Research on Network Governance Model in the Cooperation of Tourism Destination in Shaanxi Province——Social Networking Perspective

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Abstract. Governance is an important way to build effective cooperative relations in the competition to obtain strategic advantages. Based on previous studies more focus on formal relationship "bilateral cooperation", ignore the network context, cooperation between tourist destination often on informal relationship, and constantly in the interactive relationship between the multilateral evolution and refactoring. Therefore, it is of great strategic significance to explore the mechanism of destination governance from the perspective of network. The results of social network analysis show that the centrality and agglomeration play an important role in identifying the cooperation advantages of tourist destinations in the network. For destination consciously adjust and reconstruct their online activities to gain strategic advantage, and competition relationship of regional tourism cooperation and integration provides a theoretical guidance and decision-making reference.

Introduction

Tourism destination cooperation has always been the focus of tourism research and practice. Especially in recent years, as multi-destination tourism has become a trend, the concept of enhancing cooperation between destinations has become more and more popular. Have sprung up in the long-term exploration and practice, some by tourist destination place of government departments or agencies etc. Put forward the "combination" or "complementary strength" or measures such as planning, initiative, but in fact, not all "cooperation" has achieved the desired effect, some even become a mere formality, go away. Inevitably, it will involve the blindness and subjectivity of cooperative decision making or implementation. Then, in the "cooperation" produce such questions at the same time, we want to know: under the background of co-opetition relationships, between what destination should be able to work together, cooperation, and how to work with?

Literature review

Early research on tourist destination cooperation, mostly from the perspective of suppliers, to highlight the destination location, its tourism resources and tourism product planning and construction, as well as how to through the shaping and promoting brand marketing tool to improve the competitiveness of the destination [1]. In the long-term study, although scholars have tried based on game theory, rational choice theory, system theory, resource dependence theory, transaction costs theory and social exchange theory, and other theoretical perspectives explain the problems of the tourist destination of cooperation, but most of these studies emphasized the destination as "individual" how to participate in the competition between destination [2-3]. With more under the background of tourism destination, the destination into competition gradually by a single relation between competition and cooperation of co-opetition relationships, scholars to research attention to

multilateral interactive cooperation strategy under the background of destination, especially the cooperation between multiple destination within the same area[4-5]. At the same time, strategic management is attracting more and more attention in the management practice of tourism destination cooperation.

In recent years, with the continuous advancement of the research of destination network, the field of destination governance has gradually attracted the attention of scholars in tourism research. The study of destination governance mainly includes governance objectives, governance capabilities and governance results[6]. At the destination network, the cooperation between destination often on informal relationship, and these relationships are also connected to the resources of the actors, as a result, network governance is involved actors, roles, and a collection of different types of relations[7], is the key to maintain balance between different network subjects[8]. However, although scholars have realized the importance of the management in the destination network, such as network center of cooperation, etc.[9], the influence of the destination, but has not been at the destination research cooperation under the framework of the network as a governance mechanism for further exploration.

Research design and methodology

The data collection. This paper selects 10 most famous scenic spots in shaanxi province (Table 1) as the research object. From September 1 to October 30, 2016, tourists in xianyang international airport, railway station, passenger terminal, xi 'an city hotel and hotel were given questionnaires. A total of 800 questionnaires were issued and 757 were collected, including 723 valid questionnaires. Table 2 shows the statistics of the questionnaire.

Table 1 Questionnaire code and comparison table

Destination name	Questionnaire code
Huashan tourist attraction	C1
Terra Cotta Warriors	C2
Wild goose pagoda tourist attractio	C3
The great tang furong garden	C4
Huaqing pool tourist attraction	C5
Landscape national geopark	C6
Runs	C7
Lishan national forest park	C8
Huang neburg national forest park	C9
Xi 'an city wall	C10

Table 2 Descriptive statistics (N = 723)

Gender	Number of people	Accounted for %	age	Number of people	Accounted for %	Educational background	Number of people	Accounted for %
Men	346	47.88	≤30	403	55.78	Undergraduate course here	183	25.34
Women	377	52.12	31-50	233	32.01	undergraduate	465	64.32
			＞50	88	12.21	postgraduate	75	10.34
Tot up	723	100	Tot up	723	100	Tot up	723	100
local	Number of people	Accounted for %	Monthly income	Number of people	Accounted for %	Means of transportation	Number of people	Accounted for %
shaanxi	239	33.1	＜3000	183	25.3	aeroplane	294	40.7
Other parts of the continent	377	52.1	3001-10000	414	57.2	Motor car	218	30.1
others	107	14.8	＞10000	126	17.5	train	163	22.5
						others	48	6.7
Tot up	723	100	Tot up	723	100	Tot up	723	100

Data sorting. The basis of network analysis is to transform attribute data into relational data. According to the survey data, the first building matrix "subordinate relations matrix", the "line" from a collection agent on behalf of "social activists", "columns" on behalf of the agent's "events". In this study, the "bank" indicated that the interviewees were "listed" as a tourist destination. If the interviewees have visited or are about to visit a destination, the corresponding I row and j column in the matrix are assigned to the point Xij; Otherwise, the assignment is 0. Because in this study, the author focuses on the formed due to "access" chain relationship destination network, so you need to in the above "tourists - destination", on the basis of matrix respectively corresponding to the "destination" - the destination of adjacency matrix, the process can be realized through UCINET6.0 software. The matrix size of the destination network is "12x12", and the value in the matrix indicates the number of times that the visitor will visit the destination corresponding to the "row" and "column".

Network indicators and measurements.

Centricity. For a degree of centrality, it measures the number of other points directly connected to a node. The higher the point center degree of a point in the network indicates that it is the center of the network. For the degree of intermediary centrality, the measure of the interval between one node and the other points in the network indicates the extent to which a point ACTS as an intermediary between other points. The higher the index, the stronger the intermediate. Both of these indicators can be obtained through UCINET 6.0 software.

Cohesion. An important task of social network analysis is to reveal social structure. Therefore, besides focusing on the characteristics of nodes in the network, we should pay more attention to the cohesion of the network. The cluster subgroup is an important index to measure the cohesion of the network. The four methods commonly used to quantify the aggregation subgroup include reciprocity, relationship, frequency and relationship density. This study selects a cohesive subgroup based on reciprocity, namely cliques. This index can be calculated by UCINET 6.0 software.

Results analysis

Central analysis. Table 3 (a) is the result of degree center degree and intermediate center degree. First, overall, the activity level of the 2016 destination has increased, indicating that the destination is increasingly playing the role of "third party". From the distribution of the center degree index, the destination with low degree center degree and high intermediate center degree is nonexistent. Second, the most notable trend of the changes in the central index is that the network "center" is shifting. This also indicates that the destination network is always in dynamic change, there is no absolute center, and the role of the destination is constantly evolving and reconstructing in the relationship interaction.

Coherent analysis. Table 3 (b) provides the number of factions participating in each destination in different years, and table 3 (b) provides the results of factional analysis. The cohesion of 2016 is relatively concentrated and the number of factions is small, but each faction is relatively large. Among all the network members, 5A is the most active, with a large number of factions, notably C1, C2 and C10.

Table 3 (a) Results of network characteristics of shaanxi destinations: central

Node	Grade	Point center degree	Intermediate degree	Number of participating factions
C1	5A	0.634	0.042	4
C2	5A	1.092	0.215	9
C3	5A	1.001	0.162	7
C4	5A	0.907	0.112	6
C5	5A	0.459	0.008	4
C6	4A	0.437	0.015	3
C7	5A	0.543	0.004	3
C8	4A	0.365	0.007	2
C9	4A	0.410	0.016	2
C10	4A	0.391	0.000	2
Sum		6.239	0.581	42
Mean		0.6239	0.0581	4.2
SD		0.262	0.073	3.061
Min		0.365	0	2
Max		1.092	0.215	9

Table 3 (b) Results of network characteristics of shaanxi destinations: cohesion

Condensing subgroup	Members	Scale
Clique 01	C1，C2，C3，C4，C6，C10	6
Clique 02	C1，C3，C4，C7，C10	5
Clique 03	C2，C3，C4，C5，C8	5
Clique 04	C2，C3，C5，C9	4
Clique 05	C3，C5，C9，C10	4
Clique 06	C1，C4，C5，C7	4
Clique 07	C4，C7，C8	3
Clique 08	C2，C5	2
Clique 09	C2，C6	2
Clique 10	C3，C5	2

Conclusion and discussion

In the travel destination network, who has the advantage of cooperation? Social network theory holds that the actors in the network are not equal, and this inequality is not only in the network center, but also on the edge of the network. More importantly, there are differences in the resources and information they have, and the relationship and location in the network carries the "power, rank and prestige" of the actor. First of all, the results show that the spot center degrees while the network center of each destination in the degree is different in different times, but overall, 5 a grade scenic spot (C01, our fleet, C03, C04) has always been at the center position in xinjiang destination network, the network is the most popular network members, namely the "star" in the metrology of society. Second, tourist destination began to realize that in the "intermediary" role in the network of strategic significance, which occupy the important in network information transmission channel, with "information benefits" and "control gains.

How to build a strategic partnership through effective network governance? Need to stress is that the author not only care about the destination in the network are the role and how to identify, should be more concerned about destination as the main action in the network, how to actively, consciously building has the role of strategic advantage. Coherence results show that: first, in the network have multiple factions, but the possible overlapping between different factions in network members (i.e., some of the actors also belongs to two or more than two factions), suggesting that the role of the tourism destination with strong plasticity, can be embedded in different factions involved in the network. Second though factions as condensing subgroup, just an informal consortium, but can still show a certain degree of stability, this may be due to the condensing subgroup within established some groups behaviour.

Based on the above research conclusion and discussion, the significance and contribution of this study is to: using social network theory and analysis method, in shaanxi province as an example, through exploring and identification of network under the background of the role of the tourism destination, targeted to answer the core problem in the study of tourism cooperation. The author is to explore the destination in the network's role as the breakthrough point, its significance lies in through accurate to identify the roles of destination, to guide consciously build tourism destination network has strategic advantage in the role, and how to build. In addition, the centricity and coherence of the results of the study not only for understanding how to embed destination network provides a feasible way of thinking, as well as competition relations under the background of organization and arrangement of travel and tourism destination, such as product development and market positioning strategy choice and decision provides a theoretical basis.

Acknowledgement

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