

# Research on the Influencing Factors of Private Cultural Tourism Attractions Operation

Based on the Investigation of Three Cultural and Creative Industrial Parks in Xiamen

Junyi Huang

School of Management  
Xiamen University Tan Kah Kee College  
Zhangzhou, China 363105

Lujie Chen

College of Business & Management  
Xiamen Huaxia University  
Xiamen, China 36102

**Abstract**—Private cultural tourist attractions are on the rise and their positive effect on the development of destinations is becoming increasingly prominent. But in reality, the survival of these scenic enterprises is not desirable because they do not have high-level tourism resources, policy and financial advantages, and are between the beetle and the block under the pressure of market competition and cost. At present, the theoretical circles have not paid enough attention to the private cultural tourist attractions, especially the research on their management problems. This paper takes private cultural tourist attractions as independent research objects, and takes three cultural and creative industrial parks in Xiamen (hereinafter referred to as cultural and creative industrial parks) as examples to conduct a comparative research of their operation modes and influencing factors. The research finds that the different choices of private cultural and creative industrial parks on the management mode of cultural tourism depend on four factors, including tourism products, business motivation of owners, main business of corporations and geographical location. This research also points out some directions for future research, such as the construction of a complete influencing factor model through quantitative research, the in-depth research of owners and their business motivation of private cultural tourist attractions, etc.

**Keywords**—private tourist attractions; cultural tourism management; influencing factors; cultural and creative industrial park; Xiamen

## I. INTRODUCTION

Under the situation of vigorously supporting the development of cultural industry by the state, cultural tourism is becoming a hot spot in China's tourism market. A large number of private enterprises have seen the rapid development of the cultural tourism market. They based on their own main business have entered the cultural tourism industry in succession and rely on their own self-financed museums, exhibition halls, cultural and creative industrial parks and others to develop the cultural tourism industry. Therefore, private cultural tourist attractions have become an important component of Chinese cultural tourism. However, these tourist attractions are different from the traditional tourist attractions

such as World Heritage Sites, tourist attractions, theme parks and so on, which have their own operating rules. This paper chooses three cultural and creative industrial parks in Xiamen as examples, and adopts the method of case analysis and comparison to study the influencing factors of their management mode and business success or failure as well as provides a referential model for the successful operation of private cultural tourist attractions.

## II. RATIONALITY OF INDEPENDENT RESEARCH ON PRIVATE CULTURAL TOURIST ATTRACTIONS

### A. The Rise of Private Cultural Tourist Attractions

Cultural tourism has become the main product of international tourism market, and will also become the next wave of domestic tourism market. The rise of domestic cultural tourism firstly originates from the national policy of vigorously promoting the development of cultural industry; secondly, the progress of Chinese social civilization and the dramatic improvement of national education level; thirdly, cultural tourism based on local cultural style has more characteristics under the trend of globalization and modernization; fourthly, the fierce competition between tourist destinations and tourism in the traditional market has prompted them to regard cultural tourism as a competitive alternative product.

Following many years of development, Chinese private enterprises have accumulated huge capital stock. According to China's tourism investment report in 2012, private enterprises have accounted for 39% in the tourism project investment, surpassing the government and state-owned enterprises and ranking in the first place. In recent years, the hot spot of utilizing social funds by China's tourism industry has turned to the construction of tourist attractions [1]. The momentum of private enterprises investing in tourist attractions is also very rapid, as evidenced by private tourist attractions (scenic spots) such as sightseeing factories, agritainment, museums, theme parks and so on are constantly emerging that mainly because tourist attractions are highly related to local featured products and can be fixed assets and display platform of enterprises.

Tourism industry is a sunrise industry with a high degree of correlation. Under the current trend of industrial convergence, tourism shows signs of convergent development [2]. After

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cultural tourism has become a typical representative of industrial convergence, many private enterprises, based on their own main business and relying on the strength of cultural creativity, have entered cultural tourism, such as private museums, art exhibition halls, cultural blocks/parks, theme parks, film and television (animation) bases, cultural and creative industrial parks and other forms.

### *B. The Importance of Private Tourist Attractions and the Insufficiency of Research*

As the core element of tourism industry, tourist attractions are the weak link in China's tourism development. At present, the types of tourist attractions in China are relatively single on the whole [3]. Private attractions greatly enrich the types of tourist attractions. Moreover, under the market-oriented development model, the tourist products created by tourist attractions are more participatory, entertaining and experiential, which greatly enhance the traveling experience of tourist.

Contrary to its importance, private tourist attractions lack the government's policy guidance and financial support in the process of development and their survival is between the beetle and the block under the market pressure because of their lack of motivation ability and low management level. Tourist attractions are divided into government and private ones according to ownership. Most of the existing researches focus on government tourist attractions and World Heritage Sites and lack of attention to the management of private tourist attractions with less targeted researches. From the perspective of research contents, most of them research supply and demand market, protection and development and other problems from the point of view of destination and government, and their research are less on the investigation of the operation and management of scenic enterprises, which mostly reflect the governmental and academic views and lack of attention to entrepreneurs' views.

### *C. The Particularity of the Management of Private Cultural Tourist Attractions*

1) *State-owned tourist attractions and private tourist attractions*: John · Swarbrooke summarized the factors affecting the success of tourist attractions into four categories: organization and resources, products, markets and management, specifically including human and financial resources; product peculiarity, location, ancillary attractors and prices; focus on market development and customer behavior trends; professional management, marketing, and identification of competitive opponents, self-improvement, etc. [5]. Government tourist attractions, such as scenic spots and World Heritage sites, often have high-level tourism resources or environment, which can attract a large number of market segments, and have the advantages of policy, finance and others. However, private tourist attractions do not have such advantages with cost and market as the main pressures, unprofessional management and marketing and versatile external environment as the main limiting factors. Therefore, the influencing factors proposed by John Swarbrook are more obvious in private tourist attractions.

2) *Small tourism enterprises and private cultural tourist attractions*: It is generally believed that small- and medium-sized enterprises related to tourism can be called small tourism enterprises. The scale of private cultural tourist attractions is generally larger than that of small enterprises, but they have the same particularity as small enterprises in operation. For example, they also have no high-level resources to depend on, nor the advantages of policy and finance, so they can only rely on their own management level. For another example, the operation of some tourism enterprises has nothing to do with financial factors [8]. Small tourism enterprises and private cultural tourist attractions are typical representatives that the former is related to the pursuit of lifestyle by entrepreneurs, while the latter is necessarily required to promote the development of main businesses of private enterprises.

Miri Lerner & Sigal Haber (2000) put forward that policies, enterprises, entrepreneurs and external environment are the four types of factors that affect the operation of small tourism enterprises, specifically including policy guidance and financial support; the quantity and quality of products and services provided by enterprises; the background, personality characteristics, operating skills and past experience of entrepreneurs; related infrastructure, location, surrounding tourist attractors, etc. [7]. These factors that affect the operation of small tourism enterprises also have reference significance in the management of private cultural tourist attractions.

In related foreign research literature, quantitative method is adopted concerning most of the research on the influencing factors of tourist attractions management to analyze the relationship between different factors and the tourist attractions competitiveness, financial performance, market position and other operating results. However, this research adopts comparative research methods to analyze the influencing factors of business mode. Firstly, because the financial data reflecting the operating results of private enterprises are not easy to obtain, the author can only obtain such information through interviews and field visits to verify the above factors. Secondly, because the management results of modern enterprises are largely influenced by uncontrollable external environment, but what kind of management mode can be chosen by enterprises themselves. Therefore, it has more practical significance for private enterprises and entrepreneurs to research the influencing factors of management mode.

## III. GENERAL SITUATION AND COMPARISON OF THREE PRIVATE CULTURAL TOURIST ATTRACTIONS IN XIAMEN

### *A. General Situation*

1) *Cultural tourism based on cultural and creative industrial parks*: There are many types of cultural tourist attractions. This paper chooses the cultural tourism types that have sprung up in recent years based on cultural and creative industrial parks in various places to research. Zheng Bin and others regard cultural and creative industrial parks as an emerging cultural tourism product, and divide its development model into five categories: theme park, film and television (animation) base, art park (community), festival performance

base, and emerging blocks. Huiheshi Cultural Park, Niuzhuang Cultural and Creative Industrial Park and Cankun Cultural and Creative Industrial Park are the three newly built cultural and creative industrial parks in Xiamen in recent years with the initial planning orientation being to take on tourists. Huiheshi Cultural Park is similar to the theme park, Niuzhuang Cultural and creative Industrial Park belongs to an emerging block, and Cankun Cultural and Creative Industrial Park belongs to an art park. This paper further inspects the differences of these three modes in the operation.

2) *Huiheshi Cultural Park*: Founded in 1989, Xiamen Huihe Tengfei Stone Industry Co., Ltd. is a private enterprise that specializes in artistic sculpture, theme landscape, building stone, ancient architecture renovation and cultural tourism. In 2008, the company invested, built and operated Huiheshi Cultural Park in Zhonglun Park, the largest flat ground park in Xiamen city. The park is a cultural park with the theme of “Stone Culture and Stone Carving Art in South Fujian”, covering a total area of 12,000 square meters. It has stone cultural history corridor, stone carving art museum, exquisite products exhibition center, Huinv flirtatious expression performing area, tourist shopping store, garden landscape square and cultural exchange and leisure center and so on. At present, Huiheshi Cultural Park receives 200,000 visitors annually through cooperation with travel agencies.

3) *Niuzhuang Cultural and Creative Industrial Park*: Founded in 1999, Xiamen Genshen Zhiye Cultural and Creative Group is a private cultural communication company with six major businesses: investment and management of Cultural and creative industrial park, festive conventions and exhibitions, cartoon animation, brand planning, book design and publishing, and urban landscape planning. In 2010, this group invested, built and operated Niuzhuang Cultural and Creative Industrial Park in Ruijing Commercial Street that is the core commercial section of Xiamen. The park is a characteristic Cultural and creative industrial park with the theme of promoting the spirit of cattle, cattle culture and cattle character, covering a total area of 16,000 square meters. Some works of artistic cattle of “2010 Xiamen International Running Bull Festival” are exhibited in the park. It is gradually built into a cultural squares with collection of four theme, artistic cattle exhibition hall, calf experience camp and casual dining, shopping corridor, multi-functional conference hall, creative T stage performing arts center as one of the cultural and creative industrial park. At present, Niuzhuang Cultural and Creative Industrial Park gathers famous snacks from all over the country, thus attracting a large number of citizens and individual visitors every day.

4) *Cankun Cultural and Creative Industrial Park*: Founded in 1978, Taiwan Cankun Group is a foreign-owned enterprise that includes three major business groups: 3C circulation, electrical household appliances manufacturing and tourism. [Cankun Cultural and Creative Industrial Park was built by Taiwan Cankun Group and belongs to a foreign-funded enterprise, but its management problems are similar to

those of private enterprises, so this paper takes it as the research object. In addition, its tourism business mainly refers to travel agencies.<sup>1</sup> In the 1990s, Cankun invested and built the factory buildings in Huli District in Xiamen Industrial Zone as the company's manufacturing base. Since 2002, Xiamen Cankun has transferred the manufacturing base to Zhangzhou one after another, and the original factory buildings have been idle. In 2010, Xiamen Cankun was approved to use the old factory buildings to develop the cultural industrial park. In 2012, the first phase of the project “Haixi International Oil Painting Center” opened, which attracts more than 200 oil painters businesses to settle in, and carries out activities such as painting exhibition, oil painting festival, creative art exhibition with Fujian and Taiwan arts and crafts, public welfare oil painting education and art lecture hall. In 2013, because the progress of Haixi International Oil Painting Center was not favorable, Cankun Cultural and creative industrial park was forced to lease to Xiamen Tianyuan Asset Management Company. The new management party will introduce catering, entertainment and business office and other projects, which means that Cankun Cultural and creative industrial park will probably become “Cankun Commercial Street”.

#### *B. Comparison*

Although the above three cultural and creative industrial parks are located in the tourism market of Xiamen, their resources, space, activities, orientation and tourist sources for developing cultural tourism are different. “Table I” briefly lists their differences.

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<sup>1</sup> Cankun Cultural and Creative Industrial Park was built by Taiwan Cankun Group, which belongs to foreign-owned enterprises. However, its operating problems are similar to those of private enterprises, so this paper incorporates it into the research object. In addition, its tourism business mainly refers to travel agencies.

**TABLE I. THE COMPARISON OF THREE CULTURAL AND CREATIVE INDUSTRY PARKS IN XIAMEN**

	<b>Huihe Cultural Park</b>	<b>Niuzhuang Cultural and Creative Industry Park</b>	<b>Cankun Cultural and Creative Industry Park</b>
Open time	In 2008	In 2010	In 2012
Area	12,000m <sup>2</sup>	16,000 m <sup>2</sup>	57,000 m <sup>2</sup>
Gross floor area	6 m <sup>2</sup>	35,000 m <sup>2</sup>	144,000 m <sup>2</sup> (Planned )
Investor and its main business	Xiamen Huihe Tengfei Garden Ancient buildings Co., Ltd. Main business: Artistic Sculpture, Theme Landscape, Ancient Architecture Renovation, Architectural Stone, etc.	Xiamen Genshen Zhiye Wenchuang Group. Main business: investment and management of Cultural and creative industrial park, cartoon animation, festive conventions and exhibitions, brand planning, etc.	Taiwan Cankun Group, Main business: electrical household appliance manufacturing, 3C retail, travel agency industry, etc.
Park position	Cultural tourist attractions in southern Fujian	characteristic Cultural and creative industrial park	Haixi International Oil Painting Center
The locality	Urban Central Park (Zhonglun Park), convenient transportation	City shopping mall (Ruijing Business Circle California Square), convenient transportation.	Urban industrial park, less convenient transportation
Cultural resources	Stone culture in southern Fujian, national-class intangible cultural heritage stone carving skills; Fujian non-intangible cultural heritage productive protection demonstration base, cultural industry demonstration base and popular science education base; stone cultural history corridor, stone carving art museum, Huinv flirtatious expression performance	Modern Art; national-class cultural industry demonstration base, Xiamen science popular education base and youth start-up business incubation base; artistic cattle works exhibition, cattle theme culture square, special snacks and casual dining, popular creative commodity shopping, fashion publishing center, etc.	Modern art; oil painting artistic works, oil painting festival, creative art exhibition with Fujian and Taiwan arts and crafts
Park activities	Art appreciation, cultural sightseeing, folk performing arts, stone-shadow carving skills and stone painting experience, jade souvenir shopping, science popularization education, cultural conference	Art appreciation, cultural sightseeing, leisure food and beverage experience, Wenchuang commodity shopping, science popularization education, creation and painting experience, fashion performance	Art appreciation, creative artwork shopping, oil painting education and art seminar
Park price	70/people	Free main body, 60 yuan per person in Niuzhuang Cultural Museum	Free
Market structure	Mainly tourist groups	Mainly citizens and individual visitors	Mainly citizens

#### IV. DISCUSSION AND CONCLUSION

##### A. Model of Business Operation

This paper defines the mode of business operation concerning the key and basic problems of Cultural and creative industrial parks (cultural and creative industrial parks) tourism management, and such definition may not be complete. As for a Cultural and creative industrial park, one of the most critical issues in the development of tourism products is how to choose between cultural authenticity and commercialization, and one of most basic issues in the tourism market is the choice between foreign tourists and local citizens, and between tourist groups and individual tourist. Such a choice will directly affect the way of profit, such as whether to collect tickets, whether to lease the site, whether to allocate of various elements of the park, and so on. "Table II" lists some differences in the management of these three cultural parks.

Huiheshi Cultural Park takes the local cultural style of "Southern Fujian Stone Culture" as its theme, and creates cultural authenticity through the historical corridor, art museum, Huinv flirtatious expression performance, theme garden landscape, etc. In order to avoid the destruction towards

cultural authenticity, manager strives to avoid leasing management, even in shopping malls: they only sell souvenirs that conform to the theme of the park. When it comes to operation, manager adopts closed-off management, only collects tickets. Meanwhile, manager concentrates on receiving foreign tour groups through signing agreements with travel agencies and letting tour guides draw sales commissions and other ways; secondly, supplemented by tourism souvenirs, cultural conferences and other operating projects.

Niuzhuang Cultural and Creative Industrial Park, with the theme of "modern art cattle", creates an artistic atmosphere through theme squares, art exhibitions, etc. In operation, open management is adopted and no tickets are charged (except for the main exhibition hall). Meanwhile, business spaces are expanded by adding and building small booths to attract the settlement of casual dining and creative shops, and rent is charged. Such model of business operation will greatly damage the cultural authenticity: as a result, many of the foreign individual tourists and local leisure citizens who are attracted here fail to feel the artistic atmosphere in the end. Compared with Huiheshi Cultural Park, such mode of business operation does not require higher professional tourism management ability, but it is easier to obtain commercial benefits.



Cankun Cultural and Creative Industrial Park adjusts its long-range planning in a short period of just one year, eventually abandons the management of cultural and creative

industrial park and turns to lease the whole site due to the inability to make a choice between tourism products and markets, which should be said that this is a failure case.

TABLE II. THE OPERATION PATTERN COMPARISON OF THREE CULTURAL AND CREATIVE INDUSTRY PARKS IN XIAMEN

	Huihe Cultural Park	Niuzhuang Cultural and Creative Industry Park	Cankun Cultural and Creative Industry Park
Tourist product	Focus on cultural authenticity	Focus on cultural commercialization	Unable to choose
Tourist market	Focus on tourist groups	Focus on individual tourists and citizens	Unable to choose
Profit pattern	Focus on tickets	Focus on leasing	Focus on leasing

**B. Influencing Factors**

The choice of mode of business operation is subject to external factors and enterprise's own resources, and is also the result of the independent choice of entrepreneurs and operators. Appropriate mode of business operation must conform to the environmental and resource conditions; acceptable operating results should not only be reflected in financial data, but also satisfy the motivation of entrepreneurs. According to the

author's investigation of these three Cultural and creative industrial parks, "Fig. 1" identifies some key influencing factors. Among the three cases in Xiamen, there are four main factors that lead to their adoption of different mode of business operation: tourism products, business motivation of entrepreneurs, degree of integration of cultural tourism and corporate main business, and the geographical location of the park.

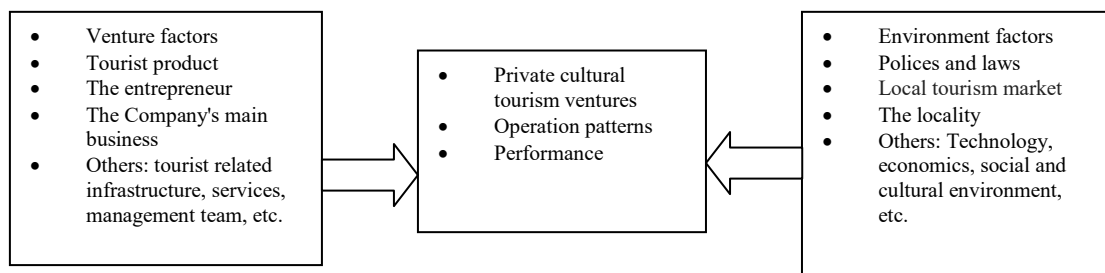


Fig. 1. Factors influencing the operation of private cultural tourism ventures

1) *Tourism products:* The tourism products of cultural and creative industrial parks are determined by resources, activities and space. The cultural resources of Huiheshi Cultural Park root in the local cultural style, that is, the stone culture of southern Fujian and the stone carving skills of southern school, so it can attract tourist groups with its own characteristics. The cultural resources of Niuzhuang and Cankun cultural and creative industrial parks are both a kind of modern art, which do not have local characteristics, so it is difficult to be incorporated in the itinerary products of travel agencies. Therefore, the degree of characteristics of cultural resources determines whether cultural and creative industrial parks can attract the market of tourist groups to a large extent.

As for some cultural and creative industrial parks, cultural resources may only serve to create an atmosphere. Under these circumstances, the holding of activities and the matching of elements are very important for their successful operation. However, the planning of activities and the introduction of elements need to be equipped with relatively larger available space. The available indoor space in Niuzhuang and Cankun cultural and creative industrial parks is larger than Huiheshi Cultural Park. Therefore, they can attract leisure market by holding festival activities and introducing supporting elements, thus laying the foundation for leasing operation.

2) *Entrepreneurs and their company's main business:* Tourism management of cultural and creative industrial parks is broadly affected by the personality characteristics, past experience, management motivation, management level of the entrepreneurs and company's main business. In these three cases, this research focuses on the impact of operating motivation of entrepreneurs and the main business. As Huiheshi Cultural Park's investor and operator, Huihe Tengfei Garden Ancient Building Co., Ltd. is a company with stone carving, stone material and landscape engineering as its main business, whose main motivation of managing cultural tourism is to make the stone cultural park become the main exhibition window of company's main business. Customers can understand the company's heritage of traditional skills, the pursuit of artistic taste and the spirit of Huian women entrepreneurs and others through this window. Therefore, as for the operation of Huiheshi Cultural Park, the key is to promote the engineering business and enhance the cultural brand, the profitability ranks second on the contrary, so it is not difficult to understand its adherence to cultural authenticity. In addition, before Huihe Company entered the tourism industry in the form of cultural and creative industrial parks, it had already managed jade souvenirs in Xiamen tourism market for many years, and accumulated experience, resources and

management skills of tourism operation, so it could compete in the tourism group market.

As the investor and operator of Niuzhuang Cultural and creative industrial park, Xiamen Genshen Zhiye Cultural and Creative Group is a cultural communication company with festival conventions and exhibition, brand planning, cartoon animation and other industries as the main business. There were no tourism-related operating experience and management skills before, but the ability of festival planning and brand marketing was strong. Niuzhuang Cultural and Creative Industrial Park is rebuilt from the old factory buildings of furniture city, whose main operating motivation is to effectively revitalize these commercial real estates. Therefore, Niuzhuang Cultural and Creative Industrial Park creates an atmosphere and watching focus through art cattle artwork exhibition, cattle theme cultural square and fashion activity planning to attract foreign individual tourist and local citizens on the one hand; continually expands and adds booths, introduces casual dining and creative shops, etc. to maximize the pursuit of cultural commercialization, and to operate in the form of leasing on the another hand.

In order to effectively revitalize idle factory buildings and create new profit growth points, in 2010, Cankun applied to Xiamen municipal government to use the original and old factory buildings for the establishment and development of "Cross-strait life design cultural and creative industrial parks and Xiamen oil painting market", which was approved by the local Huli district government and the office of Xiamen cultural industry development coordinated leading group. Therefore, the main motivation of Cankun's operation of Cultural and creative industrial park in Xiamen is actually to avoid the government's withdrawal of the original factory buildings' management rights. In addition, for Cankun in Xiamen, it has as always been difficult to achieve the integration of tourism and its main business, and its business experience in travel agencies is difficult to transfer to the operation of Cultural and creative industrial park tourism. Therefore, after retaining the original factory buildings by means of the Cultural and creative industrial park project, it finally rents out the whole place to other companies for operation.

3) *Geographical Location*: The importance of geographical location to tourism development has been repeatedly mentioned in the research literature. Huiheshi Cultural Park is located in the urban park, which can carry out closed-off management and enjoy convenient transportation. It is convenient for tourist bus parking, which can satisfy the requirements of tour groups on route arrangement and traffic conditions. Niuzhuang Cultural and Creative Industrial Park is located in the urban commercial center that the traffic is very convenient, but there are no tourist bus parking spaces. Therefore, Niuzhuang Cultural and Creative Industrial Park focuses on individual tourists and citizens to create casual dining and shopping blocks matched with commercial centers, which is the result of the location advantages to a certain extent. Cankun Cultural and Creative Industrial Park is located in the urban industrial

zone and the traffic is inconvenient. Parking lot that can park dozens of tourist buses has been opened up in the park that can not satisfy the requirements of tourist agencies for tourist attractions and routes, so it has been unable to attract the advent of tourist groups.

### C. Conclusion

To sum up, Huiheshi Cultural Park attracts tourist group market with cultural authenticity, and realizes revenue in virtue of lower negotiated price, shopping return commission, cooperation with travel agencies and tour guides, and relying on ticket economy and secondary consumption of tourists. Huiheshi Cultural Park adopts the mode of business operation of traditional tourist attractions, which mainly because it boasts the cultural resources with local characteristics, closed-off parks and convenient transportation, the operating motivation of boosting cultural brand and the geographical location of urban parks. Niuzhuang Cultural and Creative Industrial Park does not boast the cultural resources with local characteristics and scarcely closed-off parks, but it is close to commercial blocks to attract foreign individual tourists and citizens by cultural commercialization and relying on the company's experience and skills in the cultural communication industry. At last, it achieves revenue from rental income by means of creating a cultural atmosphere, introducing casual dining and holding festivals and exhibitions. Cankun Cultural and Creative Industrial Park cannot properly respond to these influencing factors, and can only give up cultural and creative industrial park in the end. Of course, it has also achieved its own business purpose to a certain extent, that is, to obtain approval for the reuse of the original land and factory buildings through the cultural and creative industrial park project. From the realistic performance of the three cultural and creative industrial parks, the characteristic degree of cultural resources has the greatest impact on the mode of business operation focusing on cultural authenticity, and the size of operating space and location conditions have the greatest impact on the mode of business operation focusing on cultural commercialization. However, the independent choice of mode of business operation by entrepreneurs is affected by the company's main business and operating motivation.

## V. CONCLUSION

Firstly, it is difficult to carry out quantitative research. The financial data of private enterprises are difficult to obtain, and it is difficult to provide complete long-term data because of the imperfection of their own financial system, so this research cannot evaluate the financial results of operations, and it is also difficult to use quantitative analysis method to build influencing factors model. The follow-up researches will precede long-time tracking for these three cases, especially the empirical research and quantitative analysis of their sustainable operation.

Secondly, there is no research on other influencing factors. There are many factors that affect the operation of private cultural tourist attractions. This research only analyzes the four main factors that determine the basic mode

of business operation. There are a lack of researches on corporate factors such as individual characteristics of entrepreneurs, entrepreneurship, management skills and on external factors such as technology, economy and social culture. Because these three cases are located in the tourism market of Xiamen, the external environment they are facing such as policy, market, economy, social culture and so on has little difference. It is necessary to choose the same type of private cultural tourist attractions enterprises in different regions for comparative research in the future.

Thirdly, the plight and outlet of private cultural tourism enterprises need to be further analyzed. This research only analyses the main factors that affect the mode of business operation, but there are still many plights faced by such enterprises. As mentioned above, how to choose between cultural authenticity and commercialization is one of the plights. The research literature on tourism development all without exception emphasizes the value of cultural authenticity, and provides a lot of ways to cultural commercialization at the same time. However, how to survive in the crack between cultural authenticity and commercialization is a huge challenge in the practical management level.

Fourthly, the operating motivation of private cultural tourism enterprises needs to be further researched. The positive role of private enterprises in tourism industry will be rising with each passing day, but they rarely get the attention of the government in the actual operation process. Even though departments at all levels have different supportive policies to the cultural industry, and there are rarely policies that can stimulate their operating motivation and really guide the operation. In reality, some of these enterprises have gone bankrupt, some have been sold, and some have been inherited, so they are in urgently need of the management guidance of the government and educational circles. The research status of cultural tourism that emphasizes development and is not concerns about management needs to be improved.

Fifth, the research of tourism enterprises that do not pursue financial results needs to be paid attention to. Some literatures that research small tourism enterprises point out that the operation of small tourism enterprises does not focus on pursuing financial results, but focus on a lifestyle preference or social communication needs, etc. [8]. Although the enterprises of cultural tourist attractions investigated by this paper based on cultural and creative industrial parks emphasize more profitability than small tourism enterprises, they also have similar characteristics, that is, what is more critical for them to succeed is to may be able to promote the company's main business, rather than how much profit it can make. This research only analyses the basic issue of mode of business operation of private cultural tourist attractions based on cultural and creative industrial parks, and there are still many shortcomings and extensible research contents. Here only above five points are pointed out.

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