

# Research on the Countermeasures for the Development of Rural Tourism Industry in Kangba County —Taking Chuni Township, Luding County as an Example

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**Abstract:** In recent years, the scale of tourism development in Tibetan counties has continued to expand, and the product system has become increasingly complete. The state has introduced a series of policies and measures to support and standardize development in a timely manner, resulting in continuous optimization of the tourism market order, but there are still a series of problems. The article takes Chuni Township, Luding County, Ganzi Prefecture as a research case, uses on-site interviews and SWOT analysis to investigate and analyze its tourism development status, and uses ST, SO, WO, and WT combination strategies to explore suitable for Chuni tourism development to accelerate the realization of Chuni's industry linkage and promote the coordinated development of its tourism economy; provide decision-making basis for relevant departments to promote the accelerated development of county economy; and make suggestions for future tourism construction planning.

**Keywords:** Chuni Township; SWOT analysis; tourism economic development; countermeasures

## 1. Introduction

Chuni Township covers an area of 49.5 square kilometers and has a population of 3 thousand. It is located in the northern part of Luding County in the Ganzi Tibetan Region. It has a remote location and a low level of urbanization. In 2010, the Luding County Government successfully applied for the "Geographical Indication of China's Red Cherry" by taking advantage of the planting advantages of Chuni red cherries, focusing on the development of the tourism industry. The target customers are mostly urban residents around Ganzi and tourists in the prefecture, such as Chengdu and Shimian. After ten years of development, farmhouses, picking tours and sightseeing tours have begun to take shape. The tourism development practice has proved that the development of this industry in Chuni is very feasible, but there are also many problems and challenges, especially the gap between the status quo and the potential. The development of tourism promotes the local economy, and the driving capacity is on the rise. It is mainly manifested in: first, expand local employment; second, increase income levels; third, improve rural governance capabilities. However, development experience has shown that in order to achieve the further development of the tourism economy in Chuni Township, there are still a series of problems to be broken through. The key issues to be faced are: how to realize the transformation of tourism advantages into industrial advantages, and deeply explore the driving force of tourism economy potential to become a true pillar industry and realize the transformation and upgrading of local tourism. The article mainly analyzes the current situation of tourism development in Chuni Township through field investigation method and document method, and then through SWOT analysis of tourism conditions in Chuni Township, and then proposes four development strategy countermeasures, namely: SO (Strategic Opportunity Countermeasures), ST (Advantage threat countermeasure), WO (disadvantage opportunity countermeasure), WT (disadvantage countermeasure). It aims to explore a reasonable direction and effective development model suitable for the further development of Chuni tourism, find out the countermeasures for the development of related industries, provide reference suggestions for decision-making of relevant departments, and enrich the theoretical content of county tourism development.

## 2. Current status of tourism development in Chuni Township

Luding Chuni Township is located in the transition zone from the Sichuan Basin to the Qinghai-Tibet Plateau. It is located in the northern part of Luding County, 17.5 kilometers away from the county seat. The sightseeing and tourism circle runs through the entire territory, forming a national and provincial highway as the main trunk line, county highways, and tourist highways. As the main line, the Tongxiang Tongcun Road is the branch line, connecting the road network of urban and rural areas, industrial and mining, and tourist attractions, achieving 100% of the cement roads in the organic villages and 55% of the roads to the households [3]. The vegetation coverage is high and the ecological environment is good. The area of artificially planted fruit trees is wide. Among them, the scale of planting of cherry trees and fig trees is constantly expanding; there are rich types of rare plants, abundant mountain vegetables, pure natural green and pollution-free. After Chuni Township was identified as a pilot township for rural revitalization in 2018, the county carried out overall planning and packaging promotion for Chuni Township, and made every effort to create a "Romantic Cherry Valley, Happy Peach Blossom Crossing" [4]. Driven by the targeted poverty alleviation policy, Chuni Township relies on the Red Cherry Festival, and rural tourism has developed vigorously, gradually forming a development pattern that integrates ecological tourism, farm leisure, specialty catering, flower appreciation and fruit, and folk culture. "Since 2018, Chuni Township has received more than 70,000 tourists and achieved a tourism output value of more than 7 million yuan. Rural tourism has become a pillar industry of the township's economic development. The per capita net income of the township has jumped to more than 10,000 yuan. The life of the villagers also crossed the more prosperous [5].

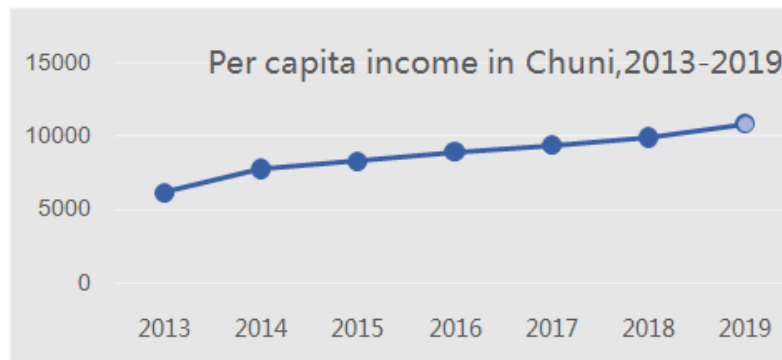


Figure 1: The change of per capita income in Chuni Township from 2013 to 2019

## 3. Countermeasures for tourism development in Chuni Township

### 3.1 S-O (Strategic Countermeasures of Advantages and Opportunities Combination)

The S-O portfolio strategy requires the use of the inherent advantages of Chuni Township, grasp the external opportunities, enlarge and strengthen the current advantageous projects in tourism development, and establish a better brand image through internal control of the improvement of tourism quality.

#### 3.1.1 Seize opportunities for global tourism development and increase publicity

In June 2012, Ganzi Prefecture proposed to accelerate the development of tourism in Ganzi Prefecture, clarified the priority development strategy of tourism, and formulated corresponding tourism development goals [6]. On March 26th, the 2016 Boao Forum for Asia Global Tourism and Media Integration Summit was held in Hainan, the country's first global tourism creation province. The meeting identified 262 pilot areas including the Ganzi Tibetan Autonomous Prefecture [7]. The development of global tourism provides development opportunities for the further development of eco-tourism in Chuni Township. As a region with rich tourism resources, Chuni Township should strengthen the construction of the cherry base brand and increase publicity in the trend of global tourism development, further expand the visibility.

##### (1) Government-led, strengthen publicity

The strengthening of publicity by tourism operators will increase the pressure on operating funds. If

they do publicity, they will mostly focus on small-scale limited publicity. Therefore, the government-led increase of publicity is vital to the construction of the reputation of Chuni Tourism [8].

### (2) Cultivate and introduce talents and solid technical foundation

In recent years, the rapid development of the Internet has swept the world, and the promotion of Chuni Tourism is inseparable from the network propaganda mode. Looking at Chuni's rural residents, most of them have primary and secondary education, and it is difficult to control the Internet easily. It is necessary to introduce and train relevant professionals. First, for local people with a certain degree of influence and skill, the special department of the party and government will formulate a talent strategy and provide benefits to retain talents, such as compensation for their children's school fees. The Luding government promoted the financial credit structure and improved agricultural insurance in Chuni Township, provided small loans to some young and middle-aged people in the village who had the ability to repay, supported them to innovate tourism development models, and provided corresponding guarantees for the production of agricultural products by farmers who purchased insurance. Improve market risk resistance and prevent sluggishness. Second, use the network resources of Chuni Township to play the role of "Internet + education" and cultivate high-quality talents. Use big data teaching to broaden the horizons of talent training, and strive to develop existing human resources into a new type of professional farmers with a level of competence. Third, implement night schools for farmers and conduct technical knowledge and theoretical training for villagers. Design training methods and content tailored to local conditions, determined according to the actual needs of Chuni Township, and carried out around the technological, economic, political, and cultural conditions required for the development of characteristic products, highlighting practicality and effectiveness, and grading and sharing training and training funds. Fourth, cooperate with local universities and governments to jointly preside over the establishment of non-profit training institutions to ensure effective training and provide a platform for college students to exercise their abilities. Cultivate and introduce outstanding talents to lay a talent and technical foundation for the development of tourism in Chuni Township.

### (3) Diversified publicity methods

First, shoot popular promotional videos such as Chuni's characteristic scenery and culture, and edit them into short videos and publish them on Internet platforms (such as Tiktok, Kuaishou, and Weishi). Chuni Township can use Tiktok, Kuaishou and other live broadcast platforms to establish a dedicated live broadcast account to sell fruits live, or to sign contracts with some webcast customers to authorize live broadcast of fruits and local specialties, which can not only achieve "tree ripeness", "direct mining and direct hair" can also attract more consumers across the country, forming a direct link from the place of production to consumers, shortening the intermediate circulation links, and allowing growers to benefit more. Second, provide personalized service and make an appointment for sales. Customers place orders in advance, and farmers help plant them. When the fruits are mature, they will be picked and shipped directly. At the same time, strengthen media management, conduct dynamic assessment of media influence, conduct face-to-face communication with major media and travel agencies, strengthen media public relations, and select effective media for integrated publicity. Third, create a WeChat official account, or use other official accounts to announce tourism-related advertisements in Chuni Township, and at the same time, you can add advertisements on the mini program. Fourth, to strengthen cooperation with surrounding scenic spots, launch a standardized tourism one-stop package, in line with international service standards. Do a good job in tourism platform management, strengthen customer satisfaction surveys, and conduct credibility evaluations to ensure comfort and convenience in consumption, and effectively increase customer trust in tourism services in Chuni Township. Fifth, use multi-level publicity and three-dimensional marketing methods to produce leaflets, posters, service and sales manuals with accurate, comprehensive information, and pictures and texts, and compile "Romantic Kni Journey" brochures, and distribute leaflets within a reasonable range and information brochures, paste posters, and set up large-scale publicity signs on national highways, airports and other places, inlaid large-scale words "Kangding Love Song" in Zheduo Mountain, and set up reception points in densely crowded areas such as Kangding Airport and Chengdu Shuangliu Airport to help those who want to consult improve publicity. In addition, we can also vigorously explore the unique cultural elements of Chuni, combine fashion trends, stimulate the appreciation and yearning desire of mainstream market people, and use media means to package Chuni's dances, food, clothing, decorative patterns, etc., to increase attractiveness and foster "cultural fans" conduct cultural guidance.

#### ***3.1.2 Relying on resource advantages to organize picking tours***

The "Red Cherry Planting Base" in Chuni Township attracts 200,000 people every year, and the per capita net income has reached more than 10,000 yuan. If you want to further develop Chuni's tourism

industry, and build Chuni into a real "Romantic Cherry Valley, Happy Peach Blossom Crossing", we need to enrich the content of picking tours and enhance its attractiveness. Do well in the existing tourism development models such as melon and fruit picking and sightseeing, enrich the varieties of melon and fruit planting, and at the same time improve the local melon and fruit planting technology. The greenhouse planting technology can be used to realize the melon and fruit picking amusement in different locations throughout the year [9]. In addition, various melons and fruits or plants can be combined and planted to carry out creative design to form various creative landscapes, leisure spaces and experience projects based on fruits, fruit trees, flowers, plants and their auspicious meanings.

### ***3.1.3 Construction of agricultural theme parks***

The Chuni Township is a beautiful village that integrates beautiful natural landscapes, good ecological environment and rich historical and cultural heritage. Taking advantage of this natural internal advantage, building a number of agricultural theme parks in accordance with the park's construction concepts and management ideas, and develop experience tourism. The department in charge of tourism can sign agreements with local farmers to design some agricultural activity experience projects according to the season, so that visitors can get closer to nature and understand agricultural planting. For example, visitors can experience crop planting, crop planting, tree pruning, crop fertilization, etc., and develop some original ecological tourism experience projects through agriculture. In order to achieve a better combination of agriculture and tourism, the use of agriculture to assist tourism development will benefit all three parties.

### ***3.2 S-T (Strategic Countermeasures of Superior Threat Combination)***

The S-T strategy requires the tourism development of Chuni Township to use internal advantages and avoid threats. Specific measures include large-scale cherry planting, innovative agricultural development models, and diversified development of tourism models.

#### ***3.2.1 Introduce a characteristic agricultural development model to avoid time constraints***

First, the development of the tourism economy of Chuni Township requires the introduction of a characteristic agricultural industrialization development model, and an industrialized operation model of "company + farmer + base + technology". The company signs cherries, loquats, figs and other planting agreements with villagers, and provides seedlings and management techniques to farmers to assist in the establishment of fruit planting bases. During the fruit harvest season, the company will implement high-quality and competitive purchases. Strengthen the technical training of fruit farmers, improve the farming efficiency of farmers, and ensure the interests of farmers. Appropriately expand the scale of fruit trees, improve varieties, and achieve high-quality and high-quality products. At the same time, set up a concentrated sales point for specialty products such as walnuts, cherries, red peaches, chestnuts, etc. Second, in order to avoid the impact of seasonal agricultural products on the growth of tourism economy, adjust the structure of agricultural products and make them listed on a staggered peak. During the period when a large number of products are concentrated on the market, the price is low, and the risk of product backlog is high, reducing the enthusiasm of growers. The prices of off-season fruits and vegetables and early market fruits and vegetables are generally high, and the sales market will be better. Growers will also benefit more and be more motivated. At the same time, the risks of various products are diversified and losses are reduced. Third, extend the industrial chain and increase the added value of agricultural products. First, we must optimize varieties for the market, expand the planting area, and promote standardization throughout the process. Use new varieties and new technologies to seize the market and gain reputation faster. Secondly, according to the characteristics of Chuni township cherries, a modern cherry processing production line was established to sort and sort the cherries. Finally, the deep processing should also improve the product packaging. The product packaging can incorporate local cultural characteristics, so that outsiders learn more about Chuni Township and Luding, in order to attract more people to the local tourism and consumption, so as to realize the culture and economy go hand in hand.

#### ***3.2.2 Focus on the diversified development of tourism***

The Chuni Township is a tourism economic development model focusing on sightseeing tours and picking tours. The tourism model is relatively simple. By adding tourism service items, it can avoid threats and enhance the experience of tourists. First, food. Taking the local original ecological materials and special flavors as attractive points, on the one hand, it can innovate to introduce special dishes for tourists to order and enjoy, such as wild mushroom feasts, fruit feasts, etc.; under the guidance of the chef, make hot pot, barbecue and all kinds of stir-fry dishes. Second, live. Continue to expand the

service items of farmhouses and homestays, such as the introduction of massage, massage, pedicure and other services to provide humanized services from the perspective of guests. The third row. The tourism in Chuni Township focuses on family self-driving, improving road traffic facilities, parking facilities, and improving reception standards. In addition to self-driving tours, bicycle and Meituan small yellow car rental points are set up to provide tourists with riding services. Fourth, swim. On the one hand, break through the limitations, strengthen cooperation with surrounding scenic spots, create multi-theme and characteristic tourism services, increase tourism highlights, continue to expand the scope of the tourism environment and create a tourism atmosphere to enhance its attraction. On the other hand, building stray animal centers, greenhouse flower cultivation centers and temples, and improving the construction of geological museums will attract different groups of tourists and weaken the impact of excessive seasonality. In addition, vigorously develop outdoor leisure activities, mini marathons along the Dadu River, cycling, hiking, etc., to enrich tourists' choices. Fifth, purchase. Build an e-commerce platform in Chuni Township, launch online shopping services, and use the Internet O2O model to achieve an efficient combination of online and offline, and expand the sales market. In addition, combining the advantages of Chuni Township's rich fruit resources, fruit tree adoption and management service projects can be launched. Sixth, entertainment. Organize a rich variety of cultural and artistic activities and competitions, cherry beauty trials, fishing competitions, theatrical performances, country singer contests and other entertainment activities have achieved good results. The mutual evaluation model for participating tourists is implemented to understand tourists' feelings and collect feedback information. Constantly innovate on the basis of new styles of activities and projects.

### **3.2.3 Implement the "tourism+" service items**

The eco-tourism festival carried out with red cherries as the carrier, combined with the characteristics of Luding Chuni Township, launched a "tourism+" service project.

First, "tourism +" scientific research investigation and science study. Utilize the rich natural resources of Chuni Township and the high-quality resources of Erlang Mountain Geological Museum to teach visitors about agricultural knowledge and geological knowledge. At the same time, it can strengthen cooperation with surrounding universities, middle and primary schools, establish agronomy experimental bases, and invite authoritative planting experts. Agricultural experts conducted field investigations and made suggestions on the development of agricultural productivity in Chuni Township. Relying on the Erlang Mountain Geological Museum to design and develop "individualized, differentiated, distinctive, and localized" cultural and creative products and tourism products, inject new vitality into Chuni's tourism development with the new model of "science + cultural creation + tasting". The second point is the production of "tourism +" rural handicrafts. Taking local materials as the core to cater to market demand, and to promote the deep integration of manual skills and modern social life. Third, "tourism +" sports and fitness. Vigorously develop outdoor recreational sports, organize mini-marathons along the Dadu River, bicycle riding, trekking and other competitions to achieve fitness effects. At the same time, health care projects such as Chinese herbal medicine physiotherapy, foot baths, and full-body baths are launched.

Resolutely implement the "tourism +" development strategy, use the ecological tourism festival to promote the close integration of tourism and the daily production and life of the local people in Chuni Township, extend the industrial chain, increase the added value of tourism products, and promote the rapid development of tourism in Chuni.

### **3.3 W-O (Strategic Countermeasures of Inferior Opportunity Combination)**

The W-O strategy requires grasping opportunities and using external opportunities to strengthen the construction of Chuni's tourism software and hardware environment and improve the quality of tourism services. At the same time, we must pay attention to turning the bad into the good.

The proposal and implementation of "Global Tourism" in Ganzi Prefecture provides a good opportunity for the development and reform of tourism in Chuni Township. As part of the global wave, Chuni Township must improve tourism quality and develop differentiated tourism models. Chuni's future tourism development direction is to build a large-scale, characteristic, standardized, and professional tourist and scenic cultural club. Relying on interconnection to build a complete tourism platform, combining tourism information, tourism marketing, e-commerce, and tourism as one, through the platform's internal characteristics of Chuni tourism, the local economic development status and tourism folk culture are disclosed.

### ***3.3.1 Broaden the channels for obtaining funds and solid infrastructure***

The level of tourism resources and the completeness of tourism supporting facilities are important factors that affect the economic benefits of tourism. With the construction of the Yakang Expressway and the opening of buses to facilitate the transportation of Chuni, the development of tourism can be said to usher in spring. However, the supporting measures for tourism development in Chuni Township are underdeveloped, and the environmental capacity limits further development. Therefore, the primary task of the current township government is to broaden the financing channels, and build and improve the solid infrastructure [10].

#### **(1) Investment promotion**

The development of the Internet has connected the world as a whole. The methods of attracting investment through the Internet, attracting business through meetings, attracting investment through festivals, and attracting investment through business and intermediary have all become effective channels for financial communication, which attracts a high degree of compatibility for the development of Chuni the strategic partners of China are actively seeking a group of enterprises with large-scale investment and strong economic strength to get rid of the situation of relying only on government and people to raise funds for construction.

#### **(2) Bank loans**

The development of the tourism economy is inseparable from the support of a strong financial market, and bank loans are a good way to raise funds. The Chuni Township Government should actively establish good cooperative relations with major financial institutions, actively engage in the introduction of financial institutions such as the Agricultural Bank of China, Chengdu Industrial and Commercial Bank, etc., and at the same time develop microfinance to help the current development, but lack of financial support project development. These powerful financial institutions can have an annual investment of more than one million yuan.

### ***3.4 W-T (Strategic Countermeasures of Threat Inferior Combination)***

W-T strategic countermeasures require scientific planning and reasonable allocation of resources. While developing the tourism economy, attention should be paid to protecting the natural environment, strengthening multi-party interaction between tourism subjects, and rational development, thereby reducing disadvantages, avoiding threats, and achieving sustainable development.

#### ***3.4.1 Improve rural governance and achieve sustainability***

##### **(1) External governance**

To achieve sustainable development of rural characteristic tourism, we must attach great importance to rural environmental issues.

Strengthen ecological environment governance. Effectively do a good job in environmental protection publicity, improve the environmental protection and hygiene awareness of rural farmhouse operators, tourists and local villagers, take measures to comprehensively control ecological environmental pollution, and promote ecological environmental protection in soil, water resources, animals and plants.

Strengthen the management of the economic environment. The construction of hardware facilities for tourism development puts protection as the first priority. Scientific planning and reasonable development are required to obtain the rationality of the overall infrastructure and public service facilities such as tourist traffic roads, farmhouses, public toilets, entertainment facilities, medical points, parking lots, etc. balance.

Strengthen the governance of the rural cultural environment. Focus on the construction of rural cultural environment in terms of village conditions, village views, cultural base stations, folk festivals, etc., to create a strong and positive cultural atmosphere, and show tourists the functions of Chuni Township that is suitable for travel, livability and business.

Strengthen the overall construction of the ecological environment, economic structure environment, and social and cultural environment. It aims to enhance the overall tourism environment carrying capacity of Chuni Township, provide guarantee for tourism quality, and help realize the long-term efficient and high-quality development of agriculture and tourism [11].

## (2) Internal governance

The leader of Chuni rural tourism-the mayor, cadres of the villages, and party members. Give play to the leading and exemplary role, improve their own cultural quality and overall quality, correctly interpret the documents issued by superiors and implement government policies, introduce incentive and reward mechanisms, earnestly do a good job in the exchange of ideas, and encourage the development of tourism reception. Give full play to the role of night schools, introduce counterpart special training talents, carry out special training for growers and farmers, and provide villagers with learning opportunities in current affairs policy theory, knowledge and culture, planting technology training, variety introduction, farmhouse decoration, business operation, etc. .

The villagers liberate traditional ideas, closely link their own interests with collective interests, and actively participate in the construction of improving rural governance and improving tourism quality services. Use evening school study and online study to strengthen its own cultural construction, continuously improve cultural quality and comprehensive quality; improve tourism service professional ability and service level.

### 3.4.2 Reasonable allocation of resources

Resource allocation mainly includes six aspects: consumers, operators and the government, tourism product planning and positioning, tourism product functions, consumption factors, government management and operation rights, and accommodation facilities. The allocation of these six resources is difficult to achieve optimal in tourism operation projects, and resource allocation can only be achieved according to the sub-optimal theory [12]. In the process of resource development, the non-renewability of certain resources should also be considered, and the following three points should be emphasized:

Coordinating the relationship between development and protection, it is necessary to develop resources, but also pay attention to the protection of resources, and rationally plan the allocation period and quantity of resources;

Strengthen the depth of cultural development of resources, strictly control the resources that have been developed, and leave room for future tourism development;

Indiscriminate digging and logging of natural resources such as mountains and trees are strictly prohibited, and the natural features of mountains and forests are protected.

## 4. Conclusion

The development of tourism in Chuni Township wants to achieve the development of tourism economy at this stage and break through the bottleneck of economic development. It is inseparable from government policies, technical support, and the learning and cooperation of farmers, combined with the actual situation of tourism development in Chuni Township, to achieve industrial development and reform. The road is still far away, and we still need to gather multiple forces and make continuous efforts.

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