Study on the Route Optimization of the All-for-one Tourism Demonstration Area Construction based on the “Four-domain and Nine-tactic” Framework

Nan Gao [1, 2], Min Zhang [3, *], Zhen Gu [1], Zhen Wan [4]

[1] Nanjing University of Finance & Economics Hongshan College, 210003, China

[2] School of Government Management, Nanjing University, 210023, China

[3] School of Marketing and Logistics Management, Nanjing University of Finance & Economics, 210023, China

[4] Jurong Maoshan Scenic Area Management Committee, 212400, China

Abstract. Since the official introduction of all-for-one tourism in 2016, the construction of demonstration areas around the country has achieved phased results. This article concludes the exploration of the construction path of the all-for-one tourism demonstration area in J city, Jiangsu province, through case-based research, participatory observation, and focus group discussions, and analyzes the problems and obstacles in the process. Based on clarifying the specific requirements of all-for-one tourism for the development of regional tourism, this paper proposes the "four-domain and nine-tactic" development framework, which is designed strategically and tactically for the construction of all-for-one tourism in Jiangsu Province of China.

Keywords: All-for-one Tourism; Demonstration Area Construction; Optimum Path.

1. Introduction

With the increasingly personalized and diversified needs of the consumer side, China's tourism development is gradually moving towards the “grand tourism” era. In January 2016, the National Tourism Administration of China (CNTA) formally put forward the strategic concept of all-for-one tourism, focusing on promoting the transformation of tourism from the "scenic spot model" to the "all-area model", which is an innovation in tourism supply compared to the traditional tourism model.[1]

2. The Development Requirements of the Concept of all-for-one Tourism

The report of the 19th Party Congress points out that socialism with Chinese characteristics has entered a new era, and the principal contradiction in our society has been transformed into the contradiction between the people's growing need for a better life and unbalanced and insufficient development [2]. It is a rare development opportunity for the tourism industry and also gives a richer connotation to the concept of all-for-one tourism proposed in the same period.

2.1 The Interpretation of the Concept of “all-for-one”

The concept of “all-for-one” includes all-scenic, all-time, all-industry, and all-people. On this basis, Li Xinjian further enriched the concept of all-for-one tourism, proposing the "eight-area" structure consisting of all-element, all-industry, all-process, all-time, all-round, all-society, all-sector and all-tourist [3]. Based on practice, a few scholars proposed that breaking the "all" thinking is required. The level of economic and tourism development varies from region to region; it isn’t easy to generalize. Therefore, it can be based on the local tourism development context and its stage, considering the "all-for-one" concept of the big picture. Zhang Hui proposed the "completeness of the domain for tourism": the completeness of the spatial, industrial, elemental, and management domains (Fig. 1) [4]. Through tourism supply-side structural reform to promote the transformation of tourism industry structure, to drive the adjustment of market structure, regional structure, tourism

resource's structure and management organization structure. The new concept gives birth to new vitality for achieving regional sustainable development.

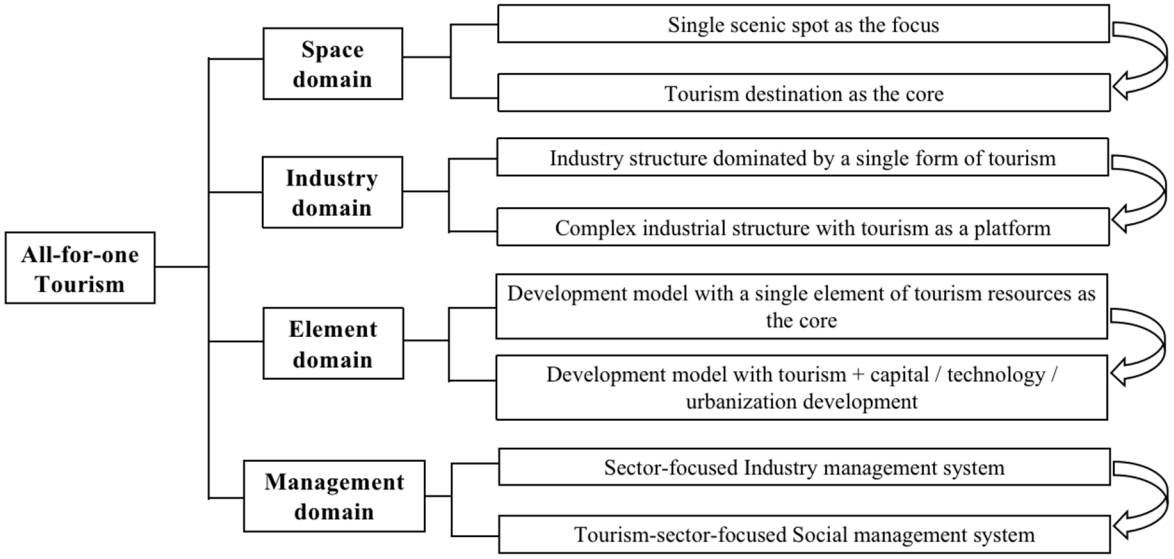


Fig 1. Completeness of the domain for all-for-one tourism

2.2 The Connotation of the Concept of "all-for-one Tourism"

All-for-one tourism focuses on the integration of tourism resources across the region, mainly in two aspects: 1) resource integration: effectively use all "attractions" and "triggers" within the radius of the scenic spots, build an all-scenic, all-season, all-time tourism pattern, and provide tourists with all-weather, all-round services. 2) Region-wide collaboration: break the artificial barriers caused by different management systems inside and outside the scenic spots and realize the integration of supervision and public services for the whole area [5]. In terms of tourism space planning, forming distinctive tourism products and industry clusters through the classification development of attraction elements, which are implemented in the regional space by the structure of "point-line-surface"—breaking the traditional model of the single scenic spot, narrowing the development gap between urban area and township to achieve the transformation of integrated tourism destination.

All-for-one tourism focuses on the upgrading of industries within the region, from the closed self-loop model of tourism to the multi-dimensional "tourism +" development model, promoting the close integration of tourism and related supporting industries such as agriculture and forestry, recreation and culture, industry and commerce, finance, etc. It is giving rise to new production capacity and forming a composite industrial structure with tourism as the platform. The traditional tourism economy is mainly the "ticket economy", while the all-for-one tourism advocates the tourism-related service industries to generate comprehensive benefits. Which requires upgrading the tourism industry, cultivating and developing new forms of tourism, and accelerating structural reform on the supply side of tourism. Besides, promoting industrial integration through tourism events and realizing the "tourism +" model in order to enhance the overall economic development and employment level in the region.

All-for-one tourism focuses on the co-construction and sharing within the region and emphasizing the harmonious coexistence and synergistic development of humans and nature, urban and rural, social and economic. It is mobilizing tourism development in the region and promoting tourism to alleviate poverty and enrich the people. In the past, the problems caused by crude tourism development have, to a large extent, hindered the sustainable development of the region. Nevertheless nowadays, it is no longer possible to make excessive sacrifices of other interests to realize a single goal.

2.3 The Specific Requirements for Tourism Development under the Concept of "All-for-One Tourism"

Due to the vast environmental differences formed by the spatial area and advantage of resources, the concept of all-for-one tourism will have a different focus on the development requirements of specific regions. Combined with the theoretical analysis of the connotation of all-for-one tourism, and with full consideration of the uniqueness and differences of the tourism scene in Jiangsu Province, four levels of tourism completeness from the domain can be summarized as four requirements, namely the integration of the spatial domain, the branding of the industrial domain, the sharing of the elemental domain and the gridding of the management domain.

2.3.1 Space Domain

Integrating resources to achieve coordination across the entire region is the primary connotation of the concept of all-for-one tourism, which requires combining spatial structure, tourism resources, and urban facilities construction in tourism planning.

2.3.2 Industry Domain

Tourism leading industry integration is one of the essentials of all-for-one tourism, which is required at the time of tourism construction to reshape leading scenic spot brands, create unique festival brands and cultivate various creative brands consisting of cultural tourism and agricultural tourism.

2.3.3 Element Domain

Integrated development to share the whole population is the core objective of the concept of all-for-one tourism, which is required during the tourism development to promote the sharing of landscape character, ecological environment and service facilities.

2.3.4 Management Domain

Improving the social management system of the tourism business is the in-depth implementation of the concept of all-for-one tourism, which is required at the time of the construction of all-for-one tourism to realize traffic routes gridding, public health gridding, and regional security gridding.

3. The Empirical Analysis of the All-for-one Tourism Demonstration Area Construction

J City, Jiangsu is one of the first 262 National All-for-one Tourism Demonstration Areas announced by the National Tourism Administration. Since it was listed as the first batch of national all-for-one tourism demonstration area creation units, it has carried out Xi Jinping's thought of ecological civilization, practiced territorial tourism development, and made milestones by building and promoting the construction.

3.1 Current Status of Tourism Resources in J City

J City is located in the southern part of Jiangsu Province, with a total area of 1,385 square kilometers and a population of more than 600,000. There are ten high-grade highways from south to north and four highway entrances and exits connecting the city. The tourism resources are rich and unique here, benefiting from the superior geographical location, natural resources, and humanities. The city has one 5A scenic spot, two 4A scenic spots, eight 3A scenic spots, one national forest park and one wetland park, one provincial-level tourist resort and nine national characteristic landscape tourism towns (villages).

3.2 Strong Guarantee for the Development of all-for-one Tourism in J City

3.2.1 Institutional Guarantee

The Municipal Party Committee and the municipal government have regarded "all-for-one tourism" as a "city card" to enhance facilities, improve the environment internally, and attract industries and display images externally. Through the preparation of the 13th Five-Year Plan and the overall plan for tourism development in the region, it is clear that tourism will be the city's strategic pillar industry in the top-level design. Under the principle of party committees and governments taking the lead, townships and streets demonstrating and creating, authorities and departments cooperating, enterprises and institutions collaborating and linking, a National All-for-one Tourism Demonstration Area Creation Leading Group was set up, responsible for the coordination of core issues such as program development, staff allocation, funding, supervision and assessment.

3.2.2 Financial Guarantee

They are taking the enhancement of tourism public service facilities as an essential grasp and primary work of the all-for-one tourism construction, integrating resources from various parties including transportation, urban construction, and water conservancy, and strengthening financial input and guarantee. Since 2017, almost 4 billion yuan has been invested in building the public service system for tourism, accounting for more than 20% of the city's fiscal revenue. The city successfully introduced six cultural tourism projects, four exceeding the threshold of 10 billion yuan.

3.2.3 Organizational Guarantee

The organizational structure of the Municipal Tourism Development Committee was adjusted, and guidelines for the work of the Committee were established to coordinate and promote the implementation of various tasks. In 2016, J City separated the Tourism Bureau from the former Bureau of Civil Affairs and Tourism. It merged with the former Municipal Bureau of Culture, Radio, Television and Sports to establish the new Municipal Bureau of Culture, Sports, Radio, Television and Tourism, which is listed as a constituent department of the municipal government and is responsible for the management of cultural tourism enterprises and institutions in the city. This system reform takes the lead in the country.

4. Problems and Obstacles in the Construction of All-for-one Tourism

Through field visits to several scenic spots and characteristic towns under the jurisdiction of J, some existing problems and potential obstacles were found in creating an all-for-one tourism demonstration area, which is summarized as follows.

4.1 Serious Homogenization of Festivals and Events, "Tourism+" Lack of Creativity

Every March to April is the intensive opening period of the festivals in each town of J City. Tulip, cherry blossom, strawberry, and tea festival are held one after another, leaving visitors overwhelmed. The theme of each town's festival is not distinctive enough, homogenization is high, and competition is severe. There are two main reasons for the severe homogenization of competition in festivals: the dogmatization of the conceptual departure and the charting of the will of the few. In order to avoid homogeneous competition, we must focus on implementing of the scenic differentiation strategy to personalize and shape the brand to form a competitive advantage. Furthermore, it is vital to carry out visitor satisfaction surveys, open feedback channels, and add interactive platforms for tourists to enhance the differentiated qualities of festivals oriented to visitors' needs. Additionally, due to the limitations of its spatial location, the development of the "tourism+" model in J is dominated by "tourism+agriculture", which is mainly a supply-oriented result. However, depending on the fickleness of consumer demand, this is not conducive to the sustainable development of all-for-one tourism in J in the long run.

4.2 Cultural Tourism Integration Depth is not Enough, Integration Level is not High

Natural tourism and cultural tourism are the two main themes of the tourism market. Thus, vigorously developing the culture and tourism economy is the top priority for creating all-for-one tourism. The current development of tourism in J City still has the problem of insufficient depth of integration of culture and tourism and low level of integration. The current development of tourism in J city still has the problem of insufficient depth of cultural tourism integration, and low level of integration. The flower field, characteristic town, ecological manor, beautiful countryside, and other attractions are crowed together, and the recognition and overall quality still need to be improved. The depth and breadth of integration are insufficient. Furthermore, the application of creative and high-tech elements in the integration is relatively less, the vertical extension of the industry chain is insufficient, and there is a lack of cultural and tourism products with market influence and competitiveness. The main reasons may lie in the lack of cross-border operational people, the lack of innovative business models, and the difficulty of cooperation between tourism destinations and innovative content.

4.3 Marketing and Publicity Vitality is not Strong, and Innovation is not Enough

Since the creation of the all-for-one tourism demonstration area work in the publicity and marketing focus on the overall marketing, J city has obtained specific results but did not form the concept of integrated marketing of the whole tourism area. For example, the publicity methods are still dominated by traditional means, mostly outdoor advertising, such as underground billboards, and high-speed road junctions billboards. The scope of publicity has not been significantly expanded due to the less application of new media marketing communications. Although the WeChat official account has been opened, it is unsatisfying as the lack of publicity vitality and interactivity. The number of people concerned is limited, and the amount of reading and forwarding is limited. The role of integrated media as the platform for instant information distribution and management is not played well.

4.4 The Awareness of Public Participation is Not Strong, and the Joint Construction Mechanism Needs to be Improved

The participation and sharing of the whole people are one of the crucial connotations of all-for-one tourism. However, the reality is that it is still difficult for residents to participate in the joint construction of all-for-one tourism. Firstly, the people's awareness is generally not strong, and they even feel unfamiliar with the concept of all-for-one tourism. Residents will actively participate in the construction of all-for-one tourism as long as they understand what it is and how it relates to their interests. Secondly, the specific content and form of participation are not explicit to them. After understanding what the concept is and what to share, it is also necessary to clarify how to build together and participate for the residents. Thirdly, the interactive platform for listening to people's voices and opinions is not perfect. During the construction process, the leading, planning, and coordinating of government are essential, but it is also necessary for the adoption of people’s opinions, expectations and wisdom.

4.5 Conflicts among Stakeholders are Highlighted, and Social Risks are Increased Potentially

Along with the injection of outside capital, the modification of land use in tourism zones, and the reconfiguration and spatial reorganization of resource elements, the contradictory relationship between the stakeholders involved in the tourist town will be intensified. Which may lead to a potential increase in social risks and become a significant obstacle to social equity and sustainable development. To a large extent, it determines the attitude of residents towards tourism and social harmony. Besides, sustainable tourism development has always been based on economic, social, ecological, and other indicators as the paramount consideration. People as the main body of socio-economic activities and the core of the development of tourist places, their adaptation to the

development of tourism in towns and cities should be paid enough attention. They can be used as an essential indicator to measure the sustainable development of tourist places.

5. Optimization of the Creation Route of the All-for-one Tourism Demonstration Area

As theory lags behind practice, it is necessary to adhere to problem awareness as the guide and constantly explore path optimization during construction. The creation of an all-for-one tourism demonstration area is a complex giant system. Combining the specific requirements of tourism development with the concept of all-for-one tourism as analysed in the preceding paragraphs, a "four-domain and nine-tactic" development framework for the construction of all-for-one tourism has been designed at both strategic and tactical levels (Fig. 2).

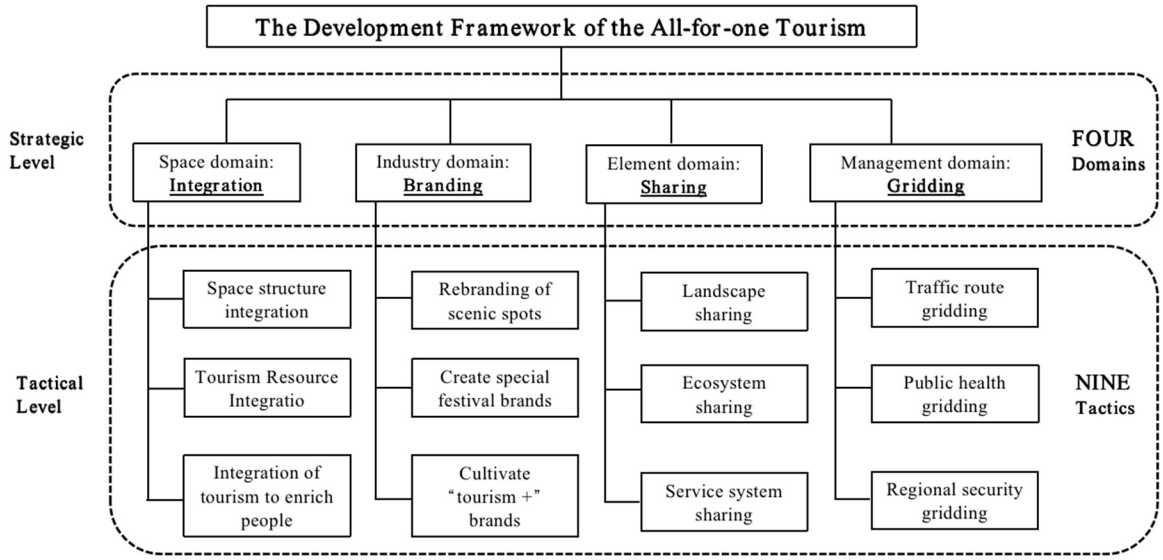


Fig 2. The "four-domain and nine-tactic" development framework

At the strategic level, the development requirements extracted from the connotation of all-for-one tourism and the tourism completeness of the domain are the basis for the formulation, including the integration of the spatial domain, the branding of the industrial domain, the sharing of the elemental domain and the grid of the management domain. Whereas the tactical level is based on the region's resource conditions and development priorities, nine tactics are proposed in a more detailed and transparent manner.

5.1 Path Optimization in the Spatial Domain

Optimize the spatial structure of tourism in order to achieve spatial integration of cities and towns. Constructing characteristic tourism products or business clusters in harmony with the local natural ecosystem to retain visitors for a long time, enrich their tourism experience, and increase their willingness to revisit. The harmony of spatial structure and natural ecosystem directly affects the tourism dynamics of the destination, which requires based on the "scenic city, characteristic town, beautiful countryside" of the whole tourism hierarchy, making full use of each region's landscape resources, history, humanity, and characteristic industries to build up a beautiful ecological environment, a solid humanistic atmosphere, both tourism and community function of the characteristic town and beautiful livable village. Moreover, it is vital to increase the content of green technology and promote the high-quality tourism development of the township. It is utilizing the advantages of big data to build a wisdom management service platform to improve better design plans, construction plans, landscape layout plans, and tourism route maps for destination-wide tourism

planning. Furthermore, making full use of green ecological technology and energy-saving and emission-reduction technology to develop tourism in the whole area.

5.2 Path Optimization in the Industrial Domain

Creating a branding system for all-for-one tourism is a crucial part of constructing and enhancing scenic spots. For enhancing the brand image, it is necessary to accelerate the transformation and upgrading of the top scenic spots, focus on reviving the culture of the scenic spots, integrate new fashionable business models, and activate the vitality of the scenic spots. Prioritize the development of explicit tourism resources and dig deeper into hidden tourism resources by using innovative ideas based on its humanistic and natural landscapes. Meanwhile, intensifying the reputation management and online reputation monitoring of tourism destinations is essential. The main propaganda body should actively participate in new media network marketing through WeChat public account, the official microblogging, live broadcast platform, and other integrated media to publish publicity notices. The novel way of cooperating with famous travel bloggers can be used to drive web traffic and expand the scope of publicity. Within the framework of a regional all-for-one tourism image, a series of branding elements such as theme slogan, image logo, theme song, and mascot will be unified to undertake the overflow effect of its tourism market.

5.3 Path Optimization in the Elemental Domain

Firstly, Strengthen the construction of intelligent tourism by launching an official APP, VR virtual reality experience, electronic tourism information, and other online tourism products. Realize the full coverage of wireless network in scenic spots while focusing on improving the tourism security service system and tourism convenience and people-friendly system to achieve a public service system shared by all, including supermarkets, hospitals, toilets, and recreation areas. Secondly, through the public collection of tourism image slogans and logos from the public, the opening of a regional tourism lecture hall, the recruitment of tourism volunteers, and other activities to enhance residents' awareness of consciously maintaining the tourism image, improve the initiative of residents to participate in the creation of regional tourism. Moreover, most importantly, it is vital to maintain the originality of tourism resources which means ecology. In order to protect originality, moderate commercialization is needed. They are pushing the boundaries of tourism products based on preserving the ecological nature of tourism resources. For example, in the case of health resort tours and rural leisure tours, the originality of the tourism product must be preserved by protecting the environment’s ecological nature and the countryside’s cultural flavor.

5.4 Path Optimization in the Management Domain

Building a smooth transportation network and providing humanized tourism transportation services is the priority in the management domain. Strengthen the construction of intelligent tourism information technology projects, and establish a tourism guidance signage system in the city's tourist attractions and rural tourism parks. At the same time, the construction of public facilities such as tourist roads, cycling routes, and transport stations is being promoted to create thematic tourist routes with complex functions such as access, recreation, experience, sports, fitness, and culture. Besides, coordinating the relationship between stakeholders enhances the adaptive capacity of relevant subjects. The subjects of interests for tourism-oriented cities usually include government personnel, tourism investors, tourism operators, tourists and residents, etc. Different subjects have different adaptations to tourism development, so it is crucial to focus on preventing the breeding of conflicts between stakeholders. Relevant authorities should communicate and harmonize promptly when conflicts or contradictions arise, establish a mechanism to prevent social conflicts and risks, and gradually build up a regional security grid system.

The practice of all-for-one tourism is not just about making the tourism industry bigger and stronger but also about enhancing the added value to related industries, accelerating the construction

of new urbanization, and promoting the transformation of regional economic structures and socially sustainable development.

Acknowledgments

The work is supported by the Research Project of Philosophy and Social Science in Colleges and Universities in Jiangsu Province: “Research on the enhancement mechanism of early warning information dissemination based on public response behavior” (2021SJA2292); Ideological and Political Demonstration Course Construction Project of Nanjing University of Finance & Economics Hongshan College (YJSFKC20); Teaching Reform Project of Nanjing University of Finance & Economics Hongshan College (JGKT21YB14); Scientific Research Project of Jiangsu Society Higher Education "14th five-year plan": Research on Improving the employability of independent college students under the new development pattern (YB106); Jiangsu University "Blue Project" Outstanding Young Backbone Teachers Funding Project (2020 No.10).

References

[1] General Office of the State Council. Guiding opinions on promoting the development of all-area tourism [EB/OL]. http:// www.gov.cn/zhengce/content/2018 -03/22/content_5276447. htm. 2019-06-16.

[2] Nineteenth National Congress of the Communist Party of China. Report on the 19th National Congress of the Communist Party of China: "Winning the victory of building a moderately prosperous society and winning the great victory of socialism with Chinese characteristics in the new era".

[3] Li Xinjian, Zhang Lingyun, Cui Li. Territorial tourism: a conceptual innovation for building a world-class tourist destination--Taking Beijing as an example [J]. Human Geography, 2013,28(03):130-134.

[4] Zhang Hui. The core issue of all-area tourism is to realize the completeness of tourism in four "domains"[EB/OL]. http://www.xinhuanet.com/travel/2017-09/17/c_1121676914.htm,2017-09-17.

[5] Zhu Juncheng. A study on the synergistic development of regional multi-centers based on symbiosis theory [J]. Economic Geography, 2010, 30 (08):1272-1277.

[6] Reichel A, Lowengart O, Milman A. Rural tourism in Israel: service quality and orientation [J].

[7] Burns P M, Mónica M S. Local perceptions of tourism planning: The case of Cuéllar, Spain[J]. Tourism Management,2003,24(3):331-339.

[8] Wang Qun. Evaluation of the adaptability of tourism small towns' interest subjects--An example of Hongcun and Tangkou town in southern Anhui[J]. East China Economic Management,2019,33(10):3-9.