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An Analysis on the Development Model of China's County-level E-commerce

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Abstract: Based on the case studies of e-commerce activities in six counties of China's eastern, middle and western regions respectively, this paper has probed into the characteristics of e-commerce development of each county, which are then classified into four development models of county-level e-commerce in China, featuring the integration and aggregation of resources endowment and production factors. The paper further analyzes the key factors contributing to the success of county-level e-commerce development, in a bid to provide reference and guidance for other counties in their e-commerce activities.

Keywords: County-level e-commerce, Development model, Key factors, Factors analysis

1. INTRODUCTION

China's county-level regions serve not only as the link between urban and rural areas, but also an important carrier promoting the development of China's economy and new urbanization. According to the report on rural e-commerce development in China (2016-2017), online retail sales of rural areas in the first half of 2017 amounted to 84.93 billion U.S. dollars, up 38.1% over the same period last year. By the end of 2016, there had been 8.32 million online stores in the rural areas and 200 e-commerce industrial parks for all kinds of agricultural products had been built. Nationwide, the number of Taobao Villages had reached 1311 by the end of August 2016. The coastal provinces of Zhejiang, Guangdong and Jiangsu accounted for the biggest number of Taobao Villages.^[4]

Since China's county-level e-commerce activities are mainly concentrated in the economic zones including Yangtze River Delta (YRD), Pearl River Delta (PRD) and Bohai Economic Rim (BER), six counties in China's eastern, middle and western areas were selected for case study, based on representativeness, diversity and significance, and a comparative analysis was conducted on rural e-commerce model, development link and key factors.

2. A BRIEF INTRODUCTION TO E-COMMERCE DEVELOPMENT IN CHINA'S SIX COUNTIES

2.1 Model 1: Farm produce-driven e-commerce model; Typical cases: Suichang County and Tongyu County

Under this model, local farmers start e-commerce business with the support from local government departments as well as the assistance of local e-commerce association, network marketing platforms and e-business service operators. As a result, an ecosystem of county-level e-commerce is taking shape with the win-win cooperation among three parties, namely the network operators, suppliers and the third-party service providers.^[6]

Being a typical mountainous county with mountain area accounting for 88% of the land area, Suichang County in China's eastern Zhejiang Province is underdeveloped in terms of industrial economy but abundant in agricultural resources and forestry products. With the support from local government, Suichang E-commerce Association has actively explored a model of selling its agricultural and forestry specialty such as bamboo charcoal, roasted potatoes and chrysanthemum: producers + internet service providers + network distribution platforms (with e-commerce businesses settled in). The core part of this model is the e-commerce service station, a nonprofit service station established by Suichang E-commerce Association.^[16] The important roles this

e-commerce service station plays in the online sales of agricultural products include the following: first, to lay down a criterion for agricultural products and introduce the criterion into practice; second, to encourage farmers and processing enterprises to process and produce according to this criterion; third, to set up a display hall and make a data packet for online stores; fourth, to unify the procedures of storage, delivery, after-sales service and inventory management; fifth, to promote collaboration among each sector; sixth, to oversee the construction of the project known as 51ganjie (which means “I want to bring my products to market” in Mandarin, and whose full name is Rural E-commerce Service Station, <http://info.51ganjie.com>). (E-commerce structure shown as figure 1)

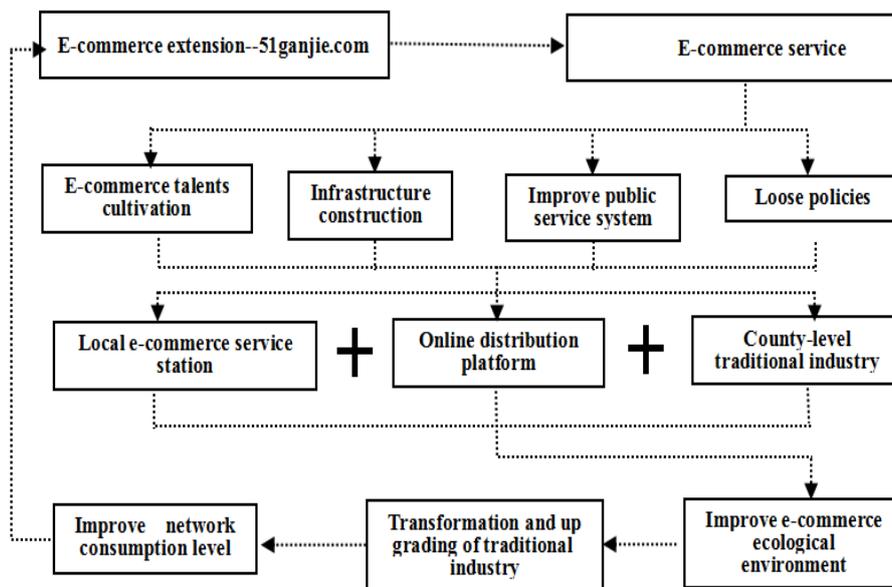


Figure 1(left) . The structure of e-commerce model of Suichang County, Zhejiang Province

The remote Tongyu County of China’s north-eastern Jilin Province is one of the national-level impoverished counties, yet it ranks the first nationwide in terms of yields of green beans, hence the name of “homeland for grains and beans”. E-commerce in Tongyu County is driven by top management commitment, with specialized agencies and funds established and preferential policies offered for e-commerce business start-ups. A county-level e-commerce development center, the first of its kind in the province, has been founded. What’s more, an e-commerce company named “Yunfeihewu E-commerce Company Limited” has also come into being invested by social funds and backed up by the local government. Therefore, Tongyu County’s e-commerce model can be summarized as : Farmers (Producers)+ Yunfeihewu E-commerce Company Limited + Online Merchants.^[5] Backed up and supported by the local government and production base, the agricultural products sold online are directly sourced from their places of origin with uniform brand through innovative marketing.

2.2 Model 2: Interactive development of rural processing industry and e-commerce; Typical cases: Shaji County and Qinghe County

The feature of this model is to build regional processing product brands either based on existing rural processing bases or inspired by the originality of local successful online merchants. B2B and B2C e-commerce are therefore conducted through e-commerce platforms, and a relatively complete comprehensive county-level e-commerce service system is established as a result.^[5]

Shaji Town, Suining County in China’s eastern Jiangsu province has a rather weak agricultural basis with a cultivated land area per capita of less than 1 mu (about 0.0666 hectares). However, e-commerce in this town has developed quickly through online sales of assembled furniture. The model therefore is: assembled furniture factories + online merchants.^[1] Shaji Town is taking a bottom-up development path, which advances step by step. Since Mr. Sun Han, one of the so-called Three Musketeers of Online Merchants, first opened an online store in 2006, more and more villagers have followed him to start their own businesses on internet, just like the

cell clone. Almost during the same period, processing facilities, logistics and other infrastructure services have also emerged and as a result an e-commerce industry chain has taken shape gradually, with costs of each link decreased. (E-commerce structure shown as figure 2)

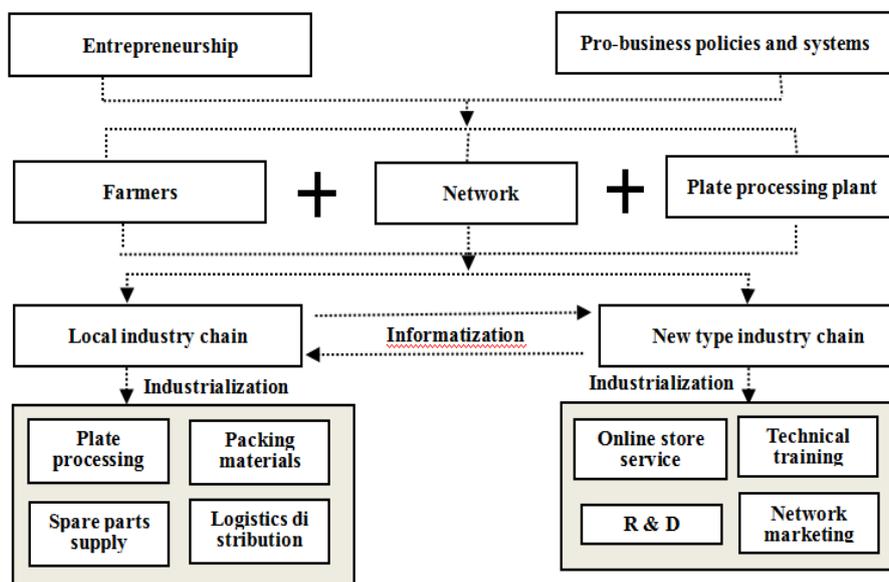


Figure 2 (right) . E-commerce structure of Shaji Town, Suining County, Jiangsu Province

Qinghe County in north China's Hebei Province, being well-known as the capital of cashmere and China's largest processing base for cashmere, has a very strong industrial basis. However, in 2008, Qinghe's export sales for cashmere greatly declined due to the global financial crisis. The county government then began to vigorously develop e-commerce, putting forward the development thought of "to implement interactions from online to offline and to realize the mutual complementation between tangible market and intangible market".^[3] Therefore Qinghe County's model is: cashmere processing factories + online merchants, with the following characteristics: firstly, various measures have been adopted by local government in order to create a good environment for e-commerce business; secondly, strong support from traditional industry; thirdly, leading roles are played by online merchants. By the end of 2017, the county's online sales volume for Qinghe cashmere amounted to 550 million U.S. dollars, with deep processing products accounting for 65% of the whole industry.

2.3 Model 3: Mutual development of transportation and e-commerce; Typical case: Wugong County.

The core of this model is, taking advantage of the geographical location and preferential policies, to attract neighboring agricultural products to the local e-commerce industrial park in order to build a "one-stop two-way integrated e-commerce system", a two-way circulation channel for both industrial products and agricultural products.^[10]

Situated in the west of Guanzhong Plain and as an important passage to the east for Xinjiang Uygur Autonomous Region, Qinghai Province and Gansu Province, Wugong County in northwest of China's Shaanxi Province is an important transportation hub and distributing center. Taking advantage of Wugong's unique geographic location, the county government issued in March 2014 its *Opinions on Encouraging and Supporting Development of Electronic Commerce*, later invested 2 billion RMB in May 2015 to build an e-commerce industrial park covering an area of 650 mu (about 43.33 hectares). According to *White Paper on Agricultural E-commerce (2016)* issued by Ali Research Center, Wugong County ranked the first in the northwestern area and the fifth nationwide among China's top 50 agricultural products e-commerce markets. Therefore, Wugong County's model can be summarized as: distributing center + e-commerce,^[6] with characteristics as follows: firstly, to give full play to the advantages of transportation, warehousing and logistics; secondly, to attract e-business enterprises to settle down in the e-commerce industrial park; lastly, to integrate resources in the northwestern area for sale across the whole country.

2.4 Model 4: Transition to e-commerce: leveraging land-transfer. Typical case: Xiji County

This is a new type eco-friendly leisure & tourism model based on online customized private ecological farms, relying on local ecological resources and tourism resources to expand agricultural functions, promote agricultural transformation and industrial upgrading.

Jixi County of China's central Anhui Province has a representative project called Jutudi, an online personal customized farm project launched by the e-commerce giant Alibaba Group. Farmers participating in this project transfer their land-use rights to Zhejiang Xinhe E-commerce Co., Ltd, an enterprise directly under Zhejiang Supply and Marketing Cooperative, then the e-commerce company entrusts the production and management of land to the local farmer's cooperative. Customers participating in the project can subscribe the right to use the land via the online platform www.juhuasuan.com, a leading Alibaba-owned group-buying e-commerce platform, and get the land output. The local cooperative hires farmers to work in the subscribed land, therefore the farmers can get wages in addition to an annual circulation payment.^[7]

Jixi County was chosen as one of pilot demonstration counties to carry out online farming projects. Because of its dispersed farmland, the sales volume of agricultural products in Jixi County is rather limited due to lack of scale effect. The online farming project allows the crops grown to be ordered in advance by customers via e-commerce platform, and the unattended land to be circulated to the local cooperative for management. It has combined very well both the demand of urban dwellers and rural farmers. On the one hand, the organic products from rural area can get into the urban area, and on the other hand, urban dwellers can feed back the farmers through rural tourism. Since the project was launched, 465 mu (about 31 hectares) of land have been subscribed by customers nationwide, the sales volume amounted to 2.38 million yuan (\$320,000). Farmers participating in the project had an increase in income up to 9.6 times of that before (e-commerce structure is shown as figure 3).

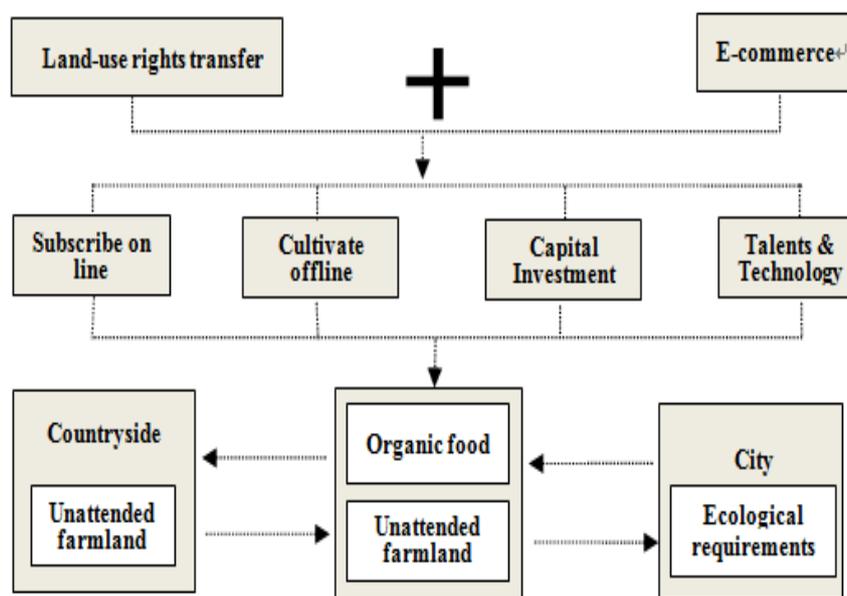


Figure 3 (left). E-commerce structure of Jutudi Project

3. COMPARATIVE ANALYSIS ON KEY FACTORS OF E-COMMERCE DEVELOPMENT IN THE ABOVE SEVEN COUNTIES

Studying the above four development models, we found that five key factors are absolutely necessary which contributed to the initial success of county-level e-commerce in China, namely government support, resources, talents, service and marketing.^[8] (The five key factors and their functions are shown in figure 4). These five key factors were linked together and supported one another, ensuring the smooth development of e-commerce in the counties.

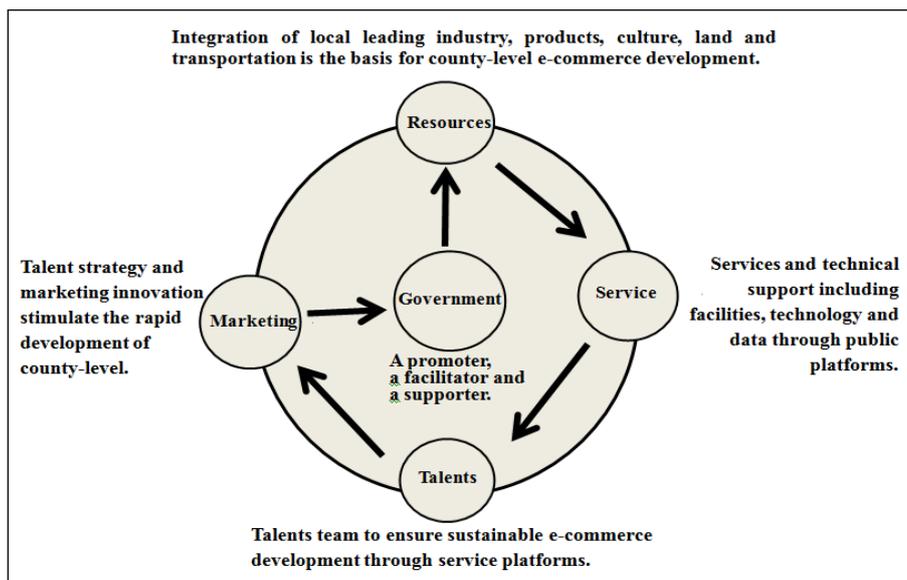


Figure 4 (right) . Key factors for county-level E-commerce development

3.1 Government support

The local government departments have adopted a series of measures to support rural e-commerce, including: 1) setting up management organizations for e-commerce development; 2) formulating preferential policies and regulations on e-commerce; 3) investing in e-commerce business; and 4) updating service concept.

[3]

Table 1. Measures taken in the six counties to support e-commerce

County	Measures taken to support e-commerce
Suichang	Implementation Opinions of Suichang County Party Committee on Accelerating the Development of Rural Electronic Commerce. Strategic Plan for Electronic Commerce Development in Suichang County (2014-2020).
	Inclusive Finance: Measures for the Administration of E-commerce Loan: Credit Loans through Dian Shang Tong (E-commerce Access). Defining the government role: inductor, supporter and service provider.
Tongyu	Implementing Plan on Comprehensive Demonstration Work of Promoting E-commerce Entering into Rural Areas. Setting up government guiding fund (US\$ 2.05 million). Establishing incentive mechanism and setting green channels.
Wugong	Opinions on Encouraging and Supporting the Development of Electronic Commerce. Setting up a RMB 5 million special fund to support e-commerce development. Investing US\$316 million to build an e-commerce industrial park.
Quning	Implementation Opinions of Quning County Party Committee on Accelerating the Development of E-commerce to Achieve Leapfrog Development. Providing guarantee of no less than US\$9.48 million per year.
	Providing loan of more than US\$15.80 million per year. Investing and building Shaji e-business incubator. Defining the government role: neither 'vacancy' nor 'offside'.
Qinghe	Putting forward the development thought "to implement interactions from online to offline and to realize the mutual complementation between tangible market and intangible market".
	Formulating incentive policies to promote industrial transformation and upgrading. Setting up quality supervision and inspection institutions for cashmere products. Hiring professional design institutions and senior designers.
Jixi	Opinions on Accelerating the Development of Electronic Commerce.
(Jutudi project)	Investing US\$47,000 as a special fund for the repairs and maintenance of tractor-ploughing road and irrigation canals. Local government and e-commerce company jointly entrust an agricultural cooperative to supervise and organize production.

(Data source: website of local governments, official website and other publicity materials; Date: by the end of 2017)

From table 1, we can see that the local governments in these six counties have set up official management organizations respectively for e-commerce development, taken a series of measures such as 'policies and regulations + capital input + project implementation', and continuously innovated management and service concept. Compared with other counties, Quning County Government and Qinghe County Government are

playing a significant role in the promotion of industrial upgrading and transformation, offering the so-called ‘postpositional service’.

3.2 Resource endowment

Resource endowment mainly includes the agricultural and forestry specialty resources and other resources such as industry, land, tourism, traffic and entrepreneurship, ^[4] which serve as the basis for e-commerce development in rural county areas.

Table 2. Resource endowment for E-commerce development in the six counties

County	Superior resources (agricultural & forestry specialty, industry, transportation, tourism, etc.)
Suichang	Rich in agricultural & forestry specialty resources: bamboo shoots, bamboo charcoal products, baked sweet potatoes, chrysanthemums, etc. With the influence of ‘A bite of China’, a popular documentary featuring delicious Chinese food, make best use of historical and cultural resources as well as ecological environment resources.
Tongyu	A well-known homeland for coarse cereals and beans.
Wugong	An important transport hub and a distribution center. Well developed in the field of logistics and cold-chain. An obvious advantage in terms of road, railway and infrastructure.
Suining	Abundant Italian poplars resources. Adjacent to Pizhou - one of China’s four plywood processing bases. Popular online products: assembled furniture.
Qinghe	China’s largest deep processing base distribution center for cashmere products.
Jixi (Jutudi project)	Good ecological environment and transferable land-use rights. Was named one of China’s top 100 counties in terms of travel and tourism competitiveness (2013).

From table 2, we can see that among the six counties selected, five counties have fully tapped their own endowment of natural resources and taken it as the basis for developing e-commerce, namely, the local agricultural and forestry specialty resources, industries with local advantages, land resources and tourism resources, and convenient transport location, etc. However, Shaji Town of Quning County is taking a totally different way without relying on its traditional industry at all. Being innovative and by selling its neighboring county’s plates, Shaji Town has blazed a new trail of developing its economy through informatization.

3.3 The comprehensive service network

The comprehensive service network mainly consists of e-commerce association, supporting infrastructure and related service facilities including public service stations and logistics system, information service and technical support. ^[6] At present, the e-commerce industrial parks which have been built or are being built in these counties, can perform general functions and provide services including brand promotion, logistics services, personnel training, technical support and quality & safety management.

Table 3. Comprehensive service network in the above six counties

County	Comprehensive service network.
Suichang	An incubator and startup base for rural e-business is under planning based on the existing Bamboo Charcoal Industrial Park.
Tongyu	County-level logistics nodes have been set up; The only e-commerce service center in Jilin Province has been set up.
Wugong	A logistics park with an e-business incubator is under construction.
Suining	An e-commerce pioneer park has been set up.
Qinghe	A three-tier logistics system connecting county, town and village has been built. A logistics park is under construction;
Jixi (Jutudi project)	An e-commerce industry cluster district is under construction. Cold-chain logistics support system for agricultural products is not available for the moment.

From table 3, all the six counties have set up e-commerce service centers and can provide one-stop integrated services including e-commerce service (logistics and delivery service, thirdpartnar (TP), e-commerce training, exhibition, financial and human resources, etc.), the government affairs service and life service; five have set up county-level e-commerce associations and public service platform by means of establishing e-commerce industrial park or logistics park. In addition to Wugong County in the west and Tongyu County in the northeast of China, the other 4 counties can provide good information services and technical support, which reflects a deep integration of information technology and industrialization.

However, due to lack of cold-chain logistics support system for agricultural products in Jixi County where the Jutudi project is implemented, part of leaf vegetables cannot be delivered to the customers within the preservation time limit.

3.4 Talent team

The e-commerce industrial chain is a systematic project involving goods, technique, logistics and customer service, therefore it needs not only technical and business professionals, but also inter-disciplinary talents such as strategic management personnel. The talent team construction mainly includes the establishment of online and offline talent team training system so as to cultivate e-commerce professionals. ^[5]

Table 4. E-commerce Talent Team in the Above Six Counties

County	E-commerce talent team
Suichang	A talent team of about 500 e-commerce professionals. Suichang County Agricultural E-commerce Institute. Suichang Ganjie Vocational Training School. Suichang Ganjie Vocational Training School. More than 6000 e-commerce practitioners. Holding training classes aiming at improving e-commerce skills for local enterprises. E-commerce training classes at elementary and intermediate level were held with annual trainees of over 1000.
Tongyu	E-commerce training base set up by the local human resources department. Online public training platform: Tongyu Pavillion. Rural Taobao Farmer e-businessmen Training Center. Implementation Plan of Tongyu County for E-commerce Talent Cultivation and Training. Training staff of more than 20,000.
Wugong	Shaanxi E-commerce Training Base. Taobao University, Shaanxi Branch. Special lectures are given and practical training classes are held. More than 2800 local residents have received training on e-business by the end of 2017.
Suining	Number of Taobao Towns: 5, number of Taobao Villages: 40. Number of online stores: over 2000, number of TP service providers: over 40. Program set up on training 10,000 rural e-commerce practitioners in the Year 2014. More than 12,000 local residents have received training.
Qinghe	Was named national e-commerce demonstration base. Number of Taobao Towns: 1, number of Taobao Villages: 8. Over 60,000 e-business practitioners. More than 30,000 local residents attended Taobao training classes.
Jixi (Jutudi project)	Partner of the project: Alibaba Group Contractors: comprehensive e-commerce operator and service provider. <i>Several Opinions on Accelerating the Development of E-commerce</i> issued by the local government. Over 200 local residents received training in 2016. The project is entitled to take on e-business personnel from its parent company Alibaba Group's talent pool.

Table 4 shows that among the six counties selected, three counties (Suichang, Suining and Qinghe), have a rather good basis for e-commerce development where localized e-commerce talents are increasing and Taobao Villages and Towns are emerging. Jointly launched by e-commerce giant Alibaba Group Holding Ltd and Zhejiang Xinghe E-commerce Co., Ltd, Jutudi project in Zhejiang's Jixi County has a rich talent pool while the other two counties are stepping up efforts to train e-commerce personnel. At present in China's county-level areas, most of the online merchants are doing jobs requiring only basic skills, due to lack of such talents as R&D staff, business professionals, and strategic management personnel.

3.5 Marketing model

The marketing model mainly includes the selection of e-commerce model, brand strategy, product standardization and marketing innovation strategy, etc. ^[1]

Table 5. E-commerce marketing model of the six counties

County	Innovative Marketing Strategies
Suichang	County government departments create and abide by a complete set of strict and scientific quality management system and professional delivery and inventory management criterion as well as optimized work-flow in terms of storage and delivery. Ganjie Project: The aim of the project aims is to integrate e-commerce, local life and rural entrepreneurship by providing one-stop comprehensive service for rural residents in multiple cities and counties.
Tongyu	Government support: Government authorities encourage the local residents to engage in e-commerce Base support: a project has been planned and started to set up a direct production base for cooperative e-commerce enterprises, covering 10,000 mu of land to cultivate various kinds of agricultural products Unified brands: 2 brand names "Sanqianhe " and "Dayounian " have been registered. Marketing innovation: An e-commerce company ("Yunfeihewu E-commerce Co. Ltd) was established, aiming to sell online all the agricultural products (including millet, green beans, oats and beans) it has collected from local farmers, production bases, cooperatives or processing enterprises, etc.
Wugong	Taking advantages of its convenient geographic location and logistic facilities, an e-commerce park was set up in order to integrate resources from northwest of China for online sales by encouraging e-commerce enterprises from other places.
Suining	The county has explored a path characterized by industrial division of labor and socialized cooperation. Based on the successful experiences of local online merchants, the furniture industry has made a so called "three-level" achievement, namely from " ready-to-assemble furniture ", then "wood and steel furniture ", and to "customized furniture ". This has stimulated the development of related industries including manufacture, logistics distribution and delivery, raw materials processing, and spare parts supply, thus a new industry eco-system facing a larger market is taking shape.
Qinghe	Industrial basis: well-established traditional industry and specialized market. Demonstration effect: The local fine examples' demonstration expedited the transformation of local enterprises from traditional business model to platform-based e-commerce business model. Marketing advantages: favorable prices and strong competitiveness.
Jixi (Jutudi Project)	Under the Jutudi Project, land-use rights are transferred through online platform, valid for one year. Customers subscribing the right to use the land can either take care of the land by themselves or let local farmers work for them free of charge. All the agricultural yields within the subscribed year will be sent to the customers twice a month. In addition, customers are usually offered some preferential treatment such as free tickets to the local scenic spot and free accommodation during their farm stay.

Generally speaking, county-level e-commerce model falls into three categories, namely B2B, B2C and C2C. It can be seen from table 5 that in the selected counties, B2C e-commerce is the dominant model while B2B and C2C are only supplementary. All the six counties are implementing the brand strategy; however, due to lack of well-known brands, it is difficult to form strong brand competitiveness. National product standards are generally adopted to guarantee the quality of products sold online. In terms of marketing strategy, Suichang County plays a vanguard role by carrying out the so-called "Ganjie project" under the guidelines of its new concept for developing rural e-commerce; Meanwhile, Suining County has explored a path characterized by industrial division of labor and socialized cooperation based on its success in selling furniture online.^[11] For Qinghe County, besides selling its cashmere products on internet platforms such as Taobao.com and Tmall.com (both owned by internet giant Alibaba), it has also carried out other kinds of online marketing activities at the same time, including establishing a trade center ("Xinbaifeng Cashmere Electronic Trading Center"), a B2C website (<http://www.qingheyr.com>), and a O2O website "Baironghui" to sell its cashmere products; In order to sell its coarse cereals and mixed beans, Tongyu County has innovated its marketing strategy including carrying out uniform brand strategy which has got support from the local government as well as its industrial base;^[13] The marketing strategy conducted Wugong County is a combination of government marketing plus hot sale items strategy.^[14] As for Jixi County where the Jutudi project is carried out, it has explored a new model of taking advantages of land resources through online customized farm project with crowd funding.^[16] On the whole, the marketing innovation in these selected counties is critical to the vitality of rural e-commerce development, though further improvement still needed.

4. REVELATIONS FROM CHINA'S COUNTY-LEVEL E-COMMERCE DEVELOPMENT

One county's e-commerce development mode and its future direction depend to a large extent on whether the county Party Committee and county government have a good understanding of e-commerce and accurate positioning of the government role, and how they will push forward e-commerce development in rural areas.^[9]

Local farm produce, industrial basis and entrepreneurship are important factors contributing to the internal comparative advantage whereas high quality supporting service facilities and preferential measures play important roles in attracting capital and expertise from outside.^[15] In addition, in order to change people's outdated marketing concepts, implement the brand strategy and innovate the existing marketing mode, it is necessary to introduce and cultivate talents at all levels in the rural counties, so as to expand and extend the industrial chain, and eventually play a leading role in the integration of primary industry, secondary industry and

tertiary industry.

Firstly, introduce brain-trust to have a deep study of the key issues regarding the county-level e-commerce development, including the strengths, weaknesses, objectives and supporting policies etc, and to have an overall plan and top-design of the county's e-commerce development.^[10] The government services and market efficiency should be combined effectively under the principle of "government investment, enterprise operation, public welfare oriented, and market as a supplement". Taking e-commerce development as its top management commitment, local government shall take targeted measures to support e-commerce development in terms of policies, fund and projects.

Secondly, choose geographical indication products, specialty products, and special resources products or manufactured products with strong industrial base. In case of lack of enough resources, all the manpower and physical resources of the whole county shall be gathered together in order to build hit products. Please note that one county's e-commerce is not necessarily confined to the resources within the county. If the county enjoys a favorable geographic location with convenient transportation facilities, for example, it then can be built into a comprehensive regional e-commerce center gathering all kinds of e-commerce factors; in this way its e-commerce may develop even faster with a better development prospect.

Thirdly, enhance the construction of infrastructure facilities, e-commerce industrial park, logistics industrial park and storage center, etc so as to provide comprehensive one-stop service including e-commerce service, administrative service and daily life service, etc.^[14] We shall build a comprehensive e-commerce service system which not only integrates the functions of subject cultivation, hatch support, platform construction and marketing promotion, but also undertakes transformation of various resources and the demand from "government, internet enterprises, and suppliers".

Furthermore, attach great importance to talented personnel cultivation and take it as priority in e-commerce development^[16]. Our general idea is to train our own personnel while introducing talents from other places. That is, to train technical talents and introduce professional personnel at the same time, including R&D staff, business professionals and strategic and project management personnel. On the one hand, to introduce leading figures from other places, on the other hand, to encourage local leading figures to play exemplary roles in promoting e-commerce development; And lastly, training effects should be taken into account when it comes to talents team.

Finally, encourage innovation in marketing mode, especially innovation in the rural e-commerce, which plays a pioneering role in the county-level e-commerce development. We shall deeply develop the products and carry out brand strategy.^[11] Online and offline business shall be combined in order to realize overall marketing. More creative marketing theme activities shall be planned in order to maintain market exposure. It's necessary to set up an e-commerce association as well as a quality control mechanism which is responsible by multi-parties including government departments, local farmers, cooperatives, e-commerce associations and platforms.

5. CONCLUSIONS

County-level e-commerce development is a systematic project, which means administrative measures or individual enterprises alone have limited roles, instead, it must rely on the effective interaction among service providers, e-commerce merchants and enterprises, traditional industries and local government, so as to build a new type of e-commerce ecology and boost e-commerce development.

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