

# Research on Brand Cultivation and Management of Tourism Industry Cluster

Taking Shaanxi Province as an Example\*

Xiaoyan Liu

Xi'an FanYi University

Xi'an, China 710105

**Abstract**—The construction of tourism industry clusters is characterized by strong spatial agglomeration, large resource intensity and strong correlation. It is an inevitable trend of regional tourism industry innovation, internal cooperation, brand building and environmental governance of tourism destinations. The tourism industry cluster brand is the embodiment of the highest level of development and specifications of the tourism industry cluster, and is an important endogenous force for the development of tourism industry clusters. This paper takes Shaanxi Province as an example. Through the identification of tourism industry clusters, the analysis of the factors affecting the cultivation of industrial clusters in tourism industry, and the research on the cultivation and management of tourism industry clusters, it breaks the obstacles to the development of tourism industry clusters in Shaanxi province and enhances the overall competitiveness of tourism industry clusters in Shaanxi province. It will provide a basis for promoting the branding and professional development of Shaanxi tourism industry clusters.

**Keywords**—tourism industry cluster; brand cultivation; Shaanxi tourism industry

## I. INTRODUCTION

Under the background of "tourism+", the development of the global tourism industry cluster and tourism complex has continuously impacted the development pattern of traditional tourism industry. The tourism industry cluster has become one of the pillars of Shaanxi's regional economic development. According to the "2017 Shaanxi Statistical Yearbook" (Section 17 of Foreign Economic Relations and Trade), the number of tourist receptions in Shaanxi Province was 449 million in 2016, and the total tourism revenue was 381.343 billion yuan. Since the "Twelfth Five-Year Plan", Shaanxi province has formed cultural tourism towns, county tourism destination with the integration of Manchuanguan, Zhaojin, Hancheng, Huangling and Wen'an, and typical tourism industry development model represented by Liangjiahe and Yuanjiacun. From the "nothing" to the "having" of the tourism industry cluster in Shaanxi province, the transformation from "extensive management" to "specialized management" has been achieved. At this stage,

the development of Shaanxi tourism industry still has some limitations, such as low intensity of integrated development, unsound brand cultivation and management mechanism of industrial clusters, weak brand influence of industrial clusters, low synergy of main body of industrial clusters brand cultivation. To make the advancement with the times and make the innovation with the tendency, promote the innovation of Shaanxi tourism industry cluster brand cultivation and management model, and highlight the characteristics of tourism industry are key issues for the development of Shaanxi tourism industry cluster under the new situation.

## II. IDENTIFICATION AND POSITIONING OF SHAANXI TOURISM INDUSTRY CLUSTER

### A. Tourism Function Positioning

From the perspective of industrial development, the tourism industry includes three major kinetic energies: industrial development power, direct consumption power and urbanization power. Under the background of tourism industry clustering and large-scale development, the function of Shaanxi tourism industry is mainly reflected in industrial integration and attracting capital, shaping the brand and environmental governance. It can strengthen the cooperation of stakeholders in the tourism industry such as food, housing, travel, tourism, shopping and entertainment, enhance the attraction of tourism destinations to tourism developers, product suppliers and tourists, help shape destination brand, and strengthen the governance and optimization of the regional environment of the tourism industry cluster.

### B. Tourism Industry Cluster Scale

The principle of "strengthening the tourism with the culture" is the leading idea of Shaanxi tourism industry cluster. Shaanxi tourism industry has initially formed a tourism industry cluster map of "two cores and ten districts" and "three circles and four blocks in one circle and two places". "Two cores and ten districts" refers to the core areas of integrated development centered on Xi'an and Yan'an, and tourism industrial demonstration zones centered on Hanzhong, Ankang, Shangluo, Hancheng, Yangling, Baoji, Xianyang, Tongchuan, Weinan and Yulin. "Three circles and four blocks in one circle and two places" is based on the

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construction of the Lintong tourism demonstration zone, and the layout of Lintong tourism circle, tourist destination, main tourist route and scenic area plate. Under the conditions of Shaanxi's tourism industry transformation and upgrading and economic restructuring, the scale of Shaanxi tourism industry cluster will continue to expand.

### *C. Spatial Correlation Analysis of Tourism Industry*

The characteristics of spatial association of tourism industry in Shaanxi province are mainly manifested in region, integration, stage and cultural integration, mainly involving industrial policy, tourism resource environment, tourism industry location conditions, and regional economic development level. Industrial policy is the driving force for the development of tourism industry, which can optimize the tourism industry pattern and enhance the depth and breadth of tourism industry development. The tourism resource environment is the key factor restricting the development of the tourism industry and the basis for absorbing the capital of the tourism industry. The location conditions of the tourism industry are the conditions for the development of tourism industry clusters, which can accelerate the concentration and integration of industrial resources. The development of tourism industry is one of the major industries that promote regional economic development. It can promote the leap-forward development of tourism industry clusters.

## III. ANALYSIS OF THE FACTORS AFFECTING THE BRAND CULTIVATION OF TOURISM INDUSTRY CLUSTERS IN SHAANXI PROVINCE

### *A. Resource Factors*

Excellent resource endowment is the premise of Shaanxi tourism industry cluster brand cultivation. Shaanxi is a province with great tourism resources and has unique tourism resources. As of 2015, Shaanxi has 312 A-level tourist attractions, 35 national-level forest parks, 6 national-level scenic spots, and 19 national-level nature reserves. The rich tourism resources have injected a steady stream of vitality into the brand cultivation of Shaanxi tourism industry clusters. Also, it has stimulated the development and innovation of related industries.

### *B. Market Factors*

The market factor is the direction and starting point for the brand cultivation of tourism industry clusters in Shaanxi province. The market-oriented tourism industry cluster brand is the fundamental embodiment of the needs of industry chain stakeholders such as tourism market investors, tourism market product developers, tourism industry operators, and tourists. A mature tourism market can not only breed a mature tourism industry cluster brand, but also grasp the development trend of the tourism industry cluster brand and optimize the industrial cluster brand layout.

### *C. Supporting Industrial Factors*

The tourism industry chain represented by food, housing, travel, tourism, purchase, entertainment, sports, therapy and learning has formed the supporting industrial system of

Shaanxi tourism industry cluster brand. The catering, accommodation, transportation industry and tourism, entertainment and shopping industries are the basic elements and amusement elements of the tourism industry cluster brands respectively. The sports, production and education industries are the physical and spiritual elements of the tourism industry cluster brands respectively. They play the guiding and supporting role in the cultivation of tourism industry cluster brands.

### *D. Opportunity Factors*

The per capita disposable income growth, the change of residents' consumption concept, the optimization of tourism industry layout, the enrichment of tourism products and the individualization of tourism experience are the opportunities for Shaanxi tourism industry cluster brands. Under the stimulation of new tourism forms such as Shaanxi tourism demonstration zone, tourism complex, all-for-one tourism and rural tourism have created favorable conditions for the brand cultivation of tourism industry clusters in Shaanxi, and have fostered a broad prospect of tourism industry cluster brand cultivation.

### *E. Policy Factors*

In recent years, Shaanxi has successively issued the "Guiding Opinions on Accelerating the Development of Industrial Clusters" (Shaanxi Provincial Government [2009] No. 20) and the "13th Five-Year Plan for Cultural and Tourism Integration Development" (Shaanxi Provincial Government [2017] No. 31), "Implementation Opinions of the General Office of the People's Government of Shaanxi Province on Promoting the Development of All-for-one Tourism" and other policies, supporting the development of tourism industry clusters and the construction of brand industrial clusters, emphasizing the leap-forward development of the tourism industry in a clustered mode.

## IV. RESEARCH ON TOURISM INDUSTRY CLUSTER BRAND CULTIVATION AND MANAGEMENT IN SHAANXI PROVINCE

### *A. Analysis of the Main Body of Cultivation*

The main body of Shaanxi tourism industry cluster brand cultivation mainly involves the government, industry associations, tourism enterprises, etc. The main bodies are mutually complementary and mutually synergistic. They all perform their duties and constitute the driving force for the brand cultivation of Shaanxi tourism industry clusters. In the tourism industry cluster brand cultivation, the government plays the role of tourism industry planning, overall planning, optimization and management, and can provide support and coordination for various economic activities of the tourism industry. In the brand cultivation of Shaanxi tourism cluster, the tourism association mainly plays the role of tourism industry integration innovation, tourism industry standardization operation, and tourism industry development and innovation, etc. It can integrate regional tourism resources, promote the integration and development of industries, and promote the common progress of related industries. And then, it can achieve the healthy development

of the tourism industry. In the tourism industry cluster brand cultivation, tourism enterprises can build top, middle and bottom chains of the tourism industry based on the scenic spots and humanities, and promote the development and prosperity of the regional economy.

#### *B. Research on Cultivation Strategy*

*1) Institutional environment—establishing sound brand cultivation mechanism for shaanxi tourism industry clusters:* The institutional environment is the guarantee for the brand cultivation of tourism industry clusters. The positive institutional environment can attract the attention of tourism investors, strengthen the development and utilization of tourism resources, and improve the industrial chain of tourism industry clusters [1]. In the process of building a tourism industry cluster brand cultivation mechanism in Shaanxi province, it should be guided by the cultivation of industrial cluster brands. According to the regional tourism environment, location advantages, economic development conditions, and industrial development needs, a series of development policies should be formulated according to local conditions to regulate the tourism industry cluster. These policies provide comprehensive development support for tourism industry cluster brand cultivation. It actively uses Shaanxi's cultural resources, and historical landscape resources, etc. And then, it can innovate the development model of tourism industry clusters to meet the needs of Shaanxi tourism industry cluster brand cultivation.

*2) Financing environment — building a healthy and open financing atmosphere of tourism industry cluster:* Under the new economic normal, tourism industry clusters have become one of the main assistance to improve Shaanxi's investment environment, stabilize economic growth, and expand domestic demand. At present, Shaanxi's tourism industry is still dominated by large-proportion traditional financing, which is mainly represented by infrastructure construction and traditional catering industry. Regarding to the growth rate of tourism industry financing, there are fewer financings represented by emerging industries such as cultural tourism, eco-tourism, rural tourism and business tourism. From the perspective of financing channels, the current financing channels are mostly government financing, and the financing form is single. Under the new situation, we should continue to use innovative forms of private equity bonds, SMEs collection bills, and financing bonds. Taking the emerging tourism industry as a carrier, we can actively explore the PPP financing model of social capital and government cooperation, and build a healthy and open financing atmosphere of tourism industry cluster.

*3) Investment environment—forming a harmonious and stable investment environment of shaanxi tourism industry:* Driven by the trend of "tourism+", the tourism industry represented by all-for-one tourism, eco-tourism, cultural tourism and rural tourism has enriched the structure of

Shaanxi tourism industry cluster and enhanced the attraction of Shaanxi tourism industry to investors. At present, the investment structure of Shaanxi tourism industry has expanded from the initial "food, housing, travel, tourism, purchase and entertainment" to the "sports, therapy and learning", providing an unprecedented opportunity for Shaanxi tourism industry investment. In order to promote the healthy growth of Shaanxi tourism industry, it should be based on diversified investment channels, diversified investment entities and diversified investment structure. It can actively explore new forms of tourism, dispel investors' concerns, and achieve standardized and professional development of tourism industry. [2]

*4) Hardware environment — improving the infrastructure of brand cultivation of shaanxi tourism industry cluster:* The long-term development of Shaanxi tourism industry cluster brand needs to keep pace with the times, update the hardware configuration of tourism facilities, and establish a global coverage and comprehensive tourism infrastructure system with the core of public service network, smart travel network and tourism transportation network. In the construction of the public service network, Shaanxi Tourism Public Service Center, which integrates tourism distribution, tourist services and tour guide services, is established. Based on the "tourism + public service", a tourist distribution platform coordinated with the offline service center is established to improve the basic service facilities. In the construction of smart travel network, a tourism informationization monitoring system based on big data, a passenger flow monitoring system, an intelligent travel safety management system, etc. can be established to improve the management system of Shaanxi tourism industry cluster. In the construction of tourism transportation network, it can combine the characteristics of Shaanxi tourism industry to establish a multi-level tourism transportation system covering highways, waterways, railways and low-altitude tourism.

*5) Credit environment — building shaanxi tourism industry development credit system:* Through the form of policies and systems, we can standardize the credit environment of tourism industry in Shaanxi, strengthen the comprehensive management and control of all aspects of the tourism industry in response to the demand for the construction of the tourism industry credit system in Shaanxi, and strengthen the upstream and downstream relationship among the government, industry associations and enterprises based on the concept of coordinated development. We can promote cross-regional linkage between tourism destinations and tourism-generating region enterprises and departments, and shoulder the responsibility of establishing a tourism industry credit system in Shaanxi province [3]. At the same time, through the establishment of Shaanxi tourism industry credit platform, the platform regularly consolidates the progress of the construction of the tourism industry credit system, regularly consolidates the

supervision on illegal enterprises, events, accepts social supervision, and builds a transparent tourism industry development credit system.

### C. Research on Brand Management

1) *Clarifying the main body of brand cultivation and standardizing the way of brand management:* In the process of brand management of Shaanxi tourism industry clusters, due to the diversification of participating entities and the unclear participation of participants, there are limitations in the management of brand owners in tourism industry clusters, which is not conducive to the standardized management of industrial cluster brands. To this end, in the process of brand cultivation, it is necessary to clarify the status of the participating entities such as the government, industry associations, enterprises, etc. in the tourism industry cluster brand, and the relevance among the various subjects. And we should coordinate the interests of the participating entities according to the characteristics of each subject, and maximize the benefits between the various entities. Thus, it will standardize the way of brand management.

2) *Improving the brand management system and shaping the image of industrial cluster brand management:* We should deepen the concept of "tourism +", shape the brand image of tourism industry clusters, attract outstanding talents to participate in the brand management process of Shaanxi tourism industry clusters, and cultivate outstanding brand management talents through the strategies of "bringing in" and "going out", and build a brand management platform for Shaanxi tourism industry clusters. Based on big data and Internet of Things technologies for brand management, brand operation and brand promotion, we can build a brand management image of Shaanxi tourism industry clusters.

3) *Strengthening brand management innovation and enhancing brand value:* The management innovation of tourism industry cluster brand is reflected in the scientific system planning and comprehensive design of Shaanxi tourism resources and other industrial characteristics. And it can reflect the regional tourism characteristics of Shaanxi, the advanced and distinctive business philosophy and management of tourism enterprises, the overall quality and service awareness of the tourism industry. According to the development of the times and changes in market demand, we will actively promote brand extension, strengthen cooperation with affiliated enterprises, and promote the reconstruction and integration of tourism industry clusters.

## V. CONCLUSION

For Shaanxi province, the brand cultivation and management of tourism industry clusters is a long-term process. Based on Shaanxi tourism industry development planning, policy deployment and brand cultivation needs, it can provide a sound institutional environment and financing environment, investment environment, hardware

environment and credit environment for Shaanxi tourism industry cluster brand cultivation. It will establish a professional, refined and standardized mechanism for Shaanxi tourism industry cluster brand cultivation and management, and enhance the brand integration innovation level of Shaanxi tourism industry cluster.

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