

# *Research on the Improvement Paths of Shaanxi Cultural Industry Competitiveness Based on SWOT Analysis*

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**Abstract**—As a major province of cultural resources, Shaanxi has historical and cultural resources which cannot be compared with other provinces and cities in China. However, its competitive advantage is weaker than that of other developed provinces. The article draws SWOT matrix analysis of Shaanxi cultural industry development, to clear the advantages, disadvantages, opportunities and challenges of Shaanxi cultural industry, then explore how to cultivate and enhance competitiveness of Shaanxi cultural industry.

**Keywords**—Shaanxi, cultural industry, core competitiveness, promotion, SWOT analysis

## I. SWOT ANALYSIS OF SHAANXI CULTURAL INDUSTRY DEVELOPMENT

At a time when the national cultural industry is booming, Shaanxi needs to grasp its advantages and clarify its shortcomings, and actively explore the 4C (Confidence, Clearness, Cogitation and Consciousness) virtuous cycle development model. Confidence in Shaanxi's strengths, clearness to Shaanxi's development weaknesses, cogitation on the challenges and threats, and consciousness of good opportunities, then strive to develop in the Belt and Road initiative. It aims to realize the transformation from a province of cultural resources to a province with strong culture.

### A. Strengths

- Shaanxi historical and cultural resources are highly regional. Xi'an was once the ancient capital of the 13th Dynasty. Terracotta Warriors and Horses, Ming City Wall, Big and Small Wild Goose Pagoda, Qianling Mausoleum and Hanyang Mausoleum are magnificent, honor and dignity. That's why Shaanxi is known as *Natural Museum* [1]. Shaanxi is an important birthplace of Chinese civilization, because its historical and cultural heritage has special advantages such as worldwide, richness and uniqueness. The non-material intangible cultural heritage is also extremely rich, such as local opera, folk songs in northern Shaanxi, peasant paintings, paper-cutting, shehuo and various specialty snacks. With extremely promising development value and economic value, it has laid a solid resource stock foundation for the development of Shaanxi cultural industry.

- In recent years, Shaanxi artists have paid great attention to excavating cultural connotations and innovating cultural expressions, creating plenty of cultural products with strong regional style and contemporary flavor. The cultural tourism brands represented by Terracotta Warriors and Horses, Big Wild Goose Pagoda, Huang di Tomb and "Imitation of Tang Music Dance" and "Long-Hate Song" are well-known at home and abroad. "Qin Terracotta Warriors Exhibition", "Shaanxi Tang Dynasty Cultural Relics Exhibition" and "From Chang'an to Rome—The Silk Road National Concert" have become the brand of foreign cultural exchanges in Shaanxi and even China [2].
- In 2017, the added value of cultural industry in Shaanxi Province exceeded 90 billion RMB, with a growth rate close to 15% [3]. According to statistics, in 2017, Shaanxi's cultural industry investment reached 177.76 billion RMB, a year-on-year increase of 21.3%, ranking first among all provinces and municipalities [4]. Shaanxi has established a group of large-scale cultural enterprise groups represented by 9 major groups. Taking Shaanxi Cultural Industry Investment Group as an example, it has grown into a large enterprise group with 21 subsidiaries since its establishment 6 years ago. The scale of corporate assets has expanded by more than 7 times, forming an industrial structure covering six major sectors: film and television, art, media, cultural tourism, cultural finance and the Internet, which demonstrating the tremendous development potential and vitality.
- The development of Shaanxi's cultural industry takes Xi'an as the radiation center, and the three major regions of Guanzhong, Northern Shaanxi and Southern Shaanxi are linked together. Cultural tourism, radio, film, television, news, and entertainment are the development priorities. With the basic pattern supported by cultural industrial parks, industrial bases, large-scale cultural industry groups and cultural enterprises promoting the leap-forward development of Shaanxi's cultural industry. In recent years, Shaanxi has firmly grasped the advantages of Xi'an as an international metropolis, fully exerted its strong central radiation and leading role, and actively promoted the combination of

regional characteristics and culture. It has initially formed three regional characteristic cultural industries such as Guanzhong history and modern culture coexist, the history of Northern Shaanxi revolution and feelings of the Loess Plateau, and the Hanshui culture and green culture in Southern Shaanxi. Add to Xi'an, the four major cultural industry regional centers have established a strong industrial concentration based on their historical resources and relying on the government's investment guidance for cultural industries.

#### B. Weaknesses

- Although there are many cultural resource brands facing the world in Shaanxi, the popularity of most brands is limited to the region and the country. In addition, the related industries do not form a relatively complete industrial chain, and the cultural brand cluster effect is not prominent enough. Generally speaking, there are too few fine cultural products, many cultural enterprises have insufficient means of innovation, and the scientific and technological content is low. The development of new technologies and new formats such as digital cultural industries is slow, and the relevant industries have failed to effectively transform the resource advantages into industrial advantages, and have insufficient attention to the innovation of emerging cultural formats and the extension of the industrial chain.
- At present, the cultural industry in Shaanxi Province is mainly concentrated in the Guanzhong region centered on Xi'an. The cultural industry development in southern Shaanxi and northern Shaanxi is weak, and the imbalance between regions is very prominent. In 2017, there were 699 cultural enterprises above designated size in the Guanzhong region, accounting for 71.3% of the province, Southern Shaanxi and Northern Shaanxi accounted for 20.5% and 8.2% respectively. Above-scale cultural enterprises in Guanzhong realized operating income of 73.35 billion RMB, Southern Shaanxi and Northern Shaanxi accounted for 8.4% and 1.8% respectively [5].
- In the province as a whole, Shaanxi cultural enterprises have been in a weak, small, and scattered state for a long time. All links in the cultural industry are isolated, and no effective industrial chain has been formed, which is a disadvantage in competition among various provinces and cities. In particular, there are fewer cultural enterprises above designated size, and the use of tie is not strong. In particular, the cultural creative and design service industries are less than medium-sized enterprises. The lack of cultural enterprises with comprehensive market competitiveness is not commensurate with the status of cultural provinces. The small number of cultural enterprises above designated size has become a short-term development of Shaanxi cultural industry.

#### C. Opportunities

- After the implementation of the Silk Road strategy, the global focus is on the new starting point of the Silk Road Economic Belt-Shaanxi. As a cultural leader, Shaanxi should give full play to its geographical advantages in the Belt and Road initiative, let the world know about Shaanxi and bring Shaanxi's characteristic culture to the world. At the same time, the introduction of external resources to invigorate the development of Shaanxi. Culture is the medium for bringing economic belts along the Belt and Road Initiative.
- Since the central government decided to develop the cultural industry into a pillar industry in the report of the 18th National Congress, relevant policies for supporting cultural industries in Shaanxi Province have been introduced. It can be seen that Shaanxi will develop the cultural industry as the "top priority" for strengthening cultural construction. The grand goal of building a strong western cultural province proposed by the provincial government, coupled with the successive support of cultural industry policies, has provided strong support for the development of the cultural industry.
- According to statistics, the per capita GDP of Shaanxi is slightly higher than the national average, the cultural needs of the people are increasing, and there is a broad market for consumption potential. With the increasing frequency of cultural exchanges at home and abroad, the charm of Chinese culture has attracted foreign people to have a strong interest in China. The cultural relics department has not only demonstrated the Chinese civilization and the excellent cultural heritage of Shaanxi through the cultural outreach, but also created a favorable atmosphere and basic conditions for the development of Shaanxi's cultural industries. In the creation of a new starting point for the Silk Road Economic Belt, Shaanxi has made many efforts, such as the Silk Road Film Festival and the Silk Road International Art Festival, which have brought huge market potential to the development of the cultural industry.

#### D. Threats

- The large cultural industry groups in some developed countries have quickly entered the domestic market with strong capital strength and advanced market operation mode, which has brought strong impact to Shaanxi cultural enterprises. As an important carrier, cultural products have a powerful impact and collision on the mainstream ideology and regional cultural concepts of the importing countries. The rapid development of the Internet has provided convenience for cultural input. However, the strong promotion of foreign culture and the collision of cultures of various countries have made it difficult for the audience to identify positive content.
- According to statistics, Beijing's cultural and creative industries achieved an added value of 357.05 billion

RMB in 2016, accounting for 14.3% of the city's GDP. Shanghai's cultural and creative industries realized an added value of 331 billion RMB in 2016, accounting for 12.1% of the city's GDP. Beijing and Shanghai are far ahead of other provinces and cities across the country. *China's provincial and municipal cultural industry development index (2017)* shows that Beijing, Shanghai and Jiangsu are still in the top 3 in the comprehensive index field. The cultural industry in the eastern region is more affected by economic influence and social influence, 7 out of the top 10 are from developed coastal areas in terms of impact index [6]. Compared with the central and western regions, the eastern coastal provinces and cities have exerted regional advantages and formed industrial agglomeration effects, attracting a large number of cultural enterprises, talents and funds at home and abroad, causing tremendous competitive pressure on Shaanxi.

In summary, the judgment of the advantages and disadvantages of the development of Shaanxi cultural industry and the external environmental conditions is the prerequisite for exploring the path of upgrading the core competitiveness of Shaanxi cultural industry. Table I can initially reveal the internal and external factors of the advantages, disadvantages, opportunities, threats of Shaanxi cultural industry development.

TABLE I. SWOT MATRIX ANALYSIS OF SHAANXI CULTURAL INDUSTRY

	<i>Strengths</i>	<i>Weaknesses</i>
<i>Analysis of Internal factors</i>	1. Rich in historical and cultural resources	1. Insufficient cultural resource development, brand clustering effect has not formed
	2. Cultural brands with certain influence have formed	2. Unbalanced regions, weak development in northern Shaanxi and southern Shaanxi
	3. Great market potential	3. Weak overall strength of cultural enterprises, lack of large-scale cultural enterprises
	4. Three regional industrial agglomeration patterns	
	<i>Opportunities</i>	<i>Threats</i>
<i>Analysis of External environ-ment</i>	1. Times Opportunities: the Belt and Road initiative	1.The impact of international capital and strong culture
	2. Policy Opportunities: the Government advocates support	2.Domestic competition, the adsorption of capital in developed regions
	3. Market opportunities: growing cultural demands	

## II. THE PATHS TO ENHANCE THE COMPETITIVENESS OF SHAANXI'S CULTURAL INDUSTRY

Through the above SWOT matrix analysis of Shaanxi cultural industry, it can be seen that Shaanxi cultural industry has rich regional culture and historical and cultural resources, with huge market potential and obvious brand advantages. The development of Shaanxi's cultural industry will inevitably take the high-quality Shaanxi regional quality culture as its core competitiveness and establish itself in the increasingly competitive cultural industry development. It is imperative to

build strong cultural brands in Shaanxi, further strengthen cultural spillovers and penetration effects, and provide sustainable development for the cultural industry.

### A. Deeply Explore Cultural Resources and Build a Strong Quality Cultural Brand

The key to maintaining the sustainable competitive advantage of Shaanxi's cultural industry is to create strong quality cultural brands with Shaanxi's regional cultural characteristics and historical and cultural connotations. Therefore, the next step is to implement a brand strategy, to enlarge and strengthen the development of distinctive cultural brands, and to create a number of strong cultural brands. First of all, consolidate and upgrade the cultural tourism brands represented by Qin Shihuang Terracotta Warriors and Horses, Big Wild Goose Pagoda, Xi'an City Wall and Huangdi Mausoleum, Revolutionary Holy Land Yan'an, "Imitation of Tang Music Dance" and "Long-Hate Song". Secondly, continue to expand foreign cultural exchange brands such as "China Qin Terracotta Warriors Exhibition", "Shaanxi Tang Dynasty Cultural Relics Exhibition", "Shaanxi Folk Art Exhibition", "Chang'an to Rome -Silk Road National Concert", "Understanding China from Shaanxi", etc. At the same time, to lay a solid foundation for the cultural festivals and competition brands such as the Xi'an Silk Road International Film Festival. Shaanxi relies on rich historical and cultural resources. Only by continuously innovating and transforming culture into industry and productivity can we build into a strong cultural province.

### B. Play the Role of Xi'an's Powerful Radiation Center and Leading Role, and Balance the Development of the Three Major Regions

Next step, actively implement Shaanxi's relevant policies in the development of cultural industries to highlight "Strengthening the superior, reinforcing the short and supporting the new". Give full play to Xi'an's characteristic advantages as a provincial capital city, a world cultural ancient capital, a historical and cultural city, and an important gathering place for the province's cultural industry, and promote the development of other three major regions. Guanzhong region focuses on the development of cultural content production, cultural foreign trade, cultural new-style business, etc. Northern Shaanxi has carried out in-depth excavation of Huangdi Yellow River culture, folk customs culture and red revolutionary culture. Southern Shaanxi has highlighted its characteristics in cultural tourism, leisure and entertainment, and arts and crafts industries. At the same time, Shaanxi should vigorously develop cultural manufacturing industry, fill in the shortcomings of audio-visual equipment manufacturing and stationery manufacturing, and make the industrial structure balanced.

### C. Enhance the Overall Strength of Cultural Enterprises, Focus on Cultivating Key Enterprises

Judging from the practice of developing cultural industries in various countries and regions, without the guidance and support of the government, it is difficult to form a scale for the development of cultural industries. Focus on cultivating a group of strong backbone enterprises to take the lead and

encourage the development of small and micro enterprises from financial policies and management policies, so that they can grow and develop. Enrich the cultural market through various cultural product forms and cultural services to meet the cultural needs of the broad masses of the people. All cities and districts should focus on cultivating leading enterprises in the region, so that state-owned cultural enterprises can accelerate the establishment of a modern enterprise system with cultural characteristics, guide key cultural enterprises to list on the market, and encourage cultural enterprises to merge and restructure. Vigorously cultivate cultural enterprises above designated size, accelerate the construction of cultural business incubators and accelerators; increase the intensity of private cultural enterprises in financial interest loans, support a group of private backbone cultural enterprises and groups, and focus on supporting small and micro-cultural enterprises with potential to develop into “specialized, precise and special” , expand the scale of the cultural industry market, promote such enterprises become bigger and stronger, ultimately form a competitive advantage.

#### *D. Innovation and Integration of “Internet +” Cultural Industry, Accelerate the Promotion of the Cultivation of Emerging Formats*

Shaanxi’s cultural industry should gradually transform and upgrade to “connotative development”. Focus on promoting the integration of culture and technology, tourism, and the Internet, and encourage the development of digital publishing, online audio-visual, animation games, cultural and creative industries. And accelerate the “Xi’an National Cultural and Technological Integration Demonstration Base”, “Xi’an National Digital Publishing Base” and construction of “the Belt and Road Initiative” Cultural Tourism Big Data Platform. Make full use of advanced sound and photoelectric means, using multimedia technology, Internet technology, digital photography, digital simulation and simulation, holographic storage technology and other high-tech means to realistically restore and present the face and essence of national intangible cultural heritage projects to achieve the purpose of effective inheritance, and constantly promote the development of digital culture industry. Shaanxi should promote the formation and development of emerging cultural formats such as cultural creativity, digital publishing, mobile multimedia, animation games, etc. Focus on the development of mobile multimedia broadcasting and

television, web broadcasting, digital multimedia broadcasting, mobile radio and television, and actively develop multi-media publishing formats and emerging publishing format, occupying emerging media positions and cultural consumption market in the digital age, realizing two-wheel drive of traditional cultural industry and emerging cultural industry.

### III. CONCLUSIONS

Shaanxi Province has unique and rich historical and cultural resources. Its capital city, Xi’an, as the starting point of the Silk Road, makes Shaanxi occupy a geographical advantage in the Belt and Road Initiative. However, at present, it has not been able to effectively transform resource advantages into industrial advantages, uneven development of regional and industrial structures, and insufficient strength of cultural enterprises. As a major province of cultural resources, Shaanxi has a weak voice and competitiveness in the domestic cultural market. Only by deepening the elements of cultural resources, using the platform of modern science and technology and the Internet as a carrier to realize the effective transformation of Shaanxi historical and cultural resources and build strong cultural brands, to promote the continuous upgrading of the cultural industry structure of Shaanxi province, and to enhance the overall strength of cultural enterprises, can enhance the core competitiveness of Shaanxi cultural industry.

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