A Narrative Inquiry of the Corporate Governance Model of Shanghai Rural Revitalization: A Case Study of Cloud City Company

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China still has 556 million rural vulnerable population in 2021, and rural revitalization has become China's national development strategy. On December 8, 2022, the author conducted an in-depth interview with the coordinator of Cloud City Company, a leading enterprise in Haishen Village, Huinan Township, Pudong New Area in Shanghai. This case sketches a panoramic picture of the co-production in Haishen Village through a qualitative research method of narrative inquiries. It provides what has happened in Haishen Village with the detailed description and some comments on Shanghai rural revitalization. This paper also raised many arguable questions to be further discussed.

Keywords: rural revitalization, Cloud City Company, co-production

The Literature Review of Co-production Theory

Co-production is a core idea in the theory and practice of the globe. Theories of co-production are across diverse disciplinaries. Co-production incorporates multiple producers and multiple products or services. Co-production practices produce both institutions and co-outcomes.

The international academy uses different theories and terminology such as co-creation (Clark & Carina, 2020; Oliver, Kothari, & Mace, 2019), co-design (Sutherland, Shackelford, & Ross, 2017), co-production (Miller, 2004), action-oriented knowledge (Contandriopoulos, Lemir, Dennis, & Tremble, 2010; Lovebrand, 2011), co-engineering (Osterblom, Juvre, Fokker, & Roqueström, 2017), governance partnerships (Bovaird, 2007), cross-disciplinary and participative research, post-normal science and uses a variety of methods to integrate artificial intelligent interactions, etc.

However, this narrative inquiry tries to describe the co-production context of Cloud City Company Model in the rural revitalization which is China's national strategy.

The Brief Introduction of Haishen Village

[Song: Could you please elaborate on both your work and your project? Looking back over the years, how did your work operate? Please describe it.] This village has 3,838 people, more than 1,691 households, 5,700 mu land. It is located at the southeast of Shanghai. On our company's side, I came over in 2018. I only joined in to 2021. So I have only two years of experience here. I am mainly responsible for the operation of investment promotion, that is, the design of some large-scale events. How to talk about this job specifically, I still don't know where to start.

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Last year we are holding farmers' festivals all seasons, which is very good. Although technology doesn't come in, we do it anyway. My own technology can't get in yet.

Because we are responsible for tourist acceptance, not rural revitalization acceptance, or the result of rural revitalization, so our leader can't deal with this problem, because he is concentrated on epidemic and is doing public health, and it has nothing to do with that. Anyway, if you have any questions, I will answer them.

Cloud City Company Leading Co-production of Rural Revitalization

[Song: I want to know what do you do in Cloud City?] We are doing the operational work, responsible for operations, investment promotion, etc., which are the work I am doing. Cloud City Company now is in charge of three villages, and this is a three-village co-project. Therefore, Cloud City Company is in the village, and we have a dozen of staffs, basically doing everything. Anyway, we do everything in the village.

The Pilot Project of Co-production in Haishen Village

At present Haishen Village implements the project first, Far East Village and Qiaobei Village start to attract investment this year. Cloud City Company's projects are mainly based on Haishen Village. Now because of the epidemic, there is no need to attract investment. Because now the house rent by villagers themselves is higher than collective association, the fewer would like to contract out their housing. There are no empty houses, which is equivalent that the housing has been fixed, and almost everything that should be rented has been rented out. [Song: Then can you briefly introduce to us last year, it was some rural revitalization projects done by Cloud City Company in Haishen Village?]

Tourist and Cultural Industries Are the Priorities of Rural Revitalization

The Creation of Lovely IP: A Good Start Is Half Done

I know that Cloud City Company built these projects, including tourist and cultural industry. Last year, firstly we made an IP image (design), which is an extension of our project. It is that there was an IP character called Xiao Tianhai in Haishen Village before, I think it is ok. They can do that business. [Is it right here? Is this kid Zhong Tianshi?] Yes, it is based on Zhong Tianshi.

Because we found that it was in the process of creating friendly kids, we found that this kind of IP character is actually very popular for parent-child families. We have also done a good job of the image of Far East Village and Qiaobei Village. At the same time, we upload that IP. You can take a look at a meme from Tencent website. On Tencent, you can download, and use normally called Future Township partners. Can you still find this? This is one from the Qiaobei Village. Yes, the one in Qiaobei Village, and then in Far East Village is the rice grain, Tao Tao Grandpa.

In addition to the creation of lovely IP, we created a small program called "Haishen Seasons". This is Haishen Seasons' promotion pamphlet, which can be found on this map. In 2022, it would start in June because of the three-month epidemic lockdown. It started in June this year. [Song: When did Haishen Village start to settle in and build the projects?]

The Unique and a Variety of Business Shops Are Established in Haishen Village

Cloud City Company began stationing in 2018. In 2018, we focused on two key pilot projects. After a trial, that becomes my important job. From July of 2021, we almost made a model in Haishen Village. Because rural revitalization is an iterative process, at that time it actually mainly focused on constructing beautiful countryside. Beautiful countryside is equivalent to saying, lay the foundation of the village first. Then, the appearance of the

village or something, these are dealt with first. Then came the 2.0 version phase, and we started doing (the project). We want to create a rural business district, such as "Twelve Workshops" business to recruit some people who want to start businesses in the countryside, as well as local people to start businesses at their doorsteps. In this way such a business district is formed, called "Twelve Workshops" business. It is equivalent to saying that this workshop is actually a supporting facility for rural tourism.

World Champion Winner Zhong Tianshi Makes Haishen Village an Olympic Champions Village

In addition, our village's world champion winner Zhong Tianshi, but the champion is not lifelong, she won the championship again. In fact, she has won the championship two times, then after the Tokyo Olympics won the championship, she won another championship, which is equivalent to superimposing another (spread) popularity of Haishen village. Overall speaking, it's okay, here is the Olympic Champions village.

The Metro Station in Haishen Village Makes It the Metro Station Village

It is the Metro station village since Haishen Village is close to Metro Line 16. About Haishen village, there are some introductions, we can add the Wechat, I can send you the village introduction. Previously, we directly put all the activity materials inside the Huinan East Subway Station.

The Local Writer's Books Make the Writer's Village

Another reason is that there is a local writer named Shen Yueming in this place, it is his hometown, so this place is also called the writer' village. We also combined the writer Shen Yueming just mentioned, a book by the local writer called *Hometown Memories*.

Therefore, currently, Haishen Village has made a model. The follow-up may be a long-term operational problem.

Comments: The above five features make a model of Haishen Village. Besides of them, the biggest feature of Haishen Village is near Shanghai urban, which provides the rich and plenty of tourists. Another feature is the professional co-production of Cloud City Company, which provides the whole processes service.

Haishen Village Is the Rural Revitalization Benchmark for Other Villages

Besides of Far East Village and Qiaobei Village, in 2022 we actively created the Shanghai Rural Revitalization Benchmark Village. Therefore, maybe around the middle of the year, the municipal level leaders will come to do the project acceptance, which is also something we have been preparing for recently. Therefore, in the case of Haishen Village, we probably take rural tourism as the key project, and then divide it into different stages.

The Steps of Creation of the Village Environment

The first stage may be the creation of the environment, and the villagers have no complaints. The second stage is environment upgrade for business. Through such a number of supporting facilities, the entire tourism industry is benefited to the development. If it is this small project, I will take a look at the development of those parts, and it looks like this after I get in. First of all, mini project is a basic function, the basic function is that after everyone comes in, they can not only be limited to conversation, but can participate in the network design.

There are the colorful signs on the pavement with three colors. It is written with the sign of the street. There is also a road to the village committee center, and then there are colorful signs on the ground. They are kid-friendly, just in front with boardwalks, and then next to the rice fields. These are child-friendly projects, and this one is linked. This is unified by Huinan Township. Interconnection is self-interconnection, and you can also look at the shape of the picture frame, and the inside and outside of the picture frame is a system. You can see it because you are participants.

All Tourists Can Use Direct Satellite Positioning in the Village

With direct satellite positioning and the own location, the tourists can judge where they are. Regarding where they want to go, or how to go, through such a platform, the first basic function is the electronic map. A

version of clocking in with each other in time was made. For example, if there is not enough time, it can be clocked in through this story thread. It is this small program, it is not only said to be grassroots rural governance, it is mainly a project of rural tourism, it is a front-end service, serving the market.

The Mini Project Can Make a Smart Judgment

This mini project is actually mainly to serve two modules. One module is the market side to serve tourists, and in the back stages, it will serve the operational side, because we will collect the data, such as which places the tourists stay longer, or what kind of situation. For example, our "online store" is connected, such as what products tourists are more interested in. For example, whether are you interested in cultural and creative products, or whether are you interested in our local rice, 8424 watermelons, or peaches? We will have a judgment and also an auxiliary function of our operation. So, this one is gradually upgraded because this module is stackable. It's just that in the early stage, we first put this function of serving tourists in the first place. [Song: Do you charge tickets for tourists? Is your statistics on the number of tourists mainly through this mini program?] The mini program was just made this year, and it has only been a few months.

The Tourist Number Is Big but Statistic Method Needs to Be Improved

If we count tourist number, the simplest way is from the workshops. They report the number of visitors and the number of people served. And then, at the intersections, there are electronic eye detection. [Song: Then have you ever counted tourist number? Such as last year and this year. What is the approximate number of people who come to this village?] We have counted the data of National Day. This National Day has about 100,000 visitors every day. Our data is also a flow account that each business reports by itself. The daily flow is about 100,000 passengers. Because we let them (merchants) report by themselves, they should not overreport, because it is not good to report more, and it may be under-reporting. Therefore, if they come down as a whole, during the seven days of National Day holidays there are about 600,000 tourists, less than 700,000 people.

At the time I asked cycling business *Giant*, it has done seven days, more than 60,000 tourists, it sells and rents bicycles. The steakhouse seemed to have more than 50,000 visitors a day. Then, in the case of camping business, it is also 40,000 people a day, which is about the similar anyway. The best thing to do is the "Old Eight Dishes", that is, catering business. Catering households and accommodation households are the highest income, accounting for a relatively large proportion. The rest of business is still less income, and the merchants who do handicraft are the least income.

The Handmade Products Make Less Money

The unit price for handmade products is low. Because the unit price is low, and they rely on the flow of people to overlay the income, so its overall income proportion is not very high. [Song: In addition to such as IP image building and this small program, can you introduce some specific projects?]

The Festival Economy Is the Most Important Promotion Approach for Rural Revitalization

Let me think about the specific projects. Ok, that's what I heard you talking about, like tourists stay time, like the *8424 Watermelon Festival project*. Does our activity operation count? For example, the event we are holding is the harvest festival of Haishen Village and the *Harvest Festival of Huinan Township* as well. This year is the fourth festival, so I have to take this case. For example, some elements of the straw festival, that is the *Rice Field Art Festival*, and some things of straw will also be placed in the subway station. Then, this year's slogans will be split up, the split parts are three villages, each village to do their own festival, which is equivalent to separate the festival into three festivals. In fact, the main purpose is to attract tourists to the other two villages. Because we don't want to keep bringing tourists to Haishen Village, there is also a festival at the Far East Village now, if you go to see it, you can see it. Now Qiaobei Village should hold the festival in January.

Speaking of 8424 watermelon, we're a bit of a mess on our side. If we might focus on industry, one is tourism and the other is agricultural products. Agricultural products come from the flower base of Pudong Agricultural Development Group. [Song: Are they only in charge of the flower base, or are they in charge of the other fruits, who is in charge of the rice field?] The rice fields and fruits are the responsibility of the leading company, and the cooperative that the people themselves make. Flowers are also a floral activity, which is done together with the "small three gardens", that is, gardens, orchards, vegetable gardens. At that time, it was built by Pudong Agricultural Development Group at that time, and when these three small gardens began to advance, it was the garden, orchard, and vegetable garden that were promoted together.

The Dragon Boat Festival is coming, and the melon fruit festival happens to be 8424 watermelon on the market. After 8424 watermelon is almost out-of-season, autumn festivals come during National Day holidays in October and November, and the harvest festival falls in several holidays. Then, it's winter. We'll do an *Orange Lantern Festival* this year, and the product in Qiaobei Village is orange, red beautiful citrus, really!

We used to have *New Year's Eve Activities*, but the organizer is not the township government, it is our Cloud City Company. So the festival scale is relatively small, that is, a small New Year's Eve festival. This year, it is equivalent to saying that Qiaobei Village will make it, so in the future, there should be an orange lantern festival every year. From this year onwards, this festival is mainly in Qiaobei Village. [Song: How many projects?]

I don't know. For example, the recent activities, we tell you about the project, we have a festival, a formal project, and our general informal activities. It is the last statistics, there are about 12 (projects), because of the epidemic delay, a few projects have not been (held), otherwise normally there are four (festival projects) a year.

It didn't seem to be done in previous years, festival projects didn't happen in 2018 and in February 2019. This year there was only one (festival project), and now there is only one (festival project) for the time being. Because of the epidemic, neither the *Peach Blossom Festival* nor the *Melon and Fruit Festival* did anything. [Song: Can these 12 projects be done? For 12 projects, what can be reviewed?]

Actually, they are about the same every year. I am honest, they are about the same operation every year. In 2020, like last year, I will either talk about last year, last year's Flower and Fruit Festival. Why do I feel like I say it common? We have *the Maize Festival* next year.

[Song: Because we haven't been exposed to it, we have to listen to it.] Last year was a Melon Festival focusing on melons and eggplants.

The Fruit and Flower Leading Company Is a Share Limited Company of 26 Village Collectives in Huinan Township

I know that this should be the actions of the Huinan Township government. [Song: Is this supported by the Huinan Township government?] Yesterday, what I learned from Secretary Ji, it is supported by the Huinan Township government and the leading company. The leading company is the development of leading enterprises, which are not one company. The fruit and flower leading company is a share (limited company) of 26 village collectives in Huinan Township, and uniformly it is called the leading (company), you can go and check the leading (company), which has the majority shareholders of the company that operates in our township.

The Contract-Out of Project Is Common in Rural Revitalization

Then, Nongfa (Group) is Sunqiao Township Group mainly invests in the flower base, so the fruits and flowers here are sold separately. When they do tourism, they probably do more fruit (industry). We're not in the fruit industry, we're mainly helping them do tandem, doing the advertisement. We may prefer to work on fruit to promote it, rather than work with it alone. It's seasonal fruits, and we promote them. At that time, there was advertisement. We just publicize all year round, and we will publicize whatever (project) we can, that is, we use local materials and make it public in this way.

In fact, it is equivalent that they let us do it, but their projects are divided further, that is, they are contracted

out. Our spring is the Peach Blossom Festival in March and April, and the Peach Blossom Festival is famous for the peaches of Nanhui District.

Option One Is Festival Operation, and Option Two Is Investment Promotion

Cloud City Company basically does festival operation, and then investment promotion. And then there are some critical points of public service, which we do. As far as public service is concerned, maybe the people basically left in the village now are the old people. There is a drawing room in the village, which was originally a healthcare room affiliated to the village committee and then it was rebuilt. Then, there is a township space over there, which was originally a warehouse and rebuilt, which is equivalent to a (check-in) point for tourists in the village. There is a point at this entrance to the village, which is the tourist service center, where tourists come to rest, or learn about the information. At present, our company is mainly responsible for these two locations, and then spread other locations, we are based on some supporting planning, and then carry out investment. [Song: What are the main aspects of investment promotion now? Which formats?] If we are now at the beginning, there were relatively few catering packages, so we took the initiative to invite some catering enterprises to come in. Now we still feel that there are fewer hot foods, so we still invite investment.

Juneyao Airlines Company Limited Is a Big Possible Investor

At present, Juneyao Airlines will come in with a catering enterprise, because "Tianshi Mom" opened an "Tianshi Open Meal" before, and then it stopped during the epidemic. After it stopped, it wasn't opened again. The first reason is that they are old, and some people don't want to do it. Then, the house in the village is now vacant, so we will attract investment from outside. Our investment attraction should be a unit under Juneyao Airlines, which will take over, but it has not come yet.

The other is the "Twelve Workshops" business, which may not be particularly timely in terms of renewal rate. The update rate is, for example, the maintenance in the later stage.

The Epidemic Has a Big Negative Impact on Operation of Rural Revitalization

We can really reach these targets. Now App Telecom cards, also due to the epidemic, we postponed the opening. Because it was a husband and wife business, then his husband was not in good health, and then they didn't do it any longer. However, we really haven't canceled that business. They didn't give us a clear reply that they would not do it, so they are on hold. I asked them to hang one temporarily closed and they hung up.

[Song: What are the specific difficulties in your daily work? What exactly?] Just do everything, if you ask us specifically, we usually delivery materials (anti-epidemic materials), these must be done. We have to do any work that you can't imagine. Washing the tubes that can be done. In fact, it can still be blamed on the lack of manpower, so we have to do everything.

The Functions of Cloud City Company During the Epidemic

During the epidemic, it was internally, serving the villagers, I was paid monthly more than 3,000 yuan. I have video materials about this, and a TikTok profile. Basically we update the news every two days, and it's all that we're doing. Because everyone was closed at home during the epidemic and did not let them out, so as for medicines, and some things such as food, vegetables, meat, and eggs. In fact, villagers could not buy them, and then there were some antigen tests and nucleic acid tests. For resources such as nucleic acids and antigens, the village committees are working on it. Then, our Cloud City Company did the dispensing and material support work. At that time, we were like this, that is, we came together to serve the villagers, and then Haishen Village's discourses were like this. We still use this living room as a base, which is equivalent to a front warehouse for supplies. The other two villages count what they need, and then we concentrate on helping them.

We Are Nothing to Do With Party Building and Joint Party Branch Construction

As for the activity of the Party building and joint Party branch construction, this has nothing to do with us since we belong to the market side and we are not administration. Regarding the village's own Party building linkage or whatever, we are not very willing to do, we are not administration. [Song: What are the main aspects of your cooperation with the village?]

Cloud City Company Is a Middle Man to Negotiate Villagers and the Third Party

Now the cooperation in the village is the original rural revitalization model, which may be there. Because some cooperators are coming here to investigate, they actually work on rural revitalization. The village committees are involved. Then, there was no dedicated operating company like ours. Therefore, they are more tired and strenuous overall, because the work in the village is actually quite hard, because they are doing some basic work as we can see. Including three months during the epidemic, we also participated in an anti-epidemic work in Haishen Village. Therefore, I know that they are actually very bitter at the grassroots level, really bitter, and they do not have additional energy to work on rural revitalization. Some people from the market contact with that business, but we really have no energy to do that. So, the key of our cooperation may be that we cooperate with each other in some external aspects. Then, the contract-out of some houses in the village was happened, including some of the demands of the ordinary villagers. We must have come to the village to have a negotiation including outsiders. Some people look at which houses, first they must talk to the villagers, and then talk to us. Then, we went to talk to the villagers, and the villagers looked at the attitude of the people. We are the relationship between Cloud City Company and the village, that is, we are in the middle to help the people and the third party to connect and endorse. It is from the outside of the Cloud City Company to the inside of the village. I think it means almost the same.

Cloud City Company Creates the Practical Base for Junior and High School Students

It is equivalent to saying that if something happens in the village, our Cloud City Company is also a part, and we are all doing public service. First of all, to contact the villagers since they are landlords, so we definitely contact them. In the other cases, they are willing to cooperate with us on the vegetable garden project. We do activities because we invite a lot of children to come over, our places are also the practical base for junior and high school students who are reviewed. These students have credits (requirements), they want to come here to have stamps, and they practice here. Then, we discuss with the villagers, choose their vegetable gardens, do some agricultural experiment or something, and communicate with the villagers.

The Model Dilemma: We Can Only Share Hardships, but We Cannot Share Prosperity

The Dilemma Between Cloud City Company and Villagers

If we have something that we need them to do some crafts or something, we will also communicate with them. They rent houses from the villagers, and we come to talk with villagers through the village committee, which is a difficult process. So we don't talk to villagers directly, our mechanism is like this. we don't talk to villagers directly about their houses.

Putting it simply, after it's completely down, we have something to negotiate with them. First of all, his intention and contract are negotiated openly. For example, our "Twelve Workshops" business, is actually divided into two parts, one is for outside entrepreneurs and the other is for the villagers. For entrepreneurs at the doorstep, that is, after they have decided on this business, it is related to whether Cloud City Company will give them support. For example, will there be some support for operations? Then, there is a rural revitalization support policy. Then, since Cloud City Company came in the early stage, in fact, we have been assisting villagers,

including how they package themselves (that is organizational cultural building in the village), what stories they have that need to be attractive, including the promotion of new media.

Cloud City Company Provides a Lot of Village Service

It's like the wedding veil price, it's like that to check in, and visit the stores. These things, we are doing it for villagers, and then publicizing it in the media. The public account publicity is helping them do it, helping them push spreading. I just remembered a very important event, that is, some time ago there was a piece of news, that is, there was a live broadcast interview here.

Cloud City model can be included. I don't know if I'm right, that is, Cloud City has always insisted on starting with the end. Starting with the end means that the operation is forced first, that is, some ideas of operation, conceived in advance, and then doing some, for example, construction is the responsibility of construction. It's not us who build it, it's Huinan Building Construction. We mean, first coming up with some of our own ideas, and then doing that, for example, at the later stage, which is equivalent to saying that the operation is like this. Then, in the future, in fact, I just talked about the difficulties, I think about it now. If it is difficult, it includes contracting out of villages' houses, which are actually the most difficulties we face, because now, for example, the village is improving better and better.

Some Villagers Want to Make Money by Themselves and Change the Institutions

Some ordinary villagers don't want the design in his house, they don't want to contract out their houses, they want to live in or whatever. There are also some tenants, they are engaged in the group rental, that is, some houses have already been done. This spread is more and more, they have begun to engage in the group renting. They may be like the urban area, making a house into many rooms, and they are not very compliant in all aspects of fire protection, and then this is quite a big challenge for our operation.

It is that ordinary people are sometimes engaged in these things themselves, so although they have this kind of pre-progress, that is, to meet the market idea. However, they sometimes don't quite comply with useful things. So this is a challenge for the village committee and for us. We chatted with the village committee in charge of epidemic prevention yesterday, and we just asked about the group renting. They actually say that they are equivalent to walking on the edge, basically can't help the edge, don't touch the line, just let them not care. Yes, now something occurred in the village anyway, and it is impossible for us to follow village routines any more. [Song: They spend money in these workshops, and this is your main operation income?]

Cloud City Company Is at Disadvantage of Making Income

We actually have a very single income at the moment, which is the rent. We additionally include garbage removal, which is the kind of property, we haven't said any of others, that is, we are not strong at this stage, and now it is still mainly supported by township government, so now we basically have very little income. In fact, if it is still from the perspective of the operation of Cloud City Company, in fact, Haishen Village is used as a support organization, but it is actually in its infancy. After the start it is done weakly.

Comments: There is another (question) like a contradiction, some villagers rent out their houses. I think there will be inevitable contradictions that is inevitable. It is mainly a question of the distribution of benefits, and now that they rent out their houses, it is like saying that they have to hand in a part of the house rent. Tenants are directly facing the villagers, and renting directly to get the income should also be supervised. You are like saying that some of the income generated is different from the original ordinary operation. It should be like the institution of the city. I think it's mainly a problem of system design, and the contradiction of this distribution is caused by institutional co-design. Cloud City Company creates good facilities and environment in the village. And the

company wants to contract out more vacant houses from the villagers by their operational mechanism. However, some villagers prefer to rent out their vacant houses to the renters directly rather than Cloud City Company. The goal of rural revitalization is broken on their different economic interests. The dilemma includes: Some uncooperative villagers are free-riders of Cloud City Company investment and development? Some uncooperative villagers should be isolated or punished by Cloud City Company? Some uncooperative villagers have their property right to make decisions for their maximization of resource utilization of houses? Should Cloud City Company and villagers have a co-design institution of local projects instead of company side design. Now the village committee is on the side of Cloud City Company, the conflicts are not serious. But in the long run, different economic interests make a big difference.

Cloud City Company Is Supported by Huinan Township Foundation

Cloud City Company and the Foundations Work Together

That is Huinan Township Foundation, which did the project. We mainly provide the venues, and actually one (condition) may have to ask them.

Generally Speaking, to Attract the Common People to Do Live Broadcast Is Not Succeeded

Their original intention may be to attract the common people to join in. If they have the willingness to do live broadcast, they can go to training. But I have heard that there are not many people who have signed up, so I didn't open that project, I don't know the details. It seems that there is no follow-up, that has not been done, and I don't know if the time has come or not. You can concern about it, or the time has not come. There were only three people that night. When we plan at the early stage, this is led by the foundation. Speaking of this thing, you can ask them about this matter, I don't quite know, we just provide a venue. [Song: What is CBD in the village? Where we work is CBD?]

Some Local Live Broadcast Rooms Are Successful

The live broadcast room is on this side, you can take a look later. Next to my office, there is a place that is "one hundred million", which has six new farmers, and they have six cooperatives. They have special peaches, they grow their own vegetables, mushrooms, they set up a cooperative company, and they work there. In their own words, they do live broadcast of selling vegetables. The land is rented by them, and they are also a company that invites investment in, you can understand it this way, that is their office, and the office is for investment. [Song: What is your design with specific examples of the project? How to design?]

The Keys of Project Design Are Market, Young People, and Technology

There are four fixed festivals throughout the year. We may prefer to multi-collect the cases on the market, for example, the latest gameplay or something new. Therefore, we also want to attract more young people to come, and we generally look at a new thing in this year, so we also want to copy it the rural revitalization, or make some innovation in the copied technology. After all, there is a psychology in our countryside, and there are some environments that are still not the same as the city. Some of them, including the camping style that is more popular now, may have already made it in the mall. We actually have this kind of natural conditions here, so we are all doing it in the outdoors.

Specifically, I really can't say this. Anyway, after we make a design, we submit it to the township for approval. Then, they give some comments when they feel it is appropriate, and then we make further adjustment based on their opinion, and put this activity into practice. This seems to be very simple, but I don't feel it so easy. [Song: I want to know how the whole process is designed. For example, what festivals are designed for camping

projects, how to design the four festivals in a year, what difficulties are encountered in designing, how to succeed in the end, how to carry out the results, what has happened, how to coordinate these aspects, and the whole process. Please give examples of the workflow.]

A Systematic Mechanism of Co-design Is Formed

The routine work is the same anyway. First of all, the 24 solar terms and festivals will come, and we will make a planning. We will submit the plan to get the approval of it. After the approval is completed, we will implement the planning. Then, we would unite the workshops business, and they would work on service industry.

First of all, we do activities to attract customers. Then we have to do a large activity on a large platform, and after attracting people, we also hope that each workshop has its own small activities with a package or something for everyone to choose.

The Professional Companies Design

That is true. For example, the camping project and the year-round festival project, how they are designed, and whether the whole can be designed in details? If you want camp activities, you can directly leave it to the professional companies to design. Because there was a camper company in our village, then I handed it over to it to do the design, and it was a subcontract-activity for them. [Song: How much camping did they do for the subcontract? How much energy did they spend, how much money and manpower did they invest? What financial difficulties were they encountered, and how did they end up their problems?]

I can't tell, it's a project. We're going to track a project. I'm a little bit less able to speak. [Song: The projects are designed throughout the year, which project you are probably familiar with, can you introduce that design? How did it come? How was the design implemented later? How are the effects?]

Learning From Others Design

I'll talk about a project, because the projects in the village are very common, and they don't have any characteristics anyway. Last year, instead of doing the Urban Space Art Season, we wanted to make a Model Community Project, and we went to learn that. Shanghai Financial Institute in Changning Street, that place is also a popular Internet celebrity check-in location for young people. Because of Tori U Bookstore, everything is over there, including some of the exhibitions inside. We also went to Wangjiangyi on the other side of Shangcheng Road, which should be No. 7 or No. 6.

Interaction With Others Design

To return the river to the people is to transform the river into the public space. We actually made that public space adding some elements of our own. Our project exhibition is there for about two months and have some presentations. These two projects participation is equivalent to a project that we go out to show, and find out our project unique design. Just let me say the case, I think it's the cat project in iQiyi social media.

The Dilemma of Collective Economy: How to Distribute the Shares

From the situation, Cloud City Company is also equivalent to a collective economy of Haishen Village. Although it is not said that the village holds the shares, but the shares in the village are not all occupied, anyway, there are quite a few, and it is okay. But we have actually been saying that we should let collective various economic market organizations participate in the grassroots governance of rural governance. [Song: In this regard, do you think that as a grassroot Party branch and a participant in the collective economy, do you have any ideas and experiences?]

Some of the experiences I've had before like this. Recently, we have been discussing the issue of collective

economic income. We think that because of the overall situation change since last year, in fact, each workshop has actually made money. Then, the villagers include the vacant house, the income of the house, including some income from volunteers, in fact, they all make money. But on the whole, the income of our village collective econemy Cloud City Company is still relatively weak. Therefore, we also want to say how to improve this collective economy (which becomes the main task) in the subsequent stage, because we are still mainly service-oriented, and we invest a lot in it, because there are some things that are being done regardless of the cost. Therefore, including this village, it has been talking about how to improve the collective economy, and this issue is very important. I haven't thought about this so deeply. [Song: You did this project or this work, which projects are more successful, or which projects are relatively unsuccessful? Or talk about the good, medium, and poor projects, these three situations are introduced separately. You think it is relatively successful.]

The Co-production Makes Some Successful Merchants

Speaking of relative success, the successful case, I think it is the current merchants, like steakhouses, like "Old Eight Dishes". They actually continue to do it, their ideas are quite good, and I think they are quite clear. Because I also heard a while ago that some villages outside came to recruit them, and they said they wanted them to go over there or whatever. Then they were talking, for example, about these situations, and then I felt that they said that they still liked to continue to do it here, and I think it was quite good, that is, it was relatively successful.

Leading Geese Leads the Geese Formation Pattern

Our place is really a plus score for rural revitalization, a village governance in Haishen Village, or a model of rural revitalization. So I'll talk about it again from the model. Well, on our side, we are saying that if there are three villages now, then there may be eight villages to join in in future. Between this countryside and that countryside, although there is actually an administrative division, it is actually the same customs, the same geography, the rural mechanism is actually the same. You come here, for example, how many miles you drive, it's still this way of growing rice, growing some plants, and then their customs are actually the same. Haishen Village has done rural revitalization on the side of Huinan Township, and they actually want to pass a pilot, such as Haishen Village at this trial.

Cycling Tourists Are the Most Successful Co-design Project

There is a cycling culture here with this natural condition. Then, they can do it as a core business, first develop from it, and slowly spread. Then, in the current three villages, it is based on cycling culture, and then a 15-kilometer cycling route has been created. You may not know now when it was the last time I was here, and recently there was a re-paved cycling path on the ground, and then a sign was made for the riders in the back. Sometimes it is a little inconvenient for cycling friends who may look at the small print that is erected. Then we may know that it is a cycling route at a glance on the road. A dozen of local leaders, who had also taken some bikes from *Giant*, and the real riding for a while, and they rode for more than an hour. Then, they looked at the overall route. They think the most attractive way is by riding. That attracts tourists most.

The Village Institutions Are Quite Complicated Indeed

As you said there is the administrative regulation, you can force villagers to do something. Now, including communication with the villagers, sometimes the village is a humanistic society. Sometimes there may be a role like an old lady or uncle can solve the matter. It is this kind of person with prestige in the village who solves this kind of thing. Moreover, it is not that if you have a hard and fast rule, he will completely listen to you, or the things in the village are quite complicated anyway. That's the possibility. In fact, some merchants have other villages and other companies as alternatives. [Song: How is such a relationship between Cloud City Company

and merchants maintained? How is the maintenance going?]

Cloud City Company Provides One-Stop Service for All Business

In fact, we have been serving them. When they have any big or small affairs, in fact, they are looking for us. For example, where the facilities are broken, we provide a little property service role. For example, they make something to eat, and they will invite us to eat. Because we are more like one family, it is indeed because the village is too small, especially everyone has a little bit of themselves recognition, a little feeling. I think when I come to the countryside, I still have a little feeling. Everyone had a common group, and then they were also counted as new villagers in Haishen Village. So we have some things that we negotiate and then do all the time. The communication is very close, and then there will be some work on our side, including events or receptions or something. For example, if we have an order of restaurant, then I will definitely go to the speaker publicity, or the blackfish restaurant, that is, we all allocate resources to share with each other. Because Cloud City Company made a lot of money, in the end everyone left, which is not what we want. Therefore, for all the resources obtained by Cloud City Company, we look at them separately, which workshop is appropriate.

An Innovative Model to Attract Tourists

Including their own customers in the village, such as where the customers of the homestay go to eat or whatever, where to play, do crafts, everyone communicates with each other in the group. It's like having a little loop. I don't know if one of the operating models that I understand is right, it's an innovative model, which is that it attracts tourists through these activities or through publicity, and it attracts tourists to Haishen Village. [Song: I don't know if it's inconvenient for you to disclose the operation after that, or how to plan for a larger revenue?]

Cloud City Company Is Co-investment of One Township Government, 26 Villages Collectives, and Some Private Leading Companies

The bigger revenue is this, first of all, actually our company is a government company. [Song: Is public-private sector cooperative production?] A large part of our company function is to cooperate with the government. First of all, the government should follow the government's policy, or follow one of its goals. Therefore, we can only say that in the general direction of the goal, see how to seek a profit of our own company. Can you understand? Most of our efforts is still doing government service, for example, what they are going to do, we are basically cooperating, or whatever. The reason why we have some of the benefits is actually to get government projects. For some activities, they will allocate a little money to our company. [Song: Does the Huinan Township Government purchase services? It's what we do every activity?]

The Benefits of the Villages and the Village Collectives Can Be Co-bounded

It's now, so the benefits are very single. One is the rent, and the rent is purchased by the government, and then we may do some big and some small projects. By entering a sign, a street light is obtained, this small fee, now the basic situation is like this. If we talk about future plans, in fact, I heard that I may actually want to introduce some financial means. In fact, I want to say that some of the benefits of the villages and the village collectives can be more closely bounded.

How can we increase the benefits, and then let the people share the collective benefits, and increase income? I can't talk about it at our specific level. I am going to talk about the basics. [Song: I ask about the relationship between Cloud City Company and business. So how did it maintain the relationship with the village in Cloud City Company?]

The Party Secretary of The Village Is the Co-chairperson of Cloud City Company

There seems to be nothing in the village, it is the brother company, the village secretary of this village is the

chairperson of our company. Therefore, the chairpersons just have different functions and do not work together. It's the same if they work together, and it's nothing. Then you are engaged in activities, no matter what activities you go to do, you need to discuss with the village. For example, these lands must be unified in the village first. What we all have to inform is that everyone must have smooth information, otherwise there will be something that is difficult to implement. That's true of everyone. [Song: I still want to know about that Cloud City Company. For example, the structure, the personnel, let's say it is a registered company, right? The company must register a corporation, or what we call the governance structure, that is, what is the situation in a month, and the major shareholders must be the leaders?]

The Leading Company's Capital Composition

This leading (company) is in this (pamphlet) introduction, and I think there should be a collection of information. One agricultural investment is an input of more than 20 village collectives in Henan Province, and Huinan Government Township is also a leading company. In the Huinan Leading Company, each of three villages accounts for 10% share, and the private leading company accounts for 40% share. More than 30% share belongs to our village leader, which is his social capital.

The Entrepreneurial Leadership of Leading Company

He has abundant social capital, and he is currently the general manager, who is also in charge of the research and development of this system. Before he was actually a programmer, and he had a company of his own, who was doing IoT-related business, Internet-related business. In the recent years, he went to Datuan Township to do Internet of Things related projects, and also had some contacts with the local government. He met a leader of Agricultural Development Group. Then, we brought him in. Later, because he probably wanted to work on rural revitalization. Then he held 100% of the company, he later released his shares to the government, and then diluted to the government, which is such a story.

From the Private Shares to Mixed Up Co-shares

It turns out that he completely holds the shares himself, holding 40% of the shares. [Song: Who are the shareholders?] Huinan leading (company). It is a Huinan leading (company) of the 26 village collectives just mentioned. In other words, the three villages account for 30%, and the leading (company) of Huinan Township accounts for 40% share. Yes, my boss holds 30% share. It ran for a few years, starting in 2018, and several projects were run.

Co-creation: CCTV and Xinhua News Agency Made a Shining Star of Haishen Village

Last year, we held Hengsha Workshop Project, which was the first time we appeared in front of everyone. Because there were no merchants before, there was no business, and there was no such format, it was Tainshi Business by Zhong Tianshi, and her mother did it. Last year, it was also the first time CCTV entered Haishen Village, and we reported several times. Then including Xinhua News Agency or others, they all came to have interviews. It happened to be last year, because there was a championship in the middle, so the whole heat was superimposed, and the media were quite a lot. And then, I sent some information that I could send energy. Then, just like one is Xinhua News Agency, the other is CCTV, the two major media. [Song: It's been almost a year since the central media entered, right?] It's been a year now. [Song: One year after the central media entered Haishen Village, do you think there have been any major changes? Will it affect the villages in any way?] In fact, on the whole, there were a lot of tourists last year, and there were more tourists last year than this year. After the Urban Space Art Season Project was settled, we have our greenhouse at that crossroads. The watermelon greenhouse was there, and we use the greenhouse to make an exhibition in the countryside, just like a city

exhibition. So that one really attracts a lot of tourists, that's my own feeling.

If there is a big (impact), it is something that has been more influential in various industries. If it can be landed, it will be very attractive to the tourist flow. It turned out to be successful, and then was copied over by other villages, that is, the grafted cycling merchant *Sussas*. Because it is not done on the Yangpu Riverside, that location has done a lot, it has a daily (flow of tourists). This material is like this, so with its landing on Haishen Village, it also brings us a lot of traffic jams. Originally, others knew it, after knowing it, and they didn't get a business license. Yes, we think that something has matured in the market, if it comes directly, it will definitely bring a lot of traffic. Including Disney or whatever kind of project, it must be like that.

Land Quota Is Very Short Which Is the Most Bottleneck of Development

However, we have just talked about the difficulties, and in fact there is also a difficulty, that is, our land restrictions, there are many difficulties. I don't know what the village committee will say, I don't know the first time we even had that subway, we even had our own parking lot, or whatever. This has not been implemented until now, which means that Pudong has the land quota released to Lingang Township and Disney project. So we also hold the red line of 1.8 billion mu, that is, it is basically difficult for us to move on, so there is no (land) quota any more. So we still think, in fact, we have always wanted to build a children's paradise (project).

If we want to do this kind of project, it's a public project, we can attract tourists. Without this land, we can't get the target project. In fact, we can think of and we are doing something, but there are many restrictions, mainly the land restrictions, and there are many land restrictions. For example, if we bring in cycling project, we can also bring in it, because we also have some resources, and we are in full cooperation. There is land (restrictions), which is not so good, including now Chongming Island with a similar kind of bubble houses, which is very popular. Yes, Bubble Houses (business) wanted to come over, and they asked us for more than 110 acres of land, and now we can't offer it. Now we are also all on the (land circulation) plate to see if there is some forest land in the Far East Village that can be released. Now they are also talking about land assets. Land is market demands, but there are still many restrictions of land.

[Song: I came here by subway, I also observe this village. Generally speaking, what is our main problem?] Space is a concept, and the space of your return ratio. I'm talking about how much revenue of 100 acres of land are produced. We produce it and we control the land scale.] Yes, we are planning land production. [Song: That is not bad, it's like saying that some of the most basic projects you want to keep, and other projects to be replaced. If you want to go smoothly, you have to replace some of them.]

Haishen Village Is Like a Town or a City and the National Land Planning Is Doubtful

Now it is quite urgent, quite difficult, because they have also proposed something before, that is, there may be that kind of small warehouse next to the villagers' house, there is that kind of sub-house. For example, they also put forward a concept of whether they can put away the land occupied by the auxiliary house and concentrate on the basic house. For example, fall down the house, and concentrate on releasing a piece of land from somewhere else. We talk about this concept, however the land discount is a lot. [Song: If we have time, let's discuss it. This is something that I think the national land planning is a very big limitation. Now, I've been thinking that this village is not rural at all, it should be part of a town or a city. In terms of the general trend, it was just the category of the administrative institution located in this village. There is another reason, like the homestay business, even if it is done in a village.]

The Comparison Between Less Move-Out Model and the Big Move-Out Model

It should be said that it is still relatively good, because the fame is also relatively early, but we also encounter

a problem now. What is the name of this model, including the model of Chongming Island? There is a homestay village in Chongming, and there are also homestays here in Fengxian. They are two-storey. Did you know? You don't know, it's that Fengxian has a pattern. In fact, they move out all people, release the land, isn't it possible? Now there's moving out there, and they're doing it. But including the overall operation now, it is not particularly good. Some it may not be good. Because of this epidemic situation, in fact, everyone is exploring this model. The exploration mode is that we felt at the time, and we had this idea by ourselves. For example, they did a really good job there, and the aborigines retained those houses. It is true that this style does not look very uniform, and it is really good-looking, and our company does in this way. Then, he didn't have a good unified plan, but then he also encountered a problem, that is, there were no indigenous people, but all service staffs. If you encounter that kind of time when there is no passenger flow, that place is like Lingang Township, which is also troublesome. In fact, the best we are equivalent to developing now, we still feel that retaining the aborigines, and the aborigines are in the original incentives, which is relatively good. After all, there is a basic popularity. Then if they all move out, to be honest, they are not very good now, it is that mode, it is equivalent to all of them exploring now. They really need to explore every inch (land) in every place which is different, not all models are explored. It's not that you collect all the local people go upstairs in unison, and that model is really good. Yes, it's a long-term thing. Sometimes we also feel that our village is OK at this point. Very scattered design, it seems that nothing happened. However, if you go to other villages, some villages seem to be inferior to our village. Some leaders also came to our village to learn from, and our evaluation was quite high, because after all, we invested less money in Huinan Township.

[Song: In fact, you have to look at the situation of rural revitalization, in fact, you also have to look at the funds invested, there must be a cost here, it is also an analysis of the cost and the cost-benefit ratio.] Therefore, this is still the case, which is actually equivalent to using a small part of the money and then integrating into the indigenous people. At the same time, it is indeed giving villagers employment opportunity, such as "Shihouyi" business, and indeed the employment income is pensioned, which is very ordinary, and even a village that has no appearance can get out. It is equivalent to making a combination of a third space between an ordinary village and a city. At least it can be connected, people in the city come to the countryside to have a rest, come to relax. At least you should have such a basic condition, that is, if Haishen Village does it well, in fact, now it is not so good, but still at the exploring process. Compared with some other places, which villages have invested a lot, we still feel that ours is quite good, at least compared with the original state before, we still have it. Yes, it should be said that three-fifths of the land is still agricultural land now. Therefore, some industries as a whole are also mainly agricultural. It's actually not like Jinqiao Township, like some blood transfusion, some other kind of big industrial park or something. In fact, it is too bad and it makes chaos. [Song: The overall conditions here are quite good, what do you think?]

Rivers and Vegetable Garden Are the Features of This Village

It also has its own peculiarities. For example, the subway is definitely a feature. Nowhere else, it's a prerequisite. Right. [Song: The second condition is that this village has rivers.] Right. [Now it is a river, the natural scenery of the river, which is also a big feature.] Right, right, right. [Song: I think there is another feature, there is a vegetable garden next to each house.] Yes, yes, yes, at the back of the room. [Song: For a civilian, even if he has the space, he/she will not grow vegetables, there is no this life style, and the vegetable garden should be retained. And the use of our old man, that is, the old man, his own words, can't he also create income, right? He can cook, take care of the rest of the house, clean up, these are some of this village strengths.] It is equivalent to saying that it may be that we have a particularly great achievement, not that there is none. After all, there are some big projects, because there are some things that really need to be introduced by a big project to make this place popular once it is hyped. However, as a whole, we say that the first step is even if we are in the 1.0 version

stage, maybe what we really are, for example, tourists in the city want to have some leisure packages, such as staying for one night and doing some crafts. Then, for example, eating some farm food, we at least did that. Then, the second point, we also want to say, through the linkage of several villages, and then also including the gradual management of this river, can we play some (boat) paddle boards here, right? Now we can also do this to the poor households of the stand-up paddling, and we are doing this to us.

The Possible Talent Apartment Project

We actually have a plan for next year, which is near the subway station, and we want to build a talent apartment. This also told by Secretary Zhang, (through) the talent apartment, and then directly attracts some people to come and see, whether they can do some art projects in what location, or whatever, can they be combined with us. Or do you hope that some people will pay attention? Yes, that is, including some college students or something, we feel that it is still quite needed. Because we recruit people, because sometimes I am seeking for, it is still a little difficult to recruit young people, and it is quite difficult to recruit skilled people now. [Song: Let's say there is a programmer in Pudong, working in IT. If you rent a room here, one living room, how much is it?] Originally we made a talent apartment in the village, and then we calculated it like this, one room and one bed. For example, if his house can put two beds, then the room is 2,000 yuan a month. Let's say you can find a room partner, two of you will pay 1,000 yuan per person, and then we will not mention a bed room. [Song: There is a concept here. Generally speaking, two people in one room, I think it is not a trend. Because now young people are so independent, even if he/she is young, he/she still has an independent room, which is more important. What do I think can be done? For example, there are some new ideas, that is, there are containers, and the house is stacked like one container by one.]

The Policy Blocks Container Room Project

I know the container room, we played with them before, and then the satellite has scanned them, no way, and then our containers have been removed. Satellite scanning, I don't know which department, the Ministry of Land or some other department. Well, that counts as one policy. They said that what we were doing was illegal. [Song: Actually, the container room is really the biggest idea on the scene by Jack Ma. What does Jack Ma do? He has an idea of RMB 90,000 to build a home, similar to the concept of container rooms. 3 meters diameter cement pipe, and 6 meters long such a cement pipe room, the facilities inside the room is a complete set. He can produce a lot of houses with only RMB 90,000 each. Elon Musk, he's going to produce a $10,000 house now. He has a new idea, in fact, if he has a piece of land in this place, a stack of six floors, residents can go to the bathroom outside.]

The six floors are not allowed in the villages. I'm going to tell you about the situation. You see that there are planning limits to the number of floors in this house, even if you don't have these (restrictions). [Song: In Pudong District I was thinking about a question, my original research was also in Pudong, and we did some researches. There are a lot of problems. This number of floors has nothing to do with airplanes. But government does not allow local people to build high buildings.] The planned floors, such as three-, six-, or multi-floors since there are dangerous houses. We assume that there are dangerous houses, then we want to tear down and rebuild them. OK, then we have to see how many layers the certificate has, two layers on the certificate, and two floors on our reconstruction. [Song: Why is that? This system design, fundamentally, I think it is a problem of top-level design, and this top-level design is unreasonable. When the productive forces develop to a certain stage, you have to break through the relations of production, and it makes no sense for you to do that. It's not just this problem. In fact, the problem of the whole country is similar to it, if you don't release the policy, then how can it develop?] So, we are actually what they are called, there is a proverb, what mud snail wall, what mud snail to make a dojo,

is how to use the existing conditions. [Song: I think I have two small ideas for this condition.]

How to Solve the Parking Problem?

[Song: About the parking lot, generally it is a limited space, what can be done? One of them is to hinge this hinge for us. More seven or eight floors, that would be good, the ground is 15 square meters. How many cars can it fit for me, 15 cars, seven cars on one side, eight cars on the other, 15 cars occupied 15 square meters. You think about this. This is a release, this is a solution.]

The Multiple Route System Design

[Song: There are multiple road systems. You mentioned the trail. In Norway there is a good approach for multiple routes design, which I think is good. Figure out the routes on the local map. The first is walkway, the second bike paths, mountain bike paths, the third horse trails, and the fourth bike paths. In addition to the car road, there is something else, and the disabled path. Or whatever, there are five different routes, and there is an expedition path, and the route system is clear. Some routes don't need any facilities, just give a route sign, and make the whole route system. The route design doesn't have to invest a lot of money, this should be a complete design.]

We have two routes in that mini program, such as the children's route even if it is a small program. But there is no small program of information coverage, it should be on the ground, it should be clear (small program) to indicate this thing. Yes, there should be the routes, and then there is also the problem of cost, without this. [Song: it has almost no cost of some routes. If you carefully examine your entire routes, you will find out the main road is very good. Other routes are just a route track or a route line, or it refers to a rope to figure out the route directions for others to know this line. So this is a route design problem. In fact, a lot of the rural revitalization doesn't need so many buildings, I think. Why don't you need a lot of buildings? Look at a Dutch or European village model in a natural ecology. Their bridges use old wood. What kind of small bridge head? A plank of wood and some reeds blend naturally with these matching designs. Sometimes it is necessary to make a big investment, but I think that large investment projects are not necessarily good for rural revitalization.]

More Vegetable Fields and More Rice Fields Are Big Features

In rural revitalization more vegetable fields and more rice fields are used. This is true. That is, in fact, in the process of implementation, for example, taking it as a small attraction, you say that the small attraction is getting it, but if you spread it out and make a macro perspective, it has attraction. This attraction may sometimes be difficult to implement, and the lecturers for tourists may not be particularly deeply contacted through staffing. Passion and talents are crucial. [Song: There is another factor, because our village is dominated by elders, we still have to explore the autonomy of this village. Local old people can also do things, they can also do some things, we can't expect all young people to do these (things), nor can we expect that all the superiors do it, or play their (old) enthusiasm.]

The Red Tape of Policies Is Problematic

[Song: If the problem of a project is more difficult, and it is difficult in our offline work, how do you think we solve the difficult work?] To solve the red tapes of these policies, for example, in the actual operation process, few people can have communications. It's still more difficult in the village. It is more difficult to recruit staff, now in fact, college students, directly go to work in the countryside, very few.

It Is Difficult to Recruit College Students

[Song: To recruit college students in the village is a real problem?] Yes, I think so. It's beyond our imagination, and we don't have that much money. So what is it that you expect everyone to come out of this rural job? It's that the salary we actually offer is similar to the market pay. You also have a college student, which is

now RMB 5,000 to RMB 8,000 per month. [Song: We can also publicize the pay information. We can also mobilize them to apply for the job here, I think it needs job advertisement. First of all, you want to release this information on the website, which is very important. It's like saying word-of-mouth stuff, that's the traditional way. Make it clear what position you need on the website.] "Worry-free Future" has our job advertisement on the Internet. [Song: Not only in the "Worry-free Future" website, but also a village website in which of your village needs to establish its own independent website to make your own a famous brand effect.]

Recruitment data such as independent websites are not clear to others, and some things are old people in the village. That may not be practical to implement in every village, because no one says yes, what do you say this can do? You can take out loans, some are the same, you just have to follow up. I think it's okay to be more formal, otherwise it's hard for you to recruit people. It's really because we can't recruit people even if we have some innovative ideas. [Song: Perhaps we can do an experiment now. You send me this recruitment information, and I will pass it to the students, and see if there is someone willing to apply for the jobs, such as the graduates from colleges who study social work and public administration. For the profession of rural revitalization, they are called rural planner, designer, and appraiser.] I will send these posts to you. [Song: I will mobilize some students to apply for and we will contact.]

The Salary of Talents Is at the Market Price

I didn't say that our salary is low. It is clear that the talents did not come here because our company is not a government institution, and must be recruited by the market (salary). To be honest, this is quite good. The distance from city to here is a bit far, it's very far. It will take us an hour to drive to Lujiazui center. So we are connected to Lujiazui side in this way. This is right that rural revitalization has a long way to go. We are exploring the model of rural revitalization.

The Village Location Is Far From the City

There are some students who have some ideas to join us, and then they may feel unsatisfied, and there are such things. They give up their intention or feel hesitant. [Song: From us, the trip is from Line 11, to Line 13, and then to Line 16. Basically how long do I start from Putuo District to do researches?] Each trip takes two and a half hours, at least two hours. [Song: The subway (in the city) side is faster, but the subway (in suburban) is not fast. The subway here is not fast, it is a long distance between stations, and it is not downtown of Shanghai, and Shanghai is so big.] Yes, Shanghai is so big, after all, our village is on the outskirts of Shanghai. The largest student group on our (Haishen Village) side is the university town in Nanhui District, and then the Lingang Town, where there are some marine universities, etc. Then, there is Cambridge College of Shanghai and Shanghai Electrical Machinery College. [Song: How long does it take from Jinshajiang Road to get here?] It's about two hours. I think the metro is running too slowly. The metro drives slowly, and the driver needs to speed up. If you drive faster, one hour can be reached, I think it's okay. First, it is necessary to introduce some policies to attract talents. Perhaps ask students to apply for jobs here, mainly to attract talents. Whether it is the same salary as the market price. I think it's OK.]

Social Organizations Are Very Weak in the Village

[Song: Haishen Village has to engage in social organizations. Generally speaking, it is necessary to mobilize social organizations. And volunteers should participate together. Without these social organizations, only relying on the government, I think it is inadequate.] Then, we also have to find some societal aid or some kind of (organization), like volunteers in terms of actual cooperation, if they only feel that they have the mentality that they come to do the shops, do routine work. In fact, their mentalities are not up to (volunteers). We do shops ourselves, and our own company does shops by ourselves. Sometimes this kind of (situation) is puzzled, it is not

easy for us to manage, in fact, we are all paying attention to shops all the time. Sometimes it's better to reach out and get it by ourselves. Sometimes we do some. We are also trying, not very ideal. It is better for us to recruit people ourselves. [Song: What is the structure of the population now?]

The Ageing Population Problem Is Serious in The Village

The Ageing People Only Have Primary Education and Cannot Use Smartphones Generally

The elderly persons do not have smartphones, and there are more elderly people. However, when I actually communicate with them every day, it seems that there are quite a lot of young people. The place is not many young people during the day time. During the day time, you think that the family members are all going to work, and the home is empty. It's the same, all family members go to the place of that development zone. [Song: This specific question cannot be pulled out without asking about their demographic structure and their history. For example, even if there are elderly people. Elderly people also have a demographic structure. Now, let's compare, Japan's farmers are over 60 years old. What do they do? Their agricultural population is almost elderly people, and the elderly do the farms work. We are also going to go this way, and that's the same thing to China. Therefore, it is necessary to mobilize the elderly as well. 60-year-old, 60-70-years-old, and people over 70 years-old, our current healthy age is 75 years-old in Shanghai. Then the population under 75 years old almost have to contribute to the society, they also have to work.] As far as the situation is now, it seems to be a little different. If it is a small shop, their own kind of small shop, they grow their own (products). And then, there were more [products], and in fact they were all contracted out.]

Old People Under 75 Years Old Can Do the Farm Work

In fact, the old people do not farm much, but share their house management. It means, growing vegetables, cleaning up, doing greening work, and there are only these three jobs left. Or other situation? If his house is vacant, then rent it out. [Song: You know that usually it is engaged in sanitation and greening, and public things, which is called public affairs.] It's about cleaning up and upgrading. Another is to grow vegetables. They are doing this, that is, 60-75 years-old men basically can still do their jobs. These jobs can be done by not so old people who are not willing to do it.

Sometimes old people need to be mobilized. Experiencing the social value, they are willing to do, and they are sometimes willing to do the jobs. We also have to consider the risks of old people, and we dare not use them since they are too old. I'm honest, I'm afraid to use them. [Song: This is the same as the recruitment of human resources. Any recruitment, anyone is possible at risk, there is no discrimination. The 60-75 years-old will also be treated in that direction in the future.] They are too old here, so we don't need them. They are really not necessary. [Song: Generally speaking, what is the age working limit you set for use old people?] It is generally around 50 years old and before the age of 60. If they are over 60 years old, and they are not much recruited. [Song: People over 60 years old are not recruited, right?] Almost, the 50s years old are relatively old, and they not really old people.

But if they say that there are actually jobs outside, or part-time jobs, or the ability to work with their own products, then they will actually do. For example, he will go to those melon bases, welcome! It's all about it, and it's all about it. So, these industries are also recruited as a team. [Song: There are two trends in China. The first trend is that China is aging, with fewer and fewer young people, and there are elderly people everywhere. Not only in our village, but everywhere it is difficult to recruit, this is the first trend. The second trend is that the elderly must be used, such as those under the age of 60 to 75, and this is also a trend. Who will depend on this agriculture in the future?]

Cloud City Company Doesn't Want to Use Old People

Actually, we really don't want to use the elderly. [Song: This is to break through, do you want to break through or not? Taxi drivers in Japan, the taxi industry is over 60 years old, they are all very good. That's pretty much all (for the elderly). However, I think that the mentality of the Chinese elderly is completely different from the mentality of the Japanese elderly.] For this need, you must find someone. You would have given up your seat on the subway, and people were happy. Then we're afraid we won't be able to grab the seat, right? [Song: I have a thought about this as a whole, that is, the linkage problem of several villages like ours. The linkage problem is based on cities or towns, such as which villages we lead to jointly carry out rural revitalization. If this is the case, it may not be the same as our original concept of administrative village. Our administrative village concept is that this village is my responsibility, and if there are 800 people left in this village, I will lead the remaining 800 people, excluding the other two villages, only Haishen Village.]

Possible Solution: To Attract Outside People to Work in the Village as a Development Strategy

[Song: The 3,800 people in the whole village are almost only in charge of their own village, but if you want the whole village, you have to link them all. After linkage, what kind of unbalanced development it has, it is a place that becomes a town or a city, and it becomes a city. Then, there will be a problem that this place becomes a city, and a large number of outsiders will gather in this place. It's like we're doing it better. For example, it's like building a five-star hotel. Wuzhen has Dongzha and Xizha scenic areas. Assuming that it is relatively good, a large number of outsiders come to Wuzhen.] The Wuzhen model is actually a little bit difficult to copy, and their pattern is very good. It has five levels of management, and that's not the same as our model. They carry out the unified management, unified management of a company model. And then, all the pricing and so on have their standards. This is good, but it is so difficult to implement for us.

His model, you see what our incentive economy is now called, is slightly more complicated. To stimulate the economy, one approach is the collective form. In addition, many people want to be independent as long as they are good, as you said, what they must be. [Song: After you build the village facilities, they enjoy this positive externality. So, your service covers his business, the village environment is good to them, and they make money. This is to be negotiated, how to design a system, is a more reasonable system to be considered. I think if you do it well, this is a real change.]

[Song: Not many people who come here to work in the village, as well as part-time workers, whether elderly or others. In this case, several other villages may be able to join in. All villages are developed in parallel by administrative means.] Yes, yes. [Song: There may be an intermediate breakthrough in development, and people from other villages, a large number of none local people will pour here. This is also a feature, so it may be necessary to consider a follow-up development issue.]

Because of the current model, we mainly want to create this place first, and then gradually, we are also feeling the stones to cross the river. [Song: I think it's better to do it. For example, steak and that blackfish visit, or something. This "Old Eight Pieces" shop, since it is done, must be expanded, just like a catering company. Now that it's done, it's possible to scale up. If the capacity is insufficient, it can be leveled or combined. Could it be a crowd of chefs? If I need 40 chefs, I need 400 chefs, all of them come, and it's quite possible, because it's a combination of chefs in Shanghai.]

[Song: Now "Old Eight Dishes" business has done it by itself, but there are not enough people. He has already hired three chefs, especially during the New Year. Then you usually, it is like I have already joined the alliance. If you join the alliance, you can use 300 chefs, and 3,000 chefs in the whole country can be deployed. If we've gotten to that stage, we've basically formed a network. Therefore, we must think about a network problem in advance. At

least who the personnel are, name, phone. These words for these personnel, as long as it is an order, in the WeChat group uproar, the required information will be transmitted. You look at this deployment, you have to have a WeChat group of something, recruiting people in many groups, such as our WeChat group of more than 30 people. Such a WeChat group is a form of our form, which can be a model for expanding economic development.]

Yes, it is still on the way to exploration, and urbanization is still being explored. What are the prospects for us now? Why say that this is our own group, it will be in it. Then, we also have our own community, which is the fan base. It is equivalent to each point we have offline, and at the right point, we have our own group.

If some people are swept in, we sweep some people in. Then, we're probably a couple of fans now, about 1,200 people, tourists. Yes, let the tourists scan in. Then, we post some information, and some sweepstakes, and then we all get it all inside. Yes, yes, yes, the group is also quite lively, and these contents are also done by us.

It is from 2021 that the number of people in the group has risen. [Song: Actually, there is another thing, that is, in this traffic, big data can be counted with cameras. Then, regardless of the peak season or the low season, all can be counted. After the statistics are good, generally speaking, as a company, it is a professional company's tracking service. Tracking big data, it will analyze this traffic and give you specific countermeasures. Therefore, there are many companies that may have such a business model, that is, the general market supervision company is responsible for this matter. We're not there yet. It's also easy to do, it's just a matter of money. [Song: You contact it [the big data company], and this can definitely be done. Sometimes, he will advise you on what to do, or what kind of personnel transfer, what freedom and openness, etc., will enjoy the service. [Then I have another question, that is, our current epidemic in 2022, a more severe year, is this one.] Second, our economy is in decline. Yes, the economy is down, it's okay. [Song: So how will 2023 respond? Such two big things. First is the epidemic, the second is economy. That's the case, one changes a day. The situation of the first two days, the situation of the first five days, and how to complement the bottom of the five days. Then, in the past two days, I didn't check the code, and I didn't check it when I went to the mall, and you couldn't see this information. Then, the people who come and go outside are not (checked) doped personnel, cross-city (personnel). Before, in fact, the epidemic is not impossible to leave home, just cannot leave Shanghai. In fact, the flow of people on our side is still a game.

It was because they couldn't walk, so he could only go to the countryside to play and stroll. In fact, our flow of people is not too small. Recently, because the epidemic was not strict in the previous two days, we did not accept many activities. Secretary Gao called us and didn't answer the event, and at that time I didn't know that the policy changed so quickly, and now I don't want anything, and I don't do nucleic acid. I don't even know what to say, it's the people who make the policy. Once a day in this situation, originally we planned to go to other villages, and we may have a few targeted businesses who are also in contact and want them to go to other towns. This can help them get it done at the end of the year. Go to other villages that are also ours, or other towns, and they hear that they are also in contact. It is said that he wanted us to go, it was too risky, not yet, because we only had a few people, and now there were few people. There are only 11 people in this (Cloud City) company. [Song: Do you have a work site in every village?] No, no, it's only here in Haishen Village to start doing it. We say that we have a big plan, that is, we have a mature model here, and after we have accumulated enough experience in all aspects, we actually want to go to the market and see if we can do it outside. We can also join forces in this way.

[Song: Because we are studying public administration, like rural planners, rural revitalization designers, or appraisers, we also want to make them. If you have something to do, we can do it together. Our MPA trainees are available in various bureaus in Shanghai, and they are generally interested in rural revitalization, and we are the best MPA. Do it first, such as our current emergency management, garden culture development and so on.] We have cooperative garden design, because of our small tangyuan project or something, sometimes I also want to contact them. What is popular in the market, some practices that are mainstream in the world. We're also

looking for such as Nanhui University Town. They have a college called Zibo College, it's a vocational and technical college, its equivalence to some of the college's projects, and they have to do with us, and then do a market competition. What I mean is that if your school has any similar competitions, we can plan any competition and participation. What kind of competition is there, and then what resources can be provided by our village, or anything, even some prizes, we can also provide with. Then, including what can be combined with the rural themes, if we have a village competition to provide you, I think any point, you take out the design competition, we convene this competition across the country, provide it to you.

First to solve the person issue, the person issue is like this case. There are two points of the house issue, that is, we now collect the local villagers' house. After the village brand name comes out, some merchants come here. They actually do not want rough houses, they want some decoration of the houses. Then, for example, seven or eight plumbers have come to consult. We have the staff at the Huinan building to help them and in charge of the house on sites. There are two houses, one called Romance Full House, the other called Time Post Office. Now we have recruited talent people for the shops, one is a *Guqin* craftsman, and the other is a craftsman who makes purple clay pots. What kind of Jade Buddha Temple who has to do with it? I don't care if it has anything to do with any temples, I only care about to produce the most impact stars. People have been recruited for these two houses shops, but there are some things on the scene that are not very good. They have made some changes, which are not rational.

Let us do village revitalization together, and we have to redesign. We have something to explore in the countryside. To be honest, our village really needs it. We need to include the international ideas and experiences, or some smart cases, we can do it. Basically Huinan Township is still quite laborious to do rural revitalization, because it is a large agricultural township after all, and it actually wants to play the flower-oriented industry, and it can't create a big industry. So we make good use of the countryside, which is also our advantages. It really endows great importance to our competitiveness. This is actually not controversial, the Party secretary and the mayor of the township give full support to our village, and they often come over for investigation. I think the policy in this area is still spiritual. Although it is instilled, everyone is really responsible in Haishen village. It needs gradually exploring, which is in the very good process. The rural revitalization has taken placed at grassroots level, I think it is a great change for China.

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