

# Rural E-commerce Poverty Alleviation and Pluralistic Co Governance

## -- A Case Study of Rural Areas in Hubei Province, China

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### Abstract

**This paper takes Lichuan City, Hubei Province, China as the research object, takes e-commerce poverty alleviation as the background, and uses interactive governance as the theoretical basis to explore the role and effect of local government and the interactive logic between local government and e-commerce. Based on the analysis of research data and theoretical discussion, this paper puts forward a multi-governance model of e-commerce poverty alleviation: improving the information transmission and feedback mechanism, establishing the joint participation mechanism and establishing the resource sharing mechanism. It provides reference for the livelihood stability of the current rural relative poor population.**

### Keywords

**Rural E-commerce; Pluralistic Co-governance; Poverty Alleviation.**

## 1. Introduction

In e-commerce poverty alleviation, e-commerce enterprises have a crisscross interactive relationship with the government and poor villages, and have the characteristics of process, stage and interest orientation. Its operation logic is highly consistent with the interactive governance theory. Under interactive governance, the government, e-commerce enterprises and poor villages rely on all their resources and carry out institutionalized interaction under the constraints of relevant rules. On the one hand, e-commerce poverty alleviation has the national policy support, which has a significant effect in targeted poverty alleviation. On the other hand, using interactive governance to analyze the e-commerce poverty alleviation practice of local government has not formed a mature theoretical system and method guidance. Therefore, under the background of e-commerce poverty alleviation and based on the theory of interactive governance, this paper explores the role of local government and the interactive logic between local government and e-commerce, so as to provide a good reference for the livelihood stability of the relatively poor in rural areas.

In 2017, under the guidance of national policies, Lichuan City, Hubei Province, China introduced relevant e-commerce Poverty Alleviation Policies in combination with local advantages and reality. In 2018, transaction amount of e-commerce of agricultural products reached 510 million. In 2019, Lichuan municipal government continued to vigorously cultivate market players, build a development platform, open up the upward channels of agricultural products, expand and strengthen the e-commerce industry, and realized the upward sales of agricultural products of 769.2 million. In the process of the rapid development of rural e-commerce, the governance mechanism of rural e-commerce has attracted the attention of the government and academia.

## 2. Interactive Results of Multiple Subjects of E-commerce Poverty Alleviation

In the interactive network of local government, e-commerce enterprises and villages, interactive results are produced based on the interaction between multiple subjects. Through the investigation, it is found that the interaction of multiple subjects of e-commerce poverty alleviation in Lichuan has produced the following effective results: enterprise assistance, increasing income and driving employment.

### 2.1. Enterprise Assistance: QF in Xiaoshan Assistance

Among the interactive subjects participating in e-commerce poverty alleviation and multi governance, e-commerce enterprises are a special group, including e-commerce micro enterprises, local enterprises and foreign enterprises. The interactive network of multiple subjects in e-commerce poverty alleviation is crisscross, which also includes the close relationship between local enterprises and foreign enterprises. Generally speaking, on the premise of government policy support and guidance, industrial belts in developed areas will form counterpart assistance relationship with local enterprises in poor areas. Under the docking of the government, foreign enterprises and local enterprises reach intentional cooperation to help local enterprises quickly join e-commerce and help e-commerce poverty alleviation.

QF is a well-known food enterprise in the case county. In 2018, the QF investigation team went to Xiaoshan, Hangzhou to understand the relevant operation modes and operation platforms. At the same time, with the docking of the case County Bureau of Commerce, it reached preliminary cooperation with it, and led the agricultural and sideline products to participate in the Xiaoshan food exhibition, which was popular in Xiaoshan. The cooperates with Xiaoshan District create an upward "LC mode" of agricultural products, and promote the county's characteristic agricultural products to enter the national market. QF benefit from the counterpart assistance of Xiaoshan industrial belt and benefit a lot from e-commerce operation, technical practice, sales channels and so on. The interconnection and interaction between local enterprises and foreign enterprises under the guidance of the government will not only help local enterprises improve their vitality and competitiveness, help the external sales of products in poor areas, but also help the mobilization of participants in e-commerce poverty alleviation.

### 2.2. Increase in Revenue: The Sales Volume of "LC Characteristic Pavilion" Soared

Under interactive governance, the government guides the orderly participation and interaction of various diversified subjects as a guide. Poor areas are often due to traffic congestion, the increase in sales of local characteristic agricultural products is not obvious, the products can not get out of the mountain, and farmers have no income, which is an external reason for poverty. An important way for e-commerce to help poor areas is to drive sales and realize product launch.

In June 2018, "LC characteristic Pavilion" was officially opened, marking the official implementation of the first public service project for the upward marketing of agricultural products in the county, and helping the agricultural and sideline products of the county to go nationwide. The county's e-commerce Public Service Center sold 60 tons of small potatoes through "Lichuan characteristic Museum", wechat channels and major community platforms, and completed an accumulative upward sales of 260 million yuan of agricultural products. This e-commerce activity allows farmers to see the huge business opportunities brought by the network, helps poor farmers find new sales channels, truly realizes e-commerce poverty alleviation, and brings new ways to get rich for poor households.

### 2.3. Promoting Employment: Employment at Home

Under interactive governance, each multi interactive subject has its own role orientation and value orientation. The local government is the planning guide, which drives the interaction of other participants through the functions of policy formulation, activity organization and later supervision. Among them, the purpose of poor villages (villagers) participating in multi governance is to maximize their own interests. In e-commerce poverty alleviation, poor villages and villagers play the role of participants and beneficiaries. Their value orientation is to promote income growth and poverty alleviation. The role of poor villagers is focused on the placement of jobs.

The interactive results include objective results and derivative effects. The effective aspects of the county's interactive results are mainly reflected in the rise or fall of objective data. From 2017 to 2019, the upward sales of agricultural products in case counties increased from 280 million to 600 million, showing an increasing trend. From the perspective of the increase in the upward sales of agricultural products, it increased by 82% in 2018 and 17.6% in 2019. The increase showed a decreasing trend and the growth slowed down. The data showed that the case county had the problem of limited increment in the later stage when developing the characteristic industries of poor villages and poverty alleviation through e-commerce, that is, the interaction was blocked.

## 3. Interactive Results of Multiple Subjects of E-commerce Poverty Alleviation

### 3.1. Marginalization of Interactive Subjects

Marginalization refers to the process of moving to the opposite side of the mainstream of the development of people or things, and gradually being excluded by the center and the mainstream, so it is difficult to integrate into the mainstream of development. The marginalization analysis in this chapter mainly analyzes the marginalization of villagers in poor villages among the diversified subjects of e-commerce poverty alleviation. The marginalization of villagers means that it is difficult for villagers to integrate into the village or participate in village projects, so that they are difficult to enjoy the benefits or policies that they should enjoy as a member of the village collective.

The two-way transmission of information includes two aspects of information interaction process: one is the release of government policies and project information from top to bottom, which is reflected in the people's understanding of government policies and project information; Second, the bottom-up feedback and demands of the masses on government policies and project implementation. During the implementation of the project, the low two-way transmission of information is the main reason for the people's recognition of the government's policies. First, they do not understand the relevant government policies and do not catch the express train for the implementation of the government project; Second, their own feedback demands have not received due response. The differential identity of the masses will gradually affect the trust in the grass-roots government, which is also an important reason for the participation of the masses. Therefore, whether the information realizes two-way interaction and transmission is the reason for the marginalization of the interactive subject.

### 3.2. Loose Linkage of Main Body

The loosening of subject linkage refers to the failure to really mobilize the interaction of multiple subjects from the perspective of interactive governance. The loosening of subject linkage is reflected in the incomplete organizational mobilization, resulting in the lack of interactive subjects. In this way, the interaction effect will be greatly reduced. The loose linkage

of the interactive subjects in the case county is mainly reflected in the insufficient cultivation of the subjects of e-commerce poverty alleviation.

Due to the low level of education and the deep influence of traditional ideas, poor households in remote mountainous areas are difficult to escape the dilemma of ideological rigidity in accepting new things. When the government publicizes the development of e-commerce and encourages villagers to join e-commerce sales, poor households with the idea of "lazy man" are often unwilling to get rich on their own, but are content with the status quo and expect government subsidies to muddle along. The poverty-stricken households with fixed ideas, conservative ideas and content with the current situation are the "hard bones" encountered by the village based poverty alleviation sharp knife class in the process of poverty alleviation.

Autonomous participation is the degree of closeness between interactive subjects who spontaneously participate in each interactive process based on their interactive intention and motivation and on the premise of following the interactive rules. In e-commerce poverty alleviation, the interactive performance between county-level governments, e-commerce enterprises and poor villages is closely related to the independent participation of various subjects to a great extent. Due to the special functions of county-level governments, the independent participation of e-commerce enterprises and villagers plays a particularly prominent role.

### 3.3. Simplification of Interactive Platform

The interactive network under interactive governance needs both network construction and network maintenance. Among them, the interactive platform between interactive subjects is the performance entity of the interactive network. The diversification of interactive subjects requires the diversification of interactive platforms, so as to provide more carriers of the interactive network and inject vitality into the linkage between main bodies. Interactive platform refers to the space where the resources of the participants play, and provides the interactive subjects with an interactive spatial pattern in the form of entities.

Poor areas tend to have a single interactive platform among governments, enterprises and villages due to weak economic foundation, imperfect infrastructure, traffic congestion, poor network and other factors. In addition, the interaction of rural planting retail investors in the case county is too dependent on the village level service station. Once the village level service station stagnates due to poor management or seasonal reasons, the e-commerce entering the village will directly lack the support of the platform. The planting retail investors can only sell sporadically through the market town farmers' market, and the online sales are interrupted, which seriously affects the enthusiasm of planting retail investors to participate in e-commerce.

In the investigation of the case County, it is found that the e-commerce Industrial Park is an interactive platform built by the county-level government for enterprises, through which the product exhibition is completed; Village level service station is a network node set up by the county government in the county, which aims to provide a platform for farmers to participate in e-commerce. Hardware facilities such as village level service stations belong to the delimitation scope of government public service functions. The whole process of setting up, maintaining and operating village level service stations requires the government to give full play to its public service functions, such as site maintenance, clerk training, etc. The poor operation of village level service stations has resulted in the simplification of the interactive platform of multiple subjects of e-commerce poverty alleviation. In the final analysis, the county-level government only pays attention to the establishment of the station and ignores the maintenance of the station, which is the manifestation of the absence of the functions of the county-level government.

## 4. Realization Mechanism of Multi Governance of E-commerce Poverty Alleviation

### 4.1. Two Way Interaction: Improve the Information Transmission and Feedback Mechanism

The existing government led interaction methods mostly follow the top-down behavior logic and rely on the bureaucratic system. In the top-down local practice, they often transfer policy, project information and knowledge in a one-way way, which is a one-way interaction leading the interaction process between the government and other subjects. The crux of the marginalization of the subject in the practice of e-commerce poverty alleviation governance in the case county is mainly reflected in the marginalization of poor farmers and e-commerce micro enterprises, that is, remote farmers and small-scale e-commerce micro enterprises increasingly deviate from a series of projects led by the government. From the perspective of two-way transmission of information, due to the differential structure of information transmission, the effect of e-commerce poverty alleviation is not prominent, the farmers who really need help have not been lifted out of poverty.

First, expand information communication channels.

When carrying out poverty alleviation activities related to e-commerce, the government needs to improve information sharing and communication channels, establish interactive information transmission methods, and as an information intermediary connecting e-commerce enterprises, poor villages and farmers, it needs to carry out risk estimation and planning guidance for economic subjects in the market in advance. Building information sharing networks among county-level governments, e-commerce enterprises and farmers plays a vital role in e-commerce poverty alleviation and development, risk prevention and achievement consolidation. "Double line communication" refers to the information communication method adopted for the poor information flow in the process of e-commerce poverty alleviation, specifically referring to the principle of establishing an information network online, building local poverty alleviation information platforms, offline departments and within departments.

The first is the establishment of online information network. First, the government needs to further improve the market information service network, collect, sort and analyze the market information, screen out useful information and convey it to local poverty alleviation information platforms, master the market trend and development trend of local characteristic products through the optimization of service network, and make evaluation and risk response plans for market changes, Timely transmit to relevant departments and enterprises and guide the poverty alleviation work of rural e-commerce through feedback opinions and suggestions; Two, the government needs to improve the utilization rate of new media, such as WeChat public number and micro-blog, and set up official account. It will convey government policy information to the masses by official tweets and accept comments from the masses. It encourages farmers and people to actively feedback information to departments concerned to achieve online communication between government, business enterprises and farmers. The second is the principle of offline discussion. E-commerce poverty alleviation requires the full cooperation of various government departments, such as the Bureau of transportation, the Bureau of finance, the Bureau of Commerce and the Bureau of science and economy. Information exchange and sharing should also be realized among government departments. In addition, a smooth and effective communication and interaction mechanism with left and right linkage should also be established within each department. In accordance with the principle of one discussion, report meetings and symposiums should be held regularly to solve typical problems in the process of poverty alleviation.

Second, optimize government administrative services.

During the investigation of the case counties, it is found that the reasons for the marginalization trend of e-commerce micro enterprises are: first, the two-way transmission of information is low, so that the information is incomplete; Second, there is a crisis of trust in the government, so that the enthusiasm for participation is insufficient.

Today, with the rapid development of e-commerce, many young people choose to return home to start a business in order to catch the express train of e-commerce development, respond to the national policy of e-commerce poverty alleviation, and drive more planting retail investors to participate in e-commerce poverty alleviation. Young people returning home from entrepreneurship often act as individual actors and play a role in e-commerce poverty alleviation in the role of e-commerce micro enterprises. For e-commerce micro enterprises, the preparation before the establishment of e-commerce micro enterprises and all matters in the middle of the establishment need the approval of the government. Whether the government's approval process is simplified or not is the most direct factor related to the interaction efficiency between e-commerce micro enterprises and the government. If the approval process is too cumbersome, it will prolong the preparation time of e-commerce micro enterprises and seriously reduce the action efficiency of e-commerce micro enterprises. If the approval process is simplified, It will mobilize the enthusiasm of returning youth to establish e-commerce micro enterprises to a certain extent. Therefore, the implementation of event notification commitment system will be an important measure to promote the transformation of government functions and build a service-oriented government. The event notification commitment system is an innovative event handling method that reduces the approval process and simplifies the supporting materials. It improves the efficiency of administrative communication on the basis of the applicant's conscious assumption of legal responsibility. Therefore, the implementation of the notification commitment system is not only the embodiment of the transformation of government functions, but also an important measure to enhance the mutual trust between the government and enterprises, the government and citizens. Based on the current situation that more and more returning entrepreneurs are troubled by the cumbersome approval process of the government, the implementation of the notification and commitment system will be conducive to the establishment of a good trust relationship between the government and e-commerce micro enterprises to a certain extent.

#### **4.2. Organization and Mobilization: Establish a Joint Participation Mechanism**

The first essence of pluralistic co governance is the diversification of subjects, and the core is to realize the co governance situation dominated by the government, industry self-discipline and social participation. In the investigation of the case County, it is found that the diversified subjects of e-commerce poverty alleviation have not been fully mobilized, and the interactive subjects tend to be loose, which is mainly reflected in the insufficient cultivation of subjects, including the conservative attitude of local enterprises and the low survival of e-commerce micro enterprises. The interview found that the reason for the insufficient cultivation of interactive subjects is largely related to the imperfection of the joint participation mechanism. Therefore, from the perspective of interactive governance, the realization of multi governance of e-commerce poverty alleviation should first start with the interaction of the main body.

##### **1) Identify the government positioning**

E-commerce poverty alleviation is a process of interaction and cooperation between county-level governments, e-commerce enterprises and poor villages. The county-level government is the planning guide. It must reasonably position the role of the government to prevent the dislocation and offside of e-commerce poverty alleviation. Local governments are at the helm of e-commerce poverty alleviation. Rural e-commerce poverty alleviation involves village level autonomous organizations and villagers, among which county-level governments and township governments are the direct responsibility subjects of e-commerce poverty alleviation. County

level governments are the direct actors in the comprehensive demonstration of e-commerce in rural areas. First, they should respond to the deployment of the central decision-making of the benchmarking table, strictly implement the central decision-making deployment on the development of e-commerce industry, deeply understand the core meaning and essence, and build a unified, open, orderly competition, honest and law-abiding, safe, reliable, green and environmental friendly e-commerce market system; Secondly, we should earnestly fulfill the main responsibilities, form a work pattern led by the municipal leaders, dominated by the Bureau of Commerce and the division of labor and cooperation of relevant departments, and pool the joint efforts of work. In addition, we should establish a work leading group of the special office, establish a work account, formulate and improve rules and regulations such as funds, projects, archives and on-site management, and clarify the construction contents, construction standards, relevant responsible persons and progress time limit. On this basis, mobilize and give full play to the functional role of the e-commerce management office, and do a good job in the daily work of the city's e-commerce organization and coordination, policy research, training guidance, supervision and management.

## 2) Give play to the actual effect of enterprises

As the main body of market economy, as a rational economic man, the initial interaction intention of enterprises is to maximize their own economic interests. As a key subject in e-commerce poverty alleviation, the primary meaning of e-commerce enterprises is the definition and establishment of their own terms of reference, which aims to maximize public interests in the process of project implementation and avoid the alienation of poverty alleviation model. The model of e-commerce poverty alleviation in the case county with obvious results is the model of "professional cooperatives + enterprises + farmers", which promotes rural development in the way of internal and external joint forces.

The interior of the village is the main field of endogenous professional cooperatives. Resource integration and labor absorption are the responsibilities of enterprises. Compared with external e-commerce enterprises, the advantages of endogenous professional cooperatives are: first, they are embedded in the countryside, have interacted with villagers for a long time, and have less resistance to industrial planning; Second, most of the members of professional cooperatives are native farmers, which have a certain degree of fit in terms of values, living habits and so on. Although endogenous professional cooperatives enjoy great advantages in developing industries and driving poverty alleviation, they should also coordinate farmers' disputes arising from planting subsidies, wage payment and land acquisition, and establish corresponding supporting strategies while cooperating with the local policies issued by the county-level government. Under the policy call of the county-level government, foreign e-commerce enterprises are prone to industrial deviation or target deviation in the early stage of project implementation. They should timely plan the enterprise behavior within the principle of maximizing public interests. The county-level government can use funds, honor or preferential policies as external incentives.

## 3) Adhere to the farmers' standard

First of all, the situation of "the government is very enthusiastic and farmers do not appreciate" often occurs in the process of e-commerce poverty alleviation. The fundamental reason is the lack of voice of farmers and the lack of consideration in the introduction of policies, which leads to the government's decision-making running counter to the interests of some people. The premise of ensuring the scientific implementation of poverty alleviation projects in poor areas is democratic decision-making and absorbing public opinion, so that farmers can truly participate in the interaction of e-commerce poverty alleviation. For villages, under the guidance of county-level governments and township governments, relying on the real-time feedback of the first secretary in the village, the sharp knife team in the village and the two committees of the village branch to realize the bottom-up scientific and democratic decision-

making. As the embedded main body, the resident assistance team and the first secretary need to timely investigate the resource conditions of the village, introduce e-commerce projects to implement assistance in combination with the endowment advantages of the village, actively listen to the interest demands of farmers and local enterprises, and pay attention to the effective play of the market advantages and professional skills of the enterprise.

Secondly, we should attach importance to the dominant position of farmers. Whether farmers who join planting cooperatives or planting retail investors distributed in various villages are the interactive subjects of rural e-commerce poverty alleviation and the direct beneficiaries of poverty alleviation. We should pay attention to the role and position of farmers in e-commerce poverty alleviation. When making decisions, farmers are also the decision-making subjects. The government should listen to the opinions of farmers when making e-commerce settlement and e-commerce poverty alleviation strategic decisions aimed at poor villages, At the same time, encourage farmers to actively participate, avoid the generation of lazy thoughts, and fully mobilize farmers' subjective initiative.

Finally, in order to ensure the realization of the rights in the e-commerce poverty alleviation project, the government needs to give farmers more rights to know and participate. The details of the project investment, such as profits and risks, should be truthfully informed to the farmers. For farmers with rigid ideas, the elite and working group in the village should be mobilized to do a good job in policy publicity, and the response plan can be given in time when the project development is blocked in the later stage. For farmers who have participated in e-commerce, a mechanism of bimonthly notification in the early stage, summary and promotion in the middle stage and timely recognition in the later stage is established to activate the interaction enthusiasm of the main body.

#### **4.3. Organization Platform Support: Establish Resource Sharing Mechanism**

The realization of multi governance in the county depends on the integration and sharing of resources in the county. Therefore, under the leadership of the party organization, it is necessary to strengthen the system design and establish a resource sharing mechanism, so as to provide a platform for information exchange and resource sharing for the benign interaction of multiple subjects in the county, so as to realize the close contact and exchange of needed and needed among multiple subjects. The investigation of the case County found that although the number and coverage of village level stations in the county are considerable, the operation cycle, profit and equipment support of village level service stations are not optimistic, which fundamentally hinders the only connection between rural planting retail investors and e-commerce. The platform restriction of the case county has greatly affected the completion of resource sharing, thus affecting the improvement of the multi governance governance model. Therefore, starting with the empirical data of the case County, combined with the interactive rules of pluralistic co governance, this paper will elaborate the resource sharing mechanism between the subjects from the following two aspects.

First, site initiative repair.

Multi governance under interactive governance is a network governance model composed of multiple subjects, in which there is a horizontal and vertical interactive relationship between the multiple subjects, and the interaction between the subjects forms an extension line on the network. In this process, the resource sharing of the multiple subjects needs to be realized by relying on the platform. Village level service stations are the platform for all subjects in e-commerce poverty alleviation to complete resource sharing, especially for farmers in marginal areas. Therefore, it is necessary and feasible to repair village level stations and give village level stations kinetic energy.

More than 500 village level stations have been set up in the county of the case County, with large coverage and high coverage, which plays an irreplaceable role in helping farmers



participate in e-commerce, driving sales and promoting employment. However, from the survey, the activity of village level stations in the case county is not high, and the enthusiasm of station owners is not strong. Many station owners complain about the network, equipment, profits and government subsidies of the stations, the supporting factors of village service stations are not perfect enough, so that the stations decline.

In the early stage of e-commerce poverty alleviation in poor areas, it is very easy to shut down village service stations in advance due to season, population flow or poor management, which leads to the failure of rural planting retail investors to export agricultural products through online e-commerce, resulting in the slowdown or poor effect of e-commerce poverty alleviation due to the lack of platform support. As the end of the implementation of government policies and the direct force of e-commerce poverty alleviation projects, the village level service station is the entity terminal of the rural e-commerce platform, which is rooted in and acts on the countryside. Farmers are the biggest beneficiaries of the development of village level service stations. If the three rural services are to be truly implemented, the village level service station must maintain vitality and long-term operation, so as to truly serve farmers and give full play to its value.

Therefore, with the improvement of the resource sharing mechanism, the county-level government should give full play to its economic and public service functions, do a good job in platform construction, and provide a place for multiple subjects to realize resource sharing. The county-level government needs to establish the activation site mechanism, strengthen the "activation" and "empowerment" of the established sites, integrate and upgrade the existing village level comprehensive service stations, and strengthen the construction and management of village level sites, Promote the development of rural informatization through village level sites, and timely provide subsidies and incentives to relevant personnel to improve their participation enthusiasm.

Second, e-commerce community.

The case county set up an e-commerce community in town B in November 2019. Its construction purpose is to use the e-commerce poverty alleviation community to provide a main participation platform. Combined with the local resource endowment and characteristics, the e-commerce is used as a catalyst to introduce local enterprises and local professional cooperatives, which has played an important role in attracting the employment of poor households and driving sales.

Village level service stations are rooted in rural areas, with limited radiation range, which is limited to the planting and retail investors in the village. Compared with village level service stations, town level stations have the following advantages: first, the infrastructure is more perfect; second, the radiation range is wider, which can not only undertake various infrastructure construction in the urban area, but also accept the relocation and resettlement of poor households; third, they are directly under the jurisdiction of township governments and directly managed by relevant leading groups.

As a new paradigm of e-commerce development, "e-commerce +" can be combined with community development to give full play to the advantages of e-commerce community in terms of radiation scope and function, so as to build an interactive connection platform for rural areas, agriculture and farmers, introduce new capital, manpower and business, absorb employment of poor households, help further implement employment at home, and give full play to local resource endowment and national characteristics. In addition, Improve the party building of e-commerce community, adhere to the unshakable leadership of the party, integrate the resources of community workers, farmers, culture and tourism, and build and improve a one-stop convenience platform. Therefore, in addition to opening village level stations, county-level governments can set up town level stations and e-commerce communities, increase the

construction support of e-commerce communities, rely on local enterprises to drive the development of community e-commerce, and make rural areas "sustainable rural areas".

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