

# The Status Quo of the Development of Theme Parks and Countermeasures

## Taking Qujiang Cold Kiln Ruins Park as an Example

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**Abstract**—With the rapid development of tourism, theme parks play an important role in today's tourism industry as a kind of artificial tourism resources. Taking Qujiang Cold Kiln Ruins Park as an example, this paper investigates the development status and existing problems, and analyzes its strength, weakness, opportunities and threats by SWOT analysis method, and proposals targeted ideas and countermeasures combined with the future development trend of Qujiang Cold Kiln Ruins Park.

**Keywords**—theme park; SWOT analysis; development status; countermeasure

### I. INTRODUCTION

#### A. Research Background

With the development of tourism, theme parks, as a kind of artificial tourism resources, play an important role in today's tourism industry and have been widely favored and welcomed around the world. From the gradual exploration in 1978 to the present, the construction and development of China's theme parks has relied on the long history and culture and the rapid development of tourism. Now it has entered a stage of rapid growth and achieved remarkable achievements.

The Cold Kiln Ruins Park in Qujiang New District of Xi'an relies on the rapid development of tourism in Xi'an and its rich historical and cultural background. It has achieved good results since its official opening in 2010.

#### B. Research Purposes and Significance

After more than ten years of development, Theme Park in Xi'an City has risen, and various theme parks are highly competitive. Taking Qujiang Cold Kiln Ruins Park as an example, this paper investigates the development status and existing problems, and puts forward the ideas and countermeasures to solve the problems, promotes the better

development of the cold kiln ruins park in the future, and provides reference for the development of other theme parks.

#### C. Research Methods

1) *Literature research method*: Through the review of relevant literature, the author can collect and organize research materials related to theme parks, and master relevant theories, which provide guidance for thesis writing.

2) *Survey study*: Through the field investigation, interviews and questionnaire survey methods, the author will grasp the development status and existing problems of Qujiang Cold Kiln Ruins Park and find the solutions.

3) *Method of comparative analysis*: Comparing the Qujiang Cold Kiln Ruins Park with other theme parks, this paper will take the essence, and provide reference for its future development, and draw relevant conclusions to support the writing of the paper.

### II. OVERVIEW ON THEME PARK

#### A. Definition of Theme Parks

There is no uniform standard for the concept of theme parks in academic circles in China and foreign countries. From the late 1880s to the 1990s, theme parks experienced changes from the "artificial landscape" to the "artificial scenic spot" and to the "theme park". Experts and scholars in China have also tried to give them an accurate definition. Bao Jigang (1996) believed that theme parks were a kind of artificial tourism resources, which focused on special ideas and created a series of projects with special environment and atmosphere around one or several themes to attract tourists. Xu Jufeng (1998) believed that theme parks were activities designed for the recreation and entertainment of tourists; they have a variety of attractions; they are designed around one or several themes; they included food and beverage, shopping and other service facilities; they carried out a

variety of attractive activities; and they implemented commercial operations.

This article summarizes the theme park as the following: meeting the changing needs of tourists, adopting a combination of modern science and technology and cultural connotation, focusing on one or more themes, adapting to the requirements of the times, and adopting a variety of commercial management methods.

### B. The Development of Theme Parks

Viewing the development of the theme park, from the advent of the theme park "Mundradan" in 1952 to the opening of the world's first theme park "American Disneyland" in 1955 and then to the Universal Theme Park, Six Flags Theme parks, etc., theme parks in Europe and the United States have the history of sixty-six years.

From "Song City", the prototype of the theme park in Hong Kong in 1978, to the first real theme park in 1989, "The Splendid China", and now to the "Window of the World", "OCT", "Tang Paradise" and other well-known theme parks, the theme parks have experienced 40 years of development.

## III. ANALYSIS ON THE CURRENT SITUATION OF QUJIANG COLD KILN RUINS PARK

### A. Park Overview

Qujiang Cold Kiln Ruins Park is one of the important components of Tang Culture Industry in Qujiang New District. Qujiang New District is a national cultural industry demonstration zone integrating historical culture, humanities and historical sites, natural landscapes and modern cities. Over the past decade, it has built a series of theme parks and convention centers such as Tang Paradise and Aquarium. Tourism resources are quite rich.

Qujiang Cold Kiln Ruins Park is located on the east of Qujiang Pool. The whole park is based on the love story of Wang Baochuan and Xue Pinggui. It tells the story of Wang Baozhen's 18 years of chilling in the cold kiln and the final reunion of the couple. The scenic area covers an area of about 71 acres. It has three major areas: wedding area, ruins area and commercial area. It is a unique and representative love theme park. While having physical structures and topography, such as ruins, caves, and loess cliffs, it also contains many intangible cultures and human resources.

### B. Status of Park Development

1) *Scenic environment*: The park is located in the natural loess gully, and the Wang Baochuan site is presented in the form of a cave, which fully restores the original appearance. Other modern buildings in the park are in the form of a combination of Chinese and Western. For example, the traditional Chinese paper-cut landscape sculpture wall at the entrance, the ancient architectural style of "Yujie Building", "Bridge of Magpies", and the European-style "church". The combination of the ruins and modern architecture brings together the beauty of Chinese

classical love and Western romantic love, fully demonstrating the theme of love.

The infrastructure in the park is relatively complete. The landscaping is high; flowers and trees can be seen everywhere; and even many plants representing love are planted. Although the area inside the park is not large, it is obvious that the cleaning staff can clean and maintain the environmental sanitation in a timely manner, and there is basically no peeling of paper pulp.

2) *Management status*: The park adopts the business model of "Cold Kiln Scenic Area + Jinyuange Hotel", and relying on "Tickets + Catering + Weddings" to obtain profits is the main business model of Cold Kiln Theme Park. According to the on-the-spot investigation during the internship period, the cold kiln realized an operating income of about 3 million yuan in November 2017, of which Jinyuange Hotel realized the revenue of about 2.1 million yuan. The cold kiln scenic spot realized the revenue of about 900,000 yuan, and it realized a profit of about 500,000 yuan in November.

It can be seen that 70% of the operating profit of Cold Kiln Company comes from the catering service and various wedding banquets in Jinyuange Hotel. Only 30% of them come from the cold kiln scenic spot, and the ticket income is about 650,000 yuan. The income of other tour guides is 0.5 million yuan; the rental income is 150,000 yuan; and the income from public construction property is about 100,000 yuan. The income of scenic ticket only accounts for 21% of the total operating income for the month.

3) *Visitor experience*: This paper investigates the tourist satisfaction of the Cold Kiln Ruins Park through field trips, interviews and questionnaire surveys. 300 questionnaires were issued this time, and 286 questionnaires were returned. The effective rate of questionnaire recovery was 95.34%. The survey results are as follows:

The tourists aged 0-20 years old account for 7%; the tourists aged 20-40 years old 34%; the tourists aged 40-60 years old account for 44%; and the tourists above 60 years old account for 15%. It can be seen that tourists in scenic spots are mainly middle-aged and elderly. ("Fig. 1")

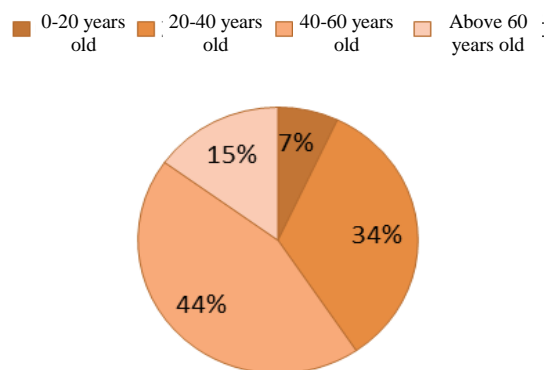


Fig. 1. Age structure of tourists.

60% of tourists indicated that they visited the park for the first time. Only 9% of tourists indicated that they had visited three times or more, and the tourist revisit rate was extremely low. ("Fig. 2")

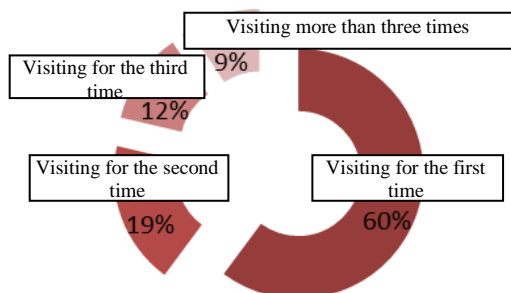


Fig. 2. Tourist revisit rate.

According to the survey, it found that most of the tourists who came to visit were local citizens in Xi'an, and most of them had less than 50 yuan in secondary consumption.

#### IV. SWOT ANALYSIS ON QUJIANG COLD KILN RUINS PARK

##### A. Strength

1) *The theme is clear and the activities are rich:* As a "love" theme park, Qujiang Cold Kiln Ruins Park has fully demonstrated strong love culture atmosphere. At the entrance, the large red landscape sculpture wall "Stunning Love" combines the park's artistic landscape with Chinese traditional paper-cutting forms, showing the top ten love stories of ancient and modern China and foreign countries. The wishing pool, Shenxian Cave and Bridge of Magpies in the park are all expressing the "love" culture to tourists without exception. In addition to architectural features, the Qujiang Cold Kiln Ruins Park will host a number of exciting themed events throughout the year, represented by the Cold Kiln Spring Festival, the Cold Kiln Festival, and the Cold Kiln National Love Carnival, showing a variety of festive elements such as folklore, non-legacy, national culture, and traditional love. The daily "Cold Kiln Story Performance" in the park starts from 11:00 pm to 5 pm, and the cultural performances such as "Bridegroom Selection" and "Shanxi opera" are overwhelming.

2) *Combining the wedding industry and developing a variety of profit models:* Relying on the love story of Wang Baochaun and Xue Pinggui, as a love theme park, Qujiang Cold Kiln Ruins Park combines the wedding industry to develop a variety of profit models. First of all, the Cold Kiln Ruins Park will hold six to eight blind date meetings each year, and jointly cooperate with Shaanxi Radio and Television Station for publicity. Each blind date will surely attract a large number of men and women who are looking

forward to seeking a good marriage. It will not only enable visitors to harvest happiness, but also increase ticket sales, expanding the popularity and influence of the cold kiln scenic spot. Secondly, Qujiang Cold Kiln Ruins Park adopts the business model of "Cold Kiln Scenic Area + Jinyuange Hotel". The affiliated "Jinyuange Hotel" is named "Golden Jade, being together lifetime". It is a carefully crafted wedding-themed hotel in the Northwest, and also has a high-end wedding venue such as a lakeside terrace, outdoor lawn, and church. The outdoor wedding of the companions is unique. Therefore, many couples who come here book wedding banquets and organize weddings every day. The benefits of the booming wedding industry have become the main source of income for the area. In addition, Jinyuange hotel will have at least one wedding exposition every year. Jointly cooperating with dozens of wedding institutions, the wedding dress, master of ceremonies, photography, head cars, tourism projects and other products will be rewarded at a discounted price and a second price for the lovers on the same day. The Jinyuange Hotel that provide the venue not only collects the rent of many shops, but also takes the opportunity to sell the hotel wedding banquet and increase the income of the company.

3) *Taking the Qujiang Cultural Tourism as the background and exerting the linkage effect among the scenes:* Qujiang Cold Kiln Ruins Park is affiliated to Xi'an Qujiang Cultural Tourism Co., Ltd. (referred to as Qujiang Cultural Tourism"), which is the first cultural tourism listed company in western China. The collection effect of Qujiang culture tourism brand has contributed an important force to the overall development of the Qujiang area. After more than ten years of development, Qujiang cultural tourism covers various areas such as scenic area operation, hotel catering management, and travel agency. It has many properties such as Tang Paradise, Qujiang Ginza Hotel, Qujiang International Travel Service, and Qujiang Ruhua Property, thus forming a complete industrial culture cluster. Qujiang Cold Kiln Ruins Park relies on the development and construction of Qujiang New District. With Qujiang cultural tourism as the background, it has a linkage effect among the scenic spots, hotels and travel agencies of Qujiang Cultural Tourism. As long as consumers agree with Qujiang's regional culture and the brand of Qujiang cultural tourism brand, it will jointly promote the development of its related scenic spots.

##### B. Weakness

1) *The size of the scenic spot is small and the ticket price is high:* Compared with many surrounding scenic spots, Cold Kiln has the smallest footprint, about 71 acres, and the busload is small. In addition, the price of the scenic spot ticket is 50 yuan / piece, and the couple's ticket is 88 yuan / 2 pieces. Besides, in order to promote the new media, the tourism can enjoy the preferential price of 45 yuan / piece after paying attention to the WeChat public account.

The scenic spot also cooperates with third-party websites such as Meituan, Public Comment, Ctrip.com, and the group purchase fare is also 45 yuan/piece. According to the survey, most tourists believe that the park area is small and the ticket price is high, but it is still within the acceptable range.

2) *The target group is limited, and the tourist revisit rate is low:* There are many activities such as traditional cultural performances and non-legacy cultural exhibitions in the park, but there are few activities that attract young people. From the questionnaire, it can see that 40% of tourists are 44-60 years old, and 15% of them are over 60 years old. It can be seen that the audience of the park is mainly middle-aged and lacks attractiveness to young people. And the tourist revisit rate is extremely low. According to the questionnaire, only 9% of tourists have indicated that they have come three times or more.

3) *Insufficient follow-up capital investment and outdated facilities and equipment:* The park lacks the investment of follow-up funds, and the facilities and equipment are outdated. The LED screens that broadcast the story of Wang Baochuan in the story hall have not been replaced all the year round, and the picture is very vague. On the contrary, Disneyland is worthy of reference. It will eliminate some of the old projects every year, and at the same time build some new projects. The theme content will be constantly updated to meet the changing needs of tourists, making the scenic spot live forever.

#### C. Opportunity

1) *The vigorous development of tourism in Xi'an:* As the ancient capital of the 13 Dynasties, Xi'an has a wealth of natural and cultural tourism resources, attracting countless Chinese and foreign tourists every year. According to relevant statistics of Xi'an Statistical Bureau, Xi'an received 18,093,140 domestic and foreign tourists in 2017, an increase of 20.5% over the previous year. The total tourism revenue was 163.33 billion yuan, an increase of 34.6%. It can be seen that the number of tourists and income in Xi'an has shown a rapid growth trend. In addition, on January 23, 2018, the Xi'an Tourism Development Fund with a capital of 4 billion was formally established. This has provided the wings for the development of tourism and cultural industries in Xi'an.

2) *Certain industrial cluster effect:* Qujiang New District has the advantage of cultural industry and the foundation of new urban area. It takes cultural tourism as the core, develops film and television performing arts, media publishing, exhibitions and other industries, and covers related industries such as commerce, entertainment, accommodation, catering, real estate, etc., forming certain industrial cluster effect. Clustering has intensified competition among enterprises, stimulated enterprise innovation, developed new products, and promoted the formation of a competitive and cooperative relationship among enterprises.

3) *Being acquired by OCT and ushering greater development prospects:* At the end of September 2017, Overseas Chinese town (OCT) acquired 51% stake in Qujiang Culture Investment, and became the controlling shareholder of the listed company Qujiang Cultural Tourism. OCT Tourism is a business card of OCT Group. It has built a business model of "Culture + Tourism + Urbanization + Real Estate" through scientific planning management and capital means. After 20 years of development, it has become one of the top four tourist attractions in the world and the first in Asia. Relying on the development experience of OCT and its perfect management mode, Qujiang Cultural Tourism will usher in a greater development prospect, and the Cold Kiln Ruins Park is no exception.

#### D. Threat

1) *Intense regional competition:* In addition to the famous scenic spots such as Tang Paradise and Big Wild Goose Pagoda near the Cold Kiln Ruins Park, Kunming Pool Ruins Park, which is very similar to Qujiang Pool Ruins Park, was opened in September 2017. Huyi Lake is also opening soon. In addition, OCT pointed out that it would invest 238 billion yuan to increase the development of tourism resources in Xi'an, and build the Qinling Eco-tourism Resort Project and the Weiyang Hancheng Lake Theme Culture Project. The scenic spots and theme parks in Xi'an have sprung up, making the regional competition more intense.

2) *Higher employee turnover rate:* First-line service personnel often represent the overall image of a company because they are in direct contact with customers. However, due to a series of reasons such as the enterprise system, salary and treatment, and the non-standard service industry, the turnover rate of the scenic spots is high, which will lead to a series of problems. For example, the service is not standardized, and the tourist satisfaction is not high enough, which even directly affect the image of the entire scenic spot. In addition, due to the imperfect training system, the newly recruited employees lack understanding of the company's corporate culture and they do not have a good sense of belonging and identity.

### V. FUTURE DEVELOPMENT THOUGHTS AND COUNTERMEASURES OF QUJIANG COLD KILN RUINS PARK

#### A. Strengthening Publicity and Fully Displaying the Theme

The brand is a tool for the continuous development of theme parks, integrating resources and strengthening marketing. According to the survey and interview, the popularity of Qujiang Cold Kiln Ruins Park is mostly in Xi'an citizens and surrounding provinces and cities. Most of the residents of far-off provinces and cities have come to Qujiang before they know the Cold Kiln Ruins Park. It can be seen that the popularity of the brand has become an important factor restricting the development of the cold kiln ruins park. At present, there are ticket packages and annual card of the cold kiln and its surrounding scenic spots for sale,



but this is far from enough. The cold kiln can use the international popularity of the Tang Paradise to enhance the publicity of cold kiln scenic spot by using the traffic flow of the Tang Paradise. It is even possible to open the Qujiang scenic sightseeing line, etc. to enhance the flow of people in the cold kiln scenic spot and expand the visibility of the scenic spot.

The unique theme of the theme park allows visitors to gain both insight and immersive experience, giving them an unforgettable experience. The theme of love in Qujiang Cold Kiln Ruins Park is very clear. It should continue to be based on the theme of love culture, and fully embed keywords such as "love" and "happiness" into the architectural decoration and activities of the scenic spot to create a happy atmosphere for tourists. In particular, it should enhance the participation of tourists, and it is best to achieve a benign interaction between employees and tourists. The visitors have a strong sense of happiness and participation, lingering on the scenic spots. For example, Disneyland materializes cartoon characters, that is, the staffs play Mickey Mouse, Snow White and other characters to make parade performances, play games with tourists, take photos, etc., and actively interact with tourists, which make people impress and increase the visitor experience.

#### *B. Combining Related Industries and Adopting a Multi-price Strategy*

Most tourists report that Qujiang Cold Kiln Ruins Park has small volume and high ticket price. First of all, the scenic spot can use low ticket price to attract tourists, and develop related happiness industries, wedding industries, and even retail industries to promote secondary consumption of tourists to increase profits. Secondly, the flexible ticketing policy can be implemented. For example, the daytime fare and the night fare are used according to the tour time, and the festival fare and the daily fare are used according to the scenic event performance. In addition, with the opening of the Xicheng high-speed rail, Xi'an's tourism popularity continues to rise, and it is possible to take the opportunity to introduce relevant policies for discounts on Xicheng high-speed rail tickets, which can increase the number of visitors to visit the cold kiln scenic spots, and expand the influence of the cold kiln scenic spots. In the off-season, it is also possible to introduce the policy of Xi'an citizens to increase the local tourist's revisit rate by means of an ID card or a half-price tour of the account.

#### *C. Improving Innovation Ability and Developing Theme Products*

Innovation is the inexhaustible driving force for the future development of theme parks. The Cold Kiln Ruins Park should make full use of traditional historical culture, intangible cultural heritage and love stories as an entry point to improve innovation. First is to innovate and plan a variety of themed activities to attract more target groups. Second is to develop related tourism products and tourist souvenirs to promote secondary consumption of tourists. For example, the Cold Kiln Ruins Park can use the image of Wang Baochuan and Xue Pinggui or the world famous love story characters,

cooperate with toy companies and clothing companies to develop theme toys, theme costumes, etc., or develop love commemorative coins and medals printed with photos of couples to increase the income channels of the scenic spots. Finally, most of the commercial areas outside the east gate of the scenic spot are in idle state. The commercial zone can be used to create a happy industrial chain, integrating wedding, photography, tourism, commerce, catering and other related industries to create a one-stop happiness industrial base.

#### *D. Improving Management System and Introducing Tourism Talents*

The theme park is a long-term project that requires long-term planning and professional talent in management. At present, Qujiang Cold Kiln Ruins Park lacks good internal operation mechanism and perfect rules and regulations. On the one hand, there is no internal incentive mechanism for the system to ensure its own good operational efficiency. On the other hand, the company seriously lacks professional talents in tourism. First of all, it is necessary to strengthen the investment in the management level of the scenic spot and improve the internal mechanism to ensure the sustainable development of the scenic spot. Secondly, if enterprises want to improve their core competitiveness in an increasingly competitive market, they should increase investment in tourism talents, introduce advanced professional talents and focus on training. Finally, in line with the "people-oriented" development concept, the scenic spot should establish a human resources incentive mechanism and training system to ensure that enterprises adhere to various activities, build a learning enterprise, mobilize the enthusiasm of the employees, and then promote the skills, knowledge, work attitudes and other aspects of the employees, so that enterprises can achieve long-term survival and development.

### VI. CONCLUSION

In summary, there are some problems in the theme parks with good development prospects. This paper draws the following conclusions from the Qujiang Cold Kiln Ruins Park using SWOT analysis method.

The cold kiln ruins park relies on the management of Qujiang cultural industry and the management of Qujiang cultural tourism, gives full play to the characteristics of its scenic love theme, combines the catering and wedding industries, and has achieved good business results.

However, due to its lack of innovation ability, outdated facilities and equipment, limited target groups, high ticket prices and the threat of regional competition and the mobility of personnel, there are many problems in the development of scenic spots.

Finally, according to the current actual situation of Qujiang Cold Kiln Ruins Park, suggestions for the future development of Cold Kiln Ruins Park are proposed. First, it is necessary to increase publicity, give full play to the theme of the theme park and the participation of tourists; second, it should carry out diversified price strategies in conjunction with related industries; third, the Qujiang Cold Kiln Ruins Park can conduct industrial integration and develop various

innovative tourism products and tourism souvenirs; and fourth is to introduce professional talents and improve the corporate management system.

This paper analyzes the problems and targeted countermeasures of the Cold Kiln Relics Park. However, due to the limited level of the author and lack of more in-depth analysis, the overall research needs to be improved. The contents that need to be supplemented and revised in this article are expected to be criticized by experts and scholars.

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