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# Construction and Analysis on the Source Model of Competitive Advantage of Ningxia Wolfberry Industrial Cluster

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**Abstract** Related literatures about the source of cluster competitive advantage are reviewed. A total of six sourcing factors of cluster competitive advantages are summarized, which are the external scale economy and scope economy, the regional resources, the government function, the reduction of transaction cost, the effect of learning and innovation, and the coordination mechanism of cluster. Development status of wolfberry industrial cluster in Ningxia Hui Autonomous Region of China is studied by using interview, questionnaire and other forms. Existing problems are put forward, including the relatively small processing and marketing enterprises in general, unclear product positioning of enterprise and poor transformation ability, insufficient brand propaganda and lack of a sound marketing network, single investment and financing channel for small and medium-sized enterprises, and poor planting organization of peasant household. Functions of sourcing factors of competitive advantage in Ningxia wolfberry industrial cluster at the formation and growth stages are analyzed, such as regional resources, government function, and scale and scope economy. Source model of competitive advantage of Ningxia wolfberry industrial cluster is constructed and compared with the evolution model of competitive advantage of small and medium-sized enterprises in China. Result shows that there are significant differences between the two due to their building foundations.

**Key words** Industrial cluster; Scale economy; Ningxia wolfberry; Competitive advantage; China

At present, theoretical study on clusters of small and medium enterprises (SME) is already mature. But there are few literatures on how to apply the existing theoretical and empirical results in guiding the industries at the initial stage of cluster development. This kind of applied research can speed up the formation of the regional enterprise clusters, avoid the waste of resources during spontaneous formation, and has important significance to enhance the competitiveness of the cluster by developing reasonable and effective policy measures. In this paper, status of Ningxia wolfberry industry is analyzed by using interviews, questionnaires and other forms. Source model of the competitive advantage of Ningxia wolfberry industrial cluster is constructed by combining with the regional differences of Ningxia Hui Autonomous Region of China, in order to improve the competitive advantage of Ningxia wolfberry industrial cluster, and to offer references for the competitiveness improvement of wolfberry industrial cluster.

## 1 Summary of related theories

There are a lot of expressions for enterprise clusters in theoretical circles. Michael E. Porter, in his book *The Competitive Advantage of Nations*, points out that enterprise cluster refers to geographic aggregation of correlative company, specialized supplier, service provider and related industries company, government and other relevant agencies within the specific area of both competition and cooperation<sup>[1]</sup>. At the end of the 20th century, phenomenon of SME cluster has aroused the concern

of a number of theoretical researchers. Taking the External Economic Theory by Marshal as a starting point, related theories about cluster is increasingly enriched and the research focus is also changed, developing from agglomeration economics theory to industrial location theory, from growth pole theory to the new economic geography theory, and from new competitive advantage theory to new industrial district theory. All these theories have mentioned the source of cluster competitive advantage. Literatures can be classified into six sourcing factors after analysis (Table 1)<sup>[1]</sup>.

Source of cluster competitive advantage is not always changeless. It varies with the evolution of the cluster. Porter argues that evaluation of enterprise cluster can be divided into four steps of germination, development, decline and upgrading. Certain historical background or opportunity may create some favorable factors to promote the formation of enterprise cluster. Once it formed, there would be an evaluation of self-strengthening mechanism. Some endogenous or exogenous adverse factors will cause a gradual decline of enterprise cluster. Upgrading refers to the self-renewal of enterprise cluster moving towards a higher level in order to get rid of the original development path. Klink divides the evolution of cluster into development, expansion, maturity and transition with theoretical statements and case studies in detail. Tichy believes that the evolution of cluster has four stages of production, growth, maturity and decline according to the theory of product life cycle. Based on the classification method of Zhu Xiaobin, a well-known scholar in economics in China, this paper divides cluster evaluation into formation, growth, maturity and alternation. Stage of wolfberry industrial cluster in China is analyzed, as

well as the major source of cluster competitive advantage at each stage.

**Table 1 Sourcing factors of cluster competitive advantage**

Sourcing factor	Representative researcher	Main point
External scale economy and scope economy	Marshall(1890) Weber(1909) Krugman(1991) Echeverri-carroll(1998)	The aim of industrial cluster is to obtain external economy. External economy can be obtained through concentration of many small enterprises with the same nature in specific places, that is, obtained through the industrial distribution. Industrial cluster is formed generally due to the cost saving, lower transportation cost, high proportion and large scale of manufacturing industry brought by sharing of public facilities and auxiliary services. On the network, many companies share manufacturing technology and other products information; and cluster network can obtain the scope economy of information.
Regional resource	Weber(1909) Porter(1990) Yamawaki(2002)	Regional resource refers to resource endowment in a certain region, including natural resources, labor resources, infrastructure and technical resources. Resource can attract the migration of enterprises and promote the formation of enterprise cluster. Meanwhile, if some resource elements become the elements related with cluster, the level of these resource elements can determine the competitiveness of cluster to a great extent. Social culture, the basis for the formation of cluster culture, is also a special resource. Development of cluster may also cultivate brand resources.
Government function	Porter(2000) Yamawaki(2002)	One of the important roles of government is to promote the development and upgrading of cluster. Government may make strategies, rules and regulations for cluster and appropriately regulate the competition and cooperation within cluster in order to ensure the right development direction. In the aspect of technical popularization, government may establish public testing and research centers and technology centers to guide and promote the application of technology in specific products. Government taxation and investment policies have far-reaching impacts on formation speed, formation mode and development direction of enterprise cluster.
Reduction of transaction cost	Williamson(1975) Storper(1989) Larson(1992) Echeverri-carroll(1998)	Transaction cost is used to balance the friction of natural systems; and network as an organizational form can reduce the friction. On the one hand, cluster will promote the complementarity of the activities of its members; on the other hand, interactive behavior in cluster network can promote the trust among members, so that the transaction cost is reduced. Even if there is not enough trust, both opportunistic behavior and transaction cost will be reduced due to the existence of future trading and future punishment.
Effects of learning and innovation	Porter(2002) Klink(1999) Echeverri-carroll(1998)	Establishment of trust not only has significantly reduced the opportunistic behavior, but also has led to the emergence of "learning". Participating in network activity brings both internal learning and external study; and internet intermediary plays an important role in stimulating learning of enterprise. Sharing and transactions of network knowledge can also encourage the innovation capability of enterprises within the network. Network having the characteristic of knowledge spillover can be called "soft" external scale economy. Clustering of related businesses can promote the dissemination of expertise and innovation. Particularly, exchange of tacit knowledge can stimulate new ideas and new methods of application, promote the industry fusion and discipline crossing, and enhance the emergence of new industries and new products.
Coordination mechanism of cluster	Jones(1997) Klink(2001) Echeverri-carroll(1998)	Coordination of cluster network aims to coordinate the relationships among various node enterprises in order to ensure the effective functioning of network organization as a whole. A strong coordination of network can improve the response capacity of environmental adaptation of enterprises. For instance, better production coordination improves the flexibility of enterprise and achieves the objective of higher quality, fewer defect and lower cost. However, due to the existence of opportunistic behavior, network coordination has its cost, such as time cost for production coordination and the cost of the error coordination. These are costs not included in a general market exchange.

**Table 2 Scale of SME cluster<sup>[2]</sup>**

Location of enterprise cluster	County, City	Production field or transaction types	Number of enterprises	Business volume // $\times 10^6$
Ningxia	Yinchuan, Zhongwei and so on	Wolfberry	130	21.0
Liushi, Zhejiang	Yueqing City	Low-voltage electrical appliances	1 080	64.0
Haining, Zhejiang	Haining City	Leather	2 030	55.0
China Textile City	Shaoxing County	Synthetic fabrics	1 360	169.7
China Tie City	Shengzhou City	Tie trading	280	12.0
China Commodity City	Yiwu City	Commodity trading	26 000	183.0
China Hardware City	Yongkang City	Hardware machinery	6 500	108.5
Keqiao, Zhejiang	Shaoxing County	Textile printing and dyeing	1 180	307.0
Qiaotou, Zhejiang	Yongjia County	Button and zipper	760	-
Dacheng, Zhejiang	Yiwu City	Shirt	387	-

## 2 Current status of wolfberry industrial cluster in Ningxia Hui Autonomous Region of China

By the end of the year 2007, Ningxia has in all more than 130 processing and trade enterprises about wolfberry dry fruit, wine, medicine, juice, flour, sugar, tea, drink and health care products. It has more than 20 processing enterprises above designated size, 33.9 thousand hectares planting area of wolfberry, and 70 million kilograms of wolfberry, accounting for 65% of the total yields of China. Wolfberry processing enterprise in Ningxia has a production value of more than 2.1 billion yuan, and reaches a processing conversion rate of 20% with 10 categories and over 50 kinds of products such as wolfberry wine, seed oil, juice and leaf tea. An industrial belt of "One Body Two Wings" is formed with Zhongning as the body and the east side of Helan Mountain and Qingshui River basin as two wings. Thus, the rudiment of industrial cluster has already formed in Ningxia wolfberry industry. At the same time, marketing network construction of Ningxia wolfberry is accelerated with improved quality and increased function. Zhongning County has built up the country's largest wholesale market of Chinese wolfberry and becomes the "distributing centre" of national wolfberry and the "barometer" of Chinese wolfberry price.

Since secondary data can hardly reflect the overall situation of cluster, this paper also uses the form of questionnaire. 20 questionnaires are sent out and 18 available questionnaires are retrieved. Statistical analysis shows that there are still some problems in the development of Ningxia wolfberry industrial cluster.

**2.1 Small scale of processing and marketing enterprises** A total of 77.78% people interviewed agree with this point of view. According to the overall size of the cluster, there are only more than 130 enterprises dealing in wolfberry processing and trade in Ningxia, which is relatively few compared with other mature domestic clusters. Table 2 reports the size and business volume of Ningxia wolfberry industrial cluster compared with the SME clusters in Zhejiang Province of China. Result shows that processing and marketing scale of Ningxia wolfberry industrial cluster still remain to be further improved.

**2.2 Unclear or low positioning and poor conversion of products** A total of 20% people interviewed agree with this point of view. At present, most products of Ningxia wolfberry processing enterprises are still at the initial stage with low level of deep processing and unclear positioning. Except for a few brands of wolfberry wine with certain popularity, most processed products only aim to meet the needs of local market in Ningxia. Since most of the enterprises just produce low-end products, brand influencing domestic market can hardly be established.

**2.3 Insufficient brand propaganda and imperfect marketing network<sup>[3]</sup>** A total of 72.22% people interviewed agree with this point of view. Though Ningxia wolfberry has a high reputation, wolfberry product is not recognized and accepted by the majority of people. Moreover, Ningxia wolfberry is sold out through the original model of fruit products. For example, many SMEs only sell products in Ningxia or a certain place and have

not established sales channels in areas outside Ningxia. Therefore, wolfberry products can not open up a relatively stable market in China.

**2.4 Single investment and financing channels of SMEs, serious shortage of credit funds, and lack of necessary financial support for industrial development** A total of 55.56% people interviewed agree with this point of view. Economic development of Ningxia is relatively backward and per capita income is relatively low. Therefore, it is impossible to establish enterprises only by relying on personal funds. Without the support of external funds and financial institutions, farmers and entrepreneurs dare not set up an enterprise.

**2.5 Low organization degree of wolfberry planting** A total of 88.89% people interviewed agree with this point of view. Individual farmer is responsible for the planting of wolfberry in Ningxia, which could increase household income to a certain extent. However, organization degree of wolfberry planting is relatively low, causing the waste of resources and the increase of transaction costs.

## 3 Source analysis of competitive advantage of Ningxia wolfberry industrial cluster

**3.1 Formation stage** Formation stage of Ningxia wolfberry industrial cluster is from the 1980s to the year 2000. Regional resource and government function are the main sources of competitive advantage of Ningxia wolfberry industrial clusters at the formation stage.

**3.1.1 Regional resources.** Wolfberry has always been a local product of Ningxia with a history of more than 500 thousand years. After a long historical development, Ningxia has accumulated a deep culture precipitation of wolfberry. Ningxia is located in the Ningxia Plain and is irrigated by the Yellow River with distinct four seasons, abundant sunshine, moderate heat and little precipitation, which are suitable for the planting of wolfberry. Peasant households have grasped a lot of wolfberry cultivation techniques and have cultivated a number of excellent varieties through many year's planting.

**3.1.2 Function of government.** Processing enterprises of Ningxia wolfberry has undergone a process of starting from scratch. During this process, government has played a role of leader. Wolfberry is the most characteristic local product of Ningxia and was a tribute to the royal family since the Ming and Qing Dynasties. Both the *Compendium of Materia Medica* and the *Pharmacopoeia of the People's Republic of China* categorize Ningxia wolfberry as a typical medicinal material. Until the 1980s, the first deep-processing enterprise of Ningxia wolfberry, Zhongning Wolfberry Products Plant, is set up in Zhongning County, Ningxia. But due to the backward equipment and processing technology, low scientific and technological content of products, poor quality and insufficient means of marketing, Zhongning Wolfberry Products Plant finally announced bankrupt in the year 1993. At the early 90s, under the guidance of government and experts, state-owned Nanliang Farm eventually produce a "wolfberry juice" with relatively high technology content and consumer grade. However, due to the immature technology and the inaccurate market positioning, this wolfberry juice dis-

appeared soon after its coming out. Later, a private enterprise in Zhongning County introduced more advanced technology and equipment and produced "wolfberry powder" and "wolfberry soymilk". But the development of this enterprise is slow due to various problems of technology, capital and management. At the end of 1996, there are less than 2 thousand hectares of wolfberry with less than 1 500 thousand kilograms yields and 30 million output value. In the year 1997, Ningxia government finally decided to take wolfberry as the dominant agricultural industry with local characteristics, and to start to initiate the construction project of high-quality wolfberry base, to use the powerful hand of government organization, and to develop wolfberry industry by capital and policy. In the year 2000, Huinong County in Ningxia began to enhance the development of wolfberry deep-processing industry, to invite investment from developed areas in eastern China, and to start two high-tech projects with advanced equipment and technology and tens of millions of total investment.

**3.1.3 External scale economy and scope economy.** Since government pays more attention to the wolfberry industry, a small amount of enterprises begin to enter the wolfberry processing industry. Thus, wolfberry products have more varieties and farmers are willing to plant more wolfberry. At the year 2000, planting area of wolfberry in the region reaches 8.8 thousand hectares with the total yield of 4 820 thousand kilograms and production value of 67 500 thousand yuan<sup>[4]</sup>. Functions of external scale economy and scope economy have become more significant due to the increase of enterprises gather degree and the initial formation of sale network.

**3.1.4 Other sourcing factors.** At the formation stage, enterprises rarely connect each other and the relationship is established based on transaction. Thus, cluster can hardly reduce the transaction cost. Most of the coordination of the cluster depends on the tradition and some informal communication organizations come into existence, but the formal coordination mechanism has not yet formed. During this period, enterprises mainly rely on their own strength and techniques to conduct product processing. There are few opportunities for enterprises to exchange experiences and learn from each other. Not to mention the effects of learning and innovation.

**3.2 Growth stage** From the year 2000 till now, Ningxia wolfberry industrial cluster is at the stage of growth. Regional resource, government function, external scale economy and scope economy are the main sources of competitive advantage of Ningxia wolfberry industrial cluster at the growth stage.

**3.2.1 Regional resource.** In the growth stage, regional resource of Ningxia is still an important sourcing factor of cluster competitive advantage. But the connotation of regional resource is further enriched at growth stage, including the existing natural and cultural resources, the improvement of traffic environment, and the emergence of a group of outstanding entrepreneurs. Through specialized division, skill of labor force is further improved and the human resource is greatly enriched. In the year 2002, experts have conducted scientific planning on the optimal development area of Ningxia wolfberry, and have reported the "Ningxia wolfberry" brand protection of origin place. On May 18, 2004, it is approved by the State Adminis-

tration of Quality Supervision, Inspection and Quarantine. In the year 2006, geographical indication of "Ningxia wolfberry" has been formally used. Thus, Ningxia wolfberry industrial cluster has its intangible brand resource.

**3.2.2 Function of government.** In the growth stage, function of Ningxia government becomes more apparent during the development of cluster. Since the year 2000, government has increased the support for Ningxia wolfberry industry, has formulated a series of criteria, has initiated the "Action Plan for Pollution-free Wolfberry", has promoted the standardized production comprehensively, and has implemented the strict control of regional planning, variety selection, standardized management, commercial processing and deep processing from the source of production. In August, 2004, government of Ningxia issued the *Suggestions about Implementing the Development of Wolfberry Industry*, adjusted the use structure of funds for agriculture, passed the 20 million yuan support for poverty reduction, agricultural industrialization, forestry industrialization, and scientific technology of wolfberry in principle, and decided to give special subsidies for basic research, seed breeding, market expansion, demonstration park construction, service system construction, new product development of leading enterprises, and so on. It is announced that 60% of the local value added tax will return to wolfberry industry within 2–3 years. In the year 2005, government began to implement the "Wolfberry South Domestication Project". In order to obtain high quality wolfberry and protect the brand of Ningxia wolfberry, local government issued the *Notice on Developing Wolfberry Quality Security Special Rectification* in the year 2006. In the same year, the Department of Finance, Department of Animal Husbandry and Veterinary, Forestry Bureau, Department of Science and Technology and Development and Reform Commission of Ningxia Hui Autonomous Region have together released the *Policy Choice on Promoting the Development of Special Advantage Industries*, which regulates that any enterprise or cooperative organization signing a product purchase and sale contract with farmers should strictly enforce the pollution-free standardization management. Enterprise or cooperative organization may receive 30 thousand yuan as an award from government if the base is above 33.33 hectares, may win 900 yuan per hectare prize for setting up demonstration area of new variety Ningqi No. 3, and shall be awarded with 500 thousand and 200 thousand yuan for establishing national and regional brands. Meanwhile, local government also gives priority aid to training, investment invitation, product promotion, marketing docking, brand promotion, trade fairs, and information network construction of wolfberry industry.

**3.2.3 External scale economy and scope economy.** With the increase of SME, agglomeration degree of enterprises is improved, production network within cluster begins to take shape and specialized division of labor also gradually becomes apparent. Thus, marketing is further enlarged. In May, 2001, low-alcoholity nutrient fermented wine of the brand "Ningxia Red" was put into market in batch. In 2002, marketing network extended to the east and south China and developed provinces with broad market prospect. At the end of 2007, wolfberry output and production value of Ningxia reach 50 thousand tons and

2.1 billion yuan, which are 14.5 and 31 times of those in the year 2000, respectively. At least 100 thousand peasant households become rich by relying on wolfberry industry. And more than 200 thousand people are engaged in cultivation and deep-processing industry of wolfberry<sup>[5]</sup>. With the improvement of transportation environment of Ningxia, raw materials and products in the cluster can reach scale mass production, so that transportation and transaction costs of a single enterprise are reduced and the external scale economy of cluster becomes more apparent.

**3.2.4 Other sourcing factors.** As for the coordination mechanism of cluster, Ningxia Wolfberry Association, a formal association, has emerged in the year 2001 with the development of cluster, which is established based on traditional norms. During the growth stage, enterprises have more opportunities to learn from each other and cooperation with external institutions and research agencies are more frequent. Thus, new research results are obtained and investment in scientific research is increased. Though developing rapidly in growth stage, industrial cluster is not strong enough to be the supporting condition of regional long-term development due to the lack of core competi-

tiveness and the imperfect internal network structure. Therefore, effect of learning and innovation can not become the core source of cluster competitive advantage.

In a word, development of Ningxia wolfberry industrial cluster is still at the growth stage, which is supported by 61.11% people interviewed. Therefore, there is still a long way to go for the further evolution of Ningxia wolfberry industrial cluster. Since both government and enterprise are the main driving factors, how to exert the maximum synergistic effect of the two needs to be figured out during practice.

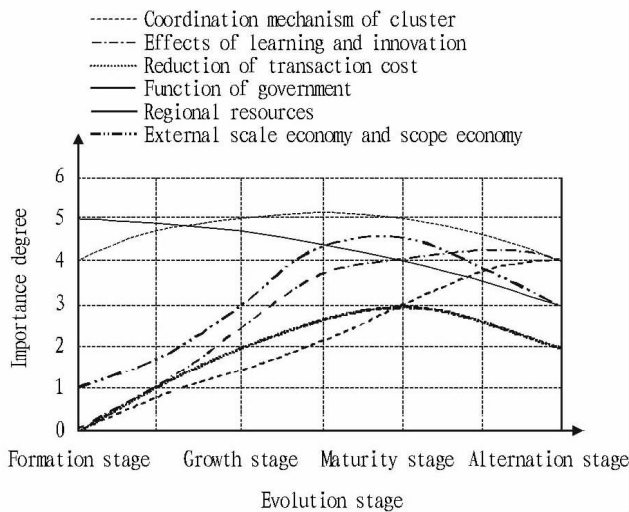
### 4 Construction of the source model of competitive advantage of Ningxia wolfberry industrial cluster

Table 3 reports the mean score of sourcing factors at different stages according to the questionnaire. As the people interviewed have a higher level of education and have a better understanding of Ningxia wolfberry industry and enterprise clusters, they can better reflect the importance of competitive advantage source of Ningxia wolfberry industrial cluster.

**Table 3 Sourcing factor importance of competitive advantage of Ningxia wolfberry industrial cluster**

Source of cluster competitive advantage	Formation stage	Growth stage	Maturity stage	Alternation stage
Regional resource	5.0	4.5	4.0	3.0
External scale economy and scope economy	1.0	3.0	4.5	3.5
Effects of learning and innovation	0	2.5	4.0	4.0
Reduction of transaction cost	0	2.0	3.0	2.0
Coordination mechanism of cluster	0	1.5	3.5	4.0
Government function	4.0	5.0	5.0	4.0

According to Table 3, evaluation model of competitive advantage source of Ningxia wolfberry industrial cluster can be drawn (Fig. 1).



**Fig.1 Evaluation model of competitive advantage source of Ningxia wolfberry industrial cluster**

## 5 Comparative analysis of source model of competitive advantage of Ningxia wolfberry industrial cluster and the Chinese model

Compared with the evaluation model competitive advan-

tage source of SME cluster in China, there is certain difference in the sources of competitive advantage between Ningxia wolfberry industry and SME cluster.

(1) Regional resource and government function have more prominent importance to Ningxia wolfberry industry, which is due to the long history of Ningxia wolfberry and the strategic position of wolfberry in the development of Ningxia industrial development.

(2) Effect of learning and innovation shows relatively weak importance, which is mainly due to the overall educational environment in Ningxia. There are few colleges and research institutions in Ningxia and the education level of enterprise managers and labor forces is relatively low, which prevent the exertion of the effect of learning and innovation.

(3) External scale economy and scope economy has less importance to Ningxia model than Chinese model, overall scale of Ningxia wolfberry industrial cluster is relatively small since the formation stage compared with the mature cluster in China. Even in the mature stage, cluster scale in Ningxia will still be relatively small. Besides, Ningxia, located in the northwestern China, has relatively inconvenient transportation. Environment for SME growth is poor in Ningxia compared with the coastal areas. Moreover, source model of competitive advantage of SME cluster is established based on the cluster of coastal China. Thus, difference between Ningxia model and Chinese model is inevitable.

ideas and so on. Therefore, the construction of rural network, as an indispensable part of the new socialist countryside construction, should be carried out as a fundamental and routine work of the government. In that case, law instruments are necessary to set up regulations for the subject of liability, institution setting, financial guarantee, facility management and maintenance, personnel allocation and training, specialized services, legal liability and such aspects in the construction of rural network. The government should play the guiding role in the legislation and be responsible for implementing the network construction. In eastern coastal areas, the network construction can be organized by the government, invested by peasants and rural collective economic organizations, or all the three parties invest a certain ratio according to actual circumstances; however, in the central and western areas, all or most of the cost in the network construction should be paid by the government, such as establishment, maintenance, use, training and techni-

cian allocation and so on, rigid management is also necessary for the use and audit of fund to ensure the effective implementation of the network construction.

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## 中国新农村法制建设的若干问题探析

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**摘要** 首先,从两方面概述了改革开放30年来中国农村法制建设的发展状况。①农业法律法规方面。介绍了自1982至2006年来影响较大的一些法律法规,提出了法制实践过程中存在的一些突出问题;②农村社会治理法律制度方面。介绍了相关法律法规的颁布情况与积极作用,提出了政策、规章实施中存在的问题。其次,对新农村法制建设进行了展望,分析了新农村法律制度所应具备的特征。一是相对完备的法律法规体系。应具备有助于促进传统农业向现代农业转变和农村健康发展的农业法律法规体系;着眼于用法律改善农民的综合能力。二是法律的社会认同性特征明显。应充分考虑中国农村的现实状况与需求,积极采取各种制度措施,强化法律的社会认同性。三是法律的实在性不断催生新的法律需求。应当关注农村中出现的新问题,适时提供法律供给或调整农村法律工作思路。最后,探讨了新农村建设中应重点关注的一些问题,以期对相关政策的制定提供借鉴。一是农业生产适度规模化的法律问题;二是农村金融法律问题;三是农业社会化服务法律体系;四是城乡一体化的户籍制度的构建问题;五是农村土地产权、收益法律制度与社会保障法律制度;六是农村网络建设的法律问题。

**关键词** 新农村法制建设;农村发展;问题

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## 宁夏枸杞产业集群竞争优势来源模型的构建与分析

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**摘要** 综述了有关产业集群竞争优势来源的文献资料,归纳出了6个产业集群竞争优势的来源因素,即外部规模经济和范围经济、区域资源、政府的作用、交易成本的降低、学习和创新效应、集群的协调机制。采用访谈和问卷调查等形式,研究了中国宁夏回族自治区枸杞产业集群的发展现状,提出了其存在的3方面问题:一是加工和销售企业总体规模较小;二是企业产品定位不清晰,转化能力差;三是品牌宣传力度不够,没有形成完善的营销网络;四是中小企业投融资渠道单一;五是农户种植的组织化程度偏低。分析了区域资源、政府作用、规模和范围经济等竞争优势来源因素在宁夏枸杞产业集群形成阶段和成长阶段发挥的作用,构建了宁夏枸杞产业集群竞争优势来源模型,并将其与中国中小企业产业集群竞争优势演化模型进行了比较,认为两者存在显著的差异性,这是由2个模型构建基础的差异所决定的。

**关键词** 产业集群;规模经济;宁夏枸杞;竞争优势