

## Models and Mechanisms of Effective Rural Operation for Promoting Common Prosperity: A Longitudinal Case Study of the "Guzhu Model" from a Symbiotic Perspective

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**Abstract:** Achieving common prosperity for all people is the essential requirement of Chinese-style modernization, and the weakest key link at present is the common prosperity of farmers and rural areas. Taking Guzhu Village in Changxing County as a typical case, this paper adopts the longitudinal single case study method to explore the process, operation mode and mechanism of the village's road to common prosperity from the perspective of symbiosis theory. The results show that: (1) Guzhu Village has experienced different stages of development in the process of common prosperity, and each stage has produced different symbiotic effects. Individual villagers have given birth to the bud of rural development, but their lack of knowledge, cognition and management ability can't achieve high-quality rural development. The gradual participation of the government, associations and operating companies has injected new energy into promoting rural areas towards common prosperity. (2) The village focuses on multiple symbiotic subjects and operates collaboratively with the help of symbiotic environment. Effective collaboration between symbiotic units has become the key to rural common prosperity. The symbiotic model respects the core position of villagers, effectively promotes the participation and recognition of all villagers, turns the ecological advantages and resource advantages in the village into economic advantages and development advantages, and realizes the villagers' material wealth, spiritual and cultural wealth and ecological harmony in the village. Research suggestions: In the process of rural development, we can inject new energy into the village by maintaining the dominant position of villagers, introducing new units such as operating companies, making full use of resource endowments to broaden the path of increasing income and getting rich, giving full play to the synergy among symbiotic units, and jointly strengthening the rural collective economy.

**Keywords:** Village Operations, Common Prosperity, Guzhu Village, Symbiosis Theory

The report of the 20th National Congress of the Communist Party of China mentioned "common prosperity" many times and emphasized that Chinese-style modernization is the modernization of common prosperity for all people<sup>[1]</sup>. Overall common prosperity is divided into material prosperity, spiritual and cultural prosperity and livable ecological environment<sup>[2,3]</sup>. Pointed out in "Solidly Promoting Common Prosperity" that the most arduous and arduous task of promoting common prosperity is still in rural areas<sup>[4]</sup>. At present, the rural collective economy in many villages is still relatively weak, with unbalanced development and insufficient development power, which hinders the process of common prosperity<sup>[5]</sup>. In August 2021, proposed at the 10th meeting of the Central Financial

and Economic Commission to strengthen the rural collective economic strength through various methods and continuously consolidate the material foundation for achieving common prosperity. Common prosperity in rural areas is inseparable from rural revitalization, which requires the effective implementation of rural operations. In November 2023, the Ministry of Culture and Tourism released the "Domestic Tourism Improvement Plan (2023-2025)", which clearly proposed to promote the improvement of rural tourism operations. This topic has attracted widespread attention in the academic community and has become a hot research direction in current rural development studies.

With the development of the times, common prosperity presents different connotation characteristics. Gong Liutang<sup>[6]</sup>, Gao Tianyan<sup>[7]</sup>, Zhang Laiming, etc.<sup>[8]</sup> all analyzed the theoretical connotation of common prosperity in detail, and believed that community prosperity has the characteristics of the times and comprehensiveness, which means that material prosperity and spiritual prosperity go hand in hand harmoniously. Chen Jinghua et al.<sup>[9]</sup> said that in addition to material prosperity and spiritual prosperity, ecological pleasure is also the inherent requirement of common prosperity. Scholars have conducted detailed research on the problems existing in promoting common prosperity, and generally believe that there are practical dilemmas such as income distribution<sup>[10]</sup>, limited development of rural collective economy<sup>[11]</sup>, and unbalanced development between urban and rural areas<sup>[12]</sup>. Issues such as the path to realize rural common prosperity<sup>[13]</sup>, the relationship between rural digital construction and rural common prosperity<sup>[14]</sup>, and the logical relationship between rural revitalization and common prosperity<sup>[15]</sup> have also been widely studied and discussed by scholars. Regarding rural operation, scholars have made extensive exploration. Many studies have shown that rural operation has improved the quality of rural tourism<sup>[16]</sup>, realized value co-creation<sup>[17]</sup>, promoted rural sustainable development<sup>[18]</sup>, and is an effective means to enhance rural endogenous development kinetic energy and promote rural revitalization<sup>[19]</sup>. However, the existing research is still insufficient to analyze the internal relationship between rural operation and rural common prosperity, and rural operation is related to the synergy of relevant stakeholders in the village, which has the characteristics of mutual promotion and mutual benefit. It is necessary to pay more attention to the rational division of labor and its symbiotic relationship among various stakeholders. Therefore, it is of practical significance to analyze the mode and mechanism of rural operation to help common prosperity from the perspective of symbiosis theory.

In practice, all parts of Zhejiang Province are exploring models and paths to help rural common prosperity through rural operations. For example, Lin'an District set up an operation company through cooperation between villages and social capital to promote the market-oriented operation of village scenic spots, and Yuhang District activated the development potential of villages by recruiting rural professional managers. The results of practice and exploration vary from place to place, but Guzhu Village in Changxing County is guided by the government, and nearly 90% of the villagers are engaged in rural tourism. Farmhouse associations and operating companies are set up to provide communication and planning for rural development, creating a "Guzhu model" for the development of rural homestays. Through the cluster development of farmhouses, all stakeholders have a rational division of labor and mutual synergy to strengthen the village collective economy, so that the villagers have embarked on the road of common prosperity.

Based on this, taking Guzhu Village in Changxing County as an example, the symbiosis theory is used to explore the mode and mechanism of effective rural operation to help common prosperity. At present, the research on Guzhu Village mainly analyzes tea culture tourism<sup>[20]</sup>, tourism-driven rural social reconstruction<sup>[21]</sup>, rural tourism enterprise service evaluation<sup>[22]</sup>, rural development transformation path<sup>[23]</sup> and multi-dimensional niche width evaluation<sup>[24]</sup>. The case study of Guzhu Village shows the characteristics of rich and diverse themes. However, the existing research has not yet analyzed the relationship among various stakeholders in Guzhu Village and the influence and role of effective rural operation on common prosperity from the perspective of symbiosis. In view of this, this study first clarifies the process of developing rural tourism in Guzhu Village, and analyzes the development situation and influence effects of each stage in the process of tourism promoting common prosperity; Secondly, it

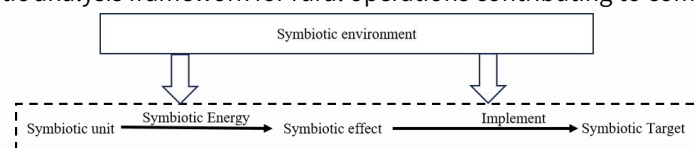
analyzes the mode and mechanism of rational division of labor and collaborative operation among symbiotic units, with a view to providing theoretical basis and practical experience for the high-quality development of rural tourism and the realization of common prosperity.

## 1 Research Methods and Data Sources

### 1.1 Theoretical Basis

This study uses the theory of symbiosis to explore. The concept of "symbiosis" originated from biology and was first put forward by German biologist Debarry to describe the interdependent relationship between organisms<sup>[25]</sup>. With more related research, scholars continue to improve and deepen the symbiosis theory, which emphasizes the relationship state of interconnection, mutual benefit, harmony and mutual promotion among multiple stakeholders<sup>[26]</sup>. The symbiotic theory system is mainly composed of three dimensions: symbiotic environment, symbiotic unit and symbiotic mode. Symbiotic environment refers to the external conditions and infrastructure of symbiotic units and models, including environment, traffic conditions, system and other elements. Symbiotic units refer to the basic individuals of energy production and exchange<sup>[27]</sup>, and symbiotic models are the specific ways and paths to establish and maintain symbiotic relationships between symbiotic units<sup>[28]</sup>. This theory holds that rational division of labor and optimal allocation among symbiotic units can generate symbiotic energy and release symbiotic effects<sup>[29]</sup>. From the perspective of symbiosis theory, we can sort out the communication and cooperation modes between different subjects in the same system. Symbiosis theory has been applied to the economic, social and cultural fields<sup>[30]</sup>, involving the integration of culture and tourism<sup>[31]</sup>, online public opinion<sup>[32]</sup>, scientific research and education in colleges and universities<sup>[33]</sup>, etc., and has also been widely used in the research of rural development in China<sup>[34]</sup>. As a theory to help rural revitalization, it has attracted the attention of many scholars. Liu Na<sup>[35]</sup> pays attention to the symbiosis of actors within the countryside, Guo Yongchang<sup>[36]</sup> studies the symbiosis of rural communities and tourist attractions, and Huang Tai et al.<sup>[37]</sup> studies the symbiosis of new urbanization and rural common prosperity in typical counties of rural tourism. Rural operation to help common prosperity is an evolutionary process of mutual benefit among different stakeholders in the same village. Among them, the collaboration and integration between symbiotic units stimulates symbiotic energy, and the symbiotic effect is produced through the transmission of symbiotic environment to achieve the symbiotic goal, that is, the common prosperity of rural areas. Therefore, this study proposes a symbiotic analysis framework for rural operation to help common prosperity (Figure 1).

Fig. 1 Symbiotic analysis framework for rural operations contributing to common prosperity



### 1.2 Case Selection

Guzhu Village is located in Shuikou Township, Changxing County, Zhejiang Province, close to the waterfront of Taihu Lake, at the intersection of Zhejiang, Jiangsu and Anhui provinces, with convenient transportation and only 2.5 hours' drive from Shanghai. It is bordered by Taihu Lake in the east, Yixing, Jiangsu Province in the north, and surrounded by mountains on three sides; The village covers an area of 18.8 square kilometers and has 13 natural villages under its jurisdiction. There are 953 farmers and a registered population of 2,896. Twenty years ago, Guzhu Village was still a secluded mountain village. The villagers mainly relied on tea, bamboo and bamboo shoots for a living. The per capita annual income was only 3,000 yuan, and the collective economic foundation of the village was weak. Later, inspired by the old man Wu Ruian, the villagers began to run farmhouses, and the village began to develop rural tourism. In recent years, Guzhu Village has continuously improved tourism public facilities, optimized rural operation and management, and carried out transformation and upgrading. Multiple stakeholders in the village are interconnected and functioning for mutual benefit. In July, 2019, the village was selected into the list of the first batch of national rural tourism key villages and scored the highest in Zhejiang Province. The village adopts

the "open scenic spot + farmhouse" operation model. In 2022, the number of tourists will reach 4.6 million, the operating income will exceed 6 million, and the per capita income of the villagers will reach 52,000 yuan, gradually embarking on the road of common prosperity. In December 2023, the village was selected as the "Golden 3A Scenic Spot Village in Zhejiang Province".

This study selects Guzhu Village as the case study object for the following two main reasons: on the one hand, the case object is highly adaptable, which conforms to the principle of consistency between research content and purpose<sup>[38]</sup>. Through the effective operation of the countryside, Guzhu Village not only promotes the economic development of the village, but also promotes the common prosperity of the surrounding areas, providing effective experience for promoting the high-quality development of rural tourism to achieve common prosperity. This is consistent with the purpose of this study and helps to solve the problem. On the other hand, the case location is significantly representative and conforms to the principle of typicality<sup>[39]</sup>. As one of the largest rural tourism industry clusters in the Yangtze River Delta region, Guzhu Village's "Guzhu Model" has been imitated one after another, which has a strong driving and demonstrating effect on the tourism development of other villages. An in-depth analysis of the internal mechanism of Guzhu Village's rural operation to help common prosperity is conducive to expanding the influence scope of the "Guzhu Model".

### 1.3 Research Method

This study chooses the longitudinal single case study method, which is mainly based on the following three considerations: First, it is a dynamic process involving "how to do it" to analyze the evolution process of rural tourism development in villages and how to promote rural common prosperity through effective operation. Therefore, it is more appropriate to adopt the case study method <sup>[40]</sup>; Second, single case study has unique advantages in describing the social background of the case and scene restoration, which can restore the process in more detail and show its internal logic and mechanism<sup>[41]</sup>, which is consistent with the research content. Third, the longitudinal single case study can analyze the key events and causal effects in the corresponding time series, and explore the dynamic evolution process of changes brought about by the effective rural operation in the time context<sup>[40]</sup>.

### 1.4 Data Sources

In order to obtain in-depth and comprehensive information, this study uses a semi-structured interview method to directly collect first-hand data, and went to Guzhu Village for field research three times in October 2023, March 2024, and April 2024, respectively. Based on the principle of theoretical saturation, relevant personnel are selected for semi-structured interviews. The interviewees include the village party branch secretary, villagers, tourists, homestay farmhouse owners, operating company staff, etc. (Table 1). After the investigation, the collected interview data were systematically sorted out and summarized, and a total of 150,000 words of first-hand data were obtained. At the same time, second-hand data is obtained by searching WeChat official account, news information, newspapers and other related information, and CNKI consults relevant literature, and finally forms triangular mutual verification to ensure the authenticity of the data.

Table 1 Research Data Sources

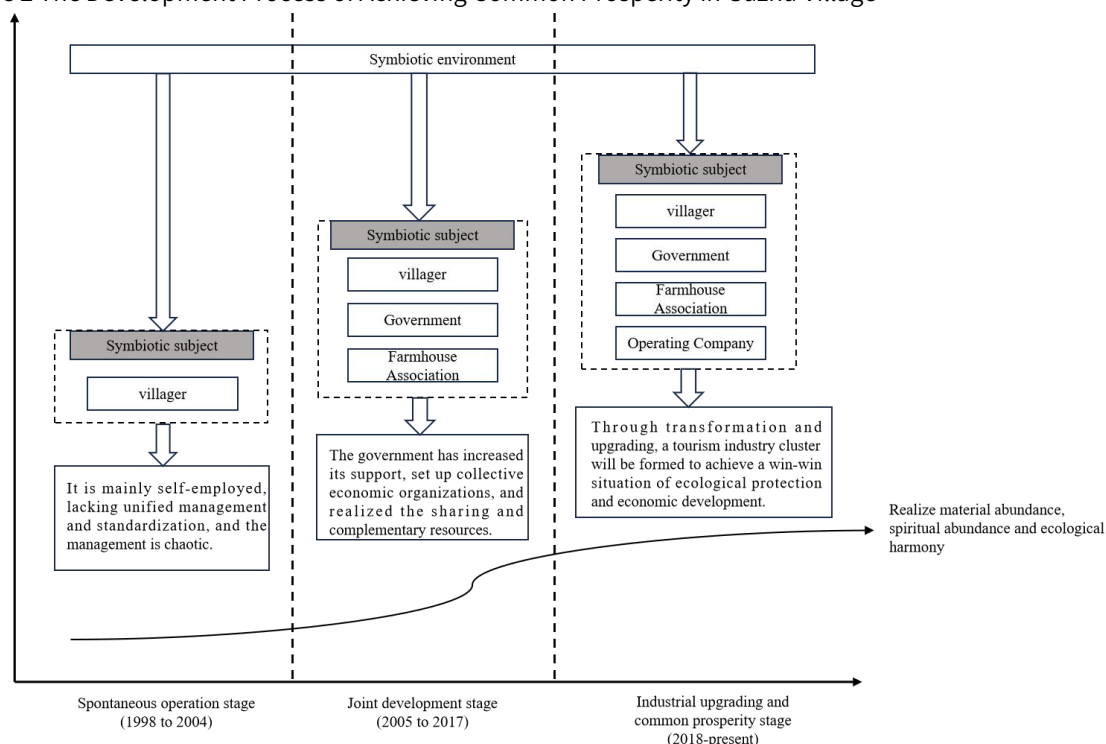
| Data sources    | data type                  | Interviewee/content                      | quantities |
|-----------------|----------------------------|--|------------|
| First-hand data | Semi-structured interviews | Village party branch secretary           | 1 person   |
|                 |                            | Local villagers                          | 5 people   |
|                 |                            | Scenic area tourists                     | 5 people   |
|                 |                            | Owners and employees of farm stays, B&Bs | 15 people  |
|                 |                            | Scenic area staff                        | 2 people   |
|                 |                            | Shop owners                              | 8 people   |

|                  |  |   |             |
|------------------|--|---|-------------|
| Second-hand data | CNKI literature                                    | Related content on Guzhu Village, common prosperity, symbiosis theory, etc. | 30 articles |
|                  | Information brochures                              | Introduction to Guzhu Village, tourism formats, etc.                        | 2 books     |
|                  | Photos taken in the village                        | Overall appearance and layout of Guzhu Village, honors obtained, etc.       | 108 sheets  |
|                  | Public Tweets                                      | Changes in Guzhu Village, the Guzhu Model, etc.                             | 10 articles |
|                  | Short videos on new media platforms such as Douyin | Historical culture of Guzhu Village, tourists' perceptions, etc.            | 10 articles |

## 2 The Development Process of Achieving Common Prosperity in Guzhu Village

In order to better identify the evolution process of common prosperity in Guzhu Village from the perspective of symbiosis, on the basis of full investigation and data consultation, combined with the important turning points and changes of symbiotic subjects in the development process of the village, the development process of Guzhu Village is divided into three stages: the spontaneous stage of farmers' self-employment (1998-2004), the joint development stage of local multiple subjects' intervention in management (2005-2017), and the stage of industrial upgrading and farmers' rural common prosperity (2018-present) (Figure 2).

Figure 2 The Development Process of Achieving Common Prosperity in Guzhu Village



### 2.1 Spontaneous Operation Stage (1998-2004)

At this stage, the tourism industry in Guzhu Village began to rise gradually, and the symbiotic subjects were mainly the villagers in this village. In 1998, Wu Ruian, a well-known Chinese medicine practitioner from Shanghai, came to admire the "tea culture" and established the "Shenxing Rehabilitation Center" in Guzhu Village to serve the recuperation of retired cadres in Shanghai. Unexpectedly, in less than a year, more and more people came to Guzhu Village to recuperate. The rehabilitation center couldn't accommodate so many people, and many people could only live in farmers' homes. As a result, some forward-looking and courageous villagers began to set up their own

farmhouses, providing catering services and accommodation experience. In 2000, the first farmhouse "Wangtazhuang" self-operated by local villagers came into being. At this stage, the business entities are mainly self-employed, who use their own houses and family resources to operate, providing tourists with farm flavor and rural experience. Due to the lack of unified management and standardization, the operation at this stage is relatively chaotic and the symbiotic energy is weak, and only a few people have achieved material prosperity.

## **2.2 Joint Development Stage (2005-2017)**

With the rise of farmhouses and the rising number of farmhouses, the diversified needs of health care elderly people have brought certain pressure on rural ecology and living environment. In 2005, Shuikou Township put forward the strategy of "building a village by ecology and developing a village by tourism", and Guzhu Village took advantage of the trend and put forward the development paths of "building a village by ecology" and "developing a village by tourism". In the same year, in order to enhance the exchanges and cooperation between farmhouse operators and tourism departments, scenic spots and village committees, Shuikou Township established a farmhouse industry association to strengthen communication and coordination. As a new symbiotic unit, the government and farmhouse music association have promoted the creation and transmission of symbiotic energy, and the tourism industry in Guzhu Village has gradually moved towards the road of joint development. In 2006, Guzhu Village established its first motorcade-"Wang Aiqiang Motorcade". "In 2006, I bought two passenger buses. After I bought them, there were almost no rest days. Later, they increased one after another, and now there are eight buses." (Villager Wang Aiqiang) Different motorcades joined in the follow-up, strengthening the tourist connection team. In 2014, Guzhu Village took advantage of the east wind of beautiful countryside's construction to carry out the village renovation and upgrading project, transforming from a traditional farmhouse gathering place to a global tourist resort. At the same time, some villagers with strength and experience began to gradually integrate resources and set up collective economic organizations such as farmhouse cooperatives, thus realizing the sharing and complementarity of resources. At this stage, the interaction between symbiotic units has increased, the symbiotic environment has improved, and the material prosperity and ecological protection of most villagers have been realized.

## **2.3 Industrial Upgrading and Common Prosperity Stage (2018-present)**

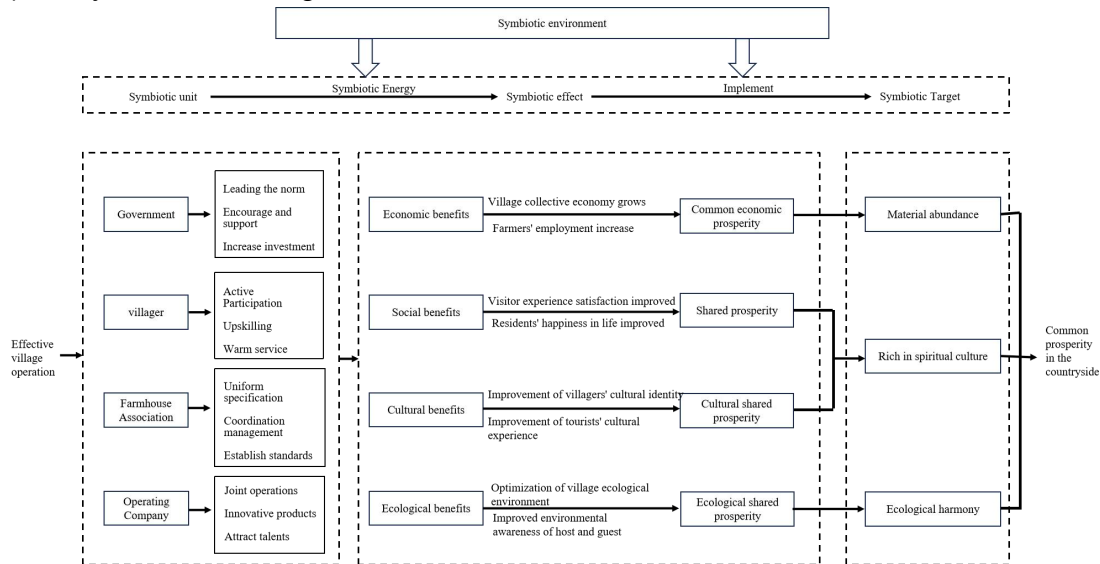
Guzhu Village has enhanced its tourism image and external influence by deeply integrating agricultural, cultural and tourism economy. "Your cultural atmosphere is very good. Why do you say that? Because there are books here, there are books there." (Tourists) In 2018, the village intervened in the operation company. As a new symbiotic unit, it strengthened the cooperation between Guzhu Village and surrounding villages, jointly built tourist routes and products, and jointly formed the rich tourism economic industry of Guzhu Village through characteristic formats, making it one of the largest rural tourism industry clusters in the Yangtze River Delta region. The symbiotic energy has further expanded, and the tourism industry has begun to develop in the direction of high-end, quality and brand. In 2021, the township will achieve collective economic income of 7.7 million yuan, operating income of 5.964 million yuan, per capita income of villagers reaching 49,000 yuan, and the number of tourists in 2022 will reach 4.6 million, tourism income will exceed 1.6 billion yuan, and per capita income of villagers will reach 52,000 yuan. "We have regulations and regulations on the dish standard and price standard of farmhouse owners. The development of rural tourism has solved 3,000 local employment nearby, and the village collective economic operating income will reach 5.96 million. At this stage, the symbiotic units such as the government, villagers, farmhouse music associations and operating companies rationally divide labor, promote each other, and achieve mutual benefit and win-win results, gradually realizing the villagers' material wealth, spiritual culture and village ecological harmony.

## **3 The Mechanism of Effective Rural Operation in Promoting Common Prosperity**

The effective operation of Guzhu Village to help common prosperity is the result of the synergy of multiple stakeholders such as the local government, villagers, farmhouse associations, and operating companies. With the help of the symbiotic environment, the symbiotic unit has rational division of labor, interdependence and mutual

promotion, thus generating symbiotic energy, which makes the village change from single product, disorder and vicious competition to today's product diversification, standardized management and fair distribution of benefits, resulting in economic, social, cultural and ecological symbiotic effects, realizing the common prosperity of all villagers' material and spirit and the ecological environment of the village, and achieving the symbiotic goal (Figure 3).

Figure 3 The Internal Mechanism of Achieving Common Prosperity through the Collaborative Operation of Multiple Subjects in Guzhu Village



### 3.1 The government strengthens autonomy and provides excellent services, and provides policy guidance and financial support for villagers

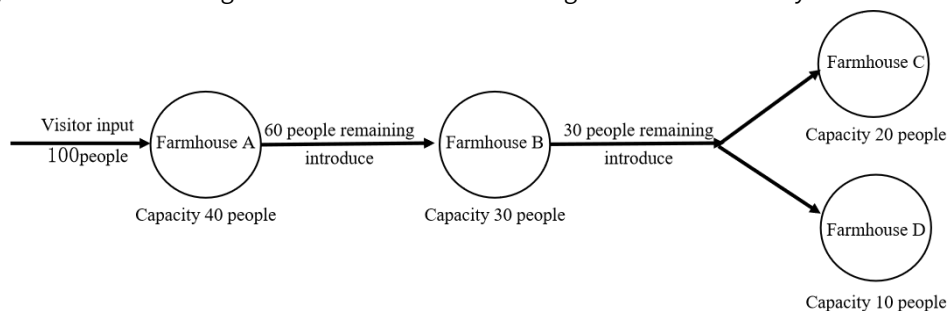
Under the symbiotic environment of policy support, transportation location, market demand, etc., the local government leads and encourages villagers to participate in the operation of the village, and the symbiotic energy generated enables villagers to achieve economic, social and cultural prosperity. First, in terms of homestays and farmhouses, Shuikou Township Government encourages and supports the transformation of farmhouses into high-end and characteristic homestays, and entrusts professional institutions to customize personalized renovation plans for each household to achieve precise improvement. At the same time, the government has set up a comprehensive management office for scenic spots, established access standards for farmhouses, required farmhouses to standardize certificates, implemented a points assessment management system for existing farmhouses and homestays, and led farmhouses owners to go out to study and train. High-standard services can improve tourists' satisfaction. "After the implementation of the farmhouse points system management method, the satisfaction of tourists has increased by 13.5%." (Director of the Social and Economic Development Office) Secondly, in terms of agricultural product sales, Guzhu Village has invested in the construction of farmers' commodity markets and e-commerce industrial parks, incubated agricultural broadcasting makers, encouraged homestay owners to "touch the net" e-commerce, and built an emerging industrial village with both homestay and e-commerce. At present, more than 400 farmhouses in Guzhu Village have carried out online sales of agricultural products, accounting for about 85% of the total number of farmhouses; There are nearly 3,000 online orders every day, and the online transaction volume in a single day reaches 400,000 yuan, which increases farmers' employment income and enables villagers to achieve material prosperity. Thirdly, in terms of tourism resources, the local government has innovated the integration mode of tourism resources, forming a new play mode of "eating and living in Guzhu and playing around". The integration of more than 30 scenic spots around Guzhu Village is within one and a half hours' drive, which promotes the development of a series of surrounding industries and makes it possible to realize common prosperity in the countryside. Fourthly, in terms of folk atmosphere and culture, plan activities such as "Shanghai Village" New Year's Eve, Qingming tea sacrifice, seasonal picking, etc., and organize various farming

festivals and cultural tourism activities such as Purple Bamboo Shoot Tea Culture Festival, Zen Tea Conference, and Tang Chao Twelve Square Electronic Syllable Festival, so as to improve the cultural identity of villagers and tourists' cultural experience, and realize the spiritual and cultural prosperity of villagers and tourists.

### 3.2 All villagers participate and share resources to provide tourists with "family" services and experiences

Under the symbiotic environment of economic foundation, village reputation and market demand, the villagers in this village actively participate in tourism and maintain a good "family relationship" with tourists. The symbiotic energy generated enables the villagers to achieve economic and social prosperity. On the one hand, villagers actively set up farmhouses and homestays, rely on "affectionate" services and good reputation to attract tourists into the village, and then use emotional maintenance to keep guests. "What really attracts and retains tourists is not only the quiet green mountains and green hills, but also the service and reputation accumulated by business owners for many years." (Director of Social and Economic Development Office) "Now many guests are frequent visitors to our village, and they have to stay several times a year like visiting relatives. Some guests come more than a dozen times a year." (Owner of Gongcha Nongjiale) In addition, the farmhouse owners will implement the "source sharing" mode (Figure 4). On the other hand, the villagers actively participate in the production and sales of local products. In Guzhu Village, in addition to 70% of the villagers who run homestays and farmhouses, 20% of the villagers are engaged in the production and sales of agricultural and sideline products, including purple bamboo shoot tea, blueberry, kiwifruit, lily, peach and other characteristic agricultural industries. The agricultural products in this village, covering fruits and vegetables, livestock and poultry, are all directly sold locally. According to incomplete statistics, the annual sales volume of eggs alone in the farmer's market reaches about 1 million Jin, and the annual income of local products business households with good benefits in the village can reach more than 1 million yuan. The villagers' economic income has obviously increased, and their happiness has been greatly improved. "I didn't have any income at home before, but now I can earn a good income by selling these things, and it's good that I can take care of my family in my own village." (Shop owner) In addition, the villagers will actively participate in all kinds of trainings held in scenic spots, learn various skills, provide better services and experiences for tourists, and attract more repeat customers. "We often receive various training notices in the group of homestay owners. Learn to take photos, learn to make tea, and last week I went to the training of making small videos." (Guixin Hot Spring Holiday B&B Housekeeper)

Figure 4 Schematic Diagram of the "Guest Flow Sharing" Model of Farm Stays in Guzhu Village



### 3.3 Standardized and unified management of the association provides guarantee for villagers to attract and retain tourists

Under the symbiotic environment of village collective economic foundation, tourism market management, convenient transportation, etc., the farmhouse association manages farmhouses in a unified and standardized way and establishes industry standards. The symbiotic energy generated enables the village to achieve economic and social prosperity. Driven by rural tourism, the homestay farmhouses in Guzhu Village have developed rapidly. 70% of the villagers are running homestay farmhouses, which is the village with the most concentrated farmhouses in Zhejiang Province. "Our village is a large farmhouse gathering area in East China. Because of the large number of tourists in Shanghai, it has the reputation of 'Shanghai Village'." (General branch secretary of the village party) Large-scale development can enable tourists to have other different choices when they are dissatisfied with a

farmhouse, thus avoiding the loss of tourists. Guzhu Village Farmhouse Association implements unified and standardized management of homestay farmhouses. "We also pay attention to the role of farmhouse industry associations." (Director of Social and Economic Development Office) First, the differentiated development of farmhouses. There are more than 500 homestays scattered in the village area, including high-end homestays and mid-end farmhouses, 40 provincial three-star homestays, 5 four-star homestays and 5 five-star homestays, with differentiated development and common development of middle and low levels to meet the needs of tourists at different levels. Second, a characteristic charging model is formed, and the overall price is relatively low. All farmhouses feature "N+1" as the characteristic charging method. N represents the number of accommodation nights, and the actual charging is carried out according to N+1, that is, staying on the same day and leaving on the next day counts two days. According to the standard of 120-240 yuan for each person for two days and one night including food and accommodation, and 180-360 yuan for three days and two nights, the "five-package" mode of food, accommodation, package delivery is implemented. The overall price is affordable and low, attracting many tourists and repeat customers, and the income of villagers has increased significantly. "A farmhouse can earn 300,000 yuan a year, and a better homestay can earn more than 1 million yuan a year." (General branch secretary of the village party) Third, set up a tourist transportation team to facilitate tourists from all over the world. If the number of the team reaches 10 people, there is a special motorcade in the village to pick up and drop off the customers directly in the urban community where they are located. "At that time, there were most middle-aged and elderly people from Shanghai, but their inconvenient transportation to the village was a problem. With the increasing market demand, the village began to use buses to pick up and drop off guests who came to stay in farmhouses. When the guests are convenient, the number of visits will increase." (Boss of Gongcha Farm Music) Now there are 10 motorcades in the village, which have to undertake the back and forth of nearly 10,000 tourists every day. The unified and standardized management of the farmhouse association has effectively promoted the common prosperity of the countryside.

### **3.4 The operating company promotes the in-depth integration of agriculture, culture and tourism and broadens the path for villagers to increase their income and become rich**

Under the symbiotic environment of economic foundation, market demand, industrial brand building, the operating company combines multi-village operations, innovative products and talent recruitment, and the symbiotic energy generated has achieved economic, cultural and ecological common prosperity. In 2018, Guzhu Village joined hands with eight villages under the jurisdiction of Shuikou Township to jointly establish Ximeng Culture Communication Co., Ltd., aiming to be responsible for the efficient operation of diversified projects in the scenic spot through unified planning and management. Ding Jie, the person in charge, led the team to dig deep into the characteristics of tea culture scenic spot with Guzhu Village as the core. Focusing on the cultural core of "Purple Bamboo Shoot Tea" and "Village B&B", the two brands of "Shuikou Caoshi" and "Impression Shuikou" were used to carry out in-depth development, brand building and Shuikou mode output of scenic spot tourism products, so as to further enhance the brand value of rural tourism and the added value of derivative products. The company actively leads villagers to change their thinking, adheres to the concept of "Lucid waters and lush mountains are invaluable assets", makes full use of the water resources of Guzhu Village, and promotes the development of green ecological economy. It not only increases economic income, but also enhances the environmental awareness and sense of responsibility of villagers and tourists. "Many customers are attracted by the landscape here, so we usually pay great attention to environmental protection." (Villagers) "The ecological environment here is beautiful, which attracts us. We will naturally protect the environment when we live here." (Tourists) Integrate resource utilization into cultural elements, and transform existing rural resources into new products that can give tourists new experiences, especially the development of purple bamboo shoot tea culture and derivative products and cultural and creative products, so as to enhance tourists' sense of cultural experience. "Our newly developed purple bamboo shoot tea lager beer is very popular among young people, and we will innovate more products related to Guzhu culture in the

future." (Staff of Ximeng Culture Communication Co., Ltd.) In addition, the company actively attracts young talents and expands the rural operation talent team for the development of Guzhu Village. Corporate operation has realized resource sharing, complementary advantages and coordinated development of all villagers, strengthened the village collective economy, and provided a path for the countryside to promote common prosperity.

## **4. Conclusions and Discussions**

### **4.1 Conclusions**

Based on the practical problem of rural common prosperity, this study adopts the longitudinal single case study method, taking the typical case Guzhu Village as the research object, and analyzes the process of village development of rural tourism to promote rural common prosperity from the perspective of symbiosis. According to the degree of village development, it is divided into three stages: the first stage is spontaneous management stage, the second stage is joint development stage, and the third stage is industrial upgrading and common prosperity stage. Different key events, different symbiotic main units and the coordination of different resources in each stage lead to certain differences in the effects of rural tourism development. The spontaneous management mode of the village in the early stage enabled some villagers to achieve material prosperity, while the reasonable division of labor and mutual promotion and win-win between the symbiotic units in the later stage of transformation and common prosperity enabled villagers to achieve material prosperity, spiritual and cultural prosperity and village ecological harmony. At the same time, the article analyzes the participation and role of different symbiotic units in the process of rural operation, and finds that rural operation to promote common prosperity is a process of cooperation between multiple stakeholders. The local government strengthens autonomy, optimizes services, and provides policy guidance and financial support for villagers; Villagers' resource sharing and enthusiastic service bring the best experience to tourists; The standardization and unification of farmhouse associations provides guarantee for the number of tourists received by owners and jointly increases the income of villagers; The operating company innovates products according to market demand, realizes the deep integration of agriculture, culture and tourism, and provides a variety of paths for villagers to increase their income and become rich. The conclusion of the research has positive practical significance for rural areas to achieve high-quality development and move towards common prosperity. By rationally allocating the roles of various symbiotic subjects, the village can attach importance to the dominant position of villagers in the development process, introduce new units such as operating companies to inject new energy into the village, transform resource advantages into economic advantages, and jointly strengthen the rural collective economy.

### **4.2 Discussions**

This study deeply analyzes the different stages of Guzhu Village in Changxing County in the process of moving towards common prosperity and its symbiotic effects, and reveals how the village can transform its ecological advantages and resource advantages into economic advantages and development advantages by focusing on multiple symbiotic subjects and cooperating with the help of symbiotic environment. It enriches the connotation and representation of common prosperity, which is manifested in sustainable employment, increased income, enhanced happiness and satisfaction, balanced distribution of interests, improved cultural identity and livable environment. Besides material prosperity and spiritual prosperity, ecological pleasure is also one of the important manifestations of common prosperity<sup>[9]</sup>. At the same time, it enriches the internal relationship between rural operation and common prosperity, and also provides a reference "Gu Zhu model" for other villages, showing how to achieve multi-stakeholder symbiosis and win-win through effective rural operation strategies under a specific regional cultural background. Through diversified development strategies, taking advantage of ecological advantages and tourist market, focusing on villagers' participation and other measures, the economic vitality of the countryside can be effectively enhanced, and then the all-round development of the countryside can be promoted<sup>[42]</sup>. This discovery is not only applicable to rural tourist destinations, but can also be extended to villages of other industrial types, providing a broader reference for the realization of rural revitalization and common

prosperity goals. For example, cultural and artistic villages, e-commerce industrial villages, etc. also involve rural operation and governance issues<sup>[43]</sup>. Their essence is to give full play to the role of local governments, villagers, village collective economic organizations and other multiple subjects. Therefore, we can also learn from and expand the effective rural operation mode and mechanism refined by this research institute, and mobilize multiple subjects to cooperate to promote rural development and move towards common prosperity.

This study also provides many enlightenments for villages to promote rural development and achieve common prosperity through rural operation: First, it emphasizes the key role of operating companies in rural operation. In the process of rural transformation and upgrading, the operating company needs the overall operation and management, including project planning and marketing, tourist reception and service, and daily maintenance and management of various facilities in the village. At the same time, it is necessary to coordinate the interests of enterprises, governments, associations and villagers to ensure sustainable development. Second, attach importance to the core position of villagers in rural operation, and let villagers directly or indirectly participate in the daily operation and management of villages. About 90% of the villagers in Guzhu Village are directly or indirectly engaged in work related to rural tourism, such as homestay management and direct sales of agricultural products. This mode effectively promotes the development of local economy and enhances the cohesion of the community. Thirdly, the symbiotic units are tied together in the way of mutual benefit and mutual assistance, and the purpose of jointly promoting village development and realizing win-win situation between villagers and villages is adhered to, so that the symbiotic units are inseparable. The government provides policy guidance and financial support to guarantee the development of villages; Villagers actively participate, develop more formats, enthusiastically serve tourists and improve tourist satisfaction; The association acts as a bridge and link between the government and villagers, organizes villagers to conduct training, improves service quality, and assists the government in industry management; Through market-oriented operation, the operating company realizes the deep integration of agriculture, culture and tourism, improves villagers' income and tourists' satisfaction, and promotes the economic development and social benefits of villages. Of course, the use of a single case study in this study has certain limitations. In the next step, we can verify the conclusions drawn in this study through multiple cases, and further explore the similarities and differences of the mechanisms of different rural cases to help common prosperity through operation.

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