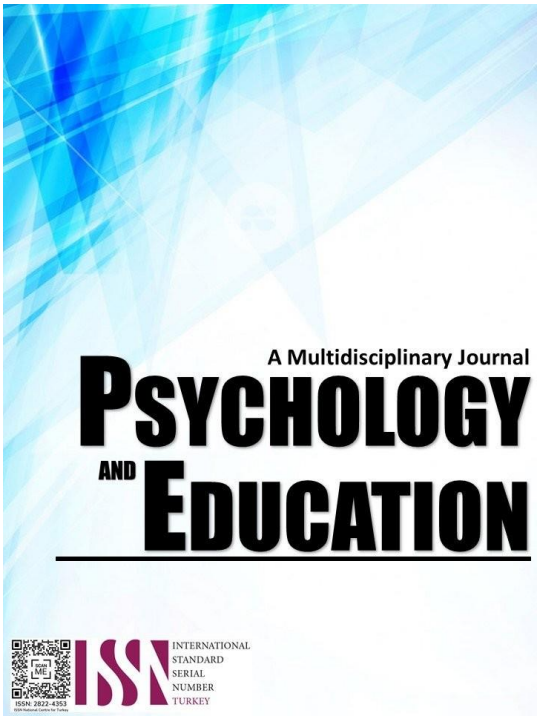
RESOURCE ENDOWMENT, POLICY SUPPORT, VILLAGERS' PARTICIPATION AND PERFORMANCE OF THE "ONE VILLAGE, ONE PRODUCT" PROJECT



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Research Article

Resource Endowment, Policy Support, Villagers' Participation and Performance of the "One Village, One Product" Project

Quanyan Li,* Gynnyn G. Gumban
For affiliations and correspondence, see the last page.

Abstract

This study investigates the determinants of performance in China's "One Village, One Product" (OVOP) initiative, focusing on the interplay among resource endowment, policy support, and villager participation in Jiangmen City. Employing a survey-correlational design, data were collected from 520 stakeholders 384 villagers and 136 project managers across 63 OVOP villages. Results reveal that while natural resources and land assessments were rated highly favorable, infrastructure and human capital received moderate evaluations. Policy support, especially strategic initiatives and policy frameworks, was positively associated with OVOP performance ($r = 0.632$, $p < 0.001$), though regulatory and financial supports showed inconsistency. Villager participation emerged as the strongest predictor of project success ($r = 0.767$, $p < 0.001$), with involvement highest in supervision and performance activities, but limited in decision-making. Regression analysis further indicated that product diversification ($\beta = 2.346–3.498$, $p < 0.001$) and adaptive management practices were critical for enhancing long-term project viability. The study concludes that sustainable OVOP outcomes require a synergistic alignment of localized resource optimization, coherent policy delivery, and inclusive community governance. Implications suggest that strategic reforms in industrial policy, participatory mechanisms, and value-added rural enterprises are vital to elevate the impact of OVOP under China's rural revitalization framework.

Keywords: *one village one product (OVOP), rural development, resource endowment, policy support, participatory governance, China, rural revitalization*

Introduction

Rural revitalization remains a central pillar in China's national development strategy, particularly in the wake of widening rural-urban disparities and the urgent need for sustainable local economies. A key policy response has been the reintroduction and adaptation of the "One Village, One Product" (OVOP) model, a concept originally rooted in Japan, which emphasizes localized industrial development based on unique village-level resources and cultural assets (Feng, 2021; Lou et al., 2024). This initiative aligns with China's broader Rural Industry Development Plan (2020–2025), which aims to cultivate 1,000 demonstration villages through industrial specialization and value-chain integration. However, despite strong central advocacy, implementation outcomes of OVOP across China remain markedly uneven, with performance discrepancies even among villages within the same administrative jurisdictions.

Existing literature acknowledges that the success of OVOP projects depends heavily on the availability and strategic deployment of endogenous resources, the coherence of government policy support, and the active participation of local stakeholders (Zhang & Bian, 2021; He & Wei, 2019). Yet, most prior studies focus on program design, motivational frameworks, or case-specific evaluations, with limited empirical work examining the interconnectedness of these key factors in shaping project outcomes. Furthermore, little is known about how these dynamics unfold in the post-pandemic rural development context, especially under evolving policy reforms aimed at integrating agriculture, culture, and tourism.

Although studies have established that resource endowment is a foundational input for rural enterprise development (Wu, 2023), they often overlook the variability of human capital and infrastructure in moderating this impact. Similarly, while policy support is a widely cited enabler (Li, 2019; Huang et al., 2021), its implementation at the grassroots level is often plagued by inconsistencies, particularly in regulatory enforcement and equitable access to funding (Chen et al., 2023). Perhaps most critically, villager participation long considered a cornerstone of community-based development is frequently assessed in descriptive terms, with insufficient empirical attention given to its predictive capacity in explaining project success or failure (Wang et al., 2022; Guan & Liu, 2024).

To address these knowledge gaps, this study investigates the interplay of resource endowment, policy support, and villager participation in determining the performance of OVOP projects in Jiangmen City, Guangdong Province a region with both strategic economic potential and observed heterogeneity in OVOP implementation. Specifically, the research aims to (1) assess the individual and combined influence of these three variables on project outcomes, (2) determine the relative predictive strength of each factor, and (3) provide strategic insights for enhancing the sustainability and effectiveness of OVOP projects under China's rural revitalization framework.

Guided by the Resource Endowment Theory, Policy Design Theory, Public Participation Theory, and the Theory of Management by Objectives, this study employs a quantitative, survey-correlational design involving 520 stakeholders across 63 villages. By empirically mapping the interrelations among local resources, governance mechanisms, and community engagement, this research aims to inform policy design, project management, and stakeholder empowerment in rural industrialization programs.

Methodology

Research Design

This study employed a quantitative, survey-correlational research design to investigate the influence of resource endowment, policy support, and villager participation on the performance of "One Village, One Product" (OVOP) projects in Jiangmen City, China. This approach is well-suited to examine relationships among multiple variables and to quantify the predictive strength of key determinants in complex rural development settings (Streefkerk, 2019; McCurney & White, 2009).

Respondents

A total of 520 respondents participated in the study, including 136 project managers and 384 villagers. Stratified random sampling was used to ensure representation across different villages and project types. Inclusion criteria for managers included: (1) active leadership role in OVOP project implementation, (2) aged 25–65 years, and (3) at least one year of tenure in project management. For villagers, inclusion required: (1) active involvement in OVOP activities, (2) familiarity with the local development model, and (3) willingness to participate voluntarily.

Instrument

A structured questionnaire was developed and validated by a panel of field experts. The instrument consisted of five major sections: demographic profile, assessment of resource endowment, evaluation of government policy support, measurement of villager participation, and project performance metrics. A five-point Likert scale was employed, and pilot testing involving 30 non-sample respondents confirmed the reliability of the instrument (Cronbach's $\alpha > 0.70$) in accordance with Fraenkel et al. (2012).

Procedure

Data were collected through an online platform (Question Star), following approval from the Central Philippine University Research Ethics Review Board. Respondents received a secure link via email or social media, and consent was obtained electronically. The survey remained open for 48 hours, and responses were monitored for completeness and accuracy.

Data Analysis

Data were processed and analyzed using SPSS Version 26. Descriptive statistics (mean, median, variance) were used to assess central tendencies and variability. Inferential statistics, including Spearman's rho correlation, were employed to identify relationships among variables. Logistic regression was conducted to identify significant predictors of OVOP project performance. Model fit was evaluated using chi-square tests, Pearson residuals, deviance statistics, and pseudo-R^2 values to assess the explanatory power of the model.

This methodological approach ensured the rigor, reliability, and generalizability of findings, providing empirical grounding for strategic recommendations aimed at enhancing the long-term sustainability of OVOP initiatives.

Results and Discussion

Table 1. *Managers' Assessment of the Favorability of Resources Endowment*

Variables (N=136)	*Variance*	*IQR*	*Median*	*Description*
Natural Resources	0.037	0.00	4.00	High
Infrastructure	0.037	0.25	3.75	Moderate
Human Capital	0.049	0.25	3.75	Moderate
Land Assessment	0.070	0.25	4.00	High
Overall Resource Endowment	0.022	0.17	3.87	Moderate

Median Scale: 1.0 – 2.99 is Low; 3.0 – 3.99 is Moderate, 4.0 – 5.0 is High

Table 1 presents the statistical distribution of managers' assessments regarding the favorability of resource endowment across five dimensions: natural resources, infrastructure, human capital, land assessment, and an overall composite measure. The data reveal that natural resources and land assessment were rated the highest, with a median score of 4.00, categorizing them as "high" based on the established scale (1.0–2.99 = low; 3.0–3.99 = moderate; 4.0–5.0 = high). These variables also exhibited minimal variability (variance = 0.037 and 0.070, respectively), indicating strong consensus among respondents.

In contrast, infrastructure and human capital received median scores of 3.75, reflecting a moderate level of favorability. Despite being slightly lower than natural assets, the narrow interquartile ranges (IQR = 0.25) and relatively low variances (0.037 and 0.049) suggest a moderately cohesive perception among managers. This points to recognition of development potential but also underscores the need for capacity-building investments in these domains.

The overall resource endowment score, calculated as a composite of the four indicators, yielded a median of 3.87, which also falls within the moderate category. With the lowest observed variance (0.022) and IQR (0.17), this result highlights a general managerial consensus that, while foundational natural and land resources are strong, auxiliary factors such as human capital and infrastructure require strategic enhancement to fully support OVOP initiatives.

Table 2. *Managers' Assessment of the Extent of Government Policy Support to the OVOP Project*

Variables (N=136)	*Variance*	*IQR*	*Median*	*Description*
Financial Incentives	0.327	0.75	3.00	Moderate
Regulation Mechanism	0.493	1.25	2.75	Low
Strategic Initiatives	0.077	0.25	4.00	High
Policy Assessment	0.141	0.25	4.00	High
Gov't. Announcement and funding programs	0.196	0.50	3.75	Moderate
Overall Policy Support	0.129	0.40	0.50	Moderate

Median Scale: 1.0 – 2.99 is Low; 3.0 – 3.99 is Moderate, 4.0 – 5.0 is High

Table 2 presents the evaluation of government policy support for the OVOP project as perceived by 136 project managers, across six key policy dimensions. The findings illustrate varied levels of favorability, revealing both strengths and gaps in policy delivery.

Strategic initiatives and policy assessment received the highest median scores of 4.00, placing them in the "high" category. These dimensions also displayed minimal variability (variance = 0.077 and 0.141; IQR = 0.25 for both), indicating strong managerial consensus on the effectiveness of long-term planning and the relevance of policy content in advancing OVOP objectives. These results suggest that macro-level policy intentions are well-articulated and aligned with rural development goals.

Conversely, financial incentives recorded a median of 3.00 (moderate), but with a notably high variance (0.327) and IQR (0.75), suggesting inconsistent implementation or unequal access to fiscal support across OVOP villages. The lowest-rated dimension was regulation mechanism, with a median score of 2.75, categorizing it as "low." This variable also had the highest variance (0.493) and widest IQR (1.25), reflecting considerable divergence in perceptions. Such findings imply that enforcement and clarity of regulatory frameworks remain problematic, potentially hindering operational efficiency and investor confidence.

Government announcements and funding programs were rated moderately favorable (median = 3.75, variance = 0.196, IQR = 0.50), suggesting partial success in information dissemination and public funding availability, though not uniformly experienced by all stakeholders.

The overall policy support index received a median score of 3.35, indicating a moderately favorable perception among managers. However, the relatively low variance (0.129) and IQR (0.40) point to a shared recognition of structural limitations in policy execution, especially in regulatory and financial domains.

Table 3. *Villagers' Extent of Participation in the OVOP Project*

Variables (N=136)	*Variance*	*IQR*	*Median*	*Description*
Decision-making	0.299	0.50	3.25	Moderate
Performance	0.250	0.50	3.50	Moderate
Management	0.369	0.75	3.25	Moderate
Supervision	0.274	0.75	3.50	Moderate
Overall Participation	0.224	0.56	3.31	Moderate

Median Scale: 1.0 – 2.99 is Low; 3.0 – 3.99 is Moderate, 4.0 – 5.0 is High

Table 3 summarizes the extent of villagers' participation in the OVOP project across four core dimensions: decision-making, performance, management, and supervision. All median scores fell within the "moderate" range (3.0–3.99), indicating that villagers are engaged in the initiative, though not yet at a fully empowered level.

Participation in performance and supervision activities received the highest median scores (3.50), with relatively low variances (0.250 and 0.274, respectively) and moderate IQRs (0.50 and 0.75). This suggests that villagers are fairly involved in the hands-on execution and monitoring of project activities. These roles likely include production tasks, quality control, and community-level oversight, reflecting operational participation rather than strategic leadership. In contrast, decision-making and management aspects registered lower median values (3.25), with higher variability especially in management (variance = 0.369; IQR = 0.75) indicating disparities in villagers' influence and access to administrative functions. These findings suggest a partial exclusion of grassroots stakeholders from critical leadership and planning processes, which may hinder long-term community ownership and innovation.

The overall participation score was 3.31, classified as moderate, with an IQR of 0.56 and variance of 0.224. This reflects a shared perception among villagers of being moderately included in the project's operations, though opportunities for deeper involvement particularly in decision-making and strategic management remain limited.

Table 4. *Villagers' and Manager's Assessment of the Performance of OVOP Project*

Variables (N=136)	*Variance*	*IQR*	*Median*	*Description*
Leading Industrial Foundation	0.159	0.40	3.80	Moderate
Degree of Integration and Development	0.301	0.80	3.80	Moderate
Joint Agricultural Belt/Role	0.191	0.60	3.80	Moderate
Characteristics of Product Brand	0.457	0.80	4.00	High
Overall Performance	0.212	0.60	3.85	Moderate

Median Scale: 1.0 – 2.99 is Low; 3.0 – 3.99 is Moderate, 4.0 – 5.0 is High

Table 4 presents the consolidated assessment of OVOP project performance from the perspectives of both villagers and project managers across five critical performance indicators: leading industrial foundation, integration and development, agricultural belt role, product branding, and overall performance.

The leading industrial foundation, degree of integration and development, and joint agricultural belt/role each recorded a median score of 3.80, falling within the "moderate" category. The relatively low variance for the leading industrial foundation (0.159) and joint agricultural role (0.191) indicates general agreement among stakeholders on the project's ability to support local industrial growth and contribute to regional agricultural linkages. However, the higher variance in integration and development (0.301; IQR = 0.80) suggests variability in perceptions, likely due to differences in infrastructure, market access, or inter-village collaboration efforts.

The characteristics of product brand dimension stood out with the only "high" rating (median = 4.00), indicating strong agreement on the visibility, uniqueness, and cultural identity embedded in OVOP products. Nevertheless, this dimension also displayed the highest variability (variance = 0.457; IQR = 0.80), reflecting uneven experiences in branding success across the villages. While some projects have achieved market recognition, others may still be grappling with weak brand positioning or limited value-added processing.

The overall project performance was rated as moderately favorable (median = 3.85), with modest variance (0.212) and IQR (0.60), indicating a general consensus of effectiveness but with recognized areas for improvement. These results suggest that while foundational and operational aspects of OVOP projects are relatively robust, more effort is needed to enhance system-wide integration and scale economies, particularly in extending industrial linkages and improving institutional support.

Table 5. *Relationships between the Manager's Assessment of the Favorability of Resource Endowment, Government Policy Support, Villagers' Participation, and Extent of OVOP Project Performance*

Variables (Managers =136, Villagers =384)	*Spearman Rho (r)*	*Sig*
Overall Resource Endowment	.402**	.000
Natural Resources	.494*	.000
Infrastructure	.232**	.007
Human Capital	.172*	.046
Land Assessment	.212*	.013
Overall Policy support	.632**	.000
Financial Incentives	.507**	.000
Regulatory Mechanism	.365**	.000
Strategic Initiatives	.326**	.000
Policy Assessment	.569**	.000
Government Announcement and Funding programs	.352**	.000
Overall Villagers' Participation	.767**	.000
Decision-making	.585**	.000
Performance	.715**	.000
Management	.727**	.000
Supervision	.587**	.000
	.029	.735

**Significant at 5% level (2 tailed)*
***Significant at 1% level (2-tailed)*

Table 5 presents the results of Spearman's rho correlation analysis examining the relationships between managers' assessments of resource endowment, government policy support, villagers' participation, and the overall performance of the OVOP project. The findings reveal statistically significant associations across multiple variables, underscoring the multifactorial nature of OVOP project success.

Among the resource endowment indicators, natural resources demonstrated the strongest correlation with project performance ($r = 0.494$, $p < 0.001$), suggesting that abundant and high-quality natural assets substantially enhance OVOP outcomes. Infrastructure ($r = 0.232$, $p = 0.007$), human capital ($r = 0.172$, $p = 0.046$), and land assessment ($r = 0.212$, $p = 0.013$) showed weaker but statistically significant correlations. The composite resource endowment score correlated moderately with project performance ($r = 0.402$, $p < 0.001$), reinforcing the role of holistic local asset availability in supporting rural industrialization.

Policy support variables were also significantly associated with project performance, with the overall policy support index exhibiting a strong correlation ($r = 0.632$, $p < 0.001$). Specific dimensions such as financial incentives ($r = 0.507$), regulatory mechanisms ($r = 0.365$), strategic initiatives ($r = 0.326$), policy assessment ($r = 0.569$), and government announcements and funding programs ($r = 0.352$) were all positively correlated ($p < 0.001$). These findings affirm the importance of coherent and well-implemented public policy in shaping rural development outcomes, while also suggesting the need for improvements in regulatory clarity and equitable resource allocation.

Villagers' participation emerged as the strongest overall predictor of OVOP project performance, with a very strong correlation ($r = 0.767$, $p < 0.001$). Sub-dimensions including management ($r = 0.727$), performance ($r = 0.715$), supervision ($r = 0.587$), and decision-making ($r = 0.585$) were all highly significant, indicating that deeper and more inclusive community engagement contributes decisively to project outcomes. These findings support prior evidence that participatory governance and local ownership are critical enablers of

sustainability in rural economic models.

Interestingly, capital size was found to have no significant relationship with performance ($r = 0.029$, $p = 0.735$), suggesting that financial magnitude alone does not guarantee success. This contrasts with the significant negative correlations observed for product category ($r = -0.313$, $p < 0.001$) and years of operation ($r = -0.304$, $p < 0.001$), implying that outdated product lines or long-standing but stagnant projects may face diminishing returns or risk falling into operational inertia.

This study aimed to examine the influence of resource endowment, policy support, and villager participation on the performance of "One Village, One Product" (OVOP) projects in Jiangmen City, China. The findings confirm the central hypothesis that these three dimensions collectively shape project outcomes, with villager participation emerging as the most decisive predictor. These insights both affirm and challenge existing literature, providing a more nuanced understanding of OVOP sustainability within the broader context of China's rural revitalization agenda.

Consistent with He and Wei (2019), this study affirms that natural resources serve as foundational assets for rural industrialization. The strong correlation between natural resource availability and OVOP performance suggests that ecological and geographical advantages remain a critical determinant of local project viability.

However, contrary to Wu (2023), who emphasized the equal importance of all factor endowments, our findings indicate that infrastructure and human capital exert a comparatively weaker influence, suggesting that structural and skill-related deficits may dilute the potential of otherwise resource-rich villages. This discrepancy highlights the need to reconceptualize the factor endowment theory within a modern development framework where intangible assets (e.g., digital literacy, entrepreneurial skills) are becoming more critical.

Policy support also demonstrated a robust relationship with project performance, echoing Li's (2019) policy design theory, which posits that well-structured governance frameworks are essential for implementation success. Our findings validate Huang et al.'s (2021) work on Shanjiacun Village, where integrated policies led to high-impact outcomes. However, the inconsistency in financial and regulatory support noted in this study aligns with the critique by Chen et al. (2023), who cautioned against one-size-fits-all policies. The observed variability in managerial assessments underscores the necessity for contextualized, locally adaptive policy mechanisms rather than blanket reforms.

Of particular significance is the strong association between villager participation and project success. The remarkably high correlations especially in dimensions such as management ($r = 0.727$) and performance ($r = 0.715$) reinforce the claims of Wang et al. (2022) and Guan and Liu (2024) that participatory governance strengthens legitimacy, ownership, and operational continuity. Interestingly, while decision-making participation was positively linked to performance, it was rated lower than operational involvement, suggesting a form of "implementation without empowerment."

This finding suggests that while villagers are active executors, their strategic influence remains constrained. Such partial inclusion risks undermining long-term motivation and innovation potential. Future OVOP models must address this governance asymmetry by establishing institutional pathways for more inclusive planning.

Unexpectedly, enterprise-level variables such as capital size did not significantly correlate with project performance ($p = 0.735$), diverging from conventional development economics theories that link financial inputs to success. This supports the argument of Mao (2024) that in OVOP contexts, capital without innovation and branding can result in stagnation. Moreover, the negative correlations between product category and project longevity suggest that overreliance on traditional agricultural products, without value-adding and diversification, may lead to diminishing returns over time a pattern supported by the findings of the Fujian Jiangle County Finance Bureau (2023).

While the findings are robust, several limitations merit discussion. First, the study relied on self-reported data, which may be subject to perceptual bias. Second, although the survey captured a cross-sectional snapshot, the dynamics of policy support and community engagement may evolve over time, requiring longitudinal follow-up to validate causal inferences. Furthermore, the generalizability of the findings beyond Jiangmen City should be approached with caution, given the unique socioeconomic and administrative context of the region.

Alternative interpretations are possible. For instance, it is conceivable that perceived project performance could shape villagers' willingness to participate, rather than the reverse. While regression analysis attempted to isolate predictors, future research employing structural equation modeling (SEM) could more rigorously test mediation and moderation effects among variables. Additionally, incorporating qualitative data such as narratives from village leaders or policy implementers could yield deeper insight into the mechanisms through which participation and support are operationalized.

This study contributes to the discourse on rural development by empirically validating that a combination of localized resource optimization, coherent policy delivery, and inclusive community participation is essential for OVOP project sustainability. It challenges simplistic notions of capital sufficiency and highlights the strategic importance of social capital and institutional quality. These insights should inform both national policy makers and local implementers seeking to optimize rural revitalization outcomes through evidence-based, participatory, and context-sensitive approaches.

Conclusions

This study provides empirical insight into the interrelationship among resource endowment, policy support, and villager participation as critical determinants of OVOP project performance in Jiangmen City, China. By adopting a quantitative, multi-stakeholder approach, the research offers a nuanced understanding that advances the current literature beyond descriptive accounts of OVOP implementation. While prior studies have emphasized the foundational role of natural resources and policy infrastructure, this study demonstrates that the most influential driver of project success is the depth and quality of villager participation particularly in project management, performance, and supervision.

Theoretically, the findings affirm and extend the applicability of resource endowment theory, policy design theory, and public participation theory to the rural industrial development context. Practically, the results highlight the limitations of relying solely on material inputs or top-down policy frameworks. Instead, a triadic model that harmonizes endogenous assets, coherent governance, and empowered community engagement emerges as a more sustainable and scalable approach for OVOP initiatives under China's rural revitalization strategy.

Specifically, the study calls for targeted interventions: (1) strategic investment in human capital and infrastructure to complement natural endowments; (2) refinement of regulatory and financial mechanisms to ensure equitable and consistent policy implementation; and (3) institutionalization of participatory governance that integrates villagers into decision-making and planning processes.

As rural transformation continues to evolve in response to socioeconomic and environmental shifts, the OVOP framework must also adapt. Future research should consider longitudinal analyses, cross-regional comparisons, and mixed-method approaches to explore dynamic feedback loops and latent variables not captured in the present study. Investigations into the role of digital platforms, youth engagement, and cross-sectoral partnerships may also yield valuable insights for modernizing OVOP models.

This study contributes to both theory and practice by providing actionable evidence that can guide the design, implementation, and evaluation of rural development policies. It underscores that sustainable rural revitalization is not merely a function of resources or policies, but of the capacity of communities to co-create value, exercise agency, and lead their own development trajectories.

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Affiliations and Corresponding Information

Quanyan Li
Central Philippine University – Philippines

Gynnyn G. Gumban
Central Philippine University – Philippines