

Success Factors for Sustainable One Village One Product Programme: A Systematic Review in Asia

Ani Juaini Bahrin^{1*} , Farah Adilla Ab Rahman², Asiyah Kassim³

¹Fakulti Sains Pentadbiran dan Pengajian Polisi, UiTM Cawangan Sabah, Kampus Kota Kinabalu, 88997, Kota Kinabalu, Sabah, Malaysia

Email: aniju464@uitm.edu.my

²Fakulti Sains Pentadbiran dan Pengajian Polisi, UiTM Cawangan Negeri Sembilan, Kampus Seremban 3, 70300 Seremban, Negeri Sembilan Darul Khusus, Malaysia

Email: farah855@uitm.edu.my

³Fakulti Sains Pentadbiran dan Pengajian Polisi, Universiti Teknologi MARA (UiTM), Jalan Ilmu 1/1, 40450 Shah Alam, Selangor Darul Ehsan, Malaysia

Email: asiyah@uitm.edu.my

ABSTRACT

CORRESPONDING

AUTHOR (*):

Ani Juaini Bahrin

(aniju464@uitm.edu.my)

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A vital framework, the One Village, One Product (OVOP) initiative, has been introduced to boost rural development and help convert local culture, knowledge, and resources into sustainable economic value. Nonetheless, the substantial differences in the long-term sustainability of the OVOP programme across geographical areas are well-acknowledged, given the wide range of organisational, socio-economic, and environmental settings. The current systematic literature review aims to examine 25 peer-reviewed studies published between 2019 and 2025, retrieved from the Scopus database, to identify the key factors contributing to the success of the OVOP programme. The reporting standards for systematic evidence syntheses (ROSES) were adhered to when prior studies were methodologically screened, selected, and examined to identify emerging themes. The study led to the discovery of five major themes, which are (1) environmental protection, (2) digital technologies, (3) customer preferences, (4) community engagement, and (5) government support. This findings implied that in order to make sure that OVOP programme can be maintained over a more extended period, it should be capable of balancing the economic development with the preservation of environment, respond to the digital gap, be responsive to the customer preferences, create proactive interaction within the local community and engage the government using the financial, material and technical means or policy-related assistance to assist rural regions in developing more effectively.

Contribution/Originality: The paper's primary contribution is identifying five factors linked to OVOP success in previous studies: environmental protection, digital technologies, customer preferences, community engagement, and government

support. It highlights how these elements have contributed to successful OVOP implementation across different contexts and clarifies the key drivers of its performance.

1. Introduction

Ōita Prefecture, Japan, was the first to introduce the One Village, One Product (OVOP) programme in the late 1970s. Now becoming a well-known rural development model worldwide, the aim is laudable: to enhance local economies by promoting village products that incorporate local culture, identity, and resources, thereby achieving economic self-sufficiency and improving villagers' livelihoods (Kitagawa, 2016; Xu et al., 2020). The success is evident, as the programme finds its way into different countries. The programme is identified as adaptable and effective in supporting the process of helping villagers to rebrand their unique rural products (Phongpaichit & Baker, 2015; Pholpirul, 2024).

The long-term sustainability of the programme, nonetheless, remains unclear due to several concerns, including financial constraints and insufficient government support (Yang & Zhang, 2021; Ponark & Ahmad, 2025). This paper undertakes a systematic review of previous studies on the success factors of similar programmes in Asia using the reporting guidelines of systematic evidence syntheses (ROSES). Subsequently, a frame to assist in identifying emergent trends, recurrent themes, and literature gaps has been developed (Snyder, 2019).

1.1. Research Objectives

The research objective of this study is to examine the critical success factors influencing the sustainability of the One Village, One Product (OVOP) programme in promoting rural development. The primary research question guiding this review seeks to identify the key factors that contribute to the sustainability of the OVOP programme among rural communities. Therefore, this review aims to provide comprehensive insights into the sustainability and effectiveness of the OVOP model by addressing this question. It also offers practical implications for relevant stakeholders who intend to implement OVOP strategies in diverse rural contexts.

2. Literature Review

Although the main goal of the programme is clear: to promote local resources and advance efforts to build the rural community, there is an environmental protection issue in its implementation. Good economic results, as well as the capacity to safeguard the natural environment from which these products and practices originate, justify the long-term sustainability of OVOP programmes. However, recent research has raised the issue of balancing environmental requirements with the production of local products. As an example, a study by Xu, Xie, and Huang (2020) in the suburbs of Beijing highlighted the urgent need for an eco-friendly environmental management initiative that promotes the sustainability of local product development within the OVOP programmes. The paper went further to emphasise that uncontrolled levels of resource exploitation have the potential to ruin the ecosystem and, consequently, reduce the market appeal of locally produced products. Along those lines, a study by Pasaribu (2016) highlighted the lack of environmental considerations in OVOP practices in Indonesia, noting that the production

strategies used by stakeholders in the country, as well as their ecological awareness, are insufficient. Hence, the issues pose numerous difficulties in sustaining the programme. As such, this has necessitated a thorough inspection of the programme design, in which the effects on the environment are often ignored, particularly in the utilisation of rural resources through programmes such as OVOP.

The next apparent gap in OVOP research concerns the lack of background knowledge on the role of mastering digital technologies in the programme's success. While the aim of OVOP is precise, insufficient digital infrastructure and related skills in these areas are frequent hindrances to the programme's effectiveness. For instance, several studies have shown that OVOP programmes, particularly those implemented in rural areas, often face challenges due to inadequate internet access (Nipo et al., 2024; Ihsaniyati et al., 2024). As a result, their products are not visible to rural entrepreneurs in local markets. Moreover, technological gaps in rural communities, as stated by Hou (2024), have in turn increased disparities, since urban communities tend to have superior access to digital technologies than rural ones. Consequently, urban entrepreneurs often have a greater ability to dominate digital marketplace platforms. On the other hand, the rural products tend to lag and become practically invisible. In fact, the competitiveness of OVOP products can be considerably improved by promoting them through digital marketplaces, which provide access to broader markets and better supply chains (Purnama et al., 2019; Willem et al., 2024). More thorough research is critical to understanding the influence of digital technologies on the success of OVOP programmes and to addressing the challenges of digital literacy through targeted digital interventions. The reason is that not all OVOP programmes use digital platforms to address the unique needs of rural entrepreneurs.

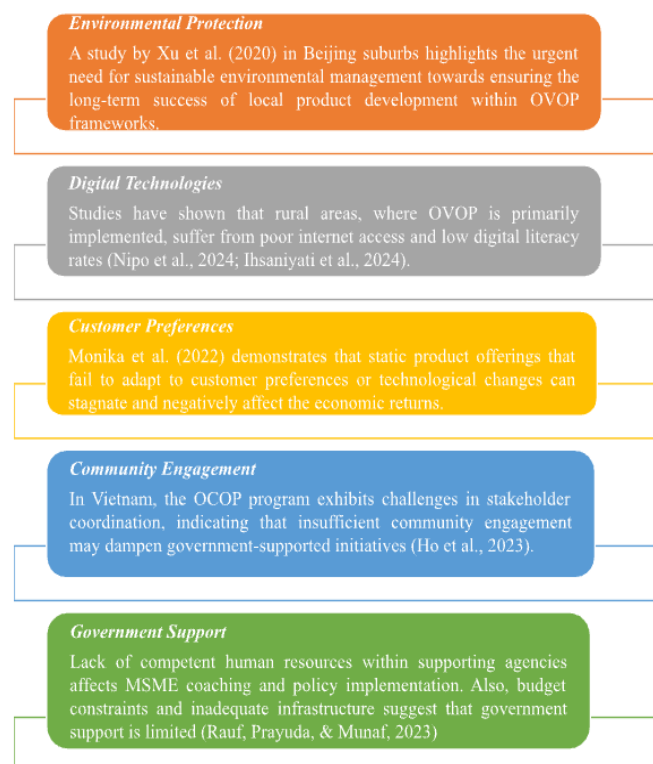
Despite the fact that the purpose of OVOP programmes is to produce commercial local products, the attempt to adapt their activities to changing customer preferences has created a gap. Although these efforts have shown promise, the hurdles to entering larger markets remain high. In the case of Indonesia, Asmara et al. (2024) demonstrated that the economic potential of OVOP programmes would have remained problematic without a thorough marketing plan. The respective sellers would fail to align their products with evolving customer preferences. Without targeted marketing and zero effort, they will not reach the right audience or address customer expectations. The lack of focus on improving product quality and on innovation is also a major factor preventing locally made products from competing globally. Elaborating on this, Nagrath and Grover (2024) noted that modernisation and innovation are necessary for traditional crafts in Varanasi, India. Without product innovation and quality improvements, arguably, there would be no commercial success, even of a culturally rich product, at the local or regional level. Secondly, a study of OVOP programmes in Indonesia by Monika and Pratiwi (2022) found that one of the major challenges was ensuring the positive long-term economic indirect effects of these programmes. The case study demonstrates that non-dynamic product propositions may expose themselves to stagnation and low economic payoff.

Another fact worth noting is a dilemma regarding the process of developing community participation in development programmes, especially those with a top-down structure. The OVOP programme established by the government in Indonesia's Sambas Regency has particularly limited involvement with community stakeholders (Rusdiono & Sudagung, 2024). This makes one doubt the effectiveness of championing grassroots involvement and its long-term sustainability. On the same note, in Aceh, although research has highlighted the significance of participation strategies, it is unclear how the multiplicity of engagement models can incorporate a wider range of stakeholders

(Erwan, 2023). In Vietnam, the OVOP programme faces difficulties in bringing together multiple parties to collaborate, suggesting that the success of such initiatives can be hindered (Ho et al., 2023).

As much as government support tops the list of issues regarding the effectiveness of community-based programmes, current literature has revealed flaws in the structure and design of support, as well as in its implementation. In many instances, this aid leads to centralised control, which appears not to encourage local innovation and engagement by all parties. An example is the OVOP programme in Sambas, Indonesia, where the government has adopted a predominant, top-down approach and had no significant interaction with grassroots players, which has negatively impacted implementation (Rusdiono & Sudagung, 2024). In a separate study, the main issue is a shortage of qualified human resources in supporting agencies, which hinders the quality and uniformity of MSME coaching and policy implementation. Added to this, the lack of budgetary funds and insufficient infrastructure implies that governmental support has only a limited scope and is not long-term (Rauf, Prayuda, and Munaf, 2023). Equally, in Thailand's OTOP programme, Ponark and Ahmad (2025) found that government assistance was usually generic and therefore failed to address the needs of businesses at different levels in specific ways, particularly the lower-potential groups. This one-size-fits-all solution was an obvious source of a critical gap in government agencies' ability to provide context-sensitive, related assistance. One prominent finding is that although government support is vital, its effectiveness still depends heavily on effective coordination and adaptability with local stakeholders. Figure 1 below illustrates the research gaps in the literature on OVOP success factors.

Figure 1. Pinpointing Literature Gaps in the Research on OVOP Success Factors



Source: Nipo et al. (2024); Ihsaniyati et al. (2024); Monika et al. (2022); Ho et al. (2023); Rauf, Prayuda, & Munaf (2023).

The identified literature gaps were highly correlated with the success factors for the OVOP programme's effectiveness. The gaps also suggest that the lack of comparative analyses across nations can hinder an in-depth understanding of the OVOP programme's success factors, thereby undermining its sustainability. In addition, inequitable access to digital technologies raised doubts about whether they could effectively improve marketing strategies and product reach. In addition, it is unfortunate that the programme's sustainability was not given sufficient consideration in its environmental protection. Additionally, since the OVOP programme requires its customers to buy its products on a long-term basis to sustain rural entrepreneurs, addressing and customising the product to customer preferences would be essential for the programme's long-term sustainability. Therefore, filling the above literature gaps can provide deeper insight into what made the OVOP initiatives successful, thereby assisting policymakers in developing inclusive, integrated, scalable, and flexible rural development programmes that resemble OVOP.

3. Research Methods

3.1. ROSES

The ROSES framework was employed in this study because it has a structured approach to systematically appraising prior study outcomes (Haddaway et al., 2018). The researchers formulated the RQ to guide the literature search across four phases: identification, screening, eligibility evaluation, and data abstraction, analysis, and validation.

3.2. Development of Research Question (RQ)

The Population, Interest, and Context (PICO) model has been utilised consistently in conducting SLRs and qualitative evidence synthesis, as it provides clear direction and guidance for formulating RQs that align with the research objective. The population in this study is the rural communities and participants in the OVOP programme. Interest is identified as a key factor in the OVOP programme's long-term sustainability. The context refers to the broader rural developmental initiatives. Collectively, the three key components assisted in developing the RQ: "What are the success factors that contribute to the sustainability of the One Village, One Product (OVOP) programme within the context of rural development?" It seeks to guide the establishment of literature search approaches, inclusion and exclusion criteria, and data analysis, ensuring that the results are highly pertinent to OVOP programme sustainability in rural regions.

3.3. Literature Search Approach

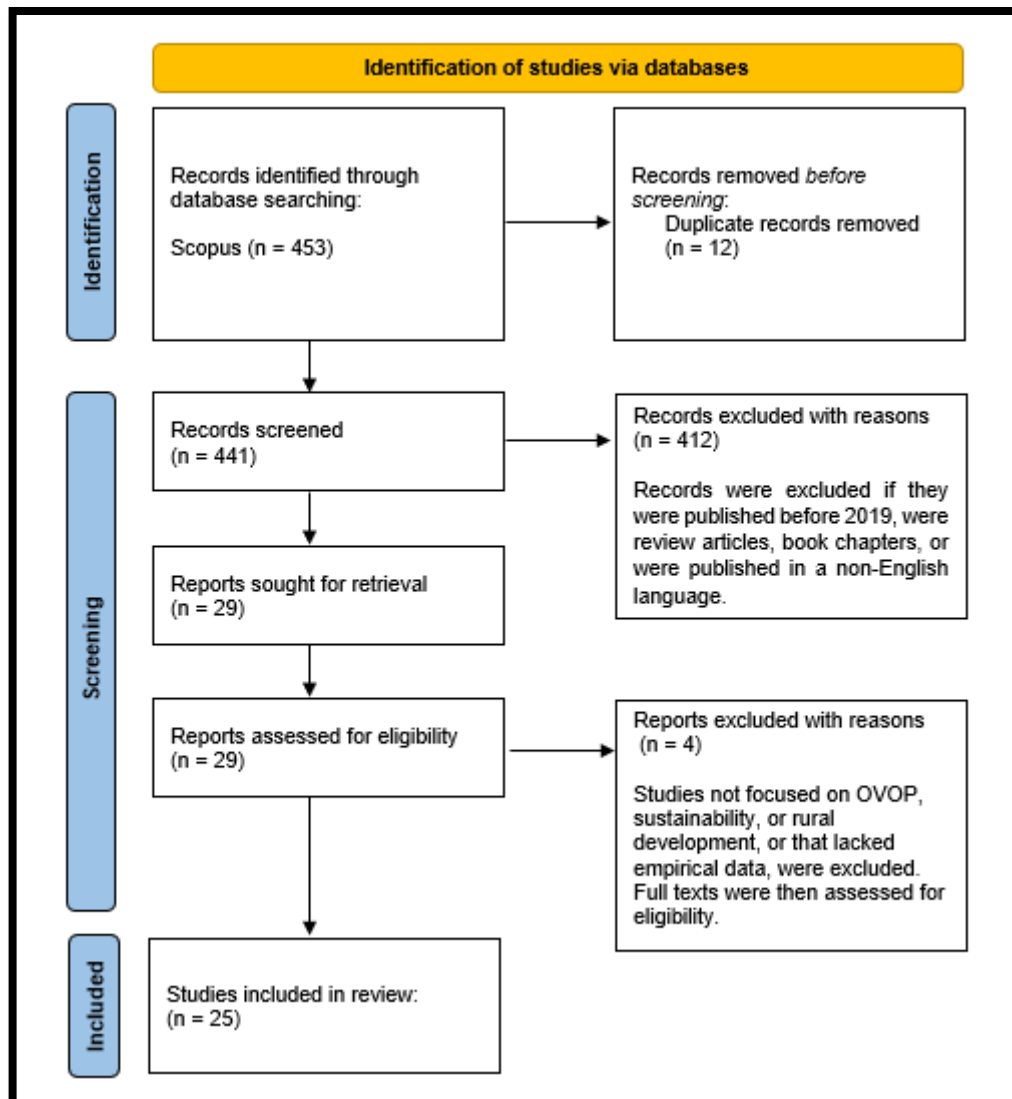
The methodological literature search approach comprised three key phases: pinpointing relevant articles, screening the selected articles using stipulated inclusion and exclusion criteria, and conducting an eligibility evaluation for finalisation. Figure 2 illustrates the overall SLR procedure.

3.3.1. Identification

The Scopus database, a highly reputable academic database for a wide coverage of peer-reviewed articles across various research domains, was the platform used for a holistic literature search, based on the PICO model through a series of keywords related to the

One Village One Product (OVOP) programme, sustainability, rural development, and success factors. Boolean operators, phrase searching methods, and truncation were also used to comprehensively gather relevant studies. As the initial outcome, 897 articles were collected and imported into Mendeley, a reference management tool for organisation and screening. Duplicated records were automatically identified and omitted, leaving 25 distinct articles for the subsequent procedure. Table 1 presents a structured search string formulated and applied to the Scopus database for holistic, relevant retrieval.

Figure 2: SLR Procedure



Source: Author's work

Table 1: The Search String

Database	Search String	Search Field	Applied Filter	Period
Scopus	("one village one product" OR "one tambon one product" OR "one town one product" OR "one district one product" OR "one commune one product" OR "one product one village" OR OVOP OR OTOP OR ODOP OR OCOP AND ("success factor*" OR "critical success factor*" OR determinant* OR driver* OR enabler* OR barrier* OR challenge* OR constraint*) AND ("rural development" OR rural OR village* OR communit*)	Titles, abstracts, and keywords	English	2019 to 2025

3.3.2. Screening

In the screening procedure, a preliminary review of the titles and abstracts extracted from all 25 articles was conducted to determine if each article was relevant to the research question. Articles without any mention of OVOP or similar community-based rural developmental programmes or that did not concentrate on rural development, sustainability, or success factors were not included. The screening was performed manually on Mendeley, and the researchers were able to annotate and organise the articles efficiently. All 25 articles were kept for full-text review. Table 2 depicts the stipulated inclusion and exclusion criteria.

Table 2: Inclusion and Exclusion Criteria

Criterion	Inclusion	Exclusion
Publication Period	Published from 2019 to 2025	Published before 2019
Article Type	Peer-reviewed journal articles	Conference proceedings, book chapters, or books
Language	English	Non-English
Research Focus	The OVOP programme or similar rural community-based initiatives	Irrelevant to OVOP or concentrating on irrelevant developmental programmes
Thematic Relevance	Success factors, sustainability	Did not mention sustainability or factors contributing to the OVOP programme's success

3.3.3. Eligibility

All screened articles underwent a full-text review to determine relevance before inclusion in the final synthesis. A more refined appraisal was conducted to ensure that each article was highly consistent with the ROs and met the stipulated inclusion criteria. Specifically, the current phase focuses on identifying articles that discuss the OVOP

initiative or similar rural community-based development initiatives, as well as components relevant to success factors, sustainability, and strategic implementation in rural regions. Only peer-reviewed journal articles published in English and accessible in full text were included. By contrast, the non-academic sources, opinion articles, and articles without methodological clarity were excluded. The procedure provided reassurance that only high-quality, pertinent articles were retained in the final review. All 25 studies had met all eligibility criteria and were included in the data abstraction and analysis stage.

3.3.4. Data Abstraction and Analysis

The OVOP programme can thus also be seen as a multidimensional rural development model for local community empowerment, value-added production, and sustainable economic growth, with an emphasis on identifying the drivers of long-term programme sustainability. A mixed-methods systematic review (MMSR) will be conducted to thoroughly explore a specific topic, integrating quantitative and qualitative results or data collected through diverse approaches without compromising data integrity (Stern et al., 2020; Lin et al., 2023). The integration will also help identify emerging themes with high data inclusivity and effectively assess the efficacy of rural development frameworks in distinctive local contexts. The method also helps formulate robust theoretical models supported by empirical evidence as references for future policy-making. Sandelowski et al. (2006) also noted that the technique can help academicians examine individuals' interactions and communication modes in complex social settings. In line with these requirements, a thematic analysis method was used in this study. Preliminary themes were created by identifying similar trends in the abstracted data. Similar or related data were grouped, and five major themes were identified. At the second step, the validity and relevance of the five themes were confirmed. At this point, the researchers reassessed each theme to ensure it accurately reflected the data and was meaningful. By identifying consistent patterns, the researchers confirmed the five major themes and then coded each thematic category. The formulation of the themes was done collaboratively, involving both the authors and co-authors, and was highly consistent with the overall findings. In particular, the authors have engaged in various deliberations to eliminate emerging ambiguity, inconsistencies, and divergent viewpoints, narrow the themes, and eventually arrive at a consensus.

4. Results

4.1. Information Background of the Selected Articles

The articles studied on the OVOP, One Tamban One Product (OTOP), and One District One Product (ODOP) programmes (2019-2025) reflect a growing interest in rural development and a sustainable, inclusive economic system in the post-pandemic era. The majority of the collected articles were published recently (the year 2024 gave the most significant contribution (six out of twenty-three) to the article count). In a bid to examine the countries at issue, the articles mainly focused on China, Thailand, Indonesia, and India, with the most articles on Thailand. There was a focus on Indonesian articles on OVOP, with the limelight on community empowerment and cultural heritage. Conversely, the Thai study examined marketing, innovation, and competitiveness in the global OTOP commodities market. Articles from China illuminated on environmental sustainability and the pressures of urbanisation on rural development. Next, the impact of the ODOP programme on exports, employment opportunities, regional growth, and public

participation is discussed in India's only article. In sum, it is fascinating that the articles have different foci, although the flexibility of OVOP programmes across settings remains the common theme.

4.2. Key Themes

4.2.1. Environmental Protection

From the 23 studies, six articles have demonstrated the growing importance of incorporating environmental conservation into rural development strategies to ensure the long-term viability of OVOP programmes (One Village One Product) initiatives (Xu, Xie, & Huang, 2020; Yang & Zhang, 2021; Nildam, Rawang, Kliengchuay, & Tantrakarnapa, 2024; Huang & Tan, 2023; Yang, Zhang, & Xu, 2022; Srisawat, Makmee, & Ruangtip, 2021).

The *One Village One Product* (OVOP) concept, initially introduced in Japan, helps rural areas grow economically by focusing on unique local products. A study by Xu, Xie, and Huang (2020) examined changes in OVOP villages around Beijing between 2007 and 2017, particularly during periods when nearby cities expanded. The research, based on data and policy analysis, concluded that the villages continued to make significant progress despite a decline in the number and size of OVOP villages during the period. Agricultural products become higher quality, jobs are provided, and local entrepreneurs are encouraged. Nevertheless, the fact that urbanisation is increasing rapidly, forest planting is underway, and government policy is evolving makes it impossible to survive. From an environmental perspective, unregulated urban sprawl and mass afforestation are ways to occupy land once used for sustainable agriculture and local industry. Although the study does not explicitly point out the environmental protection practice among the villagers, there are forest planting practices and the transition to better-quality and possibly more sustainable goods of the agricultural sector, which would provide a hint of an indirect alignment with the environmental aspects, which are largely determined by the environmental policies and changes in the preferences of the people. Although planting forests has a positive impact on environmental sustainability, a careful balance should be struck between preserving rural life and promoting environmental sustainability.

Notably, a survey in the Guanzhong Plain in China observed that the adoption of staple grain crops instead of high-value commercial crops had been experienced in 35 out of 47 counties. Although this transformation suggests that economic growth is justified, it also led to a 29.53% increase in land pressure, raising questions about food security and environmental degradation. It is important to note that these findings highlight that the OVOP model should weigh short-term economic advantages against long-term sustainability objectives, especially regarding the ability to sustain food production in the long run and the additional safeguarding of the environment (Yang & Zhang, 2021). Hence, the solution is to maintain soil fertility, reduce agrochemical pollution, sustain ecosystem services, and protect agricultural landscapes against over-exploitation in favour of the objectives.

With this consideration in mind, the research study by Nildam, Rawang, Kliengchuay, and Tantrakarnapa (2024) aimed to analyse the environmental sustainability strategy by increasing the production of the OTOP programme in Thailand. They used participatory action strategies and a survey among key stakeholders. The results showed that

participants have a high degree of awareness and commitment to environmental conservation and a strong foundation in eco-friendly knowledge and skills. This research has categorically affirmed that education and partnership with stakeholders can render the ecological sustainability in OVOP/OTOP programmes more daunting. With the infiltration of eco-conscious values into local production, enhancing economic stability and environmental conservation in rural communities will no longer seem so far-fetched.

An additional example is that, based on the One Village One Product dataset offered by the Chinese Ministry of Agriculture and Rural Development, Huang and Tan (2023) illustrated how natural surroundings, particularly mountainous areas, could give a boost to agricultural sectors that would not only maintain rural environments but also have an indirect benefit on the local economy. Their research revealed that careful consideration of crops that can be regarded as environmentally appropriate can help prevent arable land from being abandoned, where rural development is consistent with conservation goals. The strategy will reduce the negative impacts of urbanisation by ensuring the land is used to its full potential to produce sustainable, high-value agriculture.

The article by Yang, Zhang, and Xu (2022) examined China's rural revitalisation policy aimed at enhancing farmers' incomes and improving rural industries. It was observed that OVOP programmes lead to significant rural development and enhance local economies. The results indicated the increased importance of environmental issues to market needs, suggesting a balance between the two factors. To aid these objectives, programmes can include measures to improve market accessibility without abandoning the need to conserve the environment.

In addition to such environmental views, Srisawat, Makmee, and Ruangtip (2021) have developed a framework to assess the factors driving the sustainable success of Thailand One Tambon One Product (OTOP) businesses. Based on the indicators, environment, communication, products, and innovation have been listed as the most important. At this point, it would be appropriate to note that environmental sustainability plays a role in the viability and feasibility of such local product-based initiatives. As an example, OTOP businesses must be willing to adopt environmentally friendly production practices such as using biodegradable or recyclable packaging. Moreover, it is favourable to encourage the use of locally sourced products to reduce carbon footprints and preserve local ecosystems. Such initiatives are environmentally protective and align with growing customer demand for green and responsible products, thereby enhancing the competitiveness of OTOP entrepreneurs in the market.

Overall, the above studies have clarified the significant connection between market needs and environmental protection in the effective implementation of OVOP programmes. The works were devoted to the fact that the real success in OVOP is more than raising the income of rural entrepreneurs and promoting local products. The balanced approach is also required to support rural economies and ensure environmental and food safety. By combining these priorities, OVOP and other initiatives will be able to be sustained to contend with future challenges.

4.2.2. Digital Technologies

Three studies (Grodgangunt, Lata, & Silpcharu, 2022; Suphan & Pirabun, 2024; Taemaneeratana & Malang, 2024) highlighted digital technology as a key success factor for the OVOP programme and similar initiatives. An investigation by Suphan and Pirabun

(2024) took a further step towards studying OTOP enterprises in Chiang Mai Province and found that customer behaviour, especially customer responses to digital marketing features such as customisation and purchase frequency monitoring, is instrumental to online sales and customer retention. Therefore, it is clear that the increased role of digital tools in promoting product presence and market penetration cannot be doubted.

Following the view of the above, Grodangunt, Lata, and Silpcharu (2022) showed that in a bid to make the OTP programme more effective and inclusive, there should also be a move towards bridging the digital divide using the increasing digital infrastructure, access, and literacy among rural entrepreneurs, particularly in the remote regions. The research indicated that investment in digital infrastructure, workforce training, and the acquisition of appropriate technology significantly improves an organisation's responsiveness to the pressures of the digital economy. In addition, Taemaneeratana and Malang (2024) emphasised the potential of powerful digital technologies, including AI applications such as ChatGPT, to help OTOP business owners create content and improve social commerce (S-commerce) strategies. The adoption of digital tools in marketing and general business activities has been proven to be an intelligent step towards enhancing the business's competitiveness, flexibility, and sustainability in the digital age.

4.2.3. Customer Preferences

The first and most important ingredient of the OVOP programme's success and sustainability across different socio-economic and geographic settings is customer preferences, which directly determine the growth and sustainability of rural enterprises. This theme is widely present in a number of studies.

The scholarly article by Phanphet et al. (2019) examines the One Tambon One Product (OTOP) programme in Thailand, which was established to promote local products across the nation's sub-districts. Having used the elderly as subjects and drawing on close reference to customers' choices and preferences, the findings highlighted the need to understand the niche customer segment to tailor locally produced products effectively. Nurunnisha and Saudi (2019) researched the barriers to Kalua, a conventional Indonesian food product. Although Kalua has 15 years of production and marketing experience, it has yet to benefit from market visibility among tourists. The research identifies ineffective marketing tactics and poor cooperation with government bodies as the main hindering factors to its greater success. Following Japan's OVOP model, the authors proposed introducing a place-based branding model and institutional support to attract more customers, both domestic and foreign.

Boonnarakorn et al. (2023) conducted an analysis of the effects of the COVID-19 pandemic on Thailand's OTOP snack food industry. A number of reasons contributing to customer purchasing behaviour were cited. According to the proposal, packaging design is considered a powerful factor, as it directly affects customer choice and market penetration. This finding supports the claim that strategic marketing and customer-oriented strategies are important instruments for increasing the OVOP product's global competitiveness. It should be noted that the OVOP initiatives were keen to promote the unique, identity-based local products and to assist rural entrepreneurs in remaining competitive. Smith (2019) has focused on the peri-urban communities of the Yangtze River Delta in China and provided an in-depth analysis of the OVOP model implementation. Through the use of several strategies, such as those in peri-urban communities, it would be possible to align product development with customer

preferences, thus providing clear evidence that this method can be applied to extend the product's presence and relevance in the market.

Mekhum and Sittisom (2021) critically analysed the impact of OVOP programmes on the country's economy, specifically the impact of certain positive values on the economic growth of rural Thailand. The research findings provided strong confirmation of a correlation between improved product quality and local economic activity. Such a strategy focuses on customer satisfaction and quality assurance, helping rural entrepreneurs achieve long-term income and resilience. The subsequent study was conducted by Nanthasudsawaeng (2020), who reviewed the operational efficiency of OTOP in Rayong Province, Thailand. This research assessed the key components of business models that influence local entrepreneurs' performance. One of the most influential factors is the value proposition, in addition to other factors, such as key activities and cost structure. It has been indicated that aligning product offerings with customer preferences can enhance product competitiveness and ensure the programme's long-term viability.

After reviewing these studies, it is agreed that the key points to enable the sustained success and expansion of the OVOP programme are to align product development with demand and to focus on customer demand and preferences. The standout point is that customer preferences are similar across successful implementations of the OVOP programme in different settings.

4.2.4. Government Support

Having robust governmental support is a constant source of initiatives to preserve the cultural heritage and improve the rural economy. A study conducted by Pranee (2019) investigated the community-based tourism model of the same programme through a case study of Hat Sompan Village in Ranong Province. The discoveries indicate that the concept of effective management is rooted in strong community involvement, which helps innovative ideas and local resources thrive. Consequently, additional jobs and income earnings by rural populations have also been created. The activities available capture tourists' interest in experiencing the locals' way of life and, at the same time, promote Hat Sompan as an ideal model tourist village. The government has also taken on a facilitative role, supporting policy, capacity-building programmes, and infrastructural development, while empowering the community to enhance service quality and extend its tourism offerings. This integration, with a fully supported strategy, has led to a fairer distribution of income in the village, which, by nature, makes Hat Sompan Village a successful example of a rural town to emulate.

Izudin, Kholili, and Umam (2024) examined another local heritage, the Ngalogat tradition in Jambudipa Village in Indonesia. The paper supports the importance of the community and the local government in commoditising heritage, more specifically, in Gentur lantern crafts. Religious leaders of the community have contributed immensely to the popularisation of the Ngalogat tradition and have also influenced the local population to take part in the manufacture of the Gentur lamps. Through the implementation of the OVOP programme, the local government will oversee improvements by encouraging community participation and providing a platform for enhancing the crafts. This example illustrates the significance of cooperation between local communities and the government, at the expense of cultural heritage and economic growth.

In their study, Miagina, Bisio, and Kembauw (2021) examined the OVOP initiatives within the West Tobelo Municipality to analyse which local agricultural products can be possibly developed. This choice of area is also warranted because it offers exceptional quality of goods as opposed to other parts of North Halmahera. The study revealed that the OVOP programme aligns well with West Tobelo, as it encompasses numerous development sectors. Nevertheless, the research results failed to acknowledge the lack of coordination between the government and the local community and emphasised the need for supportive policies and initiatives. These are the direct channels for consolidating local human resources and ensuring that such commodities are developed adequately. Once again, the critical role of government assistance is stressed.

In addition, Muslim, Sinaga, Bainus, and Darmawan (2020) emphasised the role of the Thai government in the development and maintenance of the OTOP programme. The initiative is backed by concerted efforts from various ministries, including Trade, Industry, Agriculture, and the Ministry for Disadvantaged Regions, which collaborate to help producers access domestic and foreign markets through integrated marketing and promotional approaches. The government's unanimous patronage plays a central role in achieving the programme's main aims: industrialising rural areas and enhancing community welfare by supporting small-scale, income-earning projects. The active engagement of community members in product selection and design, and in decision-making, is also encouraged through the programme to foster a sense of ownership and pride. This integrative strategy has significantly increased the domestic potential, preserved the cultural identity, and enhanced social integration among rural communities.

In that regard, Pholphirul et al. (2024) also highlighted the role of the local government in fostering networking among community businesses under the OTOP programme in the province of Nong Khai. The majority of community-based enterprises have worked with the local government on brand development, marketing, and design. Nevertheless, some businesses remained distant, with no relationships or joint ventures. In that way, the healthy competitiveness of such community enterprises may be more intense through closer cooperation of all the members of the value chain.

In addition, Wibowo, Jagau, Christianto, and Sulang (2024) also studied the possibility of establishing community-based non-timber forest product (NTFP) enterprises (CBNEs) in the indigenous peasant communities in Manuhing Raya, Central Kalimantan, Indonesia, with regard to the community participation and empowerment of local people. The study revealed how these communities can produce local agricultural products using sustainable and inclusive methods. The integration between the CBNE model and the OVOP initiative has been demonstrated to effectively create and market local products. Moreover, the research emphasised that conservation projects in rainforests should be actively engaged with local communities. This study also concurs that the role and assistance of the government during the development of CBNE are critical to infrastructure development, capacity-building programmes, and the recognition of indigenous knowledge, such as Upun Pambelum (thinking of forest land as essential to life), which these enterprises depend on to sustain themselves.

Moreover, the study by Nagashima and Kato (2025) provides strong empirical evidence that government support is the primary success factor underpinning the OTOP programme's effectiveness in Thailand. Using a nationwide quasi-experimental design, the findings show that government intervention through OTOP led to a measurable

increase in average household income by 2,864.85 THB annually, particularly benefiting lower-income villages. This demonstrates the programme's effectiveness as a targeted poverty alleviation strategy. These works discuss the major success factors in maintaining OVOP-style programmes, including collaborative governance and grassroots participation. The results indicate that strong government intervention is essential in attaining permanent economic growth.

4.2.5. Community Engagement

Community engagement is a ticket to the success and sustainability of the local economic development projects, such as ODOP and OVOP. Yet, multiple articles, including Tripathi and Agrawal (2021), Erwan (2023) and Klangrit et al (2025), did not overlook the current issues in achieving meaningful and inclusive participation. The studies, however, stressed that inclusive participation is essential to improve the programme's effectiveness and long-term sustainability.

Tripathi and Agrawal (2021) examined the One District One Product (ODOP) programme in Uttar Pradesh (India) as an economic revitalisation policy. They investigated the design, implementation, and impact of the programme on employment opportunities, export growth, and the general development of the economy between 2018 and 2020. According to the study, the ODOP programme positively influences the state's economy because the strategy has notably improved local production and income by promoting the production of goods specific to the district. Another lesson of the study was to make engagement in the local community active to ensure the success of the programme. Although it is important, community involvement is often ignored in government planning processes. Lack of resources also contributes to this oversight and to an overall belief that community involvement might be a delaying factor in implementation. Nevertheless, inclusive participation is crucial to maximise the effectiveness and sustainability of the development project initiatives such as ODOP.

Erwan (2023) sought to understand the challenges of stakeholder involvement in creating the OVOP centre (Sentra) in the city of Banda Aceh. Although 14 variables related to engagement challenges were identified as not critical during implementation, the four key areas emphasised by key stakeholders as needing improvement were government support, funding schemes, programme sustainability, and stakeholder engagement approaches. As OVOP Banda Aceh is a state-based programme, the research provided stakeholders with opportunities and engagement strategies at the first stages of programme planning. The results imply that when inclusive engagement is limited, the risks associated with project communication, coordination, and goal alignment increase, thereby limiting the community's long-term sustainability.

The study by Klangrit et al (2025) highlights community engagement and cultural capital as key factors in the OTOP programme's success. The sustainability of *Prakuam* production in Surin Province is strongly rooted in the transmission of traditional silverware-making skills across generations within the community. These practices are deeply embedded in the cultural identity of the local Khmer ethnic group, with some artisans tracing their lineage back to the Khmer Empire. This continuity of indigenous knowledge not only preserves the authenticity of the craft but also strengthens its uniqueness and value in the market. However, the study also cautions that increasing commercialisation under OTOP may weaken this cultural foundation if community values are not actively preserved. Therefore, sustained community involvement and the

protection of cultural meaning are essential to maintaining the long-term viability of such initiatives.

Figure 3 presents a graphical illustration of the study's findings.

Figure 3: Graphical Illustration of Success Factors for the One Village One Product Programme in Rural Asia



5. Conclusion

The literature collectively identifies environmental protection as a critical factor in ensuring the sustainability of OVOP initiatives. Despite rural development being a central goal, studies (Xu et al., 2020; Yang & Zhang, 2021; Huang & Tan, 2023) highlight

ongoing environmental challenges, including land pressure, deforestation, and degradation of arable land due to urban expansion. While economic activities such as urbanisation and high-value crop production may increase income, they often intensify environmental stress. This reflects a persistent tension between economic development and environmental conservation, suggesting that sustainable OVOP implementation must integrate environmental considerations, particularly in land use planning. In addition, digital technology plays an increasingly important role in enhancing OVOP effectiveness, while also exposing the digital divide. Studies show that digital marketing and AI tools improve customer engagement and business performance (Suphan & Pirabun, 2024; Taemaneeeratana & Malang, 2024). However, unequal access to digital infrastructure and skills, especially in rural areas (Grodgangunt et al., 2022), limits these benefits. Therefore, improving digital literacy and infrastructure is essential to ensure inclusive participation in digital transformation.

The review also highlights customer preference as a key determinant of OVOP success. Aligning products with consumer expectations, particularly in niche markets, enhances satisfaction and strengthens rural economic resilience (Phanphet et al., 2019; Mekhum & Sittisom, 2021). Furthermore, product innovation, packaging, and place-based branding improve competitiveness (Boonnarakorn et al., 2023; Smith, 2019). Nevertheless, limited coordination among stakeholders and insufficient support mechanisms hinder the effective translation of customer insights into market strategies, restricting broader market access (Nurunnisha & Saudi, 2019). Moreover, government support is widely recognised as essential for OVOP sustainability, particularly through policies, infrastructure, and capacity-building initiatives. While successful examples exist, such as Thailand's OTOP programme (Muslim et al., 2020), challenges remain in areas with weak coordination and limited local empowerment (Miagina et al., 2021). Evidence also suggests that effective implementation depends on context-specific, inclusive, and culturally grounded policies. Without this, top-down approaches risk limiting innovation and long-term impact. Finally, community engagement is a fundamental component of sustainable OVOP implementation. Studies show that participation in OVOP/OTOP programmes is often limited by resource constraints, unclear stakeholder roles, and weak coordination (Tripathi & Agrawal, 2021; Erwan, 2023). Although Klangrit et al. (2025) highlight the role of community engagement and cultural capital, the economic impact of these community-based practices on household income and livelihoods remains unexplored. This gap underscores the need for early and meaningful community involvement as a core component of programme planning and implementation.

To conclude, the positive aspect of the present SLR concerns the effectiveness and sustainability of the OVOP programmes in various settings. The thematic analysis, which resulted in environmental sustainability, digital technology, customer preferences, community involvement, and governmental assistance, also provides closer insight into the effects of localised development structures on the sustained, economically diversified rural villages in question. The paper is another important contribution to the literature, offering practical implications for rural development strategies. It is also necessary to note that the relationships among environmental stewardship, technological integration, client-centred development, interaction with local communities, and governmental patronage underscore the urgent need for an integrated, context-sensitive developmental model. The findings have also narrowed down to the OVOP initiative's flexibility in overcoming contemporary obstacles, including food insecurity, land pressure, and unstable customer requirements.

Meanwhile, although this review has concentrated on articles grounded in empirical papers, there are grey publications and technical papers that helped obtain evidence of the actual programme scenario. Concurrently, practitioners, policymakers, and local leaders may use the insights from the findings to identify clear enabling factors in the current environment that shed light on the necessity of sustainable and inclusive economic development. This requires a localised and community-based framework, with one of them being the OVOP programme. The current results can be expanded by assessing scalability, longitudinal impacts, and the incorporation of digital technologies in improving OVOP outcomes across a range of socio-economic settings.

Ethics Approval and Consent to Participate

Ethical approval and consent to participate were not required for this study, as it is a systematic literature review based on secondary data from published sources.

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Conflict of Interest

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