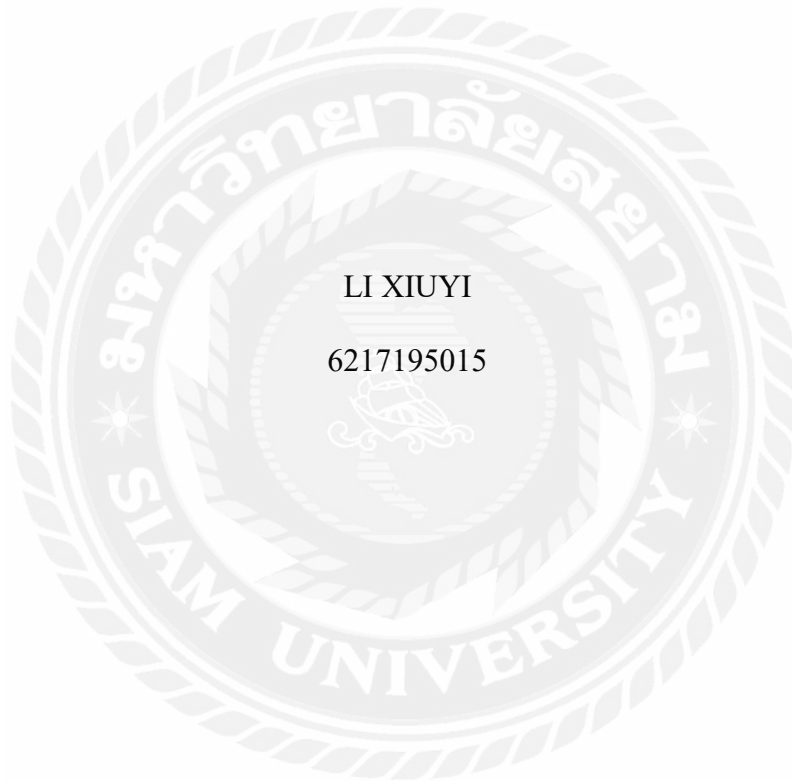




**RESEARCH ON THE DEVELOPMENT MODEL OF AGRICULTURAL PRODUCTS E  
COMMERCE IN SHANDONG PROVINCE, CHINA  
--TAKING YANTAI APPLE AS AN EXAMPLE**



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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT OF THE  
REQUIREMENTS FOR  
THE DEGREE OF BUSINESS ADMINISTRATION  
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--TAKING YANTAI APPLE AS AN EXAMPLE**

**Thematic Certificate**

To  
**LI XIUYI**

This Independent Study has been approved as a Partial Fulfillment of the Requirement of International Master of Business Administration in International Business Management

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## ABSTRACT

**Title:** Research on the Development Model of Agricultural E-commerce Products in Shandong Province, China--Using Yantai Apple as an Example

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**Degree:** Master of Business Administration

**Major:** International Business Management

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Under the context of the rapid development of "Internet +", Yantai City has established its brand with the goals; ① Alleviating poverty and becoming rich, and the comprehensive demonstration project of rural e-commerce as a breakthrough; ② Optimize platforms, channels, and services, build a cyber army, to promote the integrated development of the Internet; ③ Poverty alleviation development, encourage "mass entrepreneurship and innovation"; ④ Enable poor families to "Internet entrepreneurship" and increase their income. The development of Yantai's regional economy is inseparable from the sales of Yantai Apples. In recent years, the Yantai regional government has attached great importance to the sales of Yantai Apple's e-commerce and vigorously supports the development of local e-commerce. However, due to the influence of talent, technology and other factors, there are many difficulties in the development of Yantai Apple's e-commerce. In order to achieve a breakthrough, Yantai must continuously improve in practice to greatly improve the development level of Yantai Apple's e-commerce. This article used a variety of methods to find the problems in the development of Yantai Apple's e-commerce industry. Combining literature review, case analysis and professional experience analysis, corresponding feasible strategies were proposed. This study provided a reference for the development of e-commerce in the Apple industry in Yantai and play a positive role in promoting.

**Keywords:** Yantai Apple, E-commerce, Internet



## 摘要

题目： 中国山东省农产品电子商务发展模式研究—以烟台苹果为例

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8 / 10 / 64

近年来，在“互联网+”快速发展的背景下，烟台市以脱贫致富为目标，以农村电子商务综合示范项目为突破口，打造品牌，打造品牌。平台、渠道、服务优化，建设网络军队，推动互联网与扶贫开发融合发展，鼓励“大众创业、万众创新”，让贫困家庭“互联网创业”，增加群众收入。烟台区域经济的发展与烟台苹果的销售密不可分。近年来，烟台地区政府高度重视烟台苹果电子商务的销售，大力支持当地电子商务的发展。然而，由于人才、技术等因素的影响，烟台苹果电子商务的发展存在诸多困难。要想取得突破，必须在实践中不断提高烟台地区，才能极大地提高烟台苹果电子商务的发展水平。本文通过多种方法发现了烟台苹果电子商务产业发展中存在的问题。结合文献综述、案例分析和专业经验分析，提出了相应的可行策略。本研究将为烟台苹果产业电子商务的发展提供参考，起到积极的推动作用。

**关键词：**烟台苹果 电商 互联网

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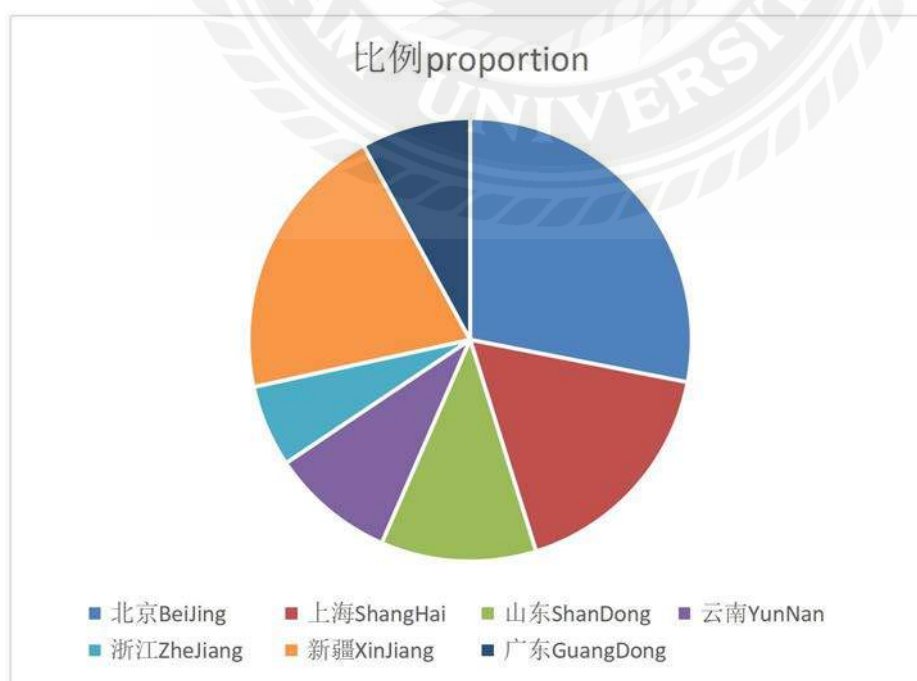


# 1. INTRODUCTION

## 1.1 Research Background

Yantai apples are apples cultivated in Changdao County, Longkou, Laiyang, Laizhou, Penglai, Zhaoyuan, Qixia and Haiyang within the jurisdiction of Yantai. Yantai has a long history of apple cultivation and is the earliest place in China.

Western apples were introduced to Yantai in 1871, with a history of more than 140 years, and are known as the birthplace of modern Chinese apples. The climate and environmental conditions in Yantai are very suitable for the growth of apples. It has been identified by the Ministry of Agriculture as the dominant apple producing area in China. Yantai apples are well-known at home and abroad for their "correct shape, bright color, sweet and crisp flesh, and strong aroma". In 2019, Yantai has an area of 2.82 million mu of apple cultivation and an output of about 5.682 million tons; 48 leading fruit companies with sales revenue of more than 100 million yuan; products are exported to more than 60 countries and regions such as ASEAN, Japan, and the European Union; brand value is 14.148 billion yuan , Ranking first in the public brand value list of China's fruit products for 11 consecutive years...This is the achievement of Yantai Apple, which has a history of more than 130 years of cultivation.



Data source: China E-commerce Research Center for E-commerce, Annual E-commerce Market Data Test Report》

**Figure 1 Regional distribution of e-commerce in China's provinces**

At present, with the continuous expansion of the country's apple planting area, market competition has intensified; coupled with the complex international situation and the new situation of normalization of epidemic prevention and control, Yantai apple sales have encountered a "freezing point". According to statistics from the Bureau of Agriculture and Rural Affairs of Yantai City, as of now, the remaining stock of apples in the city is about 1.0518 million tons, accounting for about 18.5% of the total annual output, and about 175,000 tons have not been sold normally due to the impact of the epidemic. Under the epidemic situation, crises and opportunities coexist. For the Yantai Apple industry, opportunities must be obtained before the steps of "crisis". Whether upgrading from old varieties to new varieties, or from old management models to demonstration and promotion of new technologies, or from the distribution of fresh fruits to fruit deep processing, Yantai apple industry has been upgrading one after another. At present, the sales of high-end apples by Yantai fruit companies are steadily improving; in the field of e-commerce, whether it is e-commerce platforms or live broadcasts, Yantai Apple operators dare to try. Since this year, the city's online sales have been 364,800 tons, an increase of 24% year-on-year . Looking all the way, looking at the development of the city's apple industry, the inherent quality of "high, refined, and cutting-edge" has been integrated into the high-quality development of the Yantai apple industry, and is condensing the majestic force of the Yantai Apple industrial revolution.

	International export	Number of domains	Web site	Number of pages	Proportion of Internet users shopping	Internet penetration rate	IP number increase
Numerical value	68402.64Mbps	19452.4 Thousand	294.5Billion	5.94Billion	24.9%	82.5%	1.1683Billion
growth rate	3.62%	14%	18%	12.63%	25.48%	11.25%	28%

**Table 2 2019-2020 e-commerce market environment**

Apple is a specialty of Yantai, and it is also a pillar industry of Yantai's agriculture. Planting apples has become the main source of income for local fruit farmers in Yantai. Yantai Apple enjoys a certain market reputation in some areas at home and abroad due to its advantages in the fruit itself, and has been recognized by many consumers. More and more people like eating apples. Now the Internet is so developed, e-commerce is gradually Become an indispensable module. The development of the Yantai Apple industry will also be integrated with the Internet and e-commerce. Only in this way can we gain a foothold in social development. At the same time, the development of e-commerce through the Internet will become a new channel for local fruit farmers in Yantai to increase their income, and will increase production and income for fruit farmers.

## **1.2 research problem**

(1) Whether the application and development of rural e-commerce is conducive to the effective use of labor resources in Yantai's production of agricultural products, changing the busy work and idle state of farmers, and enabling farmers to have income throughout the year.

(2) Whether it can help optimize the allocation of agricultural resources, through this contract system, realize the cluster development of agriculture, accelerate the process of agricultural informatization, and improve the core competitiveness of agricultural products.

(3) Since the implementation of the rural poverty alleviation policy in 2015, the combination of rural e-commerce and government poverty alleviation has become a model of rapid development. Therefore, we need to study and analyze more, by studying Yantai Apple as an example, to further understand what benefits e-commerce platform brings to the sale of agricultural products.

## **1.3 Significance of study**

Theoretical meaning

The research of agricultural product e-commerce is an important supplement to the theory of agricultural industrialization, so the research results of agricultural product e-commerce that this research focuses on can not only enrich the theoretical system of

agricultural e-commerce, but also enrich the theory of agricultural industrialization. Therefore, this research takes Yantai apple industry e-commerce as the object, which can enrich the theoretical connotation of agricultural product e-commerce from the perspective of development and practice, and form an important supplement to the theoretical research in the field of e-commerce.

#### Practical significance

Through in-depth and detailed visits and understanding, this research conducted an in-depth analysis of the achievements and existing problems in the development of Yantai Apple's agricultural product e-commerce, which can better help companies summarize development experience and find the point of convergence between agricultural product trade and e-commerce. Enrich the industrial content of agricultural product production and processing, and enhance the grade and level of industrial development.

### **1.4 Scope of the study**

As the hometown of Chinese apples, Yantai has more than 70 brands of apples. In 2017, the apple planting area in Yantai was about 125,000 mu. The production area is mainly concentrated in Yantai Xin'an. The total annual output is about 192,500 tons, and the output value is about 960 million yuan. Yantai Apple has unique characteristics. Yantai apples grow fast and mature earlier than other regions. According to current analysis, apples can bloom and bear fruit in the third year after planting. After five years of planting, apple trees have begun to enter a high-yield stage. The yield of each apple tree can reach 25-50 kg. According to relevant records, the maximum yield of an apple tree can reach 150 kilograms, and the yield per mu can reach 7 tons. For Apple, early market has a higher economic value. Compared with other regions, Yantai apples can mature one month to one and a half months earlier. This is also the key to making Yantai Apple more competitive in the market. The sweet apple of Yantai is a local high-quality fruit in Yantai, and it is also a pillar industry of Yantai's agriculture. Apple planting in Yantai has become the main source of income for local fruit farmers. Yantai apple enjoys a certain market reputation in some areas at home and abroad for its rich fruit advantages, and has won the favor of many consumers.

## **1.5 Objective of the study**

Agricultural e-commerce uses Internet e-commerce as a platform for online sales, logistics and transportation of agricultural products. The e-commerce system is fully introduced into the fields of agricultural product production, processing, sales and distribution, using modern information technology to collect, classify, transmit and publish information on the Internet through the Internet, and rely on agricultural planting land and a complete logistics distribution system to complete Online transaction services for agricultural products, the entire process covers sales, purchases and electronic payments. Agricultural e-commerce is the transformation of traditional trade model to new business activity model and new agricultural product trade system. This fully reflects the ease of use, practicability, versatility and ease of operation of the Internet. Through Internet technology, the rapid and efficient development of the agricultural product industry is realized. Agricultural e-commerce, as an important part of agricultural e-commerce, has greatly promoted the development and leaping development of the primary industry. For grassroots farmers, it not only increases their income, but also greatly promotes the development of agricultural industrialization and modernization, which is of great significance to the realization of the rural revitalization strategy.

## **1.6 Research content**

This article focuses on the reasons on Yantai apple's e-commerce development model, and elaborates on the idea of asking questions-analyzing problems-putting forward countermeasures. This article is divided into five parts to study. The specific content is as follows.

Chapter One gives a general introduction to the research Background、 research purpose and significance of the present study and research content of the thesis etc;

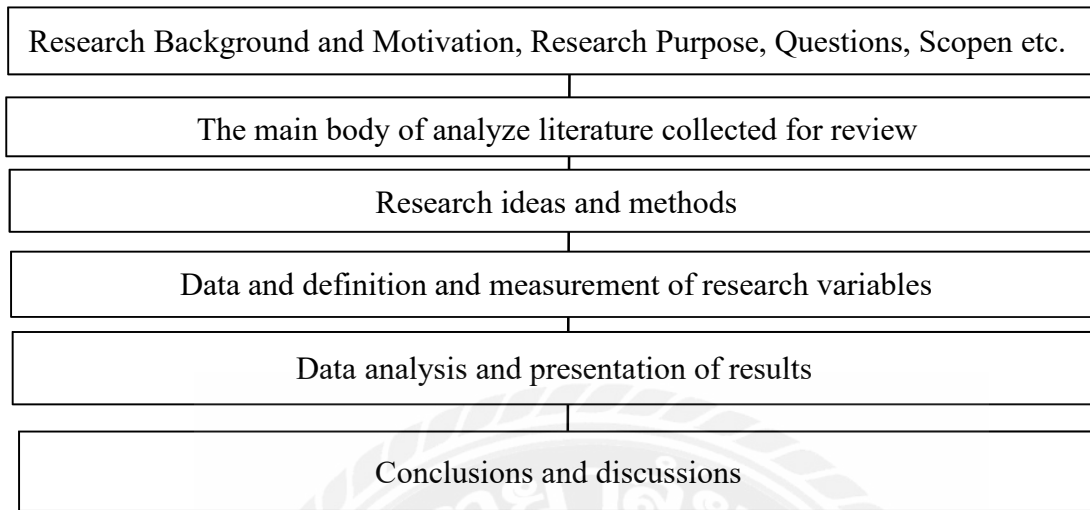
Chapter Two, the main body of analyze literature collected for review;

In Chapter Three, the main research methods are listed for more visual analysis;

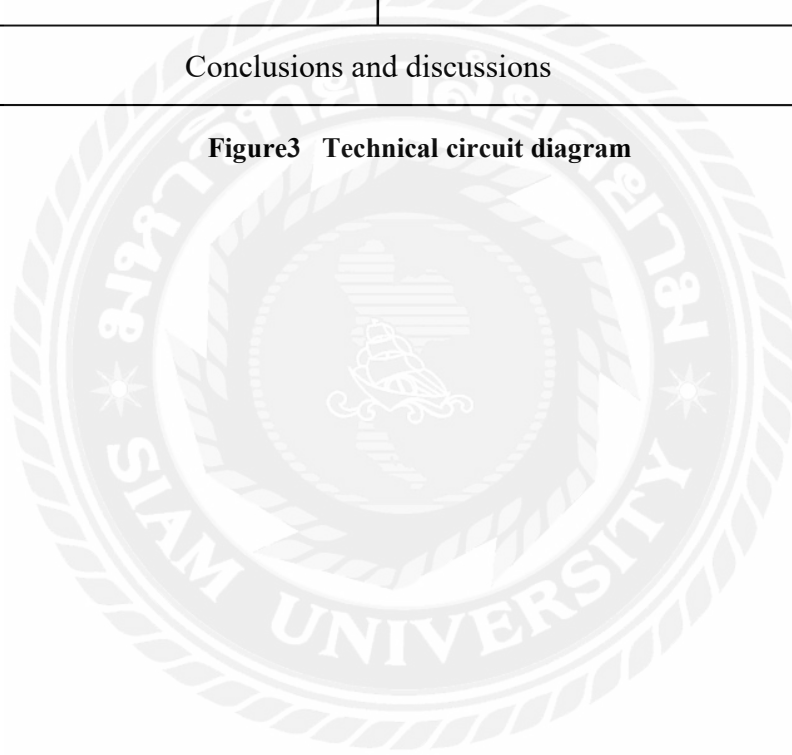
In Chapter Four, introduction and content analysis of agricultural e-commerce, as well

as the research status;

Chapter Five, it is to research and put forward concludes for raised in chapters 3 and 4;



**Figure3 Technical circuit diagram**





## 2. LITERATURE REVIEW

### 2.1 Research literature review

Information technology is the foundation of e-commerce development. Foreign scholars first proposed the concept of informatization. With the help of the improvement of informatization, developed countries such as Europe and the United States began to rapidly develop e-commerce in the 1980s and gradually penetrated into multiple industries. The United States and other countries have a high degree of specialization in agricultural products, and the development of rural e-commerce is mainly based on specialization; India, as a developing country, is restricted by the development of informatization, and the development model of e-commerce in rural areas also has certain research significance.

The United States is the country with the highest level of economy in the world, and developed e-commerce has greatly promoted the improvement of the agricultural economy. New business entities and high-level informatization are the foundation of American agricultural e-commerce. U.S. agriculture is based on farms, and the farm computer application rate and network access rate are as high as about 70%. American farmers use the Internet for information collection, product sales, product purchases, and internal financial and human management. The United States has built a huge agricultural network system such as agent, which covers states, agricultural enterprises and universities in the country, and connects with Canada and other 7 countries abroad.

The network facilities and logistics system in the United States are very sound, and the industrial products and agricultural materials are easily down. In terms of agricultural product sales, the United States relies on a highly developed and convenient specialized e-commerce market to classify agricultural products. The level of e-commerce in the UK is very high. In 1966, Faming Online, an electronic market providing network services for agricultural products, was established.

In 2000, the UK established a professional agricultural product e-commerce website—Farmer's Market. British agriculture began to develop on a large scale. The level of agricultural informatization was rapidly improved, and the utilization rate of farm computers reached more than 80%. The UK's agricultural B2B website is developed, mainly to provide product classification and information services. Okaido in the UK is its largest B2C retailer. In addition to food, it also sells agricultural products. The main model is "B2C+O2O", which is a combination of online platforms and offline supermarkets to achieve product sales.

Poole (2011) conducted a basic research on rural e-commerce, and believes that the development of rural e-commerce can promote the coordination of rural industries, speed up

information circulation, and enhance market transparency.

Brad Klan Klandinger (2010) analyzed the combination of agricultural products and e-commerce in micro and macro aspects, and proposed corresponding feasible measures. Janene Carey (2012) proposed that online trading models should be vigorously promoted based on improving the efficiency of farmers' product transactions. Wen (2013), proposed an intelligent sales product system, and based on the concept of knowledge management, based on the existing transaction model, using the electronic system to establish a new agricultural product transaction e-commerce model.

## **2.2 Research concept**

### **2.2.1 Under the trend of e-commerce, online marketing path is supported by excellent management technology**

"Yantai Apple's online transaction volume exceeded 1.5 billion yuan in 2016" has reported that according to the data provided by the municipal agricultural department: in 2016, the online sales of Yantai specialty agricultural products ranked first in the province. As of the end of November last year, Yantai Apple's online sales Sales exceeded 1.5 billion yuan, a year-on-year increase of more than 37%. Under the trend of e-commerce, Yantai Apple's online marketing path has continuously expanded its business scope, the number of employees has continued to increase, and the attention of the platform has gradually expanded. The relevant person in charge of the Municipal Electronic Commerce Association said that Yantai Apple is supported by excellent management technology.

Kang Dongliang (2020) once wrote "Interactive Research on the Development of E-commerce and Logistics". He mentioned in the article that with the continuous popularization of the Internet, China's e-commerce has developed rapidly. As of 2019, China has become the world's largest network for 7 consecutive years. In the retail market, the development of e-commerce promotes the rapid improvement of my country's logistics development, while e-commerce cannot do without the support of express logistics. Select the time series data of my country from 2001 to 2018 to establish a VAR model to conduct empirical research on the interactive relationship between China's e-commerce and logistics development.

Li Mingjuan (2020) wrote "Analysis of the Operation Mode of Food E-commerce Platforms". She believes that the wide application of online e-commerce has effectively promoted the development of the online economy, and the development of e-commerce in the food industry has become a new growth point for e-commerce operations. In 2018, the book "Agricultural Product E-commerce" published by the University of Science and Technology of China Press, from the

characteristics of agricultural products, the opening of online stores, and the operation of online stores, explained the development strategy of agricultural product e-commerce operations, which can be used for the operation of agricultural product e-commerce in my country. Provide relevant guidance for development.

Li Yan and Liu Xiaofeng (2016), in "A Discussion on the Branding Design of Regional Agriculture in Shandong Province-Taking Yantai Apple as an Example", believe that Shandong Province, as a large agricultural province, enjoys an important position in the country for agricultural products, but the geographical development is scattered and the brand products are monotonous. The brand design is relatively backward. As the most representative agricultural product in Shandong Province, Yantai Apple has taken the lead in brand awareness and brand promotion compared with other traditional agricultural products, and achieved better results. The article uses Yantai apple as a model, analyzes and summarizes the experience of regional agricultural branding measures, and provides suggestions for the branding design of regional agriculture in Shandong Province.

Wu Yuanyuan (2018) studied how to develop agricultural product e-commerce in poor and remote areas in China. At the same time, through the definition of the concept of poor and remote areas, he analyzed the factors that affect the development of agricultural products e-commerce in the region, so as to find new ways of online marketing for such areas Breakthrough.

### **2.2.2 Research on the Development Mode of Agricultural Products E-commerce**

The research focus of Li Xiaofeng (2014) is to put forward the basis for choosing the development model of agricultural products e-commerce. He believes that it should be investigated from the following aspects: First, from a macro perspective, examine the cooperative ability of agricultural products circulation entities and the satisfaction of partners. ; Second, focus on the reputation of agricultural product production and processing enterprises and the quality of agricultural products; third, all parties in the agricultural product e-commerce model should try their best to achieve a balance between risk and profit;

Zhao Xia's (2016) research focuses on the third-party e-commerce model of agricultural products. She believes that the third-party e-commerce of agricultural products in my country includes the following types of models: government portal information service model, agricultural product e-commerce intermediary model, leading enterprise e-commerce mode. The scholar also pointed out that the third-party agricultural product e-commerce model should be mainly applied to some agricultural product production and business units that lack funds, are small in scale, and have low information technology.

Liu Jing (2017) guides farmers to actively develop e-commerce, improve the agricultural product e-commerce service system, build modern agricultural product logistics infrastructure, accelerate the construction of agricultural product traceability system, and believe that the focus should be to strengthen the agricultural product standardization system and improve the agricultural product e-commerce payment system .

Li Lingling (2017) believes that based on different online retail models, agricultural product e-commerce can be divided into vertical e-commerce based on "Womai.com, SF Express" and platform e-commerce based on "Tmall and Jingdong Mall" , Specialized local e-commerce with "Sea Delicacy Qiqi" as the main business and offline supermarkets with "Yonghui Supermarket" as the main O2O e-commerce.

Wang Kemeng (2018) and others used the analytic hierarchy process to analyze the best choice for the e-commerce model of agricultural products in Henan Province. They learned that consumers value the length of time for the logistics of agricultural products in the delivery process, so they concluded that the network based on the e-commerce platform Marketing is the optimal conclusion of the network sales of agricultural products in Henan Province. Lin Yaqin and others (2017) analyzed "Research on e-commerce marketing strategy of fresh fruits under the background of Internet +-Taking Yantai apple marketing as an example",

In the face of fierce competition in the fresh fruit market, unsalable products, low prices hurt farmers and other issues, this article organically combines Internet thinking, modern agriculture, and cultural industries, and uses Yantai apple distribution as a pilot. The main problems and solutions for fresh fruit online marketing Exploring and researching, establishing a fresh fruit e-commerce marketing plan that integrates personalized package design, Internet brand integrated marketing, fruit safety traceability, and establishing an O2O experience center, and strives to use the "Internet +" idea to create a high-quality fresh fruit brand image , Expand fruit marketing channels.

Jiang Jiaxiao, Tian Dengfeng, Ding Xueying and Shi Haiyan (2016) once wrote about the "Internet +" mode of agricultural product marketing innovation model analysis-take Yantai Apple as an example", "Internet +" era, the traditional agricultural product marketing model will also usher Huge new changes. Take Yantai Apple's Internet marketing model as an example, conduct SWOT analysis on it, and deeply analyze the advantages, disadvantages, threats and opportunities of Yantai Apple's marketing model under the "Internet +" model, and explore the "Internet +" model from it The innovation point of Yantai Apple's marketing model-create a new marketing model, increase visibility through Apple Art Festival, online platforms, etc.; expand sales channels, give full play to the role of leading enterprises, distributors, e-commerce, and micro-businesses, and

build online A new sales system that is closely connected and co-created offline, and proposes countermeasures to the new model of agricultural product sales.

Wang Kai et al. (2015) studied the "Market Investigation of Selling Agricultural Products Relying on E-commerce Platforms-Taking Yantai Apple as an Example". In recent years, traditional business models have gradually been impacted. As a new type of transaction method, e-commerce has been widely used in various industries. In the field, the network sales of agricultural products are gradually developing and growing relying on this platform. As one of Shandong's famous and special products, Yantai apples are well-known at home and abroad for their sweet, crispy and juicy flavor. They have always been popular in domestic and foreign markets, but their e-commerce transaction methods have not seen a breakthrough. To this end, this survey takes the online sales of Yantai apples as an example to explore the current situation of the development of agricultural product e-commerce, bottlenecks affecting the development of agricultural product e-commerce and the reasons for these problems, with a view to exploring the road to the rapid development of agricultural product e-commerce.

## **2.3 Research theory**

### **2.3.1 Value chain theory**

The first view of the value chain came from Michael E. Porter (1985) of Harvard Business School in his book "Competitive Advantage" [8]. Value chain theory refers to the expression of certain activities that a company provides products or services to. The value chain in which customers create value or add value to realize corporate profits is called a company. The company's goal is to be able to meet more customer needs and create value. This will organize and integrate various value chain activities to create the most suitable value-added chain. In fact, theory is the most important heuristic in company activities, that is, to pool value through elements, filter out the core competitiveness of the market, optimize the industrial chain and make profits. The changes in the value chain reflect the company's advancing with the times, changes in time, and the development of its core business. In short, the value chain theory refers to all the most important behaviors in the company's e-commerce activities for Apple. By promoting e-commerce, it can have a competitive impact between itself and Apple's agricultural product sales model.

With the continuous development of science and technology, mobile payment and display functions have become easier. Under this influence, Apple's agricultural e-commerce quickly weakened its core competitiveness, disrupted Apple's agricultural product sales model, and then used the entire company's channels as the basis for selection. Optimal value chain system and create

a business empire for each company. Therefore, when changing the value chain, business models also have different attitudes.

### **2.3.2 Economics empiricism**

The empirical economy is the fourth stage of the development of human economic life after the expansion stage of agricultural economy, industrial economy and service economy or service economy in this book. "Joseph Pine and James Gilmore." "An economic experience" [26]. Experience economy is an economic model accepted by the market today. Experienced economies often use their own services or goods as intermediaries so that consumers can experience the experience created by the company. However, allowing consumers to choose the consumer experience they can attract is the economics of the experience the company strives to gain. In short, due to the improvement of the quality of life, commercial activities not only apply to product transactions but also provide rich experience including commodities. In addition, with the rapid transformation of e-commerce, core services have changed from a delivery method to an integrated online and offline O2O model. Traditional B2C, C2C, and B2B models cannot provide online services under the O2O.Got model. In a mixed shopping experience.

### **2.3.3 Industrial chain theory**

The concept of the industrial chain comes from the classic Western economist Adam Smith's theory of division of labor. This topic is used to describe the group structure of the companies involved. Its structure and value characteristics include the four concepts of supply and demand chain, company chain, value chain and space chain. Among other things, the corporate network is affected by government regulations, competition structure, market competition, and internal management, which is the core of the research. In the industrial chain, there are both upstream and downstream relationships, and there are valuable exchanges between them. These downstream relationships are related to products or services and provide information again. The industrial chain is established on the basis of regional differences. Each region has goals and regional influence. The regional market is used to coordinate the conflicts between the division of labor and the multi-dimensional needs between regions to achieve industrial cooperation as a form of regional cooperation. And content. Compared with different company concepts, the company's status in the industrial chain usually depends on the company's capital, network, marketing, monopoly, technology, etc. Strong financing, unique assets and a good market sales network will play a role in the industrial network. The theory of industrial chain plays an important role in macroeconomic



management and regional economic development. It also plays an important role in strengthening economic relations and forming industrial clusters.



## **3. RESEARCH METHOD**

### **3.1 Mixed Methods Research**

This article uses literature research methods, Case analysis method, Research methods combining empirical economics and normative economics research methods, and conducts comparative analysis for research. Through searching the literature related to this research theme, provide the theory and theoretical basis for the research of this research; according to the literature, conduct induction, deduction and comparative analysis, and draw relevant conclusions. Literature research. This article adheres to the scientifically rigorous market research method design, collects a large number of domestic and foreign information service organizations on the current status, characteristics and experience of the development of the e-commerce industry, and conducts a literature review and a theoretical summary. Deduction and induction. Study the development model of e-commerce in foreign developed countries, through analysis, summary, and reference foreign advanced experience, combined with our country's e-commerce for research. Qualitative and quantitative analysis methods. Through rigorous research and cross-verification of information and data, we will try our best to ensure the reliability, objectivity and forward-looking nature of data and information. Based on the combination of qualitative analysis methods and quantitative factor analysis, various factors affecting the e-commerce industry are analyzed and development models are studied. The main documents of this article come from the economist and Newsweek. The Chinese government also attaches great importance to the development of e-commerce. It is included in many important documents such as the Central Committee of the Communist Party of China and the State Council on Strengthening Technological Innovation and Development of High-Tech Industrialization. Have made important deployment arrangements. At present, taking advantage of the favorable opportunities for the vigorous development of e-commerce in the world, relying on scientific and technological progress, seizing opportunities, and making every effort to promote the development of my country's e-commerce industry, striving to achieve technological and application leaps, is a strategic and overall strategy. Major issues. Their development ideas provide suggestions for the development of my country's cultural and creative industries.

### **3.2 Literature research method**

Consult a large number of documents related to feasibility and legal basis, as well as documents related to e-commerce and systems, to understand the current situation of agricultural product e-commerce platform management. E-commerce is an ideal combination of traditional

industries and modern information technology. It is the application of high technology and transformation. The key driving force of traditional industries. The development, application, and industrialization of e-commerce are conducive to promoting the adjustment of China's economic structure, optimizing the industrial structure, regulating market behavior, rectifying the order of circulation, developing an export-oriented economy, improving the competitiveness of enterprises in the international market, and conducive to Reasonable allocation and optimal use of social resources to improve the efficiency and quality of the national economy. To a certain extent, the development of the e-commerce industry is related to the overall development of enterprises and macroeconomics, and is an effective way to realize China's informatization and industrialization.

On the literature and materials related to fruit e-commerce research, foreign scholars have an earlier research time and more depth of research than domestic scholars. In recent years, foreign scholars have proposed some new models and new models in the field of e-commerce. Technology, new methods, and being quoted by the market, have also led the fruit e-commerce to continue to innovate and change, and foreign scholars have conducted more comprehensive research on the whole. Therefore, some good research results play a beacon-like role. The specific research content is as follows:

#### (1) C2C mode

The C2C model first appeared in foreign markets, which was recorded by the establishment of eBay<sup>[25]</sup>. Therefore, the initial research on e-commerce model comes from foreign scholars. Due to long-term use and research, foreign countries where e-commerce is the most mature, its C2C model e-commerce has developed rapidly. According to incomplete statistics, since 2000 , The scale of the e-commerce industry grows by 18% every year, and the development momentum is huge.

#### (2) B2C mode

Foreign scholars' research on the B2C model began in 2000. With the development of science and technology, the Internet's Universality, foreign scholars have also changed from pure IT technology research to the direction of business management. The author mainly studies the B2C business model from two aspects, namely activity and value. ZottandAmit (2010) recognized the business model is a series of interconnected activities system, these activities have exceeded the core business and corporateThe boundary of the company<sup>[3]</sup>, his conclusion is also one of the core development of the current B2C model.

#### (3) O2O mode

Both theoretical research and time are far ahead. Kusum <sup>[4]</sup> (2016) pointed out in the study of channel management that the development of channels has increased in diversity, and the gradual development from a single channel to multiple channels can make it more convenient for

consumers to purchase products or services. Payne <sup>[5]</sup> (2017) proposed in the study of channel management and consumer participation that the change of marketing channels under the O2O model breaks the barriers between existing consumer brand touch points and helps consumers participate in brand building And construction.

#### (4) B2B mode

Compared with our country, foreign scholars have carried out more in-depth research on fruit e-commerce, and the research time is longer. At the same time, research in the field of e-commerce, its research results also have strong applicability to various models of fruit e-commerce <sup>[7]</sup>. Foreign fruit e-commerce models are also similar. Some advanced ideas and models have brought research and learning value to the development of fruit e-commerce in my country. However, due to the differences between the domestic situation and the foreign situation, specific issues need to be analyzed in detail. And analyze current problems and put forward some suggestions to find theoretical support and practical experience, which provides conditions for the smooth progress of this research.

### **3.3 Case analysis method**

Before conducting quantitative research, this article selects a case to analyze the status quo of Yantai Apple and e-commerce platform as a reference, combined with the results of quantitative analysis, and provide suggestions for value co-creation. First, in recent years, e-commerce With the rapid development of e-commerce, this is an unprecedented way of commodity trading. Unlike traditional trading methods, it can better connect farmers, distributors and purchasers of agricultural products, thus creating a A new network economy direction and a new digital fission model. With the development in recent years, e-commerce has gradually increased in scale in the sales of agricultural products. The impact of agricultural e-commerce can even be said to cover every family, every family is using it, and Chinese agricultural products are in the sales process. China should actively use e-commerce platforms to promote its development. According to the "Special Plan for the Development of Commerce and Logistics", it is estimated that in the next five years, the volume of e-commerce transactions will maintain an annual growth rate of more than one trillion yuan. Since the development of e-commerce, there has been a set of relatively mature models. E-commerce companies have initially explored suitable for their own benign development. It is also a gathering of industry e-commerce websites across the country. It was originally expected that the "special plan for commercial logistics development" would be suitable for a benign development. Business model. The China Electronic Commerce Association was established on the basis of the integration of all countries, aiming to more effectively support many small and medium-sized e-

commerce activities. The Ministry of Marketing and International Trade has made independent efforts to provide information to hundreds of thousands of organizations including industrial integrated e-commerce websites.

### **3.4 Comparative analysis**

Mainly aiming at the current situation and trend of Yantai Apple's development of e-commerce, a factual description, a combination of empirical analysis and standard analysis, analysis of existing problems, summary and induction to draw conclusions. In our country, the concept of e-commerce precedes the application and development of e-commerce. Network development and e-commerce technology continue to promote the company's e-commerce needs, thereby promoting the application and development of e-commerce. The development of e-commerce in my country is quite slow. But it is developing rapidly. 2015 is the beginning of China's e-commerce. According to statistics released in the middle of the year, the number of Chinese Internet users is relatively small and the market is not yet mature. There were 10,000 Chinese netizens at that time. The e-commerce site represented is a website. The core of e-commerce has shifted from some manufacturers and media to e-commerce providers whose main features are websites. Generally speaking, developing e-commerce in the embryonic period is difficult and difficult for e-commerce. After many years of survival and development of the trading platform, China's e-commerce has begun to develop rapidly. Dangdang, Taobao, Alibaba, and Bonjour have become hot spots. These e-commerce companies have risen in a short period of time. At present, my country's e-commerce has the following characteristics. The industry has begun to take shape, the facilities have been continuously improved, and the national policies have been supported. The development prospects are good.

## 4.DATA ANALYSIS

### 4.1 Development status

The Information Office of the People's Government of Yantai City held the ninth session of the "Fourteenth Five-Year Plan" theme series, focusing on the key tasks and measures for comprehensively promoting rural revitalization during the "14th Five-Year Plan" period. At the meeting, Sun Mingchuan, deputy director of Yantai Agriculture and Rural Bureau, introduced the work of Yantai City to promote the high-quality development of Yantai apple and Laiyang pear industries during the "14th Five-Year Plan" period. Since 2020, the Yantai Municipal Party Committee and the Municipal Government have successively issued the "Implementation Opinions on Accelerating the High-Quality Development of the Apple Industry (2020-2022)", "The High-Quality Development Plan for the Apple Industry of Yantai City (2020-2025)" and "About Accelerating Laiyang Implementation Opinions on the High-Quality Development of the Pear Industry (2021-2025)", fully promote the apple and Laiyang pear industries into the fast lane of high-quality development. According to the requirements of the "Plan", during the "14th Five-Year Plan" period, the city's apple planting area will stabilize between 2.7 and 2.8 million mu, the area of high-quality orchards will reach more than 2 million mu, the high-quality fruit rate will reach 92%, and the total output will stabilize at 5.6 million. Around tons. As for the Laiyang pear industry, by 2025, the city's Laiyang pear planting area will grow to 80,000 mu, 10 Laiyang pear standard demonstration parks will be built, and 20,000 mu of old and inferior pear orchards will be upgraded and upgraded.

To this end, Yantai City will focus on three things: First, improve quality and efficiency, and optimize the layout. On the one hand, vigorously promote the transformation of aged apple orchards and pear orchards, and encourage large-scale modern planting. At present, the city has renovated more than 900,000 mu of old apple orchards and 4,300 mu of old pear orchards. On the other hand, promote the construction of modern demonstration orchards. Since the beginning of this year, the city has built 127 modernized demonstration apple orchards covering 29,300 acres, and newly built standardized pear orchards of 2,000 acres. In the next step, through the application of technologies such as the Internet of Things, ecological cycle improvement, and green prevention and control, we will support the construction of a number of standardized, intensive, and characteristic bases that are at the leading level in China, and realize integrated demonstrations of planting varieties, cultivation models, and management technologies. , To work together to build "Oriental Coast Fruit



Valley" and other boutique orchards. The second is to lead by science and innovation to extend the chain. Adhere to scientific and technological innovation as the main driving force and consumer demand-oriented, support the construction of high-standard virus-free seedling breeding bases throughout the city, and build a domestic first-class apple and pear germplasm resource nursery; reform traditional cultivation models, integrate modern intensive light Simplify the model, innovate green, high-quality and efficient production technology, and strive to achieve an organic matter content of more than 1% in orchards by 2025, and an organic matter of more than 1.5% in standardized demonstration gardens; strive to extend the industrial chain, promote advanced and applicable machinery, and intelligent fruit processing equipment, Cultivate more than 30 large-scale and above-scale fruit intensive processing enterprises; build a group of leisure tourism demonstration sites and cultural and tourism complexes such as "Shuiyun Pear Township", and realize the industrialization of Yantai apple and Laiyang pear cultural tourism. The third is to innovate brand, both internally and externally. Taking the China · Shandong International Apple Festival and Laiyang Pear Culture Festival as an opportunity, we will increase investment and investment promotion, and enhance regional brand influence and reputation through all-media promotion, precision marketing and public welfare promotion; focus on exploring "Pindao Yantai Xianguo" The cultural connotation of "Fragrant" is known as the No. 1 brand in China's fruit industry and empowers the modernization of Yantai's agriculture and rural areas.

## 4.2 Analysis process

Based on the above theories and literature review, this study will explore the relationship. Therefore, the following hypothetical model is established:

H1 :Strengthen the construction of network infrastructure and improve the logistics system of Yantai Apple's rural e-commerce

If you want agricultural products to develop e-commerce, you must strengthen the construction of network infrastructure itself. Compared with cities, the information infrastructure of the region where agricultural products are located in Yantai, Yunnan is relatively weak, and the information transmission methods of agricultural products are relatively backward. Therefore, government departments must To strengthen investment in this area, it is best to assist in signing some professional agricultural products e-commerce platforms to provide website construction, supply and demand information release services for Yantai Apple agricultural products.

Because Yantai is located in a mountainous area, the cost of express logistics is relatively large, and logistics express is not very developed. It is necessary to introduce some large logistics express companies to Yantai, build a more complete logistics network system on the basis of existing

logistics, expand network coverage, improve distribution capacity, and shorten distribution cycle. Although the cost of early delivery is high, it will be convenient for the masses. Guide qualified enterprises to establish large-scale subcontracting centers in cities to carry out direct distribution services. One is to improve the urban and rural logistics service system. Increase support for the construction of Yantai's agricultural product e-commerce logistics park and trading center. The second is to cultivate logistics enterprises specialized in e-commerce. With the rapid development of Apple's online sales business, the demand for advanced infrastructure and efficient public services has become increasingly urgent. The third is to optimize logistics and distribution methods. First of all, we should try to avoid using unsuitable methods of transportation of agricultural products. We must also cooperate with the government, request government support, consult relevant rural government departments, plan transportation routes, and strive to minimize the delivery distance.

## H2: Strengthen the construction of agricultural product quality standardization system

The quality of agricultural products itself must be guaranteed. If e-commerce is used, the quality of agricultural products needs to be standardized, and relevant departments need to cooperate in this process. For example, to cooperate with local food hygiene and quality supervision departments to jointly establish a standard system to ensure the quality and safety of agricultural products. Moreover, the amount of chemical fertilizers and pesticides used is determined to ensure food safety and provide a high-quality ecological environment for agricultural products. At the same time, relevant government departments and enterprises at all levels should increase scientific and technological investment in agricultural products, and hire experts to conduct field visits to various agricultural production areas and enterprises in Yantai, Yunnan, and provide professional guidance to farmers and agricultural enterprises in agricultural planting to ensure agricultural products. To increase the added value of agricultural products, it is necessary to fully develop its characteristics and establish brand awareness for Yantai apple agricultural products.

## H3: Establish and improve relevant legal systems and policy systems

In order to ensure the healthy development of my country's Yunnan Yantai agricultural products through e-commerce, it is necessary to establish sound laws, regulations and policies to remind the government that in addition to the construction of network infrastructure, and invest a certain amount of funds to ensure the smooth flow of information, it needs to formulate relevant Policies to maintain development and ensure the quality of agricultural e-commerce. After all, the issue of network security is troublesome. If you want to protect the legitimate rights and interests of

consumers and farmers, it is difficult to be guaranteed, and it will even affect the development of Yantai's agricultural products. Therefore, the local government or relevant departments in Yantai, Yunnan should focus on the actual development of agricultural e-commerce. Improve the local e-commerce policy. In recent years, food safety issues have emerged one after another, and relevant individuals, enterprises, and e-commerce companies must strictly demand themselves, adhere to the bottom line of the law, deeply understand the seriousness of the problem, take responsibility for the safety and health of the people, and ensure food safety.

#### H4: Training e-commerce talents

Since the working people who produce agricultural products are not particularly familiar with the Internet and e-commerce, they will also have certain limitations in their use. Therefore, it is necessary to popularize the knowledge and technology of e-commerce among the working people, and set up computer technology applications. Courses, disseminate the scientific and technological culture that the modern Internet needs to learn, so that the working people can establish e-commerce awareness. If the working people learn to use the Internet to sell agricultural products, it will not only broaden their horizons and give play to the advantages of the Internet in information dissemination. It can also keep up with the development of the times and adapt to the needs of the agricultural market economy. In addition to training e-commerce professionals, it is also necessary to introduce some professionals. For young people, they can master Internet technology and e-commerce related knowledge more quickly. The introduction of talents in this area can solve the shortage of agricultural e-commerce application talents. Happening. For example, we usually guide students from major colleges and universities, help Yantai establish an e-commerce professional platform, promote school-enterprise cooperation, and use the power of schools to provide support for agricultural development.

Of course, this is also inseparable from the support of e-commerce talents, who are an important support for the development of e-commerce. Facing the shortage of e-commerce talents, it is necessary to strengthen the training of e-commerce talents. To do this, we can start from the following two aspects: First, we can use high salaries to attract locals who understand e-commerce back to their hometowns, or we can organize local farmers who are interested in e-commerce to go to the city where e-commerce is located. Develop and learn to understand and observe to solve the shortcomings of e-commerce. The second is to develop strategic cooperation with universities to achieve talent training and social integration. Putting the resources of teachers, experts and students of the above-mentioned related majors on the self-operated e-commerce platform will enable the school to serve the local economic and social development and bring the professional knowledge of

university experts and the innovative thinking and work of young people to college students. As time goes by, the shortage of e-commerce in Yantai will be well resolved. In addition, more social forces, social capital and private capital should be summoned to join the Yantai Apple e-commerce development team.

## **4.3 Recommendation**

### **4.3.1 Website Strategy**

To establish a Yunnan Yantai agricultural product marketing website, first of all, it is necessary to clarify the purpose of the construction, know the consumption habits, hobbies, and purchasing power of the target group, build the company's website in a targeted manner, and take measures to improve the website's publicity effect. Make the website play its due role.

### **4.3.2 Product and service strategy**

The Internet has good interactivity and guidance. Users can choose products or services or make requirements through the Internet under the guidance of enterprises. When developing agricultural products, Yantai, Yunnan, can produce and produce products in a timely manner according to customers' choices and requirements. Provide services to improve the production efficiency and marketing efficiency of enterprises. Product R&D and positioning produce products suitable for consumers. It is the center of modern marketing. E-commerce is no exception. The price is too high or too low, and it is difficult to successfully trade online. Therefore, companies should first understand consumers' intentions and preferences through market research, and then design products. Only in this way can they win customers.

### **4.3.3 Pricing Strategy**

Most of the successful cases of developing agricultural agricultural product application websites on the Internet follow the free principle, indirect income principle and low price pricing principle of the Internet, which leads to the fact that agricultural products are mostly necessities and low-end products in people's consumption structure, and consumption flexibility is insufficient. Only low-price pricing strategies can be adopted. At present, the brand effect of agricultural products has not yet formed. We should focus on establishing the image of branded agricultural products with good quality and good price, instead of blindly pursuing high prices. Low prices can be used to open up the market. Plan to gradually increase prices so that the price and value of branded agricultural products are consistent, and then use high prices to obtain high benefits.

#### 4.3.4 Channel Strategy

The development of the Internet has changed the structure of agricultural product marketing channels. E-commerce channels can be divided into three types: online direct marketing channels, online indirect marketing channels, and dual methods. At present, most agricultural products use online direct sales channels and online indirect sales channels to achieve the goal of maximizing sales. Since agricultural products are both a means of production and a means of living, enterprises dealing with agricultural products need to be cautious in choosing online sales channels.



## **5. CONCLUSION**

### **5.1 Conclusion**

This study describes the development status of Yantai Apple industry and e-commerce, and describes in detail the problems existing in the development of Yantai Apple's e-commerce. The article puts forward the ideas and countermeasures of Yantai Apple's e-commerce development. Through in-depth research and analysis of related industries at home and abroad, this paper conducts in-depth research on the development of Yantai apple industry and local agricultural e-commerce industry, and combined with related research topics, found that Yantai apple production is not standardized enough, sales channels are single, and information is asymmetry. , Price advantage and a series of issues. Yantai Apple's e-commerce industry has indeed become an important part of promoting local economic development. Through products, channels, markets, talents, information networks, brand promotion and brand protection awareness. To create a truly complete "Yantai Apple" e-commerce agricultural product brand for Yantai also lays a solid foundation for Yantai Apple's future market development. Through the formation and development of the e-commerce industry chain, the quality of Yantai Apple and other related industries has been continuously optimized and improved. A series of companies in the production, processing, packaging, transportation and warehousing of Yantai Apple and related industrial chains are continuously optimized and upgraded to meet the needs of industry development and market changes. Aiming at the problems encountered in the development of Yantai Apple's e-commerce, this article proposes a systematic improvement measure in order to provide certain value to the development of Yantai Apple's e-commerce.

### **5.2 Suggestions**

#### **5.2.1 Problems in the development of Yantai Apple's e-commerce**

##### **5.2.1.1 Insufficient production**

Through investigation, it is found that Yantai apples sold through e-commerce do not have a unified standard for packaging and product selection at the time of delivery. Many customers report that the apples received are different in size and quality. As a result, consumers ' impression of Yantai apples is greatly reduced; and the delivery time is not uniform. Some customers have to wait a long time to receive the goods after placing an order, because the fruits are picked fresh and need

to wait until Apples can only be picked when they are mature. Because the current output of apples is not high, many customers cannot ship them in time after placing orders. This is caused by insufficient output. At present, in the process of planting apples in Yantai area, the regeneration speed of apple varieties is relatively slow. The relatively uneven variety of orchard leads to the degradation of good apple varieties, which is not conducive to the increase of yield. In addition, locals found that 55% of farmers take the initiative to improve quality, while 19% are unwilling to do so, because this means higher costs. Only 21% of growers are willing to accept new varieties. It is understood that growers say that changing the variety will affect the harvest time, because the new variety does not mature a month earlier than the original variety. Secondly, the market demand for various products is basically fixed. If the substitute is a new product, they will worry about the success of the market and the impact on their income.

#### **5.2.1.2 The construction of the agricultural product standardization system is not sound**

At present, the standards for Yantai apple agricultural products are not sound in all aspects. Although the commodity is circulated through the e-commerce platform, the process also needs to be strictly standardized. It is only because the production personnel of the e-commerce agricultural products of Yantai Apple in Yunnan are small-scale farmers. The main reason is the lack of market awareness and market information, leading to inconsistent quality standards for agricultural products, and uneven distribution and acceptance. In this case, agricultural products also need to use pesticides, fertilizers, growth hormones, etc., making it difficult to guarantee the quality of agricultural products and affecting food safety. If consumers learn that pesticides and fertilizers are generally used excessively, it will also make the brand of agricultural products popular The status in the mind, which will affect the final sales.

#### **5.2.1.3 Ignoring the economic development value of fans on online platforms**

Farmers' awareness of the Internet is still in the process of transmitting information and communicating with customers. The awareness of brand promotion through the Internet is still lacking. In the process of transforming from specialized production groups to agricultural products sales, many enterprises have encountered difficulties that they cannot solve by themselves.

With the development of WeChat and Weibo, as well as the development of some new media, today's online marketing is slowly evolving toward the fan economy. The promotion effect of a brand is largely determined by the number of fans it can gather. When Yantai was developing e-commerce, because farmers were out of touch with information, they did not keep pace with the

rapid development of the Internet, ignoring the development value of the online platform fan economy, and were still in the most primitive and crude production and marketing model. There is no concept of circle fans, let alone the management of fans.

#### **5.2.1.4 Some farmers lack e-commerce knowledge**

Some fruit and vegetable farmers in Yantai are not well-educated, their education is relatively backward, and of course they lack talents with modern agricultural ideas. More importantly, professionals with business knowledge or Internet knowledge are reluctant to go to these places and feel that there are not many development opportunities. Therefore, in the development of e-commerce, they can only rely more on farmers to learn. They often lack knowledge of e-commerce, or even the network itself. The number of farmers who can continue to learn is insufficient, and the network acceptance and application ability are not high. Although it is very common to sell Apple online now, they are still not good at using the Internet for business activities to a large extent. More directly, they haven't fully understood what is going on with this new thing about e-commerce. In the early stage of development, only a few shareholders who did not understand e-commerce were operated and promoted, and many problems were encountered in actual operation. In order to promote the rapid development of e-commerce, the company hired several college students to operate computers, but these college students did not understand e-commerce, resulting in the click-through rate and order volume can not increase.

### **5.2.2 Analysis of the Five Forces Model of Yantai Apple Development**

Porter's five forces model was proposed by Michael Porter (in the early 1980s). He believes that there are five forces in the industry that determine the scale and degree of competition, and these five forces combined affect the attractiveness of the industry and the existing Enterprise's competitive strategy decision. The five forces are the competitiveness of existing competitors in the industry, the ability of potential competitors to enter, the ability of substitutes, the bargaining power of suppliers, and the bargaining power of buyers.

#### **5.2.2.1 Analysis of potential entrants**

When analyzing potential entrants for the development of apple e-commerce agricultural products in Yantai, Shandong Province, it is first necessary to integrate their own characteristics, because agricultural development takes a long time, and the process of operation and management is also difficult, and professional personnel are required. Therefore, the entry threshold is still



relatively high, but most of the rural areas that want to develop e-commerce agricultural products often fail. In order to solve this problem, the following requirements must be guaranteed. First of all, there must be sufficient funds in the development process. After all, business needs the support of the Internet, which requires a large amount of capital in the initial investment. If there is no cash flow support, it will not be able to operate. In addition, it needs to have leaders who must have this experience to ensure agricultural development. At present, although there are not many detailed strategies for the analysis of potential entrants in the development of e-commerce agricultural products, it is still necessary to focus on analysis in future research.

### **5.2.2.2 Analysis of alternatives**

Because the development of Yantai Apple's e-commerce agricultural products is mainly based on e-commerce, it will not constitute a greater possibility of being replaced in the short term. At present, e-commerce also has a certain impact on agricultural development, but through Internet sales can still expand the consumption of agricultural development, and through online and offline and joint consumption and sales to promote consumers to consume outlets, tap potential customers, and promote The sales of Yantai Apple have reduced the risk of being replaced.

### **5.2.2.3 Bargaining power of buyers**

Agricultural development through e-commerce can increase the bargaining power of buyers. In addition, my country's agricultural development has many years of experience, so the bargaining power is lower than that of other industries. Comparison can be found to have certain advantages. In order to better maintain the bargaining power of e-commerce agricultural products development, it is necessary to conduct regular project positioning and appropriate surveys, so as to be able to evaluate the bargaining power of consumers and promote the future development of apple e-commerce agriculture in Yantai, Shandong Province.

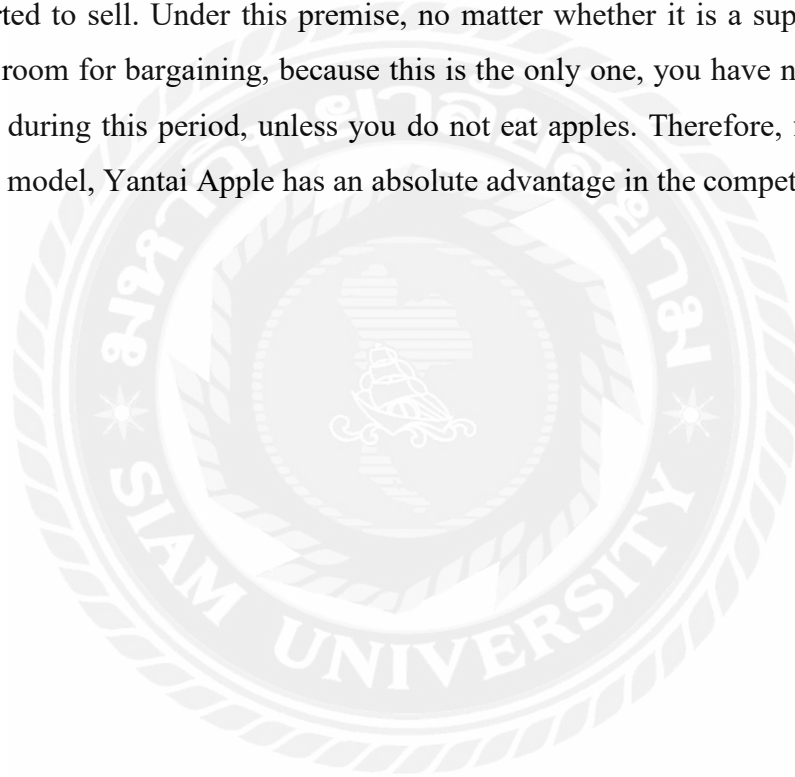
### **5.2.2.4 Bargaining power of suppliers**

Regarding the bargaining power of suppliers, the main suppliers for agricultural development include land and capital as well as government support. Therefore, it is also necessary to plan and analyze in advance. If low-cost land supply can be obtained, plus the supplier's With capital and government support, the development of e-commerce agricultural products has a competitive advantage, and in the future competition, it can also promote the development of my country's agriculture, so Yantai Apple e-commerce agricultural products need to obtain low-cost land supply.

Regarding this aspect of supply, because the government is the only supplier, and the government controls this aspect properly, it cannot save costs on land purchases, but other aspects can promote the development of Yantai Apple's e-commerce agricultural products and agriculture.

#### **5.2.2.5 Analysis of existing competitors**

At present, Yantai Apple has an absolute competitive advantage in the market. One is the maturity time. The maturity time of Yantai Apple is one month to one and a half months earlier than other places. It can be said that Yantai Apple is the first apple to go on the market. This is equivalent to that the apples from other places started to circulate on the market one month after the Yantai apples started to sell. Under this premise, no matter whether it is a supplier or a consumer, there is not much room for bargaining, because this is the only one, you have no choice, unless you do not sell apples during this period, unless you do not eat apples. Therefore, from the perspective of the Five Forces model, Yantai Apple has an absolute advantage in the competition.



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