

EMBEDDEDNESS OF PRODUCER SERVICES AND AGRICULTURAL CLUSTER COMPETITIVENESS: A CASE STUDY OF CHINA'S SHIHE TEA INDUSTRY CLUSTER

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ABSTRACT

The agricultural clusters play an important role in agricultural competitiveness and economic growth. Embeddness of producer services will significantly enhance the competitiveness of the agricultural clusters, with lowering transaction costs, gathering advanced resources, fostering differentiated products and branding. We study the Shihe tea industry cluster in Henan province of China, and finds that, technology, finance, training, industrial group, conferences and exhibitions, and other producer services has a strong embeddness, and had a greater impact on enhancing the development of tea industry in Shihe. However, for producer services in Shihe develop too late, too dependent on government, and lack of knowledge-intensive services promoting the cluster brand image, which limits their supports on upgrading of the tea industry cluster, and need to be further improved.

1. INTRODUCTION

The research on industrial cluster has been a hot topic since Michael Porter (1990) introduced the concept, and it is gradually introduced into agricultural study. Especially with the Dutch flower industrial cluster, American corn industry cluster, as well as the wine industry cluster in the United States and France, as global brands, have attracted wide attention from scholars. It shows that agricultural cluster, like industrial cluster, is a universal phenomenon in the world, which reflects the processing depth of agricultural products and the industrial chain in a specific region. With the transformation of agriculturalization and economic growth mode, there are also typical agricultural clusters in China, such as Anxi tea industry cluster in Fujian province, flower industry cluster in Chenggong county of Yunnan province, garlic industry cluster in Jinxiang county of Shandong province, cashmere industry cluster in Qinghe county of Hebei province. The development of agricultural clusters can realize intensive management, thus improving the overall scale efficiency of agriculture and the level of urbanization and industrialization in rural areas (Li et al., 2011), and its prominent and important role in reducing costs, improving regional agricultural competitiveness and promoting regional economic growth has also been highly valued by scholars and policy makers (Zepponi and Fisch, 2007).

The competitiveness of agricultural cluster has common characteristics of general industrial clusters, and also presents the characteristics of agriculture itself. Specifically, the competitiveness of agricultural clusters is mainly reflected in the following aspects: The first one is the network effect brought about by division of labor and cooperation (Zhu et al., 2019). Agricultural clusters often focus on a specific agricultural product as the core. Many enterprises and farmers share and support each other to form a specialized division of labor and cooperation network (Velenturf and Jensen, 2016). The aggregation of upstream and downstream manufacturers and relevant service agencies in the industrial cluster is conducive to the formation of a more stable supply relationship, so as to reduce the transaction costs of each transaction, and achieve overall competitive advantage through competition and cooperation. The second one is the advantage of resource agglomeration. The aggregation and integration of talents, capital, technology and other elements in the agricultural cluster can effectively solve the disadvantage of the lack and dispersion of rural production factors (Yoon and Nadvi, 2018). The third one is scale economy effect. The large-scale production and effective organization of a single product in the cluster have also

changed the shortcomings of scattered production, repeated investment in production tools, confusion of seed purchase and product distributors, and low degree of organization, giving full play to the scale advantage of agriculture. The fourth one is the brand effect. Agricultural cluster can gather resources, make brand of the core agricultural products, and even form geographical indication products. Enterprises and farmers in the cluster can share the brand premium and promote the overall upgrading of the region. In the process of forming these competitive advantages, producer services play an indispensable role.

OECD defines agricultural cluster as “a group of geographically adjacent enterprises and complementary institutions which aim at producing and processing agricultural products. Around the agricultural production base, they are linked together due to commonness or complementarity”. The definition emphasizes that in addition to the core companies which mainly produce and process agricultural products, some complementary institutions are also essential, which are important components of agricultural clusters. Combined with Porter's definition of industrial cluster, we can infer that these complementary institutions should mainly include government, association, education and training, information, technology, business and other producer service organizations besides upstream and downstream enterprises. As industrial clusters are formed by specialized division and cooperation of different organizations, producer services play an important role in lubricant and adhesive, and are the core of competitive advantage of industrial clusters (Zheng, 2005). However, there are few studies on the role of producer services in the development of agricultural clusters. We take the tea industry cluster in Shihe, Xinyang City, Henan Province of China as an example to explore the impact of producer services on the development of agricultural clusters. By embedding producer services into them, it shows a logical picture of improving the competitiveness of agricultural clusters.

2. THE IMPACT OF PRODUCER SERVICES EMBEDDEDNESS ON THE COMPETITIVENESS OF AGRICULTURAL CLUSTERS

Producer service is a kind of service which is used as intermediate input in the production of other products and services. Its extension includes: activities related to product and process design and innovation, activities related to production organization and management, activities related to production, activities related to product promotion and distribution, and activities related to resource allocation and circulation. Agricultural producer service industry refers to the industry that provides intermediate services for the producers of agricultural products. It runs through the whole chain of agricultural production, covering pre-production, mid-production and post-production. The pre-production services mainly include the production and supply of improved varieties, agricultural machinery, pesticides and fertilizers, etc.; the mid-production services mainly include technology, information, plant protection and epidemic prevention, insurance and other services; the post-production services mainly involve the post-harvest processing of agricultural products, storage and transportation, processing and packaging, marketing and other services; capital services run through the entire industrial chain. As an intermediate input of production, producer service constitutes one of the indispensable elements of the formation of industrial clusters. It provides complementary services for enterprises in agricultural clusters, cooperates and shares information with other enterprises, forming competitive advantages in technology, process, sales, market and service. Specifically, the impact mechanism of producer services on agricultural cluster is: through gathering high-level production factors, building cooperation network, reducing transaction costs, etc., to form differentiated products, shape clusters and enterprise brands, and establish three-dimensional distributors, so as to enhance the competitiveness of the cluster.

2.1 The function of producer services embedded in agricultural clusters

Producer services embedded in agricultural clusters play their roles mainly through the following three ways:

The first one is to reduce transaction costs. Because the agricultural cluster is a large number of farmers engaged in agricultural production, agricultural products processing, circulation enterprises and related industries based on the comparative advantage of specialized division of labor and cooperation in the geographical concentration, there is a high degree of specialization within the industrial cluster. Producer service is the necessary condition to promote the highly specialized division of labor in agricultural cluster. The division of labor and specialization is the dynamic mechanism for the formation and development of agricultural clusters. However, the finer the division of labor and the higher the transaction cost, the more service-oriented organizations are required to provide producer services to help reduce transaction costs. This is mainly manifested in the following aspects: first, producer services such as information, logistics and business services become the lubricant for the connection between the industrial chain, which helps to reduce the different links inside and outside the manufacturing enterprises can reduce costs and improve efficiency by outsourcing more specialized and efficient intermediate services; third, the development of producer services is conducive to agricultural products production and processing enterprises to outsource non-core business in the value chain to specialized producer service

enterprises, and each enterprise only focuses on its own best advantageous production links can maximize the potential of resource endowments and enable enterprises to obtain core competitiveness that cannot be imitated and differentiated (Wang, 2007).

The second one is to promote the agglomeration of high-level resources. As a traditional industry in China, agricultural production is lack of advanced talents, knowledge and capital, which is also the main obstacle to the upgrading and sustainable development of agricultural clusters. The embeddedness of producer services can import senior talents, professional knowledge and capital into the development process of agricultural clusters through technological innovation, outsourcing of marketing and distributors, education and training, financial and insurance, so as to promote agricultural production to get rid of the dilemma of low-level circulation, gradually move towards modern production and organization mode, and realize rapid development. The third one is to build enterprise cooperation network. On the one hand, the association organization and exhibition activities in producer services can coordinate the competitive relationship of enterprises in the cluster and avoid unfair competition behavior. On the other hand, it can build a cooperation platform for enterprises in the cluster, strengthen mutual understanding between enterprises, promote the cooperative relationship of enterprises in the growth period, and provide good intermediary support for the external connection of enterprises. As an intermediary, the related information, finance and business services can also build an information bridge between enterprises, promote the transaction relationship between upstream and downstream enterprises, or promote the cooperation between enterprises to carry out business activities with a third party.

2.2 The effect of producer services embedded in agricultural clusters

Embedded in agricultural clusters, producer services help to formed differentiated agricultural products, modern marketing system, products and cluster brands, so as to promote cluster upgrading and enhance cluster competitiveness.

2.2.1 To promote the formation of agricultural product differentiation characteristics

In different regions of China, there are many agricultural industrial clusters providing the same agricultural products at the same time. How to reflect the differences of agricultural products provided by these clusters depends on the differences of regional geographical conditions, on the other hand, the more important is the impact of producer services, that is, by means of technological innovation, marketing positioning and other means, relying on their own characteristics of resource advantages to create unique products different from competitors (Ronch et al., 2013), so as to enhance market competitiveness.

2.2.2 To build a modern marketing system

The sale of agricultural product is a common problem faced by all rural areas in China, and how to build the distributors of agricultural products has become a hot topic (Song and Qi, 2011). The embeddedness of producer services is helpful to develop the market for agricultural products sales by introducing specialized marketing organizations, channel providers and establishing trading markets. At the present stage, the application of e-commerce also provides a convenient channel for agricultural products sales, and shortens the distance between consumers and the origin of agricultural products. Strengthening the participation of marketing, IT, distributors and other business entities, effectively combining online and offline sales to build a modern three-dimensional marketing system is an effective way to solve the sales problems of agricultural clusters.

2.2.3 To shape the brand of agricultural cluster

The establishment and cultivation of agricultural cluster brand is an inevitable requirement for the development of agricultural cluster to a certain stage, and it is also a symbol of the maturity of agricultural cluster. However, the creation of the overall brand of agricultural clusters is often not the concern of individual enterprises in the cluster, which requires the active efforts of relevant industry organizations and public service institutions. Through coordinating various business entities in the cluster, condensing cluster resources, improving the quality certification and supervision system of agricultural products, focusing on cultivating industrial culture and creating publicity platform, the popularity and reputation of the cluster are constantly enhanced, gradually forming a distinctive personality and a broad influential agricultural cluster brand.

3. CASE STUDY OF SHIHE TEA INDUSTRY CLUSTER

3.1 Introduction of Shihe tea industry

Shihe district of Xinyang, in Henan Province of China, is the main production area and origin of Xinyang Maojian, a famous geographical indication of Chinese tea, and one of the birthplaces of Chinese tea culture. Shihe has successively won the honorary titles of "hometown of famous tea in China", "top 10 key tea producing counties in China", "top 100 tea producing counties in China" and "top 10 ecological tea producing counties in China". Tea industry has become a leading industry in Shihe. In 2019, the area of tea garden in the whole area reach 40000

hectares, with an annual output of 43000 tons and a comprehensive output value of RMB 7.6 billion. By the end of 2019, Shihe has 1 national leading enterprise, 31 provincial and municipal leading enterprises, 16 large-scale processing plants, more than 500 large-scale tea planting and processing enterprises, and more than 180 professional tea cooperatives of various types, and a number of tea specialized households and tea specialized villages have emerged.

Brand development is an important means of tea marketing in Shihe district. More than half of Xinyang's famous brands are in Shihe. According to "Chinese tea processing enterprise database", there are 58 QS certified enterprises in Shihe, and 66 trademarks have been registered. Among them, there are 4 national well-known trademarks in China, more than 10 provincial and municipal well-known trademarks. Now Shihe is devoting itself to the development of "Tea Capital of China". In addition to tea production and processing, tea machinery manufacturing, tea packaging, sales, tea tourism, etc. are also booming. Because of its good cluster development foundation, Shihe was identified as the tea industry cluster development experimental unit and one of the first three agriculturalization cluster experimental projects in Henan province.

3.2 The embedding of productive services in Shihe tea industry cluster

With the development of tea industry in Shihe, more and more producer service enterprises are gradually attracted and derived to participate in it. Speeding up the upgrading of production technology, promoting the transformation of production mode and organization mode of tea industry, coordinating the relationship of production subjects have a significant positive impact on the construction and competitiveness of Shihe tea industry cluster.

3.2.1 R&D services

Innovation has become the core pillar of tea industry competitiveness and brand building. Relying on Xinyang branch of Henan Academy of Agricultural Sciences (Xinyang Institute of Agricultural Sciences), Xinyang has established Henan tea Engineering Technology Research Center, which is the only provincial tea Engineering Technology Research Center in Henan Province. Xinyang Agricultural College built "Xinyang Maojian Tea Engineering Technology Research Center" and "Xinyang Tea Processing and Testing Engineering Technology Research Center". Xinyang comprehensive experimental station of Shihe has been set up in the national tea industry technology system to provide technical demonstration and technical services for the development of tea industry. Some enterprises also built the R&D institutes, such as Xinyang Black Tea R&D Center, Xinyang Wenxin Tea Research Institute. In addition, Shihe has also established strategic cooperative relations with some famous universities and research Institutes, so as to improve the scientific and technological level of Xinyang tea industry and promote the standardization and efficiency of Xinyang tea industry. The construction and development of many scientific research institutions, through the establishment of long-term cooperative relations with the government, enterprises, professional cooperatives and farmers, has led to the technical innovation and industrial upgrading. Among them, the successful development of "Xinyanghong" black tea has solved the serious problem of tea waste in Summer and Autumn, and formed a new tea variety.

3.2.2 Financial services

Finance is an important driving force for the development of tea industry in Shihe. Among them, four state-owned banks have played a greater role. For example, the branch of Agricultural Bank of China focuses on leading enterprises, and vigorously supports the production of green tea "Xinyang Maojian" and the R&D of black tea; it focuses on providing credit support such as personal assistance and consumption stages for its members of the professional cooperatives; it focuses on supporting the tea farmers in the main tea producing areas of Xinyang by taking farmers' micro loans as the carrier to meet the needs of tea planting and purchasing tea making machinery and other capital needs. The branch of Bank of China uses the easy loan service for SMEs to carry out batch development. The branch of Industrial and Commercial Bank of China designed an exclusive financing scheme for tea enterprises in this area. In terms of local financial industry, there is a village bank, a small loan company and some guarantee companies in the District, which are trying to alleviate the financing difficulties of agriculture, rural areas and small and medium-sized enterprises. In addition, in order to solve the bottleneck of land circulation funds and promote the rapid development of agriculturalization, Shihe has established a land circulation center and a forest right transaction evaluation service center, established more than 10 township level land transfer service centers and hundreds of village level land transfer information stations, forming a multi-level rural land contract management right transfer management and service system. The first financial service hall in the province has been set up, and 8 Banks of various types have been settled in it. It has been linked with the forest right trading center, the land transfer center and other elements of the market, providing one-stop and fast service for rural economic development and financing of small and medium-sized enterprises.



3.2.3 Education and training services

Talents cultivation is the key supporting force for the sustainable development of Shihe tea industry cluster. Xinyang Agricultural College has set up special tea science and tea culture majors, and has trained thousands of tea professionals. In recent years, Shihe has integrated training resources, set up the city's first tea industry technical training school, organized professional and technical personnel to implement the "100,000 tea farmers training project". Through centralized teaching by experts, on-site guidance of technical personnel, on-site training of association cooperatives, production of software, distribution of materials and other forms, the training is organized intensively in the off farm season to deepen the agricultural busy season Through field training and other methods, all the tea producing villagers in 8 towns in the region were trained village by village, focusing on cultivating tea planting experts, marketing agents, tea makers, tea artists and skilled tea pickers, which effectively improved the overall quality of tea farmers. The Shihe human resource market was established. Based on professional skill appraisal and professional title evaluation of peasant workers, the selection of tea farmers' technicians was organized. A series of "tea culture into campus" activities have been carried out. Tea culture education has been widely carried out among primary and secondary school students. In the early stage of education, young people should have a better understanding of tea culture, so as to promote more talents to devote themselves to the development of tea industry in the future. In addition, through the successful holding of several "Xinyang Maojian manual tea roasting competition", "young teachers' tea art competition" and "youth tea art competition" and "Xinyang black tea tasting activity", etc., tea making technology exchanges between tea farmers and tea enterprises were enhanced, and product quality and standardized production were promoted.

3.2.4 Organization and coordination

At present, more than ten tea industry associations and hundreds of tea professional cooperatives have been established in Xinyang, which has played an important role in the intensification, commercialization, specialization and marketization of tea industry. Xinyang Tea Association, Xinyang Tea Circulation Association and other industry organizations have made important contributions in safeguarding the rights and interests of enterprises, formulating industry standards, publishing industry information, connecting enterprises and the government. Tea industry cooperative has become an important production body of Shihe tea industry cluster, and now has 3 provincial exemplary cooperatives and 23 municipal level tea industry cooperatives. Among all kinds of tea industry cooperatives, more than 90 are engaged in tea production and processing, 22 are engaged in tea machinery training and maintenance services, 23 are specialized in purchasing and distributing tea production materials, 21 are providing tea processing machinery services for tea farmers, 31 are providing new varieties of tea seedlings or improving varieties, and 18 are providing training on tea cultivation or frying technology. There are 17 interest promotion services and 16 tea storage and transportation, packaging and tea set sales. By the end of 2009, there were 24 tea industry cooperatives with an annual output value of more than 5 million yuan, and 23 tea trademarks were registered. Industrial organization has greatly improved the intensive level of tea industry in Shihe. Some cooperatives employ tea planting and stir-frying experts with high salaries, and send members to other places for professional study and training. Through the application of standardized technology, the tea is produced and processed in a unified way, printed and packaged, and sold to the outside world, which significantly improves the scientific and technological level and market competitiveness of tea.

3.2.5 Distribution, logistics and IT services

By extending the chain of tea industry, Shihe has built a number of tea markets, and teahouses are all over the region. At present, there are 15 tea trading markets, which are integrated with production, processing, sales and storage. Every spring tea picking season, it trades 24 hours a day, regardless of day and night. There are more than 600 tea shops in the region, including more than 100 tea art houses. Xinyang international tea city, which is invested by a local famous tea enterprise, has been partly put into use. Xinyang international agricultural products logistics center is positioned as a national agricultural products trading center, a large-scale agricultural product purchasing and distribution center in Xinyang and a large-scale agricultural products logistics trading center in central China. At the same time, e-commerce is widely used in Xinyang tea industry. A number of professional websites have been set up to promote and sell Xinyang Maojian and Xinyanghong, such as "xycha.com", "xymjcha.com". The website creators are government, enterprises, industry associations and professional cooperatives, mainly providing information on the supply and demand of tea products to promote and popularize tea drinking culture, the influence of Xinyang Maojian tea has been expanded, and an effective online tea trading platform has been provided.

3.2.6 Exhibition activities

Shihe has founded "Xinyang Tea Festival" since 1992 and later renamed it as "Xinyang National Tea Culture Festival". It is committed to promoting Xinyang tea, strengthening cooperation and exchange with domestic

and international tea districts and tea enterprises, and fully displaying the charm of tea town. As of 2012, it has successfully held 20 sessions. In addition, Shihe has vigorously promoted Xinyang tea culture and Xinyang tea by holding "Xinyang Maojian tea mining ceremony", "Xinyang Maojian hand stir-frying tea competition", organizing the development of tourism products and the establishment of "China's top ten famous tea forum" and other activities, which has attracted wide attention of the media and consumers. The continuous holding of various exhibition activities has significantly improved the brand influence and popularity of "Xinyang Maojian" and "Xinyanghong".

4. IMPROVEMENT DIRECTION OF PRODUCER SERVICES IN SHIHE TEA INDUSTRY CLUSTER

The development of producer services is a gradual process in Shihe tea industry cluster. Along with economic and social development and the changes of industrial environment, enterprises and farmers in the cluster pay more and more attention to producer services and their demand is gradually expanding. Therefore, with the promotion of the government and the spontaneous efforts of enterprises, more and more producer service organizations have been established. Producer services embedded in the tea industry cluster, on the one hand, make Shihe tea industry development increasingly standardized, centralized, from the original decentralized development, traditional production mode gradually transition to modern production mode; on the other hand, the R&D of new tea categories has changed the situation of single variety in the past, greatly improving the utilization efficiency of tea and improving the circulation channel. The increasingly perfect publicity and support measures from the government and relevant industry organizations have made the popularity and competitiveness of Xinyang Maojian rise day by day. After falling into a passive situation in the market for a time, it shows a trend of regaining its former status. Although the producer service industry has made outstanding contributions to the promotion of the competitiveness of Shihe tea industry cluster, there are still some problems in its development process, which restrict the exertion of its influence, and need further improvement.

4.1 The producer service should play a greater role in industrial supporting

Although producer services have always existed in the development of Shihe tea industry, it has only begun in recent years to play an important role. For example, although the tea industry in Shihe has developed for decades, it was not until 2010 that the tea industry technical training school was officially established to train tea industry talents in a large area and systematically, which also made the overall development still dominated by traditional planting and processing methods. The influence of the trading market is still relatively small, and the traditional trading mode is still adopted. A series of adverse effects have been brought about due to the insufficient development of producer services: first, the status of Xinyang Maojian tea in today's tea market is not commensurate with its profound historical background and the title of "China's top ten famous teas". In Henan province, the most important market in Xinyang Maojian, its market position is far inferior to Xihu Longjing and Tieguanyin, and it is difficult to see Xinyang Maojian in other provinces. Due to the decline of market position, Xinyang Maojian has often failed in the selection of the top ten popular Chinese teas in recent years. Second, the extension of tea industry chain is insufficient. The main products are still tea, and there is almost no deep processing and comprehensive utilization, such as tea food, tea chemical products for daily use and health tea products. The third is the lack of risk management system. There is no effective defense system for the risks in the development of tea industry cluster. For example, sometimes the continuous drought and low temperature cause a large area of tea garden disaster in Shihe, resulting in heavy losses, however, there is no effective agricultural insurance to reduce the loss. Fourth, market regulating is not good. For example, according to media reports, Xinyang Maojian tea packaging box can be bought easily in local tea market, which causes a lot of fake and low quality tea in the market, and seriously damage and impact the reputation and market of Xinyang Maojian tea.

The resolve of these problems relies on producer services to play a greater role. For example, to increase the use of modern trading methods, build brand tea trading market, strengthen the R&D and production of derivative products around tea, continuously extend the industrial chain, tap the potential of tea industry, and find new profit sources. Trade associations need to strengthen the protection of property rights of geographical indications. The government should support qualified insurance institutions to carry out policy insurance business in tea cluster to reduce the development risk.

4.2 The market mechanism should be more emphasized in the development of producer services

The government plays a significant leading role in the development of producer services in Shihe. The development of talent training activities, financial institutions to increase support for rural areas, the construction of trading markets, logistics bases and network platforms, and the holding of various exhibition activities are inseparable from the vigorous promotion of the government as the main role. Accordingly, producer service providers and markets play supporting roles. A considerable part of these services are quasi-public goods, and it

is reasonable for the government to provide them. The quantity and scale of enterprises providing producer services are small. The government is filling in the market vacancy to some extent. According to Chi and Yin (2010), in the early stage of economic takeoff and economic development, the government's substitution for the market has obvious institutional benefits. In the early stage of the development of agricultural clusters, the government has made great achievements in cultivating the "atmosphere" of the industry, seeking to reduce transaction costs and inducing the cluster to strengthen itself. However, the leading role of the government may also have a certain crowding out effect on enterprises, leading to the slower development of the market. Therefore, while playing a leading role, the government should actively create a good environment, focusing on building a sustainable agricultural technology innovation system, strengthening the construction of cultural system and infrastructure, and providing support and convenience for enterprises to "bring in" and "go out". At the same time, efforts should be made to cultivate and expand the demand market for producer services, encourage and support the professional development of enterprises in the field of producer services, increase attraction of producer service enterprises to investment, and gradually strengthen the leading role of enterprises.

4.3 Developing knowledge-intensive modern service to build cluster brand

Although the existing producer services have provided great support for the development of Shihe tea industry cluster, it has not made great achievements in shaping modern tea culture, brand image and cluster marketing. This has also led to Xinyang Maojian's ups and downs in the famous tea rankings in recent years, and sometimes it fell out of the list. In the minds of consumers, talking about Xinyang Maojian has been very difficult to stand side by side with the other famous teas, such as Xihu Longjing, Anxi Tieguanyin and Yunan Pu'er. These teas, relying on cultural shaping and image promotion, have become the representative status of Chinese tea culture. More representative is the "Zhuyeqing" in Sichuan Province. Relying on the systematic planning and packaging of enterprise development, product development, market development, brand operation and tourism, the "Zhuyeqing" in Sichuan Province has made a regional brand well-known in China and greatly improved its brand image.

Shihe has more prominent tea history and culture, but it still uses the traditional way in brand marketing. There are not only the absence of advanced producer services, but also the unclear ownership of Xinyang Maojian brand, which causes enterprises lack of enthusiasm of to vigorously promote. However, the tea enterprises in the cluster have not been able to have a real famous brand. The government and industrial organizations investment insufficiently to promote brand building. Therefore, Shihe should increase the introduction of high-end knowledge-based producer services, enhance the brand image of Xinyang Maojian and the external cognition of Xinyang tea culture, and increase the enterprise brand construction, it will have a significant positive effect on the upgrading of the tea industry cluster. The government should also take the brand building of products and clusters as an important way to upgrade clusters, and give strong support, give full play to the role of relevant intermediary organizations, introduce expert teams, do a good job of staff and systematic planning, and truly make the product and cluster brand building systematic and sustainable.

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