

Characteristic Analysis of the Factory Tourism Service System in Dongguan City Under the Value Co-Creation Theory

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Abstract: Factory tourism represents a model of deep integration between advanced manufacturing and modern service industries. In the context of the new cultural tourism era characterized by escalating consumer demands, the factory tourism sector faces emerging challenges. This study focuses on the factory tourism services in Dongguan City, China. Through case study analysis, we systematically identify the characteristics of its tourism service system. Guided by the value co-creation theory, we propose an integrated co-creation pathway to diagnose existing issues within the service system, aiming to explore innovative development strategies and opportunities for factory tourism. These findings lay a foundation for future service system optimization, ultimately promoting the rational utilization of industrial resources in Dongguan and fostering new drivers for urban cultural development.

Keywords: Factory Tourism; Value Co-creation; Service System.

1. Introduction

Against the backdrop of China's Manufacturing Powerhouse Strategy and the developmental demands of building a manufacturing power, accelerating the deep integration of advanced manufacturing and modern service industries has become a practical necessity for Dongguan City's industrial system upgrade project [1]. Leveraging its resource advantages, Dongguan's manufacturing sector has increasingly demonstrated tourism-oriented transformations, gradually forming a service-oriented development model of industrial tourism within the region. This model enables manufacturing enterprises to directly engage with consumers, creating new pathways for corporate brand development. The advancement of information technology has expanded possibilities for cultural tourism, ushering in an era of diversified experiences [2]. Personalized, diverse, and experiential demands have emerged as new priorities in tourism consumption. For Dongguan, fully utilizing industrial resources as localized premium cultural assets — transforming them into manufacturing culture and shaping an urban brand — represents a strategic initiative to enhance the city's global image and enrich its cultural identity.

2. Analysis of Value Co-Creation Theory

As a continuous interaction process among stakeholders in an activity [3], the embryonic concept of value co-creation originated from co-production. The value co-creation theory proposed by Prahalad and Ramaswamy, centered on consumption experience, marked the formal developmental phase of this concept. While this phase primarily focused on customer experience, subsequent developments have increasingly revealed enterprise-customer value, giving rise to service-dominant logic perspectives. This evolution has further generated research approaches emphasizing use value and contextual value [4]. The theoretical richness of value co-

creation development provides substantial guidance for this study. Factory tourism, as an integration of tourism and manufacturing, involves enterprises granting production access while delivering services and experiences. Customers engage in industrial knowledge acquisition and curiosity fulfillment through interactions with production spaces and products, thereby deepening corporate cultural understanding. This process yields mutual benefits: enterprises gain customer trust and brand enhancement, customers obtain industrial knowledge and recreational fulfillment, while simultaneously expanding local tourism resources and generating socioeconomic benefits. Centered on "interaction" and "experience", this model finds robust support in Dongguan's industrial-rich context for building a "service ecosystem". Consequently, identifying applicable concepts, methodologies, and pathways from value co-creation theory becomes crucial for establishing theoretical foundations to analyze factory tourism service system relationships.

Domestic management scholars Jian Zhaoquan (2016) and colleagues systematically categorized value co-creation research perspectives. By deconstructing "Value CO-Creation" into three core elements - "Value", "CO", and "Creation" - they addressed fundamental questions:

- 1) "Value-What": Conceptual definition and focus of value
- 2) "CO-Who": Participants and their interactive relationships
- 3) "Creation-How": Unique factors and procedural mechanisms [5]

Building on this framework, This study summarises the path of value co-creation as 'Focusing on value - Identifying subjects and relationships - Implementing the process'.

Step1: Value - Value Focus: Seeking Value Connotation and Focus

The exploration of value connotation is mainly centred on the types of value, which are derived from the developmental perspective according to their uses and outcomes value-in-exchange, value-in-use, value-in-experiences, value-in-context, value-in-social- context, value-in-cultural-context,

etc [6]. This study focuses on the value connotation of 'experience value', taking 'experience value' as the core, and then subdividing it into 'emotional experience value, cognitive experience value, and functional experience value [7]. Emotional experience value: refers to the customer's emotional reaction and perceived emotions during the whole process of experiencing the service or product, which mostly refers to the customer's emotional perception of a service or product, such as excitement, comfort, disappointment, anticipation, happiness, anger, etc. Cognitive experience value: refers to the subjective value acquired by the customer in the process of experiencing the service or product, through the expression or presentation of the service or product, thinking about the content and learning consciously. Functional experience value: refers to the subjective feeling of the function and utility of the service or product by the customer in the process of experiencing the service or product, the most direct manifestation of which is purchase and sharing.

Step2: CO-creating subject and interactive relationship orientation: who is the subject of value co-creation? What is the interactive relationship between the subjects of value co-creation?

In the customer experience research perspective, it is believed that value is co-created by customers and enterprises, and the early service-dominant logic considers customers as creators and enterprises as facilitators, while in the customer ecosystem, it focuses on human interaction[8]. Therefore, the co-creation subject is emphasized in this is the customer and the enterprise, and the relationship between the two is a binary interaction; whereas, in the service science perspective, it is more inclined to transform the previous binary interaction between the customer and the enterprise into a dynamic and loosely coupled interaction based on the stakeholders in the system[9]. Thus, the co-creation subject and relationship is: a two-layer progressive relationship centered on the binary interaction relationship between customers and enterprises, with the development goal of a loosely coupled A2A dynamic structure composed of stakeholders.

Step3: Creation-Specific Factors and Co-Creation Process: What are the specific factors emphasized in value co-creation? What is the process of value co-creation?

The unique factors of co-creation are important to the co-creation process as a result-oriented approach to realize co-creation. Before entering into the co-creation process, we need to identify the unique factors of this co-creation, so as to navigate the co-creation methodology and the co-creation

strategy. Based on the two perspectives identified in the previous section: the customer experience perspective and the service-driven logic perspective, the customer experience perspective emphasizes that the unique factors for realizing value co-creation are "customer interaction and personalized experience"; the service-driven logic perspective emphasizes that the unique factors for realizing value co-creation have evolved from "service exchange and sharing system" to "service exchange and sharing system". The unique factors emphasizing the realization of value co-creation in the service-dominant logic perspective have gone through a search process from "service exchange, sharing system" to "system, service, interaction".

Drawing upon the dual unique perspectives of this study, it is posited that the four categories of 'customer interaction, personality experience, service exchange, and institutional rules' are the unique factors of the co-creation process. These four categories of unique factors will guide the development of co-creation methods and strategies. According to the evolution of research perspectives, it can be found that there is a progressive relationship between these four types of factors. The customer experience perspective highlights the necessity for co-creation to prioritise the 'interactive experience'. Within the co-creation process, it underscores the importance of a subjective interactive relationship, whereby customers personalise their experiences through interaction, thereby shaping service exchange behaviours at the level of the service system. In the process of co-creation, it also emphasises the prior condition of subjective interaction, where customers create personalised experiences through interaction to form service system-level service exchange behaviours, and in the process, the limitations of co-creation behaviours that need to be attended to are uncovered in order to formulate institutional rules[10][11]. The study combines the value co-creation process with service system design, adds the link of 'co-creation verification' to improve the co-creation process, and organises the co-creation process based on the loosely coupled nature of service ecosystems as follows: The following steps are recommended: firstly, the focus should be on value networks; secondly, co-creation subjects and relationships should be identified; thirdly, personalised experiences should be generated; fourthly, customer interactions should be innovated; fifthly, service exchange should be enabled; sixthly, institutional rules should be customised; seventhly, co-creation should be validated; and eighthly, the focus should be on value networks. The figure below illustrates this process.

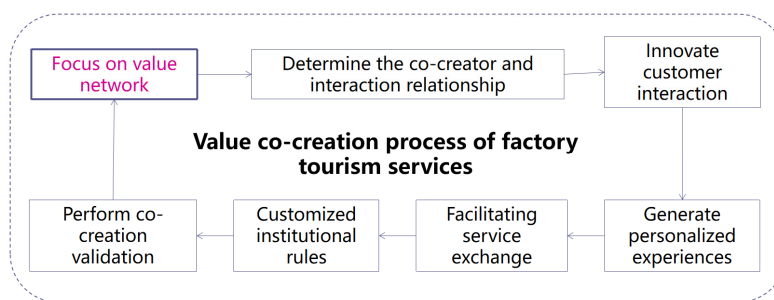


Fig 1. Value co creation process

3. Analysis of Dongguan Factory Tourism Case

Leiper in 1990 amended his 1979 tourism system model-

Origin Destination Pairs, which focuses on the spatial characterization of tourism activities and tourism industry, including the five elements of tourists, tourism industry, origin, tourism corridors and destinations[12]; subsequently,

some scholars have also divided into five influencing factors: transportation, service, attraction, information, and promotion[13]; this study based on the sorting out of the definition of tourism system, combined with the content of the service design concept, integrates the components of the factory tourism service system into: tourists, environment, service, information, and shopping.

The object of this study is the “specific product development mode” of factory tourism in Dongguan, and three representative cases are listed here, which are sorted out in terms of enterprise information, time of development, tourism environment, founding purpose, visitor groups, service mode and content.

3.1. Case Summaries

Dongguan City to carry out factory tourism enterprises are mostly distributed in Houjie Town, Dongguan City, Houjie Town was also established in 2013, Houjie Industrial Tourism Alliance, an organization, and strive to build corporate branding, promote the transformation and upgrading of enterprises, Dongguan City, industrial tourism in the first area. Carry out the time and scale of enterprises, Dongguan City, Dongguan City, factory tourism in 2013 after the momentum of rapid progress to the food manufacturing industry as the main force, digital technology enterprises for the new force, and gradually in Dongguan City, spread the network of factory tourism to carry out factory tours of enterprises mostly belong to the large-scale, and has a certain degree of market visibility of the traditional manufacturing enterprises, but also illustrates the urgent need for the transformation of its enterprises a strong demand. Dongguan factory tourism

tourists are mostly group tourists, production line sightseeing + enterprise / related cultural museums + flagship store shopping mode, the behavior of tourists is mainly concentrated in the “visit + shopping”, and most enterprises are now trying to try to break through, add innovative interactive projects, and seek to iterate the existing model. Dongguan factory tourism to carry out a wide range of participating enterprises, relying on its industrial resources, the major enterprises are unique, the formation of a unique, diversified factory tourism model, in order to better analyze its analysis, this study from the selection of three complete process, content-rich, novel mode of case, desktop and field research and analysis, based on the five elements of the tourism service system to carry out a detailed decomposition of the case, and then extracted the service system of Dongguan factory tourism. The characteristics of Dongguan factory's tourism service system are then extracted.

3.2. Case1: Tailiang Rice Discovery Center



Fig 2. Tailiang Rice Exploration Museum

Table 1. Analysis on Service System of Tailiang Rice Discovery Center

| Service System Elements | Service System Analysis | |
|--------------------------------|--|---|
| Tailiang Rice Discovery Center | | |
| Visitors | Mostly parent-child tours and study tours, with visitors coming from primary and secondary schools and other educational institutions in Dongguan. | |
| Environment | Completed and opened in 2019 with a separate exhibition venue | |
| Information | Reservation Information | WeChat Customer Service Reservation, Telephone Reservation |
| | Promotional Information | WeChat customer service, government publicity, media coverage |
| | Physical Information | Venue Brochure, Houjie Industrial Tourism Map |
| SERVICES | Visitor Reception Area | There is a separate visitor reception area with reception desk, restrooms, meeting room, infirmary, sofas, drinking water, children's books, pamphlets, and more. |
| | Services for the Disabled | If there are people with disabilities, there will be a person to accompany and guide them, and the elevator access will be opened. |
| | Tai Grain Rice Industry Exhibition Hall | Rice sculpture model, corporate culture display wall, corporate product display wall, rice history display |
| | Rice(cooked) Culture Hall | Giant rice cooker check-in point, rice types, rice burger making |
| | Rice (crop) Culture Hall | Knowledge of rice culture, introduction of farming knowledge, VR games |
| | Quality inspection tour channel | |
| | 80 meters transparent production line visit channel, VR visit | |
| | Food safety publicity exhibition hall | |
| Shopping | Tailiang Flagship Store | |
| | Available items | Rice, Stationery, Drinks |
| | Shopping Channels | Offline Shopping |

“Rice Exploration Museum” is located in Houjie Town, Dongguan City, by too much food rice industry invested more than 20 million yuan to build, the president of the enterprise personally involved in the invitation of the former deputy

director of Phoenix TV station for the design, in 2019 officially opened to the public, is the ‘Dongguan Rice Wise Manufacturing Journey’ boutique It is one of the fine lines of the “Dongguan Rice Smart Tour”. It is an additional venue for

enterprises with the theme of rice knowledge, aiming to convey rice knowledge, establish corporate image, and subconsciously create corporate impression. The main visitor groups for young children study tours and parent-child tours, the venue facilities are good, publicity and reservation channels are more limited, at this stage mainly rely on the government's publicity and cooperation with the mutual recommendation of colleges and universities, tourists recommend each other as the main channels for obtaining customers, tourists are more difficult to obtain information and introduction of the enterprise. Its interactive games are interesting and rich in knowledge, but the shopping categories are fewer and the contents are monotonous. The overall service process is complete and the facilities are well-equipped.

3.3. Case2: Lijia Environmental Packaging Industrial Park



Fig 3. Lijia Environmental Packaging Museum

Lijia Environmental Protection Packaging Industrial Park is located in Qiaotou Town, Dongguan City, covers an area of wide, comfortable visiting environment. The main groups of tourists are study tours and parent-child tours, and its contents mainly include: printing museum, enterprise culture hall, environmental protection, packaging and printing science and technology new trends in the exhibition hall, 3D science and

innovation experimental base, 3D culture and art gallery, Jiahuguan, and both catering space and cultural and creative sales area. The museum displays and popularizes the knowledge of the history of printing and paper, and at the same time carries out the experience program of ancient paper making and movable type printing, so that the visitors can feel the charm of history and culture from practice; it carries out the exhibition of all kinds of domestic and foreign packaging design, public welfare posters and poster design, and carries out the interactive game related to 3D printing, which is rich in content. From the positive experience of the visitors, they are satisfied with the richness of the content of the venue, but they are lacking in the information of the venue and the publicity carriers of the entity.

3.4. Case3: YiNeng's UAV Science Base

The Dongguan YINENG UAV Flight Science Education Base, located in Changping Town, Dongguan City, features independent exhibition halls and outdoor flight experience areas. Its main visitors are youth study tour groups from the Greater Bay Area. The facilities include a UAV Science Museum, an Anti-Static Science Museum, a UAV Technology Experience Center, and a UAV Flight Base, offering comprehensive experiences covering drone structure, principles, assembly, operation, and sensory engagement. Knowledge dissemination is achieved through competitions, VR experiences, performances, and hands-on practices. As a technology-driven industrial tourism venue, it uniquely integrates technical education and training with strong science popularization elements. Serving as an emerging tech enterprise in industrial tourism, it expands the industry's scope while enriching tourism content and formats. However, limitations include overly technical content, insufficient visual appeal in environmental design and facilities, limited visualization in teaching processes, high demands on visitors' knowledge absorption capacity, and restricted purchasable merchandise due to specialized product categories.

Table 2. Analysis of Service System of Lijia Environmental Protection Packaging Industrial Park

| Service System Elements | Service System Analysis | |
|---|---|--|
| Lijia Environmental Packaging Industrial Park | | |
| Visitors | Mainly teenagers, mostly focused on local tourists in Dongguan City | |
| Environment | Independent venues | |
| Information | Reservation Information | Phone Appointment |
| | Promotional Information | WeChat |
| | Physical Information | Introductory Brochure |
| SERVICES | Packaging and Printing Museum: China's printing history, papermaking technology, engraved plates, movable type printing, papermaking process, etc. | |
| | Lijia Enterprise Pavilion: enterprise introduction, product display | |
| | Environmental Protection Packaging and Printing Technology New Trend Exhibition Hall: Printing technology and technology display | |
| | 3D Science and Innovation Experimental Base in the Greater Bay Area: restoration and display of cultural relics, 3D rapid imaging, personalized custom printing, etc. | |
| | 3D Culture and Art Gallery: 3D Creative Bazaar, Culture and Leisure Space, Children's Creative World | |
| | Dining Area Jiahuguan | |
| | Cultural and Creative Products Sales Area: Trojan Horse Puzzle, Experience Game | |
| Shopping | Available items | Packaging creative products, art calligraphy and painting collectibles |
| | Shopping Channels | Offline Shopping |



Fig 4. YiNeng's UAV Science Base

Table 3. Analysis of the service system of YINENG UAV science base

| Service System Elements | Service System Analysis | |
|---------------------------|--|---|
| YiNeng's UAV Science Base | | |
| Visitors | Study tours: youth (elementary, middle and high school students, universities, etc.) | |
| Environment | Independent experience venue with outdoor space for drone flights | |
| Information | Reservation Information | Phone Appointment |
| | Promotional Information | WeChat, news sites, cooperation with institutions and organizations |
| | Physical Information | Introductory brochure |
| | UAV show | Conducted in an outdoor venue, designed to stimulate curiosity and inquisitiveness |
| SERVICES | UAV Science Museum | Aerospace knowledge, history and development trend of UVA, their application, structure and production process. |
| | UVA Experience Center | UVA flight simulation, computerized on-board experience, experience flight status VR experience: feel the visual shock of UVA perspective by wearing VR equipment. |
| | UVA Flight Base | UVA operation, substituting the requirements of youth drone competitions |
| | Anti-static Science Museum | The only anti-static science museum in South China to popularize the causes of static electricity generation and elimination. |
| | DIY Flying Machine Activity | Explanation of the principle structure and assembly process of the UVA and its operation. |
| Shopping | Available items | / |
| | Shopping Channels | / |

4. Characterization of Factory Tourism Service System and Analysis of Co-Creation Opportunity Points

The following service characteristics were extracted from the cases analysed: unidirectional dissemination of information resources, linear interaction in the interpersonal field, and fissile sharing dissemination. The following discussion will address these characteristics in more detail.

4.1. Factory Tourism Service System Characteristics

4.1.1. Characteristic 1: Unidirectional Transmission of Information Resources

The development of factory tourism can realize the effective use of enterprise resources, bring obvious economic

benefits for enterprises, and compared with other humanistic landscapes, this kind of tourism mode with brand culture connotation as the starting point is unique. Different stakeholders have their own unique resources, combined with the construction of the value network, we can clearly find out the “supply-demand” relationship, and the exchange of information resources can bring about the replacement of the value of the service, the “acquisition” element is reflected in the various processes of the service. The element of “acquisition” is embodied in the various processes of service, and is the carrying factor of the interactive relationship, presenting the correlation of “relational interaction”-“resource acquisition”. In the case study analysis, it is found that due to the lack of publicity and the imperfection of the feedback mechanism of the tourists, the resource exchange between the enterprise and the customers is in the state of “weak signal”, which restricts the active channels of the enterprise to obtain customers, and it is difficult to “electrify” with the groups that have the demand for playing. It is

difficult to “electrify” with the groups that have the demand for playing, and the demand between the customers and enterprises is mostly conveyed indirectly through the third party, and the efficiency of resource interaction is low, resulting in the one-way transmission of information resources.

4.1.2. Characteristic 2: Linear Interaction Patterns in Interpersonal Domains

During factory tourism, the observed interaction patterns predominantly focus on interpersonal engagements across domains involving tourists, guides, enterprise staff, and institutional organizers. These interactive relationships evolve with shifting environmental contexts and facility transitions, manifesting as multifaceted, interconnected, and dynamic engagement states. In case studies, interaction opportunities among value network members primarily emerge during queuing, gaming, touring, and purchasing phases. These linearly sequenced stages exhibit limited visitor autonomy and agency, reinforcing the prevalent "one-time visit" pattern characteristic of factory tourism experiences.

4.1.3. Characteristic 3: Fission Type Sharing and Dissemination

Through the research, it is found that most of the factory tours have limitations in publicity and promotion, and most of them publicize tourism information on official web platforms and WeChat public platforms, while their main dissemination method relies on tourists, and forms fission type dissemination paths through experience sharing to form an exponential growth of tourists. This method has the disadvantage of limited promotion channels, and it also leads to the narrow publicization of enterprise tourism information, and the exchange of resources is in the state of weak connection for a long time. On the other hand, fission sharing communication is a kind of subjective willingness to communicate, with a high degree of customer stickiness and loyalty, how to take the essence of the use in the promotional strategy is also a part of the need to consider.

4.2. Factory Tourism Service Opportunity Points Guided by Value Co-Creation Theory

The case analysis of the value co-creation path shows that there are three co-creation characteristics in factory tourism service: “interpersonal interaction”, “information resource exchange” and “fission sharing and dissemination”. Based on these three co-creation characteristics, the service key points are mined to provide strategic directions for the subsequent construction of the factory tourism service value co-creation system.

4.2.1. Clarifying Value Networks to Capture Innovation Opportunities

Factory tourism has the demand distinction of multiple subjects, which also means that the construction elements of its value network are complex and diverse, thus, grasping the law is the key to seize the innovation opportunities, through sorting out the needs of various subjects, refining the value objectives, based on the method of co-creation and service design, or can achieve the purpose of continuous innovation from different aspects and perspectives of the design.

4.2.2. Focus on Quality of Interaction to Enhance User Experience

Interpersonal field interaction is one of the co-creation characteristics of factory tourism services, which mainly

focuses on the interactive behaviors between stakeholders and the environment, and the value co-creation system emphasizes on facilitating interaction to optimize the experience, optimizing the experience to enhance the service quality, enhancing the service quality to strengthen the corporate image, and enhancing the corporate image to enhance the customers' stickiness, i.e., customer loyalty. The result is a closed value loop of co-creation.

4.2.3. Improving the Modalities of The Dialogue to Facilitate the Exchange of Resources

Exchange of information resources is the basis for the design of the parties, around the principle of transparency, dialogue, access, the tourists, enterprises and the two sides of the information exchange, intended to lay the foundation for the factory tourism program, the enterprise can access to the needs of tourists, the basic data, through the big data approach can be presented to the change of its tourists, the enterprise can be discovered from the law and stage improvement. Tourists obtain tour information, which can be used for pre-tourism understanding and post-tourism review, in which information has a very important position as a carrier to strengthen customers' memories. The fissile sharing and dissemination path among stakeholders is the main way for factory tourism enterprises to promote and expand tourists at this stage, so the use of dialog elements around stakeholders is the core method to promote the exchange of resources.

5. Conclusion and Recommendations

This study analyzes the basic theories and paths of value co-creation theory, extracts the interactive elements, co-creation rules, co-creation verification methods, and redesigns the co-creation process and paths to be adapted to factory tourism services. At the same time, examples and in-depth analysis of cases are conducted to analyze the three characteristics of Dongguan factory tourism service system, namely, “unidirectional transmission of information resources”, “linear interaction in interpersonal field”, “fission sharing and dissemination”, and then the three characteristics of Dongguan factory tourism service system are analyzed. The three characteristics of “unidirectional transmission of information resources”, “linear Interaction patterns in Interpersonal domains” and “fissile sharing and dissemination” are analyzed, and the three characteristics of “clarifying the value network in order to capture innovation opportunities”, “focusing on the quality of interaction in order to enhance the user experience”, and “focusing on the mode of dialogue in order to promote the exchange of resources” are then explored. “The guiding points of the theory of value co-creation lay the foundation for the subsequent redesign of the Dongguan factory tourism service system. In the subsequent research, we will deeply analyze the behaviors of each stakeholder of the service system, deepen the case study through qualitative and quantitative methods, and try to establish a theoretical model that can be used to enhance the service system by combining the theory of value co-creation, and test it with the practical case as the center to further improve the Dongguan factory tourism service system and create new possibilities.

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