

SWOT Analysis of Industrial Development in Suocao Village, Huairou District, Beijing

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Abstract: industrial prosperity is the key link of Rural Revitalization and the important foundation for solving the agricultural and rural modernization. This paper takes suocao village in Huairou District of Beijing as a representative rural case, which shows its unique development mode and characteristics, and aims to analyze the mode and mechanism of rural industrial development. In the research process, it uses the analysis framework to analyze the advantages, disadvantages, opportunities and challenges of suocao village, and then finds that there are advantages such as superior geographical environment and good industrial foundation in the process of rural industrial development, but also disadvantages such as weak brand effect and lack of professional talents; Facing opportunities such as the trend of integration of agriculture, culture and tourism, and broad prospects for the application of science and technology, as well as challenges such as peripheral competitive pressure and environmental protection. On this basis, the paper puts forward countermeasures and suggestions on attracting new talents, combining endogenous and exogenous power mechanism, enhancing brand effect and requiring the government to strengthen the protection of farmers, so as to provide reference examples for other rural areas and provide reference for the development of other rural industries.

Keywords: Industrial Prosperity; SWOT Analysis; Rural Revitalization; Endogenous Dynamic Mechanism; Exogenous Dynamic Mechanism

1. Introduction

In the process of comprehensively promoting

national modernization, rural revitalization, as a major task to achieve the great rejuvenation of the Chinese nation, is also an inevitable requirement to solve the main social contradictions in China and realize the common prosperity of all people [1]. Therefore, industrial prosperity is not only the core of rural revitalization, but also the fundamental solution to the problem of agricultural and rural modernization.

In the context of the Rural Revitalization Strategy, Beijing has issued a number of policies and plans, such as the regulations of Beijing Municipality on the promotion of Rural Revitalization and the implementation plan of Beijing Rural Revitalization Strategy, to guide and promote rural revitalization. The above policies emphasize the revitalization of industries, talents, culture, ecology, organizations and other aspects and the goal of accelerating agricultural and rural modernization. To solidly promote rural revitalization, the key is to develop rural characteristic industries according to local conditions, broaden the channels of increasing farmers' income, and activate the endogenous driving force of rural development [2]. Suocao village uses its geographical advantages to develop sturgeon aquaculture industry and promote the integrated development of leisure agriculture and rural tourism, which has made important contributions to broadening the channels for farmers' income increase and promoting rural revitalization. However, with the development of sturgeon aquaculture industry, there are also some problems to be solved. This paper uses the SWOT theoretical framework to analyze the advantages, disadvantages, opportunities and challenges of its industrial development. In addition, the villagers of suocao village are randomly selected for interviews, which are combined with semi-structured interviews and field

observation to mainly understand the villagers' understanding of the local industry and living conditions. Interviews are also conducted with some public officials of village and town governments to obtain local policy support and implementation of industrial development.

2. SWOT Analysis of Industrial Development in Suocao Village

2.1 Advantage Analysis of Characteristic Industry Development in Suocao Village

Superior geographical environment and good industrial foundation are the main advantages of the village. Suocao village is rich in natural resources, surrounded by water on three sides and flowing through Chaobai River and Huaihe River. It is a natural high-quality water source, which provides good basic conditions for fishery breeding, agricultural irrigation and other industries, and is conducive to the development of aquaculture industry with high water quality requirements. After the transformation of the abandoned sand pit, sturgeon aquaculture has a certain scale and development space, and has formed a certain brand effect in the market, laying the foundation for the further development of the industry. The development of suocao village is a typical case of transformation of rural industry under the guidance of policies and changes in environmental needs. Before 2010, the leading industry of suocao village was dairy farming. This industry not only brought economic benefits to farmers, but also made the rural environment seriously deteriorated and smelly. With the transformation of rural revitalization policies in Beijing, a good living environment is the deep desire of farmers, and improving the living environment has become the key work of Rural Revitalization. Therefore, while moving out of dairy farming, we will continue to seek other new industries. With the support of government policies and funds, the shuttle grass sturgeon was finally selected into the list of national "one village, one product" demonstration villages and towns, making the transformation of traditional industries successful, not only establishing a new brand image, but also enhancing the popularity of the shuttle grass village in the field of aquaculture.

2.2 Weakness Analysis on the Development

of Characteristic Industries in Suocao Village

The weakness of the characteristic industry in suocao village is that the brand effect is not strong and the radiation driving ability needs to be improved. On the one hand, although there is a distinctive sturgeon industry foundation, the brand promotion is not enough, and there is a lack of effective publicity means and channels. As a result, the industrial popularity and influence of suocao village are mainly limited to the local area. According to the survey, most fishing tourists come from nearby villages or Huairou urban area, with limited influence in a wider range; On the other hand, suocao village lacks professional agricultural technology talents, tourism management talents and enterprise management talents. Through in-depth interviews with public officials of the villagers' committee, it was learned that the village originally attracted some young talents, but due to the limited development space, low salary and working environment, these young people tend to choose more attractive places to seek development after working for several years. The brain drain has caused many problems in sturgeon breeding technology innovation, tourism project planning and business strategy formulation in suocao village, which has seriously hindered the development of the industry to a higher level and a wider range.

2.3 Opportunity Analysis of Characteristic Industry Development in Suocao Village

Opportunity refers to the sum of favorable factors for the industry in the external environment, which may come from macro factors or micro factors in essence [3]. At present, the integrated development of agriculture, tourism, culture and other industries is the current trend of rural industry development. Suocao village can give full play to its own advantages, combine sturgeon breeding with rural tourism and cultural experience, and create a distinctive industrial integration development mode. With the improvement of people's living standards and the increasing demand for rural tourism, suocao village's rural tourism industry has great development potential, and can use its own characteristics to develop more tourism products and projects; Secondly, there are

broad prospects for the application of science and technology. Suocao village is close to Huairou Science City. Advanced breeding technology, agricultural Internet of things technology, smart tourism and other technologies can be introduced to improve the production efficiency and service quality of the industry and enhance the competitiveness of the industry.

2.4 Threat Analysis of Characteristic Industry Development in Suocao Village

Threat refers to the sum of adverse factors of the external environment on the industry. The implementation of the Rural Revitalization Strategy has entered a new stage of development. However, in this process, "unable to push and difficult to break through" has become a common problem faced by some villages on the "test drive" of Rural Revitalization [4]. Although the sturgeon aquaculture in suocao village has formed a certain brand scale, the surrounding villages are also actively developing industries such as characteristic agriculture and rural tourism, forming a competitive relationship with suocao village. For example, the nearby Xiantai village in Huairou district is also actively exploring the integration of agriculture, culture and tourism, which may bring some pressure to the industrial development of suocao village; In addition, suocao village also faces the pressure of environmental protection. As a primary water source protection area, suocao village needs to strictly comply with the requirements of environmental protection in the process of industrial development, which may limit the scale and speed of industrial development to a certain extent. In the process of sturgeon breeding, it needs to pay more attention to the protection of water resources and pollution prevention, which increases the operating costs of the industry. For example, to ensure that water sources are not polluted in the breeding process, farmers need to invest more energy and financial resources; More advanced environmental protection materials and designs should be used in the construction of breeding facilities to prevent sewage leakage; In terms of aquaculture management, the frequency and accuracy of water quality monitoring should be increased. Once the water quality is found to be slightly abnormal,

corresponding treatment measures should be taken immediately. Moreover, they are more cautious about the choice of feed, which undoubtedly increases the operation cost of the industry and hinders the steady development of the characteristic industry in suocao village.

2.5 Development Strategy

Table 1 is the SWOT matrix analysis for the industrial development of suocao village based on the SWOT theoretical framework. The matrix combines the internal and external factors of the industrial development of suocao village, and forms four strategic choices through combination, so as to provide a systematic and comprehensive reference for the industrial development of suocao village, as shown in the following figure.

2.5.1 SO strategy

The core competitiveness of suocao village lies in its superior geographical location and good industrial foundation. We should seize the opportunity of the Rural Revitalization Strategy, make full use of the policy support of the government, integrate the resource advantages of local rural areas, such as capital, industrial development and other advantages, and introduce science and technology under the background of promoting the integrated development of agriculture, culture and tourism, so as to ensure the sustainable development of sturgeon aquaculture industry driven by innovation and realize the organic unity of innovative development and sustainable development of sturgeon industry.

2.5.2 WO strategy

Taking advantage of the opportunity and making efforts to improve the internal disadvantages of industrial development, suocao village has insufficient efforts in brand promotion, resulting in its industrial popularity being mainly limited to the local area, and its influence in the broader market is weak. It is necessary to actively take advantage of external opportunities, make full use of the government's policy support, formulate attractive talent policies, and provide solid talent support for industrial development. On this basis, it is necessary to increase investment in brand promotion through diversified publicity channels, introduce agricultural innovative technologies, promote industrial transformation and upgrading, and improve the rural infrastructure construction.

Table 1. SWOT Matrix Analysis

<p>Internal factors</p> <p>Strategic choice</p> <p>Extrinsic factors</p>	<p>Advantage:</p> <p>The village has a good industrial foundation, The geographical location is superior and the water is surrounded on three sides. It is a natural high-quality water source, which provides good basic conditions for fishery and aquaculture</p>	<p>Weakness:</p> <p>The brand effect is not strong, the radiation driving ability needs to be improved, and the brand promotion is not enough; The lack of professional technical personnel restricts the development of the industry.</p>
<p>Opportunity:</p> <p>The implementation of Rural Revitalization Strategy and the exploration of the integration of agriculture, culture and tourism are the trend of rural industry development. It is close to Huairou Science City and has broad prospects for the application of agricultural science and technology.</p>	<p>SO strategy:</p> <p>Fully combine the inherent advantages of geographical location and industry with the favorable conditions for the integrated development of agriculture, tourism, culture and other industries, and seize the opportunity</p>	<p>WO strategy:</p> <p>Take advantage of opportunities and strive to improve the internal disadvantages of industrial development, increase investment in brand promotion and introduce agricultural innovative technologies, promote industrial transformation and upgrading, and improve rural infrastructure.</p>
<p>Threat:</p> <p>Sturgeon farming is under pressure of environmental protection; In the fierce market competition environment, the surrounding villages are also exploring the corresponding development path, causing certain pressure on the village.</p>	<p>ST strategy:</p> <p>Take advantage of the inherent advantages of the village's industrial development while avoiding threats. Reduce the impact on the environment in sturgeon farming, and promote the concept of green farming to consumers; Build regional brands with surrounding villages to avoid homogeneous competition.</p>	<p>WT strategy:</p> <p>We should reduce weaknesses, continue to make up for weaknesses, avoid threats, continue to strengthen brand building, improve brand awareness, and strengthen talent training and introduction</p>

2.5.3 ST strategy

Take advantage of the inherent advantages of the village's industrial development while avoiding threats, reduce the impact on the environment in sturgeon farming, and publicize the concept of green farming to consumers, so as to improve the market competitiveness of the industry, and jointly build regional brands with surrounding villages to avoid homogeneous competition and take a differentiated development route. Therefore, while obtaining the economic benefits of sturgeon farming, we should improve the awareness of ecological protection, strengthen the protection of ecological environment, and promote the sustainable development of rural industrial economy.

2.5.4 WT strategy

Through a series of measures to comprehensively deal with the internal

disadvantages and external threats in the process of industrial development, sturgeon aquaculture and related industries are comprehensively optimized [5]. Combined with the characteristics of suocao village, highlight the differentiated development strategy, continuously develop other derivative products with unique characteristics, cultivate and introduce talents, increase brand promotion, and improve brand awareness.

To sum up, the industrial development of suocao village should give full play to its internal advantages, make up for internal disadvantages, seize external opportunities and avoid external risks. Therefore, it is necessary to tap and take advantage of the opportunities brought by the Rural Revitalization Strategy, actively introduce external resources and technologies, promote industrial innovation and integrated development, strengthen cooperation with surrounding villages, and

strengthen the awareness of ecological and environmental protection, so as to ensure the sustainable development of the industry in economic, social and environmental aspects, and provide solid industrial support for Rural Revitalization.

3. Industrial Development Countermeasures of suocao Village

3.1 Attract New Talents and Recruit New Talents

Talent shortage is an important problem restricting the development of rural industry. At present, its talent team is difficult to effectively support the demand for high-quality development of rural industry. Talent is the top priority of rural revitalization, and it is necessary to build a development mode of "talent+characteristic industry" [6]. In the context of the new era, the new township sages refer to those who have certain connections with specific villages and are recognized locally. They are generally talented people who grow up in the countryside and contribute to the countryside and are willing to contribute to rural construction [7]. In an interview with government officials in suocao village, we learned that the lack of talents is one of the obstacles in the process of industrial development in suocao village. The "human" element is the key to industrial development. We should guide the local government to build an introduction mechanism suitable for production and talents, give full play to the leverage of policy support and subsidies, and attract talents from new villages to return to their hometown. In this regard, we can formulate attractive talent policies, give preferential treatment in housing security, children's education, entrepreneurship support, etc., reduce the threshold and cost of talents' returning home and entrepreneurship, enhance the sense of belonging of foreign talents, establish and improve the talent service system, provide a good career development platform for excellent talents, continue to enhance the endogenous driving force of industrial development, and form an interactive pattern of talents leading characteristic industries and characteristic industries attracting and cultivating talents.

3.2 Combination of Endogenous and

Exogenous Dynamics

The prosperity of rural industry is the combination of exogenous and endogenous development [8]. Endogenous power emphasizes the importance of the full use and development of rural internal resources, including labor force, and local mobilization for rural development. Exogenous power refers to the promotion of rural employment opportunities and the activation of the local economy by attracting foreign industries into the countryside. However, exogenous power system has drawbacks. Relying on external forces for development will lead to the loss of cultural and economic independence of the countryside, and lead to a series of serious problems such as environmental degradation and resource depletion. Suocao village can learn from the experience of the surrounding village Xiantai village. Driven by the film and television culture industry, suocao village realizes the diversified development of its industry and explores how to enrich its own characteristic industries with the help of external power. Therefore, it should focus on building a development mechanism of internal and external power synergy and complementarity. Based on the endogenous power, suocao village should give full play to the unique advantages of rural internal resources, reasonably introduce external high-quality resources, and prudently deal with the risks and challenges that may be brought by external power.

3.3 Enhance Industrial Brand Effect and Extend Industrial Chain

The key to promoting the high-quality development of rural industry is to strengthen the rural industrial chain, enhance the value chain of rural industry and enhance the brand effect of the industry [9]. The main measures include the following aspects: first, adopt diversified publicity channels, make full use of online and offline channels for brand promotion, integrate the history and culture of kesuocao village into the brand story, endow brand connotation, and strengthen brand construction and promotion; Second, deepen the sturgeon processing industry, develop the sturgeon deep processing industry on the basis of the existing sturgeon aquaculture, improve the added value of products, develop supporting services, and launch a sturgeon

themed gourmet restaurant to provide tourists with diversified consumption options.

3.4 The Government Increases the Security for Farmers

With the introduction of a series of policies in Beijing, the vegetation coverage in rural areas has been continuously increased, and most of the cultivated land is used for ecological construction or commercial purposes, reducing the path of increasing farmers' income. The government needs to establish a more perfect diversified compensation mechanism. In addition to the existing ecological compensation, the compensation standard should be scientifically and reasonably determined according to the actual situation of the transformation of cultivated land use and the impact on Farmers' income [10]. Part of the land in suocao village is used to increase the vegetation coverage, so employment posts are set up, such as forest rangers, forest farm workers, etc., to increase the wage income of farmers. In addition, the government should actively guide the farmers around the commercial land development to participate in the development of relevant industries, such as providing employment training to enable them to have the skills to engage in services and other industries, giving priority to arranging jobs, and encouraging farmers to participate in commercial projects in the form of land equity. Finally, in the construction of the social security system, the government should further narrow the gap between urban and rural areas, and realize the fair and unified social security system between urban and rural areas. Therefore, the government's efforts to protect farmers are the basis for the sustainable development of the village's industry.

4. Conclusion

This paper takes suocao village in Huairou District of Beijing as the research object, uses the SWOT analysis framework, combined with semi-structured interview and field observation, analyzes its industrial development status, and puts forward targeted countermeasures and suggestions, aiming to provide reference for the industrial development of suocao village and other rural areas, and draws the following conclusions. The analysis shows that the industrial development of suocao village has internal

advantages such as superior geographical environment and good industrial foundation, while facing internal disadvantages such as weak brand effect and lack of professionals; In terms of the external environment, it not only has opportunities such as the integration trend of agriculture, culture and tourism, and broad prospects for the application of science and technology, but also encounters threats such as the pressure of surrounding competition and environmental protection. Therefore, based on the analysis, so, wo, St, WT strategic measures are formulated to provide effective support for the industrial development of suocao village. Combined with the existing problems, in order to effectively promote the industrial development of suocao village, this paper puts forward a series of specific countermeasures. First, we should attract talents and return to Xinxiang to lead the industrial development with talents; Secondly, we should combine endogenous and exogenous dynamics; It is necessary to enhance the industrial brand effect, extend the industrial chain, and enhance the added value and competitiveness of the industry; Finally, the government should strengthen the protection of farmers, promote the increase of farmers' income, and lay a solid foundation for the sustainable development of industry.

To sum up, the development of rural industry involves many aspects. Suocao village needs to give full play to its advantages, seize opportunities, make up for disadvantages, respond to threats, and constantly explore and improve the path of industrial development in practice to provide strong support for Rural Revitalization.

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