

Analysis of the Key Success Factors of the Development Model of Jiaxing Rural E-Commerce "Taobao Village"

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Abstract: In the context of rural revitalization, the state has paid more and more attention to the development of rural e-commerce. The rise of "Taobao Village" has resulted in significant growth in the rural economy and improved the quality of life of farmers. This article takes Jiaxing's Taobao Village as the research object, constructs an index system of key success factors for Jiaxing's Taobao Village based on survey data, uses the analytic hierarchy process to rank the weights of indicators at all levels, and proposes the order of the key factors affecting the "Taobao Village" model. For supporting logistics, diversion plans, professional knowledge, operating talents and free training, it also puts forward relevant construction countermeasures and development suggestions for these key factors.

Keywords: Jiaxing; "Taobao Village"; Rural e-commerce; Success factors

1. Introduction

With the rapid development of rural e-commerce, several professional "Taobao villages" have emerged in rural areas such as Zhejiang, Guangdong, Jiangsu, and so on. As of June 2019, more than 4,000 "Taobao Villages" have been established in various provinces and cities across the country, mainly in coastal areas. The development of "Taobao Village" has also brought many new opportunities to the countryside. It has brought back talents to the countryside, increased entrepreneurial opportunities, reduced the rate of farmers going out to work, and allowed farmers to get rich at home. This is also an important means to improve the rural economy. one. Therefore, "Taobao Village" has gradually become a new force to promote rural development.

2. Research Status of Rural E-Commerce

2.1. Current status of domestic research

The sayings of "rural revitalization" and "rural e-commerce" have been around for a long time. Early scholar Zheng Xue conducted research on the main problems faced by rural "e-commerce makers" in the entrepreneurial process and pointed out that there are many problems in the development of rural e-commerce. Weaknesses", such as weak public service system, low standardization of agricultural products, and shortage of relevant talents [1]. On this basis, Han Hong pointed out that the shortage of talents is one of the important reasons restricting the development of rural e-commerce through the analysis and research of "Taobao Village" [2].

2.2. Status of foreign research

Although the concept of rural e-commerce has not been proposed in foreign countries, foreign scholars have seen the boosting role of e-commerce in rural economic development early on. Poole elaborated on the role of agricultural product e-commerce [3]. Molina and Michilli pointed out that government policies have an important impact on the development of e-commerce. If e-commerce companies want to have long-term and stable development, they must be supported by the government. An entrepreneurial platform for resource information sharing can be established so that e-commerce practitioners can Discuss and learn together on the platform [4]. Pan and Newell proposed that the Internet is the main reason for e-commerce entrepreneurship and explained how to use the online sales platform for entrepreneurship [5].

The research results of the above experts mainly focus on the main constraints of "e-commerce entrepreneurship" and the establishment and use of e-commerce platforms. There is a lack of in-depth research on the development model of rural e-commerce, and the research and analysis on the success factors of "Taobao Village" is still blank. In view of the background of rural revitalization, it is particularly important to develop rural e-commerce and find a suitable model for the development of rural e-commerce. Therefore, through the analysis of the success factors of Jiaxing "Taobao Village", we can provide new ideas and models for the development of other rural e-commerce. It is of great significance.

3. "Taobao Village" Development Status, Impact and Analysis of the Development Status of "Taobao Village" in Jiaxing City

3.1. The development history of "Taobao Village"

The development speed of China's "Taobao Villages" has grown by leaps and bounds, and "Taobao Villages" in various provinces have sprung up like bamboo shoots after a rain. The number has shown an obvious upward trend, and the continuous increase in the number of "Taobao Villages" has also injected new economic power into rural areas.

During this period, the number of "Taobao Villages" in my country's central and western regions and northeastern regions has exceeded 150. Among them, the "Taobao Villages" in Henan Province in the central and western provinces have developed particularly rapidly, with the number of local "Taobao Villages" reaching 75. In 2019, the "Taobao Village" was discovered for the first time in Heilongjiang, which also allowed the regional distribution of the "Taobao Village" to be further expanded.

3.2. The impact of "Taobao Village" on rural economic development

The country is paying more and more attention to economic development in rural areas, and rural e-commerce is one of the important means to promote rural economic development. The rapid development of "Taobao Village" has greatly promoted the economic outlook of the countryside. Farmers do not need to go out to work to earn family support as before, and they can start their own businesses at home to generate income, and they can also promote the local characteristic industrial culture. At the same time, it also provides a way for local farmers to get rich, so it has also become a vigorous force affecting the development of the local economy.

3.3. The development of e-commerce in Jiaxing

3.3.1. Economic situation

Jiaxing is in the Yangtze River Delta with the most economic vitality in the east of China. During the "Twelfth Five-Year Plan" period, Jiaxing's online retail sales continued to grow rapidly. Last year, Jiaxing's total online retail sales reached 70.159 billion yuan, a year-on-year increase of 20.5%. As of the end of 2019, there were more than 3,600 enterprises engaged in e-commerce in Jiaxing City. At present, there are more than 145,000

Taobao online retail stores in Jiaxing City, of which more than 50,000 are more active Taobao online retail stores.

3.3.2. Scale

The construction of Jiaxing E-commerce Industrial Park is developing rapidly, and the construction of e-commerce parks is mainly in Nanhu District and Xiuzhou District. Among the 50 most active counties in China's mass e-commerce entrepreneurship in 2018, 3 counties in Jiaxing were shortlisted, including Tongxiang, Pinghu and Haining.

As of the end of 2019, Jiaxing City had opened 146,000 Taobao bazaar shops and 5,150 Tmall shops, including 6,848 flagship stores and 788 franchise stores. Taobao villages ranked 5th in the province and 8th in the country. The retail scale is basically the same. Among them, 23 have online sales of 10-50 million, and 6 have more than 50 million.

3.4. The current situation of Jiaxing "Taobao Village"

According to data, the number of "Taobao Villages" and "Taobao Towns" in Jiaxing City currently ranks among the top in the country. In recent years, the development speed of "Taobao Village" in Jiaxing area has reached a new high in history, and relevant government policies and public infrastructure have been improved day by day, creating a good development platform for the steady increase of "Taobao Town" and "Taobao Village".

4. Construction of an Index System for Key Success Factors of Jiaxing "Taobao Village"

After the introduction of e-commerce in the development of the rural economy in Jiaxing, the business content and form of the customers it faces, the role they assume in transactions, and the risks they may face have all undergone tremendous changes. In view of the complexity of the factors that affect the operation of the "Taobao Village" model faced by rural Taobao shop merchants, all possible influencing factors under this model are integrated and analyzed. Based on the preliminary data research, Delphi method and level analysis are used. The method of categorizing similar properties into major categories, combined with the key concerns of e-commerce, is mainly reflected in three first-level indicators such as set-in preparation, store operation, and policy support, as well as 15 corresponding second-level indicators. As shown in Table 1.

Table 1. Index system of key success factors of Jiaxing "Taobao Village"

First level indicator	Second level indicator
Settlement preparation	Familiar with the platform
	Select product
	Professional knowledge
	Hardware facilities
	Supporting logistics

Store operation	Copywriting design
	Operational talent
	Drainage plan
	Customer service management
	After sales question
Policy support	Government subsidies
	Tax incentives
	National policy
	Aid farmers action
	Free training

5. Empirical Analysis of Key Success Factors of Jiaxing "Taobao Village"

5.1. Weights of key success factors

Through a survey of more than 60 Taobao shops in the "Taobao Village" in Jiaxing City, 220 questionnaires were distributed as research samples, and 197 valid questionnaires were recovered, with a recovery rate of 89.5%. Combined with the analysis of interviews with repre-

sentative shops and managers in "Taobao Village", the level weights of all factors are completed. On this basis, the distribution is based on the relative importance of each level of factors. It can be seen that the importance of each level of factors in the overall index system is ranked, thereby generating the overall weight of the key success factors of the "Taobao Village" e-commerce model (Table 2).

Table 2. Weights of key success factors for Jiaxing "Taobao Village"

First level indicator	Weights	Sort	Second level indicator	Overall weight	Overall order
Settlement preparation	0.382	2	Familiar with the platform	0.068	8
			Select product	0.063	11
			Professional knowledge	0.082	3
			Hardware facilities	0.053	13
			Supporting logistics	0.089	1
Store operation	0.383	1	Copywriting design	0.072	7
			Operational talent	0.076	4
			Drainage plan	0.088	2
			Customer Service Management	0.067	9
			after sales question	0.073	6
Policy Support	0.235	3	Government subsidies	0.065	10
			Tax incentives	0.056	12
			National policy	0.042	14
			Aid Farmers Action	0.032	15
			Free training	0.074	5

5.2. Analysis of statistical results

According to the above AHP analysis, the following conclusions can be obtained:

Among the key success factors of the first-level indicators, the most important factor affecting the successful development of the "Taobao Village" is store operations, with a weight of 0.383, accounting for 38.3% of the overall weight. Secondly, the key factors that affect the successful development of the "Taobao Village" model are preparation for settlement (with a weight of 0.382) and policy support (with a weight of 0.235). Among them, the weights of store operation and preparation for entry are very similar, indicating that for rural shop owners who wish to join the "Taobao Village" e-commerce model, preparation for entry and store operations are both key factors that can determine survival. Therefore, in the process of developing the "Taobao Village" model of rural e-commerce, it is first necessary to pay attention to the daily operation and management activities of stores to

ensure product exposure, traffic and services. At the same time, the pre-settling preparations should also be focused on to increase the survival basis and ability of the store.

Among the key success factors of the secondary indicators, the ranking of the level weights are as follows:

- a. Ranking of evaluation indicators under the preparation level: supporting logistics, professional knowledge, familiarity with the platform, product selection, hardware facilities;
 - b. The ranking of evaluation indicators under the store operation level: drainage plan, promotion mode, after-sales issues, copywriting design, customer service management;
 - c. The ranking of evaluation indicators at the policy support level: free training, government subsidies, tax incentives, national policies, and agricultural assistance actions.
- Through the sorting and analysis of the questionnaire data, among the key factors affecting the success of the Jiaxing rural e-commerce "Taobao Village" model, the

top five most important indicators are in order: supporting logistics, drainage plan, and professional knowledge. , Operational talents and free training.

6. Countermeasures and Suggestions

6.1. Perfect logistics

Logistics is the most concerned issue of all merchants. On the one hand, it is possible to increase express delivery service points by building rookie stations in rural areas. This is also due to the imperfect logistics infrastructure in rural areas and the scattered distribution of express companies. By adding a large number of service points, products can be shipped more conveniently and quickly to consumers; on the other hand, the rise of "Taobao Village" has also opened up a new continent for rural logistics, which can actively encourage farmers to engage in logistics. It is believed that the development of logistics is also very promising in the rapid development of e-commerce in rural areas.

At present, Jiaxing's transportation department is vigorously speeding up the construction of rural logistics infrastructure, forming cooperative relationships with large logistics companies, building urban and rural warehousing logistics platforms, vigorously promoting the development of rural logistics, and striving to improve the system of rural logistics entering villages and households through logistics. The continuous improvement of the system makes the development of "Taobao Village" more promising in the future.

6.2. Knowledge and skills

The development of "Taobao Village" has an important impact on rural production and life, and it is also in short supply for the current rural e-commerce talents. It is learned from the questionnaire that the e-commerce practitioners in Jiaxing are not highly educated and have no systematic understanding of e-commerce. In order to improve the comprehensive quality of existing e-commerce practitioners, some relevant training courses can be opened in the village. In the training process, fully understand the needs of e-commerce practitioners, and set up corresponding tutorials for people in different positions to improve their knowledge and skills.

6.3. Talent development

Colleges and universities in Jiaxing City can use the high-quality teaching resources of colleges and universities to combine with the practical learning of enterprises through the way of school-enterprise cooperation, and actively cultivate e-commerce practical talents.

In terms of talent introduction, we should combine the development characteristics of the "Taobao Village" in Jiaxing City and actively guide college students to work in their hometowns after graduation. At present, college

students in our country are facing the serious problem of employment difficulties, and many fresh graduates choose to develop in the city. The saturation of urban human resources and the severe shortage of rural human resources have led to serious polarization between urban and rural human resources. Those talents with technical and operational capabilities should be absorbed into the "Taobao Village", and the fresh blood of college students should be used to help farmers change their minds, accelerate local economic development, and achieve a win-win situation between college student employment and rural revitalization.

7. Conclusion

In the context of rural revitalization, the development of "Taobao Village" has shown an upward trend in recent years, and the existence of "Taobao Village" has been discovered in more and more areas. Jiaxing has achieved remarkable results in the construction of "Taobao Village". On the one hand, the development of Jiaxing "Taobao Village" has driven the local rural economy, changed the original appearance of the countryside to a large extent, and made rural areas more and more modern. , Living standards have been greatly improved; on the other hand, the rise of "Taobao Village" has given many young people more opportunities to return to their hometowns to start businesses, and this has also brought back some talents for rural areas in Jiaxing. Through the analysis of the success factors of the "Taobao Village" model of rural e-commerce in Jiaxing, we have learned about the current focus of the "Taobao Village" merchants and the factors affecting the success of the "Taobao Village" model. Suggestions and countermeasures against these factors can encourage the government to introduce more preferential subsidy policies, gather talents, improve logistics facilities in rural areas, and at the same time improve the knowledge and skills of rural e-commerce practitioners and brand awareness. These measures not only can it play a significant positive role in the development of Jiaxing "Taobao Village", it is believed that it will also play a guiding and reference role for other rural e-commerce development models.

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