



Figure 1 Operational framework of the modern agricultural service center in socialized rice production

What is striking here is the functional logic of the layout. The center does not simply place a few farm machines under one roof. Its facilities correspond to key bottlenecks in rice production: seedlings before planting, machinery during operations, drying after harvest, and training and support around the whole chain. That kind of layout matters because service efficiency depends on adjacency between functions. The seedling center supports transplanting. The dryers support harvesting. The storage and processing spaces support marketization. The repair area supports service continuity. In short, the building layout is an operational design, not just a construction plan.

The materials also indicate that the center later expanded its built area by an additional 805 m², adding eight more dryers, a 750-ton indoor metal granary, a 50-ton rice processing line, and additional support space. This later expansion is revealing. It suggests that postharvest service became more central over time, which is typical of service centers moving from basic operation assistance toward more integrated grain-chain functions.

3.2 Organizational management structure and service teams

Mashan's organizational design is just as important as its buildings. The supplied materials state that the center has seven fixed workers, around 100 sets of agricultural machinery and equipment, machinery assets valued at about RMB 8 million, and a 100% licensing rate among machinery operators. On paper, seven fixed workers may not sound like a large number, but the relevant issue is not headcount alone. It is how the center organizes specialized teams and supports seasonal mobilization.

The case materials describe four primary service teams already in operation: a mechanized operation team, an agricultural input delivery team, a technical service team, and a machinery repair team. This arrangement reflects a practical division of labor. The operation team focuses on field work; the technical team supports agronomic decisions and training; the repair team protects service continuity; and the input-delivery team reduces farmer-side coordination burdens. That is a significant shift away from the older model in which a machine operator might be expected to solve any and all problems alone.

This type of team structure is one of the clearest operational features of modern agricultural service centers. It shows that a service center is neither identical to a machinery cooperative nor reducible to a warehouse. It is an