

# Research on the Coordinated Development of Belt and Road Industries Based on Common Prosperity

Guoping Wang<sup>1</sup>

## Abstract

Common prosperity is not only a crucial characteristic of the modernization of China but also a fundamental conceptual pillar that drives the Belt and Road Initiative. The Belt and Road Initiative presents an innovative model of profound interaction between China and the international community, establishing a fresh perspective on mutual development for the countries encompassing the Belt and Road Initiative. Furthermore, it serves as a novel platform for these nations to strive towards shared development and prosperity. As an integral component of the Belt and Road construction, industrial synergy assumes a significant role in realizing collective progress along the Belt and Road. While endeavoring to foster the common development of the countries along the route, the existence of regulatory and cultural barriers, stemming from institutional disparities and cultural distances among nations, poses significant constraints on the harmonized growth of the Belt and Road industry. Consequently, it becomes imperative to enhance the national investment value assessment system and the risk early-warning mechanism along the Belt and Road, thereby mitigating regulatory barriers to industrial coordination and the associated risks of institutional changes. Additionally, it is crucial to establish a comprehensive discourse system for the Belt and Road with China's strategic blueprint as the central focus, narrowing the cultural gap in industrial coordination, implementing differentiated policies and innovative approaches to facilitate industrial coordination, and ultimately fostering the collective prosperity of the countries along the Belt and Road.

## Keywords

Common prosperity; Belt and Road; Industrial synergy; Cultural distance

## Introduction

Chinese President Xi Jinping emphasized in the Party's Report to the 20th CPC National Congress that "It is the modernization of common prosperity for all. Achieving common prosperity is a defining feature of socialism with Chinese characteristics and involves a long historical process (Xi, 2022)". To attain this goal, it is necessary to fully utilize the advantages of the Chinese socialist system and take into account both efficiency and fairness. According to the China Statistical Yearbook (2021), the Gini coefficient of income distribution among residents in China stands at 0.466, indicating significant income disparity ("China Statistical Yearbook(2021)." 2021). From an economic perspective, China has maintained its position as the world's second-largest economy with a GDP of 121 trillion yuan in 2022. However, challenges such as regional imbalances in development and a widening income gap persist, making the achievement of common prosperity for all individuals a formidable task. In order to steadily promote common prosperity, it is imperative to enhance the domestic demand system, foster external capabilities, and pursue joint development opportunities. This can be accomplished by sharing development accomplishments and facilitating common prosperity through a high-level and high-quality open cooperation platform. The Belt and Road Initiative, serving as a key strategy for comprehensive opening-up, not only establishes a new channel between China and the global market but also provides a fresh platform for the

collaborative development of countries along the route. To facilitate the high-quality development of the Belt and Road Initiative, China has strengthened the leading position of the eastern coastal areas in terms of openness, enhanced the level of openness in the central and western regions, expedited the construction of new land and sea passages in the west, and narrowed the regional income gap by coordinating industrial development between the eastern coastal areas and the inland regions in central and western China. These efforts contribute to the attainment of common prosperity. Building upon this foundation, countries along the route will establish a more open and dynamic economic cycle system based on resource sharing and common development, thus providing a new driving force for the common prosperity of all nations.

The concept of "one Belt, One Road" serves as a pathway toward economic advancement and shared prosperity. It aims to bridge the cultural divide and foster the integration of people's sentiments. Ultimately, its objective is to pursue mutual development and collective prosperity. President Xi Jinping emphasized the significance of attaining common prosperity for all nations, including African nations, as a

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<sup>1</sup>School of Journalism and Communication, Hunan University, Changsha, Hunan 410082, China

## Corresponding author:

Guoping Wang, School of Journalism and Communication, Hunan University, Changsha, Hunan 410082, China  
Email: 181933447@qq.com

crucial component of fostering a global community with a shared destiny (“Xi Jinping attends the opening ceremony of the High-Level Dialogue between Chinese and African Leaders and Business Representatives and the Sixth China-Africa Entrepreneurs Conference and delivers a keynote speech.” 2018). The “Belt and Road” initiative encapsulates a broader vision of shared prosperity: internally, it seeks to expedite the establishment of an open economy and promote the high-quality development of the domestic economy; externally, it aims to address the global development gap, stimulate new impetus for global economic growth, and ameliorate global wealth disparity, thereby contributing to the formation of a global community with a shared destiny. Furthermore, the ‘Belt and Road’ initiative not only emphasizes economic connectivity but also cultural exchange and the integration of people’s sentiments. It is imperative to bridge the cultural divide between countries along the ‘Belt and Road’ and enhance their mutual support to empower economic development, social progress, and promote strategic alignment and industrial cooperation between China and countries along the route. The Belt and Road Initiative not only accelerates the shared prosperity of the Chinese people but also assists countries along the route in realizing their vision of collective prosperity (X. Zhang & Wu, 2022). By expanding demand, improving the overall economic level, enlarging the economic “cake”, and addressing the issue of insufficient development, we can achieve the goal of “prosperity”. Simultaneously, through regional coordination, narrowing the wealth gap, effectively distributing the economic ‘cake,’ and addressing the issue of imbalanced development, we can achieve the common goal of shared prosperity. Industrial synergy, as a crucial component of the “Belt and Road” initiative, plays a pivotal role in promoting the collective development and shared prosperity of China and countries along the route. Certain regions in China have already taken proactive measures in this regard. For instance, Zhejiang province made significant efforts in 2021 to establish a “demonstration zone for shared prosperity”, encouraging Zhejiang enterprises to engage in two-way economic, trade, and investment cooperation (Zheng, 2021), as well as coordinated industrial development with enterprises along the Belt and Road (“Opinions on supporting Zhejiang in building a demonstration zone for high-quality development and common prosperity.” 2021). This approach fosters a multi-engine-driven pattern, facilitates regional coordinated development, and contributes to collective development and shared prosperity. In conclusion, the promotion of shared prosperity among countries along the route is a fundamental objective of building the ‘Belt and Road’ through industrial cooperation.

### **New opportunities provided by the Belt and Road Initiatives**

The construction of the Belt and Road is a significant plan based on the concepts of “opening up” and “going out”. It involves numerous countries and regions and aims to balance the development of China’s eastern and western regions while promoting the development of countries along the route. This strategy connects China with the industrial

development of these countries. China and the countries along the route have a highly complementary economic structure. The Belt and Road Initiative can facilitate China’s industrial transformation and capacity output. It also meets the economic development expectations and needs of countries along the route, providing them with new opportunities for common prosperity.

### *Aims to create a platform*

Inadequate industrial development and unbalanced industrial arrangements are significant factors that impede the realization of economic potential. The issues such as an unreasonable overall industrial structure, uneven industrial development, and a mismatch between product supply and demand in countries situated along the Belt and Road are more conspicuous. Therefore, it remains imperative to foster coordinated industrial development to facilitate the attainment of the objective of shared prosperity. Coordinated industry development refers to the optimal interaction of industrial resource sharing, industrial resource reorganization, and industrial resource relocation among subsystems based on the industrial resource endowment and spatial layout structure of each subsystem. This approach ultimately enhances the operational efficiency of the entire industrial economy. The joint endeavor of establishing the Belt and Road will prioritize the coordinated development of industries, which will contribute to the implementation of industrial layout optimization strategies such as resource integration and industrial restructuring in countries along the Belt and Road. Additionally, it will facilitate the implementation of industrial division of labor and cooperation based on the natural geography, resource endowment, and technological advantages of each country, thereby leveraging their respective professional strengths. This specialized mode of industrial development through division of labor and cooperation will foster the concentration and integration of advantageous industries in countries along the route, while simultaneously providing new opportunities for China’s industries to expand globally, new markets for industries facing overcapacity, and new channels for industrial transfer. Given the extensive nature of the Belt and Road initiative, which encompasses numerous countries and a vast territory, the coordination of industries among the countries along the route will engender a relatively comprehensive and mutually reinforcing industrial system within the Belt and Road framework. This, in turn, will significantly augment the industrial efficiency and productivity of these countries, thus generating wealth for their economies and benefiting their people. The development of the Belt and Road prioritizes the coordinated development of industries, seeking to harmonize the industrial layout of countries along the route and establish a platform for the extension of the industrial chain. This platform will assist countries along the route in achieving common prosperity.

### *Aims to develop the economic belt*

To foster the synchronized development of the Belt and Road industry, it is imperative to establish the Belt and Road growth nucleus, and subsequently establish

the connectivity between industrial radiation and factor resources, which serves as a vital prerequisite for the harmonized advancement of the Belt and Road industry. In his economic development pole theory, French economist Perroux advocated that regional economic development primarily hinges on growth poles endowed with locational or resource advantages, thus engendering corresponding regional industrial clusters, regional industrial chains, and regional commercial clusters through resource integration or technology application cultivation, ultimately propelling the progress of underdeveloped regions and attaining the objective of regional coordinated optimization and, by extension, promoting the synchronized development of regional industries. The purpose of constructing the Belt and Road Initiative is to facilitate China's enhanced and expeditious integration into the global economic integration framework, stimulate balanced and high-quality development of the domestic economy and foreign trade, and impel countries along the route to pursue common progress and shared prosperity by capitalizing on China's institutional advantages, economic potential, scientific and technological prowess, and cultural allure. Capitalizing on China's considerable responsibilities as a major power, vast economic scale, comprehensive industrial chain, and supply chain, China has emerged as the central growth nucleus of regional advantages in Perroux's economic development pole theory during the process of constructing the Belt and Road and implementing the coordinated development of economic belt industries. Consequently, to foster the harmonized development of the Belt and Road industries, it is necessary to establish the growth nucleus and development powerhouse of the economic belt. In 2019, President Xi Jinping outlined specific arrangements for China's regional economic layout, urging all regions to fully exploit their respective advantages, expedite the flow and concentration of production factors between regions, and forge a regional economic pattern characterized by complementary advantages and high-quality development, thereby engendering several new power sources capable of driving the country's high-quality development in spatial terms ("Xi Jinping presides over the fifth meeting of the Central Finance and Economics Commission." 2019). Five national regional growth nuclei, namely Beijing-Tianjin-Hebei, the Yangtze River Delta, the Guangdong-Hong Kong-Macao Greater Bay Area, the Chengdu-Chongqing Twin Cities, and the middle reaches of the Yangtze River, have emerged as the pivotal power sources of China's regional economic development (M. Liu & Wu, 2022), and have provided assurance for industrial chain resources and capacity reserves for the coordinated development of the Belt and Road industries. These industrial resources are transported to the areas along the Belt and Road via key transportation arteries such as land-port hubs and the China-Europe train, thus propelling the industrial development of countries along the route and generating a trend of industrial synergy with the growth nuclei of major regions in China, consequently bolstering the industrial efficiency of the economic belt along the route and enhancing the well-being of local inhabitants. The Belt and Road Initiative aims to create a growth center for the economic belt. It offers a valuable platform for the high-quality economic

development of countries along the route. It serves as a crucial power source for achieving common prosperity for countries along the Belt and Road.

### *Aims to foster scientific and technological collaboration*

The crucial underpinning of coordinated industrial development is rooted in technological prowess and innovation. In the contemporary era of rapidly advancing technology, the efficacy of technological innovation is increasingly conspicuous, facilitating the conversion of obsolete and novel forms of energy, expediting industrial transformation and high-quality advancement, and empowering collective prosperity. Scientific and technological innovation not only serves as a pivotal option for the high-quality development of China's economy but also represents a significant subject for the establishment of the Belt and Road Initiative and the implementation of coordinated industrial development. By the conclusion of 2021, China has undertaken four categories of scientific and technological innovation collaboration projects with nations along the route, encompassing scientific and technological humanities exchange, cooperation in science and technology parks, joint laboratory construction, and technology transfer center construction, thereby essentially establishing the fundamental framework and collaboration network for scientific and technological innovation cooperation within the Belt and Road Initiative. Additionally, China has initiated the Belt and Road international scientific organization alliance, boasting a membership of 67 entities (Y. Zhang & Yang, 2022). The objective of fortifying cooperation in scientific and technological innovation between China and countries along the route within the Belt and Road Initiative is to jointly propel emerging technologies and stuck-neck technologies, as well as to collectively cultivate resources, promote the commercialization of advanced technologies, and collaboratively tackle global scientific and technological challenges. It should be emphasized that scientific and technological innovation cooperation within the co-construction of the Belt and Road Initiative should prioritize fundamental research. Although basic research demands substantial investment and entails a protracted timeline, its knowledge spillover effect is notable, rendering it more conducive to enhancing the quality and efficiency of economic development in China and countries along the route. As Paul Romer, a Nobel laureate in economics and a professor of economics at Stanford University, has pointed out, compared to general commodities, the central value of knowledge lies in its spillover effect, which bolsters the overall production efficiency of society. Knowledge spillover serves as the precursor to technological progress, furnishing intrinsic impetus for the coordinated and high-quality development of industries. The emphasis within the Belt and Road Initiative lies in cooperation in scientific and technological innovation, integrating the innovative resources and scientific and technological capabilities of countries along the route, fostering the high-quality advancement of industrial synergy among countries along the route, and supplying fresh impetus for countries along the route to attain collective prosperity.

## Challenges encountered by the Belt and Road Initiatives

Building the Belt and Road and executing synchronized industrial development represent a significant expansion of industrial arrangement and a Chinese strategy to accomplish a more substantial shared prosperity. China actively advocates, promotes, and implements the Belt and Road initiative. To collaboratively establish the Belt and Road and execute synchronized industrial development, it is imperative for us to take the lead in propelling domestic industries towards internationalization, unleashing domestic surplus production capacity, extending domestic industrial chains to the countries along the Belt and Road (Gao et al., 2021), and engaging in extensive and profound transnational industrial cooperation with these nations to harness the complementary advantages of China and other countries and pursue mutual development along the route. Furthermore, during the course of constructing the Belt and Road and implementing the coordinated development of industries, it is crucial to pay special attention to the consequential impacts of industrial integration and enhance the high quality of industrial coordination. Building upon this foundation, there is a need to enhance personnel and cultural exchanges between China and the countries along the Belt and Road in order to foster shared prosperity among the populace (Wang & Liu, 2022). At present, several practical problems and challenges persist in the endeavor of building the Belt and Road and executing synchronized industrial development.

### Regulatory barriers

The “going global” strategy of the industry is the first step to jointly build the coordinated development of the Belt and Road industry, expanding new space for the extension of the domestic industrial chain and laying a solid foundation for the common prosperity of the Belt and Road. According to statistics, in 2021, China’s total import and export value to the countries along the Belt and Road reached 11.6 trillion yuan, accounting for 29.7% of China’s total foreign trade (Y. Liu et al., 2021), and the industrial synergy development momentum was strong. The export of semi-finished products and spare parts in the intermediate links of the industrial chain and supply chain accounted for 56.2% of China’s total exports to the countries along the Belt and Road (“China’s import and export to Belt and Road countries grew by 23.6% in 2021, with growth rate higher than overall.” 2022). The coordinated development of the Belt and Road industry has brought great vitality to China’s economy and benefited countries along the Belt and Road. However, as an important way of “going global”, cross-border M&A of Chinese enterprises has declined in recent years in countries along the Belt and Road. The main reason is that the industry faces many regulatory barriers in the process of “going global”.

Due to the possession of significant natural resources or their strategic geographical locations, certain countries situated along the Belt and Road encounter frequent conflicts and political unrest, which has severely impeded transnational investment in the industrial sector. To illustrate, the Colombo Port City project, which was undertaken by China Communications Construction Group in Sri

Lanka, experienced stagnation due to local political factors. Moreover, as a result of historical circumstances, some countries along this route have established distinct laws and regulations that differ from China’s legal framework, thereby presenting challenges in sustaining cooperative industrial projects. For instance, Sinosteel’s mineral project in South Africa may relinquish its controlling stake in the venture due to South Africa’s enactment of legislation aimed at advancing black economic rights. Additionally, certain countries exhibit strong protectionist tendencies, often implementing economic policies that hinder the expansion of economic and trade collaboration between the two sides. These trade protectionist measures significantly curtail the synchronized development of industries between China and the countries located along this route (Luo & Zhang, 2021). For instance, the “China-Kyrgyzstan-Uzbekistan Railway Project”, which was designated as a priority undertaking for integrating transportation infrastructure in member countries of the Eurasian Economic Union, encountered obstacles as Kyrgyzstan and other nations deemed it unfavorable for safeguarding their mineral resources. Consequently, it took more than two decades of arduous negotiations to achieve progress in the project in September 2022 (“Progress made in the Central African Railway project”, 2022).

### Cultural gap

Promoting comprehensive industrial collaboration is a crucial measure towards the joint establishment of industrial coordination under the Belt and Road Initiative following the industry’s expansion overseas. In order to engage in comprehensive industrial collaboration with the nations along the Belt and Road, it is imperative to achieve transnational alignment of industrial resources. China has entered into capacity cooperation agreements with numerous countries, including Kazakhstan, and has collaborated with regional organizations such as ASEAN. Furthermore, China has signed third-party market cooperation agreements with countries like France. In addition to national-level alignment of industrial resources, all provinces also actively participate in the industrial resource collaboration of the Belt and Road. For instance, since 2015, Chongqing has been preparing for the Sino-Singapore interconnection project, which is the third intergovernmental cooperation project with Singapore following Suzhou and Tianjin. By the end of 2021, the China-Singapore industrial cooperation projects had reached a total of 370, with the accumulated cooperation amount exceeding US\$ 48 billion (“New achievements in China-Singapore connectivity: A new batch of 30 cooperation projects signed”, 2022). The diverse cultural structures of the nations along the Belt and Road bring immense potential for bilateral industrial collaboration, but the cultural disparities that accompany such diversity also present significant challenges to bilateral industrial cooperation.

Firstly, there exist disparities in cultural backgrounds. The cultural composition of nations along the Belt and Road is intricate, and notable variations in language, customs, religious beliefs, and target values are evident. Culture significantly influences individual concepts and cognition, thereby giving rise to cultural clashes and hindrances in communication during the course of industrial cooperation. Consequently, this results in a lack of synchronization

or even failure in industrial collaboration. Secondly, the dissimilarity in discourse systems is another important factor. Countries along the route are heavily influenced by the Western discourse system, which exhibits a bias towards the Belt and Road Initiative. Several Western nations exploit their international media prowess and public opinion to defame and disparage the Belt and Road Initiative. Moreover, certain countries along the route are disturbed and captivated by Western discourse, potentially diminishing trust in China's industrial cooperation and significantly impacting collaboration with countries along the Belt and Road. Thirdly, the divergence in corporate culture is noteworthy. Due to different values and cultural traditions, the corporate cultures of countries along the Belt and Road vary significantly. The cultural disparities manifest in differences in organizational structure, business decision-making, and personnel management. Chinese enterprises are deeply influenced by Confucianism and prioritize the coordination of employee relationships and the cultivation of a sense of belonging among employees. Consequently, harmonious organizational relationships are more readily established within these enterprises. Conversely, many countries along the Belt and Road are influenced by Western culture and place greater emphasis on individuality. The organizational relationships within enterprises are relatively simple contractual arrangements, and employees have a limited sense of attachment to their respective organizations. Therefore, it is easier to foster an individual-centric approach to autonomy and innovation. The differences in corporate culture may lead to conflicts between Chinese and foreign enterprises due to divergent business concepts in industrial collaboration, thus undermining cooperation.

### *Complexity of industrial integration and innovation*

The objective of the Belt and Road Initiative is to foster synergy of superior quality within the industrial sector and establish strong economic ties between China and the nations situated along the Belt and Road. The key factor in accomplishing this objective lies in the advancement of profound industrial integration and innovation. Through this integration and innovation, the "five links" of the Belt and Road can be promoted, resulting in mutual prosperity for the inhabitants of all countries along the Belt and Road. In 2020, the Ministry of Culture and Tourism in China sanctioned 45 pivotal projects for international cooperation under the Belt and Road Initiative. These projects primarily focus on cultural exchange, personnel interchange, and the construction of a platform for cultural communication. Their significance lies in the promotion of two-dimensional shared prosperity under the Belt and Road Initiative. Nevertheless, the Initiative encompasses numerous countries along its route and is a comprehensive endeavor characterized by intricate attributes such as openness, integrity, hierarchy, and dynamism. These attributes present challenges and obstacles to the harmonized development of industries.

The world has undergone significant changes in the past century, and the COVID-19 pandemic has worsened the already fragile global economy, leading to a global economic recession. This recession has brought about major shifts

in the international political landscape. The uncertainty of the global situation has intensified social conflicts in countries along the Belt and Road, resulting in discontinuous national policies and posing a high level of uncertainty risk to the industrial integration and innovation of the Belt and Road. The participating countries in the "Belt and Road" initiative vary in terms of history, culture, resources, development level, and economic scale. These countries have varying degrees of friendly cooperation or strategic competition due to historical issues. The complexity of this structural system makes it challenging for China to develop a top-level plan for industry collaboration in the Belt and Road Initiative, hindering its integration and innovation. Belt and Road Initiative industrial integration innovation encompasses various aspects, including the integration of production factors, inter-enterprise relations, production processes, products, and market demand. This includes not only the integration innovation in industrial resources and collaborative mode but also the resource guarantee for industrial integration innovation. For instance, industrial collaborative guarantee involves both hardware integration innovation such as infrastructure and logistics channels and software integration innovation such as cultural communication and innovation networks. The complexity of the cooperative governance system further complicates industrial integration.

### **The realization of the coordinated development of the Belt and Road Initiative**

Nowadays, the phenomenon of global economic globalization is currently encountering a countercurrent, and the clamor for establishing a fresh international order is becoming increasingly pronounced. The nations that have achieved late-stage development, with China serving as a representative example, persist in fortifying regional collaboration, thereby injecting vitality into the recovery of the global economy. The joint construction of the "Belt and Road" serves as the cornerstone and pivotal measure for facilitating the synchronized development of industries in China and other nations along the route, ultimately leading to the realization of shared prosperity for China and the other nations along the route. The progression from "going global" to cultivating profound cooperation with the nations along the route, and subsequently transcending borders through integration, innovation, and development among industries, presents numerous challenges, including the presence of institutional barriers and cultural differences. To surmount these hurdles, endeavors must be undertaken to eliminate institutional obstacles, foster innovative discourse systems, and implement policies at various levels.

### *Enhance investment value evaluation system and risk early warning mechanism of countries along the Belt and Road*

The extension of domestic industrial chains is hindered by the political instability, special laws and regulations, and protective economic system in countries along the "Belt and Road". In order to promote the coordinated development of the industry in the "Belt and Road" region, it

is necessary to thoroughly analyze the various institutional obstacles in advance and be cautious of cooperation risks. This can be achieved by focusing on two aspects: firstly, examining the regulatory barriers and assessing their value in terms of cooperation to determine the industry's direction for expansion; secondly, issuing early warnings for cooperation risks, enhancing the ability to prevent and handle institutional changes, and determining the approach for the industry to "go global".

First, study the host country's regulatory barriers and establish an investment value evaluation system. Investigate the control barriers of the host country using existing overseas institutions, and establish a cooperation value evaluation system. Focus on the system and its changes, business practices and rules, corporate social responsibility preferences, and other aspects of countries along the Belt and Road to form a scientific value evaluation system. Disclose the value evaluation system regularly on the information sharing platform of the Belt and Road to determine the direction for China's industry to "go global". The second is to establish a "Belt and Road" cooperation risk early warning mechanism. To enhance risk management and resolution, a special department will be created at the national level for cooperation risks in Belt and Road industries. Research institutions will be guided to gather information and develop models for the system and its changes. Using big data, qualitative and quantitative analysis will be conducted to predict institutional changes and risks in Belt and Road industries (Yao & Zhang, 2021). This will improve the ability to manage and resolve risks for coordinated development in Belt and Road industries.

### *Promote the establishment of the Belt and Road discourse system centered on the Chinese plan*

Differences in religious beliefs, values, and conduct create cultural distance, which hinders communication and knowledge flow in transnational cooperation. Such cultural distance also increases transaction costs and hampers coordinated and integrated development along the Belt and Road. To address this, a discourse system centered around the Chinese plan should be constructed. Distorted interpretations of the "Belt and Road Initiative" must be corrected through the establishment of a factual framework and enhanced recognition among participating countries. The western discourse system deviates from facts, but the fact-based "Belt and Road" discourse system is rooted in history and reality and will promote joint construction. Chinese traditional culture can regulate the Belt and Road industry and enhance recognition by countries along the route. Chinese culture resolves communication barriers and cultural distances. The humanistic foundation is important for constructing the Belt and Road discourse system. Cultural distances exist between countries with different regions and cultures. Recognizing and respecting cultural distances is important for constructing the Belt and Road discourse system. Cultural diversity can enhance equal dialogue and cooperation for a better world (Li, 2019). To develop the Belt and Road industry, we should promote multicultural integration and symbiosis. This will empower the industry and benefit the people along the route.

### *The implementation of policy stratification and policy innovation*

The Belt and Road Initiative faces complex challenges, including an international situation, structural system, and governance system. This complexity makes it difficult to design and implement the industrial synergy policy. Strengthening policy stratification and innovation is necessary. Innovating the operation mechanism and implementing top-level design and hierarchical docking of policies is important. The central overall planning, local implementation, and participating enterprises form the layers. Provinces and cities can use their sister city relationship to contribute to the coordinated development of the Belt and Road Initiative. The participants at the basic level can be state-owned or private enterprises. If private enterprise participation is low, the government should encourage more involvement. We must focus on target demand and industrial classification. Industrial classification should aim for common prosperity and balance industrial synergy. Industries that need market expansion, production capacity transfer, and technological innovation should be classified and planned independently (Y. Zhang & Zhuang, 2022). This helps address development issues and promote the "Belt and Road" initiative.

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