



BC AGRICULTURAL E - COMMERCE

by

XIN ZHANG

AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT  
OF THE REQUIREMENT FOR THE DEGREE OF MASTER OF  
BUSINESS ADMINISTRATION (INTERNATIONAL PROGRAM)

SOUTHEAST ASIA UNIVERSITY

ACADEMIC YEAR 2022

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 (International Program)  
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## ABSTRACT

Current agricultural market enterprise competition is intense. This research is qualitative research. The objective is startup business. The BC Agricultural E-commerce is mainly engaged in the production and sales of local products and agricultural materials in the fruit industry. Storage, processing and transportation of fruit products; Fruit industry technology research and development and promotion services; Intelligent agriculture development; Online sales of agricultural products and other businesses have developed rapidly in recent years, but with the continuous promotion of industrialization, the existing sales model and management system of enterprises still have room for improvement, and the absence of these will lead to the decline of competitiveness of enterprises, it is difficult to foothold in the market. The BC Agricultural E-commerce is described, including the company's main products; Then, using PEST analysis, Porter's five forces model and SWOT analysis of BC Agricultural E-commerce marketing environment and market positioning, we using 7Ps marketing theory and 4CS marketing theory study of marketing strategy, Finally combining with the development of the company strategy and marketing strategy to budget and financial analysis, simple projections for future funding needs, carding summed up the company's stable financing plan at the same time introduces the related content of financial risk management and risk management in agriculture.

**Keywords:** Keywords: BC Agricultural E-commerce

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Xin Zhang

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## Section 1

### Executive Summary

The BC Agriculture E-commerce is in business condition. We are committed to broadening the purchasing channels of high-quality goods. We are committed to creating a brand with customer satisfaction and reassurance and provide a sales platform for agricultural users! From 2017 to 2021, the company has won a series of related awards.

The industry environment is analyzed. First, a model for analysis is formed by summarizing the external environment of the research object. Macro policy environment is the basis of the commercial project success or failure factors, the business plan is mainly to PEST analysis model, the company's political environment, economy, population factor, social cultural environment, and technology level of development in comprehensive analysis, in order to better guide project start-up and operational activities, the model evaluation, pay more attention to the enterprise external environment factors. Secondly, based on the five forces analysis model of Porter management, the development environment and competition pattern of the enterprise industry are analyzed. From the perspective of the enterprise itself, the relationship between potential entrants, potential competitors, substitute suppliers and buyers is analyzed, which is related to the interests of the enterprise. Thirdly, SWOT analysis is used to analyze the internal and external competitive environment, development advantages and existing problems from the perspectives of internal strengths and weaknesses, external opportunities, and threats. The analysis of external threats mainly includes the lack of strong risk resistance ability, the production of the enterprise must face a variety of risks, and this risk has a large influence; The market for agricultural products is highly competitive.

#### **Market Analysis and Marketing Plan**

This research adopts the 7Ps marketing theory, which is to carry out a series of activities based on products, prices, channels and promotion after the company's target consumer groups, consumer goods and service items are determined.

The product strategy, mainly including agricultural products strategy, picking experience strategy; The pricing strategy will be determined by market price, product cost and competition. The placing Strategy, respectively from the sales channel and network channel analysis. The promotion strategy is a kind of activity used by marketers to convey various information about the enterprise and its products to consumers, persuade or attract consumers to buy its products, to achieve the purpose of expanding sales.

### **Operations Plan, Production Design and Development Plan**

The production design and development plan of BC Agricultural E-commerce. First, it introduces the company's development goals from 2023 to 2025. Secondly, it analyzes the risks and challenges that the company may encounter. For example, the lack of agricultural products e-commerce talents, logistics distribution system is not perfect, the transaction subject credit degree is not high. In recent years, climate change has caused continuous high temperatures or large-scale precipitation, which have adversely affected the production of agricultural products. Finally, the cost of the company's development is estimated.

### **Financial Projections**

The total assets of the company were 14.21 million yuan, the main business revenue was 16.86 million yuan, and the operating profit was 3.94 million yuan. In 2020, the company's order production of apple pumpkin involves 525 households, with a total area of 3500 mu and an output value of 43 million yuan. In 2021, the company's total assets are 16.23 million yuan, and the main business income is 19.68 million yuan, and the operating profit is 3.93 million yuan. In 2021, the company signed orders for apple production in the whole county. Pumpkin total 4576 acres, involving 17 village collective economy 467 households registered card households our company and downstream customers have a good cooperative relationship, the company's business performance has been steadily improved.

## Section 2

### Company Description

Adhering to the general principle of giving priority to the development of agriculture and rural areas, China continues to lay a solid foundation for the modernization of agriculture and rural areas. Its policies favor leading enterprises in agricultural industrialization, support agricultural enterprises in building a modern production, operation and research and development system in the new era, guide them to cluster in areas with distinctive agricultural products, and rely on clear waters and green mountains Idyllic scenery, etc., to create an integration mode with the participation of various subjects, and to develop rural industries with obvious advantages and distinctive characteristics.

In 2018, China's total grain output was 657,892,200 tons, or 472.38 kg of grain per capita, and its vegetable output was 703,467,200 tons, or 505.10 kg of vegetable per capitata output of fruits has already exceeded the needs of People's Daily life, and far exceeded the world average level. In this context, the production mode of the majority of agricultural enterprises began to change to the direction of green and sustainable, and vigorously developed special planting Breeding, supplemented by new business concepts and production methods, combined with the characteristic industries of returning to nature, such as organic cultivation, green breeding, tourism and leisure, explores new ways of benefit growth and opens a new topic of characteristic economy.

#### 2.1 Company History and Current Status

BC Agricultural E-commerce was established on August 16, 2013, and its office is located at 213 Xingqing Road, Chenhaowan, Wuqi County, Yan 'an City, Shaanxi Province.

In 2017, Wuqi County was approved for national e-commerce into the rural comprehensive demonstration county, Zhang Xin immediately established BC

Agricultural E-commerce, began to cooperate with farmers on orders, that year to promote pumpkin planting 3000 mu, sales of more than 8 million yuan.

In 2019, with the support of the Rural Revitalization Project, Zhang Xin built a modern agricultural science park in the local area to develop a green agricultural area integrating agricultural tourism, science popularization, education and picking experience. He introduced: In the Science and Technology Park, we try to cultivate some new varieties of products every year. We first carry out small-scale trial planting demonstration. If the yield and benefit are good, we will spread the planting to farmers in a large area.

In 2021, Zhang Xin company cooperation in pumpkin industry planting scope throughout Wuqi County, an area of more than 8,000 mu, driving 2135 households, sales of nearly 20 million yuan in 2022, so far, has harvested more than 2000 tons of pumpkins, accounting for about 60% of the county. In recent years, Zhang Xin continues to expand the scale, pumpkin planting area and sales double growth.

## **2.2 Mission Statement**

Always firm unified belief: always ensure fresh supply, enhance first-class service consciousness, create a good corporate reputation, unremitting pursuit of customer satisfaction! The company always adhere to the interests of consumers above all else, resolutely put an end to fake or substandard products with high prices adhere to the purpose of quality first reputation first, abide by discipline, standardized management, legal operation, economic benefits increase year by year.

## **2.3 Product and Services**

The company now operates projects, mainly including the following categories:

General projects: leisure and sightseeing activities; Park management services; Vegetable growing; Edible fungus cultivation; Agricultural production trusteeship services; Intelligent agricultural management; Research and development of harmless utilization technology of agricultural and forestry waste resources; Artificial

afforestation; Irrigation services; Landscape engineering construction; Forest cultivation; Agriculture and horticulture services; Soil pollution control and remediation services; Soil environmental pollution prevention and control services; Internet of Things technology research and development; Management of rural collective economic organizations; Internet sales (except sales of goods that require permission); Wholesale of edible agricultural products; Agricultural and sideline product sales; Fertilizer sales; General goods storage services (excluding dangerous chemicals and other items requiring approval); Transport cargo packing service; Takeaway delivery services; Earthwork construction; General mechanical equipment installation services; Crop pest control services; Project management services; Undertake engineering construction business of the head office; Metal structure manufacturing; Metal cutting services; Metal material manufacturing; Metal surface treatment and heat treatment; Technical service technology development technology consultation technology exchange technology transfer technology popularization; Engineering technical services (except planning, management, survey and design supervision); Labor service (excluding labor dispatch); Management of municipal facilities (except for projects subject to approval according to law, independently carry out business activities according to law with the business license).

License project: Intelligent building system design; Seed production of major crops; Geological disaster control engineering construction; Food sales; Construction projects (for projects subject to approval according to law, business activities can only be carried out after approval by relevant departments, and the specific business projects shall be subject to the approval results).

The main business content of the company is the production and sales of fruit planting local products and agricultural materials; Fruit storage processing and transport; Fruit technology research and development and promotion services; Intelligent agriculture development; Logistics information consulting; E-commerce knowledge exchange and promotion services; Internet information services; Information technology consulting services; Intelligent agriculture development;

Agricultural sales; Seed sales; Agricultural technology introduction and extension services; Internet operation and promotion, online sales of agricultural products, etc.

## **2.4 Selecting the name for Business**

In this paper, BC Agricultural E-commerce, established since has always been committed to bring poor rich to help agricultural poor households to solve a series of problems such as picking difficult sales difficult transport difficult; Is committed to broaden the broader quality source of goods purchase channels; Committed to creating customer satisfaction assured brand, for the majority of agricultural users to provide a sales platform.

After 8 YEARS of development, the company has gradually moved toward the goal of scientific management, marketization, large-scale development and socialization of service, and has made great achievements for the development of the enterprise to benefit the people of Wuqi.

The company has won the honorary titles of leading agricultural enterprise in Yan 'an, Shaanxi Provincial Agricultural Star Creation World, Shaanxi Provincial Agricultural Science and Technology Academy, Shaanxi Provincial Agricultural Expert Service Station, Yan 'an City Demonstration Enterprise of Science and Technology and culture integration, etc.

## Section 3

### Industry Analysis

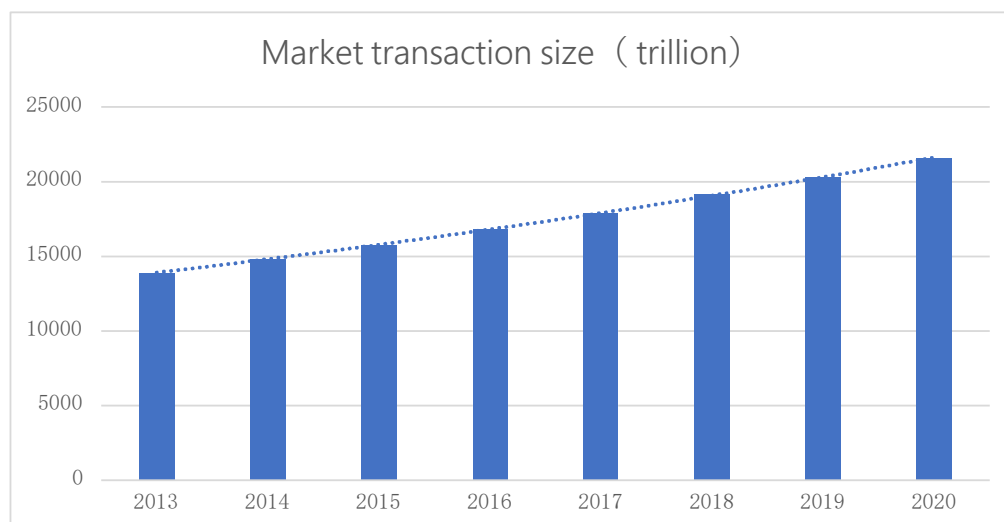
#### 3.1 Environmental analysis of fresh agricultural products industry

The agricultural product industry is an ancient industry, which has existed and developed for thousands of years since ancient times. Unlike the changeable, complex and unpredictable environment faced by emerging industries such as Internet, artificial intelligence and cloud computing, the environment faced by fresh retail is stable and predictable, which also provides a good foundation for environmental analysis.

By the end of 2013, there were more than 4,400 wholesale markets for agricultural products in China, including more than 1,700 comprehensive markets. The annual turnover of the wholesale market is about 3.7 trillion yuan and 780 million tons. The total number of stalls in the market is about 2.46 million, including 1.71 million fixed stalls and 750,000 non-fixed stalls. The total trading area is about 150 million square meters, of which the trading hall area is about 96 million square meters and the open-air trading area is about 56 million square meters. There are about 2.14 million dealers, involving about 6.46 million employees.

##### 3.1.1 Status of industry Deals

Food is a necessity in people's lives, in social agricultural industry occupies the important position, especially large business super management According to relevant statistics show that China's fresh market scale since 2013 for seven years growth rate over 6%, fresh market scale topped 2 trillion yuan in 2019, is expected to reach 2.16 trillion yuan in 2020Based on China's large population base and growing urbanization rate, coupled with the continuous upgrading of residents' consumption level, the fresh retail market in China has broad space for development.



### 3.1.2 Development status and trend of fresh agricultural products industry

Since China proposed to accelerate urbanization in 2014 and promote the local urbanization of 300 million rural migrants, the urbanization level of various regions has been continuously improved. According to the statistics of the National Bureau of Statistics, China's urbanization rate reached 60.60% at the end of 2019, an increase of 1.02% compared with the end of 2018, and China's urbanization rate has increased by 1.2% annually in the past five years. The average annual increase of urban population is 16.8 million, and the per capita disposable income of urban residents reaches 42,359 yuan. Fresh products are daily necessities. Rigid consumption is closely related to the income level of urban population. In the existing wholesale markets of agricultural products, the construction rate of inspection and testing centers has reached 66.7%, and the construction rate of information centers has reached 53.3%. In addition, 26.7% of the markets have established electronic settlement centers.

According to the survey, the total trading volume of the market in 2012 was 849.07 billion yuan, accounting for 27.0% of the overall trading volume of the industry. In 2013, the total transaction volume of the top 100 markets was 1120.71 billion yuan, up 31.9% year on year, accounting for 30.1% of the overall transaction volume of the industry, and up 3.1% compared with 2012. The country more than

4400 wholesale markets for agricultural products, only top turnover accounted for 30% of the market, and increase year by year, further improve the industry concentration of wholesale market for agricultural products, coupled with the wholesale market for agricultural products industry collectivization development is rapid, several large-scale wholesale markets for agricultural products to the same group, the future will lead to industry concentration degree is higher, will drive the production of agricultural products. Further concentrated processing, circulation of agricultural products and promote the large-scale cross-regional long-distance logistics development At the same time, industry concentration degree of ascension, to further improve the commodity distribution of wholesale markets for agricultural products price formation information release and food safety control, and other functions, promote the formation of the agricultural big circulation patterns and standardization of agricultural production scale. Intensive, ensure the stability of urban supply rich varieties.

### **3.1.3 Long-Term Prospects**

Food is the source of food for human survival. With the continuous development of economy, the world population is increasing. The influence of agricultural products on human life is growing. Both the quality and yield of agricultural products are the key issues that consumers pay attention to at present. The company based on the production of fresh agricultural products, in the macro background, is a good development prospect.

## **3.2 Environmental analysis**

### **3.2.1 Macro environment analysis based on PEST**

PEST is macro analysis method, based on the research object of the external environment after the induction summary form for analysis model of the macro policy environment is the basis of the commercial project success or failure factors, the business plan is mainly to PEST analysis model, the company population of political environment and economic factors into the social cultural environment, and

technology development level In order to better guide project entrepreneurship and business

activities, the model pays more attention to the evaluation of external environmental factors of enterprises. The macro policy environment mainly includes four aspects: political, economic, social and technological factors. The first is political and legal factors Explore the system and legal norms: economic element mainly analysis the content related to economic conditions, such as the level of productivity development, social economic conditions and economic development cycle of macro-economic environment influence factors such as: moreover is the analysis of the technical environment, it mainly analyzes the technology development and innovation of the industry, and the technical level of ascension and the ability to explore The last point is the analysis of social environment, which involves all aspects of society, mainly the influence of population in the macro environment, the influence of values and cultural traditions of different countries.

The external environment of modern agricultural enterprises growing influence Including the natural environment important influence factors such as market risk international prices, in the face of these problems, the enterprise should formulate the development strategy of science, make an objective investigation, understand these changes in the external environment factors Macro environment refers to the environmental.

factors that affect enterprise development strategy In general, macro environment mainly refers to several factors such as politics, law, economy and culture, namely PEST analysis BC Agricultural E- commerce, the current development environment is good, from central to local, industrialization of agricultural economy into a new stage of development, are also rising demand for food level, recognition of agricultural products to the enterprise to further improve, for the enterprise to bring the new opportunity for development, accelerate the development of enterprises.

Political factors: As the most basic macro environment of a country, political and legal system environment is also an important factor affecting the survival and development of enterprises. From the perspective of enterprise development, its influence is mainly reflected in the laws and regulations at the current stage of the country, the basic rules and regulations of social enterprise operation, the social security mechanism and the tendency of government decision-making and management. On the one hand, from 2004 to 2018, the central government provided policy support for agriculture. During this period, the government issued a large number of documents and policies, including fiscal revenue and tax support, etc. The country is also constantly improving relevant laws and regulations to improve the market environment, so that enterprises can develop in a stable and healthy way. From the perspective of overall development, with the continuous enhancement of China's national strength and the continuous expansion of the scale of economic development, the state's support for agriculture is not only deepening, but also increasing. Therefore, the development of the company is closely related to the national policies. The relevant personnel of the company should timely understand the national policies, seize the development opportunities, actively prevent risks, and formulate specific goals suitable for the development of the enterprise, which is more conducive to the sustainable development of the enterprise. On the other hand, the enterprise has a good geographical location, and has achieved good results in the long-term development process. The company has been awarded the leading agricultural enterprise in Yan 'an, Shaanxi Provincial Agricultural Star Creation World, Shaanxi

Provincial Agricultural Science and Technology Academy, Shaanxi Provincial Agricultural Expert Service Station, Yan 'an City science and Technology and culture integration demonstration enterprise. Such as honorary title, this is a good encouragement and incentive role for agricultural development enterprises.

Year	Core Contents of the document
2004	Develop rural secondary and tertiary industries, broaden the channels for farmers to increase income; Play the role of market mechanism, promote the circulation of agricultural products; We will strengthen rural infrastructure construction to create conditions for farmers to increase their incomes.
2005	Continue to strengthen the implementation of policies; We will resolutely implement the strictest possible cultivated land protection system and improve the quality of cultivated land. Strengthen farmland water conservancy and ecological construction, improve the ability of agriculture to resist natural disasters; Accelerate agricultural science and technology innovation, improve agricultural science and technology content, etc.
2006	Promote the construction of modern agriculture and strengthen the industrial support for the construction of a new socialist countryside; We will stabilize, improve and strengthen direct subsidies to agriculture and farmers; Strengthen rural infrastructure construction.
2007	Improve the system of agricultural support and subsidies; Encourage farmers and social sectors to invest in modern agriculture; To promote the continuous development of agricultural science and technology; Actively develop agricultural mechanization; Accelerate the construction of agricultural informatization; We will vigorously develop distinctive agriculture.
2008	Consolidate and improve the strengthening policy; Do a good job in product production; We will strengthen basic support for agricultural science, technology and service systems. Establishing and improving the rural social security system.
2009	Keep the prices of agricultural products at a reasonable level; Enhance the ability of rural financial services; Strengthen agricultural products market system construction: strengthen agricultural products import and export regulation and so on.
2010	Actively guide social resources to invest in agriculture and rural areas: promote standardized production of products; Strengthen the rural hydropower road gas house construction; Raising the level of agricultural opening to the outside world.

2011	Accelerating the construction of farmland water conservancy; Increase public finance investment in water conservancy; Strengthen financial support for water conservancy construction: attract nongovernmental funds to invest in water conservancy.
2012	We will increase the intensity of investment and work to continuously promote the stable development of agriculture. We will lead and support the construction of modern agriculture driven by scientific and technological innovation. Strengthen education, science and technology training, and comprehensively train a new type of agricultural and rural personnel; We will improve the efficiency of market circulation and ensure the stable and balanced supply of agricultural products.
2013	We will intensify reform rural policy support Technology driven, surrounding the modern agriculture construction, give full play to the superiority of the basic rural operating system, strive to build intensive professional organizational socialization of combining the new type of agricultural management system, further liberation and development of the rural social productive forces, consolidate and develop agriculture and rural areas good situation.
2014	Further emancipate the mind, reform and innovation, and resolutely remove institutional drawbacks, unswervingly adhere to the position of agriculture as the foundation of the economy, accelerate reform of the new round of rural agricultural modernization, to give farmers more property rights, promoting urban and rural elements of equal exchange and public resources equilibrium configuration, let farmers equal to participate in the modernization process Share the achievements of modern.
2015	We will open up new ways to optimize the agricultural structure, seek new breakthroughs in transforming the pattern of agricultural development, achieve new results in increasing farmers' incomes, and take new steps in building a new countryside, so as to provide strong support for sustained and healthy economic and social development.

2016	Continuously strengthen the foundation of modern agriculture, improve the quality and efficiency of agriculture and competitiveness: promote the coordinated development of urban and rural areas, improve the level of new rural construction; We will deepen rural reform and strengthen the internal driving force for rural development.
2017	Optimize the product industry structure, focus on promoting agricultural quality and efficiency: promote green production mode, enhance the ability of agricultural sustainable development; We will strengthen new industries and new forms of business and expand agricultural industrial and value chains; We will strengthen scientific and technological innovation to accelerate the development of modern agriculture.
2018	It has clarified the overall requirements and main tasks for implementing the rural revitalization strategy, with the emphasis on industrial prosperity, improving the quality of agricultural development, and fostering new drivers of rural development. We will promote green rural development with a livable environment as the key, and create a new pattern of harmonious development between man and nature.
2019	Implement the modern agricultural system.

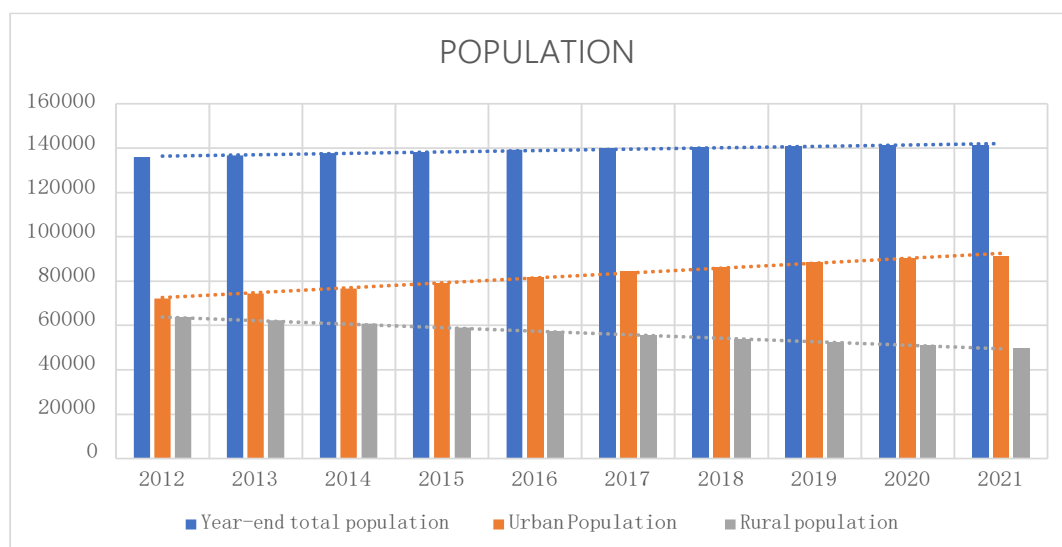
Table 3

Economic demographic factors: Economic environment mainly said a national social and economic development trends and the overall development, including the social and economic development trend of the economic structure and economic environment for social enterprises, which is the most prominent social enterprise is part of the national economy, its development and price indices such as economic development speed of the employment market demand is bigger.

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
GDP (One hundred million yuan)	538580	592963	643563	688858	746395	832036	919281	986515	1013567	1143670
GDP per capital (yuan)	39771	43497	46912	49922	53783	59592	65534	70078	71828	80976

According to data from the National Bureau of Statistics, the annual GDP of 2021 was 114,366.97 billion yuan, and the annual GDP and per capita GDP increased steadily from 2012 to 2021. By 2021, China's per capita disposable income increased by 8.1% compared with 2020, and per capita consumption expenditure increased by 12.6% compared with 2020. China's economy has a good overall development trend, and the real economy is also developing steadily. Residents' per capita disposable income and per capita consumption expenditure show a growing trend, which creates a good macro environment for the development of enterprises. The growth of consumer demand on the one hand means that the market for agricultural products is not expanding, on the other hand, it also means that consumers have higher requirements for the quality of products.

In terms of population, the 2021 statistical report showed that China's total population in 2021 was 1412.6 million, with 914.25 million urban residents and 498.35 million rural residents.



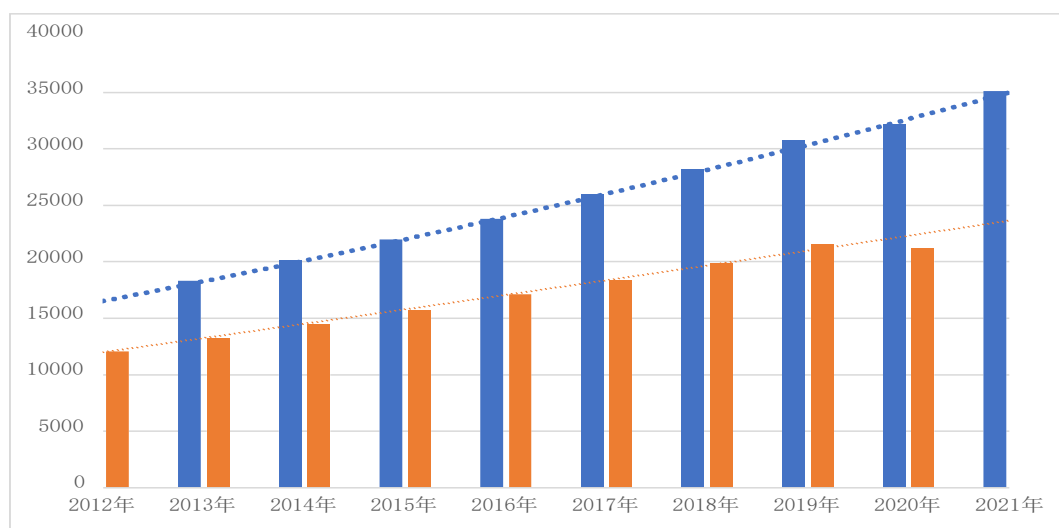
POPULATION	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Year-end	135922	136726	137646	138326	139232	140011	140541	141008	141212	141260
Urban Population	72175	74502	76738	79302	81924	84343	86433	88426	90220	91425
Rural population	63747	62224	60908	59024	57308	55668	54108	52582	50992	49835

Therefore, for BC Agricultural E-commerce, the company has a broad development prospect, the company should analyze the needs of the market, to determine the appropriate strategy for the development of the company, constantly improve the company's core competitiveness, play the company's advantage in market competition. On the whole, China's economic environment is constantly improving, and the speed of social and economic development is constantly accelerating, which also provides broader development opportunities and market space for the development of enterprises.

Social and cultural environmental factors: Social and cultural factors are closely related to the development of the country, including cultural customs, social values and the residents' education level and other factors. Natural environment refers to the natural environment of the country, geographical location, climate and so on.

#### (1) Regional social values

From the perspective of regional social values, due to the economic and social development in northwest China, modern people pay more attention to the quality of life, and the demand for higher quality is more intense than that of their predecessors. This phenomenon is more prominent in the new generation of post-90s and post-00s. For agricultural products and food, people not only need to provide



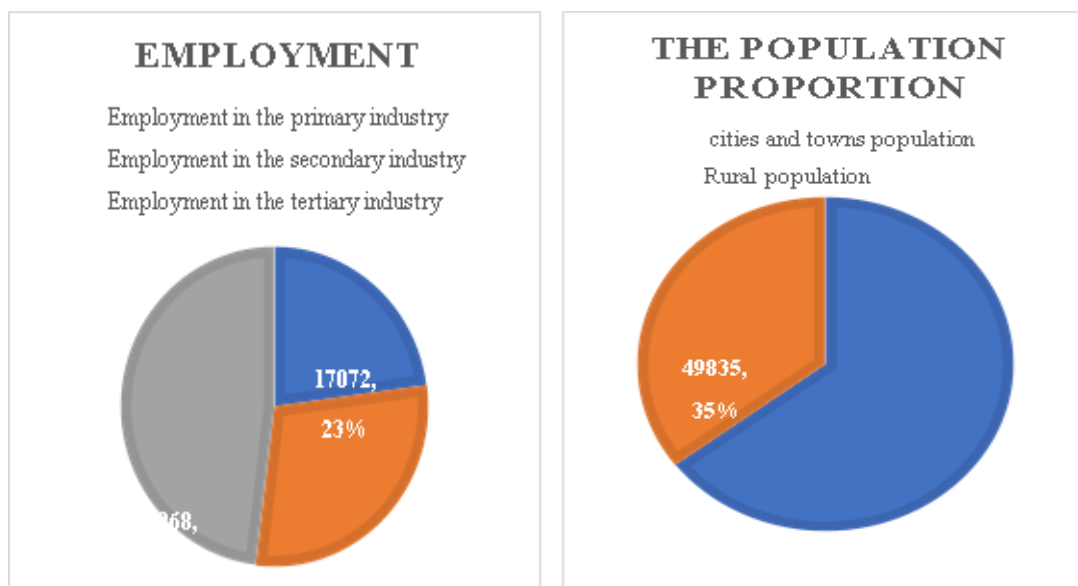
enough energy, but also need to get better quality, such as: first, high quality

requirements, nutrition should be more rich, taste better; Second, the fear of pesticide residue pollution heavy metal pollution bacteria too much.

### (2) Composition of population

From the perspective of population composition, based on the analysis of urban and rural structure, by the end of 2021, it can be known from the census data that China's total population is 141,260, urban population is 914.25 million, and rural population is 498.35 million. Through data comparison and analysis, the total urban population accounts for about 64.7% of the total population, and the total rural population accounts for about 35 percent of the total population By the end of 2021, 746.52 million people were employed in China, including 467.73 million urban workers, 278.79 million rural workers, 170.72 million in the primary industry, 217.12 million in the secondary industry, and 358.68 million in the tertiary industry Second, the form of aging society has already been formed, the proportion of agricultural labor population will decline, the demand of agricultural products food will further expand.

### (3) educational level of the residents of the society



In the local customs Based on community residents' level of education, because The Times has been predominantly agricultural economy in northwest China, economically backward, low degree of opening Farmers guileless kind, life stability is higher, the education level is not high Agricultural workforce is more, the education

level low level influences the consumption of the local people Even cause local farmers consumption idea lag behind, unable to accept the new product, most consumers choose cheap price, the understanding of the market But with the development of The Times, the modern people pay more attention to the quality of life, the demand for green agricultural products with more health, people need not only it can meet with enough energy, also need to be cheerful and healthy experience Therefore, the development of green organic agricultural food planting and processing to ensure quality and increase efficiency, has a broad development prospects, as well as a larger sales market.

Science and technology factors: Science and technology environment represents the national level of science and technology and the difficulty of obtaining science and technology elements, including social science and technology extension ability and national science and technology system and all kinds of inventions and creations that can cause revolutionary changes in The Times, as well as new processes, new technologies and new materials in the production process of enterprises In recent years, the transportation industry in Northwest China has become more and more developed, and the technological level of cold chain logistics has been greatly improved, which greatly promotes the sales of characteristic agricultural and sideline products in the mainland and foreign markets in Northwest China. With the continuous development of science and technology, the development path of agricultural enterprises will be more and more extensive.

On the basis of macro environment and development conditions, we should also realize that in the process of gradually transforming agricultural science and technology into productive forces, scientific and technological achievements into products and commodities, there are still many problems, backward concepts, imperfect operation mode, insufficient market promotion efforts and high cost of transformation And our whole science and technology level is backward, the development level is low, the vast rural areas are still mainly by the traditional production means, therefore, our agricultural scientific research technology innovation The application rate of scientific research results is low, especially the northwest area

is far behind the developed countries. There are still many problems in agricultural development in the present stage, so it needs to improve the strength of Chinese agricultural enterprises and the competitiveness of international market.

### **3.2.2 Industry environment analysis**

Industry environment mainly refers to the overall development environment of the industry in which the enterprise is located. Industry environment is established on the basis of the external environment of the enterprise, which has a great influence on the enterprise, even a fundamental influence. In the analysis of the current industry environment of the enterprise, this paper focuses on the Porter's five forces analysis model in management to analyze the industry development environment and competition pattern of the enterprise. From the perspective of the enterprise itself, this paper analyzes the relationship between potential entrants, potential competitors, alternative suppliers and buyers related to the enterprise's interests.

In the continuous study of competitive strategy, Professor Porter put forward the famous five forces model in the 1980s. The five forces are the bargaining power of buyers, the bargaining power of sellers, the threat of existing competitors, potential competitors, the threat of substitutes. These five different forces determine the intensity of the competitive environment in the industry. The five forces model is an important tool for enterprises to analyze the industry environment, which can effectively and accurately judge the attractiveness of enterprises to consumers. In micro enterprises, the five macro factors have their own characteristics according to the actual situation, and the competitive strategies are also different.

#### (1) The ability of potential entrants to enter

Potential entrants mainly identifies a particular industry specific power and have the ability to enter the market of market participants, such companies were fresh view and BC Agricultural E-commerce, a potential rival by us for those fresh scene in front of the agricultural electronic commerce co., LTD., the company's main business products are apple and pumpkin and other agricultural and sideline products. The agricultural product market is a perfectly competitive market, with a large number

of producers, low entry threshold and serious product homogeneity. Taking these circumstances into consideration, it is not difficult to find that for BC Agricultural E-commerce, there are a large number of potential entrants in the market, and the risk is relatively high. Therefore, enterprises should prevent potential entrants from entering the market. Specific measures can be taken by constantly improving the quality of our products and constantly promoting the brand effect, so as to resist the threat brought by potential entrants.

#### (2) The ability of substitutes to substitute

For enterprises, the substitution ability of substitutes is the relationship between competition and threat. In modern economic society, there are many kinds of agricultural products, and the quality of products in the form of quality varieties. There are many similar products in service and other aspects. There are a large number of substitutes in the market for the products produced by BC Agricultural E-commerce, so the agricultural products that can also meet the needs of consumers will become substitutes, and the enterprises will face huge pressure for development. With the change of consumers' consumption concept and the promotion of organic products, consumers may prefer the consumption of organic and green organic products, which have higher nutritional value. In addition, national policies also encourage green development. Therefore, for the company, pay attention to the production of green organic agricultural products and constantly improve the implementation standards of product production, which is not only conducive to the sales of agricultural products in the country, but also can effectively promote the export of agricultural products, which is a new opportunity to squeeze out ordinary agricultural products and expand market share

#### (3) Bargaining power of suppliers

According to Porter's theory, the production cost of agricultural products is affected by the following factors. The sellers mainly affect the business operation and industry competitiveness of the company by increasing the supply price or reducing the quality or service level under the same price, so as to strengthen their bargaining power and bargaining power.

In the operation process of BC Agricultural E-commerce, the main suppliers include three categories: the first category is the seller of organic fertilizer seeds and other products; The second category is workers; The third category is other sellers, such as suppliers of tools and equipment and maintainers. With the continuous development of the economy and the prosperity of the market, suppliers have a wide variety of products. However, the bargaining power of suppliers is relatively weak, but it is not excluded that some products may be in short supply, leading to the enhancement of the bargaining power of suppliers. For BC Agricultural E-commerce, with the progress of urbanization, the cost of labor may increase, and the bargaining power of the working population is relatively high. Moreover, the cost of labor increases year by year. The company also needs to consider this aspect in its development.

#### (4) The bargaining power of consumers

Bargaining power of consumers, the main difference on the purchasing power of the consumer to the enterprise products, those fresh scene agricultural electronic commerce, as long as consumers are divided into three kinds, one is the ordinary consumers, that is we said retail, mainly to picking a large number of passengers, although have the advantage on the quantity, but scattered a small amount to buy agricultural products and peripheral products, they don't to negotiate, bargaining power is weak; The second is the cooperative sales market enterprises or business entities. These organizations are generally sales partners of the company and have a contractual relationship, which is long-term and relatively stable. The price is relatively fixed with the changes of the product price. Third, in order to enrich the marketing model, the company has developed e-commerce business, but the network covers a wide area, and the competition of many featured varieties is increasingly fierce. If you want to sweep the online sales platform, you must often make propaganda. Promotion concessions cause the price elasticity of commodities to be very large, and the company's e-commerce sales profit share is not high.

#### (5) The competitive ability of existing competitors

BC Agricultural E-commerce is still in the growth stage, China's agricultural industrialization management mode has gradually changed, gradually from only in one region to the development of all regions in the country, and even some enterprises have begun to expand business abroad. According to the relevant survey data, by 2016, the total number of various agricultural industrialization management organizations in China was 386,000, driving the development of 126 million rural households. According to the types of agricultural industrialization organizations, it is known that agricultural industrialization leading enterprises intermediary organizations lead agricultural industrialization organizations. The number of professional market-driven agricultural industrialization organizations was 124,000, 2011,000 and 61,000, accounting for 18%, 32.1% and 52.1% respectively. From the perspective of industry types, the number of planting industry industrialization management organizations and animal husbandry industrialization management organizations were 168,000, respectively 125,000, 93,000, accounting for 47.8, 32.1%, 22.4% respectively. From the perspective of the connection mode between agricultural industrialization organizations and farmers, the contract system, cooperation, stock cooperation and other ways accounted for 52.5%, 23.6%, 22.5%, 1.4% respectively. In the market competition, the number of various agricultural industrialization management organizations shows a growing development trend, and their overall scale keeps expanding. In 2016, the total sales income of fixed assets of leading enterprises of various industrialization organizations in China was 1124.96 billion yuan, 685.4 billion yuan and 891.265 billion yuan, respectively. According to these data, it can be understood that the structure of various agricultural industrialization organizations is constantly optimized, and agricultural industrialization management organizations take various forms to link interests with farmers. Agricultural industrialization organization for driving the development of surrounding areas: leading organization management efficiency continue to improve, increasing competition industry as a whole Belong to the perfect competition market and agricultural commodity markets, market openness is higher, low barriers to entry, which determines the BC Agricultural E-commerce, facing the market competition is fierce.

### 3.2.3 Internal environment analysis

SWOT analysis is a situation analysis method from four perspectives: internal strengths and weaknesses and external opportunities and threats. By using SWOT analysis, enterprises can clearly identify the internal and external competitive environment, development advantages and existing problems. Therefore, this analysis method can make highly targeted decisions for enterprises according to the actual situation and external environment of enterprises. In this analysis method, in-depth field investigation plays an irreplaceable role. Only by obtaining a large number of first-hand real data can the accuracy of analysis be guaranteed.

The internal environment of an enterprise refers to the sum of the material system, spirit and other environmental factors inside the enterprise, including enterprise resources, enterprise soft power technology and other factors specific to BC Agricultural E-commerce, the internal environment mainly refers to the sum of multiple factors that affect enterprise production.

Internal factors External factors	Strengths	Weaknesses
Opportunities	SO strategic: <ul style="list-style-type: none"> <li>● Rely on internal strengths</li> <li>● Take advantage of external opportunities</li> </ul>	WO strategic: <ul style="list-style-type: none"> <li>● Overcoming Internal Weaknesses</li> <li>● Take advantage of external opportunities</li> </ul>
Threats	ST strategic: <ul style="list-style-type: none"> <li>● Rely on internal strengths</li> <li>● Avoiding external threats</li> </ul>	WT strategic: <ul style="list-style-type: none"> <li>● Overcoming Internal Weaknesses</li> <li>● Avoid external opportunities</li> </ul>

Table 1 SWOT analysis

SWOT analysis: In the early 1980s, it was put forward by Professor of Management at the University of San Francisco, USA. SWOT is often used in corporate strategy formulation and competitive product analysis Opportunities and Threats, which symbolize various environmental factors of an enterprise, including internal capabilities ( strengths and weaknesses) and external environmental factors

(opportunities and threats). Through the investigation and analysis of SWOT factors, enterprises can have a deeper understanding of themselves and market characteristics, so as to formulate and adjust their own development strategies.

(1) Internal advantage analysis

Good location advantage

BC Agricultural E-commerce Co., Ltd. is located in Wuqi County, Yan 'an city, Shaanxi Province, is located in the east longitude 107 38 57 to 108 32 49, north latitude 36 33 33 to 37 24 27 between the north and south 93.4 kilometers, east and west wide 79. 89 kilometers, the total area of 3791. 5 square kilometers Geomorphology belongs to the loess plateau beam hilly and gully region, with an elevation between 1233 1809 meters.

BC Agricultural E-commerce is located in a semi-arid temperate continental monsoon climate, with dry and windy spring, alternating drought and flood in summer, warm and cool and wet autumn, cold and dry winter. The annual average temperature is 7.8, the extreme maximum temperature is 37.1, and the extreme minimum temperature is - 25.1. The annual average rainfall is 483.4 mm.

Abundant resources, proven reserves of oil and natural gas 150 million tons vast land, in 2001 per capita land area of 48 mu, the development of forestry and animal husbandry potential is huge; There are 900,000 mu of artificial grassland, 1.91 million mu of woodland, and 1.25 million mu of forest buckthorn, which is the national demonstration county of sea buckthorn base construction.

Characteristic tourism resources

Wuqi County is located in Yan 'an, Shaanxi Province. There are 17 recorded ancient cities in Wuqi County, which have historical significance and ornamental value. In addition, there are also Shengli Mountain for tourists to visit and make the local tourism resources with characteristics.

(2) Internal disadvantage analysis

Capital investment is huge

The problem of investment capital is a serious challenge faced in the process of agricultural development. There are many factors affecting the cost of agricultural

production, including the high cost of land, manpower and hydropower in the production base, which must be constantly expanded in the early stage of investment, while the demand for capital in the construction of the standardized production base is large, and the early stage of production conditions must be guaranteed. The natural risk of agricultural production will even face the harm of natural disasters. Therefore, enterprises should constantly improve the risk early warning mechanism, which is also a large cost input for enterprises.

Product science and technology content benefit is lower

The scientific and technological level of the main body of agricultural production is not high, resulting in the introduction of new equipment, new technologies, new varieties and other advanced technologies is relatively backward, which to some extent weakens the development potential of the company.

The company's economic benefits are low, and agriculture itself has the characteristics of large social benefits and low economic benefits. The research and development of organic agricultural products needs two to three years of experiment to improve and cultivate the soil. The production cycle is long, the consumption of funds is large, and the economic effect is slow.

Less brand advantage

Enterprises should increase the promotion and introduction of the company's products, most of the sales pay more attention to the name of agricultural products, I think enterprises can improve their competitiveness, create a company's brand, improve the production quality of brand products; In addition, we can also hold cultural festivals and food festivals to attract tourists, improve the visibility of enterprises and enhance the brand advantages of enterprises.

Lack of professional talent

Although the company has a lot of management and experts, but the company should still need top technical personnel to master agricultural production technology, experts in risk assessment and management, marketing personnel in the sales market are the guarantee of the company's rapid development, and technology is the key to the company's continuous progress.

### (3) External opportunity analysis

National policy support is large

State and local governments are several relevant policies for agricultural industrialization development. As to further improve China's comprehensive strength, also began to the local government attaches great importance to the agricultural development according to its regional position, formulate specific guidance for agricultural industrialization and the relevant policies, but also to create a good development environment for agricultural enterprises. For the company, the development of agricultural industrialization is in line with the expectations of the country. From the policy level, the national and government policies have provided good external conditions for the development of the company.

Demand for agricultural products is increasing

With the improvement of the living conditions of Chinese residents in urban and rural areas, consumers' demand for material culture is showing a rising trend of development and the residents' consumption concepts are beginning to change, especially in the quality and safety of agricultural products, mainly by green organic agricultural products. The consumption structure has changed greatly, which creates new development opportunities for the enterprise to enter the market, and also expands the market demand, which is conducive to promoting the enterprise to enter a new stage of development.

Internet + Agriculture

Today's society, information is highly developed, people for the use of the network also more frequent. Transactions can also through the network, each big electric business platform, various kinds of live, can become a way of marketing. Enterprises can seize the opportunity, and constantly develop enterprise users on the platform, promote sales of enterprise products, by means of broadcast live so that more direct and effective.

### (4) External threat analysis

Lack of strong risk resistance.

Characteristic of weak agriculture as the first industry, its quality is obvious, and the special characteristics of production process, the decision of the production enterprises have to face various risks, and this risk influential regional benefits obvious basic characteristics such as wide range, including market change policy influence factors such as natural disasters, the risk will be severe losses to the enterprise Natural risk in the process of the development of agricultural enterprises, also need to continuously improve plant technology, raise the level of their own against disaster, minimize risk loss, and market policy risk is unpredictable, it is the potential threats in the process of enterprise development And society began to realize the importance of food safety, high attention to this problem, how to ensure the quality of agricultural products, Building the enterprise brand is the key to the subsequent development of the enterprise. For the enterprise, due to the lack of specific product acquisition and sales standards at the present stage, the crystal safety problem is also one of the risks faced by the enterprise.

Competition in the market for agricultural products is fierce

At present, the market competition faced by the company mainly has two components:

First, according to the market development, the demand elasticity of special agricultural products has a small influence, and the entry threshold of the industry is low. As a result, there are a large number of producers and participants in this industry, and the competition in the agricultural market is constantly intensifying.

Second, according to the development of agricultural industrialization to understand that with the agricultural industrialization into a new stage of development, the number of various types of agricultural industrialization organizations show a rising trend of development, and the organizational structure continues to improve, leading organization management benefits continue to expand, the industry as a whole competition intensifies.

## SWOT analysis matrix

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>● Good location advantage</li> <li>● Characteristic tourism resources</li> </ul>	<ul style="list-style-type: none"> <li>● Capital investment is huge</li> <li>● Product science and technology content benefit is lower</li> <li>● Less brand advantage</li> <li>● Lack of professional talent</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>● National policy support is large</li> <li>● Demand for agricultural products is increasing</li> <li>● Internet + Agriculture</li> </ul>	<ul style="list-style-type: none"> <li>● Lack of strong risk resistance</li> <li>● Competition in the market for agricultural products is fierce</li> </ul>
<b>SO strategic:</b>	<b>WO strategic:</b>
<ul style="list-style-type: none"> <li>● Make use of the strong market demand</li> <li>● Give full play to the advantages of the town, product characteristics, and dream consumers to buy</li> </ul>	<ul style="list-style-type: none"> <li>● Make use of the strong market demand</li> <li>● Pay attention to the exchange and cooperation of other technology companies</li> </ul>
<b>ST strategic:</b>	<b>WT strategic:</b>
<ul style="list-style-type: none"> <li>● Combine various marketing modes to improve the competitiveness of enterprises;</li> <li>● Plant green and organic agricultural products to achieve sustainable development of enterprises</li> </ul>	<ul style="list-style-type: none"> <li>● Independently innovate enterprise products, highlight enterprise brand advantages, and expand market share</li> <li>● Apply for relevant subsidies by using relevant national policies</li> </ul>

## Section 4

### Marketing Plan

#### 4.1 Market Segmentation and Target Market Selection

The concept of market segmentation was first proposed by Wendell Smith, an American marketer, in the 1950s. Market segmentation refers to the market classification process in which marketers divide the overall market of a product into several consumer groups according to the differences in consumer needs, desires, purchasing behaviors and purchasing habits through market research. Each consumer group is a market segment, and each market segment is a group of consumers with similar demand tendencies.

Market segment is not according to the product variety series products, but from the consumer (refers to final consumers and industrial producers) the Angle of the division, is based on the theoretical basis of market segmentation, namely the buying behavior of consumer demand motivation will differentiate the diversity and difference Through market segmentation for the production of the enterprise marketing plays an extremely important role.

It is beneficial to select target market and formulate marketing strategy; Is conducive to explore market opportunities, open up new markets through market segmentation, BC Agricultural E-commerce can be for each market segment to buy potential to meet the degree of competition and other analysis and comparison, explore the market opportunities conducive to the enterprise, so that enterprises make timely production. Make the decision of moving the land to sell or prepare the new product development plan according to the production technical conditions of the enterprise, carry out the necessary product technical reserve, master the initiative of product upgrading, develop new markets, so as to better meet the needs of the market; Is conducive to the concentration of human and material resources into the target market any enterprise's resources human and material resources are limited through market segmentation, choose their own target market, the enterprise can concentrate people, goods and resources to strive for local market advantages, and

then occupy their target market; In addition, after market segmentation, enterprises can face their target market and produce marketable products, which can not only meet the market needs, but also increase the income of enterprises; Marketable products can accelerate the flow of goods, increase the production volume, reduce the production and sales costs of enterprises, improve the labor proficiency of production workers, improve product quality, and comprehensively improve the economic benefits of enterprises.

#### **4.2 Categorize customers by the size of a single transaction**

According to the sales market of BC Agricultural E-commerce in previous years, the market can be divided into bulk market and Xiaozong market in the bulk market to meet the demand for products of producers of agricultural products and local wholesale market market operators; In Xiaozong market, to meet the needs of local urban residents collective procurement and wholesale market operation customers.

#### **4.3 The target market of the enterprise**

BC Agricultural E-commerce can be the target market position for catering industry enterprises and institutions canteen supermarkets (including convenience stores and fruit stores) and so on.

##### **(1) Catering industry**

As a large consumer of agricultural products, the benefits of enterprises are directly related to the price fluctuations of agricultural products according to industry data, the procurement of raw materials and other catering enterprises accounts for more than 40% of the turnover and because of the freshness of fresh agricultural products, most of the current catering industry adopts the traditional spot procurement or entrusted distribution company distribution.

##### **(2) Canteen**

The demand for agricultural products is less variety, procurement is relatively fixed, or through bidding, direct supply by the distribution company no matter what

kind of procurement method, are undoubtedly facing the same problem as the catering industry.

Under the traditional way of purchasing public catering market, some small and medium-sized catering enterprises have been unable to reduce the purchase cost, the purchase cost occupies half turnover of catering enterprises, one can reduce the intermediate links, traces the source of food security, efficient and reliable trading platform trading transparent and distribution service is definitely in the snow to send carbon.

### (3) Supermarket

Supermarkets are the most important places for urban residents to buy agricultural products. According to a preliminary investigation, this part of customers are mainly self-procurement, and some large supermarkets cooperate with some distribution companies or producers.

In addition to some large supermarkets, small supermarkets, fruit stores and farmers' market operators basically go to the market to purchase, which takes a long time. They pay more attention to the price and most of them focus on the purchase at night or in the early morning to ensure that the products are fresh after the market opens in the morning. Fruit stores and farmers' markets individual purchase quantity is relatively small, do not have bargaining power, every day through a large number of inquiries to reduce the cost, at the same time, due to the small quantity of goods, logistics transportation cost is relatively high.

## **4.4 Product Strategy**

The company's products mainly include fruit industry, fruit planting, local products and agricultural materials production and sales; Fruit storage processing and transport; Fruit technology research and development and promotion services; Intelligent agriculture development; Logistics information consulting; E-commerce knowledge exchange and promotion services; Internet information services; Information technology consulting services; Intelligent agriculture development;

Agricultural sales; Seed sales; Agricultural technology introduction and extension services; Internet operation and promotion, online sales of agricultural products, etc.

#### 4.4.1 Agricultural Products Strategy

Choose green and organic products and make comprehensive use of harmless resources. If employees can produce high-quality agricultural products with high yield, they will be rewarded. This is the targeted management mode of the company.

The orchard mainly grows apples, pumpkins, etc., but also other fruits. Arrange the planting of other fruits reasonably, so that visitors can experience picking and buying fresh fruits when the season comes.

Garden vegetables production strategy are there differences planting of different vegetables, cultivate careful and meticulous, quality and efficient production According to the seasons change, types and annual production plan for growing vegetables do reasonable arrangement For visiting guests to experience the fun of picking and buy vegetables, it is necessary to the company can be met when seasonal vegetables.

#### 4.4.2 Picking Experience Strategy

Activity	Specific contents of the strategy
Accommodation Servicing	Provide rooms with local characteristics in the vicinity of the company, provide accommodation, and keep the rooms clean and tidy, comfortable and safe, minimalist decoration style
Group activity experience	For tourists to provide a variety of collective activities, for other enterprises,

Planting and picking experience	Let the visitors experience the production activities, such as watering, insect- picking, weeding, hoeing, feeding chickens, grazing cattle, fishing and farming
Infrastructure and the natural environment	To highlight the uniqueness of the company in this aspect, to match the local characteristics with indoor facilities, TV air conditioning network is indispensable, focusing on the natural environment, so that visitors can fully get close to nature

#### 4.5 Pricing Strategy

In the marketing activities, BC Agricultural e-commerce plays a pivotal role in the level of pricing strategy, which is related to consumers' acceptance of products and services, market share profit and demand, etc., which will be directly affected by it.

Our pricing strategy will be determined by market price, product cost and competition.

Product cost is the basic factor to determine the price of the product, in the formulation of price strategy must consider the purchase cost loss rate and housing rental personnel salary marketing promotion expenses and other specific operations, we take 20% gross profit margin on sales as the cost pricing benchmark to formulate the basic price of the product.

Competition is also an important factor affecting price strategy. When facing fierce competition from competitors, we must refer to our competitors to set prices. Only in this way can we avoid losing customers in the face of market competition. To win the market occupancy rate specifically, in store operation, we will pay close attention to the pricing of competitors, and adopt the pricing principle that the same price is better than the quality and the same quality is lower. Only in this way can we

attract customers from other businesses to become our loyal customers and cultivate customers' consumption habits of choosing our company.

In addition, in terms of pricing, we will also adopt the discount pricing model of membership system to achieve the purpose of attracting customers and retaining customers through the discount model of member recharge. In particular, we will give great price discounts to member users, and adopt the strategy of sending the recharge to the customers who apply for membership.

Although there are many ways to gain competitive advantages in marketing, practice has proved that the most effective is price advantage. In the final analysis, the popular live streaming mode is mainly price advantage in addition to its better appearance compared with traditional e-commerce. Therefore, we will stick to this pricing strategy.

#### **4.6 Placing Strategy**

From the perspective of sales channel, B2B mode determines that the sales channel is online sales, that is, consumers place orders online, and the platform processes offline. The target customers of this project are collective consumers, that is, catering enterprises, enterprises and institutions, canteens, farmers' market operators and other businesses. The purpose of the platform is to change the traditional procurement methods of the above-mentioned businesses, shorten the procurement process, save procurement costs, and help them enhance their competitiveness. Therefore, by introducing existing customers in the wholesale market into the platform, and at the same time, promoting the advantages of the platform and attracting customers to join the platform through relevant associations such as food associations and industry associations.

Network channel: The company can promote its products through cooperation with other companies or online platforms.

## 4.7 Promotion strategy

Promotion is a kind of activity in which marketers convey information about their enterprises and products to consumers, persuade or attract consumers to buy their products, so as to achieve the purpose of expanding sales.

Personnel sales promotion: Pay attention to the cultivation of professional marketing and promotion personnel, recruit a group of marketing elites and carry out professional training for them, so that the training personnel have advanced marketing concepts, master outstanding training methods, comprehensive quality improvement after this, through the organization of food and beverage association retail association and relevant government departments Conduct research on agricultural products or industries, and publicize the function and significance of the platform to achieve the purpose of promoting the platform.

Advertising promotion: Since the promotion period of a project is the largest expenditure, as a promotion method of advertising, due to the high price, generally do not choose to choose targeted and project content of the promotion method, mainly through the following ways, unified image, unified product packaging unified delivery vehicles Uniform dress distribution personnel logistics shuttle bus, forming the city's timed mobile advertising; Mobile phone short message: the target customer business practitioners mass text message; Attend industry conferences and make presentations at industry conferences; Through the relevant information of Weibo live broadcasting platform.

The Internet world is the main gathering place of consumers. The company can establish its own special WeChat public number and website to improve the publicity and promotion effect, which can effectively attract main consumers and make consumers willing to consume.

Public relations: Establish the image of the platform among consumers by organizing some public welfare activities and sponsoring industry association meetings to hold more activities and promote sales.

## Section 5

### Management Team and Company Structure

#### 5.1 Introduction to the Management Team

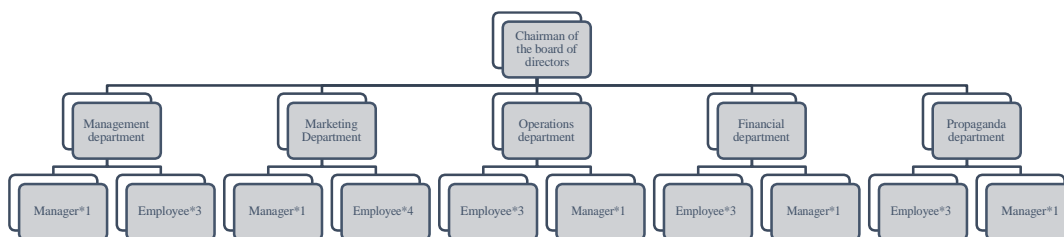
BC Agricultural E-commerce was established on August 16, 2013. The company has 25 employees and 11 poor people. It owns 7 online platforms such as T-mall and Twitter and 5 short video platforms such as Taobao Live. Online transaction volume reached 8 million yuan.

In 2020, the total assets of the company were 14.21 million yuan, the main business revenue was 16.86 million yuan, and the operating profit was 3.94 million yuan; In 2020, the company's order production of apples and pumpkins involved 525 households, with a total area of 3,500 mu and an output value of 43 million yuan, among which 328 households were registered, with an average household income of 26,400 yuan; Among them, the elm planting experiment base of 280 mu, the transfer of land involved 13 poor households, 33 people; In 2021, the total assets of the company are 16.23 million yuan, and the main business income is 19.68 million yuan, and the operating profit is 3.93 million yuan. In 2021, the company signed orders to produce apples and pumpkins in the whole county, a total of 4576 mu.

BC Agricultural Electronics has won the honorary title of leading agricultural enterprise in Yan 'an City, Shaanxi Provincial Agricultural Star Creation world, Shaanxi Provincial Agricultural Science and Technology Academy, Shaanxi Provincial Agricultural expert Service station, Yan 'an City science and Technology and culture integration Demonstration enterprise.

#### 5.2 Team organization Structure

A perfect and reasonable organizational structure can be divided into four departments: Management Department, Marketing Department, Operation Department and Finance Department. Each department regularly or irregularly reports the performance of each department to the management department, and is directly responsible to the management department, as shown in the figure.



#### Management department:

The management department is the highest executive body of the company and undertakes the following functions:

First, formulate the company's strategy, put forward the company's business planning and operating principles and operating forms, and organize the company to make decisions and implement them.

Second, take charge of the overall work of the company, manage the organizations or departments of the company, such as administrative business, personnel, finance and quality control, ensure the realization of business objectives, and complete the annual or monthly tasks and business indicators of the company's strategic planning steps on time and in full.

Third, responsible for the management of human resources; Fourth, responsible for the management of team member relations;

Fifth, responsible for the handling of feedback from various departments;

Sixth, coordinated the handling of major complaints; seventh, coordinated the relationship with other departments.

#### Marketing Department:

The Marketing Department is the marketing agency of the company and undertakes the following functions.

First, grasp the marketing pattern, in-depth knowledge of competitors and consumer trends, changes in know the market situation and developing trend of premise, the next step for the team marketing activities to provide decision-making basis for advice and opinion

Second, formulate and implement market development activities such as organization

Third, expand the existing market, enhance the image and team performance

Fourth, the study on the early stage of the market, medium-term planning and investment promotion and later maintenance work

Fifth, to follow the team's business strategy and strategic planning, set up the annual marketing plan

Sixth, maintenance resources, to establish good relations of cooperation

Seventh, put forward the brand strategy, brand strategy and organization to promote team to implement

Eighth, organize the team brand marketing, build the company brand and establish the company image.

Ninth, formulate brand marketing media communication strategy and organize implementation

Tenth, promote the internal culture construction of the team Operation Department:

Operation Department:

The Operation Department is the market operation agency of the company and undertakes the following functions:

First, manage the logistics, guide the daily work of logistics, and deliver the company's goods and services to customers.

Second, develop the target market and improve the company's profits and sales.

Third, complete the sales market coverage and other tasks decided by the company.

Fourth, cooperate with other departments to complete the company's indicators, such as providing sales data and coordinating the company's marketing actions.

Fifth, complete the product distribution work of various customers.

Sixth, analyze the actual demand of wechat platform customers and product sales, remove the old and replace the new, develop new products according to the objective reality, eliminate the old products, deal with unsaleable commodities, and reduce the loss rate.

Seventh, responsible for the control of product prices.

Eighth, check the quality and quantity of products, and issue product inspection reports, strictly control the quality of agricultural products.

Finance Department The Finance Department is the capital management organization of the company and undertakes the following functions:

First, according to the accounting law, implement the national financial laws and regulations, abide by the financial discipline, combined with the actual situation of team development, establish and improve the team financial rules and regulations and management methods, promote the team financial work of scientific institutionalization and standardization.

Second, according to the team's career development plan and implementation plan, combined with the team's financial resources, formulate the team's annual financial budget, and make the implementation and adjustment of the annual budget; Prepare the annual financial report of the team, and conduct relevant performance evaluation and analysis to provide relevant basis for the development plan and economic plan of the team.

Third, responsible for the declaration of the team's income, actively do a good job in the work of raising income, reducing expenditure, increasing income and reducing expenditure, raise funds through multiple channels in accordance with the law, and ensure the team's financial needs for the development of various undertakings.

### **5.3 Key team member**

Chairman: Zhang Xin, 31 years old, senior professional farmers of Shaanxi province, CPPCC member of Yan 'an City, executive member of Yan 'an Federation of

Industry and Commerce; He is proficient in scale farming and planning, e-commerce and short video production and promotion.

In 2014, I graduated from Shaanxi University of Science and Technology with a bachelor of engineering. I served as a member of the League Branch secretary and Student Union at school. My graduation project won the title of Excellent Graduation project in our school.

2014-present Chairman of BC Agricultural E-commerce From 2014 to 2016, he served as the Chairman of Yangchengzi Village Joint-stock Economic Cooperative of Wuqi County;

Outstanding Professional Farmer of Shaanxi Province in 2015; In 2016, won the Good Person of Shaanxi Province;

In 2017, won the title of Yan 'an Model; And the most beautiful striver in Shaanxi province;

In 2020, CCTV17 interview report in 2021 Phoenix TV interview report in 2021 won the honorary title of Yan 'an Holy Land talents and so on. BC Agricultural E-commerce, founded by BC Agricultural E-commerce was evaluated as Shaanxi Province primary and middle school students practice education base, Shaanxi province science and technology academy, Shaanxi Province agricultural star creation world, Yan 'an City agricultural leading enterprise, etc.

## Section 6

### Operation and Production Plan

#### 6.1 Related concept

##### 6.1.1 The definition of electronic commerce

Electronic Commerce refers to the conduct of product trading and service provision through electronic means on various networks. It is an electronic business behavior based on Internet information technology. Electronic Commerce (EC) consists of two parts, namely business trade. And electronic operation, through electronic technology, get rid of the limitation of space, for sellers and buyers to provide convenient business services.

Electronic commerce is based on electronic information technology, which is generally done through the exchange of electronic data, Relying on the Internet to realize the rapid development of Internet technology, provides an opportunity for the development of e-commerce, because of this some people called e-commerce IC (Internet Commerce) in fact, e-commerce in order to comply with the requirements of the development of world economic integration, the product manufacturers and distributors are closely connected, to provide customers with prices. More than the best products, contribute to the scientific allocation of market resources in the world.

##### 6.1.2 The definition of cold chain logistics

Cold chain logistics refers to the goods that are prone to perishable deterioration and have high storage temperature requirements. In the process of manufacturing, preservation, transportation, sales and other links, it is necessary to adopt temperature control technology and various measures to make the products meet the storage temperature requirements at any time, so as to reduce consumption and ensure product quality. With the birth and development of temperature control technology is developed, its main theoretical basis for refrigeration and freezing cold chain logistics engineering theory to the construction of the high technology, compared with the normal temperature logistics, its management and capital

investment is larger Agricultural products cold chain logistics is for fruits and vegetables and other agricultural products and meat of cold chain logistics. It is necessary to consider the relationship between input and technical feasibility, consider the technical feasibility of all links in circulation, and systematically manage the connection between each link, so as to effectively ensure the quality of fresh products in circulation. Cold chain logistics is suitable for frozen products, dairy products, fruits, vegetables and meat products.

BC Agricultural E-commerce plans in 2023, 70% of the base orchard through the European Union certification, the products open the Western European market, the established stable export and production strategy, based on the apple healthy area to look at the global market, to promote sales by quality, while developing the young garden interplanting pumpkin industry; By the end of 2024, a complete cold-chain transportation system will be built, 5,000 tons of gas storage will be built, and 5 cold-chain transport vehicles will be equipped. The construction of beautiful orchards and training for 500 people of fruit farmers will be completed in the main base, and the business in high-end markets such as Hema will be expanded, with the main business revenue exceeding 40 million yuan. In 2025, we will carry out deep processing of agricultural products, build agricultural logistics processing parks, introduce equipment from New Zealand, build the whole industrial chain of agricultural products, improve product value, and cultivate customers by refining products, with a turnover of 45 million yuan.

## **6.2 Operation optimization strategy of BC Agricultural E-commerce**

On the operation mode, the origin of the domestic fresh agricultural electricity relative diversification, both the traditional large-scale integrated electric business platform layout of fresh agricultural products, there is also a traditional business super O2O electric business platform, and food supplier logistics, fresh agricultural products at the same time the emergence of the vertical electric business platform and development of the real signal China's fresh electricity open of The Times.

E-commerce operation model				
Form	characteristic	advantage	boundedness	Classic Case
O2O	Link offline business work with the network, and the network becomes the front desk of physical transactions	With the help of the website to attract customers, customers can enjoy all kinds of services at home, quickly form a scale	There is an imbalance between online information and offline enterprise services	Japanese Cybird American Harvest
C2B	Customers design products according to their needs, and the company then assembles resources to produce and sell the products	Control the operation input of small-scale enterprises, so that commodity prices can be scientifically regulated, help consumers to buy the products they need as soon as possible	Mass production is difficult to achieve, the only marketing approach	Fresh Direct and Amazon Fresh
B2C+O2O	Combine the two forms of operation to meet the personalized needs of customers	Both online and offline experiences are open, enhancing the transparency of products and winning the trust of more customers	The expected investment is high and there is no return in the short term	Ocado

### 6.2.1 Optimization of logistics operation mode cloud computing e-commerce online optimization

#### Infrastructure and operational model

Considering the development scale of e-commerce gradually in the realization of expansion, so, for the above enterprises, store a large amount of information and the integration of these information, to ensure the security of information and other stages of the work there are more technical problems, so, e-commerce for computer equipment put forward more requirements.

However, the introduction of cloud computing technology in the electronic commerce, will be able to resolve the current enterprise facing the such outstanding problems as lack of funds Cloud computing services to provide a virtual data

organization. With the help of the Internet technology to provide customers with services at the same time, the enterprise through the application of the cloud, but also greatly reduces the equipment investment of the enterprise

Therefore, enterprises do not need to spend a lot of financial resources to invest in cloud equipment, and avoid the waste of manpower, material resources and financial resources. They only need to connect to the Internet to obtain a large number of services.

#### Warehousing

Previous e-commerce mode, in order to better meet customer demand, e-commerce enterprises in order to be able to a large number of the storage of goods, and must be set up multiple storage center, in order to ensure that the product is However, in the current cloud computing environment, many e-commerce enterprises can achieve rapid and timely information transfer and exchange. Therefore, a comprehensive and accurate grasp of customer demand for products, And then to scientific set of storage structure of the product, can largely reduce the inventory of the products. By introducing the technology of cloud computing, can make the electric business enterprise storage center is becoming more professional, and provide more information and management services, let the electronic commerce enterprise can obtain more efficient and fast e-commerce services.

#### Online Transaction Mode

With the increasing number of users using modern smart phones, the utilization efficiency of mobile Internet has been improved to a large extent. Mobile e-commerce has become a part of people's work and life. However, the mobile terminal itself can be said to have its defects, such as difficult to effectively process information. However, the application of cloud computing can solve these problems to ensure the processing of data during the transaction period, so as to realize the secure transmission of information. In addition, through cloud computing technology, cloud payment can be made as soon as possible. As a feasible way, cloud computing technology can enable customers to complete the whole process of transaction and

payment on the marketing platform of e-commerce enterprises with the help of different mobile devices.

#### Flow distribution mode

Obviously, there is a difference between cloud computing technology and traditional security payment system. Because it introduces the leading computing technology and more advanced defense mechanism, cloud computing technology can effectively block the attack of hackers. Moreover, during the payment period, cloud computing technology can monitor the account information in the cloud to ensure that the information can be kept in the cloud. Under the safe state of transmission, and prevent the user's personal information is leaked in addition, some unexpected events, can also be prevented.

### 6.2.2 Diversified operation

At present, e-commerce models can be divided into five categories according to the participants: e-commerce of enterprise consumers; E-commerce of enterprises; Consumer e-commerce; Offline physical Internet e-commerce, offline physical stores in the Internet marketing to attract consumers to enjoy services, through online settlement of transactions, can reach a certain scale in a very short time; Vendor-consumer service model.

C2B + O2O + membership-based model will be the future main sales model C2B to its pre-sale model through online Internet open to booking commodity, consumers pay deposit online, order successfully, fresh electricity combination in order to arrange production, so it can be carried out in accordance with the demand supply is the biggest characteristic of this model can greatly reduce the production cost of the products. The advantage of C2B mode is that it saves the transportation cost and production cost, and at the same time, it can provide consumers with the freshest products.

However, it is worth noting that C2B itself also has shortcomings, especially the subjective arbitrariness of consumers' purchasing behavior is too large, so the presale model will reduce consumers' purchasing experience and purchase desire.

Therefore, establishing the brand of fresh e-commerce enterprises can overcome the shortage of consumer service experience decline to a certain extent.

### **6.3 Development Goals**

The company plans that 70% of the base orchard will pass the European Union certification in 2023. The products will open the Western European market, and the established strategy of stable export and production will be established. Based on the apple eugenic area, the company will look to the global market, promote sales by quality, and develop the interplanting pumpkin industry in the young garden. By the end of 2024, a complete cold-chain transportation system will be built, 5,000 tons of gas storage will be built, and 5 cold-chain transport vehicles will be equipped. The construction of beautiful orchards and training for 500 people of fruit farmers will be completed in the main base, and the business in high-end markets such as Hema will be expanded, with the main business revenue exceeding 40 million yuan. In 2025, we will carry out deep processing of agricultural products, build agricultural logistics processing parks, introduce equipment from New Zealand, build the whole industrial chain of agricultural products, improve product value, and cultivate customers by refining products, with a turnover of 45 million yuan.

### **6.4 Challenges and Risks**

First of all, the lack of agricultural electronic commerce talented person in the context of globalization, to use the Internet has become more and more common, both scale and Internet penetration are improved There is no denying the fact that farmers began to use the Internet, but most of the farmers are not familiar with electronic commerce, more difficult to talk on the application of e-commerce to the agricultural products marketing. At present, the company needs more professional talents to actively promote the development of the company's e-commerce.

Secondly, the logistics distribution system is not perfect, e-commerce business flow and logistics are highly inseparable parts, advanced means and ways of e-commerce business flow requires that logistics means and ways should also be

advanced and efficient. The transaction of agricultural products under e-commerce has its own characteristics. The buyers are scattered all over the country, and the product units traded are likely to be very small, such as one jin of vegetable seeds, etc., which requires the distribution of logistics to be scattered, which undoubtedly increases the cost of logistics distribution. Wuqi County transportation has developed rapidly in recent years, but the particularity of fresh agricultural products transportation, the general shelf life is short, easy to deteriorate and rot, so it is necessary to purchase some specialized refrigeration equipment, the introduction of these equipment increases the cost of the enterprise, which puts forward higher requirements for the company's logistics distribution system.

In addition, the trading main body credit degree is not high Network marketing is based on credit. From the current trading main body credit degree is not high The buyer of the seller in the transaction business on the Internet fraud, sell fake goods Internet users believe that the biggest problems of online trading, first vendor credit not guaranteed product quality. The company promotes through the network platform, but how to make the majority of consumers, customers trust the company's products, this is the challenge the company faces.

Compared with other enterprises, the company has a small scale of development at the present stage and lacks a platform for promotion. For example, the company does not have a special agricultural e-commerce website. Enterprises can design their own corporate web pages and hire professionals for operation and maintenance to disclose the source of their products.

Finally, climate change in recent years has caused continuous high temperatures or large-scale precipitation, which have adversely affected the production of agricultural products. The risks of natural disasters and the demand for products in the market are all dynamic processes, and enterprises bear the risk of price fluctuations. The concentration of risks in the operation of agricultural products is not conducive to the development of scale and industrialization of agriculture, so the risks faced by companies in the production process are constantly increasing.

## 6.5 Costs

The company's costs are mainly divided into the following categories:  
Employee salary: The labor salary includes the chairman of the board, the salary of the manager of the management department, the Marketing Department, the operation department, the financial department and the publicity department, as well as the salary of the remaining ordinary employees.

Department of category	Computing method	Total /year
Chairman of the board of	Manager ( 20000 ) *12	240000
Management department	Manager ( 8000 ) *12+Employee ( 4000 )	240000
Marketing Department	Manager ( 8000 ) *12+Employee ( 4000 )	288000
Operations department	Manager ( 8000 ) *12+Employee ( 4000 )	240000
Financial department	Manager ( 7000 ) *12+Employee ( 4000 )	228000
Propaganda department	Manager ( 5000 ) *12+Employee ( 4000 )	204000

In the planting of fresh agricultural products, the company includes procurement cost, transportation cost, sewage cost, publicity and promotion cost, multimedia operation cost, equipment and facilities purchase cost, storage cost and so on.

Number	Expense	Amount of money
1	Procurement cost	300000
2	Transportation expense	100000
3	Sewage charge	50000
4	Publicity and promotion expenses	30000
5	Multimedia operating expenses	20000
6	Equipment and facilities purchase expenses	700000
7	storage charge	80000
In total		1280000

## Section 7

### Financial Projections

#### 7.1 Financial Position

BC Agricultural E-commerce was established on August 16, 2013. In 2020, the total assets of the company were 14.21 million yuan, the main business revenue was 16.86 million yuan, and the operating profit was 3.94 million yuan. In 2020, the company's order production of apple pumpkin involves 525 households, with a total area of 3500 mu and an output value of 43 million yuan. In 2021, the company's total assets are 16.23 million yuan, and the main business income is 19.68 million yuan and the operating profit is 3.93 million yuan. In 2021, the company signed orders for apple production in the whole county. Pumpkin total 4576 acres, involving 17 village collective economy 467 households registered card households our company and downstream customers have a good cooperative relationship, the company's business performance has been steadily improved.

Assets 2021 年	
Cash	361382.69
Receivables	4538000
Inventory	4064328
Fixed assets	7274150
Total asset	16237860.69
Liabilities	
Payroll payable	312862
Taxes and Dues Payable	171244.38
Other payables	861103.83
Total liability	1345210.21
Owner's equity	
Earned surplus	1434490.3
Undistributed profit	13458160.18
Total liabilities and equity	16237860.69

## 7.2 Future Funding Requirements

The company's future capital needs are mainly reflected in the following aspects

First, planting site care and management expenses; In recent years, the area of the company's pumpkin and apple planting experimental base has been expanding. With the increase of the planting area, the output value is also growing, so the company needs to pay a lot of labor costs in the picking season

Second, production and R&D expenses; As mentioned above, with the continuous improvement of the economic environment and customer consumption ability, on the one hand, the demand for fresh agricultural products increases; On the other hand, higher requirements are put forward for the quality of fresh agricultural products, so in the production of green organic products, the company needs funds for research and development investment.

Third, the cost of brand building; The brand advantage of enterprises is small, enterprises should increase the promotion of the company's products, most of the sales pay more attention to the name of agricultural products, I think enterprises can improve their competitiveness, create a company's brand, improve the production quality of brand products; In addition, we can also hold cultural festivals and food festivals to attract tourists, improve the visibility of enterprises and enhance the brand advantages of enterprises. Specifically, the cost of product design and packaging is about 20,000 yuan; If the company promotes through Tmall and wechat mini program, it will cost about 50,000-150000, during which it will also need to pay technical service fees and commissions for sales staff through offline activities, etc.

## 7.3 Analysis of capital sources

The specific sources of funds are mainly self-owned funds, bank loans, personal investment and crowdfunding of project members. In the initial stage of project construction, personal investment and enterprise crowdfunding are the main sources of investment. Bank deposit may be adopted in the medium term; In the later stage, social financing can be adopted. In addition, relevant subsidies from the

government can be used to meet certain requirements in production and operation, and then government subsidies can be applied for.

#### 7.4 Financial Analysis

By collating the company's previous data, the following results are calculated

	2020	2021
amount of sales	14213967.00	18061889.00
Net Income	4396164.50	5293096.62
total assets	14212144.70	16237860.69
Total Liabilities	2812590.84	1345210.21
total equity	11399553.86	14892650.48
debt ratio	0.197900521	0.082844054
profit ratio of sales	0.309284839	0.293053325
return on assets	0.309324496	0.325972535
return on equity	0.385643557	0.355416695

The financial proportions used in the calculation and the relevant formulas

(1) Debt ratio = (total assets - total equity)/ total assets, where the debt ratio reflects the long-term solvency of the enterprise.

(2) Profit ratio of sales = net profit/sales

(3) Return on assets = net profit/total assets

(4) Return on equity = net profit/total equity

Profit margin on sales Return on assets and return on equity These three ratios reflect the profitability of the company.

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