

Research on Talent Training Paths of Physical Education Majors in Guangxi Universities Driven by High-Quality Employment—An Analysis Based on the VRIO Framework

Jialin Mo, Gaoyu Mo, Mei Zhou

College of Physical Education and Health, Guangxi Normal University, Guilin, Guangxi, China

Abstract: Higher education shoulders the critical mission of talent cultivation and plays a pivotal role in national strategies, regional development, industrial upgrading, healthcare, scientific research and social harmony. As a core discipline responsible for cultivating physical education teachers, the physical education major in general universities forms the backbone of school sports development in primary and secondary schools and greatly facilitates the implementation of the National Fitness Program. Nevertheless, the continuous expansion of higher education enrollment in recent years has intensified the pressure on graduates to secure high-quality jobs. the traditional evaluation standard that solely relies on employment rate to judge disciplinary construction can no longer adapt to structural changes in the current job market. Taking physical education majors in Guangxi universities as the research object, this paper adopts the VRIO framework to explore the talent training model of university physical education majors driven by high-quality employment. It analyzes the current employment status and existing problems of physical education majors, and elaborates on new demands for talent cultivation raised by high-quality employment. the study identifies deficiencies in curriculum design, teaching faculty and practical teaching among Guangxi universities, which in turn undermine graduates'employment quality. Based on the VRIO framework, this paper puts forward four optimization strategies: value promotion, rarity enhancement, inimitability reinforcement and organizational optimization. the implementation of these strategies can effectively improve the employment quality and competitiveness of physical education graduates, and provide innovative ideas for the reform of physical education in

universities.

Keywords: University Physical Education; High-Quality Employment; Talent Training Model; VRIO Framework; Universities in Guangxi

1. Introduction

Sport serves as a fundamental pillar for advancing the Healthy China Initiative. In October 2016, the Central Committee of the Communist Party of China and the State Council issued the Healthy China 2030 Outline, which explicitly emphasized cultivating primary and secondary school physical education teachers through school sports and fully affirmed the vital role of physical education professionals in advancing Healthy China [2]. Meanwhile, the Outline for Building a Powerful Sports Nation clarifies that the cultivation of sports professionals is an essential underpinning for fulfilling strategic missions [3]. With the sustained progress of higher education in China, society, universities and students have gradually recognized the significance of high-quality employment, and achieving high-quality employment for graduates across all majors has become a major challenge for China's employment sector [1]. Over the past two decades of educational reform, the annual surge in college admission numbers has created mounting employment pressure for fresh graduates. High-quality employment has therefore become a core issue requiring urgent responses from university talent training systems. Accordingly, the logic of talent cultivation for university physical education majors must shift from simple knowledge transmission to multi-dimensional competence development. Against the backdrop of the continuous advancement of the Healthy China strategy, physical education professionals not only undertake school physical education teaching tasks, but also play an increasingly important

role in social sports guidance, health services, event organization and grassroots sports governance. Hence, universities need to conduct in-depth research on curriculum design, practical teaching and faculty development. After years of exploration, physical education programs in Guangxi universities have formed distinctive school-running foundations. Some institutions have integrated ideological and political education, traditional ethnic sports and local cultural resources into professional training, laying a preliminary foundation for the coordinated development of applied talent cultivation and practical teaching. However, compared with the requirements of high-quality employment, the current talent training system for physical education majors in Guangxi universities still has obvious shortcomings, mainly reflected in ambiguous orientation of training programs and insufficient alignment between curriculum systems and career development demands. Existing studies on talent training for university physical education majors mainly focus on training objectives, curriculum systems, practical teaching and faculty construction, while research concerning high-quality employment of physical education graduates remains scarce.

In view of the above gaps, this study applies the VRIO framework to thoroughly investigate the talent training model of university physical education majors driven by high-quality employment, analyzes the linkage between current talent cultivation and employment, helps Guangxi universities optimize training programs for physical education majors, improves talent cultivation quality, enhances graduates' employability, and promotes their access to high-quality jobs. The analysis unfolds along four dimensions: Value, Rarity, Inimitability and Organization. By examining deficiencies in training objectives, curriculum systems, practical teaching and regional characteristic resources within physical education programs of Guangxi universities, the VRIO model enables systematic diagnosis of obstacles hindering high-quality employment-oriented talent cultivation, offering theoretical references and scientific suggestions for the high-quality development of university physical education majors.

1.1 Research on Talent Training Models

Research on talent training models for physical education majors in foreign universities started

earlier and has reached a mature stage. Physical education programs in American universities prioritize cultivating students' comprehensive and practical capabilities, with curricula covering physical education, kinesiology, health management and other interdisciplinary fields. Their training models are tightly integrated with practice. Adopting a theory-practice hybrid approach, students gain abundant opportunities to participate in real teaching and social activities, translating theoretical knowledge into practice and strengthening their ability to solve on-site teaching problems. Reverend Luther Halsey Gulick, founder of Springfield College, held that the college exists to train young people for social service. At the Ohio State University, physical education students engage in physical education internships at local K-12 schools during their studies, allowing them to understand the sports demands of diverse learners, accumulate teaching experience and lay a solid foundation for future professional careers [4]. Physical education programs in German universities emphasize students' professional skills and innovative capacity, encouraging autonomous learning and academic research. Furthermore, German universities maintain close partnerships with social institutions and enterprises to create employment opportunities and upgrade students' professional competencies. National Colleges of Education provide six-month internships for students to enrich practical experience and meet the recruitment standards of employers upon graduation.

Domestically, along with higher education reforms, talent training models for university physical education majors have attracted extensive academic attention. The cultivation of physical education professionals directly shapes the quality of future physical education teachers, occupying a vital position in university development. Numerous scholars have conducted multi-angle research on training models for tertiary physical education majors and proposed valuable reform suggestions. Some researchers advocate updating educational philosophies, repositioning training objectives in response to contemporary social talent demands, and pursuing all-round development of morality, intelligence, physical fitness, aesthetics and labor education. Apart from improving students' professional skills, universities should strengthen theoretical grounding and humanistic literacy. Professor Yang Hua argued that sports

universities integrate science and education to boost sports development and serve as core bases for cultivating sports professionals [5]. Distinct differences exist between Chinese and foreign training models for physical education majors. Foreign models center on knowledge and individual development, while China emphasizes all-round development of morality, intelligence, physical fitness, aesthetics and labor education with ethnically distinctive curricula. Scholars Yu Zhenfeng et al. pointed out that China mainly adopts one-time, training-oriented and university-centered training models, whereas foreign countries adopt lifelong, development-oriented and university-K12 joint training models.

1.2 Research on High-Quality Employment

A review of literature on high-quality employment reveals that many scholars analyze the topic from social and economic perspectives. Zhang Xiling (2023) adopted panel data covering 30 Chinese provinces from 2011 to 2018 to examine the impacts of digital finance and independent innovation on high-quality employment. the results indicated that the overall level of high-quality employment in China remains relatively low, with prominent gaps between eastern and western regions [6]. Chai Qianqian et al. (2023) studied the influence of environmental regulation policies on high-quality employment and found that different threshold variables lead to heterogeneous effects of environmental regulations on high-quality employment growth [7]. Wang Ming et al. (2023) employed a two-way fixed-effects model based on data from 2010 to 2021 to investigate regional disparities in scientific talent agglomeration and employment quality, concluding that China's high-quality employment level is subpar and the distribution of scientific talents is highly uneven [8]. Wan Lei utilized provincial data from 2011 to 2019 to explore the impacts of digital inclusive finance on high-quality employment across five dimensions: employment environment, employment structure, employability, labor remuneration and labor protection. the research demonstrated that digital inclusive finance effectively promotes high-quality employment, with more pronounced effects in eastern China [9]. Foreign research on high-quality employment focuses on tracking and analyzing labor market

dynamics. Sophisticated employment information systems are established to provide students with precise job information and career development guidance. Australian universities maintain close communication with enterprises to capture real-time changes in employer demands for sports talents, promptly adjusting talent training schemes and career guidance content accordingly.

1.3 Research Commentary

Current domestic and international research on talent training models for university physical education majors and high-quality employment still has notable limitations. Regarding talent training models, although multiple reform proposals have been put forward, implementation progress is slow and outcomes unsatisfactory in many universities due to constraints such as traditional educational mindsets, insufficient faculty and limited teaching resources. Some universities have expanded practical teaching segments yet failed to improve practice quality and effectiveness, lacking sound evaluation systems for practical training. In terms of high-quality employment, in-depth labor market research is inadequate, leading to inaccurate judgment of shifting industry demands and a disconnect between talent cultivation and market requirements. Career guidance services also lack pertinence and effectiveness, with many guidance contents and methods failing to address students' practical needs. In addition, cross-cultural research on physical education talent training and the integration of physical education majors with emerging industries remain understudied. Against globalization and continuous innovation in the sports industry, research in these fields carries great practical significance and development potential.

2. Overview of the VRIO Framework

2.1 Introduction to the VRIO Model

The VRIO analytical model evaluates internal strengths and weaknesses of organizations by examining their internal resources and capabilities. Proposed by J. Barney in 1991, the model consists of four dimensions: Value, Rarity, Inimitability and Organization [10].

Value: Embodied in the value chain. the selection of value chain activities and problem-solving approaches determine an organization's

resource and operational capacity. When facing market opportunities or risks, internal resources and capabilities decide whether an organization can seize opportunities or cope with challenges [11].

Rarity: Based on resource advantages. Possession of rare resources and capabilities enables organizations to gain competitive edges and mitigate external threats [11].

Inimitability: Refers to the high difficulty of replication, requiring thorough evaluation and judgment of organizational core assets.

Organization: A prerequisite for integrating valuable, rare and hard-to-imitate resources. A sound organizational structure fully leverages the three aforementioned resource attributes to capture market opportunities [12].

2.2 Factor System of Physical Education Talent Cultivation in Guangxi Universities Based on VRIO

The VRIO model analyzes internal organizational resources and capabilities, and its analytical logic and framework can be borrowed to dissect talent training models for physical education majors in Guangxi universities [13]. This study constructs a factor system for talent training analysis via the VRIO model as follows:

Value Factors

Talent cultivation for physical education majors in Guangxi adapts to diversified labor market demands and closely aligns with national strategies and regional development priorities. Systematic curricula and practical training equip students with solid professional knowledge, proficient skills, comprehensive literacy and innovative thinking, ultimately boosting their employment quality.

Rarity Factors

Guangxi universities integrate ideological and political education with sports spirit into curricula to cultivate students' sound moral character and professional ethics. Centered on the educational objective of "One Commitment and Three Masteries", many programs focus on knowledge, competence and literacy to cultivate high-quality applied talents competent for school sports work. Universities develop region-specific courses tailored to local talent demands. In practical teaching, an integrated internship system combining observation, placement and research is established, with long-term internship bases cooperating with local institutions to realize integrated in-class and extracurricular

practical training.

Inimitability Factors

Guangxi universities actively incorporate local ethnic characteristics and traditional ethnic sports into school-based curricula, integrating dragon and lion dances and traditional Zhuang sports into campus sports activities to form unique teaching content and cultural atmosphere. A dual competition system is implemented: teaching competitions improve students' instructional abilities and competitiveness while stimulating learning motivation and enthusiasm.

Organization Factors

Guangxi universities have established comprehensive management systems, dedicated administrative bodies and faculty development mechanisms to optimize higher education layout and talent training frameworks. The dual-mentor system promotes interdisciplinary and cross-department collaboration, strengthens external cooperation with enterprises and expands channels for talent cultivation.

3. Analysis of Talent Cultivation and Employment Status of Physical Education Majors in Guangxi Universities

3.1 Current Status of Talent Training Models

3.1.1 Loose Alignment of Curriculum Content

Curricula for physical education majors in Guangxi universities are divided into general education courses and specialized courses. General courses include ideological and political theory, computer science and college English to enhance students' comprehensive literacy. Specialized courses mainly cover kinesiology disciplines such as exercise physiology and sports anatomy, equipping students with fundamental human biomechanical knowledge to lay a foundation for subsequent teaching and training. Taking Guangxi Normal University as an example, physical education students study sports anatomy and exercise physiology to master skeletal and muscular physiology for injury prevention. Most universities adopt a theory-practice hybrid teaching mode for these courses.

Nevertheless, existing curricula have prominent drawbacks: course content fails to keep pace with cutting-edge academic developments; modern technologies and innovative teaching concepts such as multimedia teaching, flipped classrooms, AI motion tracking and project-based learning are rarely applied. Poor logical

coherence between courses prevents students from transferring theoretical knowledge to practice and dampens learning motivation.

3.1.2 Uneven Distribution of High-Quality Faculty

Faculty teams of physical education schools in Guangxi suffer from gaps in quantity and academic credentials. Expanding enrollment has led to faculty shortages, and heavy teaching loads make it impossible to meet students' individualized learning needs. Many programs have an aging teaching workforce with a low proportion of young teachers, resulting in relatively traditional teaching methods. The number of professors and associate professors with senior professional titles is limited, hindering the improvement of teaching quality. Although Guangxi universities have recruited numerous PhD holders in recent years, the overall academic level of sports faculty still lags far behind developed regions nationwide. Most sports teachers only hold master's degrees, restricting institutional research capacity. In addition, most faculty graduated from physical education programs and lack interdisciplinary knowledge and diversified teaching skills, failing to meet students' diverse learning demands and market requirements for interdisciplinary talents, which impairs teaching quality and talent cultivation outcomes.

3.1.3 Insufficient Practical Teaching

Guangxi universities emphasize theory-practice integration and organize internships and teaching skill competitions to improve students' instructional abilities and professional literacy. Most institutions arrange internships for physical education majors in primary and secondary schools and sports clubs to translate theoretical knowledge into practice and strengthen communication and practical capabilities. Various sports competitions (basketball, volleyball, football, gymnastics, etc.) are regularly held to cultivate teamwork spirit. However, practical teaching links have significant flaws: supervision and guidance of internships are non-standard, with uneven allocation of supervisors and inadequate real-time monitoring. Limited internship bases restrict students' job options and fail to satisfy practical training demands. Furthermore, disconnect between internship experience and market needs reduces students' learning enthusiasm.

3.2 Current Employment Status

3.2.1 Diversified Employment Destinations

Graduates of physical education majors in Guangxi universities demonstrate diversified employment trajectories. Approximately 60% of graduates secure positions as physical education teachers in primary and secondary schools, undertaking sports teaching and campus event organization. Following the issuance of national strategies for building a powerful sports nation, demand for qualified physical education teachers keeps rising, especially in rural schools with severe teacher shortages. Many graduates also work at sports clubs, engaging in athlete training and event organization, which absorbs a large share of graduates. A small proportion of graduates enter enterprises, government agencies and public institutions for sports-related work. Overall, schools and sports institutions remain the primary employment destinations, with job fields continuously expanding.

3.2.2 Contradictions Between Employment Quality and Job Satisfaction

In terms of compensation, graduates working as school teachers receive stable salaries composed of basic wages, performance bonuses, seniority pay and allowances. New teachers earn roughly 3,000–4,000 RMB monthly, with gradual salary growth tied to teaching seniority. Graduates employed by sports clubs can earn around 8,000 RMB per month, though incomes fluctuate drastically based on business performance. For school sports teachers, clear promotion paths exist, yet promotion competition is fierce. The relatively low status of physical education within the school system also creates obstacles for professional title evaluation.

Job satisfaction serves as another core indicator of employment quality. Some graduates express satisfaction with their positions, as their careers align with personal interests and career planning, allowing them to leverage their strengths. Others report dissatisfaction stemming from low salaries, difficult interpersonal relationships and excessive workloads. Teachers at prestigious primary and secondary schools face heavy burdens including teaching, event organization and off-campus training, with minimal salary increments, leading to low satisfaction. Club employees also feel dissatisfied due to student management pressure and performance assessment requirements.

3.2.3 Increasingly Severe Employment Competition

Employment competition for physical education graduates in Guangxi has intensified in recent years. Most undergraduates possess solid athletic skills that meet basic K-12 teaching requirements, and outstanding students accumulate competitive experience through sports events. However, market saturation has raised recruitment standards: employers now demand not only athletic expertise but also comprehensive teaching and innovative capabilities. Schools assess candidates' lesson design, classroom organization and instructional evaluation alongside athletic proficiency. Strong communication skills facilitate interaction with parents, colleagues and students, while teamwork capacity supports event planning and collaborative teaching.

Nevertheless, most graduates are deficient in communication, teamwork and practical teaching experience. They struggle to express teaching intentions clearly during instruction and lack team spirit, lowering collaborative teaching efficiency. These shortcomings prevent graduates from demonstrating their core strengths in job interviews and weaken overall employability.

4. Analysis of Talent Training Models for Physical Education Majors in Guangxi Universities Based on the VRIO Framework

4.1 Value Analysis

To a certain extent, talent training models in Guangxi universities satisfy social demand for sports professionals. In response to regional sports events initiated by the Guangxi government, physical education graduates widely participate in event organization and planning, filling local talent gaps. Rapid economic growth and rising public health awareness have expanded development space for the sports industry. Adopting a "Three-Whole Education" model featuring full-staff participation, whole-process guidance and all-round cultivation, Guangxi universities nurture students' comprehensive literacy. Deepening educational reforms have raised attention to adolescent physical health, shifting the educational paradigm from teacher-centered to student-centered teaching and advocating all-round development of morality, intelligence, physical fitness, aesthetics and labor education. To better align with social and industrial talent demands, universities must formulate training

programs based on market trends and institutional missions, dynamically adjusting curriculum content and scheduling to keep pace with the times.

4.2 Rarity Analysis

As a multi-ethnic region, Guangxi boasts abundant traditional ethnic sports cultural resources. Leveraging the integrated development model of "Ethnicity+Sports+Tourism", local authorities promote traditional ethnic sports and enrich physical education content. Supported by national and regional policies, Guangxi universities offer specialized courses on traditional ethnic sports and host ethnic-themed sports competitions. To amplify rare regional resources, universities should optimize curriculum systems by increasing credit hours for ethnic sports, developing distinctive school-based courses, cultivating faculty proficient in traditional ethnic sports and recruiting high-level educational talents.

4.3 Inimitability Analysis

The in-depth school-enterprise cooperation models adopted by Guangxi universities for physical education talent cultivation are highly difficult to replicate. Combined with unique school-based curricula integrating local ethnic sports culture, these programs form an irreplaceable curriculum system. To further strengthen inimitability, universities should deepen exchanges and cooperation with enterprises, co-develop teaching resources, and innovate partnership mechanisms such as dual-mentor systems and priority recruitment agreements to enhance students' career competitiveness and learning motivation. Schools should further explore local cultural resources, incorporate regional characteristic sports into curricula and expand offerings of traditional ethnic sports activities.

4.4 Organization Analysis

Sound management systems in Guangxi universities provide robust institutional guarantees for talent training. Clear power operation mechanisms, dedicated administrative bodies and systematic faculty development ensure efficient implementation of training models. Optimized higher education layout aligns talent cultivation with social labor market demands. For faculty development, universities

implement national teacher education revitalization plans, constructing a Chinese characteristic teacher education system led by normal universities and supported by high-level comprehensive universities, upgrading institutional quality and supplying high-caliber teaching staff. To optimize organizational structures and management, universities should establish project-centered working teams to facilitate interdisciplinary and cross-department collaboration, strengthen external enterprise partnerships and expand talent cultivation channels. Dynamic resource adjustment mechanisms should be built, and regular teacher training and further study opportunities offered to optimize resource allocation and faculty construction, improving the efficiency and effectiveness of talent training implementation and providing stronger support for cultivating high-quality sports professionals.

5. Optimization Strategies for Talent Training Models of Physical Education Majors in Guangxi Universities Based on the VRIO Framework

5.1 Value Promotion Strategy: Optimize Curriculum Design

In accordance with talent training objectives and market demands for physical education majors, universities should optimize curricula and increase practical training proportions to build a diversified system covering basic theoretical courses, core specialized courses, practical training courses and elective expansion courses. Course content should be updated to reflect the latest advancements in the sports industry, incorporating big data-enabled sports development and introducing AI-assisted classroom teaching modes. Universities must strengthen alignment between practical training and employment by adopting task-driven and project-based teaching methods to embed career practice into coursework. Comprehensive career guidance services including career planning lectures, employment courses and job fairs should be provided to boost students' career awareness, planning capabilities and proactive motivation.

5.2 Rarity Enhancement Strategy: Build Diversified Characteristic Curricula

To fully exploit rare regional cultural and ethnic sports resources, Guangxi universities should

construct regionally distinctive curricula. Rich natural geography, human history and social customs of Guangxi can be integrated into ethnic culture and traditional sports courses. Traditional ethnic sports activities should be incorporated into mass sports programs, combined with traditional festivals to enrich teaching content. Field research activities leveraging Guangxi's unique natural scenery and cultural heritage should be developed. Drawing on successful practices from peer institutions, an integrated system of diverse and colorful courses can be established. Regional sports events should be regularly held to encourage student participation and strengthen practical capabilities.

5.3 Inimitability Reinforcement Strategy: Upgrade Practical Teaching

Guangxi universities should innovate teaching methodologies by introducing artificial intelligence, virtual reality and other technologies to improve classroom efficiency. Long-term stable cooperative partnerships with primary and secondary schools, sports clubs and event management companies should be established. Supervisors at off-campus practical bases must strengthen targeted guidance and evaluation for students, and high-quality practical training bases should be constructed to deliver abundant internship opportunities, realizing deep integration between talent cultivation and industrial demands.

5.4 Organizational Optimization Strategy: Strengthen Faculty Construction

Guangxi universities should increase the proportion of dual-qualified teachers by recruiting industry-experienced professionals and dispatching teachers to enterprises for temporary training to upgrade practical teaching competencies. Regular teaching training and academic exchange activities should be organized, and teachers encouraged to conduct educational reform research and explore innovative hybrid online-offline and VR teaching modes to continuously improve instructional standards.

6. Conclusion

Physical education majors in Guangxi universities keep advancing amid nationwide educational reforms. Although their training systems feature unique ethnic cultural characteristics in curriculum design, faculty

development and instructional modes, prominent challenges remain including unreasonable curriculum structures, narrow employment channels, inadequate practical training and uneven resource allocation, all of which hinder graduates' access to high-quality jobs. Based on the VRIO framework, this paper analyzes talent training models for physical education majors in Guangxi universities and proposes targeted optimization strategies across four dimensions: value, rarity, inimitability and organization. Universities should formulate training programs responsive to market demands, rationally arrange teaching content, strengthen faculty development, promote collaborative teaching among instructors and organize various sports competitions. In the future, Guangxi universities shall focus on cultivating physical education professionals capable of meeting social demands, improve graduates' employment quality and competitiveness, and make substantial contributions to the Healthy China and Powerful Sports Nation national strategies.

References

- [1] Xiang Z P, Wang J. Research on the Transformation of Leather Major Talent Training Models Driven by High-Quality Employment [J]. *China Leather*, 2025, 54(03):42-45+50.
- [2] Central Committee of CPC, State Council. Issuance of the Healthy China 2030 Outline [EB/OL]. (2016-10-25)[2023-03-01]. https://www.gov.cn/zhengce/2016-10/25/content_5124174.htm
- [3] Zhang J, Liu X M. Research on High-Quality Development of Youth Sports Under the Strategy of Building a Powerful Sports Nation [J]. *Liaoning Sports Science & Technology*, 2024, 46(05):135-140.
- [4] Li J D. Investigation and Reflection on Physical Education Teaching Objectives and Methods of Springfield College [J]. *China School Physical Education*, 2011(4):74.
- [5] Yang H (Ed.). Coordinated Development of Two Strategies and Reform of Sports Universities [M]. Beijing: People's Daily Press, 2004:1.
- [6] Zhang X L, Tang S. Digital Finance, High-Quality Employment and Independent Innovation [J]. *Finance & Economy*, 2021(09):32-41.
- [7] Chai Q Q, Li Z X. Influencing Paths and Effects of Environmental Regulation on High-Quality Employment [J]. *Taxation and Economy*, 2023(02):91-99.
- [8] Wang M, Liu H. Research on the Influence of Scientific Talent Agglomeration on High-Quality Employment in China [J]. *Chinese Journal of Personnel Science*, 2023(09):68-81.
- [9] Wan L. the Impact of Digital Inclusive Finance on High-Quality Employment [D]. Nanchang: Jiangxi Agricultural University, 2023.
- [10] Zheng Q Y, Nian F H, Zhang H P. Competitiveness Evaluation of Yangtze River Delta Cultural Industry Based on Revised VRIO Model [J]. *Areal Research and Development*, 2021, 40(1):44-49.
- [11] Li X R. Competitiveness Evaluation of Regional Cultural Industries Based on Modified VRIO Model [J]. *Human Geography*, 2009(5):76-80.
- [12] Meng W D, Zhang W G, Long Y. Strategic Management: Creating Sustained Competitive Advantages [M]. Beijing: Science Press, 2004:72-76.
- [13] Yang J C, Zhang B N. VRIO Dilemmas and Strategies for High-Quality Development of Rural Schools — An Analysis Based on Rural School Informatization [J]. *Theory and Practice of Education*, 2024, 44(08):15-20.