

This strategy is consistent with Zhejiang's policy emphasis on regional service networks and local service circles (People's Government of Zhejiang Province, 2024). It is also supported by the literature showing that agricultural socialized services work best when they improve operational continuity and reduce the fragmentation of production management (Cai et al., 2024; Li et al., 2024). In practical terms, coordination can be improved through seasonal service agreements with villages, more formal booking systems before peak seasons, better integration with local grain-production plans, and clearer emergency command arrangements for typhoon or heavy-rain periods.

The key is to strengthen the center's role as a regional operating hub. If service demand, machinery dispatch, drying needs, and emergency response are better synchronized at the area level, both farmers and the center gain predictability.

8.2 Promoting digital and smart agricultural service platforms

The second direction is digitalization, but it should be practical rather than decorative. Not every service center needs highly advanced artificial intelligence systems immediately. What many centers need first are reliable digital tools for booking, scheduling, queue management, records, and traceability. These are the digital foundations on which more advanced functions can later be built.

Research on digital agricultural services indicates that such services can raise farmers' willingness to engage with new production technologies by expanding information access and improving technology understanding (Gong et al., 2024). For a service center, digitalization should begin with management pain points: operation orders, machine dispatch, farmer service histories, drying-batch monitoring, storage records, and product traceability. Once those basic layers are stable, more sophisticated functions such as predictive scheduling, weather-linked reminders, or data-assisted quality control can be added.

Mashan is well suited to this direction because its service functions are already diverse. The more activities a center integrates, the more valuable ordinary digital order in management becomes. A modest but well-designed digital platform can improve both service quality and internal efficiency far more than a poorly used "smart" system with weak operational relevance.

8.3 Strengthening agricultural talent training and technical guidance

The third priority is talent development. Infrastructure and machinery can expand quickly; human capacity often cannot. For that reason, centers like Mashan would benefit from a more systematic training structure that distinguishes between different types of personnel: machine operators, repair technicians, dryer operators, agronomic field assistants, digital record managers, and future management staff.

This direction is strongly supported by both practice and research. Digital and green production services depend heavily on human capacity to translate tools into usable service. Studies on sustainable practice adoption and digital production willingness both underline the importance of training and technical assistance in reducing barriers to adoption (Huan et al., 2022; Gong et al., 2024). For a service center, training is also internally valuable because it improves standardization and reduces avoidable operational mistakes.

A useful model would be tiered training. Basic training should focus on safety, standard operating routines, and maintenance. Intermediate training should focus on agronomy-linked service quality and postharvest control. Advanced training should prepare younger staff and team leaders for coordination, digital management, and emergency organization. In the long run, talent may become the main difference between average service centers and exceptional ones.

8.4 Expanding integrated rice industry chains and brand development

The fourth direction is deeper integration of the rice industry chain. Mashan has already moved beyond field services into drying, storage, processing, and branding. That path should be further strengthened because it increases the center's economic resilience and makes better use of postharvest infrastructure.