

Research on Business Model Innovation Path of Characteristic Town Integrating Culture and Tourism Based on Value Sub Module ——Take Langya Town in Qingdao West Coast New Area as an Example

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ABSTRACT

The integration of culture and tourism industry marks that the industrial boundary of the two industries has been broken, Promoting tourism with culture and promoting culture by tourism has become the theme of cultural and tourism development. The development of cultural and tourism integration has led to the upsurge of construction of characteristic towns with cultural and tourism integration. However, there are many problems in the construction and development of characteristic towns with cultural and tourism integration in most areas, which requires innovation of business model. Taking Langya Town in the Qingdao West Coast New Area as an example, this paper analyzes the current development situation and existing problems of the characteristic towns with cultural and tourism integration, and provides the business model innovation path for Langya Town from the perspective of value sub module, and provides reference for the development and innovation of characteristic towns with cultural and tourism integration.

Keywords: *Business model, Characteristic town integrating culture and tourism, Innovation path research.*

1. INTRODUCTION

With the development and change of economy, science and technology, business model has become a research hot spot. Peter F. Drucker, a famous management master, said: "today's competition between enterprises is not the competition between products, but the competition of business models". This shows that business model has become the main way for enterprises and industries to gain competitive advantages. Through the research, we can draw a conclusion that business model is the way that enterprises and industries are committed to providing value for customers and ultimately making enterprises and industries obtain value.

Business model can not be unchangeable. When business model becomes a hot spot of competition, the establishment of simple business model is not enough to cope with the changes of internal and external environment. Under the influence of market competitiveness, customer demand, technological

innovation, internal resources and capabilities of enterprises, business model innovation has become has become the best way to realize value, and value proposition, value network and value maintenance and value realization become the main content of business model innovation path.

In recent years, with the reorganization of national and local cultural and tourism departments, as well as the release of a series of related industry policies, the culture and tourism industry presents a new development trend. The high-level integration and high-quality development of culture and tourism resources bring new steps and opportunities for the cultural and tourism industry. The development of cultural tourism integration and the national urbanization, characteristic town construction policies promote the construction of characteristic towns with cultural and tourism integration in various regions, and set off a wave of cultural and tourism town boom. However, blind construction leads to the exposure of homogenization, waste of resources and other

shortcomings. In order to stand out from the numerous cultural and tourism towns in China, reasonable planning and continuous innovation are essential.

This paper analyzes the development status of Langya Town in the Qingdao West Coast new area and finds the problems existing in the construction and development process of Langya Town, and studies the business model innovation path from the perspective of value sub module, so as to provide reference for the construction of cultural and tourism town in various regions.

2. THE PRESENT SITUATION AND EXISTING PROBLEMS OF LANGYA TOWN

Langya Town is located on the southwest coast of Qingdao West Coast new area. It is adjacent to the Yellow Sea in the south, Langya Mountain 4A scenic area in the East, Dong jiakou port in the southwest, and zangma mountain international tourist resort in the north. Relying on the Langya culture of canruhe Han, under the correct leadership of the working committee and Management Committee of the West Coast new area, Langya town is located in the southwest coast of Qingdao West Coast new area, Langya town is making every effort to build a coastal characteristic town in the West Coast new area, which is "driven by industry, complete in functions, beautiful in environment and suitable for living and working". Based on the reality, it highlights its characteristics, and strives to create a beautiful and happy new Langya with ecology, livability and happiness.

2.1. The Market Position is Vague and the Value Content is not Clear

With the promotion of the construction of Characteristic Towns and the rapid development of cultural and tourism integration, the construction of characteristic towns with cultural and tourism integration is in full swing. Too fast construction steps often lead to the neglect of their own characteristics and tend to homogenization in the process of building characteristic towns with cultural and tourism integration. Langya Town relies on the culture of Langya, a thousand year cultural heritage, and the historical landscape of Langya Mountain, which are full of historical charm, to build a cultural and tourism town with strong cultural charm. With such abundant cultural and historical resources and superior geographical location, Langya Town's cultural and tourism construction is relatively smooth. However, with the development and progress of the times, the needs of customers are met in the process of construction and development, Langya Town still has the problem of vague market positioning. Whether to develop a a

characteristic town of cultural tourism integration or a "cultural tourism integration plus" characteristic town, we need to have a clear positioning, so as to meet customer needs and realize customer value; In addition, for the business model, the determination of value content is very important, which guides the future development direction of the town. In addition to building a cultural and tourism town, Langya Town also contains fishery, e-commerce and other contents. Therefore, it is easy to cause confusion of value proposition and unable to define the value content to be provided.

2.2. Lack of Innovation Ability and Competitive Advantage

The year of 2019 is the first year of cultural and tourism integration, and it is also the booming period of the development and rise of cultural and tourism characteristic towns. Compared with the newly emerging characteristic towns, Langya Town with a history of four or five years should have unique competitive advantages. However, through literature research, it is found that, in recent years, the cultural and tourism construction of Langya Town still continues the style of a few years ago, It mainly attracts tourists by publicizing Langya culture and Langya landscape, without deeply exploring its own cultural characteristics and competitive advantages, which leads to the lack of innovation ability of Langya Town compared with the characteristic towns with the same market positioning, which makes its competitive advantage weak. On the other hand, On the other hand, although Langya Town has strong resource integration ability in fishery and e-commerce, it has relatively weak resource integration ability in accommodation industry, catering industry and even transportation industry related to the development of cultural and tourism integration, and there is still great room for development and progress.

2.3. Single Profit Model, Lack of Model Innovation

The biggest "pain point" of a tourist city is that it can only rely on scenic spot tickets, the same kind of food in the food street and the homogenized souvenirs in the scenic spot as a way of profit. This single income model can only adapt to the rising stage of the characteristic small town. When the cultural and tourism characteristic town has just been built, customers will be curious about the "characteristic" commodities in the scenic area. However, when the development of cultural and tourism characteristic towns is becoming more and more diversified, customers' interest in homogenized souvenirs will decrease, which will lead to the loss of potential customers and even damage the image of the town. This shows that Langya Town needs to innovate its profit model and realize its own value.

3. RESEARCH ON THE BUSINESS MODEL INNOVATION PATH OF LANGYA TOWN FROM THE PERSPECTIVE OF VALUE SUB MODULE

There are many choices for the innovation path of business model. Based on the business model innovation path of value sub module, this paper mainly provides suggestions for the business model innovation of Langya Town from three aspects of value proposition, value maintenance and value realization.

3.1. Clear Value Orientation and Perfect Value Proposition

For tourism cities, especially in today's era, the integration of culture and tourism has become the mainstream trend, how to define its own market positioning and expand the target market is the issue that cultural and tourism characteristic towns should consider. For Langya Town, the target customers can be divided into two categories: one is the customers who pay attention to leisure and entertainment, and pay attention to the value of products / services. this kind of customers only need to give enough satisfaction in accommodation, travel, scenic spot visit and goods purchase. Such customers cannot be regarded as the main profit-making customers, but can only be "one-off" customers; The other is the customers who pay attention to the local cultural and tourism characteristics, experience value and cultural value. These customers are the mainstream customers and profit-making customers of the town. Facing this customer demand, Langya Town town can add cultural learning Hall of Qin Dynasty and Han Dynasty, VR experience Hall of history and culture of Qin Dynasty and Han Dynasty on the basis of building cultural street of Qin Dynasty and Han Dynasty and Xiahe site park, which are more inclined to experience service, so as to better meet customer demand and realize customer value. In the determination of value content, the determination of customer demand guides the determination of value content. Of course, the development and construction of small towns should pay attention to their own social responsibility, and realize common development with environment and society while realizing economic benefits.

3.2. Develop IP of Characteristic Town and Integrate Industrial Resources

When the "special" of characteristic town is no longer special, how to improve its own characteristic construction and show its own uniqueness is the key to stand out. To enhance the competitive advantage, on the one hand, it is a good way to develop the characteristic town IP. Langya Town takes Langya culture, Qin Dynasty and Han Dynasty culture as the background, so

any event in Qin and Han dynasties can become the characteristics of Langya Town. One way is that Langya Town can animalize the stories of Langya culture and Qin and Han culture, create an animation image of Langya Mountain and show its own characteristics in the way of animation, this is the construction of its own characteristic IP, patent rights need to be established; The other way is to buy out the story images related to Langya culture and the stories of Qin and Han Dynasties to be the characteristic IP of Langya Town. This kind of characteristic town with landmark IP is easier to attract tourists, and can stand out from a large number of small towns, so as to enhance its competitive advantage; On the other hand, Langya Town should make full use of its own characteristics to integrate cultural and tourism related industrial resources, so as to make customers' experience of clothing, food, housing and transportation in the town to a satisfactory degree. In terms of transportation, we can design more cultural transportation tools such as carriages and sedan chairs in the Qin and Han Dynasties, and provide electronic transportation for customers seeking convenience, in terms of accommodation, we abandoned the stereotyped food street and home stay, and integrated Langya culture and Langya characteristics into it.

3.3. Innovating Income Model to Realize the Value of Small Town

The singleness of income model makes the construction of small towns lack of vitality and creativity, which weakens the realization of the value of small towns. In addition to selling tickets, Langya Town can also make profits through the establishment of Qin and Han Dynasty culture learning hall, VR experience hall and other ways. It can listen to and learn the culture of Qin and Han Dynasties free of charge in the learning hall. However, the clothing of Qin and Han Dynasties will be provided in the learning hall, so that customers can have more experience. Clothing rental or clothing sales can be used as a revenue model, VR experience hall can also learn from this model. the rental and sale of VR glasses is also a revenue model; In addition, tickets can be sold, but not limited to the scenic spots in the town. Special activities can be carried out in Langya Town, such as offering sacrifices to the sea in Langya and drama performance in Qin and Han Dynasties. The ultimate purpose of business model is to realize enterprise value. The development and improvement of Langya Town is to realize its own value and drive the healthy development of local economy, innovate profit model and stimulate the town vitality, so as to realize or even innovate the value of the town.

4. CONCLUSION

Cultural tourism integration is the only way for the development of national culture and tourism industry,

and it is also a road with great potential. Business model provides direction for the development of cultural and tourism town, and business model innovation provides methods for cultural and tourism town to realize its value better. Through the analysis of Langya Town, this paper finds that there are some problems in Langya Town, such as vague market positioning, unclear value content, lack of innovation ability, weak competitiveness, single profit model and lack of mode innovation, and puts forward some suggestions, such as clear market positioning, improving value proposition, developing the IP of characteristic town, integrating industrial resources, innovating income model and realizing the value of the town, which can provide reference for the future development of Langya Town. The deficiency of this paper lies in the lack of field investigation and data analysis for Langya Town.

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