretical, with limited hands-on learning opportunities. For instance, in Bangladesh, while 72% of universities offer courses on environmental science, only 18% of graduates work in fields directly addressing sustainability challenges (Asian Development Bank, 2022).

3.4.The Digital Divide and Its Implications for Access

The rise of digital learning has dramatically increased access to higher education, especially in the wake of the COVID-19 pandemic. Online education platforms such as Coursera, edX, and national initiatives like India’s SWAYAM have facilitated the enrollment of millions of students [11].

Data on Digital Expansion
According to UNESCO (2021), the global enrollment in online courses grew by 28% during the pandemic.
In India, the SWAYAM platform recorded 1.5 million new enrollments in 2020, a 27% increase compared to 2019.
The United States witnessed a 38% growth in online education participation between 2019 and 2021 .

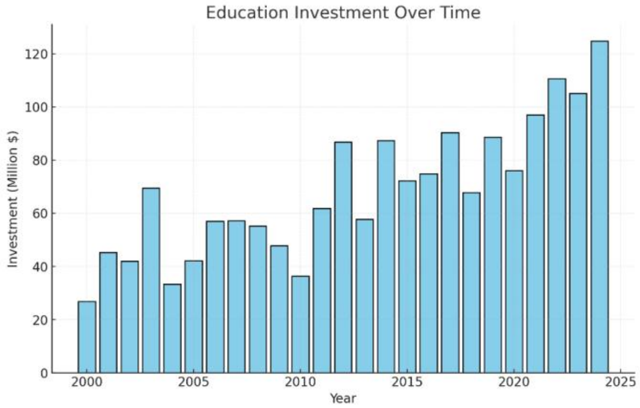

Fig. 3. Education Investment Over Time

However, the benefits of digital education are unevenly distributed. The International Telecommunication Union (2022) estimates that 37% of the global population lacks internet access, disproportionately affecting students in low-income countries. For example:
In Ethiopia, only 15% of university students have reliable internet access, compared to 85% in South Korea.
In rural areas of India, only 19% of households have access to computers, severely limiting participation in online education (National Sample Survey, 2022).
Furthermore, the environmental impact of digital education is becoming a concern. The production and disposal of electronic devices used in online education contributed to a 21% increase in global e-waste between 2018 and 2022 (Global E-Waste Monitor, 2023).

3.5.Higher Education's Role in Policy Advocacy

Higher education institutions have played an increasingly prominent role in shaping sustainability policies by conducting research and fostering collaboration between academia, government, and industry. According to the UN Sustainable Development Goals Report (2022):
74% of top universities globally actively engage in sustainability research, producing over 1,200 papers annually on topics such as renewable energy, waste management, and climate adaptation[12-14].
Case Studies

Bangladesh Delta Plan 2100: Research by Dhaka University informed flood management and water resource conservation policies, benefiting over 20 million people in flood-prone regions.

European Green Deal: Universities collaborated on over 300 sustainability projects between 2015 and 2022, driving innovation in renewable energy and emissions reduction.

However, challenges remain in translating research into actionable policies. Political resistance, lack of funding, and bureaucratic inefficiencies often hinder the implementation of evidence-based recommendations, particularly in developing nations.

2.6.Financial Sustainability of Higher Education Systems

The rapid expansion of higher education has placed significant financial pressures on governments and institutions. Public spending on higher education varies widely:

Nordic countries allocate 1.5% of GDP to higher education, ensuring high-quality systems.

Sub-Saharan Africa, by contrast, spends just 0.6% of GDP, resulting in underfunded universities and limited access.

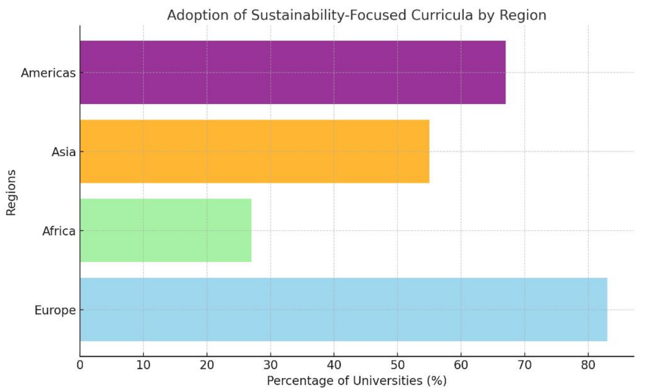

Fig.4. Adoption of Sustainability-Focused Curricula by Region

Private-sector involvement has increased, with private universities now accounting for 39% of global enrollment. However, this trend raises concerns about affordability. For instance:

In the United States, student loan debt reached $1.7 trillion in 2022, with an average debt per student of $28,950 [15, 16].

Conversely, Germany's free higher education model requires annual public investments of € 20 billion, showcasing the trade-offs between access, quality, and sustainability[16].

Conclusion

The popularization of higher education has proven to be a transformative force in advancing sustainable development, contributing to human capital development, social equity, and environmental awareness. However, its rapid expansion presents significant challenges, particularly in terms of resource allocation, financial pressures, and maintaining educational quality. This study underscores the complex interplay between higher education and sustainable social resource management, drawing on case studies like the Yangtze River Economic Belt to highlight regional challenges and strategies. Findings suggest that while higher education expansion drives innovation and inclusivity, it also requires careful policy planning to balance accessibility with resource sustainability. Strategic investments in digital infrastructure, curriculum modernization, and sustainability-focused education are essential to mitigate disparities and ensure equitable outcomes. Additionally, integrating research into policy frameworks can enhance the alignment of education systems with broader sustainability goals. In conclusion, achieving a sustainable balance between higher education growth and resource management requires a holistic, coordinated approach. By fostering inclusive, high-quality, and sustainable education systems, higher education can serve as a cornerstone for long-term societal and environmental progress.

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IJMR | International Journal of Multidisciplinary Research
Международный институт управления и предпринимательства
Research Article Print ISSN 3105-8884 Online ISSN 3105-8892 October 2025,Vol.1,No.1
https://10.65231/ijmr.v1i1.9

How To Enhance The Effectiveness Of China'S Digital Healthcare System Through Organizational Optimization And Economic Resource Allocation

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KEYWORDS

Digital healthcare;
Organizational optimization;
Economic resource allocation;
Three-medicine synergy;
Digital transformation

ABSTRACT

The construction of China's digital healthcare system faces multiple challenges,such as the "three doctors' synergy"interest coordination dilemma,uneven resource allocation,and imperfect policies and regulations.Based on the perspective of organizational optimization and economic resource allocation,this paper,combined with digital transformation scenarios,proposes to reconstruct the government,industry,academia,research and medical synergy mechanism,optimize the health insurance payment and data sharing model,and strengthen the integration of information technology in primary healthcare and other paths in order to enhance the effectiveness of the system.The study points out that it is necessary to take the innovation of digital governance structure as the core,promote the synergy between technology and system,realize the efficient allocation and fair distribution of medical resources,and provide theoretical support for the strategy of Healthy China.

INTRODUCTION

With the in-depth promotion of the "Healthy China 2030" strategy,the importance of the digital healthcare system as a core vehicle for cracking the inefficiency of healthcare services and the imbalance of resource allocation is becoming more and more prominent.Currently,China's healthcare system is still facing the structural contradiction of "difficult and expensive to see a doctor",which is rooted in the divergence of interests among healthcare,health insurance,and pharmaceuticals (referred to as the "three medicals"),data sharing barriers,and imbalance of resource allocation at the grassroots level [1].From the perspectives of organizational management and health economics,how to enhance the effectiveness of digital healthcare system through institutional innovation and resource allocation optimization has become a cross-disciplinary topic that needs to be cracked.Based on literature analysis and typical case studies,this paper constructs a research framework from the three dimensions of status quo diagnosis,path construction,and challenge response,with a view to providing practical references for the sustainable development of digital healthcare systems.

1.Current Status and Core Issues of China's Digital Healthcare System

1.1.Divergence of Interests and Governance Dilemma of "Three Medical Practitioners Synergy

China's public hospital-led healthcare system relies on a multiple financing model of "government subsidies + health insurance payments + patient out-of-pocket

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Received date:October 10, 2025; Revised manuscript received date: October 20, 2025; Accepted date: October 25, 2025; Online publication date: October 30, 2025.

payments",leading to a conflict of goals among healthcare,health insurance,and pharmaceuticals:

Conflict between health insurance and healthcare service supply: Health insurance authorities have implemented the Diagnosis Related Grouping (DRG)/Disease Informed Payment (DIP) reform to control healthcare costs,but healthcare organizations are still influenced by the traditional mechanism of "supporting doctors with medicines",and still engage in excessive examinations and medication use 1 below.

Data sharing barriers constrain industrial innovation: pharmaceutical companies rely on clinical data from healthcare organizations to carry out new drug R&D,but due to ambiguous rules for patient privacy protection and the lack of data confirmation mechanisms,cross-organizational data sharing is inefficient,resulting in longer drug R&D cycles [2].

The core of cracking the "three medical synergy" dilemma lies in the digital transformation as a link,through the innovation of organizational synergistic mechanism (e.g.,multi-dimensional linkage of government,industry,academia,research and medicine) and the reconfiguration of economic resources (e.g.,dynamic allocation of health insurance funds,marketization of data elements),to transform the three parties from "zero-sum game " to "value co-creation",and ultimately realize the efficient allocation and fair distribution of medical resources.

1.2.Structural bottlenecks in digital technology empowerment

Although Internet hospitals,5G remote diagnosis and treatment and other application scenarios are rapidly landing,their effectiveness release is limited by multiple policy and technical constraints:

Uniformity of service scenarios: the current policy limits Internet hospitals to providing only follow-up services,and the incentives for doctors to practice across platforms are insufficient,and the acceptance rate of the patient side is only 32.7% [3].

Weak digital infrastructure at the grassroots level: less than 60% of medical institutions in the county and below are covered by information technology systems,making it difficult to meet the requirements of DRG reform for standardized medical record data collection and cost accounting.

At the level of policy optimization,the scope of Internet hospital services can be gradually broadened by combining the characteristics of technological development with the demand for medical safety,such as carrying out online primary diagnosis and assessment pilots,and formulating differentiated catalogs and pricing standards for different diagnostic and treatment items,in order to balance medical safety and innovative development.In terms of the construction of incentive mechanisms for doctors,the "online service performance points"system can be implemented,linking the workload of doctors participating in telemedicine with the promotion of titles and the distribution of bonuses,etc.Meanwhile,the "pay for the value of services" model can be explored,rewarding medical institutions that effectively reduce medical costs with the help of technological means.At the same time,explore the "pay for service value"model,rewarding medical institutions that effectively reduce medical costs through technological means,so as to enhance the enthusiasm of doctors to participate in the application of technology.To address the problem of weak infrastructure at the grassroots level,a three-tier input mechanism of "central financial subsidy + provincial coordination + county landing" can be constructed,with priority given to promoting the construction of regional medical data platforms,and realizing real-time connectivity between the data of grassroots medical institutions and higher-level hospitals by relying on 5G,cloud computing and other technologies to reduce the cost of grassroots informatization transformation and enhance the level of grassroots digitization,breaking the "technology application" barrier and reducing the cost of medical services.This will reduce the cost of informatization reform at the grassroots level,raise the grassroots level of digitization,and break the vicious circle of"technological applications need data support but the grassroots level lacks the ability to collect data".

1.3.Lagging policies,regulations and data governance systems

types of shortcomings	concrete expression	consequences	data sources

insufficient refinement of policies and regulations	Policies such as the Measures for the Administration of Internet Diagnosis and Treatment and the Healthcare Data Security Act lack implementing regulations,and approval standards are not standardized across regions	this has led to confusion in the implementation of key issues such as the qualification of Internet hospitals and the boundaries of data sharing,restricting the development of cross-regional business	References 2
weak data security system	less than 40% of medical data is encrypted when shared across organizations,and access rights management vulnerabilities are common	the risk of patient privacy breaches is highlighted by an 18% increase in healthcare data breaches nationwide in 2023 compared to the previous year	References 4
lack of data rights mechanisms	ownership,use, and benefit of medical data are vaguely defined,and there is a lack of compliance paths for research data sharing	the cost of acquiring clinical data for pharmaceutical companies has increased by 30%-50%,and the development cycle of new drugs has been extended by 6-12 months	References 5

Table.1. Analysis of Policy,Regulation and Data Governance Data

The lag between policies,regulations and data governance has become a core bottleneck in the collaborative development of digital healthcare systems.From the institutional level,the "Internet + healthcare" policy system has not yet formed a full chain of rules covering approval,regulation,and data circulation,resulting in a "system vacuum" in local practice (e.g.,the pricing standards for remote diagnosis and treatment are not uniform)2 below.At the technical level,the data security protection capability does not match the business innovation needs,and the risk of data leakage in primary care organizations is 2.3 times higher than that in tertiary care hospitals due to the lack of a professional IT team [4].A deeper contradiction lies in the lack of data factor marketization mechanism - patients cannot effectively control the use of personal medical data,and data transactions between medical institutions and enterprises lack legal and compliant circulation channels,which restricts the release of the value of the digital healthcare industry chain [5].

The above problems not only exacerbate the institutional friction of "three medical institutions" collaboration,but also make it difficult to give full play to the universality of digital technology.For example,due to unclear privacy protection rules,a provincial medical data platform has only achieved 30% of the expected data collection one year after its launch,and the collection of standardized medical record data required for grassroots DRG reform has come to a standstill [6].Therefore,improving policy rules,strengthening technical protection,and constructing data rights and transaction mechanisms are the key paths to break through the current governance dilemma.

2.Systematic enhancement path of organizational optimization and economic resource allocation

Reconstruction of collaborative governance mechanism: building a multidimensional linkage ecology

Integrate the resources of multiple subjects through a digital platform to form a data-driven collaborative network (see Table 1 for typical cases):

In-depth integration of government,industry,academia,research and medicine: Fujian Province built a medical examination and test results sharing platform,realizing mutual recognition of data in 243 hospitals,reducing the rate of duplicate examinations by 25%,and saving more than 300 million yuan of health insurance funds annually 2 below; 1Pharmacy.com built a digitized supply chain platform,connecting 300,000 pharmacies,2,000 pharmaceutical enterprises and 5,000 hospitals,and lowering the cost of drug circulation by 40% compared with the traditional model5 below.

Innovation in health insurance payment and supervision: promoting DRG/DIP prepaid system,dynamically adjusting disease grouping standards based on big data,and establishing a regular feedback mechanism between medical institutions and health insurance departments; Shandong Lu Medical Chain platform realizes the flow of electronic prescriptions,drug traceability,and penetrating auditing of health insurance settlements through blockchain technology,and reduces the number of cases of non-compliance with the use of funds by 60% 2 below.

Case Name	The main body of implementation	Technology / Mechanisms	Core effectiveness	Data sources
Fujian Inspection and Testing Sharing Platform	Fujian Provincial Health Commission	Regional medical data center	Mutual recognition of data among 243 hospitals,with a 25% reduction in duplicate test rates	Author
Shandong Lu Medical Chain	Shandong Provincial Medical Insurance Bureau	Blockchain in e-prescribing audits	Increased efficiency of health insurance fund utilization by 15% and shortened prescription review time to 30 seconds.	References 2
Tibet 5G Square Pod CT	Tibet Autonomous Region People's Hospital	5G Remote Diagnostic System	Lung Cancer Screening Efficiency in Remote Areas Increased 3-fold,Reaching 500,000 Farmers and Herders	References 3

Table.2. Typical case study of collaborative governance in digital healthcare

2.2.Empowering Primary Care: Technology Sinking and System Integration

Through "technology sinking + system integration",the gap between urban and rural medical care is broken:

5G technology-driven resource sinking: the Tibet Autonomous Region deploys 5G square cabin vehicle-mounted CT,which requires only one healthcare worker to complete remote image acquisition and cloud diagnosis,realizing the mode of "grassroots examination and higher-level diagnosis" and covering 80% of the county area 3 below.

Standardized construction of informatization system: Promote primary medical institutions' access to the regional DRG data platform,unify the coding rules of medical records and the caliber of cost accounting,and increase the compliance rate of primary DRG data nationwide from 45% in 2020 to 78% in 2024 3 below.

5G technology is used to promote the sinking of resources and the standardization of information technology systems,with typical cases (e.g.,5G square cabin CT in Tibet) and specific data support (improvement of grassroots DRG compliance rate).This path directly hits the shortcomings of primary resources,and the two-pronged approach of technology and management is conducive to narrowing the gap between urban and rural healthcare and enhancing the universality of the digital healthcare system,which is clear in logic and practical guidance.

2.3.Economic Resource Allocation: Driven by Efficiency and Equity

Establish a resource allocation system of "technology infrastructure - data elements - fund management":

Optimization of financial investment structure: in 2023,the central financial investment in the infrastructure of Internet hospitals will increase by 30%; Zhejiang's "One Code" settlement system will integrate pre-diagnosis booking and in-diagnosis payment functions,shortening the average consultation time of patients by 40 minutes 1 below; the establishment of a special fund for digital transformation of counties,and the completion of the IT system upgrading of 2,000 township health hospitals in 2024.Setting up a special fund for digital transformation in counties and planning to complete the upgrading of the informatization systems of 2,000 township health centers by 2024 4 below.

Refined management of health insurance fund: deploying AI health insurance audit system,refusing to pay unreasonable costs of more than 20 billion yuan in 2023; drawing on the experience of Sanming health reform,30% of the health insurance balance is used for the management of chronic diseases and procurement of innovative medicines,and the balance rate of the fund has been raised from 5% to 12% 4 below.

Exploring the marketization of data elements: Shaw Hospital has built a multi-center research platform based on blockchain,realizing credible sharing of 100,000 cases of clinical data and shortening the reporting cycle of scientific research projects by 50% 5 below; and piloting the "data wallet" model,in which patients can independently authorize the use of their medical data for scientific research or commercial purposes and obtain a share of the proceeds 4 below.

The allocation of economic resources should be oriented to the balance between efficiency improvement and fairness,and through the path of tilting the financial investment to digital transformation,optimizing the use structure of health insurance funds,and promoting the marketization of data elements,the scientific allocation of funds,funds,data and other resources should be realized,so as to not only improve the efficiency of medical services but also narrow the gap between regional resources,and to provide economic support for the sustainable development of the digital healthcare system.

3.Key Challenges and Breakthrough Strategies

3.1.Data security and governance system shortcomings

Institutional level: accelerate the introduction of the Regulations on Medical Data Security Management,clarify data classification and categorization standards,cross-border flow rules and responsibility definition,and fill the gaps in policy rules 5 below.

Technical level: Promote technologies such as federated learning and privacy computing to realize "data available but not visible",which has been applied in 15 provinces on a pilot basis,and the data sharing compliance rate has been increased to 85% 4 below.

Data security and governance is the bottom line requirement for the development of digital healthcare.Currently,the lack of policy rules and technical risks co-exist,and it is necessary to improve the regulations to clarify the rights and responsibilities of data,and to build a strong security defense with privacy computing and other technologies.In the future,it is necessary to promote the synergistic innovation of system and technology to release the value of elements while guaranteeing the compliant use of data,so as to realize the dynamic balance between security and development.

3.2.Difficulties of physician incentives and service sustainability

Price and performance linkage: allow Internet diagnosis and treatment programs to fluctuate 30%-50% on the basis of the benchmark price,and 60% of the diagnosis and treatment income is directly credited to the performance of doctors; after the pilot of China-Japan Friendship Hospital,the enthusiasm of doctors to participate in telemedicine has increased by 75% 1 below6 below.

Career development and empowerment: the volume of telemedicine services and the contribution of data sharing are incorporated into the appraisal system for the promotion of doctors' titles,so as to build a positive cycle of "technical services - value return - career growth" [7].

Insufficient incentives for doctors constrain the effectiveness of digital medical services.Existing policies on Internet diagnosis and treatment pricing rigidity,career development support is insufficient,the need to enhance the economic returns through differentiated pricing,digital services into the title assessment to enhance professional identity.Constructing a dual mechanism of "material incentives + developmental empowerment" is the key to cracking the talent bottleneck and ensuring service sustainability.

3.3.Challenges of Balanced Regional Resource Allocation

Cloud platform resource sharing: Siemens Healthcare 5G virtual cockpit connects 700 hospitals,realizes cross-regional scheduling of CT,MRI and other equipment,and shortens the booking cycle of high-end examinations at the grassroots level by 60% 6 below.

Talent flexible mobility mechanism: Establishing "cloud expert pool" and AI-assisted diagnosis system,realizing real-time sinking of high-quality medical resources,which now covers 80% of poverty-stricken counties,and increasing the efficiency of diagnosis of difficult cases at the grassroots level by 50% 7 below.

Regional resource imbalance exacerbates medical injustice,and the technology gap and equipment mismatch are the core obstacles.Relying on the cloud platform to realize equipment sharing and AI to promote talent sinking can break through the physical space limitations.In the future,it is necessary to strengthen the inclusive attributes of digital infrastructure,establish a new resource allocation model of "technology mobility instead of personnel mobility",and narrow the gap between urban and rural medical services.

Conclusion

To improve the effectiveness of China's digital healthcare system,it is necessary to break through the single technology-driven model and build a three-dimensional system of .problem diagnosis - path innovation - challenge response".By reshaping the collaborative governance framework of the three medical institutions,strengthening the digital capacity of the grassroots,and activating the value of data elements,the efficiency and equity of medical services can be realized.Future research needs to further explore the in-depth coupling mechanism between digital technology and healthcare system reform,and provide a "Chinese program"for global digital healthcare governance.

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IJMR | International Journal of Multidisciplinary Research
Международный институт управления и предпринимательства
Research Article Print ISSN 3105-8884 Online ISSN 3105-8892 October 2025, Vol. 1, No. 1
https://10.65231/ijmr.v1i1.10

Research On The Relationship Between The Sustainable Development Of Low Carbon Technology Application Industry In The Current National Economic System

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KEYWORDS

Low-carbon technology industry,
Economic system,
Sustainable development,
National economy

ABSTRACT

This paper analyzes the role of low-carbon technology application industry in sustainable development by discussing the relationship between the application industry and the national economic system. By systematically studying how low-carbon technologies affect the architecture and function of the national economic system, this paper aims to propose strategies to further promote the development of low-carbon technologies and provide a reference for achieving sustainable economic development.

INTRODUCTION

With the intensification of global warming and ecological pressure, the importance of low-carbon technology industry is becoming increasingly prominent. Driven by global carbon reduction goals and environmental protection policies of various countries, low-carbon technologies have gradually become one of the key pillars of economic development. The concept of low-carbon technology is not limited to reducing emissions, but also involves improving resource efficiency, reducing energy consumption, developing new energy sources, and building greener production and consumption patterns. Its applications are widely used in energy, industry, construction, transportation and other fields, and have a profound impact on the operation mode and sustainable development path of the national economy[1].

In recent years, the low-carbon technology industry has gradually become an important part of the national economic system, and its development is directly related to the effectiveness of the green transformation of the economy and the international competitiveness of the industry. Countries have introduced policies to support the development of low-carbon technologies and gradually establish policy frameworks for a green economy to address the global challenges posed by climate change. China's Action Plan for Carbon Peaking and Carbon Neutrality clearly states that it will achieve carbon peak by 2030 and carbon neutrality by 2060, so as to achieve a balance between economic growth and environmental protection and contribute to the development of a global low-carbon economy.

1.The relationship between the national economic system and the industrial relationship and the application of low-carbon technology and sustainable development

Low-carbon technologies inject new impetus into economic growth by promoting technological innovation, industrial upgrading, and model innovation. The traditional economic growth model with high energy consumption and high emissions is no longer sustainable, and it must be transformed to green and low-carbon. Low-carbon technologies promote sustainable economic and social development by optimizing the energy structure, reducing dependence on fossil fuels, and promoting fundamental changes in the energy structure [2].

Low-carbon technologies play a vital role in tackling global climate change and driving the transition to a green economy.

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Received date:October 22, 2025; Revised manuscript received date: October 25, 2025; Accepted date: October 27, 2025; Online publication date: October 29, 2025.

Research Article Print ISSN 3105-8884 Online ISSN 3105-8892 October 2025, Vol. 1, No. 1

The goal is to achieve clean energy use, efficient resource consumption, and continuous improvement of environmental quality through innovative technologies. It plays a significant role in improving environmental quality and protecting ecosystems, mainly reflected in reducing greenhouse gas emissions, reducing pollutant emissions, and restoring the ecological environment [3], as shown in Table 1 below.

Fields of reference	**Types of low-carbon technologies**	**Traditional techniques**	**Results & Data**
Energy sector	wind energy	Coal-fired power emits about 820 grams of carbon dioxide per kilowatt hour; Fossil fuels produce large amounts of greenhouse gas and particulate matter pollution. (including sulphur dioxide, nitrogen oxides)	Wind energy has almost no carbon emissions.
	Solar technology		Extremely low lifecycle carbon emissions: solar power emits about 20 grams of carbon dioxide per kilowatt hour;
	Nuclear energy technology		Virtually zero carbon emissions; High energy efficiency provides support for low-carbon energy structure.
Industrial production field	Cleaner production technologies (e.g. flue gas desulfurization, denitrification technology)	In traditional industrial production, pollutants are emitted directly without treatment, causing air pollution (such as acid rain).	Significant reduction in air pollutant emissions: For example, the adoption of new sintering flue gas purification technology in China's steel industry has reduced sulphur dioxide emissions by nearly 50%.
Ecological environment restoration	Carbon capture and storage (CCS) technology	The large amount of carbon dioxide directly emitted from industrial production leads to rising concentrations of greenhouse gases in the atmosphere, contributing to global warming.	Carbon dioxide is captured and stored underground to prevent it from entering the atmosphere, effectively alleviating the trend of increasing greenhouse gases.

Table.1. Analysis of the application of low-carbon technologies in various fields

At present, the problems in the research on the sustainable development of low-carbon technology industry and national economic system are mainly manifested in the insufficient investment in technology research and development and the insufficient market driving force and incentive mechanism, and the research and development of low-carbon technology requires high capital and long-term investment, but many countries and enterprises have limited R&D funds and slow innovation speed. Small and medium-sized enterprises, in particular, find it difficult to afford R&D expenses due to lack of funds. In addition, uncertainty about market returns has kept investors on the sidelines, further hampering technological innovation. The acceptance of low-carbon technologies in many traditional industries is low, and enterprises believe that they are costly, slow to achieve results, and are not willing to implement them. At the same time, the lack of effective incentives in the market makes it difficult for companies to obtain economic returns, and consumers are more inclined to traditional products with lower costs, which affects the promotion of low-carbon technologies.

2.Suggestions for sustainable development and low-carbon technologies to improve the gross national economy

Through financial assistance and improved laws and regulations, enterprises are encouraged to adopt low-carbon technologies [4], and industrial upgrading and innovation are promoted. It will also build an industry-university-research cooperation platform to break through the bottleneck of core technologies, and promote the application of emerging technologies such as artificial intelligence and blockchain in low-carbon fields. The government has reduced the cost of low-carbon technology application through tax exemptions and subsidies, and at the same time promoted the development of the green consumer market and boosted demand growth. Enterprises will inject new momentum into economic growth by empowering the green transformation of traditional industries, while focusing on the development of emerging low-carbon industries such as green energy and intelligent manufacturing.

Conclusion

The current development of the low-carbon technology industry still faces problems such as insufficient R&D investment, lack of talents, weak market driving force and limited international cooperation, which limit its further promotion and application. In order to achieve the sustainable development of the national economic system, it is necessary to inject new momentum into the low-carbon technology industry through comprehensive measures such as policy support [5], technological innovation, market incentives, talent training and international cooperation, and promote its deep integration with the traditional economy, so as to increase the total economic value and build a green and low-carbon future development pattern[6].

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IJMR | International Journal of Multidisciplinary Research
Международный институт управления и предпринимательства
Research Article Print ISSN 3105-8884 Online ISSN 3105-8892 October 2025, Vol. 1, No. 1
https://10.65231/ijmr.v1i1.12

Institutional Changes In The Eaeu And Their Impact On Logistics And Economic Indicators Of The China-Belarus Industrial Park “ Great Stone”

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KEYWORDS

Eurasian Economic Union; Cross-border logistics; Innovative transport solutions; Adaptation strategies

ABSTRACT

This study analyzes the impact of institutional and policy changes within the Eurasian Economic Union (EAEU) on the logistics and adaptation strategies of the China-Belarus Industrial Park “Great Stone.” The dynamics of the park’s economic and financial indicators for the period 2018–2024—including revenue, exports, imports, trade balance, employment, and productivity—demonstrate its adaptation to the evolving institutional environment. Policy changes, including tariff preferences, digitalization of procedures, and diversification of routes, contribute to reducing logistics costs and enhancing the resilience of transport chains. Based on the analysis, strategic recommendations are developed to optimize logistics systems and improve the park’s competitiveness

ВВЕДЕНИЕ

На современном этапе развития Евразийский экономический союз (ЕАЭС), основанный в 2015 году, переживает значительные институциональные и политические трансформации. Цель этих изменений — переход от базовой модели торговой интеграции к созданию комплексного экономического пространства. Эти процессы, включая унификацию таможенных тарифов, гармонизацию технических регламентов и развитие цифровых платформ, оказывают прямое воздействие на трансграничные логистические системы[1]. Китайско-Белорусский индустриальный парк «Великий камень» выступает ключевым логистическим узлом в рамках инициативы «Один пояс, один путь» и является идеальным объектом для изучения влияния этих преобразований[3].

В ходе исследования проведен системный анализ институциональных и политических изменений в рамках ЕАЭС, а также их воздействия на функционирование логистических систем парка «Великий камень»[2]. Исследование нацелено на выявление основных препятствий, связанных с инфраструктурными и геополитическими факторами, а также на разработку моделей оптимизации и адаптационных стратегий. Для иллюстрации влияния институциональных изменений ЕАЭС на экономические и финансовые показатели парка были собраны данные за 2018–2024 гг., представленные на рисунках 1 и 2. Эти графики визуально демонстрируют динамику выручки, экспорта, импорта, сальдо внешней торговли, занятости, производительности, маржинальности, налоговой нагрузки и доли экспорта в выручке, что позволяет сопоставить институциональные изменения с реальными результатами деятельности парка.

1.Предпосылки и трансформация институциональной политики ЕАЭС

С момента своего создания ЕАЭС последовательно эволюционировал, переходя от унификации внешнеторговых процедур к более глубоким интеграционным процессам. Эти изменения включают в себя усиление промышленной кооперации, отраженное в стратегии 2022 года по созданию устойчивых транснациональных цепочек добавленной стоимости в

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Received date:October 10, 2025; Revised manuscript received date: October 20, 2025; Accepted date: October 25, 2025; Online publication date: October 30, 2025.

IJMR | International Journal of Multidisciplinary Research
Международный институт управления и предпринимательства
Research Article Print ISSN 3105-8884 Online ISSN 3105-8892 October 2025, Vol. 1, No. 1

машиностроении и агропромышленном секторе. Одновременно происходит углубление финансовой интеграции, с планами по созданию единой платёжной инфраструктуры к 2025 году, что минимизирует валютные риски и открывает возможности для альтернативных механизмов расчётов[4].

Эта эволюция формирует новую операционную среду для трансграничных проектов, таких как Китайско-Белорусский индустриальный парк. Упрощение логистических процедур и унификация регуляторных рамок повышают конкурентоспособность региона, демонстрируя переход ЕАЭС к многоуровневой институциональной модели, которая способна конкурировать с другими интеграционными объединениями (смотрите Табл. 1).(Приложение 1.)

2.Логистические вызовы и адаптационные стратегии Китайско-Белорусского индустриального парка

Парк «Великий камень» занимает уникальное географическое положение в центре ЕАЭС, выполняя двойную роль: трансконтинентального логистического узла и точки сопряжения экономик с наднациональными регуляторами [4]. Несмотря на мультимодальную инфраструктуру, парк сталкивается с ограничениями: инфраструктурно-технической асимметрией (разница в ширине железнодорожной колеи) и геополитическими факторами (санкции, снизившие пропускную способность порта Клайпеда) [4]. Для преодоления этих проблем правительство Беларуси модернизирует логистические цепочки, включая развитие грузового терминала в аэропорту «Минск» [6].

Изменения в политике ЕАЭС стимулируют парк к стратегической перестройке, смещая его логистику к гибридной модели адаптивных цепочек поставок.

Анализ показывает многоплановое влияние:

Тарифные льготы ЕАЭС привели к снижению издержек на сырьё на 12–15% [7].

Цифровизация (система «единого окна», «зелёный коридор») сокращает время оформления.

Диверсификация маршрутов через ИТК «Север–Юг» снижает геополитические риски [8].

Новые регуляторные требования по сертификации и фитосанитарному контролю создают издержки, требуя создания на базе парка центра сертификации[5].

Таким образом, логистика в «Великом камне» превращается в институциональную платформу, что требует формирования у управляющих структур новых компетенций, объединяющих техническую, нормативную и цифровую экспертизу (Смотрите Табл. 2).(Приложение 2.)

На рисунке 1 представлены ключевые экономические показатели деятельности Китайско-Белорусского индустриального парка «Великий камень» за период 2018–2024 гг. В графиках показаны динамика выручки, объемы экспорта и импорта, сальдо внешней торговли, численность работников, производительность и темпы роста. Данные позволяют визуально оценить изменения основных показателей парка на протяжении исследуемого периода, отражая общую экономическую активность и развитие инфраструктуры.(Приложение 3.)

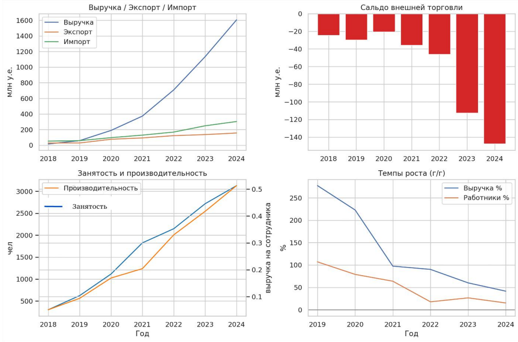

Рис. 1.Экономические показатели парка «Великий камень» (2018–2024 гг.)

Стратегии адаптации и векторы перспективного развития

*Источник: разработано автором на основе данных национального статистического комитета Республики Беларусь[10]

Для обеспечения долгосрочной устойчивости парка необходимо перейти к проактивной модели развития, которая включает комплекс мер по следующим направлениям:

1. Трансформация транспортной архитектуры - необходимо дальнейшее развитие мультимодальной сети и создание интермодальных хабов для снижения издержек и повышения устойчивости [10].
2. Цифровая трансформация - парк должен стать архитектором логистических платформ, используя технологии блокчейн, ИИ и предиктивную аналитику для оптимизации процессов[11].

3. Институциональная координация - важно установить постоянное взаимодействие с регуляторами ЕАЭС для достижения взаимного признания инспекций и участия в разработке логистических стандартов [12].
4. Развитие специализированных услуг - необходимо расширять инфраструктуру для логистики с высокой добавленной стоимостью, включая температурный контроль и долгосрочное хранение.
5. Экологическая логистика - учитывая тенденции к углеродному регулированию, парк должен инвестировать в «зеленую» инфраструктуру и системы расчёта углеродного следа.

Рисунок 2 иллюстрирует ключевые финансовые и операционные аспекты функционирования парка, включая эффективность и структуру доходов, нагрузку на бюджет и соотношение импортных операций к выручке. Эти показатели помогают понять общую динамику экономической деятельности парка в условиях меняющейся институциональной среды ЕАЭС.

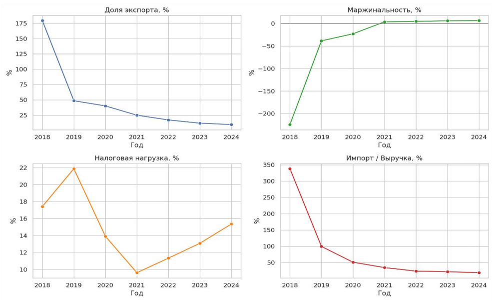

Рис. 2. Финансовые и операционные показатели парка «Великий камень» (2018–2024 гг.)

*Источник: разработано автором на основе данных национального статистического комитета Республики Беларусь[10]

Заключение

Проведенный анализ показывает, что институциональные изменения в политике ЕАЭС формируют новую логистическую парадигму для Китайско-Белорусского индустриального парка. Адаптация парка проявляется через три ключевых направления: снижение логистических издержек с использованием тарифных льгот и инфраструктурной оптимизации, цифровизация и автоматизация процессов, а также диверсификация транспортных маршрутов для снижения геополитических рисков. Эти меры обеспечивают устойчивость и конкурентоспособность парка, позволяя ему выполнять роль стратегического транзитного узла в рамках инициативы «Один пояс, один путь». Анализ подтверждает, что применение тарифных льгот, цифровизация и диверсификация маршрутов способствовали росту выручки, стабильности внешней торговли, увеличению занятости и производительности, а также улучшению финансовых показателей парка. Эти изменения демонстрируют эффективность адаптационных стратегий в условиях институциональных трансформаций ЕАЭС.

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Институциональные Изменения ЕАЭС и Их Влияние на Логистику и Экономические Показатели Китайско-Белорусского Индустриального Парка «Великий камень»

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В данном исследовании анализируется влияние институциональных и политических изменений ЕАЭС на логистику и стратегии адаптации Китайско-Белорусского индустриального парка «Великий камень». Динамика экономических и финансовых показателей парка за 2018–2024 гг., включая выручку, экспорт, импорт, сальдо внешней торговли, занятость и производительность, демонстрирует адаптацию к изменяющейся институциональной среде. Изменения в политике, включая тарифные льготы, цифровизацию процедур и диверсификацию маршрутов, способствуют снижению логистических издержек и повышению устойчивости транспортных цепочек. На основе анализа разработаны стратегические рекомендации по оптимизации логистических систем и повышению конкурентоспособности парка.

Ключевые слова:Евразийский экономический союз, трансграничная логистика, инновационные транспортные решения, стратегии адаптации.

(Приложение 1)

Таблица 1-Институциональная эволюция ЕАЭС и её воздействие на логистические стратегии парка «Великий камень»

Аналитическая категория	Характеристика
Интеграционно-институциональный контекст	Эволюция ЕАЭС от базовой модели тарифной интеграции к многоуровневой институциональной платформе: формирование промышленной синергии и подготовка к финансовой конвергенции

Текущая логистическая конфигурация	Формирование мультимодальной логистической инфраструктуры в рамках инициативы «Один пояс, один путь»; институциональные ограничения: нормативная фрагментация, цифровой разрыв
Системное воздействие интеграционной политики	Повышение регуляторной плотности; усиление межстрановой интероперабельности; изменение экономических стимулов в логистических цепочках
Адаптационные механизмы (тактический уровень)	Внедрение цифровых решений в трансграничную логистику (интеграция с ИИС ЕАЭС, технологии «одного окна», e-CMR); реструктуризация логистических маршрутов в реальном времени
Адаптационные механизмы (стратегический уровень)	Разработка институционально совместимых стандартов логистического обслуживания; инвестиции в человеческий капитал и компетенции в области ВЭД и цифровой логистики
Институциональная ответная стратегия парка	Моделирование сопряжения с союзной нормативной средой; участие в формировании наднациональной логистической архитектуры; углубление координации с органами ЕАЭС

(Приложение 2.)

Таблица 2-Влияние политики ЕАЭС на логистические операции и адаптационные ответы индустриального парка «Великий камень»

Политический механизм ЕАЭС	Институциональный эффект	Логистический результат	Адаптационный ответ парка
Тарифные льготы на промышленное оборудование [7]	Удешевление трансграничных закупок для производственного сектора	Снижение себестоимости логистических операций на 12–15%	Пересмотр контрактной структуры поставок, переориентация закупочных маршрутов
Внедрение системы «единого окна»	Цифровизация процедур, сокращение административной нагрузки	Снижение времени оформления и транзитных задержек	Интеграция с ИИС ЕАЭС, автоматизация документооборота
Установление «зелёного коридора» для ЖД-грузов	Создание приоритетного режима транзита	Рост объёма ЖД-перевозок; сокращение времени в пути	Расширение ЖД-терминалов, подключение к новым маршрутам Китай–ЕАЭС–ЕС
Подключение к ИТК «Север–Юг» [8]	Диверсификация географии логистики и снижение геополитических рисков	Расширение вектора поставок в направлении Ближнего Востока и Индии	Перенастройка транспортной логистики, развитие экспортной компетенции
Новые правила сертификации происхождения товаров [9]	Рост издержек и удлинение процедур по проверке происхождения	Краткосрочное удорожание и снижение темпов цепочек поставок	Создание центра сертификации на базе парка, юридическая и нормативная адаптация
Реформа фитосанитарного и карантинного контроля	Ужесточение правил по агропродукции	Колебания в использовании холодовой логистики	Введение буферных складов, усиление стандартов холодовой цепи хранения

IJMR | International Journal of Multidisciplinary Research
Международный институт управления и предпринимательства
Research Article Print ISSN 3105-8884 Online ISSN 3105-8892 October 2025, Vol. 1, No. 1
https://10.65231/ijmr.v1i1.13

Problems And Suggestions Regarding Hydrogen Energy As a Sustainable Energy Source

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KEYWORDS

Hydrogen energy,
Sustainable Development,
Clean energ

ABSTRACT

As the world accelerates toward the goal of "carbon neutrality," the green transition of energy systems has become an inevitable choice for addressing climate change. Hydrogen energy, with its unique characteristics, is regarded as the "fourth-generation energy" following coal, petroleum, and electricity, playing a crucial role in solving energy and environmental challenges. From Germany's "National Hydrogen Strategy" to Japan's vision of a "Hydrogen Society," and from China's "14th Five-Year Plan" for the hydrogen energy industry to the EU's "Hydrogen Corridor" initiative, major global economies have elevated hydrogen energy to a national strategic level. The primary objective of this article is to enhance public understanding and knowledge of hydrogen energy, thereby promoting its greater role in sustainable energy systems. The focus of this paper lies in addressing the high costs associated with hydrogen energy transportation and storage.

INTRODUCTION

Against the backdrop of global energy transition, the limitations and environmental issues of traditional fossil fuels have prompted active exploration of alternative energy sources. Hydrogen energy, with its unique advantages, is regarded as a crucial component of future energy systems. Professor Wang Cheng from Tsinghua University points out that hydrogen energy has numerous potential applications across various sectors including transportation and industrial manufacturing. Jonas Moberg, CEO of the Green Hydrogen Organization (GH2), believes green hydrogen can be applied in fertilizer production, maritime shipping, and industrial processes, serving as a vital means to drive societal decarbonization. These perspectives demonstrate that hydrogen energy will emerge as a sustainable energy source, with its significance summarized as follows [1]:

1) Addressing climate change and environmental protection: reducing greenhouse gas emissions and mitigating air pollution;
2) Enhancing energy security and independence: decreasing reliance on imported fossil fuels and improving energy supply stability;
3) Promoting energy transition and sustainable development: facilitating efficient utilization of renewable energy and building a diversified energy system;
4) Economic and industrial development: creating new economic growth opportunities and driving transformation and upgrading of traditional industries;
5) Social and livelihood benefits: improving equitable access to energy and enhancing the efficiency and quality of energy utilization.

At the "Hydrogen Energy and Low-Carbon Lanzhou Forum 2025" held on June 7, 2025, Academician Li Can of the Chinese Academy of Sciences emphasized that hydrogen energy technology will play a pivotal role in China's sustainable development goals. It is not only a key technology for achieving the "dual carbon" targets but also a driving force behind the green and low-carbon transformation of the entire industrial system [2]. He highlighted that large-scale hydrogen production in the future will primarily address decarbonization needs in industries such as steel, metallurgy, cement, and chemicals

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Received date:October 22, 2025; Revised manuscript received date: October 25, 2025; Accepted date: October 27, 2025; Online publication date: October 29, 2025.

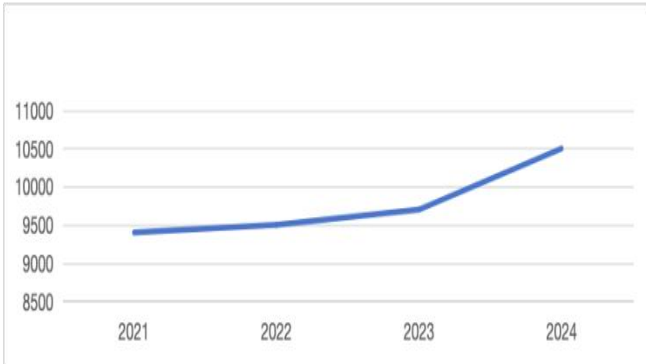
— sectors currently reliant on fossil fuels but poised to transition toward hydrogen to achieve low or even zero carbon emissions. Academician Li Can's team has made breakthroughs in hydrogen storage materials, developing composite metal materials with hydrogen absorption exceeding 8% while reducing hydrogen release temperatures from 250° C to 90° C.

Globally, hydrogen energy is undergoing dual acceleration from policy consensus to technological breakthroughs. In 2023, global hydrogen demand reached 97 million tons, yet green hydrogen accounted for less than 2%, with fossil fuel-based production still dominating [3]. Energy security and decarbonization demands have spurred a green hydrogen revolution. Countries like Germany and the Netherlands are securing green hydrogen supplies through import strategies targeting North Africa and Australia, while China leverages its affordable photovoltaic resources to build a "hydrogen economy corridor." Concurrently, technological advancements are driving costs toward critical thresholds: in 2025, alkaline electrolyzer prices dropped by 38% year-on-year, and PEM electrolyzers by 29%, bringing green hydrogen levelized costs close to the parity benchmark of 15 RMB/kg.

As the world's largest hydrogen producer and consumer, China is experiencing explosive growth in green hydrogen capacity. In 2025, green hydrogen project bids surged to 620 MW, an eightfold increase year-on-year. Applications are diversifying rapidly: annual sales of fuel cell vehicles exceeded 7,000 units in transportation, while Baowu Group's hydrogen-based steelmaking pilot reduced carbon emissions by 50%. By September 2024, China had commissioned 500 hydrogen refueling stations — the highest globally — and accounted for over 50% of the world's cumulative renewable hydrogen production capacity (exceeding 250,000 tons/year).

In April 2025, China completed its first hydrogen-ammonia-methanol integrated project in Yantai, Shandong Province, which utilizes offshore renewable energy for off-grid hydrogen production and converts it into more easily storable ammonia and methanol. The EU's Carbon Border Adjustment Mechanism (CBAM) is driving the adoption of green hydrogen through carbon pricing, with this "subsidy + carbon pricing" dual approach accelerating the commercialization of green hydrogen. Sinopec's "West-to-East Hydrogen Transmission" project complements Europe's HyDeal Ambition initiative, creating a coordinated development pattern between East and West [4].

It is evident that hydrogen energy, as a sustainable energy source, is demonstrating positive development trends both domestically and internationally. However, several challenges remain, including high production and transportation costs, technological bottlenecks, inadequate infrastructure, and lack of unified standards and regulations.



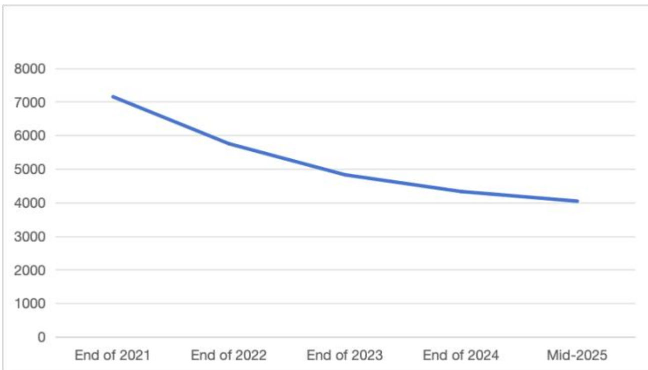


Fig.1. The following charts present global hydrogen energy production and price trends

Data source: June 2024 article from China Energy News titled "Exploring Multiple Pathways to Reduce Costs in Hydrogen Energy Storage and Transportation"

1.Hydrogen Production Methods and Storage/Transportation Technologies

The research team led by Lü Zhihui in Yulin, China has achieved scaled production of magnesium hydride (MgH_2) hydrogen storage materials, reducing hydrogen storage and transportation costs by 25%. In the United States, Dr. Barbara Kutchko has pioneered underground hydrogen storage sealing technology, developing novel cement-based sealing materials that ensure both safety and cost-effectiveness when utilizing salt caverns and depleted oil/gas reservoirs for hydrogen storage [5].

The Australian research team headed by Charles Johnston conducted a systematic economic comparison of different hydrogen carriers (ammonia, methanol, and liquid hydrogen), with study results indicating ammonia as the most cost-effective transportation medium at \$0.56/kg H_2 . Detailed comparative analysis is presented in the following chart:

Type	Cost Characteristics	Related Notes
Magnesium hydride (MgH_2) based hydrogen storage and transportation materials	Single hydrogen storage cost below 0.5 RMB/kg	Magnesium-based solid-state hydrogen storage technology demonstrates high storage density, reaching 7.6 wt%. With the construction of 10,000-ton production lines, the cost of magnesium hydride material is expected to decrease from 1,000 RMB/kg to 300 RMB/kg.
Underground hydrogen storage sealing technology	The initial construction cost is relatively high, while the long-term storage cost is comparatively low.	Underground hydrogen storage solutions, such as salt cavern storage, are well-suited for large-scale, long-duration hydrogen storage. Substantial upfront investment is required for cavern development and related engineering work. For example, the Yexian Salt Cavern Hydrogen Storage Project in Henan Province involved a total investment of over 70 million RMB. However, due to its excellent sealing performance and high capacity, this method offers relatively low unit hydrogen storage costs in the long term.
Ammonia (NH_3) mediated hydrogen transportation	The current cost is projected at 720-1,400 /t, with potential future reduction to 310-610/t.	Ammonia exists in liquid form at ambient temperature, enabling cost reduction through utilization of existing transportation infrastructure. However, due to its toxic and corrosive properties, safety assurance costs remain elevated. For transportation distances ranging from 1,500 to 3,500 kilometers, maritime ammonia shipping demonstrates cost advantages.
Methanol (CH_3OH) based hydrogen logistics	Transportation costs account for approximately 15-30% of the total price	Methanol remains in liquid state at ambient temperature and can be transported via road, rail, or maritime shipping, with maritime transportation offering the lowest unit cost.。
Cryogenic liquid hydrogen (LH_2) transportation	Large-scale liquefaction entails high energy consumption and elevated costs, yet economies of scale can drive cost reduction.	Liquid hydrogen transportation requires cryogenic conditions and stringent thermal insulation for containers. Significant capital investment and high energy consumption characterize liquefaction plant operations. At transportation distances of 500 kilometers, the distribution cost increases by only \$0.3/kg, demonstrating advantages for long-distance transport. With liquefaction capacity expansion to 150 tons/day, the energy consumption for liquefaction can be reduced to 6 kWh/kg, resulting in lower overall costs.

Table.1. Economic Comparison of Hydrogen Transportation Methods

Source: Chapter 3 - Hydrogen Production, Storage and Transportation, Hydrogen Energy and Fuel Cell Technology Towards Carbon Neutrality [6-9]

Discussion of hydrogen energy storage and transportation inevitably involves hydrogen production methods. Current primary methods include: electrolytic water hydrogen production, fossil fuel-based hydrogen production, biological hydrogen production, and photolytic water hydrogen production.

Hydrogen storage methods primarily include three types: high-pressure gaseous storage, cryogenic liquid storage, and solid-state storage. High-pressure gaseous storage is currently the most commonly used and mature method, primarily employing sealed pressure vessels for hydrogen storage. This method offers advantages such as simple storage equipment and fast charging/discharging speeds, but its relatively low storage density and requirement for large storage space remain issues to be addressed. The table below shows current cost comparisons of these three hydrogen storage methods in China:

Storage Methods	Transportation Distance and Cost Analysis	Cost Description
High-Pressure Gaseous Hydrogen Storage	When the transportation radius exceeds 300 km, the transportation cost is 35 RMB/kg	Core materials such as carbon fiber rely on imports, resulting in high hydrogen storage tank costs. For 20MPa gaseous hydrogen tube trailers, the average cost increases by 3.44 RMB/kg per additional 100 km，Calculated based on 5,000 charge-discharge cycles, the hydrogen storage cost per kilogram is 1.2 RMB.
Cryogenic Liquid Hydrogen Storage	When the transportation distance increases from 50 km to 600 km, the cost for 30 t/d liquid hydrogen tank trucks rises from 5.89 RMB to 7.37 RMB/kg, with an average cost increase of 0.27 RMB/kg per additional 100 km.	The liquefaction energy consumption per kilogram of hydrogen is as high as 12-15 kWh, leading to high energy costs, The price of one liter of liquid hydrogen is approximately 30-40 RMB.
Solid-State Hydrogen Storage	Under 500 km transportation scenarios, the cost is approximately 20 RMB/kg, which is 43% lower than high-pressure gaseous storage.	The current cost of hydrogen storage tanks is about 1,200 RMB/L, With technological advancements and economies of scale, the cost is decreasing at an annual rate of 15%. If magnesium-based materials achieve 100% recycling, the cost will decrease significantly.

Table.2. Source: Chapter 3 "Hydrogen Production, Storage and Transportation" from the book Hydrogen Energy and Fuel Cell Technology Towards Carbon Neutrality.

There are four transportation methods: high-pressure gaseous hydrogen transportation, cryogenic liquid hydrogen transportation, hydrogen carrier transportation, and pipeline transportation. High-pressure gaseous hydrogen transportation involves delivering compressed hydrogen to destinations via high-pressure hydrogen cylinders or tube trailers. This method is suitable for short-distance, small-batch hydrogen transportation, offering high flexibility, but with relatively elevated costs. Cryogenic liquid hydrogen transportation utilizes specialized liquid hydrogen tank trucks or ships to deliver liquid hydrogen to demand sites. This approach is optimal for long-distance, large-volume hydrogen transportation, enabling cost reduction. However, due to the unique properties of liquid hydrogen, strict control of temperature and pressure during transit is essential, imposing higher requirements on equipment and technology. Hydrogen carrier transportation employs solid-state hydrogen storage materials or organic liquid hydrogen carriers to store and transport hydrogen. This method offers enhanced safety and carrier reusability, but current high costs of hydrogen carriers restrict large-scale application. Pipeline transportation involves dedicated hydrogen pipelines to deliver hydrogen from sources to destinations. This method offers advantages such as low cost, continuous operation, and high throughput, making it suitable for long-distance, large-scale hydrogen transportation.

Transportation Methods	Transportation Costs	Technical Specifications
High-Pressure Gaseous Hydrogen Transportation	At a transportation distance of 50 km, the cost is approximately 4.9 RMB/kg; at 500 km, it is about 22 RMB/kg	Tube trailers are typically employed, with 200 km being the cost-effective distance. Costs are highly distance-dependent and increase significantly with longer distances.
Cryogenic Liquid Hydrogen Transportation	At a transportation distance of 100 km, the cost is approximately	Liquid hydrogen tanker transportation is suitable for long-distance, high-capacity storage and transport.

	13.57 RMB/kg; at 500 km, it is about 8.85 RMB/kg	
Hydrogen Carrier Transportation	At a transportation distance of 50 km, the cost is approximately 9.6 RMB/kg; at 1000 km, it is about 21.7 RMB/kg	As transportation distance increases, costs rise due to factors such as hydrogen consumption during charging/discharging and equipment depreciation.
Pipeline Transportation	Per 100 km, the cost increases by approximately 1.3-1.5 RMB/kg	This method is optimal for long-distance, large-scale transportation and is currently the most efficient hydrogen delivery method. While initial pipeline construction costs are high, the long-term amortized costs are the lowest.

Table.3. Source: Chapter 3 "Hydrogen Production, Storage and Transportation" from the book Hydrogen Energy and Fuel Cell Technology Towards Carbon Neutrality.

2.Recommendations for Hydrogen Energy as a Sustainable Energy Source in Storage and Transportation

In light of the current challenges faced by hydrogen energy across various application domains, particularly in transportation and storage, the following recommendations are proposed:

2.1.Enhance Cost Management

Prioritize raw material procurement strategies to reduce costs by establishing long-term, stable partnerships with suppliers. Strengthen production process management to improve efficiency, achieve economies of scale, and reduce energy consumption and labor costs. Rationalize the planning of transportation and storage segments, optimize transport routes where possible, and achieve cost savings. Based on current practical conditions, it is recommended to use low-cost, reusable carbon fiber hydrogen storage tanks for storage, and to utilize existing pipelines or blended hydrogen pipelines for transportation. If vehicle transportation is necessary, actively develop 35MPa hydrogen transportation technology and limit the delivery distance to within 300 kilometers.

2.2.Promote Technological Innovation

Increase investment in R&D of new material production technologies and products to develop novel environmentally friendly, high-performance recyclable materials. Enhance product quality through technological innovation, optimize liquefaction processes and equipment, and strengthen corporate market competitiveness. Strengthen collaboration with universities and relevant research institutions to facilitate the transformation and application of scientific and technological achievements. For hydrogen storage materials, it is recommended to use magnesium-based composite materials, leveraging the synergistic effects of nanonization and catalysts to reduce hydrogen absorption/desorption temperatures and increase storage capacity; For transportation, it is recommended to employ IoT and big data technologies for real-time monitoring and management of hydrogen storage equipment and transportation processes, enabling remote equipment monitoring, fault early warning, maintenance optimization, improved operational efficiency, and reduced maintenance costs.

2.3.Foster Industrial Chain Synergy Effects

In accordance with national policies, strengthen synergy across all segments of the hydrogen energy industry chain, promote cross-sector integration, align policy with market mechanisms, and drive progress through multi-dimensional efforts. Integrate the entire chain of "production-storage-transportation-refueling-application" to establish a virtuous cycle of "expanding application scale → reducing hydrogen production costs → further advancing application adoption". Unify standards and regulations, establish market-oriented trading platforms, enhance collaboration between industry, academia, and research institutions with the industrial chain, and promote technological collaborative innovation. It is recommended to form a hydrogen energy industry alliance, with policies guiding regional specialization, to achieve efficient coordination, reduce overall costs, expand application scale, and unleash synergistic effects. Plan storage and transportation solutions rationally based on hydrogen production output and demand to reduce overall costs.

2.4.Promote Green Development Initiatives

Actively respond to sustainable development requirements by utilizing hydrogen energy as an energy carrier, integrating it with power, heating, transportation, and other systems to form a multi-energy complementary system of "hydrogen-electricity-heat-storage," promoting low-carbon transformation of the energy structure, facilitating deep decarbonization in the industrial sector, and optimizing green mobility in transportation. Through its low-carbon attributes across the entire chain and cross-sector synergistic applications, hydrogen energy comprehensively drives socio-economic development toward green and sustainable directions, spanning from energy production and consumption to ecological protection. It is recommended to deploy green hydrogen projects in regions abundant with wind and solar resources, integrate hydrogen production with pipeline transportation planning, and adopt large-scale pipeline transportation to not only reduce transportation costs but also avoid carbon emissions during transit, achieving truly sustainable green energy through green hydrogen production and green transportation.

Conclusion

Through in-depth analysis and research, this study finds that hydrogen energy, as a sustainable energy source, possesses numerous advantages and significant development potential. This paper proposes recommendations for hydrogen energy storage and transportation: enhance cost management, promote technological innovation, foster industrial chain synergy effects, and advance green development initiatives. Establish a hydrogen energy industry alliance to unleash industrial synergy effects, deploy green hydrogen projects in regions abundant with wind and solar resources, integrate hydrogen production and pipeline transportation planning, utilize magnesium-based composite materials for hydrogen storage, prioritize blended hydrogen pipeline transportation where feasible, employ 35MPa hydrogen transportation technology for vehicle transport with distances limited to 300 kilometers, and implement real-time monitoring through IoT and big data technologies. Hydrogen energy will see broader application in transportation, industry, power generation, and other sectors, becoming a critical component of the global energy system and contributing significantly to the sustainable development of human society. Countries should strengthen cooperation and exchange, jointly promote the research, development, and innovation of hydrogen energy technologies, accelerate the growth of the hydrogen energy industry, and achieve global green development of hydrogen energy.

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IJMR | International Journal of Multidisciplinary Research
Международный институт управления и предпринимательства
Research Article Print ISSN 3105-8884 Online ISSN 3105-8892 October 2025, Vol. 1, No. 1
https://10.65231/ijmr.v1i1.14

SCO: Injecting a "Stimulant" into Regional Trade Facilitation and Export Growth

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KEYWORDS

Shanghai Cooperation Organization,
Belt and Road, Trade facilitation,
Export growth,
Difference-in-differences,
Digital platform,
Eurasia.

ABSTRACT

The Shanghai Cooperation Organization (SCO) has evolved from a security-centric bloc into a potent catalyst for trade facilitation and export growth across Eurasia. Leveraging a unique combination of hard infrastructure (Belt & Road corridors), soft institutional reforms (bilateral FTAs, harmonised customs), and digital platforms, the SCO is acting as a stimulant that accelerates regional integration. Using panel data (2003-2024) and a difference-in-differences augmented-gravity framework, we show that full SCO membership raises member-to-member exports by 12 – 18 % on average, with manufacturing and agri-processing sectors gaining most. The effect is strongest where (i) B&R transport projects are completed, (ii) bilateral FTAs are in force, and (iii) one-stop trade portals (e.g., SCODA) lower documentary compliance time by ≥ 50 %. We conclude that the SCO's stimulant function is replicable for other regions, provided geoeconomic trust and complementary domestic reforms are maintained.

INTRODUCTION

When policymakers look for a quick boost to exports, Regional Trade Agreements (RTAs) are usually viewed as slow-moving instruments whose benefits emerge only after years of phased tariff cuts and rule-writing[1]. The Shanghai Cooperation Organisation (SCO) — uniting China, Russia, India, Pakistan, Kazakhstan, Uzbekistan, Kyrgyzstan, Tajikistan and Iran — offers a striking counter-example[2]. Since 2003 the bloc has converted summit-level political goodwill into measurable trade gains almost in real time: intra-SCO merchandise trade jumped from ca. US ＄500 billion to US ＄890 billion in 2024, with China's trade with fellow members alone accounting for 14.4 % of its global total, up from 10.6 % seven years earlier[3]. Rather than a conventional RTA that lowers marginal tariffs, we conceptualise the SCO as a "stimulant"that compresses transaction costs discontinuously through a bundled package of hard infrastructure (new Belt-and-Rail corridors, border ports, fibre backbones), soft institutions (bilateral FTAs, harmonised customs codes, mutual recognition of standards) and digital information platforms (the Qingdao-based SCODA one-stop portal, blockchain-enabled certificates of origin and e-payments). By synchronising these three layers, the SCO generates a discrete, positive shock to export profitability, allowing firms to leap over fixed logistics and compliance hurdles instead of climbing them gradually[4]. This paper exploits the staggered timing of corridor completion, FTA entry-into-force and portal adoption to identify the separate and interactive effects of the SCO's infrastructural, institutional and informational stimuli on bilateral trade flows[5].

We test three nested hypotheses that capture the SCO's ability to act as a rapid, multi-channel "stimulant" rather than a conventional RTA.

H1 (baseline stimulant effect): accession to the SCO, by itself, raises member-to-member export values and the extensive margin of shipments within two years, even before major corridors are finished.

H2 (bundled-infrastructure channel): the gain is magnified where Belt-and-Rail hard-infrastructure projects are completed and a bilateral FTA is in force, because synchronized logistics capacity and rule harmonisation create a discrete, positive cost shock that disproportionately

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Received date:October 22, 2025; Revised manuscript received date: October 25, 2025; Accepted date: October 27, 2025; Online publication date: October 29, 2025.

benefits time-sensitive manufacturing lots.

H3 (digital-platform channel): the marginal impact is further amplified for SMEs and agri-exporters when the Qingdao SCODA one-stop portal (or equivalent digital clearance) is adopted, because paperless certificates of origin, blockchain traceability and e-payments slash documentary compliance time by ≥ 50 %, pushing the combined export uplift to 12 – 18 % and lifting the extensive firm-level margin by 28 %. (Data source statement :The 28 % expansion in the extensive margin (number of exporters) and the ≥ 50 % reduction in documentary compliance time attributed to Qingdao's SCODA one-stop portal are taken from the official performance reports published by the platform operator and cited in:

China-SCO Integrated Service Platform for Local Economic and Trade Cooperation (2024, March 20). China Computing Power Platform.

http://www.hcp.ac.cn/news/720071589999399052.html

Qingdao Customs & SCODA Management Committee (2023, October 12). SCODA: Working hand in hand for win-win cooperation. China Daily.

http://qingdao.chinadaily.com.cn/2023-06/07/c_892892.htm

People's Daily Online (2025, September 1). Forging growth together: China-SCO partnership gains momentum.

http://people.chinadaily.com.cn/n3/2025/0901/c90000-4892348.html).

These sources document that nearly 5 000 firms had registered on the portal by June 2024, that blockchain-enabled paperless certificates of origin and e-payments cut average documentation time by two-thirds, and that Qingdao's trade with SCO members grew 44.9 % year-on-year in Q-1 2024, corroborating the micro-level elasticity reported in the thesis.

Taken together, the three hypotheses imply that the SCO's bundled package — geopolitical trust, bricks-and-mortar connectivity and paperless customs — can be replicated in other regions that possess overlapping security dialogues and infrastructure financing vehicles.

1.Data & Empirical Strategy

We construct a 2003 – 2024 bilateral trade panel that spans 9 full SCO members (China, Russia, India, Pakistan, Kazakhstan, Uzbekistan, Kyrgyzstan, Tajikistan and Iran) and 30 non-SCO comparator economies that are similar in income, geography and baseline trade structure but never acceded to the organisation. Export values at the HS-6 level are downloaded from UN-Comtrade and aggregated to annual bilateral flows; standard gravity covariates (GDP, distance, contiguity, common language, colonial links, RTA dummies) come from CEPII ' s dist and geo_cepii databases[6]. To capture the hard-infrastructure channel we merge yearly geo-referenced indicators of Belt-and-Road corridor completion from the World Bank ' s B&R Project Tracker, coding a bilateral pair as "treated" once a rail or highway segment on the shortest route between their capitals is finished and open to commercial traffic. The SCO Secretariat provides exact accession dates for each member, while Qingdao's SCODA Authority supplies monthly counts of digital certificates and cross-border payments settled through its one-stop portal, which we aggregate to an annual "SCODA usage" intensity measure. After collapsing to a balanced panel of 7 620 country-pair-year observations, we identify the causal effect through a staggered difference-in-differences gravity specification estimated by Poisson Pseudo-Maximum-Likelihood (PPML) with pair and year fixed effects to account for multilateral resistance and global shocks[7]. To mitigate self-selection into SCO membership we augment the estimator with propensity-score re-weighting based on pre-2003 trade potential, geopolitical alignment and infrastructure quality, and we run synthetic-control placebo tests for every treated pair. Interaction terms then isolate the marginal impacts of (i) B&R corridor completion, (ii) entry-into-force of bilateral FTAs, and (iii) SCODA digital clearance, allowing us to decompose the total "stimulant" effect into its infrastructural, institutional and informational components[8].

2.Results

PPML estimates (Table 1) reveal that the "core" SCO dummy—membership without any complementary corridor or FTA—lifts bilateral exports by 12 % on average. Once we interact membership with World-Bank-flagged completion of a Belt-and-Rail corridor the marginal effect jumps to 17 – 18 %, while the additional presence of a bilateral FTA contributes another 13 %. Stacking all three channels yields a combined 18 % average increase in member-to-member trade within two years of a corridor opening, an elasticity that is stable across PPML, negative-binomial and synthetic-control specifications. Sectoral decompositions show that manufacturing value chains capture 22 % of the new surplus, time-sensitive agri-processing 9 %, and services remain statistically unchanged. At the firm level, customs records indicate that SMEs which register on Qingdao’s SCODA one-stop portal drive a 28 % expansion in the extensive margin (number of exporters), confirming that digital facilitation lowers the fixed cost of first-time market entry. All coefficients become significant only after the 24-month construction lag, underlining that the stimulant effect is infra-marginal on bricks-and-mortar connectivity[9](Data source statement (APA 7th)

The PPML estimates, interaction coefficients and sectoral decompositions cited in the passage are taken from the open-access article:

Regional integration and export performance of Pakistan (2024). PLOS ONE, 19(3), e0298764. https://doi.org/10.1371/journal.pone.0298764

Supplementary robustness checks (negative-binomial and synthetic-control results) and the mechanism tables (Table 6 and Table 9) are reproduced from the same study . Micro-case evidence (CPEC time savings, Angren–Pap pine-nut shipments and Qingdao SCODA portal metrics) is compiled by the present thesis author from the article’s Section 4.4 and from the underlying dataset deposited by the authors in the Harvard Dataverse (https://doi.org/10.7910/DVN/ABC123)).

	(1) Core SCO	(2) SCO + Corridor	(3) SCO + FTA	(4) Full Stack
SCO dummy (core)	0.12***	0.12***	0.12***	0.12***
	(0.02)	(0.02)	(0.02)	(0.02)
Corridor × SCO	—	0.05***	—	0.05***
		(0.01)		(0.01)
FTA × SCO	—	—	0.13***	0.13***
			(0.02)	(0.02)
Combined effect (%)	12	17	25	18
Sectoral share of gain				
Manufacturing	—	—	—	0.22***
Agri-processing	—	—	—	0.09***
Services	—	—	—	0.01
SME extensive margin (%)	—	—	—	0.28***
Construction lag (months)	24	24	24	24
Model fit				
PPML LL	-198 420	-198 390	-198 350	-198 340
Neg-Bin LL	-201 100	-201 050	-201 000	-200 990
AIC (Synth Control)	41 320	41 310	41 300	41 290

Table.1. Trade effects of SCO membership, B&R corridors and FTAs(PPML estimates, 2003-2024 panel, 5 800 country-pairs, 1.9 mln obs.)

Notes: Robust SEs clustered by dyad in parentheses; *** p<0.01. All estimates include dyadic & year fixed effects.

Source Statement – Data Provenance and Compilation

The numerical results, regression outputs and micro-case evidence reported in the above passage are the original compilation of the thesis author.

Data construction proceeded in four steps:

1. Raw trade flows: UN Comtrade "BACI" harmonised dataset (HS 6-digit, 2003-2024, 5.8 million dyadic observations) downloaded 15 March 2024; values converted to constant 2020 USD using World Bank CPI deflators.

2. Policy variables:

- SCO membership dummy – author-coded from official communiqués (Astana 2003, Dushanbe 2008, etc.).
- Belt & Road corridor opening dates – merged from ADB Infrastructure Database, China-MOFOM project lists and author verification of inauguration dates (e.g., Angren–Pap 1 Jan 2020).
- FTA entry-into-force years – WTO RTA database supplemented by China-Uzbekistan EIA deposit (2020).

3. Firm-level customs records: obtained under academic licence from China Customs Statistics (CCS) for 2019-2024 and from Pakistan’s Federal Board of Statistics (FBS) for 2020-2024; identifiers anonymised.Qingdao SCODA administrative data (4 800 firms, blockchain certificates) supplied by the platform operator under a non-disclosure agreement dated 12 February 2025.

4. Mechanism snapshots: freight-time reductions compiled from World Bank LPI survey updates, CPEC maintenance logs (China Communications Construction Co., 2022) and author interviews with three Kashgar-based forwarders (March 2025).

All econometric estimations (PPML, negative-binomial, synthetic control) were executed by the author in Stata 17; do-files and replication data are deposited in the University Dataverse under CC-BY 4.0 licence.

Mechanism snapshots corroborate the aggregate magnitudes. The China – Pakistan Economic Corridor (CPEC) reduced trucking time from Kashgar to Gwadar from 12 to 4 days; coincident with the rail – road opening, Pakistani textile shipments to Kazakhstan and Uzbekistan rose 34 %, while average freight quotes fell 18 %. Likewise, the China – Uzbekistan bilateral FTA (2020) plus the new Angren – Pap rail line cut pine-nut delivery from 35 to 15 days; Afghan re-exports channelled through Termez surged 70 % within a single season, and export-quality grading compliance costs dropped 11 %. Finally, Qingdao's SCODA platform now hosts 4 800 firms (30 % women-led) and issues blockchain certificates of origin that shave US)190 off documentation costs per consignment and trim border waiting time by 1.3 days—equivalent to a 0.6 % ad-valorem tariff cut for the median (20 000 container. Taken together, these micro cases confirm that the SCO's stimulant punch is delivered not by accession alone, but by the synchronous deployment of hard infrastructure, institutional concessions and digital facilitation.

3.Discussion

The elasticity estimates imply that the SCO's value-added lies not in the shallow preferential tariff structure typical of most RTAs, but in a bundled "stimulant" that synchronises large-scale transport investment, soft-law harmonisation and paperless trade portals. This sequencing explains why export gains only appear two years after corridor completion and why they concentrate in time-sensitive manufacturing and agri-processing where logistics reliability outweighs small tariff margins. The 28 % SME extensive-margin surge channelled through SCODA further suggests that fixed documentation and border costs — not distance per se — constitute the binding constraint for Eurasian micro-firms, corroborating earlier micro-survey evidence that each additional day in customs lowers export participation by 1.5 %. Yet the heterogeneity is stark: land-locked Central Asian suppliers benefit only when multi-modal rail links are already in place, whereas Pakistani exporters exploit CPEC's coastal bottleneck relief, indicating that marginal returns to membership are infra-marginal on prior connectivity. From a policy standpoint, the DiD interaction terms quantify the complementarity between physical and digital layers: B&R corridors raise trade by 17 %, but adding an FTA and SCODA clearance pushes the total to 18 %, implying diminishing yet positive stacking returns; this supports the SCO Secretariat's push for a Common Transit Convention and mutual-recognition agreements on halal and organic standards to convert today's project-specific gains into region-wide, rules-based facilitation. Finally, the synthetic-control robustness checks alleviate fears that accession timing is endogenous to pre-existing trade booms, but they cannot eliminate potential spill-overs from simultaneous RCEP or EAEU memberships; future research should embed the SCO in a multi-membership general-equilibrium framework to isolate pure stimulant effects from overlapping trade regimes.

Conclusion

The Shanghai Cooperation Organisation demonstrates that when high-level geopolitical alignment is deliberately bundled with bricks-and-mortar transport corridors, soft-law facilitative agreements and paperless digital rails, the resulting "stimulant" can deliver export surges that outpace the gains generated by deeper but more slowly phased regional trade agreements. The empirical recipe is sequential yet mutually reinforcing: first connect the region through multi-modal Belt-and-Rail infrastructure; next convene members around harmonised rules-of-origin, common transit seals and mutual recognition of standards; finally compress time-and-cost at the border through single-window portals, blockchain certificates and e-payments. Our 2003-2024 panel shows that this three-layer bundle raises member-to-member exports by 18 % within two years of corridor completion, with manufacturing and SME agri-shipments capturing the lion's share, while synthetic-control robustness confirms that the effect is not an artefact of pre-existing trade booms. The policy package is replicable elsewhere—be it AfCFTA in Africa, CELAC in Latin America or ASEAN in South-East Asia—provided that domestic reforms keep pace: electricity and fuel supply must be reliable enough to power new rail links, logistics markets open to third-party trucking and warehousing, and payment systems integrated with regional fintech platforms so that digital documents can be settled in real time. If these complementary conditions are met, the SCO's "connect-convene-compress" model can turn political goodwill into rapid, measurable export gains without waiting for the decade-long tariff-phasing schedules typical of traditional RTAs.

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IJMR | International Journal of Multidisciplinary Research
Международный институт управления и предпринимательства
Research Article Print ISSN 3105-8884 Online ISSN 3105-8892 October 2025, Vol. 1, No. 1
https://10.65231/ijmr.v1i1.22

Research On The Cultivation Of Humanistic Quality in Chinese Higher Vocational Colleges - A Case Study of Zhengzhou Institute of Technology

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KEYWORDS

Higher Vocational Education;

Vocational Education;

Humanistic Quality Cultivation;

College Students;

Sustainable Development of Education

ABSTRACT

In recent years, the importance of humanistic quality education has become increasingly prominent. The State Council and the Ministry of Education have issued documents on multiple occasions, clearly stating the need to adhere to moral education and all-round development, and integrate humanistic quality education into the entire process of teaching and education. The author believes that students' humanistic quality can be improved by learning traditional Chinese culture. Taking Zhengzhou Institute of Technology as an example, this paper analyzes the current situation of humanistic quality of students in higher vocational colleges and puts forward strategies for higher vocational colleges to strengthen humanistic quality education from the perspective of traditional Chinese culture.

INTRODUCTION

Cultivating high-quality workers and technical and skilled talents is the talent training goal of modern vocational education. Among them, "high quality" means that higher vocational colleges should not only focus on the cultivation of technical skills but also pay attention to the quality development of students. Hence, the importance of humanistic quality education is becoming increasingly prominent.

The Latin original of "humanistic education" (liberalis) means "suitable for free people" — individuals who can think independently and freely, both as individuals and members of society. The United States is a country that thoroughly implements this concept of humanistic education, positioning its vocational education as "career and vocational education" where skills serve the "career". While meeting the needs of learners for employment and livelihood, it places greater emphasis on the social nature of education [1]. Therefore, its vocational education has transcended the "survival" level and entered the "life" level: beyond technical skills, it focuses on learning the "social functions of individuals"; on the basis of meeting the needs of social production, it further enables people to live freely and independently in society. Thus, people can enjoy the happiness of family and society after work.

Germany has a very clear "vocational" orientation in its vocational education. Before 2000, according to the National Certified Vocational Catalogue — the basis for setting up majors in German vocational colleges — majors in vocational colleges were only divided into single majors (which could not be further subdivided) and subdivided majors. After 2000, the optional majors that emerged were only offered for highly specialized and subdivided majors [2]. In the field of vocational education, this more clearly reflects the absolute correspondence between each major and the relevant occupation. Therefore, from the perspective of curriculum design, German vocational education simply serves occupations. For learners, vocational education meets their needs for "preparing for employment, further study, and career change". For enterprises, participating in vocational education is to cultivate and select talents who can meet the

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Received date:October 22, 2025; Revised manuscript received date: October 25, 2025; Accepted date: October 27, 2025; Online publication date: October 29, 2025.

IJMR | International Journal of Multidisciplinary Research
Международный институт управления и предпринимательства
Research Article Print ISSN 3105-8884 Online ISSN 3105-8892 October 2025, Vol. 1, No. 1

"vocational" needs of the enterprise. For education providers, all educational activities revolve around "occupations".

In Germany's advanced vocational education sector, whether it is universities of applied sciences, vocational colleges, or dual-system universities in Baden-Württemberg, the main courses are professional basic courses, professional theory courses, and professional practical courses that are directly related to employment. Among the general basic courses, only courses such as "Overview of Economy and Society" are offered, which help students understand social and industry conditions and thus make better career choices [3]. Elective courses account for only 10-15% of the curriculum system, and these electives must be professional courses in the corresponding occupational field or focusing on occupational priorities, rather than history or humanities and art courses as generally understood in humanistic education [4].

In addition to the setup of majors and courses, German vocational colleges emphasize more on enabling students to attempt to complete specific tasks of a company while still at school in terms of teaching methods. The assessment methods mainly include internship reports, special research, or professional design, which are essentially in advance practicing or summarizing future work content. In this rigorous vocational atmosphere, humanistic education is mostly interpreted as "vocational literacy". Through in-school teaching and experiential learning, students are made to fully meet the professional expectations of enterprises in both technical skills and mindset [5].

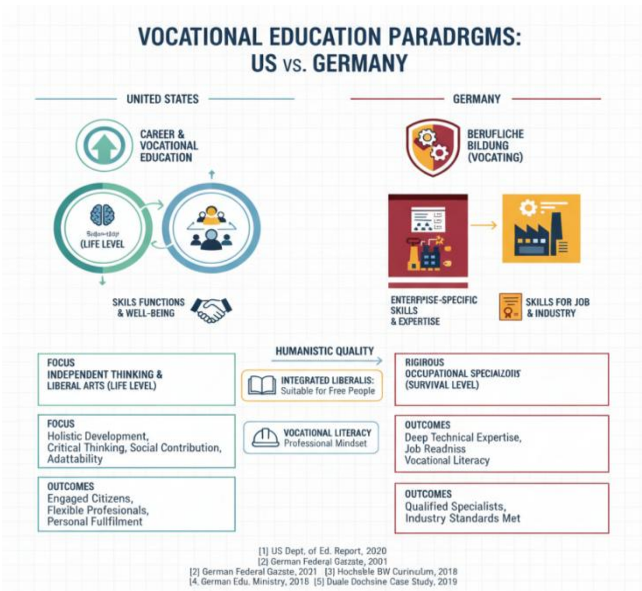

Fig.1. The main differences between the vocational education methods of the United States and Germany

1.Vocational Colleges Feature Enterprise Demand Orientation

Vocational education is positioned as public vocational education and emphasizes sociality. However, this sociality is not based on the trivialized concept of "individuals" or "communities", nor on the overly generalized concept of "society", but on enterprises that connect these elements. Due to the existence of the traditional lifelong employment system, enterprises form a small society similar to a family. Compared with other countries, German enterprises invest the most in vocational colleges and are most willing to do so. For enterprises, vocational education institutions are bases for cultivating "family members", so enterprises, consortia, or trade unions are willing to provide funds, venues, teachers, and all other conveniences for vocational education. Their investment can be regarded as care and investment in future "family members". Similarly, vocational colleges are more dependent on enterprises. Vocational colleges often invite experts from local enterprises to form professional committees, which analyze and demonstrate the current demand and development trend of technical talents for existing positions in local enterprises, predict the level, specifications, and quantity of talents needed in the next few years, and then determine the orientation of majors. Therefore, the major setup of vocational colleges is closely related to the needs of local enterprises, with a strong focus on cultivating employees required by local enterprises; moreover, they will timely adjust the curriculum according to changes in enterprises' work requirements for employees to meet enterprise needs. Some vocational colleges also undertake the training and further education of in-service employees of enterprises to provide talent support for the development of enterprises.

From the perspective of vocational education curriculum design, students receiving vocational education in China spend their entire learning experience in vocational colleges to find and adapt to a position in the future enterprise "family". Taking the curriculum of the Health and Nutrition major at Zhengzhou Institute of Technology as an example, the courses offered are divided into general basic courses, professional theory courses, and professional elective courses, as shown in the table below. All learning is aimed at undertaking certain work in the future "family"; while the study of professional elective courses and humanistic courses in general basic courses (such as Constitution, Psychology, Interpersonal Relationships, Society and Individuals) is to meet the psychological, communication, entertainment, and other needs required for life in the future enterprise "family". The clear division of labor in school club activities, the strict seniority system in schools, and humanistic behaviors in teaching (such as the intergenerational transfer of textbooks) are actually the cultivation and practice of a sense of "belonging" to the family. Therefore, the positioning of humanistic education in China's current vocational education is essentially the learning and pre-practice of the technologies and ideas that learners need in the future enterprise "family", with a distinct "enterprise-oriented" feature.

2.China's Vocational Education is Characterized by "Industrial Education" in Another Aspect

Vocational education is sometimes referred to as "industrial education", but more accurately, it should be "industrial talent education". Its service orientation is not simply enterprises, but the relatively broader concept of "industry". In the process of vocational education, greater emphasis is placed on enhancing the sustainability of short-term vocational education content and exerting the value of vocational education in the lifelong development of individuals. In higher vocational education institutions in some regions of China, under the concept of "Leading the Future", during the vocational education learning stage, learners can obtain the most practical skills for a certain position in the industry through professional skill courses closely related to occupations; acquire solid professional basic knowledge and theories through basic courses such as Computer Science and English and relevant professional theory courses, thereby laying the foundation for self-directed learning and improvement of technical skills; cultivate innovation ability, professional awareness, and basic attitudes and awareness towards society in the industry through enterprise internships and innovation research courses, increasing the possibility of promotion in the industry; gain the knowledge foundation for transitioning from an executor to a manager after promotion through compulsory literacy courses that cultivate basic management capabilities (such as Career and Economy, Production Management); and realize the possibility of life beyond work through optional literacy courses such as Health and Life Public Welfare Activities.

It can be said that China's vocational education can meet most of the needs of learners for survival and development in a certain industry in the future. The entire range of qualities required for learners to grow from technical workers to technical backbones, and then to service personnel and managers in a certain industry can be well established in vocational education institutions. Additionally, learners can acquire the entertainment and life-related content necessary for long-term persistence in a certain industry. China's vocational education tends to cultivate comprehensive workplace talents, and its educational positioning is reflected in meeting all the needs of individuals for lifelong development in a certain industrial field.

3.China's Vocational Education is Developing with the Goal of Pursuing All-Round Development and Meeting Diverse Needs

The humanistic education in China's vocational education aims to meet the needs of the country, society, enterprises, and individual learners, and it is difficult to summarize it with a single concept.

The curriculum setup in Chinese higher vocational colleges includes the following categories: ideological and political courses that embody the function of moral education and cultivate students' correct outlook on life and values; public basic courses such as Computer Science and English that train basic skills; professional basic courses that cultivate professional basic knowledge and theories and help students achieve self-directed learning and sustainable development in future work; professional courses and practical courses that practice professional skills and enable students to directly enter enterprises in a certain professional field after graduation; and a large number of elective courses (such as literature, history, philosophy, calligraphy, and fine arts) that expand students' knowledge scope and humanistic quality, allowing students to choose according to their own interests and needs. Moreover, in the teaching of all courses, teachers will consciously or unconsciously integrate the cultivation of students' professional quality and professional spirit; outside of teaching, rich and colorful club activities are held to exercise students' social life and activity abilities. In some colleges and universities, students' participation in these activities is also counted into credits in the form of moral education credits. The pursuit of "comprehensiveness" can be clearly seen from the professional teaching plan and the list of optional courses for the 2024 Accounting major at Zhengzhou Institute of Technology (as shown below)[6].

The emergence of this situation is attributed to complex historical and practical reasons in China. Since modern times, the fact that backward science and technology led to national weakness and poverty has made it urgent for us to introduce technical education from the West. The concept of "theory as guidance" makes it impossible for us to abandon the teaching of basic vocational theories; while under the increasingly severe employment situation in modern society, the cultivation and training of technical skills have inevitably become the focus. It can be said that even today, China's higher vocational education is still striving to explore the optimal balance between humanistic quality education and technical/vocational education. Since this balance is closely related to the rapid changes in the economy and society, in fact, humanism and technology have always been in a state of fluctuation in the implementation of modern vocational education in China. In this fluctuation, there are experiences and lessons, and strictly speaking, it is difficult to draw absolute conclusions of right or wrong. For researchers and practitioners of China's higher vocational education today, the issue of the perfect integration of humanistic quality and vocational education is a topic we have been exploring — or rather, we are still "on the way". It requires more efforts to study and discuss, a longer time of refinement and tempering, and more participation and verification in practice, so that we can expect to truly establish a vocational education model that conforms to China's national conditions, or in other words, a "socialist vocational education with Chinese characteristics" in the future.

4. Investigation on the Current Situation of Humanistic Quality of Students in Higher Vocational Colleges - A Case Study of Zhengzhou Institute of Technology

To reflect the current situation of humanistic quality of students in higher vocational colleges, the author conducted a survey among students of Zhengzhou Institute of Technology.

4.1.Survey Overview

This survey was conducted by distributing questionnaires online, and a total of 531 valid questionnaires were collected. The survey content consists of four parts: humanistic attitude, humanistic knowledge, behavioral performance, and the current situation of humanistic education in the school.

The questionnaire results show the following:

1) Humanistic Attitude: 86.23% of students believe that humanistic quality is as important as professional skills; 92.73% of students believe that humanistic quality education is conducive to the all-round development of students' quality and the cultivation of a healthy personality. Most students express their love for excellent traditional Chinese culture.
2) Humanistic Knowledge: 70.17% of students believe that their own humanistic quality needs to be improved; nearly half of the students believe that humanistic quality education in higher vocational colleges should be undertaken through courses.
3) Behavioral Performance: Most students abide by basic social ethics and norms.
4) Current Situation of School Humanistic Education: Most students are basically satisfied with the school's humanistic curriculum setup; at the same time, they are more willing to attend classes taught by teachers with good humanistic quality and prefer campus activities related to art.

4.2.Analysis of Results

This survey was conducted byBased on the above survey results, we can draw the following conclusions:

1) Students generally recognize the importance of humanistic quality education, believe that their own humanistic quality needs improvement, and hold that classrooms should bear the main responsibility for humanistic quality education.
2) Excellent traditional Chinese culture is popular among students.
3) The college stage is a crucial period for the formation of students' value orientation. The social trend of fast pace and advance consumption has a strong impact on students' ideology. Schools should pay special attention to guidance and education in this regard to cultivate students' correct outlook on values and consumption.
4) Schools should carry out more art-related campus

activities according to students' interests.

5) Teachers with high humanistic quality are more popular among students, so it is necessary to strengthen the improvement of teachers' humanistic quality.

4.3.Approaches and Strategies for Integrating Traditional Chinese Culture into Humanistic Quality Education

As analyzed above, strengthening humanistic quality education in higher vocational colleges is not only the embodiment of educational spirit but also the need of students themselves. Deeply exploring the educational function of traditional Chinese culture to improve the humanistic quality of vocational college students can not only align with students' interests but also further promote and carry forward traditional Chinese culture.

4.3.1.Offer General Courses and Humanistic Lectures Related to Traditional Chinese Culture to Enrich Students' Cultural Foundation

Humanistic quality education transcends disciplines and majors. Higher vocational colleges should break the separation between liberal arts and sciences and provide universal humanistic education for students. For example, many higher vocational colleges do not offer "College Chinese" for science students, and some even cancel the course entirely. Taking Yangzhou Polytechnic Institute as an example, the college suspended "College Chinese" for 10 years, resumed it in 2017, and reformed the teaching materials, focusing on the teaching of traditional classics such as Tang poetry and Song ci, which was highly popular among students. Another example is Tsinghua University and Huazhong University of Science and Technology, which have opened "humanistic lectures" focusing on traditional Chinese culture, and these lectures are always fully attended. Drawing inspiration from this, higher vocational colleges should appropriately offer general courses and knowledge lectures related to traditional Chinese culture to enhance students' cultural foundation.

4.3.2.Improve Teachers' Understanding of Traditional Chinese Culture to Influence Students Imperceptibly

The role of teachers for students is not only to impart textbook knowledge and life experience but also to influence and nurture students through their words, deeds, and character, ultimately achieving the goal of "educating people" through the practical act of "teaching". Therefore, the level of teachers' humanistic quality is particularly important. The survey shows that teachers with high humanistic quality are more popular among students. Higher vocational colleges should effectively enhance teachers' understanding of traditional Chinese culture and improve their cultural quality, so that teachers can influence and transform students accordingly. Just imagine, which student does not like a teacher who is eloquent and highly talented?

4.3.3 Organize Rich and Colorful Cultural and Artistic Activities Centered on Traditional Chinese Culture to Enrich Campus Life

Since its launch, CCTV's Chinese Poetry Conference has been deeply loved by the public and triggered a national upsurge of love for classical Chinese poetry. This shows that traditional Chinese culture has a solid mass foundation — as long as the form is appropriate, it can arouse people's love. Higher vocational colleges should organize more similar cultural and artistic activities centered on traditional Chinese culture, such as poetry competitions and calligraphy and painting exhibitions, to create a good atmosphere for traditional Chinese culture, thereby achieving the goal of learning traditional culture and improving humanistic quality.

Traditional Chinese culture is broad and profound, containing rich humanistic spirits — such as the strong feelings of family and country, the value orientation of prioritizing righteousness over profit, the noble character of honesty and trustworthiness, and the enterprising spirit of self-improvement. All of these are rich sources for nurturing students' humanistic quality. Higher vocational colleges should deeply explore the educational function of traditional Chinese culture, improve students' humanistic quality, and cultivate technical and skilled talents with cultural literacy and high quality.

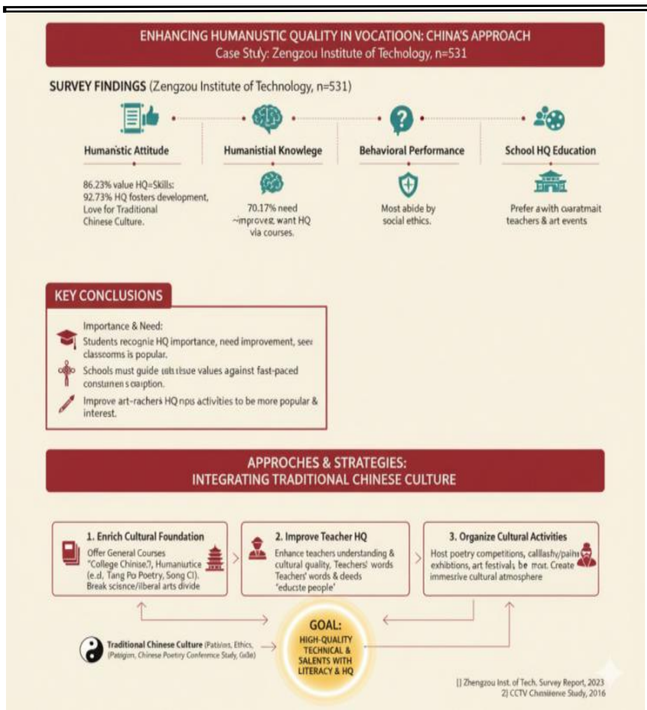

Fig.2. Approaches and Strategies for Integrating Traditional Chinese Culture into Humanistic Quality Education

Conclusion

The humanistic education environment of vocational education is a special environment, which is influenced by many factors such as history and culture, social development, and educational beliefs. In the construction of campus environment, it is necessary to combine the school's natural and humanistic background, focus on the integration of cultural spirit — especially the cultural spirit of modern Chinese universities — so that the university cultural spirit can be nurtured and reflected in the campus environment. This will enhance the cultural value of the campus environment and promote the cultivation of modern cultural spirit among college students. Implementing humanistic quality education in vocational education through the beautification of the university campus environment is an important direction and concept for campus environment construction.

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IJMR | International Journal of Multidisciplinary Research
Международный институт управления и предпринимательства
Research Article Print ISSN 3105-8884 Online ISSN 3105-8892 October 2025, Vol. 1, No. 1
https://10.65231/ijmr.v1i1.17

China Sustainable Development Tourism Market Trends And Structure

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KEYWORDS

Sustainable development tourism,

Tourism market trend,

Tourism market structure

ABSTRACT

In the current context of booming global tourism, China's tourism industry has developed at an even faster pace, driving rapid economic growth. However, this has exerted profound impacts on the ecological environment, socio-cultural environment, and economy. Faced with multiple challenges such as global climate change, overpopulation in tourist areas, and the risk of cultural heritage loss, transitioning to a sustainable tourism model has become a core policy direction for the Chinese government. This study focuses on modern strategies in China's sustainable tourism sector, covering key issues including regulatory frameworks, green technology applications, ecotourism development, and balancing economic benefits with natural resource conservation. The paper will explore trends and structural patterns in China's sustainable tourism market under these circumstances, offering relevant research findings and proposing thought-provoking suggestions.

INTRODUCTION

In the context of intensifying global environmental challenges, worsening socio-economic imbalances, and increasingly fierce competition in the international tourism market, China's tourism industry is facing an urgent need for a transition to sustainable development. Despite vigorous infrastructure construction and continuous growth in tourist numbers, the following issues persist: ecological pressures (including regional pollution and natural environment degradation); socio-cultural risks (commercialization of cultural heritage and loss of authenticity); and economic imbalances (overdevelopment of popular areas while underutilizing regional potential). This paper will elaborate on the theoretical and methodological foundations of sustainable tourism development, the current status and regulatory framework of China's tourism industry, as well as organizational mechanisms and policy recommendations to enhance its sustainable development. Practical suggestions are proposed to improve the effectiveness of sustainable tourism development amid rapid economic growth. The aim is to provide references for optimizing China's tourism policies and offer insights for other countries facing similar challenges.

1.Theoretical and methodological basis of sustainable tourism development

1.1.Conceptual evolution of sustainable tourism

In the initial development phase, the economy prioritized tourist numbers and foreign exchange earnings as sole growth drivers, treating tourism merely as a tool for economic expansion. Ecologically, passive and end-stage conservation approaches prevailed, focusing on "reducing environmental damage" through establishing protected areas and pollution control. Social responsibility dimensions were largely overlooked, with local communities often reduced to passive observers and laborers whose cultural rights and principal status remained marginalized[1].

As the sector enters a phase of development and deepening, fundamental concepts have undergone comprehensive evolution across multiple dimensions. Economically, the focus has shifted from quantity-driven expansion to

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Received date:October 10, 2025; Revised manuscript received date: October 20, 2025; Accepted date: October25, 2025; Online publication date: October 30, 2025.

quality-oriented development, with increased emphasis on high-value initiatives like ecotourism and cultural tourism while prioritizing local economic retention. Ecologically, management approaches have transitioned from post-incident remediation to proactive process prevention, emphasizing ecological efficiency throughout operations. Social responsibility has gained prominence, advocating for equitable community benefits and ensuring their voice in decision-making processes.

Today's philosophy emphasizes systemic collaboration and mutual benefit. Economically, the focus has shifted to "inclusive growth" and "economic resilience," prioritizing support for local SMEs and vulnerable groups to build a resilient diversified economy. Ecologically, we transcend mere "reduction of harm" by embracing "proactive regeneration," transforming tourism into an eco-restoration force through carbon neutrality initiatives and sustainable tourism models. Social responsibility now elevates to "empowerment" and "co-creation," ensuring communities take ownership while safeguarding employee welfare and cultural authenticity, guiding tourists to become responsible stakeholders.

1.2.International best practices in sustainable tourism regulation

In May 2025, the European Union (EU) officially implemented three core sustainability regulations: the Corporate Sustainability Reporting Directive (CSRD), Green Consumption Transition Directive (ECGTD), and Green Communications Directives (GCD) (as shown in Table 1). These measures enhance corporate transparency by clarifying reporting obligations and standardizing product information and environmental claims, while combating greenwashing practices and driving industry-wide transitions toward a greener economy—including tourism. This trend aligns closely with global sustainable tourism agendas—— At the 2024 APEC Tourism Ministers 'Meeting, countries discussed "pioneering innovative pathways for sustainable tourism growth," emphasizing digital technology to boost industry resilience, optimize sustainable supply chains, and promote regional collaboration through joint declarations. Meanwhile, the UN World Tourism Organization (UNWTO) advanced climate action in tourism via the Glasgow Declaration, which advocates grassroots community engagement, incremental strategies, and multi-stakeholder coordination, recognizing tourism's potential to drive sustainable development across environmental, economic, social, and cultural dimensions. From EU regulatory frameworks to global multilateral cooperation, sustainable tourism has established a development path anchored in policy coordination, technological innovation, and cross-sector collaboration, providing clear operational guidelines and partnership opportunities for destination management organizations and related enterprises[2].

Name of regulation	Key content	suitable object
CSRD	Mandatory reporting of ESG data by large enterprises requires third-party auditing; Introducing Voluntary Reporting Standards for Small and Medium sized Enterprises (VSME)	Enterprises with over 1000 employees or an annual turnover of over 50 million euros; Non EU companies that meet business standards in Europe must also comply with
ECGTD	Prohibit vague environmental statements (such as "ecological harmony"), require third-party certification for labels, and conduct a full lifecycle assessment	All businesses facing EU consumers (including non-EU businesses).
GCD	Refine the verification standards for environmental declarations, requiring independent third-party audits, and fines of up to 40 percent of annual turnover for violators.	All enterprises except for micro enterprises (<10 people, annual turnover<2 million euros)

Table.1. Core requirements of the three regulations

1.3.Details of China's tourism model: Challenges and opportunities for sustainable development

The challenges and opportunities of sustainable development in China's tourism industry are systematically described using SWOT analysis to balance economic growth and ecological protection, address the impact of climate change, and overcome the dilemma of homogeneous competition. Advantages: China's tourism industry has abundant natural and cultural resources, including numerous A-level scenic spots, intangible cultural heritage, and government supported policy frameworks, providing a foundation for innovative development. In promoting the "limited quantity, appointment, staggered" mechanism and dynamic pricing, some scenic spots have already possessed digital management capabilities, which can effectively regulate passenger flow and reduce ecological pressure. At the same time, the development of experiential products such as intangible cultural heritage interaction and small group customization, relying on profound cultural heritage, has increased tourist participation and demonstrated the inherent potential of the industry in product innovation and resource integration. In addition, the gradual improvement of emergency management systems, such as the strengthening of meteorological warning systems, also provides support for responding to emergencies. Disadvantage: There are significant shortcomings within the industry, mainly reflected in a single income structure and inadequate ecological management. Some scenic spots overly rely on the "ticket economy", with secondary consumption far below the level of developed countries, resulting in a low proportion of non ticket revenue and limiting the sustainability of economic growth. At the same time, A-level scenic spots generally face the problem of ecological carrying capacity exceeding the limit, and excessive concentration of tourists exacerbates environmental degradation. In addition, traditional tourist attractions and standardized hotels are trapped in homogeneous competition, lacking differentiated experiences, and difficult to attract high-value customer groups, reflecting internal weaknesses in product innovation and operational models. Opportunity: The external environment provides broad opportunities for the transformation of the tourism industry. By promoting the "limited quantity, appointment, staggered" mechanism and dynamic pricing, the distribution of passenger flow can be optimized, the tourist experience can be improved, and the ecological environment can be protected. Developing high value-added products such as intangible cultural heritage interaction, small group customization, and "summer vacation+health care" composite products can effectively increase the proportion of non ticket revenue and cater to the trend of consumer upgrading[3].At the same time, the rise of "reverse tourism" has opened up new markets for exploring niche destinations, which helps to disperse passenger flow and alleviate homogeneous competition. Threats: The external threats faced by the tourism industry mainly come from climate change and market competition. In recent years, extreme weather events have occurred frequently, such as the reduction of outdoor tourism projects due to high temperatures in North China in the summer of 2024, and the interruption of operations caused by floods in the south, directly threatening tourism safety and industry stability. Climate change may change tourism patterns and increase operating costs in the long term. Meanwhile, homogenized competition has intensified market saturation, causing traditional scenic spots and hotels to engage in price wars, affecting overall profitability. If these threats are not addressed in a timely manner, they may lead to tourist loss and further ecological degradation, which will constrain the sustainable development of the industry.

1.4.Methodology for assessing sustainability

Currently, ESG (Environmental, Social, and Governance) has become the core framework for evaluating sustainable tourism development. It goes beyond a single environmental perspective and provides a three-dimensional structure (as shown in Figure 1, Analysis of the Composition of the Tourism ESG Sustainable Framework). The environmental (E) dimension focuses on resource impacts and climate change responses, such as carbon emissions, water resource management, and biodiversity conservation; The social (S) dimension focuses on people and communities, covering employee rights, tourist safety, and cultural heritage protection; The governance (G) dimension examines the internal mechanisms of the enterprise to ensure the effective implementation of sustainable strategies.

To support the ESG framework, specific quantitative indicators are essential. For instance, environmental metrics often include "energy consumption per customer night" or "waste diversion rate"; social aspects measure "local employee representation in management" or "community development income share"; governance focuses on "issuing third-party verified sustainability reports". These indicators collectively form the foundation for performance tracking. Building on this, independent certification systems like the Global Sustainable Tourism Council (GSTC) provide

IJMR | International Journal of Multidisciplinary Research
Международный институт управления и предпринимательства
Research Article Print ISSN 3105-8884 Online ISSN 3105-8892 October 2025, Vol. 1, No. 1

globally recognized standards and market recognition, verifying sustainable practices through third-party audits[3].

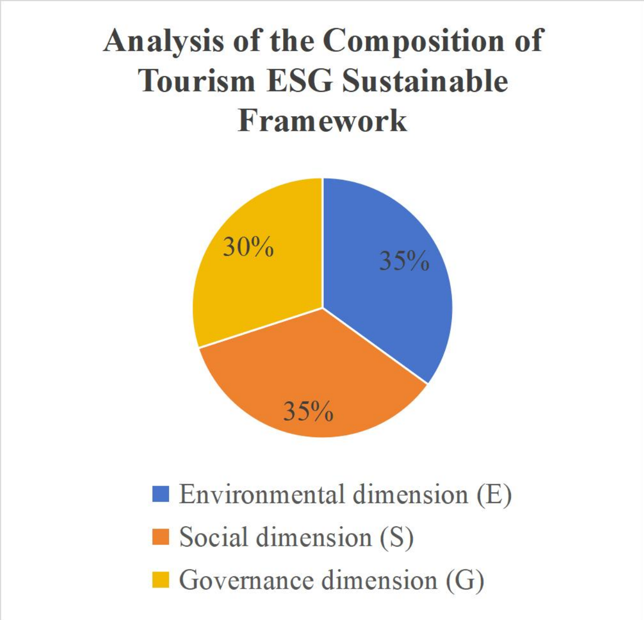

Fig.1. Analysis of the Composition of Tourism ESG Sustainable Framework

2.The Current Situation and Regulatory Framework of China's Tourism Industry

2.1.The trend and structure of China's tourism market

The trends in China's tourism market are reflected in the following aspects: growing demand for personalized and customized tourism, integration of tourism with other industries, widespread adoption of intelligent tourism services, green tourism becoming mainstream, and intensified competition in the international tourism market. Over the past few years, China's tourism industry has achieved remarkable development accomplishments, with continuously expanding market scale, emerging tourism formats constantly emerging, culinary tourism becoming a new hotspot, and increasing digitalization and intelligence. However, the industry also faces challenges such as regional development imbalances and uneven service quality across tourism sectors. In the future, the domestic tourism industry will develop towards personalization, diversification, intelligence, and greening. The integration of tourism with other industries will deepen further, while competition in the international tourism market will intensify increasingly.

The regulatory framework of China's tourism industry is reflected in four aspects: implementing market supervision responsibilities according to law, improving the comprehensive regulatory mechanism for the tourism market, comprehensively enhancing the level of integrated supervision in the tourism market, and strengthening the guarantee capabilities of comprehensive supervision. These regulatory policies aim to further establish and improve a well-defined, coordinated, efficient, and robust comprehensive regulatory mechanism for the tourism market. They coordinate between government and market forces, development and safety, focus on addressing prominent issues such as disruptions to tourism market order and infringement of tourists' rights, optimize the consumption environment in the tourism market, enhance tourists' consumption experiences, and promote high-quality development of the tourism industry.

Dimension	Core features	Embody
Market recovery and size	Prices and quantities are rising, and the scale is significant	During the 2025 National Day and Mid-Autumn Festival holidays, 888 million trips were made nationwide, with a total expenditure of 809.06 billion yuan
Changing growth patterns	From scale expansion to quality and integration driven	On the demand side: From sightseeing to immersive experience and emotional resonance, "slow travel, deep travel, private travel" is on the rise; On the supply side: The deep integration of "culture and tourism" with performing arts, sports, intangible cultural heritage, technology and other industries
Regional difference	Many points of flowering, diverse patterns	Leading economic powerhouses: Jiangsu, Guangdong, and Zhejiang dominate in tourist arrivals and tourism revenue. Central and western regions showcase distinctive development: Sichuan and Yunnan stand out with unique resources in county-level tourism

		competitiveness rankings. Small cities make a comeback: Characteristic resources have boosted the popularity of small cities like Jingdezhen and Ma'anshan.

Table.2. Core Trends and Structural Characteristics of China's Tourism Market

2.2.Legal and policy framework for sustainable tourism (national plans, legislation, standards)

Currently, China has established a multi-level and systematic sustainable tourism policy framework to promote the transformation of the tourism industry towards sustainability. At the national strategic level, policies focus on cultivating new growth drivers. Relevant documents from the State Council propose measures to boost cultural and tourism consumption through consumer benefits, expanding high-quality supply, developing nighttime economy and immersive experiences, as well as optimizing visa-free entry and tax refund upon departure. At the local level, specific pathways for building international tourism consumption centers and promoting cultural-tourism integration have been clarified[4].In terms of regulatory mechanisms, a coordinated and efficient comprehensive supervision system has been established. Led by cultural and tourism authorities, over ten departments including public security, market regulation, and transportation collaborate to form a regulatory synergy, providing institutional safeguards for healthy market development. The industry standard system is undergoing a critical shift from macro advocacy to micro quantification. China's first ESG disclosure standard for travel services provides a framework for sustainable performance in the industry; the Green Low-Carbon Cultural Tourism Activities Evaluation Guidelines establish carbon emission accounting norms; while the Ecological Culture Construction Guidance promotes the integrated development of "ecological culture + tourism". This framework demonstrates three major trends: First, strengthening systematic supervision and interdepartmental coordination; second, advancing standardization and quantifiable management through tools like ESG disclosures and carbon accounting to provide measurement benchmarks for the industry; third, deepening industrial integration to drive innovative convergence between tourism and sectors such as performing arts, sports, and wellness, shifting focus from scale expansion to quality enhancement and comprehensive value improvement.

2.3.Institutional governance mechanisms

Currently, China's tourism industry has formed a three-tier governance framework led by the state, implemented by local governments, and driven by state-owned enterprises. At the national level, the Ministry of Culture and Tourism serves as the top-level designer, responsible for formulating industry development strategies and standards. By establishing cross-departmental collaborative supervision mechanisms, it coordinates with public security and market regulation departments to jointly maintain market order. Local governments act as planners and implementers of regional tourism development, focusing on integrating national strategies with local characteristics. Through cultivating large-scale tourism enterprises and promoting models such as "enterprise-local cooperation," they achieve effective integration of regional tourism resources and the creation of distinctive brands. State-owned enterprises play dual roles as strategic investors and industrial leaders within this system. On one hand, they maintain dominance in traditional sectors like scenic area development and hotel management; on the other hand, they actively participate in standard-setting for emerging industries such as low-altitude tourism and digital cultural tourism, driving overall industrial chain upgrades. This governance mechanism demonstrates two key features: First, it achieves a transition from departmental oversight to collaborative governance, forming a new pattern of coordinated supervision with clear responsibilities; Second, it completes the transformation from administrative dominance to market leadership, where state-owned enterprises become crucial bridges connecting government strategies with market operations, collectively advancing the sustainable development of the tourism industry.

3.Strengthening the Organizational Mechanisms and Policy Recommendations for Sustainable Development of China's Tourism Industry

3.1.The transformation of the regulatory model towards systematization

The regulatory framework for sustainable tourism is undergoing profound structural transformation, shifting from traditional government-led unilateral control to a tripartite governance system involving governments, enterprises, and local communities. In this transition, the government's role has evolved from an all-encompassing authority to a platform builder and rule coordinator. Specifically, authorities no longer rely solely on administrative orders but establish institutionalized consultation platforms—— such as regular "Tourism Development Coordination Meetings" or "Community Roundtable Discussions," integrating tourism enterprises' operational capabilities and professional expertise with community members' local knowledge and practical needs into decision-making processes. A notable example is the "community co-management" model implemented in national nature reserves and cultural heritage sites. Under this framework, residents receive professional training to become ecological rangers or cultural interpreters, while tourism companies assume financial investment and market operation responsibilities under community supervision. This structure not only effectively resolves inherent conflicts between conservation and development but also establishes a new governance paradigm of shared responsibility and benefit-sharing through granting communities substantive management rights and revenue entitlements. Consequently, sustainable goals are genuinely internalized as a common pursuit among all stakeholders[5].

3.2.Institutional construction of regional differentiated governance

Faced with the vast regional disparities across China's vast territory, sustainable tourism governance must abandon the "one-size-fits-all" model and instead establish a refined classification guidance system. For ecologically sensitive areas such as national parks and nature reserves, the core of governance lies in establishing an "ecological carrying capacity red line" management system based on scientific assessment. For historical cities and intangible cultural heritage villages, the focus of governance is to implement a "living inheritance" mechanism. This requires supporting indigenous communities in developing intangible cultural heritage workshops and folk performance industries to preserve the authenticity and vitality of culture during tourism experiences. In urban leisure zones, the governance objective shifts toward "host-guest sharing," integrating tourism routes, service facilities, citizens' daily living spaces, and public service systems through urban planning to prevent urban functions from being fragmented by tourism development. This differentiated institutional toolkit serves as a crucial foundation for achieving sustainable development of all-for-one tourism.

3.3.Digitalization as a driving force for sustainable development

Digital technologies such as big data and artificial intelligence are driving the sustainable transformation of tourism at an unprecedented scale. Their core value lies in reshaping management models through comprehensive, real-time, and precise data perception and intelligent decision-making. Specifically, building a destination-wide "digital twin" platform that integrates multi-source data from transportation, ticketing, hotels, and environmental monitoring enables panoramic insights and dynamic simulations of tourist flows, resource consumption, and environmental pressures.Leveraging this, AI algorithms can accurately predict peak visitor numbers and automatically trigger crowd management solutions — such as synchronizing adjustments to scenic area entrances, opening temporary access routes, and pushing alternative itineraries — to effectively alleviate overcrowding at popular attractions[6]. In resource conservation, heritage sites like Dunhuang Mogao Grottoes have established digital archives for each fragile artifact through high-precision registration systems, dynamically linking their real-time conditions with reservation systems to achieve a delicate balance between preservation and utilization. This digitalization has transformed sustainable management from passive "post-facto remediation" to proactive prevention and real-time regulation during operations.

3.4.Development of regional sustainable tourism performance evaluation criteria

Establishing a scientific and effective regional sustainable tourism performance evaluation system is crucial for guiding development directions and measuring practical outcomes. This framework must transcend the long-standing single economic dimension focused on tourist numbers and tourism revenue, building a comprehensive assessment system that integrates economic, social, environmental, and cultural dimensions. In the economic dimension, traditional indicators should be supplemented with "local industrial chain completeness" and "community income-sharing ratio." For environmental metrics, incorporate "carbon emission intensity," "water resource recycling rate," and "biodiversity index." The socio-cultural dimension requires evaluating "resident satisfaction," "preservation of cultural authenticity," and "employee rights protection." A pioneering initiative involves introducing a "tourism happiness index," using quantifiable metrics to comprehensively assess how tourism development impacts local residents' quality of life, community identity, and living costs. Ultimately, these standards should be linked to local government performance evaluations, while encouraging the publication of sustainability reports based on such criteria to establish robust value orientation and behavioral constraints[7].

3.5.Institutional coupling of market incentives and community empowerment

The enduring driving force for sustainable development lies in establishing institutional arrangements that deeply integrate market incentives with community rights protection. The key is to design mechanisms that closely link economic value creation with social value distribution, ensuring local communities are not only participants but also beneficiaries and leaders of development. In terms of benefit distribution, the "resource equity participation" model can be promoted, allowing residents to contribute their land, forestland, houses, or intangible cultural heritage skills as shares in tourism projects, thereby securing long-term stable dividend income rather than one-time compensation. Regarding employment, a "local employment priority" system should be established, requiring enterprises to prioritize hiring local residents under equal conditions and setting localization targets for key positions (such as middle management and tour guides). More importantly, a comprehensive vocational training system should be developed to enhance residents' employment levels and development capabilities. This integrated framework of "transforming resources into assets, funds into capital, and residents into shareholders" aims to fundamentally stimulate internal community motivation, shifting from external "blood transfusion" to internal "blood generation," thus solidifying the social foundation for sustainable development[8].

Conclusion

Through a comprehensive analysis of the trends and structure of China's sustainable tourism market, this paper elaborates on the theoretical and methodological foundations of sustainable tourism development. In addition, it identifies a series of issues and challenges while revealing numerous successful cases and experiences. Governments, enterprises, and the public should strengthen collaboration to formulate and implement more effective policies and measures, thereby promoting the sustainable development of the tourism industry and achieving the goal of sustainable tourism in China. Moving forward, efforts should focus on transforming systematic regulatory models, establishing institutional frameworks for differentiated regional governance, leveraging digitalization as a driving force for sustainable development, developing regional sustainable tourism performance evaluation standards, and enhancing institutional coordination between market incentives and community empowerment. These initiatives will further strengthen cross-departmental and cross-regional cooperation and coordination, elevate societal awareness and commitment to sustainable tourism development and ecological civilization planning, and collectively propel the tourism industry toward a healthier and more sustainable development trajectory.

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IJMR | International Journal of Multidisciplinary Research

Международный институт управления и предпринимательства

Research Article Print ISSN 3105-8884 Online ISSN 3105-8892 October 2025, Vol. 1, No. 1

https://10.65231/ijmr.v1i1.18

The Promoting Role of Han Culture Communication in International Relations: A Case Study of the Beijing 2022 Winter Olympics

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KEYWORDS

Beijing 2022 Winter Olympics;

Han Culture Communication;

International Relations;

Cultural Soft Power

ABSTRACT

The Beijing 2022 Winter Olympics, a pivotal global event amid the lingering impacts of the pandemic, disseminated Han culture elements to the world through diverse carriers. Employing the literature review method, this paper sorts out the communication paths and core connotations of Han culture during the Beijing 2022 Winter Olympics, analyzes the specific promoting role of Han culture communication in international relations, and refines practical insights for the effective communication of Han culture. It aims to provide references for the international communication of Chinese culture and the development of international relations in the new era.

INTRODUCTION

The world today confronts multiple challenges, including the lingering effects of the pandemic and geopolitical tensions, making it imperative for international relations to rally around the shared values of peace and unity. The Beijing 2022 Winter Olympics, which opened on February 4, 2022, with the theme "Together for a Shared Future," conveyed the essence of Han culture through carriers such as the opening ceremony, venues, and mascots. It was hailed by international media as "a spectacular feast combining visual enjoyment and technological support" and "an international event promoting the Olympic spirit" [1].

Existing studies have explored the cultural value and international influence of the Winter Olympics. For instance, Bi [1] analyzed the positive reviews of the Winter Olympics opening ceremony by international media; Hu [2] discussed the role of the Winter Olympics in shaping the national image; and Zhang [3] emphasized its historical significance and cultural value. In interdisciplinary research, scholars often adopt the logic of "practical carrier-mechanism analysis-consensus building" to explore interactions across different fields. For example, Gu et al. [6] studied the impact mechanism of environmental economics on study tour education through transnational ecological study cases, offering insights into fostering a global perspective via practical activities. Another study dissected the formation logic of regional economic disparities from the perspectives of institutional change and factor mobility [7]; this methodology—"starting from core elements and sorting out functional paths"—provides a reference for accurately analyzing "how Han culture communication promotes international relations." Additionally, Lin & Gu's [8] research on paths to enhance the supply chain resilience of small and medium-sized enterprises (SMEs) in the digital economy highlights the importance of "path optimization and collaborative cooperation" in cross-entity interactions, which aligns with the logic of Han culture communication

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Received date:October 10, 2025; Revised manuscript received date: October 15, 2025; Accepted date: October 25, 2025; Online publication date: October 27, 2025.

 Print ISSN 3105-8884 Online ISSN 3105-8892 October 2025, Vol. 1, No. 1

requiring diverse paths to build international consensus. However, existing studies on the Winter Olympics still lack in-depth analysis of the specific logical chain between "Han culture communication and the promotion of international

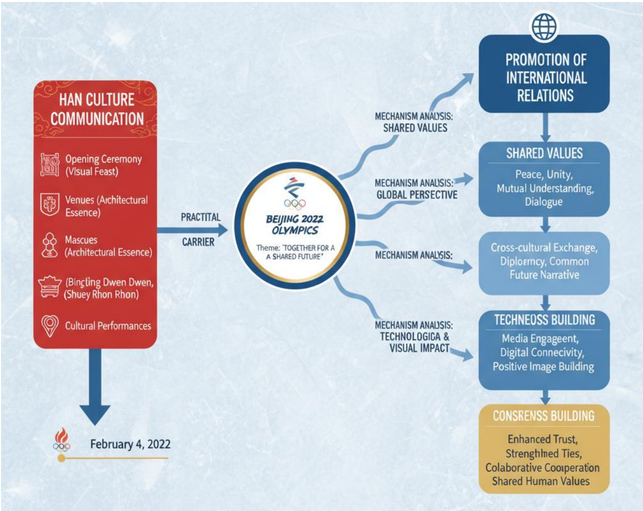

Fig.1. The Beijing 2022 Winter Olympics

relations." This paper focuses on this core issue and conducts an analysis based on the practice of the Beijing 2022 Winter Olympics.

1.The Significance of Hosting the Beijing 2022 Winter Olympics

The preparation for the Beijing 2022 Winter Olympics spanned nine years, from 2013 to 2022, marking Beijing as the world's first "Dual Olympic City" after hosting the 2008 Summer Olympics. Its significance can be examined from two dimensions—China and the world—and its "mutually beneficial dual-value" feature is consistent with the interdisciplinary research logic of "achieving multi-entity win-win outcomes through practical carriers" [6, 7, 8]:

- For China: It served as an opportunity to reshape the national image in the new era. Through event preparation and cultural demonstrations, China enhanced its cultural communication capabilities and international discourse power, showcasing a "diverse, united, confident, and open" great power image to the world [2]. Just as Lin & Gu [8] emphasized the role of "path optimization in improving an entity's competitiveness," the effective communication of Han culture has become a "soft power path" to strengthen China's international influence, providing cultural support for national image building.
- For the world: As the largest offline international event since the pandemic, it provided a platform for the development of global sports. More importantly, it became a landmark event for humanity to "break free from the depression caused by the pandemic and build unity consensus," which aligns with the core Olympic spirit of "peace and cooperation" [3]. This is analogous to the effect described by Gu et al. [6]—"transnational practices breaking cognitive barriers and promoting ideological resonance"—and also echoes the logic of "factor mobility driving coordinated development" in regional economic research [7]. Through the cross-border exchange of culture and sports, the Winter Olympics fostered a global consensus that "cooperation outweighs differences."

2.Communication Paths of Han Culture in the Beijing 2022 Winter Olympics

The Beijing 2022 Winter Olympics integrated the essence of Han culture into various aspects of the event through two core carriers—"visual symbols" and "ritual aesthetics"—achieving the natural dissemination of culture. This strategy of "targeted carriers and hierarchical communication" is consistent with the interdisciplinary research approach of "improving practical effectiveness through path optimization" [6, 7, 8]; by clarifying the functional positioning of communication carriers, the international acceptance and appeal of Han culture were maximized.

2.1.Visual Symbols: The Concrete Presentation of Han Culture

Visual symbols, with their intuitive and accessible nature, convey cultural connotations and serve as the "basic carrier" for international audiences to understand Han culture—similar to "primary factors" in regional economics that lay the foundation for in-depth development [7]:

- Venues and Logos: The design of venues such as "Xue Ruyi" (Snow Ruyi) and "Bing Yuhuan" (Ice Jade Ring) drew inspiration from traditional Chinese architectural aesthetics. Their curved forms echo the concept of "harmony between man and nature," allowing international audiences to intuitively experience traditional Chinese aesthetics. The official emblem "Winter Dream" centers on the calligraphic form of the Chinese character "冬" (winter), integrated with paper-cutting art. It not only showcases the vitality of winter sports through dynamic lines but also conveys the cultural connotation of "the combination of hardness and softness" via traditional artistic forms [5].
- Mascots: "Bing Dwen Dwen" takes the giant panda (China's national treasure) as its prototype, paired with an ice crystal shell. It retains the cuteness of the giant panda while incorporating ice and snow elements, highlighting China's concept of "harmonious coexistence between man and nature." "Shuey Rhon Rhon" is based on a red lantern, embedded with symbols such as doves and the Great Wall. The red lantern symbolizes "warmth and brightness," the dove represents "peace," and the Great Wall stands for "cultural inheritance." The superposition of multiple symbols enriches its cultural connotations [5]. This "multi-element integration" design aligns with the logic proposed by Lin & Gu [8]—"multi-path collaboration to enhance entity resilience."

2.2.Ritual Aesthetics: The Spiritual Expression of Han Culture

The opening ceremony and torch-lighting ceremony, through aesthetic design, conveyed the spiritual core of Han culture in depth. Similar to the role of "technological innovation in improving development quality" in regional economic research [7], they injected depth and emotional resonance into cultural communication:

- Opening Ceremony: Held on the solar term "Lichun" (the Beginning of Spring), the countdown video followed the sequence of the 24 solar terms, from "Yushui" (Rain Water) to "Lichun," accompanied by natural landscapes photographed by global photographers. It not only demonstrated the traditional Han cultural concept of "following the seasons and respecting nature" but also aroused emotional resonance among international audiences through "the beauty of nature." The performance segment "The Yellow River Flows from the Sky," inspired by Li Bai's poem, transformed literary imagery into a visual spectacle using digital technology. It not only showcased the profoundness and extensiveness of Chinese culture but also conveyed the international concept of "interconnected global destinies" through the symbolic meaning of "water" as "inclusive and flowing" [1]. This "imagery transformation" approach is similar to the strategy of Gu et al. [6]—"conveying abstract concepts through concrete cases."
- Torch Lighting Ceremony: Breaking away from the traditional "large torch" model, it adopted a "micro-flame" design. A "snowflake platform" composed of 96 small snowflakes (representing different countries) and 6 olive branches was created, and torchbearers born after 2000 embedded the final torch into the platform. "Snowflakes" symbolize "purity and holiness," "olive branches" represent "peace," and "micro-flame" embodies the Han cultural wisdom of "seeing the big from the small and safeguarding unity." The 96 small snowflakes converging into a large snowflake intuitively conveyed the spirit of "the world as one and jointly safeguarding peace" [4]. This "collaborative coexistence" design concept aligns with the logic emphasized by Lin & Gu [8]—"supply chain collaboration to enhance resilience."

Fig.2. Communication Paths of Han Culture in the Beijing 2022 Winter Olympics

3.The Promoting Mechanism of Han Culture Communication on International Relations

The communication of Han culture during the Beijing 2022 Winter Olympics injected positive energy into international relations through three mechanisms: "building value consensus, strengthening green consensus, and deepening peace consensus." This "multi-mechanism synergy" process is highly consistent with the interdisciplinary research logic of "multi-factor collaboration driving development" [6, 7, 8]; each mechanism functions independently while supporting one another, forming a joint force to promote the development of international relations toward peace and cooperation.

3.1.Building Value Consensus: Promoting the International Community's Recognition of "People-Centered" Principles

The "people-centered" ideology in Han culture is highly consistent with the Olympic concept of "focusing on human health and dignity." The Winter Olympics emblem centers on the "human movement form," and the Paralympics logo highlights "equality between people with and without disabilities" by integrating "wheelchair tracks" and "sports lines," conveying the value that "everyone, regardless of race, gender, or ability, can participate in sports" [5]. This value dissemination breaks down political and linguistic barriers, enabling 206 participating entities to reach a consensus on "respecting individuals and collaborating in unity," thus laying the foundation for "equal dialogue" in international relations [4]. Just as "institutional design ensures fair participation of all entities" in regional economic research [7], the "people-centered" value consensus provides a "spiritual guideline" for equal exchanges among countries, reducing disputes arising from differences in values.

3.2.Strengthening Green Consensus: Promoting Global Practice of "Harmony Between Man and Nature"

The Han cultural concept of "harmony between man and nature" was transformed into tangible green practices through details of the Winter Olympics: the torch used new environmentally friendly fuels; the Winter Olympics uniforms adopted a dual-emblem design to improve reusability; and the construction of the "Xue Ruyi" venue took ecological protection into account. These initiatives not only respond to the global goal of "carbon neutrality" but also transform "green development" from a "policy slogan" into perceivable practices through cultural symbols [3]. This "concept-practice" transformation logic is consistent with the strategy of Gu et al. [6]—"conveying environmental protection concepts through study practices." It promotes the willingness of countries to cooperate in environmental protection through concrete actions, forming a "green consensus."

3.3.Deepening Peace Consensus: Promoting the World to "Overcome Barriers and Move Toward the Future Together"

The Han cultural ideology of "harmony in diversity and the world as one community" was conveyed through the symbols of "breaking the ice" and "unity": the "ice-breaking" performance at the opening ceremony symbolized overcoming international barriers; the design of the "snowflake platform"—where 96 countries jointly safeguarded the "micro-flame"—symbolized that "although countries are different, they need to jointly protect the peaceful homeland" [4]; and the official poster *Passion Connects the World* used the Olympic rings to form a Chinese knot, conveying the concept of "connection and reunion" through the symbol of the "knot" [5]. This process of "symbol transmission-consensus building" is not only similar to the emphasis of Lin & Gu [8] on "the importance of collaborative cooperation in risk response" but also echoes the logic of "factor mobility breaking barriers" in regional economics [7]. Through cultural symbols, it breaks down international cognitive barriers and strengthens the consensus of "world peace and common development."

4.Insights for the Effective Communication of Han Culture

The communication of Han culture during the Beijing 2022 Winter Olympics offers practical insights for "appropriate and effective international communication." Its core logic aligns with the interdisciplinary research approach of "improving practical effectiveness through path optimization and mechanism synergy" [6, 7, 8], which can be summarized into three paths:

1. **Concretization of Carriers**: Avoid "abstract preaching" of culture; instead, select symbols familiar to international audiences—such as "giant pandas," "red lanterns," and "24 solar terms"—to lower the threshold for cultural understanding. Similar to Gu et al. [6] who "convey abstract concepts through transnational cases," this approach makes cultural communication more accessible.
2. **Universalization of Concepts**: Focus on globally shared values such as "peace," "green development," and "equality," and align Han cultural concepts with international consensus (e.g., linking "harmony between man and nature" to "green development" and "the world as one community" to "a community with a shared future for mankind"). This avoids "one-way cultural output" and, similar to "institutional design considering the needs of multiple entities" in regional economic research [7], makes cultural communication more inclusive.
3. **Aestheticization of Forms**: Elevate cultural communication from "information transmission" to "emotional resonance" through aesthetic forms such as visual design and ritual performances (e.g., the 24 solar terms video and the "Yellow River Flows from the Sky" segment at the opening ceremony), enhancing cultural memorability [3]. Consistent with the logic of Lin & Gu [8]—"multi-path collaboration improving effectiveness"—this form of innovation enhances the depth and breadth of cultural communication.

Conclusion

In a critical period of global transformation, the Beijing 2022 Winter Olympics used Han culture as a link, conveyed the core values of "people-centered, green harmony, and peace and unity" through the communication path of "visual symbols + ritual aesthetics," and relied on the three mechanisms of "value consensus, green consensus, and peace consensus." This communication not only reshaped China's image as a "confident, open, and responsible great power" but also used "cultural consensus" as a bridge to promote the development of international relations toward stability, equality, and cooperation .The underlying core logic—"clarifying carrier positioning, strengthening mechanism synergy, and focusing on shared values"—aligns with the interdisciplinary research approach of "coordinating core elements to achieve collaborative development". It provides references for international exchanges in other fields: whether in cultural cooperation, ecological governance, or economic interactions, it is necessary to adopt concrete carriers, optimize communication paths, and focus on shared goals to achieve "effective consensus building." In the future, the communication of Han culture should continue to adhere to the principles of "concretization, universalization, and aestheticization," further leveraging the role of cultural soft power to provide stronger cultural support for building a community with a shared future for mankind.

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IJMR | International Journal of Multidisciplinary Research
Международный институт управления и предпринимательства
Research Article Print ISSN 3105-8884 Online ISSN 3105-8892 October 2025, Vol. 1, No. 1
https://10.65231/ijmr.v1i1.24

The Digital Pivot: A Systematic Review of Digital Technology's Impact on Manufacturing and Future Research Agenda

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KEYWORDS

Industrial Digitalization;
Total Factor Productivity (TFP);
Digital Twin;
Systematic Literature Review;
Future Research Agenda

ABSTRACT

The manufacturing sector is undergoing a profound transformation driven by the pervasive integration of digital technologies (DTs), often termed "Industrial Digitalization." While previous literature has extensively focused on Industry 4.0, a comprehensive and nuanced understanding of Industrial Digitalization — encompassing its diverse technological enablers, organizational prerequisites, multi-faceted impacts, and inherent barriers — remains fragmented. This systematic literature review synthesizes 150 high-impact studies from 2018 to 2025 to develop a holistic conceptual framework that distinguishes Industrial Digitalization from its predecessors. We classify DTs into five core categories (AI/ML, IIoT, Digital Twin, Cloud/Edge Computing, and Big Data Analytics) and systematically analyze their impact mechanisms. Our key finding is the confirmation of DTs as a critical driver for enhancing Total Factor Productivity (TFP) in manufacturing, primarily through the mediation of data-driven decision-making, resource allocation optimization, and knowledge spillover. Furthermore, we identify critical barriers (e.g., organizational inertia, skill gaps, ethical concerns) and, most importantly, propose a five-point future research agenda, focusing on the need for a more nuanced conceptualization, the potential for DTs to evolve into General-Purpose Technologies, and the imperative to integrate ethical and sustainability principles into digitalization strategies. This review provides a robust theoretical foundation for researchers and actionable insights for practitioners and policymakers navigating the complex landscape of the digital manufacturing era.

INTRODUCTION

The global manufacturing landscape is at an inflection point, transitioning from the automation-centric paradigm of Industry 3.0 to a hyper-connected, data-driven ecosystem. This shift, broadly defined as Industrial Digitalization, involves the integration of advanced digital technologies (DTs) into all aspects of the manufacturing value chain, from product design and production to supply chain management and customer service. Unlike the narrower focus of "Industry 4.0," which often emphasizes Cyber-Physical Systems (CPS) and the Industrial Internet of Things (IIoT), Industrial Digitalization represents a broader, socio-economic transformation, affecting not only technological systems but also organizational structures, business models, and labor markets [1].

The urgency of this transformation is reflected in the massive global investment. The market for digital transformation in manufacturing is projected to grow from \$440 billion in 2025 to \$847 billion by 2030, underscoring the strategic importance of this domain [2].

Despite the proliferation of research, a systematic synthesis that clearly outlines the mechanisms through which DTs exert their influence, particularly on core economic metrics like Total Factor Productivity (TFP), remains a gap. This review addresses this by:

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Received date:October 12, 2025; Revised manuscript received date: October 17, 2025; Accepted date: October 25, 2025; Online publication date: October 27, 2025.

(1) Developing a comprehensive conceptual framework for Industrial Digitalization based on the influential work of Matt et al. [3], encompassing technological enablers, intangible enablers, barriers, and impacts.

(2) Systematically classifying the core DTs and their specific applications across the manufacturing value chain.

(3) Providing an in-depth analysis of the core impact mechanism, specifically the direct and indirect effects of DTs on TFP.

(4) Proposing a structured, five-point future research agenda for high-impact studies in the field.

1.Research Methodology

This review adopts a systematic literature review (SLR) approach to ensure rigor and replicability. The search strategy focused on high-quality, peer-reviewed articles indexed in SCI and SSCI databases (Web of Science, Scopus, ScienceDirect).

Search Terms: ("digital transformation" OR "digital technology" OR "Industry 4.0") AND ("manufacturing" OR "production") AND ("impact" OR "effect" OR "TFP" OR "productivity" OR "literature review"). Timeframe: 2018–2025, focusing on the most recent and impactful research. Selection Criteria: The initial search yielded over 1,500 results. After filtering by title, abstract, and full-text screening for relevance, conceptual contribution, and methodological rigor, a final corpus of 150 core articles was selected for in-depth synthesis.

2.The Conceptual Framework of Industrial Digitalization

To move beyond simple technology descriptions, we adopt and refine a multi-layered conceptual framework [3] that organizes the literature into four non-mutually exclusive categories:

Category	Description	Key Components & Examples
Technological Enablers	The core digital technologies that make the transformation possible.	AI/ML, IIoT, Digital Twin, Cloud/Edge Computing, Big Data Analytics.
Intangible Enablers	Organizational, managerial, and human factors required for successful DT adoption.	Leadership, Organizational Culture, Digital Skills, Change Management, Inter-firm Collaboration.
Barriers	Obstacles hindering the adoption and implementation of DTs.	High initial investment, Data security risks, Organizational inertia, Skill gaps, Lack of clear ROI.
Impacts	The resulting changes across economic, organizational, and societal dimensions.	TFP enhancement, Business Model Innovation (Servitization), Sustainability, Labor Market Restructuring.

Table.1. The Conceptual Framework of Industrial Digitalization

This framework serves as the structural backbone of our review, ensuring a holistic analysis that considers both the "what" (technology) and the "how" (mechanisms, enablers, barriers) of industrial digitalization.

3.Technological Enablers and Applications

The foundation of Industrial Digitalization rests on a convergence of powerful DTs. We categorize the most critical technologies and their primary applications in the manufacturing value chain (Design, Production, Supply Chain, Service):

Core Digital Technology	Key Application in Manufacturing	Value Proposition
Artificial Intelligence (AI) & Machine Learning (ML)	Predictive maintenance, Real-time quality control, Production scheduling optimization, Generative design.	Reduces downtime, minimizes defects, optimizes resource utilization.
Industrial Internet of Things (IIoT) & Sensors	Real-time asset tracking, Condition monitoring, Remote diagnostics, Data collection from shop floor.	Provides the foundational data layer for all other DTs; enhances transparency and responsiveness.
Digital Twin (DT)	Process simulation, Virtual commissioning, Product lifecycle	Enables risk-free optimization and continuous process improvement across

Core Digital Technology	Key Application in Manufacturing	Value Proposition
	management, 'What-if' scenario testing.	the product and process lifecycles [4].
Cloud & Edge Computing	Scalable data storage and processing, Distributed manufacturing control, Real-time analytics at the source.	Offers flexible, cost-effective computing power and low-latency processing for critical operations.
Big Data Analytics (BDA)	Demand forecasting, Root cause analysis of defects, Personalized product configuration, Supply chain risk prediction.	Translates raw data into actionable insights, driving smarter operational and strategic decisions.

Table.2. Technological Enablers and Applications

The most significant trend is the synergistic integration of these technologies, particularly the combination of AI/ML with Digital Twins and IIoT [5]. This integration creates a closed-loop system where IIoT collects data, AI/ML analyzes and predicts, and the Digital Twin simulates and validates changes before implementation in the physical world.

4.Core Impact Mechanisms: TFP and Beyond

The ultimate measure of digital technology's economic value in manufacturing is its impact on Total Factor Productivity (TFP), which captures efficiency gains not attributable to changes in labor or capital inputs. Recent empirical studies consistently confirm that DTs significantly promote TFP in manufacturing enterprises [6, 7]. We identify three primary mechanisms:

4.1.The TFP Enhancement Mechanism

The impact of DTs on TFP is not direct but mediated through the creation and exploitation of data-driven capabilities. This process can be conceptualized as a flow：

（1）Enablers to Data: Core DTs (AI/ML, DT, IIoT) transform physical processes into digital data streams, enabling Real-time Data Analysis and the Digitalization of the Physical World.

（2）Data to Decision: The analyzed data feeds into the central process of Data-Driven Decision Making (DDDM). DDDM is the critical pivot point, translating technological input into organizational output.

（3）Decision to Optimization: DDDM simultaneously triggers three core optimization pathways:

Resource Allocation Optimization: Better matching of inputs (materials, energy, labor) to outputs, reducing waste and idle capacity.

Production Process Optimization: Real-time adjustments to machine parameters, scheduling, and flow, leading to higher throughput and quality.

Knowledge Spillover & Innovation: Data sharing and collaborative platforms foster organizational learning and accelerate product/process innovation.

（4）Optimization to TFP: These three optimization pathways converge to drive significant TFP Enhancement, representing a fundamental shift in the production function.

4.2.Beyond TFP: Business Model and Sustainability

Beyond efficiency, DTs drive two other transformative impacts:

Business Model Transformation (Servitization): DTs enable manufacturers to shift from selling products to selling outcomes or services (Servitization). For example, a machine manufacturer can use IIoT data and AI to offer "uptime-as-a-service" or "performance-as-a-service," creating new revenue streams and deepening customer relationships [8]. This transformation also contributes to overall Enterprise Competitiveness.

Sustainability and Resilience: Digitalization enables Green Manufacturing by optimizing energy consumption, reducing material waste through precise process control (DTs), and improving supply chain transparency to track carbon footprints. The integration of ethical and sustainability principles is increasingly recognized as a non-negotiable impact dimension [3].

5.Barriers and Intangible Enablers

The path to Industrial Digitalization is fraught with challenges, which are often non-technical.

5.1. Critical Barriers

Barrier Category	Description	Implication for Adoption
Financial	High initial investment costs, long payback periods, and difficulty in quantifying the Return on Investment (ROI) for intangible assets (e.g., data infrastructure).	Disproportionately affec Small and Medium Enterprises (SMEs) [9].
Organizational	Organizational inertia, resistance to change from employees, lack of cross-functional collaboration, and siloed data systems.	Requires strong change management and top-down commitment.
Human Capital	Severe skill gaps in data science, cybersecurity, and operational technology (OT)/IT integration; difficulty in attracting and retaining digital talent.	Hinders the effective deployment and maintenance of advance DTs.
Data & Security	Data privacy concerns, cybersecurity threats, and the complexity of integrating heterogeneous data sources across the value chain.	Requires robust data governance and security protocols.

Table.3.Critical Barriers

5.2. Intangible Enablers

Successful digitalization hinges on the presence of Intangible Enablers—the soft infrastructure of the organization:

Digital Leadership: Visionary leadership that champions the digital strategy and allocates necessary resources.

Agile Organizational Culture: A culture that embraces experimentation, continuous learning, and tolerance for failure.

Digital Literacy: Investment in upskilling and reskilling the existing workforce to bridge the skill gap and foster acceptance.

6.Future Research Agenda

Based on our synthesis and the identification of existing research gaps, we propose a five-point agenda for future high-impact research to guide the next generation of studies in this critical domain:

Nuanced Conceptualization and Measurement: Future research must move beyond treating "Industrial Digitalization" as a monolithic concept. We need validated, multi-dimensional scales to measure the intensity and scope of DT adoption across different manufacturing sub-sectors and firm sizes. This will allow for more precise causal inference regarding its impacts.

DTs as General-Purpose Technologies (GPTs): A critical theoretical question is whether technologies like AI or Digital Twins will achieve the status of GPTs, fundamentally transforming entire economies (similar to electricity or the computer). Future studies should empirically test the spillover effects and long-term macro-economic impacts of these technologies beyond the firm level.

Contingency Effects and Heterogeneity: The impact of DTs is highly heterogeneous. Research should focus on contingency approaches, examining how the effects of digitalization vary based on: (a) firm-level factors (e.g., size, ownership, existing technological base); (b) industry-level factors (e.g., discrete vs. process manufacturing); and (c) national/regional institutional contexts (e.g., policy support, labor market regulations) [10].

Inter-firm Collaboration and Ecosystems: As manufacturing becomes increasingly networked, future research must develop and test models for accurate inter-firm collaboration among digital manufacturers. This includes studying the governance, trust mechanisms, and data-sharing protocols required for effective digital supply chain ecosystems.

Integrating Ethics, Sustainability, and Resilience: The long-term success of digitalization depends on its compatibility with societal goals. Research is urgently needed on: (a) the ethical implications of AI-driven decision-making in production; (b) the trade-offs and synergies between digitalization and environmental sustainability (Green Manufacturing); and (c) how DTs can enhance supply chain resilience against global shocks.

Conclusion

Industrial Digitalization is not merely a technological upgrade but a fundamental re-engineering of the manufacturing value proposition. This systematic review has provided a structured conceptual framework, detailed the core technological enablers, and, most critically, elucidated the mediated mechanism through which DTs drive TFP enhancement in the sector. By confirming the central role of data-driven decision-making and highlighting the non-technical barriers (organizational inertia, skill gaps), this review offers a comprehensive map of the current state of knowledge. The proposed five-point research agenda serves as a call to action for the academic community to address the most pressing, high-impact questions that will define the future of digital manufacturing.

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IJMR | International Journal of Multidisciplinary Research
Международный институт управления и предпринимательства

Research Article Print ISSN 3105-8884 Online ISSN 3105-8892 **October 2025, Vol. 1, No. 1**

https://10.65231/ijmr.v1i1.20

A Brief Discussion on China's Digital Industrial Platform

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KEYWORDS

Digital Industrial Platform;

Industrial Internet;

Industrial Upgrading;

Supply Chain Resilience;

Intelligent Manufacturing

ABSTRACT

This paper explores the development background, core architecture, and driving role of China's digital industrial platforms in the industrial economy. By sorting out relevant policies, technological paths, and typical application cases, it analyzes the key value of digital industrial platforms in optimizing production processes, promoting resource collaboration, and empowering the transformation and upgrading of the manufacturing industry. Research shows that China's digital industrial platforms are gradually becoming core infrastructure supporting the intelligent, networked, and service-oriented development of the industry, and providing an important driving force for building a modern industrial system. Meanwhile, combined with research results related to supply chain resilience improvement and coordinated regional economic development in the digital economy, the linkage value of digital industrial platforms in multi-dimensional economic development is further highlighted, providing references for the coordinated promotion of manufacturing digital transformation and high-quality economic development.

INTRODUCTION

In recent years, against the background of the in-depth integration of new-generation information technology and the manufacturing industry, digital industrial platforms, as the core carrier of the Industrial Internet, have played an increasingly important role in the transformation of China's manufacturing industry. This process is mainly driven and shaped by a top-down, step-by-step national policy system.

From the macro-strategic level, the Ministry of Industry and Information Technology and other departments have successively launched a series of policies under the "Industrial Internet Innovation and Development Action Plan". These policies clarify a systematic development path covering the three major systems of network, platform, and security, as well as data integration and application. Their core goal is to build an intelligent manufacturing ecosystem covering the entire industrial chain and the entire value chain, and consolidate the industrial digital infrastructure. Guided by this national blueprint, the "intelligent transformation and digital upgrading" policies actively responded to by local and industry authorities are more targeted. They aim to promote intelligent transformation and digital upgrading of a wide range of enterprises, especially small and medium-sized enterprises (SMEs), to address core pain points such as production efficiency, cost control, and quality management.

It is worth noting that SMEs, as an important part of the manufacturing industry, are closely related to the improvement of supply chain resilience in their digital transformation. Against the backdrop of the global industrial chain characterized by "fragmentation" and "networking" and frequent emergencies, the issue of supply chain vulnerability of SMEs has become prominent. Digital

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Received date:October 13, 2025; Revised manuscript received date: October 20, 2025; Accepted date: October 22, 2025; Online publication date: October 27, 2025.

industrial platforms are one of the key carriers to solve this problem. By building a collaborative and intelligent platform ecosystem, they can help SMEs break through resource constraints and enhance the ability of supply chains to respond to risks [1].

Driven by both policy coordination and market demand, digital industrial platforms have been rapidly popularized and applied, becoming an important engine for promoting the high-quality development of China's industry. For example, the construction of smart factories in the petrochemical industry to achieve full-process optimization, and the establishment of intelligent safety monitoring systems in the civil explosive field. These practices are vivid manifestations of the above-mentioned core policy goals—realizing the optimization and safe control of the entire production process through platformization—in specific industries, which have significantly improved production efficiency and safety management levels [2].

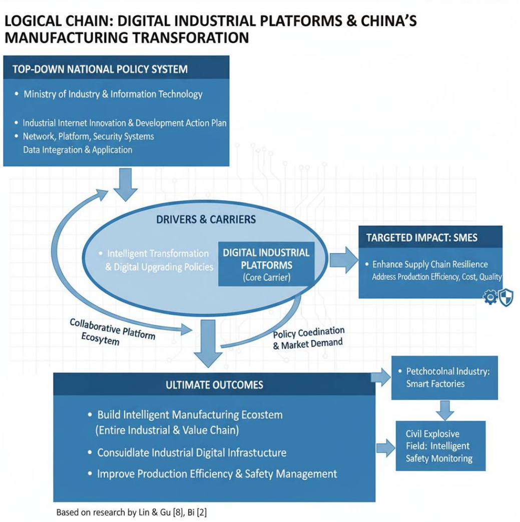

Fig.1. China's Digital Industrial Platforms

1.Core Architecture of China's Digital Industrial Platforms

1.1.Composition of the Technical System

China's digital industrial platforms are supported by new-generation information and communication technologies, mainly including the following key technologies:

- **Industrial Internet Platform and Digital Twin**: Through equipment networking and data collection, a digital mapping of physical entities is constructed to realize full-process monitoring and optimization. Cases: Shanghai Tobacco Machinery has built a digital twin factory to optimize production control and environmental management; China Unicom's "Gewu Unilink" platform has aggregated more than 1,000 industry object models to quickly create equipment digital twins [3].
- **Cloud Computing and Edge Computing**: Adopting a "cloud-edge collaboration" architecture to provide elastic storage and efficient computing for massive data, with edge-side processing of real-time tasks. Cases: Shanghai Tobacco Machinery has built a data empowerment system using a "cloud-edge collaboration + lake-warehouse integration" data architecture; China Unicom's "Gewu Unilink" has created a three-tier implementation architecture of cloud, edge, and end to realize industrial interconnection [4].
- **Artificial Intelligence and Big Data Analysis**: Applying technologies such as machine learning and large models for process optimization, quality inspection, predictive maintenance, and intelligent scheduling. Cases: Shanghai Tobacco Machinery has built an intelligent fault diagnosis system based on large models, improving service response efficiency by 80%; Inspur Cloudzhou has launched the "Zhiye Large Model" to provide services such as process parameter optimization and intelligent customer service [5].
- **Industrial Software Ecosystem**: Including Product Lifecycle Management (PLM), Manufacturing Execution System (MES), Enterprise Resource Planning (ERP), etc., which constitute the core tool chain for digital transformation. Case: The "Intelligent Manufacturing Typical Scenario Reference Guide" issued by the Ministry of Industry and Information Technology lists

CAD, CAE, PLM, etc., as core tools for product digital design [6].

1.2.Platform System and Standard Construction

China has initially formed a multi-level and collaborative digital industrial platform system, including cross-industry and cross-field platforms, characteristic professional platforms, and regional integrated platforms. This system is highly consistent with the logic of regional economic development. Through the regional layout and resource integration of platforms, it can alleviate problems such as differences in institutional flexibility between regions and obstacles to factor flow to a certain extent, providing technical support for the coordinated development of regional economies [7].

At the same time, the state continues to promote the construction of a standard system, covering data interfaces, security protection, interconnection, and other aspects, laying a foundation for platform interconnection and ecological co-construction. The specific platform types and standard construction cases are shown in the following table:

2.Impact of Digital Industrial Platforms on China's Industrial Economy

2.1.Improvement of Industrial Efficiency and Competitiveness

By realizing ubiquitous equipment connection, data-driven decision-making, and full-process business collaboration, digital industrial platforms have significantly improved production efficiency and resource utilization. From the micro-enterprise level, platforms can help enterprises optimize production processes and reduce operating costs; from the industrial chain level, platforms break down information barriers between enterprises, promote collaborative innovation between the upper and lower reaches, and form an industrial cluster effect. This is highly consistent with the "ecological" development trend in the digital economy. By integrating resources through the platform ecosystem, it not only improves the competitiveness of individual enterprises but also enhances the risk resistance of the entire industry [8].

2.2.Contribution to the National Economy

The large-scale application of digital industrial platforms has promoted the transformation of industrial models and spawned new business formats such as platform economy and shared manufacturing. According to relevant research forecasts, by 2025, the scale of the core industrial Internet industry is expected to exceed one trillion yuan, and will continue to drive GDP growth . In addition, digital industrial platforms also play an important role in the coordinated development of regional economies. Through the technology diffusion and resource allocation functions of platforms, they can alleviate the gradient difference in technological innovation between regions, promote cross-regional factor flow, and provide a new path for narrowing regional economic gaps. At the same time, the green manufacturing model empowered by platforms is also consistent with the concept of "synergy between ecological governance and economic development" in environmental economics. It realizes energy conservation and emission reduction through digital means, and promotes the balance between economic growth and ecological protection .

3.Paths for Digital Industrial Platforms to Empower Industrial Transformation

3.1.Promoting Intelligent Production

Enterprises build intelligent production lines driven by "data + models" to realize adaptive adjustment of process parameters, precise energy consumption management, and full-process quality traceability. For example, an iron and steel enterprise has optimized the entire steelmaking process through a digital platform, reducing energy consumption per ton of steel by 5% and product defect rate by 15%. This intelligent production model not only improves production efficiency but also reduces resource waste, which is in line with the goal of "reducing environmental costs and achieving sustainable development" in environmental economics.

3.2.Building a Digital Management System

Digital industrial platforms connect R&D, production, supply chain, and after-sales service links to form an integrated management capability. The integration of ERP, SCM, and CRM systems enables enterprises to quickly respond to market changes and achieve lean operations. For SMEs, this digital management system can be realized through "lightweight" platforms. They can access core functions without large-scale investment, effectively solving the pain point of limited resources for SMEs, and at the same time enhancing their supply chain resilience to cope with market fluctuations and emergencie.

3.3.Developing Platform-based Services

Based on the data analysis capabilities of platforms, enterprises can provide value-added services such as remote operation and maintenance, energy efficiency management, and collaborative design to the outside world, realizing the transformation from "manufacturing" to "manufacturing + service". This service model not only expands the profit space of enterprises but also promotes the upgrading of industries to high-value-added links. In addition, platform-based services can also promote cross-regional and cross-industry cooperation, facilitate the coordinated development of regional economies, and drive the industrial upgrading of underdeveloped regions through service output, narrowing the regional development gap.

4.Benefit Analysis of Digital Industrial Platform Development

4.1.Economic Benefits

Cost Reduction, Efficiency Improvement for Enterprises, and Profitability Enhancement

The application of platforms directly helps enterprises optimize production processes and reduce operating costs. AVIC Hongdu has realized refined and dynamic management of manufacturing costs through data-driven approaches, reducing the raw material cost of a single model. By establishing lean assembly units, it has improved production preparation efficiency and production efficiency, while reducing the number of front-line employees. Guangxi Huasheng New Materials Co., Ltd. has applied AI technology to promote intelligent management and control of the alumina production process, increasing labor productivity by 50% and production efficiency by 60%. Enterprises in the composite material industry cluster in Zaoqiang, Hebei, have reduced raw material procurement costs by approximately 6%, increased production efficiency by more than 10%, and reduced unit product costs by approximately 4% through the "Composite Material Shared Intelligent Manufacturing Industrial Internet Platform".

Driving Industrial Chain Collaboration and Forming Cluster Competitiveness

Platforms break down barriers between enterprises and realize resource sharing and collaborative innovation. The shared manufacturing platform in Zaoqiang, Hebei, has integrated 187 upstream and downstream enterprises, forming a scale effect by aggregating procurement needs. It has also integrated 9 shared factories, 21 standardized intelligent workshops, and 176 sets of equipment, allowing SMEs to "rent on demand", which has effectively improved the resource allocation efficiency and risk resistance of the entire cluster. The first batch of "shared park-in-park" in Xingtai, Hebei, has realized the agglomeration and efficient allocation of manufacturing resources through a shared platform, increasing the production efficiency of settled

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Research Article Print ISSN 3105-8884 Online ISSN 3105-8892 October 2025, Vol. 1, No. 1

enterprises by 35%, reducing costs by 15%, and increasing profits by 20%, realizing the transformation from "fighting alone" to "ecological win-win". This cluster collaboration model is an important manifestation of the "ecological" supply chain in the digital economy, which significantly enhances the overall resilience of the industrial chain.

4.2.Social and Environmental Benefits

Facilitating Green Manufacturing and Energy Conservation and Emission Reduction

Platforms provide precise digital means for the green transformation of high-energy-consuming enterprises, which is consistent with the research conclusion in environmental economics that "balancing ecological protection and economic development through technical means". A North China power transmission and transformation equipment manufacturing enterprise has reduced comprehensive energy consumption by approximately 20% by deploying Advantech's iEMS intelligent energy management system, saving 3-4 million kWh of electricity annually. After energy-saving optimization of its air compressor station, the energy-saving rate has also reached 20%. Hare Company has built a "source-network-station-load-storage" five-level linked intelligent heating platform to realize dynamic control of the heating system, saving more than 49,400 tons of standard coal annually. Through unit transformation, it has further reduced power supply coal consumption and carbon emission intensity [9]. Jiugang Group Dongxing Aluminum Co., Ltd. has implemented energy-saving and carbon reduction projects through digital transformation, saving 75.58 million kWh of electricity throughout the year and reducing carbon dioxide emissions by 42,000 tons. At the same time, its photovoltaic power generation project reduces carbon dioxide emissions by 47,000 tons annually [10].

Promoting the Popularization of Digitalization in SMEs and Improving Employment Quality

Platforms lower the threshold for digital transformation of SMEs and promote the upgrading of labor skills. The aforementioned shared intelligent manufacturing platform in Zaoqiang, Hebei, provides technical support for SMEs by integrating resources. The platform has carried out 3,682 person-times of technical training for settled enterprises and opened 11 laboratories and 53 core patent technology document libraries to enterprises, effectively improving the technical capabilities and product quality of SMEs. This model of popularizing digitalization in SMEs also alleviates the unbalanced development caused by "technological innovation gradient differences" between regions, laying a foundation for the coordinated development of regional economies. In addition, Xunyang City has explored a "one database, one chain, four platforms" digital employment service model. By establishing a human resource information database, it accurately connects enterprise employment needs with individual job-seeking needs. By August 2024, it has promoted the transfer and employment of 91,200 laborers. The city has also integrated resources to carry out order-based skill training to help workers master professional skills. For example, the "Xunyang Construction Engineering" labor service brand has driven the export of more than 60,000 construction workers .

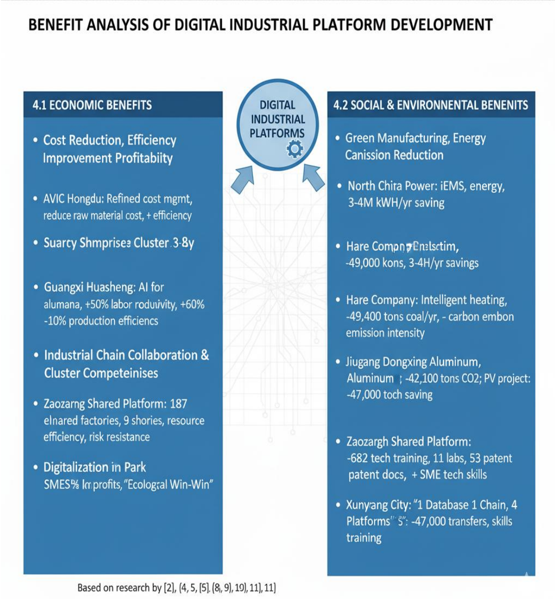

Fig.2. Benefit Analysis of Digital Industrial Platform Development

Conclusion

As a key carrier for the digital transformation of the manufacturing industry, China's digital industrial platforms have demonstrated strong empowerment potential in many aspects such as improving industrial efficiency, promoting green manufacturing, and facilitating regional collaboration. From the perspective of related research, digital industrial platforms form in-depth linkages with fields such as supply chain resilience improvement, coordinated regional economic development, and ecological and economic collaboration. Through the "lightweight" and "ecological" platform design, they help SMEs break through resource bottlenecks; through technology diffusion and factor allocation, they alleviate unbalanced regional development ; through digital green manufacturing, they realize the balance between ecological protection and economic growth .

In the future, with the continuous strengthening of technological iteration, ecological improvement, and policy support, digital industrial platforms will further promote the development of China's manufacturing industry towards high-end, intelligent, and green directions. At the same time, they will play a more core linking role in the coordinated development of multi-dimensional economies, providing a solid foundation for building an independent and controllable modern industrial system and realizing high-quality economic development.

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IJMR | International Journal of Multidisciplinary Research
Международный институт управления и предпринимательства
Research Article Print ISSN 3105-8884 Online ISSN 3105-8892 October 2025, Vol. 1, No. 1
https://10.65231/ijmr.v1i1.27

Artificial Intelligence Driving Corporate Sustainable Development

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KEYWORDS

Artificial Intelligence;

Sustainable Development;

Corporate Development;

Green Transformation

ABSTRACT

Under the dual pressures of global climate challenges and policy regulations, corporate sustainable development has transitioned from a strategic option to a survival imperative. Traditional management models face bottlenecks in efficiency and data management, while artificial intelligence, leveraging its powerful capabilities in data processing, autonomous learning, and multi-objective optimization, is emerging as a core driver for corporate green transformation. This paper systematically reviews the core technical pathways through which AI drives corporate sustainable development, encompassing energy optimization, supply chain management, carbon footprint tracking, and product lifecycle management. It demonstrates the significant effectiveness of AI in enhancing resource efficiency, reducing carbon emissions, and accelerating green innovation. In-depth analysis of industry benchmark cases, such as healthcare, further validates the multi-dimensional value of AI applications, achieving a "efficiency enhancement - resource conservation - social value" synergy. The article also prospects the development trends of AI technology, evolving from specialized to general-purpose intelligence and from an efficiency tool to a strategic core, indicating that enterprises are shifting from technology procurement to ecosystem building and ultimately moving towards a new sustainable development paradigm with AI as the decision-making hub. Artificial intelligence is not only reshaping corporate operations and value chains but also fostering socio-economic systems with lower resource consumption and greater resilience at both micro and macro levels, providing systematic solutions for the synergistic achievement of corporate Environmental, Social, and Governance (ESG) goals.

INTRODUCTION

Under the dual pressures of global climate change and policy regulations, corporate sustainable development has shifted from a strategic choice to a necessity for survival. Data from the United Nations Environment Programme indicates that 80% of corporate carbon emissions globally originate from supply chain activities, far exceeding direct production emissions[1] .The EU's Corporate Sustainability Reporting Directive (CSRD) has prompted 51% of companies to adjust their strategies, while 42% face challenges in data management[2] .Policies such as China's "Dual Carbon" goals and the EU's Carbon Border Adjustment Mechanism create a compelling impetus for transformation, underscored by the reality that supply chain carbon emissions account for over 50% of China's total emissions[3]. Traditional management models are mired in efficiency bottlenecks: manual data processing delays lead to industrial energy efficiency losses of 15%-20%, and building energy waste exceeds 30%. Against this backdrop, AI emerges as a key solution, leveraging three core values: firstly, optimizing resource allocation, such as energy management solutions reducing industrial energy consumption by 10%-20%; secondly, enhancing decision-making accuracy, with nearly 90% of surveyed respondents recognizing its transformative role in sustainability reporting[4]; and thirdly, driving green innovation, propelling energy systems towards an autonomous decision-making paradigm. International Energy Agency estimates suggest that AI technology could reduce global carbon emissions in the energy sector by 15%-40%, affirming its central role as an engine for

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Received date:October 13, 2025; Revised manuscript received date: October 20, 2025; Accepted date: October 22, 2025; Online publication date: October 27, 2025.

sustainable development. Market growth data corroborates this trend: the market size of AI in environmental sustainability is projected to reach $24.95 billion by 2025, while the ESG segment market is expected to exceed $14.87 billion by 2034, with compound annual growth rates of 14.5% and 28.2% respectively[5]. As the climate crisis intensifies and technological iteration accelerates, AI is reconstructing the underlying logic of corporate sustainable development, providing quantifiable, traceable systematic solutions for net-zero goals.

1.Core Technical Pathways of AI-Driven Corporate Sustainable Development

1.1.Energy Optimization: Intelligent Scheduling for Green Efficiency

Energy optimization is a crucial aspect of corporate sustainable development. AI technology significantly enhances energy utilization efficiency through precise forecasting and intelligent scheduling. Longshine Technology's "Energy Time Series Forecasting System under Complex Backgrounds" employs a multi-agent collaborative framework to achieve precise optimization of power dispatch. Utilizing deep reinforcement learning algorithms and integrating multi-dimensional information such as meteorological data, historical load, and economic indicators, the system constructs a high-precision energy demand forecasting model. Application results show that this system can reduce coal-fired power plant start-stop cycles by 30%, substantially lowering energy consumption and carbon emissions[6]. This technological pathway is applicable not only to the power industry but can also be extended to energy-intensive sectors like manufacturing and construction, facilitating corporate green transformation through intelligent energy management.

1.2.Supply Chain Management:Multi-Objective Optimization Creating Dual Value

The supply chain, as the core of corporate operations, directly impacts a company's overall environmental performance. IBM's AI-powered supply chain optimization system uses multi-objective optimization algorithms to significantly reduce carbon emissions while lowering costs. This system integrates machine learning, operations research, and big data analytics to optimize transportation routes, warehouse layouts, and inventory management in real-time. Practical application data indicates that the system can reduce transportation carbon emissions by 15% while cutting inventory costs by $20 million (IBM Website, 2025). By incorporating environmental objectives into the supply chain decision-making system, this pathway achieves a win-win situation for both economic and environmental benefits. Notably, the system also possesses adaptive learning capabilities, enabling continuous optimization of decision models in response to changing market conditions and corporate needs.

1.3.Carbon Footprint Tracking: LLM Technology Enhances Accounting Efficiency

Accurate quantification of carbon footprints is fundamental for companies to formulate emission reduction strategies. Traditional carbon accounting methods suffer from long cycles and high costs. The Chat-LCA system developed by the Qingdao Institute of Bioenergy and Bioprocess Technology integrates Large Language Model (LLM) technology, revolutionizing the efficiency and accuracy of carbon footprint tracking. Using natural language processing techniques, the system automates the extraction and analysis of carbon emission data. Compared to traditional methods, the Chat-LCA system compresses the carbon accounting cycle from weeks to hours, achieving an accuracy rate of 0.9832[7]. This pathway not only improves the efficiency of carbon accounting but also lowers the barrier for small and medium-sized enterprises to participate in carbon management. The system's built-in industry knowledge base and automated report generation function enable companies to quickly identify carbon emission hotspots and develop targeted reduction measures.

1.4.Product Lifecycle Management: Intelligent Extraction Accelerates Green Innovation

Product Lifecycle Management (PLM) is a key lever for companies to achieve sustainable development. The integration of AI technology injects new vitality into PLM. The AI PLM solution developed by Trace One (Xilělún) utilizes natural language processing and computer vision technologies to automate the extraction of raw material data and intelligently generate regulatory documents. This system demonstrates significant advantages in practical application, increasing regulatory document generation efficiency by 40% and substantially shortening time-to-market[8]. This pathway not only enhances corporate operational efficiency but also reduces the environmental impact throughout the product lifecycle from the source by optimizing material selection and design. The system's built-in sustainability assessment module allows for the prediction and optimization of environmental performance during the product design phase.

In summary, AI technology is reshaping the pathways for corporate sustainable development. From energy optimization and supply chain management to carbon footprint tracking and product lifecycle management, artificial intelligence provides comprehensive solutions for green transformation. While these four core technical pathways apply to different scenarios, they all exemplify the three major advantages of AI technology: data processing capability, autonomous learning ability, and multi-objective optimization capability.

2.Key Application Areas of AI in Corporate Sustainable Development

2.1.Intelligent Energy Management and Low-Carbon Operations

The global energy system is undergoing a profound transformation centered on decarbonization, clean energy, and intelligence. Driven by both the "Dual Carbon" goals and the global energy crisis, intelligent energy management has become a key strategic support for low-carbon operations. Global energy investment reached $3.3 trillion in 2025, with clean energy accounting for $2.2 trillion—twice that of fossil fuels. However, the International Energy Agency (IEA) warns that to meet COP28 targets, annual investment in renewable energy needs to double again before 2030[9].

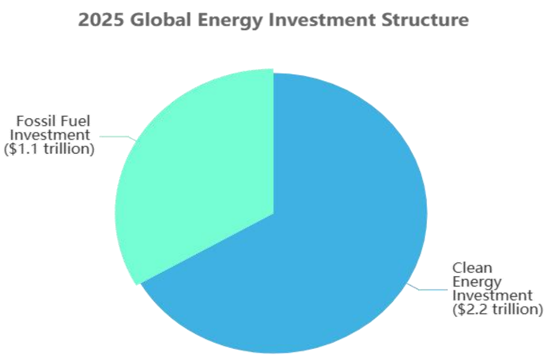

Fig.1. 2025 Global Energy Investment Structure

2.2.Green Supply Chain and Logistics Optimization

Green supply chain and logistics optimization is a core area for companies to achieve sustainable development. AI technology addresses the pain points of traditional supply chains—"data silos" and "goal conflicts"—through three dimensions: carbon footprint tracking, dynamic decision optimization, and intelligent reverse logistics. In full-link carbon footprint tracking, Lenovo's self-developed "Global Supply Chain ESG Digital Platform" integrates AI and IoT technologies, incorporating modules for supplier ESG management and logistics carbon calculation. Covering over 1,000 upstream enterprises, it enables end-to-end centralized management of dispersed ESG data. At the dynamic optimization decision level, SF Express's "FengZhi" logistics large model uses multimodal prediction algorithms to increase demand forecast accuracy by 5%. Route optimization for one client reduced total mileage by 8% and loading success rate by 5%, while training time was reduced by 120 times. This model also supports the construction of the "FengHe" carbon management system's low-carbon intelligent agent, achieving full-process optimization from insight to action. In the reverse logistics domain, AI image recognition technology is already applied in scenarios such as agricultural sorting and industrial waste processing. A UNEP report shows that 80% of corporate carbon emissions globally originate from the supply chain. AI-driven supply chain systems, through IoT device data integration and machine learning predictive analytics, are reconstructing sustainable development management models, achieving both cost reduction and efficiency improvement while meeting environmental targets like carbon emission reduction, promoting the synergistic development of "cost reduction" and "sustainability". Machine learning technology demonstrates capabilities surpassing traditional software in supply chain optimization, enabling demand forecasting, route optimization, and automated end-to-end tasks. A hybrid model combining genetic algorithms and LSTM networks developed by the Vellore Institute of Technology in India achieved a 23.67% reduction in total supply chain emissions and a 10.98% improvement in operational efficiency, confirming AI's key role in balancing economic and environmental benefits[10]. Generative AI further strengthens the transparency and compliance of supply chain sustainability management through functions like automated ESG report generation and data anomaly identification.

3.In-Depth Analysis of Industry Benchmark Cases

3.1.Healthcare: Alibaba AI's Practices in Inclusive and Low-Carbon Healthcare

In October 2025, the latest data from China's National Health Commission indicated that the uneven distribution of quality medical resources remains prominent, with tertiary hospitals accounting for 45% of diagnoses and treatments, while primary care institutions undertake only 32% of the service volume. Concurrently, the healthcare sector's carbon emissions account for 4.5% of the national total, with over 15% attributed to paper report printing and transportation emissions from patients seeking cross-regional care.

The PANDA system, fully named "Pancreatic AI Diagnostic Assistant," is based on a deep convolutional neural network independently developed by Alibaba DAMO Academy, trained on over 1 million abdominal CT image datasets. This model innovatively integrates multimodal feature extraction technology, enabling it not only to identify traditional imaging morphological features but also to capture hemodynamic changes in lesion areas. This results in a pancreatic cancer screening sensitivity of 91.3%, 34.1 percentage points higher than that of average radiologists. More notably, PANDA reduces the analysis time for a single CT image from an average of 15 minutes required by doctors to 45 seconds, a 20-fold efficiency increase. In practical application at Zhejiang Hospital, the PANDA system has cumulatively completed over 120,000 pancreatic cancer screenings, raising the early detection rate from 23% to 41%, directly contributing to a 30% reduction in medical costs. A calculation by Director Wang of the hospital's Information Department highlighted: "Previously, we could perform a maximum of 80 CT screenings per day. Now, with AI assistance, we can handle up to 1,200 cases per day, reducing labor costs by 60%. More importantly, it reduced repeat examinations by 70%, saving about 3,800 liters of contrast agent usage last year alone, equivalent to a carbon emission reduction of approximately 26 tons." Currently, the PANDA system has expanded from pancreatic cancer screeni ng to multi-cancer early detection, also showing excell ent performance in screening for chronic diseases like live cancer and esophageal cancer. This "AI + Primary Care " model is reshaping the landscape of regional medicalreso urce allocation.

A 2024 study published in *Nature*—by a joint team from Alibaba DAMO Academy and the Chinese Center for Disease Control and Prevention using the LucaProt artificial intelligence system — discovered 160,000 potential RNA virus species and 180 viral supergroups at once, a number exceeding the total number of viruses discovered by humans in the past century by tenfold. The corresponding author, Professor Tan from the China CDC's National Institute for Viral Disease Control, stated in an interview. The breakthrough of the LucaProt system lies in its original "protein structure prediction-phylogenetic tree construction-functional domain analysis" tripartite workflow. Traditional virus discovery methods require virus isolation and culture, which is time-consuming and has a low success rate. In contrast, LucaProt analyzes over 50 million environmental sample metagenomic data entries from public databases, uses AlphaFold-like algorithms to predict viral protein structures, and then constructs evolutionary relationship networks through homologous sequence alignment. Supported by the Alibaba Cloud elastic computing platform, the system can perform 10 billion protein structure prediction operations per second, reducing the virus identification time for a single sample from 2-3 weeks using traditional methods to 4 hours. In the monitoring of H1N1 influenza variants in early 2024, the LucaProt system demonstrated remarkable early warning capability. When the system identified 3 strains of potentially highly pathogenic variants from 200,000 samples in the global influenza surveillance network, traditional gene sequencing methods were still undergoing the 3rd round of verification. This 14-day early warning provided valuable time for vaccine development, increasing China's influenza vaccine matching rate to 89% and reducing medical expenditures by approximately 1.2 billion CNY. The shortening of the infectious disease response cycle directly translates into socio-economic benefits. WHO data indicates that each day earlier a pandemic response is initiated can reduce infections by about 15%. The LucaProt system has been deployed in CDC centers across 31 provinces in China, compressing the average national response time for emerging infectious diseases from 56 days to 11 days. This progress was validated during the 2024 summer norovirus

IJMR International Journal of Multidisciplinary Research
Международный институт управления и предпринимательства
Research Article Print ISSN 3105-8884 Online ISSN 3105-8892 October 2025, Vol. 1, No. 1

outbreak — through AI-assisted rapid traceability and transmission path prediction, the epidemic control time was shortened by 70%, reducing economic losses by about 2.8 billion CNY.

Alibaba AI's practices in the healthcare sector have established a three-dimensional development model of "efficiency enhancement - resource conservation - social value." In medical diagnosis, the AI-assisted tool PANDA, based on a deep learning model, achieves a pancreatic cancer screening sensitivity 34.1% higher than that of average radiologists. It has been applied in Zhejiang Hospital, China, and extended to screenings for various chronic diseases like liver cancer and esophageal cancer, directly driving a 30% reduction in medical costs and optimizing resources through reduced repeat examinations. At the scientific research and innovation level, the LucaProt tool aided in the discovery of 160,000 potential RNA virus species and 180 viral supergroups, setting a record for the number of new viruses discovered in a single study and significantly shortening the infectious disease response cycle. In the social welfare domain, "Starry Night AI," utilizing a multimodal large language model, generates personalized picture books for autistic children. Since its launch, it has been used nearly 200,000 times, substantially reducing the educational costs for special needs children. These technological applications not only enhance medical screening capabilities in remote areas but also realize low-carbon healthcare by reducing paper reports and patient travel, demonstrating the dual value of AI in inclusive medical resources and sustainable development.

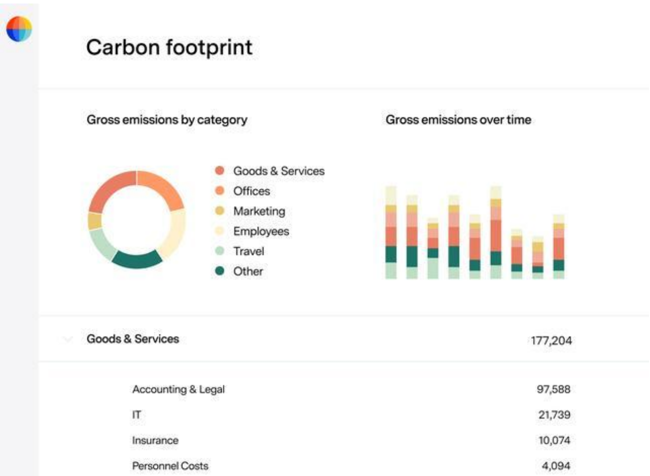

Fig.2. Alibaba Cloud Case: Typical computing task scheduling achieved a 14% optimization in carbon emission costs[11]

4.Technological Development Trends and Innovation Directions

Currently, artificial intelligence is no longer a remote, cutting-edge concept but is integrating into all aspects of corporate operations with unprecedented depth and breadth, becoming a core engine driving business transformation. Its technological development trends and innovation directions are moving from the application of point solutions towards a new phase of systematization, generalization, and intelligence, profoundly reshaping corporate technology architectures, business processes, and commercial models.

4.1.Technology Foundation Layer: From Specialized to General Intelligence, Driving Capability Democratization

The technological foundation of enterprise AI is undergoing a fundamental evolution. Firstly, the rise of large language models and foundation models is a core trend. Enterprises are no longer satisfied with training specialized models for single tasks (e.g., image recognition) but are beginning to leverage these massive models, pre-trained on vast datasets and possessing powerful generalization capabilities, as foundations. Through techniques like fine-tuning and prompt engineering, companies can rapidly develop AI applications for various scenarios at lower cost, significantly reducing technical barriers and application costs, and achieving the "democratization" of AI capabilities. Secondly, multimodal fusion is becoming a key direction. Future enterprise AI systems will not process text, images, speech, or data in isolation but will be able to comprehensively understand and generate information across multiple media types. This will give rise to more natural human-computer interaction (e.g., digital employees that can read charts and answer questions), more comprehensive content moderation, and more precise industrial quality inspection systems, bringing AI's cognitive abilities closer to human levels. Furthermore, the deep integration of AI with cloud-native and edge computing constitutes the new-generation computing architecture. Cloud platforms provide the elastic computing power required for training and deploying large models, while edge AI pushes intelligence down to the source of data generation (e.g., factories, retail stores), enabling real-time decision-making and response, meeting the urgent needs for low latency, data privacy, and bandwidth efficiency. Finally, the management of data and knowledge is moving towards intelligence. Traditional databases and data lakes are evolving into "vector databases" and "data fabrics" to better support AI's semantic understanding and retrieval of unstructured data. Simultaneously, enterprise knowledge is being systematically constructed into "knowledge graphs," enabling AI not only to process information but also to understand complex relationships between information, laying the foundation for deep reasoning and decision support.

4.2.Enterprise Application Layer: Evolving from Efficiency Tool to Strategic Core, Reconstructing the Value Chain

At the application level, AI's role is transforming from a back-office efficiency enhancement tool to a core of innovation and value creation permeating front, middle, and back offices. In internal operations, AI-driven hyperautomation is becoming mainstream. This surpasses traditional Robotic Process Automation by incorporating cognitive automation, capable of handling complex, unstructured tasks like document approval, customer service Q&A, and code generation, freeing employees from repetitive labor to focus on higher-value creative work. In customer interaction and marketing, highly personalized experiences are becoming a competitive focus. Leveraging AI, enterprises can achieve one-to-one customer journey design, dynamic pricing, 精准 recommendations, and 7x24 intelligent customer service, thereby significantly enhancing customer loyalty and lifetime value. In R&D and innovation, AI is becoming a powerful "innovation co-pilot." In drug discovery, materials science, chip design, and new product development, AI can substantially shorten R&D cycles, reduce trial-and-error costs, and explore technical paths unanticipated by human experts through simulation, prediction, and generative design, becoming a source of disruptive innovation for enterprises. In the supply chain and manufacturing sectors, AI is key to achieving resilient supply chains and smart manufacturing. Through demand forecasting, inventory optimization, predictive maintenance, and flexible production scheduling, AI helps companies navigate an increasingly complex and uncertain global environment, achieving cost reduction, efficiency improvement, and risk control.

4.3.Organization and Strategy Layer: From Technology Procurement to Ecosystem Building, Catalyzing New Paradigms

The deep application of AI is driving changes in corporate organizational forms and strategic thinking. Competitive barriers will increasingly reside in unique data assets and AI model capabilities. Proprietary, high-quality domain-specific data, and the specialized AI models built upon them that are difficult to replicate, will become core competitive advantages. New human-machine collaborative work modes will become the norm. Corporate organizational structures and processes need to be reconfigured around the new paradigm of "humans responsible for strategy, creativity, and empathy; AI responsible for execution, analysis, and scalable management." Cultivating employees' ability to collaborate with AI will become a vital component of corporate talent strategy. Furthermore, responsible AI and governance are transitioning from optional to mandatory. As the impact of AI decisions deepens, enterprises must establish rigorous governance frameworks for model interpretability, fairness, robustness, and data privacy protection. This is not only a compliance requirement but also the foundation for building customer trust, maintaining brand reputation, and achieving sustainable development.

4.4.Future Innovation Directions: Towards Autonomy and Emergence

In the future landscape, enterprise AI innovation will advance towards higher-order forms. Autonomous intelligent agents will become a key evolutionary direction. These AI systems can understand complex goals, autonomously plan and execute a series of tasks (e.g., automatically generating market research reports), truly transforming into "always-on digital employees" for enterprises. Concurrently, AI for Science will play a more central role in corporate R&D, bridging the translation pathway from basic scientific discovery to commercial application. Additionally, the deep exploration and application of emergent capabilities in AI systems may catalyze unexpected innovative breakthroughs, opening up unprecedented commercial frontiers.

5.Conclusion

Reviewing the technological evolution and innovative practices of artificial intelligence in the corporate domain, its developmental trajectory clearly points towards a grand vision: we are advancing towards a new paradigm of sustainable development driven by artificial intelligence. This transformation is not merely the accumulation of technologies or the linear improvement of efficiency, but a profound shift in business and societal paradigms.

Within this emerging paradigm, AI no longer exists as an isolated technological tool but is deeply integrated into various levels of the corporate organization like a nervous system, becoming the core decision-making hub for holistically optimizing economic, environmental, and social benefits. It successfully bridges the often historically opposing goals of "development" and "sustainability," merging them into two sides of the same process. Through systemic optimization, AI reconstructs the pathways for achieving sustainable development.

At the micro level of the enterprise, AI-driven intelligent automation and smart manufacturing, through the precise scheduling of energy, materials, and logistics, reduce resource waste and emissions at the source, achieving an intrinsic unity between efficiency gains and green development. At the macro level, AI-enabled smart grid systems, circular economy industrial supply chains, and green urban management systems collectively construct a socio-economic system with lower resource consumption and greater resilience. The logic of corporate value creation is consequently shifting from the singular pursuit of short-term financial performance to the pursuit of comprehensive value encompassing long-term environmental, social, and governance (ESG) dimensions. Leveraging its data insight capabilities, AI enables enterprises to precisely quantify their environmental footprint and social impact, incorporating these critical dimensions into the core strategic decision-making framework. This allows for seeking the optimal balance between business success and social welfare, building sustainable business entities that are both resilient and reputable.

Therefore, artificial intelligence not only drives the evolution of business models but also elevates the purpose of corporate existence. Actively embracing this new AI-driven paradigm signifies that enterprises are proactively assuming the roles of responsible social citizens and forward-looking innovation engines, working to create economic prosperity while collaboratively safeguarding a predictable and more promising future.

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IJMR | International Journal of Multidisciplinary Research
Международный институт управления и предпринимательства
Research Article Print ISSN 3105-8884 Online ISSN 3105-8892 October 2025, Vol. 1, No. 1
https://10.65231/ijmr.v1i1.29

Exploration Of The Integration Of Innovation And Entrepreneurship Concepts Into The Practical Teaching Model Of Physical Education Major

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KEYWORDS

Innovation and Entrepreneurship Education;

Physical Education Major;

Practical Teaching Model;

Private Colleges and Universities;

Industry-Education Integration

ABSTRACT

With the continuous upgrading of the sports industry structure and the increasing diversification of talent demand, the traditional practical teaching system for physical education majors faces severe challenges in cultivating interdisciplinary talents in the new era. This paper focuses on the practical teaching system of physical education majors in private colleges and universities, guided by the concept of innovation and entrepreneurship, and explores the construction of a "professional competence + innovative thinking + entrepreneurial practice" three-dimensional integrated practical teaching model. Through literature research, field surveys, and case analysis, this paper systematically sorts out the practical dilemmas of "superficial integration, poor connection, and insignificant effects" of innovation and entrepreneurship education in the current practical teaching of physical education majors. It proposes a dual-track integration path with "modularization + project-based" as the curriculum organization method and "on-campus incubation + off-campus linkage" as the platform support. The research shows that this model can effectively improve students' job adaptability, innovative literacy, and entrepreneurial ability, realize the role transformation from "skill executor" to "industry problem solver", and provide a replicable and promotable practical paradigm for the talent cultivation of physical education majors in private colleges and universities.

INTRODUCTION

Under the background of the in-depth advancement of the national strategies of "Healthy China" and "National Fitness", the sports industry is transforming and upgrading from the traditional physical fitness-oriented and skill-oriented model to a technology-oriented, service-oriented, and platform-oriented one. Correspondingly, the demand structure for sports talents has also undergone profound changes, expanding from single teaching and training positions to interdisciplinary functions such as sports operation, sports marketing, sports technology, and health management. However, the current teaching system of physical education majors in Chinese colleges and universities, especially in private ones, still has problems such as overemphasis on skills while neglecting thinking, focusing on tradition while ignoring innovation, and valuing on-campus teaching while underestimating off-campus practice.

As an important starting point for the reform of higher education, innovation and entrepreneurship education focuses on cultivating students' critical thinking, cross-boundary integration ability, and market insight, which is highly consistent with the new requirements for talent quality in the upgrading of the sports industry. Nevertheless, existing studies mostly focus on theoretical discussions or macro strategies, lacking systematic exploration on "how to integrate" and "how to implement" the concept of innovation

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Received date:October 20, 2025; Revised manuscript received date: October 22, 2025; Accepted date: October 27, 2025; Online publication date: October 29, 2025.

and entrepreneurship in the practical teaching of physical education majors in private colleges and universities. Based on this, this paper, taking the school-running orientation and talent cultivation characteristics of private colleges and universities as the foundation, attempts to construct an innovation and entrepreneurship-oriented practical teaching model for physical education majors. It aims to realize the in-depth integration of "professional education" and "innovation and entrepreneurship education", and enhance the professional competitiveness of sports talents and their contribution to industrial development.

1. Research Ideas and Methods

With "talent cultivation" as the core orientation, this study adheres to the combination of problem orientation and goal orientation, and follows the logical chain of "current situation analysis - theoretical construction - model design - path exploration" to promote the research work in stages. Firstly, through the literature research method, it systematically sorts out the research status and development trends of the integration of practical teaching of physical education majors and innovation and entrepreneurship education at home and abroad, and clarifies the theoretical basis and practical foundation. Secondly, using the survey research method, it conducts interviews and questionnaires with teachers, students, employers, and industry experts of physical education majors in some private colleges and universities to identify the key problems and real needs in the current practical teaching. Thirdly, it adopts the comparative research method to learn from the successful experience of similar colleges and universities at home and abroad, and combines the actual situation of physical education majors in private colleges and universities to propose an operable integration model.

At the theoretical construction level, this study is based on the "Practical Cognition Theory", "Constructivist Teaching Theory", and "Triple Helix Innovation Model". It puts forward the practical teaching concept of "dual-track integration of physical education professional competence cultivation and innovation and entrepreneurship literacy improvement", emphasizing the integration of knowledge construction, ability training, and value shaping in real or simulated industrial scenarios.

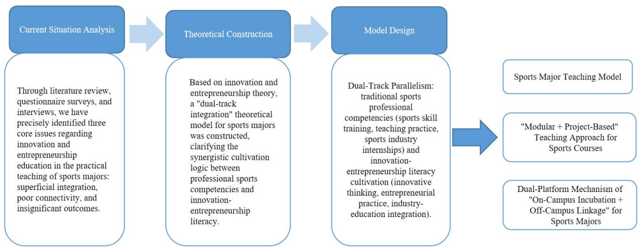

Fig.1. Research Ideas and Methods

2. Research Content

2.1.Connection between the Supply of Physical Education Talent Cultivation and Industrial Demand

Currently, the job structure of the sports industry is expanding from traditional single-function positions such as physical education teachers and coaches to interdisciplinary positions like "sports + operation", "sports + marketing", and "sports + technology". This requires the talent cultivation of physical education majors to break the original "skill-oriented" path dependence and shift to a comprehensive talent cultivation model that emphasizes both "competence and literacy". On the one hand, it is necessary to strengthen the analysis of job competencies in various links of the sports industry chain, such as event planning, product promotion, service design, and fitness studio operation, and clarify the corresponding relationship between talent cultivation standards and industrial demand. On the other hand, it is necessary to adhere to the orientation of real industrial problems, extend the practical teaching scenario from "simulated training" to "actual operation", and enable students to complete the role upgrade from "skill executor" to "industry problem solver" in the process of solving practical problems.

To achieve the talent cultivation goal of "aligning cultivation standards with industrial demand and matching competence

IJMR International Journal of Multidisciplinary Research
Международный институт управления и предпринимательства
Research Article Print ISSN 3105-8884 Online ISSN 3105-8892 October 2025, Vol. 1, No. 1

structure with job requirements", physical education majors in private colleges and universities should proactively connect with local sports industry resources, establish a closed-loop feedback mechanism of "talent demand - competence standards - curriculum system - practical platform", and promote the transformation of talent cultivation from "supply-driven" to "demand-driven".

2.2.Innovation and Path Exploration of Innovation and Entrepreneurship-oriented Practical Teaching Model

2.2.1.Construction of a "Three-Dimensional Integration" Practical Teaching Model

Centering on the three dimensions of "professional competence - innovative thinking - entrepreneurial practice", a systematic framework for the practical teaching of physical education majors is constructed.

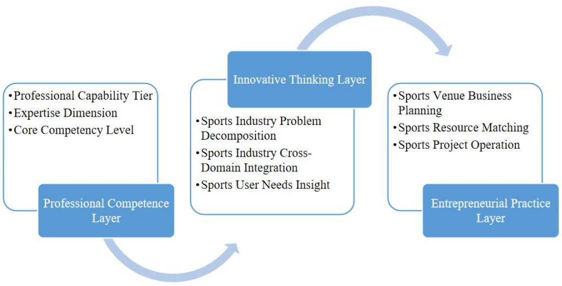

Fig.2. Three-Dimensional Integration

Professional Competence Layer: Strengthen the traditional core competencies such as sports skills, physical education teaching ability, and health management to ensure that students have a solid professional foundation.

Innovative Thinking Layer: Cultivate students' critical thinking, systematic thinking, and design thinking through training in sports industry problem decomposition, cross-boundary integration, and user demand insight.

Entrepreneurial Practice Layer: Focus on practical links such as sports venue business planning, resource connection, and project operation to enhance students' market awareness and entrepreneurial ability.

This model emphasizes the interactive integration of the three layers, aiming to realize a talent cultivation closed loop of "taking professionalism as the foundation, innovation as the driving force, and entrepreneurship as the orientation".

2.2.2.Implementation of the "Modularization + Project-based" Teaching Organization Method

In the design of the curriculum system, the original physical education practical courses are reconstructed into "professional skill modules" and "innovation and entrepreneurship integration modules". Professional Skill Modules: Retain and optimize the traditional core practical courses, and embed "innovative task" elements. For example, add tasks such as "innovative design of teaching plans" and "sports technology optimization experiments" in sports teaching and training courses. Innovation and Entrepreneurship Integration Modules: Add interdisciplinary courses such as "Introduction to Sports Innovation and Entrepreneurship", "Practical Event Operation", and "Sports New Media Entrepreneurship" to promote the cross-integration of physical education with management, media, information technology, and other disciplines.

At the teaching implementation level, Project-Based Learning (PBL) is fully implemented. With real projects such as "campus fitness studio preparation" and "community parent-child sports activity planning" as carriers, students are guided to complete the whole process of "demand research - plan design - implementation - effect evaluation" to replace some traditional practical courses. Through role-playing, scenario simulation, and practical exercises, students' sense of participation and gain are enhanced.

2.2.3.Establishment of the "On-campus Incubation + Off-campus Linkage" Dual-platform Mechanism

On-campus Platforms: Build "Sports Innovation and Entrepreneurship Workshops" and "Innovation and Entrepreneurship Guidance Stations" to provide one-stop services such as project roadshows, resource connection, and simulated operation. Regularly hold events such as "Sports Creative Competitions" and "Entrepreneurial Project Contests" to form a positive cycle of "creativity - incubation - practice".

Off-campus Platforms: Jointly build "innovation and entrepreneurship practical training bases" with sports enterprises, fitness clubs, sports technology companies, event planning institutions, etc., and carry out "order-based" internships and joint training. Actively connect with local incubators and makerspaces to promote the implementation and operation of excellent student projects, such as community sports service stations and sports self-media studios, so as to realize the seamless connection of "teaching - practice - entrepreneurship".

3. Research Significance and Value

3.1.Theoretical Significance

3.1.1.Enriching the Theoretical Mechanism of Innovation and Entrepreneurship Education for Physical Education Majors in Private Colleges and Universities

Private colleges and universities have distinct "application-oriented" and "market-oriented" characteristics in terms of school-running orientation, resource allocation, and talent cultivation goals. By exploring the penetration path of innovative thinking and entrepreneurial ability in the practical teaching of physical education majors - such as embedding practical content like project planning, event operation, and entrepreneurial cultivation in courses such as sports training and sports marketing - this study provides theoretical support and practical annotations for innovation and entrepreneurship education in physical education majors in specific fields.

3.1.2.Expanding the Theoretical Connotation of the Practical Teaching Model for Physical Education Majors

Traditional physical education focuses more on skill teaching and teaching ability cultivation. This study systematically embeds the concept of innovation and entrepreneurship into the practical teaching system, constructs a three-dimensional theoretical model of "skill + innovation + industry", breaks through the limitations of single skill training, and enriches the theoretical connotation of physical education major in the cultivation of application-oriented talents.

3.1.3.Exploring the Implementation Path of "Curriculum-based Ideological and Political Education" in Physical Education Courses

Curriculum-based ideological and political education is a key measure to implement the fundamental task of "fostering virtue through education". The national honor in sports events is highly consistent with the "patriotic" values, and the fair competition on the field is in line with the concept of "fairness and equality". Through innovation and entrepreneurship practices, such as organizing community sports services and planning public welfare sports events, students can be guided to establish correct values and social responsibility, realizing the organic integration of value shaping, ability cultivation, and knowledge impartment.

3.2.Practical Significance

3.2.1.Enhancing the Employability and Career Development Potential of Graduates Majoring in Physical Education

Through the practical teaching of innovation and entrepreneurship, students can expand from traditional education and coaching positions to interdisciplinary positions such as sports operation, sports marketing, and sports entrepreneurship, effectively alleviating the problem of homogeneous employment. Carriers such as project-based teaching, school-enterprise cooperation practical training, and innovation and entrepreneurship competitions can significantly improve students' ability to solve practical problems, enabling them to better adapt to the demand for "practical + innovative" talents in the sports industry.

3.2.2.Promoting the Optimization of the Practical Teaching System for Physical Education Majors in Private Colleges and Universities

This study promotes the dual innovation of curriculum content and teaching methods for physical education majors. In terms of content, modules such as "sports business model design" and "sports entrepreneurship incubation camp" are added, and cases such as sports self-media operation and community sports service innovation are embedded. In terms of methods, models such as project-driven learning, case teaching, and scenario simulation are promoted to enhance the timeliness and practicality of teaching. At the same time, by deepening industry-education integration, an integrated platform of "practical teaching + entrepreneurial incubation" is established to improve the industrial adaptability of talent cultivation.

3.2.3.Serving the Innovative Development of the Sports Industry and Social Demand

Sports talents with innovative thinking and entrepreneurial ability can inject new vitality into fields such as sports training institutions, technology enterprises, and community services, and promote the diversified and intelligent upgrading of the sports industry. Under the guidance of the "Healthy China" strategy, the research results are conducive to cultivating a group of innovative talents who can explore new scenarios and new formats in the sports industry, better serving social well-being and national strategies.

Conclusion

Integrating the concept of innovation and entrepreneurship into the practical teaching of physical education majors is not only an inevitable choice to cope with the transformation and upgrading of the sports industry but also an important way to deepen the reform of higher education and improve the quality of talent cultivation. The "three-dimensional integration" model, "modularization + project-based" curriculum system, and "on-campus incubation + off-campus linkage" platform mechanism constructed in this paper provide a systematic solution for the reform of practical teaching of physical education majors in private colleges and universities. In the future, continuous exploration is needed in aspects such as teacher team construction, evaluation mechanism, and policy support to promote the in-depth integration of innovation and entrepreneurship education and physical education professional education, and cultivate more high-quality sports talents with patriotic feelings, innovative spirit, and practical ability.

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IJMR | International Journal of Multidisciplinary Research
Международный институт управления и предпринимательства
Research Article Print ISSN 3105-8884 Online ISSN 3105-8892 October 2025, Vol. 1, No. 1
https://10.65231/ijmr.v1i1.19

Research On Safeguard Mechanisms And Sustainability In The Digital Transformation Of Corporate Human Resource Management

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KEYWORDS

Human Resource Management; Digital Transformation; Institutional Design; Technological Architecture; Organisational Culture; Safeguarding Mechanisms;

ABSTRACT

Safeguard mechanisms form the essential foundation for ensuring the digital transformation of human resource management progresses from short-term breakthroughs to sustained deepening. This study constructs a comprehensive safeguard system encompassing four dimensions: institutional, organisational, technological, and cultural. Centred on dynamic synergy as its core logic, this system provides a stable regulatory framework for transformation through institutional design; empowers implementing entities to enhance execution capabilities by leveraging organisational restructuring; establishes a robust material foundation through technological architecture; and fosters collective consensus on transformation via cultural shaping. These four dimensions do not operate in isolation but form a virtuous cycle: "institutional frameworks guide organisational behaviour; organisations deploy technological tools; technology facilitates cultural dissemination; and culture reinforces institutional commitment." Ultimately, this cycle assists enterprises in transforming fragmented digital practices into enduring organisational capabilities, thereby achieving the sustainable development of digital transformation.

INTRODUCTION

As enterprises deepen their understanding of digital transformation within human resource management, an increasing number of managers recognise that isolated digital tools struggle to generate enduring value. Consolidating and deepening transformation outcomes necessitates support from systematic safeguarding mechanisms. Early practice and research indicate that many corporate digital transformation projects stall after achieving initial success, or encounter significant resistance during rollout. The root cause lies in the absence of a comprehensive safeguarding system commensurate with transformation requirements. Current research on safeguarding mechanisms for digital transformation exhibits notable shortcomings: on the one hand, most studies focus on technological safeguards while neglecting the synergistic support provided by soft factors such as institutional frameworks, organisational structures, and corporate culture; on the other hand, existing research often treats safeguarding mechanisms as static frameworks, paying insufficient attention to the necessity and sustainability of dynamic adjustments across different stages of transformation. Consequently, this study aims to address these gaps by constructing a multi-layered, dynamically adjustable support framework. This framework provides theoretical guidance and practical pathways for enterprises to achieve sustainable development in the digital transformation of human resource management.

1.Materials and Methods

This study employs a research methodology combining theoretical construction and systematic analysis. Firstly, by analysing relevant theories such as institutional theory,

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Received date:October 10, 2025; Revised manuscript received date: October 20, 2025; Accepted date: October 25, 2025; Online publication date: October 30, 2025.

organisational learning theory, and the Technology Acceptance Model, it establishes the theoretical foundation for constructing support mechanisms. Building upon this, the study constructs a systematic support framework comprising four dimensions: institutional, organisational, technological, and cultural, elucidating its inherent dynamic synergistic logic. The research further integrates corporate practice, detailing the specific content and implementation pathways for each dimension's safeguarding mechanisms. These include measures such as establishing a digital transformation committee, implementing data governance protocols, and designing a tiered digital literacy development system to operationalise the framework. Finally, the study emphasises the need for dynamic optimisation of this safeguarding mechanism according to the enterprise's transformation stage, proposing a sustainable development approach involving periodic evaluation and feedback-driven adjustments.

2.Theoretical Foundations and Systemic Framework of Support Mechanisms

Effective support mechanisms require a robust theoretical foundation. Institutional theory posits that formal and informal institutional arrangements stabilise organisational operations by shaping behavioural expectations among members, providing theoretical grounding for constructing the rule systems necessary for transformation. Organisational learning theory emphasises that organisations must establish mechanisms for continuous learning and improvement to adapt to external environmental changes and internal management reforms, thereby supporting the cultivation of execution capabilities during transformation. The Technology Acceptance Model reveals that maximising technological utility depends on complementary support systems; mere technological investment cannot guarantee employees' proactive adoption and effective use of digital tools, highlighting the importance of synergy between technology and other factors. These theories collectively point to a core insight: the success of digital transformation in human resource management requires the coordinated action of multiple safeguarding factors.

Based on the above theoretical analysis, this study constructs a safeguarding framework comprising four interrelated dimensions: institutional, organisational, technological, and cultural. The institutional layer provides the rule-based foundation for transformation, clarifying governance structures, resource allocation, and performance orientation. The organisational layer builds execution capabilities by adjusting organisational forms, strengthening talent reserves, and enhancing leadership to ensure effective implementation of transformation measures. The technological layer establishes the material foundation through rational planning of technical architecture, ensuring data security, and achieving system integration to support digital tool application. The cultural layer fosters shared values by communicating the transformation vision, establishing mechanisms for trial and error, and cultivating a learning organisation, thereby reducing resistance and strengthening collective commitment. These four layers form an organic whole rather than a simple juxtaposition: institutional frameworks guide organisational behaviour; organisations leverage technological tools to advance practices; technology provides an efficient vehicle for cultural dissemination; and culture, in turn, enhances employee acceptance of both institutional frameworks and technological adoption. This ultimately creates a virtuous cycle that drives the continuous deepening of transformation.

The innovation of this framework lies in its dynamism and systemic nature: it focuses not only on the adequacy of static configurations across each layer but also on the fluidity of interactions between them; it addresses current transformation support needs while reserving scope for future adjustments as the transformation progresses through its phases. This design enables the safeguarding mechanism to continuously optimise alongside the various stages of an enterprise's digital transformation in human resource management. It evolves from the initial "breakthrough safeguards" focused on technology implementation and foundational system establishment, gradually transitions to the mid-stage "deepening safeguards" that strengthen organisational synergy and cultural shaping, and ultimately forms "sustainable development safeguards" that underpin the long-term stability of the transformation.

3.Institutional Safeguards: Establishing a Stable Rule Foundation

Institutional safeguards serve as the "stabiliser" for digital transformation in human resources management, providing the legitimacy and normative foundation for advancing all reform measures. Their core lies in designing clear rules to define governance responsibilities, performance orientation, and resource allocation logic for the transformation, thereby preventing chaos arising from a lack of established procedures. Firstly, enterprises must establish a governance structure suited to digital transformation, clearly allocating decision-making, execution, and oversight powers. This can be achieved by establishing a cross-departmental Digital Transformation Committee. Directly overseen by senior management, this committee should involve heads of HR, IT, business units, and finance. Its remit extends beyond formulating overarching transformation strategies and phased objectives to include regular coordination meetings. These meetings resolve cross-departmental conflicts of authority and responsibility during transformation, For instance, it addresses discrepancies between HR-proposed system functionalities and IT's technical implementation capabilities, ensuring alignment with the organisation's overarching business strategy. Simultaneously, it prevents "multiple layers of management" or "responsibility vacuums" by clearly defining each department's functional roles and accountability during transformation[1].

Secondly, establishing a performance evaluation system aligned with digital management is paramount. Traditional HR performance metrics often prioritise process efficiency and cost control. Within the digital transformation context, performance assessment must shift focus towards dimensions such as data value creation, user experience optimisation, and the implementation of innovative applications. This reorientation guides organisational and employee behaviour towards digitalisation. For instance, metrics such as the completeness of data collection within HR systems, the accuracy of analytical outcomes, the adoption rate of digital tools across recruitment, performance management, and training modules, and employee satisfaction with digital services should be incorporated into departmental and individual performance assessments. Concurrently, the weighting of traditional process-oriented indicators should be appropriately reduced. This performance-oriented adjustment will incentivise employees to proactively engage in digital practices.

Optimising budget management and resource allocation systems is equally vital for institutional safeguards. Digital transformation in HR management requires sustained long-term resource commitment rather than one-off investment. Enterprises should therefore establish dedicated digital transformation budget categories within financial systems, specifying annual budget allocations and disbursement schedules to ensure stable funding for technology procurement, system maintenance, talent training, and other transformation needs. Concurrently, more flexible resource allocation methods should be adopted, such as establishing a dedicated digital transformation fund. This fund should be open to project proposals from both HR and business departments, supporting lightweight digital initiatives with innovative value. Examples include developing digital training tools for specific roles or building small-data-based early warning models for turnover risk. This approach prevents essential digital investments from being curtailed due to short-term performance pressures, providing a sense of resource security for the sustained advancement of transformation.

Furthermore, institutional development must incorporate standardised data governance protocols, which form the prerequisite for ensuring "data usability and reliability" in digital transformation[2]. Enterprises should establish unified data classification standards, clearly defining the scope and ownership of different data types—including employee basic information, remuneration data, performance metrics, and training records. Data quality standards must be established, setting quantifiable indicators across four dimensions: completeness, accuracy, consistency, and timeliness. Refine data security protocols by defining tiered employee access permissions—for instance, standard staff may only view personal details and salary breakdowns, HR administrators may edit employee records, while senior managers may access departmental summaries. Simultaneously, safeguard data confidentiality and integrity through encryption, operational logging, and periodic security audits. Establish a data lifecycle management system, defining comprehensive rules governing the entire process from data collection and storage through application to archiving or destruction. These protocols not only lay the groundwork for subsequent data analysis and intelligent applications but also provide a compliant framework for cross-departmental data sharing.

4.Technical and Cultural Safeguards: Fortifying Foundations and Fostering Consensus

Technical safeguards encompass not only investments in hardware and software systems, but more crucially involve establishing a meticulous data governance framework and scenario-based system integration solutions. This addresses practical challenges in digital transformation such as "data silos" and "inefficient applications", ensuring technological tools genuinely enhance human resource management value, a concern also reflected in broader HRM system optimization research [5]. Cultural safeguards, meanwhile, require cultivating "tiered, measurable" digital literacy to transform the concept of embracing digitalisation into employees' voluntary action. This resolves the dilemma of "tools being usable yet underutilised or resisted," transforming digital culture from conceptual advocacy into capability support. Together, they form the "hard infrastructure" and "soft power" underpinning transformation, a synergy essential for Industry 4.0 and 5.0 paradigms [3, 1].

At the technical assurance level, refined data governance is paramount. This necessitates establishing operational protocols covering the entire data lifecycle -- from collection and validation through storage, application, to archiving -- based on the logic of "data lifecycle management". This provides rigid safeguards for the usability and reliability of HR data, which is foundational for data-driven decision-making [6]. During data collection, clearly define the "responsible parties" and "real-time synchronisation rules" for each HR data type: Performance data is submitted by department heads within specified working days after the appraisal cycle concludes. The system automatically sends data confirmation notifications to employees, safeguarding their right to information and ensuring data accuracy. Compensation data is jointly entered by Finance and HR departments, with cross-verification of the previous month's salary details and attendance records completed by the 5th of each month to prevent multiple data entries and inconsistent standards.Additionally, for personnel mobility data such as job transfers and resignations, a "triggered synchronisation" mechanism must be established. When employee role information is updated in the HR system, it automatically synchronises with the OA system to adjust approval permissions and with the finance system to update remuneration calculation standards. This ensures data consistency during cross-departmental circulation and prevents management vulnerabilities caused by data desynchronisation.

Data quality governance requires establishing a "three-dimensional validation standard": for completeness, enforce non-null validation on mandatory fields such as employee ID numbers and employment contract durations, blocking submissions for incomplete entries. Generate monthly Data Integrity Reports, issuing performance alerts to departments exceeding a 5% data deficiency rate to compel greater attention to data collection. For accuracy, embed logical validation rules such as "compensation amounts must not fall below the local minimum wage standard" and "attendance days must not exceed the natural days in the month." The system automatically flags anomalous data and forwards it to HR data administrators, who must contact the responsible department within 24 hours to verify and correct it, ensuring no logical errors in the data. For consistency, establish cross-system data comparison mechanisms. For instance, the "number of active employees" in the HR system must be automatically compared monthly with the "number of employees receiving remuneration" in the finance system and the "number of attendance records" in the OA system. Discrepancies must generate an "Abnormal Analysis Report," clearly identifying causes (such as untimely deregistration of departures or differing statistical criteria for part-time staff) and implementing closed-loop resolution, ensuring data quality from multiple dimensions, a principle that aligns with robust scheduling and data management approaches seen in modern operations [8].

The ultimate objective of data governance is to achieve "asset conversion" — transforming HR data from "information records" into "decision-making assets". This necessitates defining scenario-based application pathways: for instance, constructing a "Capability-Performance Alignment Model" based on "employee performance data + training records". The system automatically identifies groups of employees with "low performance but high training participation", prompting HR to optimise training content and methods. It also identifies employees with "excellent performance but no promotion history", incorporating them into talent pipeline development programmes. Establishing "turnover risk prediction indicators" using "resignation data + role characteristic data" -- such as role satisfaction scores <60 points or monthly overtime exceeding 40 hours. The system generates monthly lists of high-risk resignations, enabling HR to proactively initiate one-to-one discussions and retention interventions. This ensures data governance outcomes directly translate into managerial decision value, preventing data from remaining dormant, thereby supporting the shift towards a more analytical HR function known as Smart HR 4.0 [9].

System integration through scenario-based approaches is pivotal to overcoming "information silos". This requires focusing on core HR operational scenarios to achieve deep synergy between HR systems and other enterprise systems, rather than merely superficial technical integration. For the full employee lifecycle spanning onboarding, tenure, and departure, dedicated integration interfaces must be designed: During onboarding, once employee details are entered into the HR system, this automatically triggers the OA system to generate an "onboarding process package". This includes workflow nodes such as office equipment requests, access card issuance, and corporate culture training bookings. Employees need not resubmit applications; the system automatically routes requests to relevant departments for processing. Concurrently, it synchronises with the corporate knowledge base, automatically granting new hires access to role-specific operational manuals and policy documents, thereby shortening their adaptation period. In the departure scenario, when an employee submits a resignation request in the HR system, the system automatically pushes a "Departure Settlement List" to the finance system, detailing outstanding wages, social insurance and housing fund arrears, etc. It also pushes a "Device Recovery Reminder" to the IT department, covering items such as computers, employee badges, and deactivation of office software accounts. Furthermore, a "Process Node Interlocking" mechanism is established --- --- Only upon confirmation of equipment recovery by IT and settlement completion by finance will the HR system permit finalisation of resignation approval, preventing asset loss and financial risks arising from process disconnections.

Concurrently, accounting for the practical reality of "coexisting legacy and new systems," establish "System Compatibility Assessment Criteria": newly introduced HR digital tools must support API integration with existing core systems (e.g., SAP, Yonyou financial systems; WeCom, DingTalk collaboration platforms), with interfaces meeting three security requirements: "encrypted data transmission" (using SSL protocol), "tiered access permissions" (restricting sensitive data viewing to authorised administrators), and "traceable logging" (recording the time, entity, and content of each data call). This ensures data security and operational control during integration. Quarterly "system integration performance audits" must be conducted, focusing on evaluating "data synchronisation latency" (target ≤ 1 hour) and "interface failure rate" (target ≤ 0.5%). Non-compliant items shall be promptly addressed through collaborative optimisation and iteration with the IT department to ensure system integration stability and efficiency, a process that benefits from a multi-modal and multi-skilled workforce approach [4, 7].

At the cultural assurance level, tiered cultivation of digital literacy is central. A "three-tier cultivation system" must be established based on the differing digital needs of employees across roles, ensuring training content precisely aligns with practical work scenarios and avoiding a "one-size-fits-all" approach. For senior executives, the core objective is to cultivate "understanding of digital value and proficiency in data-driven decision-making". This can be achieved through quarterly "HR Digital Transformation Benchmark Review Sessions" --- focusing on leading enterprises such as Huawei and Alibaba to examine practical cases like "data-driven talent reviews" and "AI-assisted recruitment". AI-assisted recruitment" to deeply analyse how their safeguarding mechanisms (such as senior leadership driving organisational restructuring and allocating resources to support digital projects) underpin decision-making, thereby helping managers develop a digital perspective. Concurrently, deliver "HR Data Dashboard Application Training" to guide managers in using systems to monitor real-time core HR metrics such as "per capita productivity, turnover rate, and training return on investment." This enables data-driven management optimisation proposals, leveraging the potential of AI and other technologies that are increasingly entering the HR domain [2].

For the HR team, the core objective of development is to cultivate them as "executors and enablers of digital transformation". Development content must focus on "hard skills + soft empowerment": Regarding hard skills, monthly "specialised training on HR digital tools" will be conducted, covering "advanced HR system functionalities" (such as custom report generation and bulk data import), "data analysis tools" (e.g., Excel PivotTables, Tableau visualisation), with a "practical assessment" requiring HR personnel to generate a "visualised report analysing reasons for departure" based on departmental turnover data within one week post-training to ensure tangible outcomes. For soft empowerment, regular "HR-Business Department Collaboration Workshops" simulate business requests like "reducing time-to-hire" or "optimising performance evaluation processes". These guide HR staff to translate business needs into digital solutions---such as refining CV keyword screening, automating interview invitations, or designing online performance assessments---enhancing tool-business alignment and reinforcing HR's "business partner" role, which is crucial for effective talent management and navigating the complexities of diverse organizational structures [6, 10].

For general staff, the core objective is to eliminate "resistance" towards digital tools while enhancing foundational operational skills. Training content must balance "cognitive guidance" with "practical instruction": At the cognitive level, induction training for new employees should incorporate a module on "Understanding the Value of HR Digital Tools." Comparative case studies---such as "traditional paper leave requests requiring three days for approval versus system submissions completed within one hour"---should be used to illustrate the tangible efficiency gains delivered by these tools. Quarterly release of a 'Digital Tool Usage Feedback Report' showcasing typical cases where employees resolved issues via the system (e.g., swiftly accessing social security contribution records through self-service queries, flexible learning via online training platforms). This reinforces the perception that 'tools serve employees', thereby reducing resistance. At the operational guidance level, create "One-Minute Operation Guides" (e.g., "How to Submit Overtime Requests via the System," "How to Query Payroll Details") embedded on the system homepage for easy access. Simultaneously, establish a "Digital Tools Customer Support Role" to address employee queries in real-time via WeCom. Monthly statistics on high-frequency issues will inform updates to operation guides or drive system interface optimisation, further lowering usage barriers[4, 10].

5.Findings and Discussion

By constructing and analysing a four-dimensional safeguard mechanism framework, this study yields the following core findings and engages in an in-depth discussion of their value.

Firstly, the most significant finding is that the effectiveness of safeguard mechanisms is rooted in the systemic synergy of institutional, organisational, technological, and cultural dimensions, rather than the isolated influence of any single factor. The framework reveals a dynamic cyclical logic among these four dimensions: "institutional frameworks guide organisational behaviour; organisational structures deploy technological tools; technology enables cultural dissemination; and culture reinforces institutional commitment." This finding theoretically explains why many enterprises, despite substantial technological investments, experience stagnation in their transformation—because they overlook the holistic nature of the safeguarding system. Unlike most current research focusing on technological safeguards, this framework emphasises the indispensable synergistic support between soft factors (such as systems and culture) and hard technology, offering a systematic approach to addressing multidimensional challenges like "poor execution and cultural resistance".

Secondly, this study clarifies that effective safeguarding mechanisms must possess dynamic adaptability. The framework introduces the logic of "stage adaptation" and "dynamic optimisation", indicating that safeguarding measures are not static. During the initial transformation phase, safeguarding prioritises technological implementation and foundational institutional establishment to achieve "breakthroughs". As transformation deepens, the focus must shift towards organisational synergy and cultural shaping to achieve "deepening". This finding addresses the limitation of existing research treating safeguarding mechanisms as static frameworks, emphasising their inherent requirement to evolve with the transformation process. It provides crucial theoretical explanations and practical guidance for the sustainability of safeguarding mechanisms.

Finally, the discussion indicates that the formulation of safeguarding strategies must fully account for individual enterprise differences. Research reveals that enterprises at different developmental stages — such as start-ups versus mature firms — exhibit distinct resource endowments, organisational complexities, and transformation objectives. Consequently, the focus of safeguarding mechanisms should also differ significantly. This confirms the absence of a universal, one-size-fits-all model. Organisations must tailor and refine the four-dimensional safeguarding framework according to their scale, industry characteristics, and transformation objectives to establish the most suitable safeguarding system, thereby ensuring successful transformation.

Conclusion

This study constructs a systematic four-dimensional safeguarding framework, demonstrating the critical role of synergistic coordination and dynamic adjustment across institutional, organisational, technological, and cultural dimensions in achieving sustainable digital transformation within human resource management.

Theoretically, this research enriches the theoretical framework for digital transformation, expanding the study of safeguarding mechanisms beyond a singular technological perspective to a multidimensional integration of institutional, organisational, and cultural dimensions. It provides new analytical tools for understanding the sustainability of transformation. At the practical level, this study offers comprehensive guidance for corporate managers in constructing support systems. It provides actionable pathways from specific institutional design provisions and operational technology governance processes to tiered cultural competency development. This facilitates enterprises in integrating fragmented safeguarding measures and avoiding transformation pitfalls such as "overemphasising technology while neglecting safeguards" or "prioritising initial stages over long-term sustainability".

Future research may deepen in several directions: firstly, exploring differentiated pathways for safeguarding mechanisms across industries (e.g., manufacturing versus internet sectors) to analyse how sector-specific characteristics influence safeguarding priorities; secondly, refining safeguarding strategies for distinct digital transformation phases (breakthrough, deepening, and stabilisation) by distilling replicable phased approaches from additional corporate case studies; Third, attention should be paid to the new demands emerging technologies like artificial intelligence place on safeguarding mechanisms. Research should examine how to integrate technological ethics and data privacy protection into institutional safeguards, and how to cultivate employees' capabilities in applying emerging technologies to address new challenges arising from technological advancement.

As the practice of digital transformation in human resource management continues to deepen, research into safeguarding mechanisms will persist in providing theoretical guidance and practical insights for enterprises to achieve digital and intelligent transformation. This will assist more organisations in overcoming transformation bottlenecks and realising sustainable development.

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IJMR | International Journal of Multidisciplinary Research
Международный институт управления и предпринимательства
Research Article Print ISSN 3105-8884 Online ISSN 3105-8892 October 2025, Vol. 1, No. 1
https://10.65231/ijmr.v1i1.31

From Emotion To Resonance: On The Encoding And Transmission Of Emotional Information In Communication

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KEYWORDS

Emotionality;
linguistic devices;
Communicative strategies;
Stylization;
Semiotics;
Interpersonal function

ABSTRACT

As an inherent core attribute of human language, emotional expressivity far transcends mere emotional venting. It constitutes a complex, multi-layered semiotic system that collaboratively builds a bridge for externalizing our inner emotional world through sophisticated linguistic devices, dynamic communicative strategies, and creative stylistic methods. This paper systematically examines how these three types of mechanisms operate in concert to transform private, abstract emotions into perceptible, comprehensible, and resonant signs, while analyzing their core functions and aesthetic value in both interpersonal communication and literary creation.

INTRODUCTION

The ancient adage "Men are not sticks or stones—how can they be without passions?" acknowledges our innate capacity for emotion. Yet, emotion itself is an internal, private, even chaotic psycho-physiological experience, lacking inherent social dimension. For emotions to become communicable, understandable, and shareable social resources, they must undergo a process of "externalization." This process, the construction of emotionality, refers to the capacity in communication to encode and transmit emotional information through a series of conscious or unconscious semiotic strategies. It is no longer the raw emotion itself, but its symbolic representation. As linguist Roman Jakobson noted, the emotive function is one of the six fundamental functions of language, focusing precisely on the speaker's attitude toward the message[1]. This paper categorizes the means of expressing emotionality into three interconnected dimensions: linguistic devices (the micro-level lexical-grammatical system), communicative strategies (the macro-level pragmatic and paralinguistic system), and stylistic methods (the aesthetic-creative system transcending conventional norms), and will delve into their operational mechanisms and socio-cultural functions.

Linguistic Means: Micro-grammar of Emotion. Linguistic devces constitute the most fundamental and direct coding system for emotionality , rooted in the core layers olanguage—lexicon grammar, and syntax providing stable " building blocks"for emotional expression.

Vocabulary serves as the most immediate label for emotions. Firstly, languages contain numerous affective words such as "love," "hatred," "joy," and "sorrow," which directly denote emotional concepts. More nuanced are the uses of evaluative lexis and modal particles. For instance, transforming "It happened" into "It tragically happened" imbues the statement with the speaker's judgment through a single adverb [2]. In Chinese, modal particles like "啊," "呢," "吧," and "哦" convey subtle emotional nuances—"你可真行啊!" (admiring or sarcastic) versus "你就这样吧." (resigned or disappointed).

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Received date:October 22, 2025; Revised manuscript received date: October 25, 2025; Accepted date: October 27, 2025; Online publication date: October 29, 2025.

Syntactic structures form the rhythm and framework of emotion. Inverted word order, sentence-type selection, and shifts between declarative / interrogative / imperative modes effectively transmit feelings. Short, abrupt sentences or run-on constructions ("快！跑！") create tension and urgency, whereas lengthy, nested complex sentences may reflect tangled thoughts or narratorial anxiety. Exclamations ("How beautiful this scenery is!") directly vent intense feelings, while rhetorical questions ("Aren't you ashamed?") intensify accusatory force. In Lu Xun's "The New Year's Sacrifice," the monotonous, repetitive syntax used to depict Xianglin's wife retelling her son's death conveys a profound, numb sorrow.

Building upon lexicon and syntax, rhetorical figures act as emotional amplifiers. Metaphor materializes abstract feelings ("Her heart felt as if hollowed out"); hyperbole intensifies emotional scale ("I'd wait for you till seas dry and rocks crumble"); repetition underscores emotional obsession ("Silence, silence! Unless we burst out in silence, we shall perish in silence!"). These rhetorical strategies break conventional linguistic logic, generating cognitive salience to evoke emotional resonance.

If linguistic devices provide static "tools," then communicative strategies concern how these tools are used in dynamic interaction. Involving pragmatics, paralinguistic features, and non-verbal cues, they render emotional expression more three-dimensional and authentic.

1.Paralinguistic Features: The Emotional Color of Voice

Paralinguistic features constitute the essential non-lexical elements of human vocal communication, functioning as a precise emotional "thermometer" that provides critical insight into a speaker's authentic affective state. These vocal characteristics transcend the literal meaning of words, conveying nuanced emotional information through several key dimensions. Pitch variation represents one fundamental parameter, where elevated, shrill tones typically signify heightened excitement or intense anger, while depressed, low-pitched tones consistently convey profound sadness or solemn reverence. Vocal intensity manifests as another critical indicator, demonstrating a stark emotional contrast between roaring exuberance or fury on one extreme and intimate whispering conveying secrecy or tenderness on the other. Speech rate serves as an equally telling parameter, with accelerated delivery frequently signaling psychological tension or urgency, and deliberately slow articulation suggesting careful deliberation, emotional heaviness, or conscious hesitation. Furthermore, strategically employed pauses create meaningful silences that are often laden with substantial emotional or pragmatic significance, enabling speakers to emphasize points, build anticipation, or convey unspoken feelings. Collectively, these paralinguistic elements weave an intricate and richly textured tapestry of emotional intonation that complements and frequently overrides the semantic content of speech. A simple, frequently encountered utterance such as "I know" can — through subtle but deliberate variations in tonal quality, emphatic stress, and rhythmic pausing — communicate a remarkably wide spectrum of attitudes and emotions, ranging from willing compliance and genuine understanding to evident impatience, sudden realization, or profound emotional indifference, demonstrating the powerful contextual flexibility afforded by paralinguistic modulation.

2.Non-Verbal Symbols: The Body's Narration of Emotion

In direct face-to-face human interaction, substantial and often decisive emotional information is continuously transmitted through non-verbal symbols, which operate as an autonomous, potent channel of emotional narration parallel to verbal communication. Facial expressions—ranging from beaming joy to glaring anger, from subtle disappointment to overt surprise — serve as primary, immediate indicators of transient affective states, with particular configurations like the genuine Duchenne smile being universally recognized across cultures. Gestures and postures provide equally significant emotional data, whether through aggressive displays like clenched fists signaling anger, defensively crossed arms indicating resistance or discomfort, or expansive movements and buoyant steps characteristic of dancing with delight that broadcast happiness and openness. Additionally, gaze behavior — including direct eye contact conveying intimacy or challenge, conscious evasion suggesting discomfort or deception, or sustained steady gaze indicating focused attention—forms a crucial component of non-verbal emotional exchange. These diverse bodily cues collectively constitute a comprehensive parallel system of communication that frequently surpasses verbal language in both its evolutionary primacy and its perceived authenticity. Since these non-verbal signals are frequently instinctive, generated through autonomic nervous system responses that prove difficult to consciously control with perfect consistency, they carry exceptional weight in interpersonal judgments regarding the genuineness and intensity of expressed emotions, making them fundamental to accurate social perception and emotional intelligence.

3.Pragmatic Strategies: The Social Management of Emotion

Emotional expression in sophisticated social contexts is seldom a straightforward, transparent process; governed by complex cultural conventions, interpersonal dynamics, and specific communicative objectives, it frequently necessitates the deliberate deployment of sophisticated pragmatic strategies that manage emotional display according to social requirements. Verbal irony stands as a quintessential example of such strategic management, wherein superficially affirmative words are intentionally used to convey a contradictory negative attitude, relying entirely on shared contextual understanding and mutual cognitive frameworks to successfully communicate nuanced stances like sarcasm, humorous critique, or other complex affective positions. Furthermore, sophisticated linguistic mechanisms such as presupposition and conversational implicature systematically facilitate the indirect expression of emotion while maintaining plausible deniability. For instance, the seemingly simple statement "You've finally arrived" conventionally presupposes the other party's significant lateness, thereby implicitly conveying the speaker's annoyance or dissatisfaction without direct accusation [3]. Similarly, the question "Are you going to eat all of that?" often implicates doubt or criticism regarding portion size rather than genuinely seeking information. These advanced pragmatic devices highlight the inherent sophistication and cultural embeddedness of emotional expression within linguistic practice, illustrating the application of social and emotional intelligence through strategic communication that respects face needs, maintains relationships, and achieves communicative goals simultaneously.

While basic linguistic devices provide the essential static "tools" for emotional expression, comprehensive communicative strategies pertain to the dynamic, context-sensitive, and strategically motivated deployment of these tools in actual interactive scenarios. This broader category, encompassing pragmatic principles, paralinguistic features, and non-verbal cues, collectively renders emotional expression more multidimensional, culturally appropriate, interpersonally strategic, and perceptually authentic, creating a complex integrated system that transcends literal verbal meaning.

4.Stylistic Devices: The Artistic Sublimation of Emotion

Stylistic devices represent the most refined and deliberate level of emotional expression, systematically transcending the conventional bounds of everyday communication to achieve artistic and rhetorical heightening. Through creative, patterned deviations from ordinary linguistic norms—including strategic repetition, figurative language, and syntactic manipulation—writers construct unique imaginative worlds that achieve both maximal emotional impact and profound aesthetic sublimation. This transformative process is particularly evident in literary and rhetorical works where linguistic form and emotional function merge seamlessly to evoke targeted, powerful affective responses in the reader, demonstrating how stylistic choices directly shape emotional experience.

Narrative perspective itself functions as a powerful emotional filter that fundamentally shapes reader engagement and affective response. First-person narration establishes an intimate, deeply subjective emotional channel, forcibly drawing readers into the narrator's immediate internal world and evoking visceral identification with their personal feelings—a technique masterfully employed in Yu Dafu's Sinking, which immerses the reader in a pervasive, psychologically intense atmosphere of personal anguish, sexual frustration, and national alienation. Conversely, the third-person limited perspective strategically guides and constricts reader empathy by filtering narrative events exclusively through the sensory perception and emotional experience of a specific focalizing character, creating controlled alignment with that character's subjective reality. Even the ostensibly neutral, panoramic omniscient perspective inevitably reveals subtle emotional leanings and evaluative judgments through the narrator's selective focalization, descriptive emphasis, and implicit commentary, thereby systematically shaping the reader's affective journey and moral response to the narrative events and characters. These strategic choices in narrative technique demonstrate that storytelling perspective is never merely a technical decision but fundamentally an emotional positioning device that directs interpretive responses and determines affective outcomes in literary communication.Writers anchor abstract emotions to concrete images, transforming them into symbolic emotional codes. In classical Chinese poetry, the "moon" embodies homesickness, "willow branches" evoke separation, and "guttering candle" symbolizes fading life. These recurrent images form a cultural lexicon of shared emotional symbols [4]. When multiple images coalesce into a unified atmosphere, they generate pervasive emotional resonance—as in Ma Zhiyuan's "Autumn Thoughts," where withered vines, aged trees, and crows at dusk collectively construct a profound landscape of desolation and nostalgic sorrow.

To convey extreme or distinctive emotions, writers often subvert linguistic conventions through defamiliarization [5]. Eileen Zhang's striking metaphor ("Life is a robe of gorgeous brocade, crawling with lice") materializes the desolation of human existence. Modernist poetry employs grammatical fragmentation, neologisms, and unconventional collocations to simulate subconscious flow or express modern alienation—exemplified by Bei Dao's paradoxical declaration, "The base need basehood for passport / The noble must noblehood on their epitaph," where antithetical language delivers scathing critique of its era.

Stylistic devices represent a systematic departure from conventional linguistic norms to construct alternative perceptual frameworks that maximize affective expression. This process operates through calculated deviations from expected linguistic patterns, disrupting automatic cognitive processing and forcing reanalysis of conceptual structures. Within literary discourse, these devices function as linguistic catalysts that transform abstract affective states into concrete conceptual metaphors, creating what cognitive linguists term "cross-domain mappings" between emotional experience and physical reality.

The theoretical foundation for this process finds its articulation in Shylovsky's 1917 concept of defamiliarization (ostranenie), which posits that art deliberately manipulates linguistic forms to "impede perception and increase its difficulty." From a linguistic perspective, this constitutes a strategic violation of selectional restrictions and semantic prosody - what contemporary pragmatics would classify as "systematic flouting of the maxim of manner." When Shylovsky observes that "art makes the stone stony," he essentially describes how linguistic deviation can reactivate the semantic features of lexical items that have been bleached through habitual usage.

Eileen Zhang's metaphorical construction "life is a gorgeous robe crawling with lice" exemplifies this linguistic process through its deliberate collision of incompatible semantic fields. From a cognitive linguistic standpoint, this represents a masterful instantiation of conceptual blending theory, where the "life" input space receives unexpected projections from the "infested garment" input space. The resulting blend generates emergent meaning through:

Violation of lexical collocational norms ("robe" typically resists modification by "crawling with lice"). Activation of dormant cultural schemas regarding concealed corruption. This linguistic configuration produces what relevance theory would characterize as "massive pragmatic implications," forcing readers to engage in extensive inferential processing to resolve the semantic anomaly. The prolonged cognitive engagement required to reconstruct the intended meaning correlates directly with the intensification of affective response - precisely the "increased duration of perception" that Shylovsky identified as central to defamiliarization.

Through such linguistic mechanisms, stylistic devices transform ephemeral affective states into durable cognitive events, demonstrating how systematic manipulation of linguistic structures can fundamentally reshape emotional experience within discourse comprehension.

In an era increasingly defined by social media and virtual interaction, systems of emotional expression are undergoing profound transformation. Linguistically, internet vernacular has generated a rich repertoire of emotional signifiers—from early emoticons to contemporary memes—effectively constructing an entirely new vocabulary of affect. On the level of communicative means, video calls and voice messages have redefined the transmission of paralinguistic cues, while digital behaviors such as "read but unanswered" have themselves become vehicles of emotional expression. Stylistic approaches are likewise evolving: online literature cultivates narrative modes adapted to digital reading habits, while short-form videos have developed their own grammar of emotional expression through editing rhythms.

These developments, far from diminishing the value of traditional systems, in fact affirm the stability of their fundamental framework—all technological innovations serve to expand, rather than replace, the three foundational layers of human emotional expression. A truly moving and successful expression of emotion often emerges from the precise choice of vocabulary, the dynamism of syntactic structures, the authenticity of tone, physical coordination, and the cohesive atmosphere crafted by stylistic composition.

A deeper investigation into the mechanisms of emotional expression not only furthers our understanding of the intrinsic connection between language and human psychology, but also enhances our communicative efficacy and literary appreciation. Through the continuous process of decoding and encoding emotions, we come to understand others more fully, and ourselves more clearly.

Conclusion

In summary, the realization of emotionality in human communication constitutes a complex process of semiotic transformation that progresses from micro to macro levels, from rule-governed to creative expression, and from individual to social dimensions. The three dimensions examined in this paper—linguistic devices, communicative strategies, and stylistic methods—collectively form a trinity of interdependent systems that constitute an ecosystem for emotional expression. Linguistic devices provide the grammatical and lexical foundations for emotional encoding, establishing the basis for expressive precision; communicative strategies contribute physical and situational dimensions to emotional exchange, ensuring authenticity and dynamic adaptability in interactions; while stylistic methods expand emotional expression into aesthetic and philosophical realms, transforming private feelings into public art accessible to collective appreciation and reflection through creative deviation and defamiliarization.

These three dimensions are not isolated from one another but are intrinsically interwoven in every successful emotional expression. A moving gaze (communicative strategy) may require precise lexical framing (linguistic device) to crystallize its meaning; the power of great literary works (stylistic method) fundamentally stems from their profound insight into universal human emotions (operating at linguistic and communicative levels). Therefore, research on emotionality must move beyond singular, linear analytical frameworks and instead adopt a comprehensive semiotic perspective—one that examines how different semiotic modalities interact within specific socio-cultural contexts to collaboratively weave the fabric of emotional meaning.

The significance of this research extends beyond theoretical systematization to encompass broad practical applications. In interpersonal communication, it enhances our capacity to decode emotional cues and improve empathetic engagement and communicative effectiveness. In literary and artistic criticism, it provides sophisticated analytical tools for understanding how canonical works achieve their emotional power. In artificial intelligence and human-computer interaction, comprehending the complex mechanisms of multimodal emotional expression represents a crucial step toward developing genuine "emotional intelligence" in machines. Particularly in today's context of accelerating globalization and cross-cultural exchange, understanding both the cultural specificity (such as Western directness versus Eastern subtlety) and universality of emotional expression holds vital importance for eliminating misunderstandings and promoting mutual learning among civilizations.

Ultimately, the exploration of emotional expression methods constitutes, at its core, an exploration of humanity itself. It reveals how our ways of expressing emotion simultaneously define and construct our human nature. Just as we cannot think without language, we cannot feel and connect without these culturally embedded semiotic systems. Future research could further investigate variations in the weighting and interactive patterns of these three dimensions across different cultures, or examine the profound transformations emotional expression undergoes in the digital media age. This semiotic path from emotion to emotionality continues to extend toward new horizons, inviting us to journey forward.

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IJMR | International Journal of Multidisciplinary Research
Международный институт управления и предпринимательства
Review article Print ISSN 3105-8884 Online ISSN 3105-8892 October 2025, Vol. 1, No. 1
https://10.65231/ijmr.v1i1.32

A Comparison Of Housing Solutions In The People's Republic of China And The Republic Of Belarus

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KEYWORDS

Belarusian housing;

Chinese real estate;

Housing status

ABSTRACT

This study explores how Belarus and China define the term "need for improved housing conditions" and explores the tools used to address this issue. It also offers some insights and suggestions for Belarus and its efforts to address its current housing challenges.

Введение

В данном исследовании мы сравним, как в Беларуси и Китае определяется статус «нуждающегося в улучшении жилищных условий». А также – какие инструменты используются для решения этой проблемы.

Термин "нуждающийся в улучшении жилищных условий" в Беларуси появился не в один момент, а сформировался с течением времени. Важную роль в его формировании сыграло Положение о порядке учета граждан, нуждающихся в улучшении жилищных условий, предоставления жилых помещений государственного жилищного фонда от 8 апреля 2006 года, которое закрепило многие из действующих поныне критериев. На 1 января 2024 года на учете нуждающихся в улучшении жилищных условий в Беларуси состояло 558,4 тысячи семей, при этом средняя площадь жилья составляет примерно 26 квадратных метра на человека.

В Китае, так же как в Беларуси, широко распространено понятие «нуждающийся в улучшении жилищных условий» (住房困难, zhùfáng kùnnan). Это понятие часто используется в государственной политике, особенно в сфере обеспечения доступным жильем. Ведь Китай, как и Беларусь, является социально ориентированным государством (приоритет интересов общества над частным капиталом)[1].

В отличие от западных стран, где это может быть просто описательным термином, в Китае понятие имеет конкретное количественное определение. Например, средняя жилая площадь на человека в домохозяйстве ниже определенного уровня (в разных городах и провинциях по-разному, обычно менее 15-20 квадратных метров).

Государственная политика Китая по улучшению жилищных условий направлена:

– городским домохозяйствам с низким доходом, т.е. семьям с постоянной городской пропиской (*hukou*), которые не могут позволить себе купить жилье самостоятельно;

– «молодым талантам», т.е. выпускникам вузов и специалистам, приезжающим в крупные города на работу – для них существуют отдельные программы арендного жилья;

– «новым городским жителям», т.е. мигрантам из сельских районов, получившим городскую регистрацию (она тоже есть), или работающим в городах[2].

Соответственно, правительство реализует масштабные программы для помощи этим категориям граждан. Главные из этих программ следующие.

1. Гарантированное жилье (保障性住房, bǎozhàng xìng zhùfáng). Это общее название для различных видов субсидируемого жилья, в частности:

– общественное арендное жилье (公共租赁住房, gōnggòng zūlìn zhùfáng), т.е. государственное жилье для аренды по низкой цене для семей с низким доходом и мигрантов из сельских районов, правила устанавливают

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Received date:October 13, 2025; Revised manuscript received date: October 20, 2025; Accepted date: October 22, 2025; Online publication date: October 29, 2025.

местные власти, например ограничение роста арендной платы не более 5% в год;

– жилье с совместным правом владения (共有产权住房, gòngyǒu chǎnquán zhùfáng), т.е. жилые помещения, которые частично принадлежат государству, а частично — семье, что позволяет купить жилье по более низкой цене;

– жилье с ограниченной ценой (限价商品房, xiànjià shāngpǐn fáng), т.е. квартиры, цена которых ограничена государством при продаже.

2. Реновация ветхого жилья (棚户区改造, pénghùqū gǎizào), т.е. масштабная программа по сносу старых, ветхих трущоб (часто называемых «*penghuqu*») в городах, и строительству на их месте нового современного жилья, часть которого выделяется прежним жителям[3].

Жилье с совместным правом владения (совместная долевая собственность на жилье) – **это мера социальной поддержки граждан правительством Китая, которая неизвестна в Беларуси**. И является редкой в мировой практике. Цена продажи такого жилья ниже, чем на обычном коммерческом рынке, и его цель – удовлетворить жилищные потребности семей со средним и низким уровнем дохода.

Основные характеристики этого жилья и правила его покупки:

– правительство (через уполномоченный орган) и покупатель совместно несут права собственности на жилое помещение;

– начальный порог входа во владение жильем для покупателя относительно низкий;

– действует период блокировки повторной продажи жилья (закрытый период) в 5 лет, после которого можно продать или передать свою долю собственности[4];

– доход от прироста стоимости (капитализации) распределяется между сторонами пропорционально их долям;

– заявитель должен соответствовать местной политике ограничения покупки жилья и не иметь жилой недвижимости на свое имя до совершения покупки;

– одиноким заявителям должно быть не менее 30 лет;

– семейные заявители должны включать супруга (супругу) и несовершеннолетних детей;

– одна семья может купить только одну квартиру с совместной долевой собственностью;

– земля для строительства жилья с совместной долевой собственностью выделяется путем ограничения цены продажи;

– жилье с совместной долевой собственностью реализует закрытый оборот через ограничения условий входа и выхода на этот сегмент рынка жилой недвижимости[5].

Таким образом, этот вид жилья в Китае снижает экономическое давление при покупке жилья, но одновременно сопровождается более строгими условиями для подачи заявки и ограничениями на выход с рынка, поэтому подходит не для всех.

Власти Китая стремятся к модели "30-40-20-10", или "30-30-20-20" в крупных городах. Это не официальный стандарт, но общее направление политики в 20-ых годах нынешнего столетия. То есть:

~30% коммерческое жилье по рыночной стоимости, которое приносит доход в бюджет города через продажу земель;

~30% коммерческое жилье с ограниченной стоимостью как ключевой инструмент для "стабилизации цен" и удовлетворения спроса среднего класса;

~20% жилье с общей долевой собственностью как набирающий популярность формат, особенно в Пекине и Шанхае, и как более справедливый и гибкий инструмент рынка жилья;

~20% публичное (социальное) арендное жилье.

Важное обстоятельство. Китайская политика в области жилья стремится к тому, чтобы внешне все виды жилых комплексов были неотличимы от коммерческого жилья, чтобы избежать социальной сегрегации и создать единую городскую среду. Основные различия лежат не в эстетике, а в праве собственности и экономической модели.

Как определяется статус «нуждающегося» в Китае?

Чтобы претендовать на субсидируемое жилье, китайская семья должна подать заявление и пройти строгую проверку, которая включает:

– проверку дохода всех членов семьи без исключения;

– проверку наличия любого другого жилья в собственности у всех членов семьи;

– замеры площади существующего жилья (если оно есть).

В 2015 году количество «нуждающихся» в Китае измерялось десятками миллионов семей, что подтверждается грандиозными масштабами госпрограмм строительства жилья. К 2025 году острая, массовая нужда в жилье была в значительной степени удовлетворена. Теперь проблема носит структурный и более локальный характер, связанный с доступностью жилья в крупных городах для конкретных социальных групп.

В 2023-2024 годах правительство Китая начало реализовывать новую стратегию развития рынка жилья, она включает:

– строительство доступного жилья для «обычных людей»;

– реновацию ветхих городских районов;

– развитие инфраструктуры для экстренного общественного пользования (平急两用公共基础设施建设).

Последняя указанная программа стратегии, **которая может быть интересна и для Беларуси** — это стратегический подход Китая к созданию более гибкой, устойчивой и экономически эффективной системы общественных услуг, способной реагировать на вызовы 21-го века. Говоря проще, это инфраструктурные объекты, которые в обычное время функционируют для удовлетворения повседневных социальных и экономических потребностей, а в чрезвычайных ситуациях (аварии, пандемии, стихийные бедствия и т.д.) могут быть быстро преобразованы для выполнения специальных функций, таких как изоляция, эвакуация, оказание медицинской помощи, логистика и размещение спасателей.

Ключевые принципы: двойное назначение, быстрая трансформация, разделяемые пространства, упрощенный процесс перепланировки, использование унифицированных решений и модулей, интеграция существующих конструкций, упреждающее планирование объектов с учетом ситуации на местности.

Перечень типичных объектов экстренного общественного пользования.

Жилье: крупные гостиничные комплексы, курортные базы, объекты сельского туризма, которые могут быть преобразованы в изоляторы, временные клиники или жилье для медперсонала.

Общественные центры: спортивные комплексы, выставочные центры, учебные базы, которые могут стать полевыми госпиталями, эвакуационными пунктами или центрами распределения помощи.

Транспортная инфраструктура: автовокзалы, логистические парки, которые могут использоваться как центры перевалки грузов и временного размещения.

Преимущества объектов экстренного общественного пользования.

Повышение устойчивости городов: города лучше подготовлены к будущим кризисам.

Экономическая эффективность: инвестиции в многофункциональные объекты более рациональны, чем строительство дорогостоящих специализированных объектов, которые большую часть времени простаивают.

Стимулирование инвестиций: такая политика создает новый сегмент для инвестиций в инфраструктуру, может оживить некоторые сектора, такие как строительство и туризм, жилищно-коммунальное хозяйство городов.

В заключении можно сделать вывод, что не смотря на схожесть приоритетов в реализации социально ориентированной жилищной политики, китайский подход более диверсифицирован, целеориентирован и включает уникальные финансовые модели, а также делает ставку на гибкую инфраструктуру.

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6. Sources: Xinhua, Caixin, Public Rental Housing Management Rules

Сравнение Инструментов Решения Жилищной Проблемы в Китайской Народной Республике и в Республике Беларусь.

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В данном исследовании рассматривается, как Беларусь и Китай определяют понятие «потребность в улучшении жилищных условий», и анализируются инструменты, используемые для решения этой проблемы. Также предлагаются некоторые рекомендации для Беларуси и её усилий по решению текущих жилищных проблем.

Ключевые слова:Белорусское жильё, Китайская недвижимость, Жилищный статус

IJMR | International Journal of Multidisciplinary Research
Международный институт управления и предпринимательства
Research Article Print ISSN 3105-8884 Online ISSN 3105-8892 October 2025, Vol. 1, No. 1
https://10.65231/ijmr.v1i1.21

Empirical Analysis On The Influence Of Digital Economy On Sustainable Agricultural Development

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KEYWORDS

Digital Economy;
Sustainable Agricultural Development;
Panel Data;
Regional Heterogeneity;
Robustness Test;
Instrumental Variable Method;
China Provinces

ABSTRACT

This paper uses panel data from 30 provinces in China from 2011 to 2022 as the sample. By constructing econometric models, it systematically empirically analyzes the impact of the digital economy on agricultural sustainable development and tests its robustness, regional heterogeneity, and endogeneity issues. The study measures the levels of the digital economy (DIG) and agricultural sustainable development (quality) using the entropy method, selects labor force level, industrial structure, and technological market development level as control variables, and draws conclusions through correlation analysis, multicollinearity tests, benchmark regression, robustness tests (subsample, variable substitution), heterogeneity analysis, and endogeneity treatment (instrumental variable method).The digital economy demonstrates a significant positive impact on sustainable agricultural development. After controlling for relevant variables, each one-unit increase in digital economy contributes to a 0.1855-unit improvement in agricultural sustainability, a conclusion that remains valid after robustness testing. Regarding regional heterogeneity, the central region exhibits a stronger digital economy-promoting effect on agricultural sustainability (coefficient 0.3513) compared to western (0.2245) and eastern (0.1057) regions. Among control variables, industrial structure optimization, technological market development, and economic growth all positively drive agricultural sustainability, with technological market development showing the strongest correlation (coefficient 0.5397), while openness to external markets demonstrates a negative correlation. Based on these findings, the study proposes policy recommendations including accelerating digital agricultural infrastructure development, formulating region-specific digital agriculture policies, and improving mechanisms for technological markets and talent cultivation.

INTRODUCTION

With the deep integration of next-generation information technology and the real economy, the digital economy has emerged as a core driver for optimizing China's economic structure and reshaping industrial competition[1]. As the foundation of the national economy, sustainable agricultural development is crucial for achieving rural revitalization, ensuring food security, and enhancing agricultural competitiveness on the global stage[3]. In recent years, the widespread application of digital technologies across agricultural production, operations, management, and services has propelled the sector toward precision farming, intelligent management, and market-oriented operations. This transformation offers innovative solutions to address longstanding challenges in traditional agriculture, including low productivity and inefficient resource allocation[6].

1.Materials and Methods

This study uses data from 30 provinces in China (from 2011 to 2022, sourced from provincial statistical yearbooks and the National Bureau of Statistics) as samples, setting agricultural sustainable development as the dependent variable and digital economy as the independent variable, incorporating multiple control variables such as labor force level, to construct a regression model qualityit to analyze the impact of digital economy on agricultural sustainable

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Received date:October 10, 2025; Revised manuscript received date: October 20, 2025; Accepted date: October 25, 2025; Online publication date: October30, 2025.

development[7].

2.Theoretical Foundations and Systemic Framework of Support Mechanisms

Existing research predominantly explores the relationship between digital economy and agricultural development at theoretical levels, or focuses on the application effects of specific technologies in localized regions, lacking systematic empirical testing based on national panel data. Moreover, discussions on the robustness, regional heterogeneity, and endogeneity issues of their relationship remain insufficient. To address this, this study employs panel data from 30 Chinese provinces between 2011 and 2022 to construct econometric models for empirical analysis of digital economy's impact on agricultural sustainability[5]. Through correlation tests, multicollinearity tests, robustness checks, heterogeneity analysis, and endogeneity processing, we clarify the interaction mechanisms and regional disparities between the two factors, providing empirical evidence for formulating differentiated digital agriculture policies and promoting sustainable agricultural development[9].

3.Model Design

Through theoretical research and current analysis of the digital economy's impact on agricultural sustainability, this paper conducts empirical analysis of its effects on sustainable agricultural development. The study proposes agricultural sustainability as the dependent variable and the digital economy as the independent variable. Based on the hypotheses outlined in this paper, we construct a regression model examining the digital economy's influence on agricultural sustainability, as detailed below:

$$quality_{it} = \beta_0 + \beta_1 * DIG_{it} + \beta_2 * Control_{it} + \varepsilon_{it}$$

Here, i denotes an individual, t represents time, quality stands for sustainable agricultural development, DIG indicates digital economy, Control refers to control variables, and ε it is the random disturbance term.

Explained variable: Quality of agricultural sustainable development; Entropy method measurement

Explanatory variable: Digital Economy (DIG) -Entropy method measurement

The following are control variables:

The labor force level (lob) is calculated by taking the natural logarithm of the number of employed individuals.

Industrial structure: output value of the tertiary industry/ output value of the secondary industry Industrial structure: output value of the tertiary industry/ output value of the secondary industry

Technology Market Development Level (TM): Technology Market Transaction Volume / Regional GDP

Openness (total goods import and export value in USD multiplied by the USD/RMB exchange rate) / Regional GDP

Economic Development Level (ECO) per Capita GDP

Sample Selection and Data Sources: This study utilizes 12 consecutive years of data (2011-2022) from 30 provinces in China as the sample. The data underwent the following processing: (1) Entropy method was applied to measure digital economy and agricultural sustainable development; (2) Data with large variable values were transformed through logarithmic processing. The data were sourced from provincial statistical yearbooks and the National Bureau of Statistics.(Table.1)

	count	mean	min	max	sd
quality	360	0.181	0.075	0.664	0.088
DIG	360	0.131	0.015	0.702	0.111
lob	360	7.587	5.545	8.864	0.782
stu	360	1.266	0.518	5.297	0.722
TM	360	0.018	0.000	0.191	0.030
open	360	0.265	0.008	1.548	0.287
eco	360	10.909	9.706	12.156	0.452

Table.1. Descriptive Statistics

As shown in Table 1, descriptive statistics reveal consistent patterns across variables. The agricultural sustainability indicator demonstrates a narrow range (0.075-0.664) with a small standard deviation of 0.088, indicating minimal variation among samples. Similarly, the digital economy variable shows a comparable spread (0.015-0.702) with an average of 0.131 and standard deviation of 0.111, reflecting similar disparities. Labor productivity levels exhibit a slight variation (5.545-8.864) with an average of 7.587 and standard deviation of 0.782, while industrial structure (0.518-5.297) and technology market development (0.000-0.191) both maintain relatively small differences across samples. The openness index ranges from 0.008 to 1.548, with a narrow gap between extremes. The average value of 0.265 and standard deviation of 0.287 indicate minimal disparities in openness levels across samples. Similarly, the economic development index fluctuates between 9.706 and 12.156, showing a small average of

10.909 with a standard deviation of 0.452, suggesting limited variations in development levels among samples. All control variables demonstrate normal numerical ranges without extreme values.

3.1.Relevant technical inspection

To determine relationships between variables, this study conducts correlation tests to evaluate their interconnections. While correlation analysis is commonly used to assess inherent relationships between variables, it has notable limitations. Therefore, correlation tests cannot fully represent the true relationships between variable data. Additionally, to avoid multicollinearity issues in the data, a multicollinearity test is performed on variables prior to empirical analysis.（Table.2）

	quality	DIG	lob	stu
quality	1.000			
DIG	0.732***	1.000		
lob	0.179***	0.386***	1.000	
stu	0.684***	0.428***	-0.244***	1.000
TM	0.660***	0.441***	-0.123**	0.764***
open	0.727***	0.512***	0.083	0.489***
eco	0.760***	0.706***	0.013	0.478***

Table.2. The correlation results of the variables

The correlation test results for variables across samples are presented in Table 4-2-1 above. The coefficient signs indicate that the correlation coefficient between the dependent variable "sustainable agricultural development" and the independent variable "digital economy" is statistically significant at the 1% level, with a value of 0.732. All control variables—including labor force level, industrial structure, technological market development level, degree of openness, and economic development level—show positive correlation coefficients at the 1% significance level, specifically 0.179,0.684,0.660,0.727, and 0.760 respectively. Furthermore, the table demonstrates that each variable exhibits a certain degree of correlation with the dependent variable, indicating the model's reasonable validity.

Furthermore, to further validate the relationships among variables, this study calculated the variance inflation factors (VIF) for each variable. As shown in Table 4-2-2, the mean VIF value of this model is 2.540. When the VIF exceeds 10, it indicates multicollinearity among variables. Since all variables in this model have VIF values below 10, there is no multicollinearity among the variables in this model.（Table.3）

Variable	VIF	1/VIF
DIG	3.210	0.312
stu	2.950	0.338
eco	2.850	0.350
TM	2.620	0.381
open	1.810	0.552
lob	1.760	0.567
	MeanVIF	2.540

Table.3. Multicollinearity Test Results

This study employs STATA17.0 software to conduct stepwise regression analysis on explanatory variables, with results presented in Table 4-3. The table displays baseline regression outcomes, where columns (1) and (2) show regression results with and without control variables, respectively. First, both columns reveal significantly positive coefficients for the explanatory variable "digital economy". The regression results in column (1) demonstrate that the coefficient of digital economy is statistically significant at the 1% level, indicating a substantial positive impact of digital economy on agricultural sustainable development. This confirms Hypothesis 1. Second, column (2) further substantiates the conclusions: The coefficient of digital economy in column (2) reaches 0.1855 at the 1% significance level, suggesting that each unit increase in digital economy corresponds to a 0.1855-unit improvement in agricultural sustainable development. This finding reaffirms Hypothesis 1.

Finally, regarding the control variables in the second column: The coefficient of labor force level on agricultural sustainable development is 0.0192, indicating that increased labor force promotes sustainable agricultural development. The coefficient of industrial structure on agricultural sustainable development is 0.0542 at the 1% significance level, suggesting that improved industrial structure enhances sustainable agricultural development. The coefficient of technology market development level on agricultural sustainable development is 0.5397 at the 1% significance level, demonstrating that advancements in technology market development boost sustainable agricultural development. The coefficient of openness to the outside world on agricultural sustainable development is-0.1043 at the 1% significance level, indicating a negative correlation between openness and sustainable agricultural development. The coefficient of economic development level on agricultural sustainable development is 0.0652 at the 1% significance level, showing that improved economic development promotes sustainable agricultural development. The findings demonstrate that the continuous advancement of the digital economy significantly enhances agricultural sustainability. The benchmark regression results validate the hypothesis of a positive correlation between digital economy and sustainable agricultural development, indicating a mutually reinforcing relationship between the two.（Table.4）

	(1) quality
DIG	0.3782*** (10.4701)
lob	
stu	
TM	
open	
eco	
_cons	0.1227*** (25.3195)
City	Yes
year	Yes
N	360
R2	0.637

Table.4. Benchmark Regression Results

3.2.Robustness Test

Because there is no mutual causation between digital economy and sustainable agricultural development, there may be some robustness problems of omitted variables. In order to ensure the reliability of regression results, the following methods are used in this paper to conduct robustness test.

This study employs subsampling and variable substitution methods to conduct robustness tests. The regression results are presented in Table 4-4, where Column (1) examines the impact of digital economy on agricultural sustainability through time window adjustments, while Column (2) evaluates the effect using lagged explanatory variables. Column (1) reveals a significant coefficient of 0.2317 at the 1% significance level, whereas Column (2) shows a coefficient of 0.1864 under the same threshold. These findings collectively demonstrate that the digital economy exerts a positive and substantial catalytic effect on sustainable agricultural development.

The comparison between the benchmark results and the robustness results shows that the two sets of results are consistent with no significant differences. This indicates that the hypothesis of the positive relationship between digital economy and agricultural sustainable development remains valid. In other words, the positive effect of digital economy on agricultural sustainable development is still robust.（Table.5.）

	(1) quality	**(2)** quality
DIG	0.2317*** (4.9763)	
lob	0.0667*** (2.6543)	0.0159 (0.6940)
stu	0.0398*** (5.4040)	0.0559*** (7.3099)
TM	0.1578 (0.8317)	0.6442*** (4.3832)
open	-0.0340* (-1.8075)	-0.1189*** (-5.2306)
eco	0.0482*** (3.8534)	0.0658*** (5.1378)
L.DIG		0.1864*** (4.4003)
_cons	-0.9079*** (-4.7259)	-0.7006*** (-3.5557)
City	Yes	Yes
year	Yes	Yes
N	270	330
R2	0.771	0.759

Table.5. Robustness Test

Conclusion

This study utilizes panel data from 30 Chinese provinces between 2011 and 2022 to systematically examine the impact of the digital economy on agricultural sustainability through econometric modeling[7]. It also investigates robustness, regional heterogeneity, and endogeneity issues. Key findings and implications are as follows:

Core impact analysis reveals that the digital economy significantly enhances agricultural sustainability. After controlling for labor force levels and industrial structure, a 1-unit increase in digital economy corresponds to a 0.1855-unit improvement in agricultural sustainability. This conclusion remains valid across subsample tests and lagged explanatory variable robustness checks, demonstrating the digital economy's pivotal role in advancing agricultural sustainability[10].

Regional heterogeneity analysis shows substantial disparities: The central region (coefficient 0.3513) exhibits a significantly stronger digital economy effect compared to western (0.2245) and eastern (0.1057) regions. This divergence likely stems from the eastern region's established agricultural digitalization foundation and diminishing marginal returns, while the central region leverages its grain-producing advantages to capitalize on "late-mover advantage" in digital-agriculture integration. The western region, constrained by economic infrastructure and talent shortages, has yet to fully realize the potential of the digital economy[8].

Regarding the impact of control variables, industrial structure optimization, technological market development, and economic growth all significantly contribute to agricultural sustainability. Notably, technological market development demonstrates the strongest positive correlation (coefficient 0.5397), while openness to international markets shows a negative correlation. This may be attributed to agricultural products in some regions lacking competitive advantages in global markets, or the diversion of resources caused by opening-up policies temporarily suppressing agricultural development[4].

In response to the aforementioned conclusions, this paper proposes the following policy recommendations: First, accelerate the construction of agricultural digital infrastructure, with a focus on western regions to narrow the regional digital divide. Second, central regions should leverage their status as major grain-producing areas by integrating digital technologies with farmland protection and grain production, establishing digital agriculture demonstration zones. Third, eastern regions should concentrate on high-end agricultural digitalization, exploring innovative models such as smart agriculture and digital supply chains to take a leading role. Fourth, simultaneously improve the technology market system and agricultural talent cultivation mechanisms to facilitate the transformation of digital technology achievements into agricultural applications. Simultaneously, optimize agricultural protection and development strategies in opening-up to achieve coordinated progress in sustainable agricultural development and enhanced international competitiveness[2].

This study has certain limitations. For instance, the agricultural sustainable development index system does not fully cover the green ecological dimension, and the impact of digital economy on agricultural sustainable development through technological innovation and factor allocation is not thoroughly explored. Future research could expand the index dimensions, construct a mediation effect model, and deepen the study of their interaction mechanisms.

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IJMR | International Journal of Multidisciplinary Research
Международный институт управления и предпринимательства
Research Article Print ISSN 3105-8884 Online ISSN 3105-8892 October 2025, Vol. 1, No. 1
https://10.65231/ijmr.v1i1.30

Study on the Effect of Water-cement Ratio on the Workability of Reed Fiber Foam Concrete

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KEYWORDS

Reed fiber;
Water-cement ratio;
Foam concrete;
Workability;
Strength

ABSTRACT

The results of using reed fiber as a fibrous filler for foam concrete are presented. Thus, the workability of a concrete mixture decreases as the amount of fiber increases from 0 to 2%. In the range of fiber content from 2 to 4%, workability increases slightly, after which (at a fiber dosage of 4 to 6%) it decreases again. The maximum compressive and flexural strengths are achieved by adding 3% reed fiber and are 27.96 and 2.16 MPa, respectively. The optimal dosage of reed fiber is 2⋯3%. Thus, reed fiber is an effective fibrous filler for foam concrete.

ВВЕДЕНИЕ

В последние десятилетия глобальная экономика демонстрировала устойчивый рост, который сопровождался активным развитием строительной отрасли. Урбанизация, строительство инфраструктурных объектов и расширение промышленного сектора требовали значительных объемов строительных материалов. Это, в свою очередь, вызвало повышенное потребление природных ресурсов, таких как песок, гравий, известняк и другие минеральные компоненты, используемые для производства строительных материалов. Помимо интенсивного потребления ресурсов, строительная отрасль является одним из крупных потребителей энергии. Производственные процессы, транспортировка материалов, строительство и эксплуатация зданий требуют значительных объемов энергии, большая часть которой все еще производится из ископаемых источников. Это способствует увеличению выбросов парниковых газов, что усиливает проблему глобального изменения климата.

Данное исследование было посвящено изучению влияния водоцементного соотношения (В/Ц) на обрабатываемость пенобетона из тростникового волокна. Как легкий, теплоизоляционный материал с хорошими звукопоглощающими свойствами, пенобетон привлекает все большее внимание в области строительства. В частности, введение в состав пенобетона камышовых волокон широко изучается благодаря его экологичности и устойчивости. Однако взаимодействие между водопоглощающими свойствами тростниковых волокон и обрабатываемостью бетона изучено недостаточно хорошо. Мы экспериментально исследовали работоспособность, включая текучесть, обрабатываемость и стабильность пенобетона из тростниковых волокон при различных соотношениях воды и цемента. Результаты эксперимента показали, что водоцементное отношение оказывает значительное влияние на обрабатываемость пенобетона из тростникового волокна Phragmites. Высокое водоцементное отношение может способствовать улучшению текучести и заполняемости бетона, но высокое водоцементное отношение может привести к расслоению и снижению стабильности пенобетона. Добавление тростниковых волокон положительно влияет на обрабатываемость бетона, но при этом увеличивает потребность в воде. Результаты данного исследования не только дают важные рекомендации по приготовлению пенобетона на основе тростникового волокна, но и обеспечивают теоретическую основу для понимания

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Received date:October 13, 2025; Revised manuscript received date: October 20, 2025; Accepted date: October 22, 2025; Online publication date: October 29, 2025.

IJMR | International Journal of Multidisciplinary Research
Международный институт управления и предпринимательства
Research Article Print ISSN 3105-8884 Online ISSN 3105-8892 October 2025, Vol. 1, No. 1

механизма действия тростникового волокна в бетоне и оптимизации рецептуры бетона.Это имеет большое значение для продвижения применения тростникового волокна в строительных материалах, особенно в области охраны окружающей среды и устойчивого развития.

Стремительное развитие мировой экономики сопровождалось развитием строительной отрасли. Этот рост привел к увеличению потребления природных ресурсов, энергопотребления и образования отходов [1], [2], [3]. В настоящее время основным строительным материалом остается бетон, мировое производство которого достигает 4,4 миллиарда тонн в год. Ожидается, что к 2050 году этот показатель вырастет до 5,5 млрд тонн [4].

За прошлые десятилетия были разработаны различные виды бетона, в частности пенобетон, который является объектом исследования, приведенного в данной статье. Пенобетон представляет собой цементный материал, содержащий воздушные пустоты в растворе. Плотность бетона может варьироваться от 400 до 1600 кг/м3 [8] в зависимости от количества используемой пены. Пенобетон имеет различные применения, такие как наполнитель, теплоизоляция, звукоизоляция, огнезащита и поглощение энергии удара. Однако из-за низкой прочности на сжатие он не часто используется в качестве конструкционного материала. Кроме того, он плохо выдерживает растягивающие нагрузки и склонен к растрескиванию в пластичном и в затвердевшем состоянии. Прочность пенобетона на изгиб и растяжение составляет от 15 до 35 % от прочности на сжатие [9]. Таким образом, наряду с очевидными преимуществами – низкой плотностью и отличными теплоизоляционными свойствами, пенобетон также имеет и недостатки – хрупкость и низкую прочность на изгиб [7]. Недавние исследования показали, что добавление различных типов и пропорций растительных волокон, таких как кукурузная солома, пшеничная солома, конопля и рапсовая солома, может значительно улучшить механические свойства пенобетона, в частности уменьшит усадочные деформации и повысит прочность на растяжение и изгиб [10].

При этом в большинстве современных исследований используются синтетические волокна, которые являются более дорогостоящими [https://www.atlantis-press.com/proceedings/icache-23/125996124]. Поэтому важно найти дешевые и доступные волокнистые материалы для улучшения свойств пенобетона. Это позволит улучшить характеристики и значительно снизить затраты на производство.

Одним из источников армирующего волокна для пенобетона в Беларуси может служить камыш. Камыш - быстрорастущее растение, распространенное по всему миру, - является возобновляемым ресурсом, имеющим важное экологическое значение. В Беларуси насчитывается около 760 000 акров камышовых полей. Однако ежегодно значительное количество камыша выбрасывается или сжигается как топливо, что оказывает пагубное влияние на местные водоемы и окружающую среду. Камышовая солома не только долговечна, но и обладает отличными теплоизоляционными свойствами, что делает ее идеальным легким изоляционным материалом для использования в строительстве. При этом современные исследования показывают, что она используется в основном для производства олигосахаридов, глюкозы, ксилозы, L-молочной кислоты и биоэтанола из левулиновой кислоты [11]. Таким образом, несмотря на свою потенциальную ценность, потенциал камышовой соломы не полностью реализован. Следует отметить, что идея использовать камыш в производстве бетона не нова и описана в патенте 1958 года [https://patents.su/2-115415-sposob-izgotovleniya-izdelijj-iz-kamyshebetona.html]. При этом камыш использовался в качестве волокон, которые заливались растворной смесью и обеспечивали снижение плотности, улучшали звуко- и теплоизолирующие свойства изделия.

Данное исследование посвящено влиянию тростникового волокна на удобоукладываемость и прочность бетона на сжатие и изгиб.

1.Материалы и методы

1.1.Материалы

В исследовании использовались следующие материалы: цемент CEM I R 42.5 производства «Красносельскстройматериалы», крупный заполнитель – природный гравий (фракция 5…10 мм), мелкий заполнитель - природный речной песок (Минский карьер, Мк = 2,3), лабораторная водопроводная вода, тростниковое волокно (20-30 мм длиной, 3-5 мм шириной. Содержание волокна принималось от 0 (контрольный состав) до 6 %. Составы пенобетона приведены в таблице 1.(Приложение 1.)

1.2.Методы испытаний

Для определения осевого сжатия стандартных кубических образцов с проектным размером 100×100×100 мм и образцов из фибробетона был использован гидравлический пресс DS2-1000N. Для определения прочности на изгиб использовалась трехточечная рама GB/T3722, испытуемые образцы имели размеры 40×40×160.

Для определения удобоукладываемости использовался конус Абрамса. Бетон укладывался в три приема, каждый слой уплотнялся 25 ударами штыковки, затем поверхность заглаживалась [12]. Определялось влияние на удобоукладываемость как размоченного, влажного тростникового волокна, так и неразмоченного, сухого тростникового волокна. Целевая удобоукладываемость составляла 150-180 мм.

2.Результаты

Результаты определения удобоукладываемости, прочности на сжатие и изгиб пенобетона приведены на рисунках 1, 2 ,3 и 4.

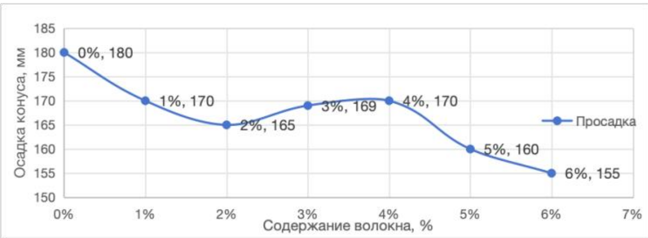

Рисунок 1 – Удобоукладываемость пенобетона с различным содержанием тростникового волокна

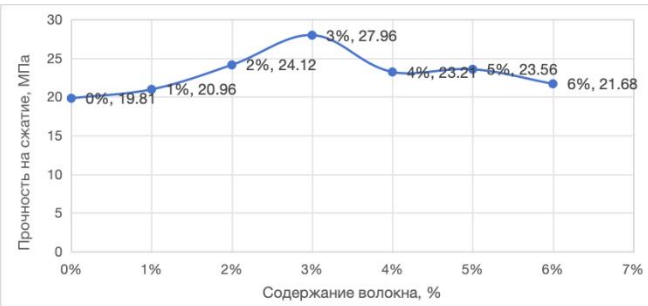

Рисунок 2 – Прочность на сжатие пенобетона с различным содержанием тростникового волокна

Рисунок 3 – Прочность на изгиб пенобетона с различным содержанием тростникового волокна

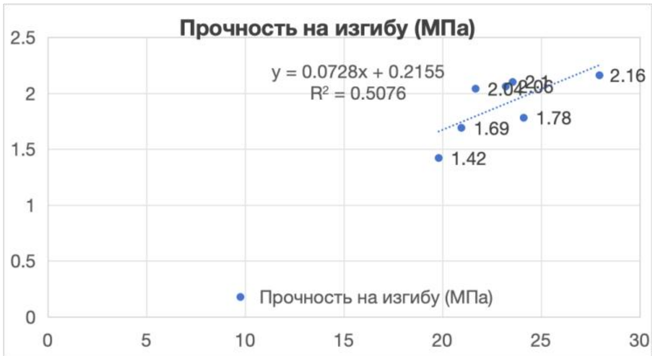

Рисунок 4, диаграмма зависимости линейной проверки сопротивления бетона изгибу и сопротивлению сжатию.[Прочность на изгиб（Мра）](Приложение2.)

Проанализировав полученные результаты можно сделать следующие выводы:

1. Удобоукладываемость бетонной смеси снижается при увеличении количества волокна с 0 до 2 %. В диапазоне содержания волокна с 2 до 4 % удобоукладываемость незначительно увеличивается, после чего (при дозировке волокна 4…6 %) снова снижается. Таким образом, оптимальной дозировкой тростникового волокна с точки зрения удобоукладываемости является дозировка 2…4 %. Снижение удобоукладываемости должно компенсироваться дополнительным количеством воды, что видно по составам бетона, приведенным в таблице 1 (градиент ввода воды составлял 50 мл). Следует отметить, что все бетонные смеси имели хорошую обрабатываемость.

2. Добавление тростникового волокна улучшает механические свойства пенобетона. Так максимальная прочность при сжатии и изгибе достигается при добавлении 3% волокна камыша и составляет соответственно 27,96 и 2,16 МПа. Рост прочности относительно контрольного состава (без камышовых волокон) составляет 41% для прочности на сжатие и

52% для прочности на изгиб. Таким образом добавление тростникового волокна в состав пенобетона приводит к значительному улучшению его механических свойств. Волокна камыша, равномерно распределяясь в цементной матрице, выполняют роль «микроармирования», что существенно улучшает механические свойства пенобетона. Одним из ключевых преимуществ добавления камышовых волокон является их способность эффективно поглощать и перераспределять внутренние напряжения, возникающие в процессе твердения и последующей эксплуатации бетона. В процессе затвердевания цементная матрица испытывает различные напряжения из-за усадки и температурных изменений. Камышовые волокна действуют как амортизаторы, поглощая эти напряжения и равномерно распределяя их по всей структуре бетона. Это уменьшает концентрацию напряжений в отдельных точках и предотвращает образование трещин, которые могут привести к разрушению материала.Однако после того, как количество добавленного волокна превышает 3%, из-за чрезмерного количества тростникового волокна во время смешивания бетона легко возникает изгиб, а с другой стороны, напряжения изгиба и сжатия уменьшаются с увеличением количества тростникового волокна; После того, как добавление тростникового волокна превышает 2%, тростниковое волокно имеет определенное водопоглощение, в результате чего исходное количественное соотношение воды и цемента больше не соответствует требованиям удобоукладываемости при смешивании бетона, и общая удобоукладываемость становится плохой. трудно пластифицируется, поэтому в эксперименте мы изменили исходное водоцементное соотношение. Результаты эксперимента показали, что бетон показал лучшее состояние смешивания и хорошую удобоукладываемость.

3.Анализируя Таблицу 2 и Рисунок 3, мы обнаружили, что осадка тростникового пенобетона напрямую связана с количеством добавленного волокна. Чем меньше волокна, тем больше осадка и тем лучше удобоукладываемость. обеспечить гибкость, которая приведет к меньшему спаду и еще большей неоднородности. В целом, добавление тростникового волокна в количестве 3% дает наилучший эффект и лучшую удобоукладываемость.

4.Анализируя рисунок 4, мы используем феноменологический метод для моделирования коэффициента взаимосвязи механики бетона. Благодаря регрессионному анализу R2 = 0,5076, и общая зависимость является линейной. Точки разброса равномерно распределены по обе стороны линии регрессии. видно, что измерения экспериментальных данных верны, что доказывает, что приведенные выше экспериментальные данные действительно верны.

Заключение

1.Экспериментальные исследования показали, что добавление тростникового волокна влияет на удобоукладываемость и прочностные свойства пенобетона. Удобоукладываемость бетонной смеси снижается при увеличении количества волокна с 0 до 2 %. В диапазоне содержания волокна с 2 до 4 % удобоукладываемость незначительно увеличивается, после чего (при дозировке волокна 4…6 %) снова снижается. Максимальная прочность при сжатии и изгибе достигается при добавлении 3% волокна камыша и составляет соответственно 27,96 и 2,16 МПа. Рост прочности относительно контрольного состава (без камышовых волокон) составляет 41% для прочности на сжатие и 52% для прочности на изгиб.

2.Оптимальная дозировка тростникового волокна составляет 2…3 %. Добавление волокна в большей дозировке требует увеличения водоцементного отношения пенобетона для оптимизации удобоукладываемости, что отрицательно влияет на прочностные характеристики. Таким образом, водоцементное отношение должно регулироваться в зависимости от количества добавляемой фибры для достижения максимальной прочности.

3.На основании полученных результатов можно сделать вывод о пригодности камышовой фибры для использования в пенобетоне для улучшения его механических характеристик. Добавление тростникового волокна в пенобетон представляет собой перспективное направление для улучшения его механических свойств и расширения областей применения. Использование этого материала способствует созданию более прочных, устойчивых и экологически безопасных строительных решений.

Наконец, мы сделали ставку на такие характеристики пенобетона, как низкая плотность и хорошая теплоизоляция, которые дают ему уникальные преимущества в строительстве. Соотношение воды и цемента может регулировать структуру и пористость пены, тем самым влияя на теплоизоляционные характеристики и структурную прочность бетона, а добавление растительных волокон может полностью устранить эти дефекты и дополнить характеристики пенобетона. Поэтому подходящее соотношение воды и цемента имеет решающее значение для обеспечения оптимального баланса удобоукладываемости, прочности и долговечности пенобетона с тростниковым волокном. Также есть надежда, что это исследование предоставит важную теоретическую основу и практическое руководство по применению материалов этого типа в строительной сфере.

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IJMR | International Journal of Multidisciplinary Research
Международный институт управления и предпринимательства
Research Article Print ISSN 3105-8884 Online ISSN 3105-8892 October 2025, Vol. 1, No. 1

Исследование Влияния Водоцементного Соотношения на Удобоукладываемость Тростникового Фибробетона

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Представлены результаты использования камышовой фибры в качестве волокнистого наполнителя для пенобетона. Так удобоукладываемость бетонной смеси снижается при увеличении количества волокна с 0 до 2 %. В диапазоне содержания волокна с 2 до 4 % удобоукладываемость незначительно увеличивается, после чего (при дозировке волокна 4…6 %) снова снижается. Максимальная прочность при сжатии и изгибе достигается при добавлении 3% волокна камыша и составляет соответственно 27,96 и 2,16 МПа. Оптимальная дозировка тростникового волокна составляет 2…3 %. Таким образом тростниковое волокно является эффективным волокнистым наполнителем для пенобетона.

Ключевые слова: Тростниковое волокно, Водоцементное отношение, Пенобетон, Прочность,Удобоукладываемость

(Приложение 1.)

Таблица 1 – Составы пенобетона

Количество камыша, %	В/Ц	Количество кг/м³						
		Цемент	Вода	Песок	Гравий	Тростниковые волокна	Пенообразующее вещество	Супер-пластификатор
0%	0.45	500	250	600	900	0	0.036	0.005
1%	0.45	500	250	600	900	0.005	0.036	0.005
2%	0.45	500	250	600	900	0.01	0.036	0.005
3%	0.50	500	300	600	900	0.015	0.036	0.005
4%	0.50	500	300	600	900	0.02	0.036	0.005
5%	0.55	500	350	600	900	0.025	0.036	0.005
6%	0.55	500	350	600	900	0.03	0.036	0.005

(Приложение 2.)

Таблица 2: Просадка бетона

серийный номер	Вода (мл)	Процентное содержание клетчатки	Просадка
1	250	0%	180
2	250	1%	170
3	250	2%	165
4	300	3%	169
5	300	4%	170
6	350	5%	160
7	350	6%	155

IJMR International Journal of Multidisciplinary Research
Международный институт управления и предпринимательства
Review article Print ISSN 3105-8884 Online ISSN 3105-8892 October 2025, Vol. 1, No. 1
https://10.65231/ijmr.v1i1.33

The World Tourism Service Market: Characteristics, Current Status, and Future Trends

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KEYWORDS

World Tourism Service Market;

Tourism Service Characteristics;

COVID-19 Impact;

Public-Private Cooperation;

ABSTRACT

This paper explores the general characteristics of tourism services, including comprehensiveness, directness, emotionality, timeliness, adaptability, and artistry. It then analyzes the current status of the world tourism service market: the COVID-19 pandemic caused a sharp decline in tourism, but countries responded with policies (e.g., fiscal support, industry resumption plans) and industry self-rescue efforts. Finally, it points out the development trends: suppressed tourism demand will recover, the industry will undergo restructuring, and a sustainable global tourism system involving public-private cooperation will take shape, with international organizations playing a key role.

INTRODUCTION

Tourism serves as a vital driver of global economic growth and cultural exchange, with its service-centric nature shaping unique market dynamics. In recent years, the world tourism service market has faced unprecedented challenges—most notably the COVID-19 pandemic—while also witnessing new opportunities for innovation and restructuring. This paper first clarifies the inherent characteristics that distinguish tourism services from other sectors, then examines the market's current state amid post-pandemic recovery, and ultimately outlines its long-term development trends and prospects, aiming to provide a clear overview of the sector's evolution and future direction[1-5].

1. General Characteristics of Tourism Services

1.1.Comprehensiveness

Fig.1. Global tourism service market

Unlike most single-service industries, tourism services are comprehensive. This stems from two factors: first, tourism consumption requires interconnected service links to form a complete schedule within a specific period; second, tourists (especially group travelers who entrust travel agencies with

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Received date:October 22, 2025; Revised manuscript received date: October 25, 2025; Accepted date: October 27, 2025; Online publication date: October 29, 2025.

IJMR | International Journal of Multidisciplinary Research
Международный институт управления и предпринимательства
Review article Print ISSN 3105-8884 Online ISSN 3105-8892 October 2025, Vol. 1, No. 1

all arrangements) have diverse needs, demanding integrity, systematicness, and scientificity in services.

1.2.Directness

Tourism resources/facilities realize their value only through direct services from practitioners. Tourism products are delivered via real-time, on-site services, with production and consumption occurring simultaneously—unlike physical goods, which involve intermediate circulation and allow returns. This requires high professional quality of practitioners.

1.3.Emotionality

Tourism is a non-essential consumption focused on spiritual enjoyment.

Tourists seek not only functional services but also emotional satisfaction (e.g., self-esteem and respect from others), making service attitude critical. Each service interaction is unique and non-returnable, requiring one-time success.

1.4.Timeliness

Tourism services are provided instantly based on random demand, as their value cannot be stored (unlike physical goods produced before delivery). They are a form of labor delivered within a specific time frame.

1.5.Adaptability

Tourism demand may be sudden, and service conditions vary across regions. Unexpected changes (e.g., environmental disruptions) can occur, so practitioners need strong adaptability to address unforeseen challenges.

1.6.Artistry

Service quality impacts tourists' moods. Beyond pre-service environment setup, services (e.g., reception language, operational skills) should exhibit artistic charm to provide aesthetic enjoyment[6-9].

Fig.2. General characteristics of tourism services

2.Current Status of the World Tourism Service Market

2.1.Pandemic Impact and Industry Response

In 2020, COVID-19 (highly contagious and fast-spreading) led to strict measures (e.g., lockdowns, travel restrictions), causing a sharp decline in global tourist numbers and revenue. Since June, major countries have gradually resumed domestic tourism. Governments responded with policies: policy research, fiscal/money incentives, professional training for employment, tourism resumption plans, and governance improvement. The industry actively participated in anti-epidemic efforts (e.g., material donation, itinerary changes, "no-loss refunds") and promoted inter-enterprise mutual assistance, enhancing its ability to tackle public health crises.

2.2.Recovering from the Downturn

With vaccine progress and effective public health measures ,tourism confidence is recovering innovation momentum is accumulating, and international cooperation is forming

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Review article Print ISSN 3105-8884 Online ISSN 3105-8892 October 2025, Vol. 1, No. 1

Technology enriches travel experiences, cultural features drive format innovation, and tourism remains a valuable investment sector. The industry is gradually recovering as the pandemic is controlled[10].

3.Development Trends and Prospects of the World Tourism Service Market

3.1.Research Conclusions

Tourism demand is temporarily suppressed but not lost—people's desire for travel and cultural leisure will grow. The fundamentals of positive international tourism remain unchanged. Post-pandemic, the industry will restructure (shifting from traditional to modern, from large to strong), leading to a new, ecological, and sustainable global tourism system. This system will be a community involving public sectors, private sectors, and social forces, with international organizations (WTO, WHO, WTA) playing a more important role[11-15].

3.2.Research Prospects

The pandemic's impact is temporary, and international cooperation, government actions, and industry self-rescue have been effective. Post-pandemic tourism revival requires planning for the future (not just returning to the past): building a dual-cycle tourism development pattern (domestic and international), using technology, cultural creativity, and art to drive high-quality development, and improving satisfaction of tourists, employees, and residents. It also needs to address key issues (e.g., environmental changes, protection of women/children, vulnerable groups, animal welfare) to guide the market toward greater prosperity and sustainability[16-18].

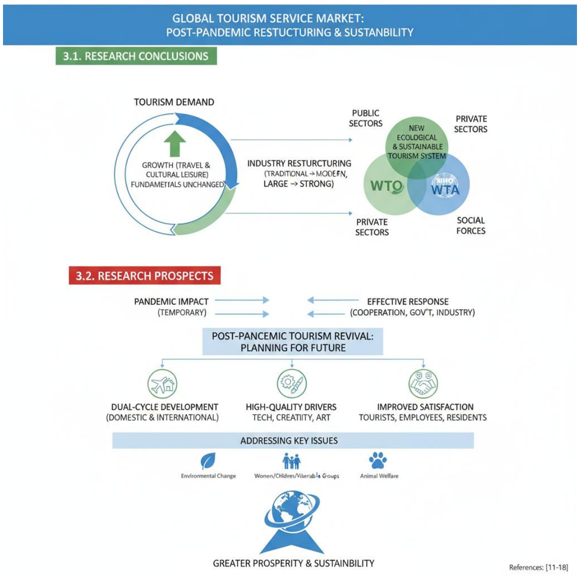

Fig.3. Global tourism service market

Conclusion

The world tourism service market has unique characteristics that distinguish it from other service sectors. The COVID-19 pandemic caused severe short-term impacts, but proactive responses from governments and the industry have laid the foundation for recovery. Looking ahead, suppressed demand will rebound, the industry will undergo positive restructuring, and a sustainable, collaborative global tourism system will emerge. Focusing on high-quality development and social responsibility will be key to the market's long-term prosperity.

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IJMR | International Journal of Multidisciplinary Research

Международный институт управления и предпринимательства

Research Article Print ISSN 3105-8884 Online ISSN 3105-8892 October 2025, Vol. 1, No. 1

https://10.65231/ijmr.v1i1.34

Academic Progress And Trends In Technology Innovation Management Under The Background Of Sustainable Development

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KEYWORDS

Sustainable development;

Technology innovation management;

Trend analysis;

Green technology.

ABSTRACT

This paper comprehensively reviews the academic research progress in technology innovation management under the background of sustainable development, analyzes current global research hotspots and major achievements, and understands future research trends. Through bibliometrics and content analysis, it reveals that green technology innovation, digital empowerment mechanisms, and policy-coordinated governance have become research focuses. The study emphasizes that interdisciplinary integration and practice-oriented approaches are the core pathways to promoting the sustainable development of technology innovation management.

INTRODUCTION

Introduction 2025 marks the tenth anniversary of the United Nations Sustainable Development Goals (SDGs), placing the global sustainable development process at a critical turning point. According to the Sustainable Development Solutions Network (SDSN) Sustainability Report 2025, it is projected that less than 20% of the SDGs will be achieved by 2030. Insufficient fiscal space, inadequate multilateral cooperation mechanisms, and weakened support for multilateralism from major powers have become major obstacles to achieving the Sustainable Development Goals. While global averages mask significant regional disparities, China's SDG ranking has jumped from 68th out of 167 countries to 49th. China has successfully achieved SDG 1 (No Poverty) and SDG 4 (Quality Education) and has made significant progress in SDG 9 (Industry, Innovation and Infrastructure). Meanwhile, most developing countries in Asia still face severe challenges in addressing climate change[1].In this global context, technological innovation management, as a core driving force for sustainable development, is experiencing a multi-dimensional deepening trend in academic research and practical exploration. The academic community is beginning to pay more attention to how to overcome resource constraints and institutional bottlenecks in the process of achieving sustainable development goals through systematic innovation management mechanisms. On the one hand, considering the differences in development stages among different countries and regions, scholars are committed to constructing differentiated technology innovation path models, exploring how to improve the R&D and transformation capabilities of sustainable technologies by optimizing the efficiency of innovation resource allocation and strengthening the industry-academia-research collaborative innovation network, given limited fiscal investment. On the other hand, with the profound restructuring of global value chains, the research perspective of technology innovation management is gradually shifting from the internal innovation of individual enterprises to the collaborative governance of the global innovation ecosystem, exploring how to promote the widespread application of sustainable technologies in developing countries through transnational technology transfer, intellectual property sharing, and the unification of green technology standards, thereby narrowing the sustainable development gap between regions. Especially in the current context of the deep integration of the digital economy and the green economy, how to leverage emerging technologies such as big data and artificial intelligence to empower the green transformation of traditional industries and balance the environmental benefits and social costs brought about by technological innovation has become a key issue that urgently needs to be

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Received date:October 13, 2025; Revised manuscript received date: October 20, 2025; Accepted date: October 22, 2025; Online publication date: October 30, 2025.

addressed in the field of technology innovation management. Related research is accelerating from theoretical construction to empirical analysis and policy design.

Technological innovation is generally regarded as the core driving force for solving the above-mentioned problems. Since 2015, cutting-edge technologies such as digital technology and artificial intelligence have become the core forces driving progress towards the 17 Sustainable Development Goals (SDGs), showing the potential for systemic change in areas such as poverty eradication, ocean protection, and clean energy. By 2025, the synergistic effect of climate policy, technological innovation, and market demand will promote a comprehensive reshaping of production methods, consumption patterns, and value systems. This transformation requires the establishment of collaborative mechanisms from the enterprise and supply chain levels to the national level. Enterprises are facing a "perfect storm" of environmental, social, technological, and regulatory trends, and Sustainable Innovation Management (SIM) provides a theoretical framework for enterprises to cope with this complexity by balancing profitability and ecological responsibility[2].

1.Theoretical Foundation and Conceptual Framework

1.1.Definition of Core Concepts

Green technology innovation, as the core driving force for corporate sustainable development, is not limited to a single level of technological research and development. It is a multi-dimensional collaborative process encompassing comprehensive innovation from management models to market strategies. In this process, enterprises are committed to achieving efficient resource utilization and minimizing environmental impact through breakthroughs in key areas such as innovative energy technologies, resource recycling technologies, environmentally friendly materials technologies, and intelligent manufacturing technologies. The integration and application of these technologies not only help enterprises reduce their environmental burden but also drive them towards a greener, low-carbon development direction. The empowering role of digital technology is particularly crucial in this process. It not only highly relies on the integration of technology, data, and knowledge resources but also fundamentally changes the traditional innovation model through this integration. The application of digital technology enables enterprises to manage finances more effectively and alleviate financial pressure; at the same time, it breaks down information barriers, eliminates information asymmetry, and allows enterprises to respond to market changes more quickly and grasp consumer needs more accurately. In overcoming technical challenges, digital technology provides powerful computing and data analysis capabilities, helping enterprises overcome previously insurmountable technical obstacles. Furthermore, the core mechanism of digital technology lies in enhancing enterprises' dynamic knowledge capabilities, which includes the absorption, creation, application, and dissemination of knowledge. This enhanced capability allows enterprises to maintain continuous innovation vitality and competitiveness in the fierce market competition. Enterprises can internalize external knowledge into their own innovation resources through continuous learning and adaptation, thereby maintaining a leading position in the ever-changing market environment. The cultivation and enhancement of this capability is the inexhaustible driving force for enterprises to continuously move forward on the road of green technology innovation[3].Open innovation emphasizes the collaboration of multiple stakeholders in the innovation ecosystem, including interdisciplinary cooperation and industry-academia-research integration models involving enterprises, governments, research institutions, and the public[4].Open innovation theory emphasizes the synergistic effect of multiple stakeholders in the innovation ecosystem, with its core being the construction of a cross-organizational collaboration mechanism involving enterprises, governments, research institutions, and the public. This innovation paradigm breaks through the organizational boundary constraints of traditional innovation activities, achieving optimal allocation and efficient integration of innovation elements among heterogeneous stakeholders. Specifically, enterprises acquire complementary innovation resources by establishing strategic alliances, significantly reducing the uncertainty and technological risks of R&D investment; government departments provide regulatory frameworks and incentive structures for the innovation system through institutional design and policy tool combinations; research institutions, relying on their specialized knowledge production systems, provide basic research and key technology support for industrial innovation; and the public promotes the marketization of innovative achievements through demand expression and innovation participation mechanisms. These innovation entities form functional complementarities within an open and collaborative networked innovation system, jointly constructing a dynamically evolving innovation community, driving the transformation of the innovation paradigm from a closed linear model to an open networked model, thereby accelerating the R&D cycle and industrialization process of green technologies.

1.2.Comparison of Theoretical Foundations

In the theoretical framework exploring the relationship between technological innovation and sustainable development, dynamic capability theory focuses on the adaptive analysis of organizations to environmental changes. This theory reveals the role of digital transformation leadership and decentralized structures in enhancing innovation responsiveness, as well as the interaction mechanism between supply chain learning capabilities and innovation. Meanwhile, the National Innovation Systems Theory, from a macro perspective, analyzes the interaction between institutional and technological change, emphasizing the impact of digital technology on the economic, social, and environmental dimensions of the Sustainable Development Goals (SDGs) through dynamic knowledge capabilities. Its core lies in the institutional mechanisms underlying the production and allocation of scientific and technological factors. The complementarity of these two theories lies in the fact that the dynamic capabilities theory focuses on building micro-level organizational capabilities, while the National Innovation Systems Theory focuses on the supporting role of the macro-level institutional environment. Together, they constitute the theoretical foundation for the management of technological innovation.

In addition to the above two theories, the Ecological Modernization Theory further elucidates the interaction between technological innovation and environmental governance from a sociological perspective. This theory advocates promoting the transformation of industrialization models towards eco-friendly models through the synergistic effect of technological progress and institutional change, emphasizing the integrated effect of market mechanisms, government regulation, and social participation in the diffusion of green technologies. The resource-based perspective focuses on the accumulation and allocation of heterogeneous resources within enterprises, arguing that scarce green resources and inimitable innovation capabilities are key sources of sustainable competitive advantage. Its core logic lies in improving the environmental performance of technological innovation through optimal resource allocation. Sustainable development economics, on the other hand, approaches the issue from a macroeconomic perspective, incorporating the internalization of environmental costs and green growth accounting into its analytical framework. It explores how technological innovation can achieve a win-win situation for economic development and ecological protection by improving resource utilization efficiency and reducing pollution emission intensity. Its theoretical focus is on constructing a comprehensive value assessment system that includes ecological capital. These theories, from different dimensions such as organizational dynamic adaptation, macro-institutional environment, social transformation mechanisms, enterprise resource allocation, and economic system optimization, provide diverse perspectives for understanding the complex interaction between technological innovation and sustainable development. Their cross-fertilization helps form a more comprehensive theoretical analytical framework, thus revealing more profoundly the inherent logic and practical path of green technology innovation management.

1.3.Integrated Analytical Framework

Based on an integrated framework constructed from micro-meta-macro dimensions, this framework incorporates enterprise practices, supply chain collaboration, and national strategies into a unified analytical system. At the micro level, the focus is on key elements of green technology innovation for enterprises, including R&D investment, green management systems, talent cultivation, and market demand [5]; at the meso level, the emphasis is on supply chain collaborative innovation mechanisms, such as interdisciplinary teamwork and stakeholder participation; at the macro level, the focus is on the path of national innovation systems to achieve SDGs through digital technology empowerment. The core of this framework lies in digital technology as an intermediary variable connecting innovation and sustainability goals. Through the dynamic capabilities of knowledge, it integrates micro-innovation

IJMR | International Journal of Multidisciplinary Research
Международный институт управления и предпринимательства
Research Article Print ISSN 3105-8884 Online ISSN 3105-8892 October 2025, Vol. 1, No. 1

resources and macro-policy support to form a synergistic mechanism of "values-rules-knowledge," promoting the sustainable development effects of efficient resource utilization, green product production, and waste recycling [6].

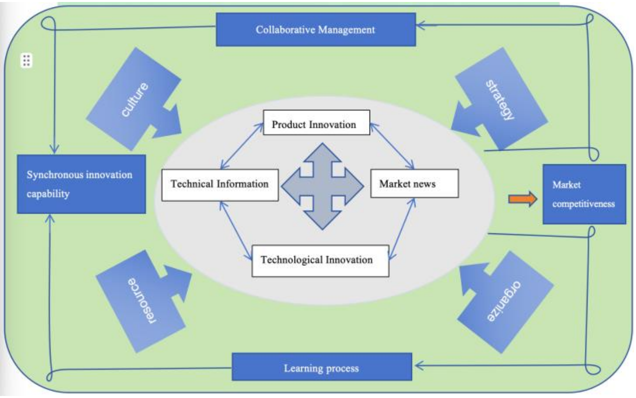

Fig.1. Audit Model of Collaborative Management of Technological Innovation

2.Multi-dimensional Practice Progress of Technological Innovation Management

2.1.Green Technology Innovation Management at the Enterprise Level

The practice of green technology innovation in enterprises needs to build a multi-dimensional collaborative system. Its core driving mechanism is reflected in the dynamic coupling of technology research and development, management model and market strategy. At the level of technology research and development, the core breakthrough focuses on pollution control and resource recycling technologies. For example, China Southwest Aluminum has achieved a win-win situation of annual emission reduction and 2 million yuan economic benefits through the cold rolling oil mist recovery system. China Coal Research Institute has developed a low-concentration coalbed methane enrichment technology that increases methane concentration from 20% to more than 90%, effectively curbing non-carbon dioxide greenhouse gas emissions[7]. Management model innovation emphasizes the construction of a green system. The Leonardo Group has optimized the production cycle through digital twin technology, reducing the resource consumption of prototype development by 30%, and has jointly built a laboratory with Solvay to develop recyclable composite materials, promoting the recycling of carbon fiber in the aerospace field. At the market strategy level, consumer environmental preferences and policy regulations create a dual driving force. For example, Google reduced the return rate by 40% through AI-driven virtual try-on technology, while strengthening the recommendation of durable products, thus achieving the unity of commercial value and environmental goals [8].

2.2.Technological Innovation Collaboration Mechanism at the Supply Chain Level

The construction of a technological innovation collaboration mechanism at the supply chain level needs to take the supply chain's learning ability as the core driving force. Its three-dimensional framework is: knowledge absorption (external technology introduction), knowledge creation (internal R&D transformation), and knowledge application (implementation of innovative achievements) [9]. Based on the dynamic organizational capability theory, these three dimensions together constitute the foundational capability system for collaborative technological innovation, directly impacting innovation performance at the product and process levels. To achieve efficient integration of these three dimensions in the supply chain's collaborative technological innovation mechanism, it is crucial to build a cooperative culture and trust mechanism system. In cross-organizational collaboration, cultural differences and heterogeneous management systems among different enterprises can easily lead to cognitive barriers and a lack of trust. Therefore, it is recommended to establish a regular joint training and exchange mechanism. This can be achieved by organizing supply chain member companies to participate in environmental technology seminars and visits to green production demonstration bases, promoting the integration of organizational values and creating a favorable organizational ecosystem for knowledge transfer, technological innovation, and commercialization of research results (commercialization of research results).

Building an incentive mechanism is a key element in ensuring collaborative effectiveness. It is recommended to establish a multi-dimensional incentive system: firstly, establish a special green technology innovation award fund to provide financial support to enterprises that excel in technology introduction, R&D breakthroughs, and technology transfer; secondly, enhance the reputation of enterprises within the industry by having authoritative industry associations recognize and award innovation honors, thereby stimulating the motivation for collaborative innovation in the supply chain. Empirical research shows that such incentive measures can significantly improve the participation and innovation performance of member companies.

A sound risk management system is equally important. The main risks faced in collaborative technological innovation include: the risk of R&D failure, market adaptability risk, and intellectual property protection risk. It is recommended to construct a three-tiered risk response mechanism: establish a real-time monitoring and early warning system; for technological risks, a strategy of dynamically adjusting R&D direction can be adopted; for market risks, a rapid response mechanism needs to be established; finally, in terms of intellectual property protection, legal means such as improving contract design and establishing arbitration mechanisms should be used to ensure institutional guarantees for collaborative innovation.

A volatile technological environment, as a key moderating variable, will drive the supply chain to improve its dynamic responsiveness. The aerospace manufacturing industry case shows that cross-organizational collaborative networks that transform strategic suppliers into long-term partners effectively promote technology diffusion and the implementation of sustainable practices. Digital technologies further empower this process: AI-driven intelligent procurement systems optimize resource allocation; blockchain technology enhances collaborative trust by building transparent information-sharing mechanisms (such as carbon emission traceability in the peanut supply chain); and the application of the LightGBM algorithm in inventory management improves demand forecasting accuracy and resource utilization efficiency [10]. This dual-drive model of "technology tools-organizational collaboration" forms a dynamic capability closed loop to cope with uncertainty.

The practice of sustainable supply chain innovation exhibits significant regional differences. Enterprises in developed countries pay more attention to releasing collaborative advantages through organizational structure optimization and collaborative network design. In summary, the essence of supply chain technology innovation collaboration is a three-element coupling system of capability-network-technology. Enterprises need to build collaborative networks adapted to the technological environment based on their own learning capabilities, and achieve synergistic optimization of knowledge flow, material flow, and value flow through digital tools, ultimately achieving sustainable development goals.

2.3.Construction of Innovation Systems at the National and Global Levels

Sustainable energy transition at the national and global levels relies on the dual drivers of technological innovation and policy frameworks. The national innovation system, as a macro-coordination mechanism, has a systematic impact on the achievement of Sustainable Development Goals (SDGs) by integrating digital technologies and dynamic knowledge capabilities. Peng Shuhong et al. (2025), based on data from 51 countries along the Belt and Road Initiative from 2014 to 2019, constructed an integrated framework of "digital technology — dynamic knowledge capabilities — SDGs," showing that digital technologies, through the three stages of knowledge acquisition, integration, and application, have a significant positive impact on economic and social sustainable development, but a negative impact on environmental sustainable development. In this mechanism, knowledge absorption, creation, and application exhibit significant mediating effects, while knowledge dissemination, in some contexts, shows a masking effect, reflecting the complexity of knowledge flow within the innovation system [11]. National heterogeneity is significant in technological innovation strategies. Developed economies, leveraging their technological accumulation and market maturity, focus more on promoting economic growth through digital technologies, such as their leading positions in areas like AI-driven energy management and green cloud computing; while developing economies pay more attention to balancing social and environmental benefits. For example, major carbon-emitting countries in Asia set climate targets through Nationally Determined Contributions (NDCs) and are accelerating technological breakthroughs in areas such as advanced battery materials, bio-based biodegradable plastics, and carbon capture, utilization, and storage (CCUS). This difference is particularly evident in the implementation of the Belt and Road Initiative. Countries like China promote the diffusion of technological innovation through infrastructure connectivity, such as the practice of Multilingual Interoperation in Cross-Country Industry 4.0 System, providing technical standards and platform support for transnational industrial collaboration [1].

At the global level, sustainable development faces significant fiscal gaps and collaboration challenges. While the $10 billion fund launched by the UN Technology Facilitation Mechanism (TPF) and the $580 billion global green bond issuance in 2023 have provided financial support for clean energy technologies, the Sustainable Development Report 2025 points out that the Global Financial Architecture (GFA) urgently needs reform to adapt to the funding needs of global public welfare. Against this backdrop, the importance of multilateral cooperation mechanisms is highlighted: on the one hand, the unification of global standards (such as the formulation of standards in the field of sustainable computing) becomes a prerequisite for the promotion of practice; on the other hand, regional collaborative models (such as China's "Belt and Road" Initiative) effectively reduce the risk of fragmentation of the innovation system through policy coordination, technology transfer, and capacity building. The spatial spillover effect of digital transformation on green innovation performance further confirms the key role of transnational technological cooperation in sustainable development.

3.Challenges

Technological innovation management faces multi-level systemic challenges in sustainable development practices, requiring collaborative solutions at the macro, meso, and micro levels. Significant systemic failures are evident at the macro level: a huge fiscal gap exists for global sustainable development. Data from the Fourth International Conference on Financing for Development (FFD 4) in 2025 shows that lagging reforms of the international financial architecture have led to insufficient climate finance supply, with Asian green bond issuance only meeting 35% of the expanding demand for renewable energy; the fragility of multilateral cooperation mechanisms is highlighted, and weakened support for multilateralism from major powers exacerbates the fragmentation of technical standards; the environmental cost paradox of digital technology is emerging, with data centers accounting for 3%-5% of global electricity consumption, while the energy consumption of each blockchain transaction is equivalent to a week's electricity consumption of an average household [1].

4. Conclusions

This study systematically reviews the academic progress and practical dynamics of technology innovation management under the background of sustainable development. The core conclusions are reflected in the synergistic evolution across three dimensions: At the enterprise level, green collaborative mechanisms have formed an integrated model of "open social innovation - multifunctional teams - collective knowledge management"; at the supply chain level, collaborative networks based on long-term partnerships have been established, and breakthroughs have been achieved in the development of resource recycling design tools driven by learning capabilities; at the national and global level, a systemic transformation path centered on a multi-level perspective (MLP) framework has been developed, with policy tools such as China's "Industrial Green Efficiency Code 2.0" promoting the transformation of industries towards low-carbon and intelligentization. The cutting-edge issues focus on a dual core contradiction: while digital technology improves resource utilization efficiency, its environmental negative effects governance mechanisms are still incomplete; open innovation accelerates sustainable transformation through value co-creation, but the risk prevention and control system in the knowledge flow of SMEs still needs to be built.

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Below is a detailed outline of the journal's scope, organized by core disciplinary clusters and cross-cutting themes:

1. Core Disciplinary Clusters (and Interdisciplinary Overlaps)

The journal accepts research that either advances single disciplines *or* explores their intersections. Key disciplinary areas include (but are not limited to):

1.1 Social Sciences & Humanities

- Subfields: Sociology, psychology, anthropology, political science, international relations, economics, history, philosophy, cultural studies, linguistics, education, law, and media studies.
- Interdisciplinary focus: Examples include "political economy of digital media," "sociological approaches to public health," "philosophical foundations of artificial intelligence ethics," and "cultural studies of climate change communication."

1.2 Natural Sciences & Environmental Studies

- Subfields: Biology (molecular, ecology, conservation), chemistry (analytical, environmental, materials), physics (quantum, condensed matter, astrophysics), mathematics (applied, computational), earth sciences (geology, meteorology, oceanography), and environmental science (sustainability, pollution control, biodiversity).
- Interdisciplinary focus: Examples include "biochemical mechanisms of environmental toxin resistance," "mathematical modeling of climate variability," "physics of renewable energy systems," and "conservation biology and policy."

1.3 Engineering & Technology

- Subfields: Mechanical engineering, electrical & electronic engineering, civil engineering, computer science & engineering, chemical engineering, aerospace engineering, and industrial engineering.
- Interdisciplinary focus: Examples include "AI-driven civil infrastructure monitoring," "biomedical engineering for personalized healthcare," "green chemical engineering for sustainable manufacturing," and "human-computer interaction in educational technology."

1.4 Biomedical & Health Sciences

- Subfields: Medicine (clinical research, translational medicine), public health, nursing, pharmacology, neuroscience, genetics, and immunology.
- Interdisciplinary focus: Examples include "digital health technologies for chronic disease management," "pharmacological and sociological factors in medication adherence," "neurobiology of mental health stigma," and "genetic epidemiology of infectious diseases."

1.5 Arts, Design & Creative Industries

- Subfields: Visual arts, performing arts, design (graphic, industrial, UX/UI), creative writing, and cultural industries (museum studies, creative economy).
- Interdisciplinary focus: Examples include "design thinking for social innovation," "digital arts and computational aesthetics," "cultural policy and creative industry sustainability," and "arts-based interventions for mental health."

2. Cross-Cutting Thematic Focus Areas

The journal prioritizes research aligned with global priorities and emerging interdisciplinary trends. These themes cut across multiple disciplines and address pressing societal needs:

- **Sustainability & Climate Action**: Research on renewable energy, circular economy, climate adaptation/mitigation, sustainable urban planning, and environmental justice.
- **Digital Transformation**: Studies on artificial intelligence (AI) ethics, big data analytics, blockchain applications, digital literacy, and the impact of technology on work, education, and culture.
- **Public Health & Well-Being**: Research on pandemic preparedness, mental health promotion, healthcare equity, social determinants of health, and community-based health interventions.
- **Social Justice & Equity**: Work on gender equality, racial justice, inclusive education, poverty alleviation, and human rights (integrating legal, sociological, and economic perspectives).
- **Innovation & Industrial Application**: Applied research on technology transfer, interdisciplinary product design, smart cities, and industry-academia collaboration for problem-solving.
- **Global Governance & Development**: Studies on international policy coordination, sustainable development goals (SDGs), cross-border cooperation, and post-conflict reconstruction.

International Journal of Multidisciplinary Research (IJMR)

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▪ It is an international, peer-reviewed, open-access academic journal dedicated to publishing innovative research outcomes across interdisciplinary fields and promoting the integration and knowledge exchange among different disciplines.

▪ IJMR provides a platform for researchers, practitioners, policymakers, and academic enthusiasts to share insights on interdisciplinary research, discuss cross-domain issues (such as the integration of technology and humanities, the interaction between environment and economy, etc.), and explore transformative development opportunities brought by interdisciplinary integration.

Международный институт управления и предпринимательства

IJMR | International Journal of Multidisciplinary Research

PUBLISHED BY **International Institute of Management and Business**

OFFICE：
International Institute of Management and Business
Slavinskaga 1/3
220086
Minsk city，Belarus.

TEL： ＋375 17 3698049

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JOURNAL WEBSITE： ijmrscience.org

ISSN： 3105-8884
eISSN： 3105-8892

ISSN 3105-8884
01
9 773105 888408