

# Logistics Analysis of Cold Chain Supply Chain of Fresh Agricultural Products

## -- Taking Pagoda Company as an Example and Financial Improvement Suggestions

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### Abstract

This article proposes new concepts for the operation of cold chain supply chain logistics for fresh agricultural products for companies engaged in the circulation of fresh agricultural products. Based on the current situation of Baiguoyuan Company, the strengths and weaknesses of the current cold chain supply chain logistics management and performance management processes are analyzed, and logistics transportation problems are identified. Combining with modern logistics supply chain theory, suggestions are proposed for promoting the cold chain supply chain logistics of fresh agricultural products for Baiguoyuan Company, and prospects for its future development are reviewed. This has certain reference value and significance for emerging chain enterprises under new circumstances.

### Keywords

Financial Management; Performance Management Processes; Baiguoyuan Company.

### 1. Introduction

Pagoda is a full fruit industry chain enterprise integrating fruit procurement, planting technical support, post-harvest preservation, logistics and warehousing, standard grading, marketing expansion, brand operation, store retail, information technology, financial capital, scientific research and education. It is also a fruit franchise The pioneer of chain business. It has won honors such as "Asian Fruit and Vegetable Retailer of the Year 2015", "2017 CCFA China's Chain Industry Employees' Favorite Company", "2015 China's Best Store", "Commercial Franchise System Evaluation Enterprise AAAA" and other corporate honors[1].

Pagoda was established in Shenzhen in December 2001 and opened the first fruit store in China in 2002. Pagoda is the first in the industry to launch the service commitment of "Three No Returns if Not Tasty", that is, no receipt, no real object, and no reason to trust the return service if it is not delicious, creating a new level of service standards in the industry[2]. In 2015, Pagoda's first fruit standard system in the industry was officially released, and the fruit standard system was recognized by the China Fruit Circulation Association. Pagoda Company's original fruit "four degrees, one flavor and one safety" quantitative dimension, that is, fruits are divided into four grades: brand name, A grade, B grade and C grade according to "sugar acidity, freshness, crispness, tenderness, fragrance and safety" , to protect the vital interests of consumers[3]. In July 2017, Pagoda's online sales exceeded 100 million yuan, marking Pagoda's successful integration of online and offline and becoming a benchmark enterprise for new fruit retail. On January 1, 2019, Pagoda brand visually upgraded, and "Monkey Fruit" and "Peach Peach" became the brand mascots. At present, Pagoda Company is still growing[4].

In recent years, the scale of Pagoda Company has gradually expanded. As of the end of 2022, Pagoda's offline store network has a total of 5,650 stores (2021: 5,249)[5], located in more than 140 cities in more than 22 provinces and municipalities in China. Among the 5,650 offline retail stores, most are franchise stores, of which 5,533 are operated under the brand of "Baiguoyuan" and 110 are operated under the brand of "Guodomei". As of December 31, 2022, Pagoda has launched 31 exclusive distribution brands and A-level self-owned product brands to the market. In 2022, a total of 4 product brands will be launched, and the store sales of all self-owned brand fruits are higher than that of 2021. It has increased by about 36%, and the average monthly repurchase rate is about 50% higher than that of similar B-grade fruits. Pagoda continued to develop its 2B fruit business by expanding its business-to-business (2B) customer base. As of the end of the reporting period, the sales revenue from direct sales of fruit and other food products was 724 million yuan, a year-on-year increase of 38.5%. In 2022, Pagoda will realize revenue of 11.312 billion yuan, a year-on-year increase of 9.9%. Pagoda completed its initial public offering in early 2023, and its H shares were listed on the main board of the Hong Kong Stock Exchange on January 16, 2023. As of December 31, 2022, revenue from sales of fruits and other food products accounted for 97.1% of Pagoda's total revenue. Gross profit increased by 13.6% year-on-year to 1.314 billion yuan; gross profit margin increased by 0.4 percentage points year-on-year to 11.6%.

Pagoda is committed to the development concept of "doing only one thing in life, making fruits wholeheartedly", and making more delicious fruits for the public. At present, Pagoda has established in-depth cooperation with more than 200 fruit bases around the world. More than 90% of the fruits in Pagoda have been directly sourced and supplied. Control the entire industry chain to ensure the quality and safety of fruit from the source. At the same time, Pagoda adheres to the "scientific picking" and "cold chain preservation" technologies, manages the maturity of fresh fruits, and harvests them in a timely manner to ensure the best taste and flavor of fruits. From the place of origin to distribution to store sales, cold chain control and comprehensive freshness management ensure that fruits are fresh and delicious. Strictly implement the five major operating standard systems to ensure the implementation of fruit grading standards.

## 2. Pagoda Supply Chain Status

### 2.1. Pagoda Supply Chain Advantages

#### 2.1.1. The Logistics Advantage of the Omni-channel Layout is the Guarantee

As one of the largest domestic fruit production, trade and retail enterprises, Pagoda has not only built a professional management team for fruit production and sales, but also developed 32 fruit bases all over the country and abroad. all over Southeast Asia. The 32 fruit bases provide a guarantee for the stable supply of Pagoda, provide necessary conditions for the control of its products, and form its own unique exclusive sales advantages. This industrial chain integrating production, circulation and marketing has enhanced the market competitiveness and radiation driving ability of enterprises, and also promoted industrial upgrading. Therefore, Pagoda has been able to form such a large scale in just over 10 years. In addition to supplying its own chain stores, its base products also conduct import and export trade. Its business covers Hong Kong, Macao, Taiwan, Southeast Asia, Europe and the United States, etc. countries and regions. Huge purchase and sale scale, perfect purchase and sale system, and perfect store sales network layout ensure the variety of fruit products and the convenience of sales.

80% of the fruits in Pagoda stores come from their own production bases, and the large-scale procurement of more than 5,600 stores goes deep into the global production areas. This procurement mode reduces a large number of intermediate links and ensures the freshness and price advantage of fruits. It not only saves a lot of transit links, saves a lot of time and cost, buys

precious time for fresh fruits to be sold to customers, but also ensures the good flavor and quality of fruits. Pagoda is actively focusing on saving time and cost. Smooth logistics, convenient distribution, and information management provide guarantee for the steady development of the enterprise. In terms of logistics, Pagoda has set up its own professional logistics fleet, and established an advanced central distribution center and logistics support system; in terms of supply, it has integrated supplier resources, established a wholesale platform, and carried out information management to achieve Maximize supply chain value. Smooth logistics and a complete supply chain ensure the excellent quality of Pagoda products, and at the same time, further expand its brand influence.

### **2.1.2. The Logistics Advantage of the Omni-channel Layout is the Guarantee**

As fresh agricultural products, fruits have high requirements for "freshness". Pagoda is the first fruit and vegetable chain brand in China to propose the integration of online and offline. As early as 2014, Pagoda has made it clear that opening an offline store is an online service, and the location selection of the store should be made in conjunction with the future development of online business, so as to realize the complementarity of the traffic cycle, and the principle of "there are people in the store and customers online". operating mode. In the past two years, Pagoda's expansion has gradually accelerated. Under the influence of the epidemic in 2020, Pagoda will still have a net increase of 450 stores, and a net increase of 492 stores in 2021. By the end of 2022, Pagoda will have a total of 5,643 stores , including 5,624 Pagoda franchised stores and 19 Pagoda self-operated stores.

In order to achieve online and offline traffic circulation, Pagoda has launched the "pick up at store" operating model: first, users come into contact with the "pick up at store" promotions from various touchpoints and place an order for purchase. Secondly, after the user arrives at the store, the store staff will take the initiative to throw out preferential activities such as "buy fruit and get a return coupon", "99 yuan membership", "join the group to grab benefits", and guide users to add Qiwei friends. Finally, guide users to join the group, carry out column-oriented and refined management, so that users can learn about the latest product discounts at the first time, and prompt users to make decisions and purchases. The drainage mode of Pagoda has successfully realized the mutual diversion and feedback of users at both online and offline ends, effectively improving the store visit rate, conversion rate and repurchase rate. It is reported that the repurchase rate of Pagoda is as high as 50%.

### **2.1.3. Offline Layout Strategy Covering "Three Kilometers" Target Consumer Groups**

Pagoda's "three kilometers" strategy refers to the life center closest to the user, aiming to cover the life scenes of consumers in the widest range. According to the business model, the offline scenes of Pagoda can be divided into three categories:

The first category: offline storage. Pagoda spent a lot of money to build 28 logistics distribution centers across the country. After later iterations, it has now realized a complete system that provides warehousing and processing services for next-day delivery of fresh products. The storage center effectively reduces the inventory pressure of the store to replenish goods in a timely and efficient manner, and also allows the store to better radiate surrounding users. At the same time, the storage center also provides strong product supply support for the online home scene.

The second category: community shops. The upgrade of Pagoda's "field" is mainly to upgrade the format of small stores in the past community, and open the store of Pagoda into the community. The store is small in size and limited in stock, but the delivery radius is small, which can minimize the delivery time. At present, many areas have achieved delivery within 30 minutes.

The third category: unmanned shelves. Pagoda goes deep into offices, office buildings, and even shopping malls where white-collar workers gather, and builds unmanned shelves. With the

help of smart retail equipment, consumers can eat Pagoda's fruits anytime and anywhere. Management, to achieve one allocation per day.

The launch of the offline "Three Kilometers" strategy has greatly promoted Pagoda's strategic development rhythm of penetrating into user groups and occupying users' minds. As the largest fruit chain enterprise in the country, Pagoda has transformed into a digital new retail enterprise through private domain traffic. Many of its practices have become models in the industry and even the entire region. It can be said that Pagoda is a "foresighted" enterprise. This model of reconstructing "people, goods, and markets" and the standardized private domain operation strategy are worth learning for all chain industries.

## **2.2. Pagoda Supply Chain Features**

Pagoda is a chain retail enterprise that sells fruits. Its supply chain structure not only has the characteristics of ordinary retail supply chains, but also has its own unique characteristics of "fresh", "fast" and "whole". Pagoda's supply chain includes four links of production, circulation, sales and consumption. Compared with other fruit retail businesses, it has one more link of production. To feet" supply chain structure enterprises.

Pagoda supply chain features:

### **2.2.1. Pagoda's Supply Chain has Penetrated into the Production Process**

Good fruit is not selected, but planted. Pagoda has gradually increased its guidance and control over fruit planting bases (sources), and has strict standards for seed selection-planting-harvesting. Establish a fruit production and supply base to meet the needs of high-quality, high-consumption customer groups.

### **2.2.2. Pagoda's Logistics and Distribution Center is Set up as Far as Possible on the Front Line of Supply**

The Pagoda distribution center mainly comes from the supplier's distribution or is directly set up in the planting base or fruit market, which minimizes the distance between the supplier and the distribution center, reduces the intermediate transportation, handling and storage links, and reduces the cost of fruit. In order to reduce the loss, it can also ensure the freshness of the fruit.

### **2.2.3. Pagoda Carried Out Effective Inventory Control and Risk Control**

The inventory of orchards is mainly concentrated on the shelves of suppliers' warehouses and stores. By purchasing according to demand and planning distribution, the warehouse distribution center is only used as a transfer station, which can basically achieve zero inventory. This is also different from other retail enterprise supply chains. In this way, by controlling inventory, the loss of intermediate links is reduced, while improving efficiency, it also effectively reduces operating costs and risks.

### **2.2.4. A Flexible Supply Chain Structure is Adopted to Implement a Flexible Replenishment Strategy**

If there is temporary uncertain demand in the store and there is a shortage of goods, the company allows temporary procurement, expedited delivery, and replenishment through the nearest market. Flexibility for stores to address out-of-stocks. The company has established a chain supply chain management information system, which can control the circulation of information flow and capital flow in an open supply chain while ensuring the continuous flow of product (fruit) energy from suppliers to final customers. It lays the foundation for quickly and accurately understanding the characteristics and changes of market demand, ensures the overall unified procurement, distribution and management, and provides support.

### 2.2.5. Established Chain Supply Chain Management Information System

While ensuring the continuous flow of product (fruit) energy from suppliers to final customers, it is possible to control the circulation of information flow and capital flow in an open supply chain. It lays the foundation for quickly and accurately understanding the characteristics and changes of market demand, and provides support for the overall unified procurement, distribution and management.

### 2.2.6. Concentrated Inventory, Less Loss in the Distribution Center

The inventory of the entire supply chain is mainly concentrated in store shelves and suppliers' warehouses, and the distribution center can basically achieve zero inventory. This measure has greatly reduced the loss of intermediate links and reduced the operating costs of the supply chain.

### 2.2.7. Co-construction "Internet +" Upgrade of Pagoda Supply Chain

Pagoda combines its own supplier procurement resources and physical store logistics superior resources to achieve the acquisition of technical resources and supplier cooperation upgrades around the supply side to achieve the goal of joint upstream upgrades. In terms of technical resource acquisition, Pagoda established the "High-quality Fruit Industry Association" with peers and enterprises from different industries, built multiple industrial platforms such as supply chain information platform and data analysis platform, and obtained industrial Internet resources to carry out informatization co-construction of the supply chain. At the same time, the joint planting base and information technology company established "Zhiguo Technology" company. Through the integration of the Internet of Things, artificial intelligence and planting process, a four-in-one standardized production and prediction model of "climate, geography, farming, and physiology" was established to realize planting. The production and quality forecast of the base and the customized production of high-quality fruit, and the introduction of technical talent resources through the acquisition of O2O fresh food e-commerce companies such as Yimixian. In terms of upgrading cooperation with suppliers, on the basis of obtaining technical resources, Pagoda has strengthened its relationship with suppliers to realize the integration of production and sales, including establishing a production and marketing docking platform, investing in upstream planting bases, organizing supplier conferences, etc., to open up market sales for growers, finance, insurance, and supply of agricultural materials to achieve efficient collaboration between Pagoda and suppliers. On this basis, Pagoda has further realized the joint construction of relevant parties in the industrial chain and the establishment of industrial system standards. For example, Pagoda took the lead in establishing the "High-quality Fruit Industry Federation" and expanded the category standards of fresh agricultural products from sales grade standards to fruits. Industrial system standards, integrating resources to achieve the goal of building a symbiotic and win-win ecosystem and realizing the value-added cooperation of the entire industrial chain.

## 3. Evaluation and Existing Problems of Pagoda Logistics and Supply Chain

### 3.1. Overall Evaluation

Pagoda is a chain retail enterprise that sells fruits. It not only has the characteristics of the general retail supply chain, but also has an additional production link compared with other fruit retail industries. An enterprise with a complete industrial chain of four links in sales and consumption and a semi-closed vertically integrated "head-to-toe" supply chain structure.

In the past two years, Pagoda's revenue has exceeded 10 billion. As China's largest fruit retailer, Pagoda, known as the "Fruit No. 1 Brother", has achieved 10 billion in revenue, which is inseparable from logistics and supply chain.

### 3.1.1. Perfect Logistics System

Pagoda employs a third-party logistics service provider to deliver products to franchisees, and the distribution costs are usually borne by Pagoda. The relevant logistics costs of delivering products to customers by franchise stores are usually borne by the relevant franchise stores.

Pagoda requires logistics service providers to follow a comprehensive set of technical protocols regarding temperature, humidity, sanitation, and physical conditions of fruit in transit. According to the distance and the type of fruit to be transported, some vehicles must be equipped with cold chain equipment. Pagoda has installed temperature controllers on these cold chain vehicles to ensure that the requirements are met.

The transportation expenses of Pagoda are included in the cost of sales. The transportation expenses mainly refer to the costs related to transportation from the primary processing distribution center to the store and the designated warehouse of the regional agent, as well as the cost incurred by Pagoda for providing distribution services to end consumers.

### 3.1.2. Coordinated Supply Chain

The industry chain of China's fruit industry is long, with an average of more than five circulation links from the place of production to consumers. In addition, the cold chain coverage rate of the fruit and vegetable industry is low, and the cumulative loss rate of the entire industry chain is relatively high. Through integration, optimization of the industrial chain and digitization, Pagoda continues to increase turnover speed, reduce distribution costs, and improve overall channel management efficiency. After years of strategic layout upstream, Pagoda has reserved complete and powerful supply chain resources, and established multi-level supply channels to ensure quality and quantity. At present, except for a small amount of fruit that is provided by Pagoda's own planting base, most of the products are purchased from third parties.

On the upstream side, Pagoda establishes a sustainable supply chain through its own planting base or empowering Pagoda's suppliers.

In the midstream, Pagoda has established an efficient warehouse distribution cold chain system. By controlling the different temperature zones of the warehouse and optimizing the frequency of entering and leaving the warehouse in different temperature zones, the energy consumption intensity of the warehouse has been continuously improved. Through reasonable logistics route planning, it is beneficial to reduce costs and improve distribution efficiency.

On the downstream side, Pagoda is committed to establishing a fruit franchise retail business model that combines online and offline closely and integrates stores and warehouses. Neighborhood-based offline retail outlets are usually within walking distance, while online ordering with flexible delivery options further provides convenience and efficiency in purchasing.

In recent years, Pagoda has established wholly-owned companies such as Shenzhen Pagoda Supply Chain Management Service Co., Ltd., Hainan Pagoda Supply Chain Management Service Co., Ltd., and jointly established Shenzhen Jinnong Supply Chain Management Co., Ltd. (holding 75% of the shares) ), providing supply chain management services for Pagoda.

## 3.2. Pagoda Logistics and Supply Chain Problem Analysis

Although the government has gradually increased its investment in fresh fruit cold chain logistics recently, and formulated a series of policies related to the development of cold chain logistics industry, which has made the initial development of cold chain logistics, but the current stage of fresh fruit cold chain logistics The input-output efficiency is still very low. Through the analysis of the current Pagoda supply chain, it can be found that there are many problems in the entire fruit supply chain management: the lack of resource integration in each link of the cold chain logistics, the concept system is not standardized enough, the infrastructure construction is weak, and the degree of marketization is low. Issues such as less

third-party involvement, low level of logistics informatization, shortage of professional talents, and limitations of the cold chain logistics model directly affect the improvement of the input-output efficiency of Pagoda's cold chain logistics. The specific analysis is as follows.

### **3.2.1. The Concept of Supply Chain is Not Advanced Enough, and the System is Not Standardized Enough**

The competition among enterprises has gradually risen to the competition of supply chain and supply chain. According to the division of the three levels of supply chain management "operational layer, planning management layer and strategic layer", Pagoda's current supply chain management level is at the intermediate stage of "planning management layer". Although Pagoda has managed and invested in its supply chain, the company has not formed a relatively standardized supply chain management system, and lacks the corresponding "third-rate" information collection, management and application measures. It is not scientific and reasonable enough, and there are still empiricism and decision-making based on feeling. In the face of the existing problems in the supply chain, Pagoda needs to pay more attention to the supply chain management work from the strategic level, conduct re-analysis, re-research, and re-argument, and propose a feasible supply chain strategic plan.

### **3.2.2. Sourcing, Inventory and Demand Control in the Supply Chain is Less Than Satisfactory**

Pagoda's supply chain also has inventory problems caused by unreasonable procurement and demand control. First, there is no advantage in procurement channels. Pagoda mainly purchases from wholesale markets or suppliers, which is seriously homogeneous with its competitors. As a wholesaler, the company has entered the field of retail distribution and distribution, forming a situation of cooperation and competition with peers and suppliers. The company has a price advantage in the fruits of its own base, but it does not have a corresponding scale and good bargaining power in the fruits purchased from outside. The second is that demand forecasting and control are not done well. The company mainly implements demand planning management, and procurement planning and demand forecasting are relatively artificial. In many cases, the purchase personnel or store managers are relied on to determine the type and quantity of purchased goods based on experience. Scientific and reasonable demand forecasting can easily lead to insufficient inventory control in the supply chain, and it is easy to cause more fresh fruits to deteriorate and rot due to slow sales.

### **3.2.3. The Distribution Channels of the Fruit Supply Chain are Not Smooth, and No Modern Distribution Center has been Established**

At present, my country still lacks fresh commodity logistics service providers with a high level of specialization, and has not established a modern fresh product distribution center. The lack of a fresh fruit distribution system is also a "blind spot" that cannot be ignored in the connection between production and sales in Pagoda's supply chain. Pagoda's existing distribution system mainly comes from bases, markets and third-party suppliers. Since there are many intermediate links in the fruit supply chain and there is competition with suppliers, the fruit prices of Pagoda stores do not have a competitive advantage. At the same time, the company's current distribution is one-day preparation instead of multiple flexible distributions. Although the distribution cost has been reduced, once the store is out of stock, the cost will be higher, and too many orders will easily cause inventory and greater loss. Invisibly increased store operating costs.

### **3.2.4. Lack of Advanced Logistics Technology Support, Weak Analysis and Utilization of Information Data**

At present, the utilization rate of cold storage in our country is not high, the utilization rate of refrigerated transport vehicles is low, and the full-process automatic temperature control measures widely used in developed countries have not been widely used in our country.

According to estimates by relevant departments, nearly 12 million tons of fruit and 130 million tons of vegetables are damaged by spoilage in my country every year, as shown in Figure 1. Calculated the Figure 2 at 1 yuan per kilogram, the economic loss exceeds hundreds of billions of yuan. According to the calculation of the output and the total capacity of cold storage, the supply of cold storage in my country is insufficient, the gap of cold storage is very large, and the function of cold storage is relatively single, which is far from the supply level of cold storage in developed countries. Therefore, my country's cold chain logistics transportation has not yet established a professional system, which also limits the development of Pagoda to a certain extent.

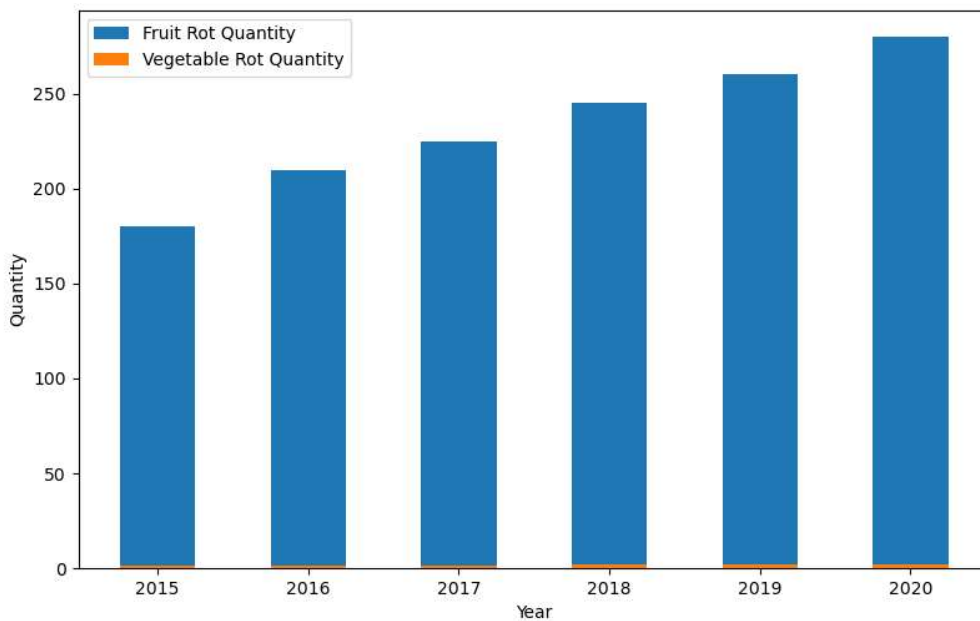


Figure 1. Yearly Statistics of Fruit and Vegetable Rot Quantity

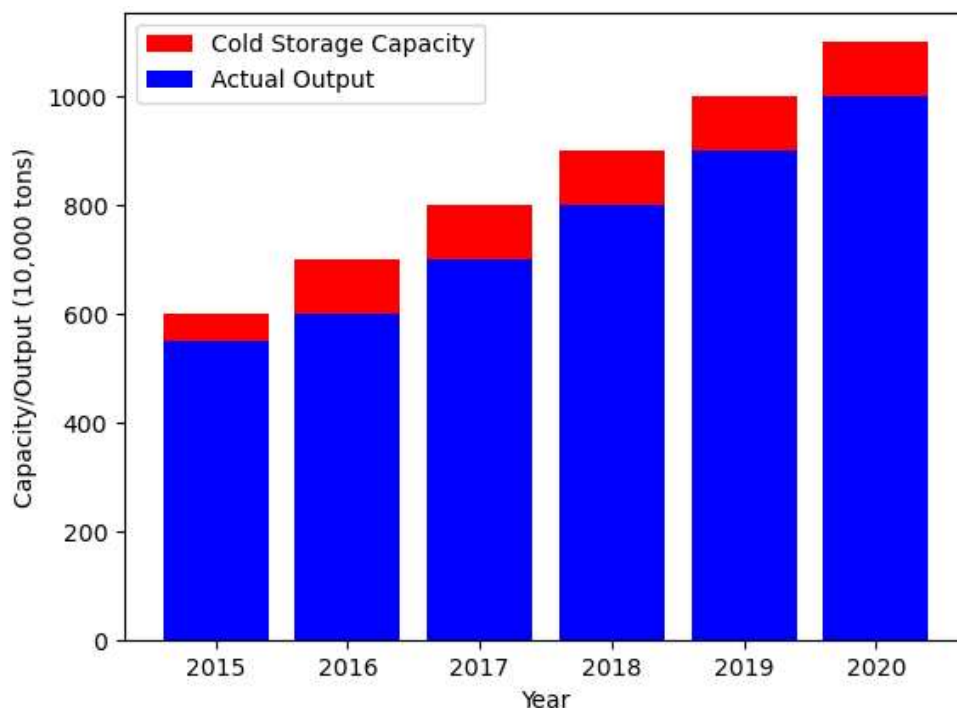


Figure 2. Yearly Statistics of Cold Storage Capacity and Actual Output



Fruits are fresh agricultural products, which have high requirements for quality, safety and freshness. Pagoda has not yet established a product quality and safety and traceability system from production to consumption. There is a lack of effective support of corresponding technologies in every link, and every link is faced with the risk of technical guarantee. At the same time, factors such as insufficient application of the cold chain have also led to the process of continuous decline in fruit quality along with the supply chain. At the same time, Pagoda has not conducted proper data analysis and effective use and development of many valuable data on products, customers and funds in the supply chain process. The lack of data analysis and utilization also greatly reduces the optimization and efficiency of its supply chain.

### **3.3. The Main Reason for the Formation of Pagoda Cold Chain Logistics Problems**

Due to the low utilization rate of cold chain logistics equipment in cold chain logistics nodes or links, and the relevant staff did not do a good job in accordance with the requirements of cold chain logistics, the fruit cold chain logistics is in a state of normal temperature or high temperature in a certain operation node or link, and the production The cold chain of fresh fruit is broken due to the following reasons:

#### **3.3.1. High Cost of Cold Chain Logistics and Lack of Professional Management Personnel**

The cold chain logistics model it adopts is basically "self-operated logistics + third-party logistics", and the cost of self-operated logistics is relatively high. The cost here includes: First, the packaging cost. Using the method of "carton + foam box + refrigerant", the packaging form is complicated, the operation is cumbersome, and the operation speed is not fast, which pushes up the cost of the packaging link. Second, transportation and distribution costs. High costs have hindered the rapid development of the cold chain logistics and transportation industry. Third, redundancy costs. When the sales off-season comes, the fresh food enterprises with self-operated logistics will have a lot of redundant personnel and equipment, resulting in unnecessary waste of resources and increasing the cost of enterprise operation and management. On the other hand, cold chain equipment is mostly customized equipment, and the cost of purchasing cold chain equipment is high. Pagoda lacks professional cold chain logistics and supply chain management personnel, and non-professional management cannot improve the operating efficiency of the enterprise and reduce the operating cost of the enterprise.

#### **3.3.2. Cold Chain Logistics Standards and Specifications have Not Formed a System, and the Implementation of Standards is Not in Place**

Although my country's cold chain industry has begun to realize the importance of industry standards and norms, and various related policy standards have also begun to form, but generally speaking, these standards have not yet formed a system, the standards are not binding, and various norms cannot be linked. There are also significant obstacles in the implementation process.

#### **3.3.3. Inadequate Supervision Or Lack of Supervision**

Enterprises have little supervision on whether to use refrigerated trucks to transport fruits and whether they have carried out temperature control during road transportation, resulting in loopholes in the relevant fresh fruit transportation process, which cannot be effective from top to bottom. The government and enterprises can take some compulsory measures to ensure the cold chain transportation of fruits, improve circulation efficiency and reduce circulation costs.

## 4. Conclusion

Under the background of the new era, the overall development trend of the agricultural product supply chain is good, and it shows vigorous vitality driven by the new era in terms of politics, economy, society, and technological environment. The implementation of "realize agricultural modernization and build a modern economic system".

But at the same time, there are still a series of problems in the supply chain of agricultural products that need to be solved by the joint efforts of enterprises and the government. It is necessary for all links of the supply chain of agricultural products to adapt to the promotion of the political environment and technological environment, adapt to the times, and strive to realize the positive externalities of the economic environment to ensure the supply chain of agricultural products has achieved further development in the new era and new situation.

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