

Research on Multi-format Synergies of Tourism Resorts - A Case Study on OCT East in Shenzhen

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Abstract

At present, the application of multi-types of operation's synergy is a new idea for the transformation and upgrading of tourism resorts' and achieving their sustainable development for tourism industry. By reviewing the relevant literatures of multi-format synergy of tourism and using Delphi method, the influencing factor system of multi-format synergy of tourism was constructed and verified. In this paper, by taking Overseas China Town East (OCT East) as an empirical study, it analyzed and discussed the present situation of multi-format synergy of OCT East and the corresponding problems from the supply side and the consumer demand side. By applying IPA method to test the application scope of limiting factors that negatively affect the synergistic development of the resort area, the key limited factors that affect the multi-format synergy of tourism in OCT East were determined. On this basis, it also provided reference opinions and ideas for the design of multi-format synergistic products and services for OCT and the author also hopes the influencing factor system constructed in this paper is able to be of reference value for other domestic tourism resorts.

Keywords: Tourism resorts, Multi-format, Synergy, OCT East

Introduction

As early as 1992, China has established a set of institutions for tourism resorts (Zhang & Wu 2013). A large integrated tourism resort is a big tourism complex that contains tourism, real estate, entertainment, business and culture. Comprehensive operations and industrial chain integrity are widely-recognized elements of a tourism complex and it is generally believed that a tourism complex needs to include sightseeing, leisure, hotel, entertainment, sports, catering, exhibition, residence, shopping and other series of operations (Shen 2013). In the stage that many tourism resorts are becoming more mature and enter into an industrial agglomeration post era to period, due to

the limitation of the space and the industrial scale, the promotion of multi tourism format synergy is a new idea for the transformation and upgrading of the resorts and the realization of their sustainable development.

In tourism industry, the phenomenon of multi-format agglomeration and coexistence has existed over a long period of time. Especially, with the collectivization and scale expansion and other strategic layouts of large tourism groups, this industry is showing professional and diversified business conditions, but there are often independent operations, scattered formats, ineffective multi-format synergy and other situation in reality. Therefore, the multi-format synergy has become an important choice for tourism enterprises to optimize the product structure, improve service quality, and gradually form agglomeration effect, scale effect and synergistic effect. In this paper, OCT East tourism resort which full of multi-format coexistence is selected as a typical subject to study. By focusing on improving the added value of tourism products and optimizing the overall level of services, this paper intends to create a comprehensive leisure resort to revitalize the tourism elements and synergize multiple formats, product lines and service lines, so as open up the entire tourism market and form the synergy and integration of all businesses or product services, which will integrate the OCT East's overall resource and product advantages on the multi-format-based new service chain. The research believes that, even if it is not possible to form an integrated advantage in a short period of time, it is still possible to try to work on the synergy a phased and step-by-step manner and try to build a multi-format synergic development path for resorts like OCT East.

Literature review

Research progress on tourism format

Format originated in Japan from the 1960s, originally referred to a type of operation in which is selectively used in accordance with the specific needs of retail consumers to provide sales and services or other types of services through a certain strategic objective .The traditional "domain" and "industry" concepts are difficult to describe the development state of the tourism industry and its refined division of labor, so the "format" originally used in the retail industry is introduced into the tourism industry as a result of the intensification of competition in the tourism industry, which also reflects that people began to pay attention to the comprehensive development of the tourism industry itself. Due to the openness, comprehensiveness and dynamic nature of the tourism formats, they're becoming more complicated and the innovation of formats is also more diverse.

Format	Division	Specific format
Tourism elements format	Food	Food districts, Pravite dishes, Night markets
	Accommodation	Theme hotel, Homestay, Star hotel, Timeshare hotel
	Transport	Space travel, High speed railway tourism, Cruise, Road trip
	Travel	Religion tourism, Ecotourism, Hot spring tourism
	Purchase	Blocks with tourist characteristics, Souvenir franchised stores
	Entertainment	Theme park, Tourism performing
Tourism service format	Taking consumers as the service objects	Car rental firms, Tourism Insurance, Travel Agency, Travel distributor
	Taking producer as the service objects	Tourism intellectual service, Tourism finance, Tourism manufacturing, Tourism education and training industry
Resource integration format	Intra-industry	Hotel +Spot, Flight +Hotel, Tourism smart card
	Inter-industry	Tourist real estate, Industrial heritage tourism, Cultural-creative park, Film-induced tourism
Network technology format	Product form	Automatically packed products, Future scenic spots, Virtual tourism, MICE
	Organizational form	Tourism e-commerce, Online Travel Agency
Professional subdivision format	/	Polar tourism, Event tour, Volunteer tourism, Generation gap
Integrated agglomeration format	/	Tourist transport center, Tourism complex, Urban leisure

Table 1 Division of tourism formats

At present, the concept of tourism formats was rarely mentioned abroad; while in China, "tourism formats" were used in a higher frequency. Some scholars have put forward the concept of tourism format decades ago (Yang and Sun 2001). It's believed that tourism industry is actually a comprehensive description of the organization form, operation mode, operating characteristics and economic efficiency of the tourism industry (Zou 2007). It is also believed that under the integration of the tourism industry, the tourism format innovation actually includes both horizontal and vertical deepening aspects (Yang 2010). In academic circles, a series of researches have been conducted on the tourism formats.

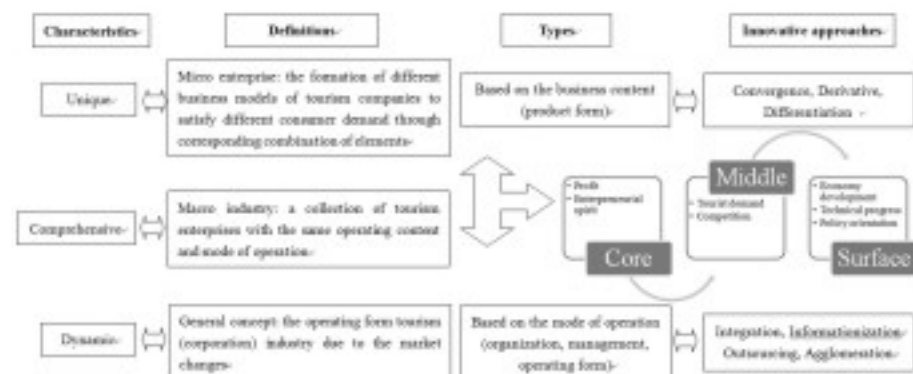


Figure 1 Logical link between innovation of tourism format and its connotation

There is a lack of a clear definition for the concept of "tourism format" in academia. This study suggests that the tourism format refers to a type of operation including all corresponding elements in which is based on the six elements of the traditional tourism industry from an unique, integrated and dynamic combination of tourism product form, organizational form and operating form was formed to meet the different consumption needs like conference, business, entertainment and transportation and so on. The tourism demand promotes the tourism supply development, and the tourism supply must also match the tourism demand, therefore, the tourist resort becomes more and more integrated and diversified. The multi-format coexistence of tourism resorts can meet the individual needs of different groups, so the research on multi-format synergy of tourism resort will also be valuable.

Research on multi-format synergy

The role of multi-format synergy in the development of the industry has long been recognized and used. With the extensive use of synergy theory in enterprise management, the tourism industry is also keen on the research and application of synergy theory. However, at the current stage, the researches on the conceptual definition of multi-format synergy of tourism and the related in-depth and systematic researches are still very limited. In addition, most of the researches focus on the tourism industry integration, the regional marketing cooperation between resorts and the organizational synergy for tourism resort marketing management, but is not involved in the multi-format synergy tourism. It's acknowledged that the under the synergistic effect of systematic elements, the tourism complex evolution is showing a gradual evolution process from low level to high level in a pattern of "agglomeration-symbiosis-integration" of tourism elements (Chen and Lu 2017); and some

scholars think the tourism industry has not yet achieved effective synergy of tourism elements (Tan 2007 and Wen 2017). For instance, in the case of Qin-Tang-Cang, a regional tourism synergy development mechanism was constructed, including benefit sharing mechanism, information exchange mechanism, behavior restraint mechanism and talent cooperation mechanism (Liu 2007). Some scholars still believe that the synergistic development of regional cultural tourism should be based on the integration of administrative resources, positive response to the public awareness and market demand in tourist destination and realization of regional tourism's coordination and sustainable development (Hou 2013). To sum up, for the large-scale integrated tourist resort, it is still a smaller tourism industry aggregation area, so the researches on its synergistic development are still rare.

It can be seen that the synergy between the formats may become an effective solution for the optimization of the industrial structure and transformation and upgrading of the tourism industry, and may be conducive for the sustainable development of the tourism industry. The so-called multi tourism format synergy of tourism refers to a kind of mutual coordination between certain elements of tourism services a certain area of tourism destination and synergistic and chain-like orderly evolution and synchronization and collaboration relations in which crisscross network relations are established and a systematic loop of service chain is formed in the tourist destination, so as to create a good travel experience and business efficiency, and to achieve the sustainable development of tourism. The multi-format synergy of tourism not only includes the synergy of the various subsystems within the tourism enterprises, but also needs to cooperate with all external forces to make up for their own deficiencies in order to improve their competitive advantage. It must relies on the multi-format synergy of tourism in order to eventually achieve the in-depth, personalized, high-quality and full range of leisure service experience.

Theoretical basis and research design

Theoretical basis

(1) Synergy theory

In 1971, German physicist Haken first proposed the concept of synergy. The synergistic theory mainly includes the synergistic effect, servo principle and the self-organization principle, which has universal value and provides a new thinking mode and theoretical perspective for the enterprise management. Based on the integrated researches of synergy theory, it can create a different organizational management system: internal subsystems are distinctive,

complementary, to ensure a reasonable division of labor; the differences should be stressed: differentiated advantage, competitive advantage; orderly competition can make development to be motivated and make management more high-quality, high-quantity, and efficient, and thus ensuring that all parties to benefit from cooperation and achieve results sharing and win-win cooperation.

(2) System theory

In 1932, Ludwig von Bertalanffy, a biologist put forward the idea of general system theory, which laid the basis of systematic science theory. Chinese Academician of Academy of Engineering Liu Renhuai, based on tourism researches and practices, put forward the concept of tourism engineering, emphasize re-understanding the development of tourism with the perspective of the system theory, and believed that the methods of system engineering should be used for comprehensive analysis, design, testing and implementation of the components, composition, information exchange and feedback control and other issues of tourism system, so as to maximize the utilize the man power, material and financial resources and achieve the most reasonable, most effective and most economical overall efficiency optimization of tourism system(Liu 2014).

(3) Organic strategy view

This paper reviewed the development of the theory of strategic management, and found the scholars like Moshe have put forward the organic strategy view in the new century against the mechanical strategy view. It mainly focuses on three core issues: the concept of strategy, the causal model that links the strategy and other structures as well as the strategic management and selection. In the organic strategy view, the strategy is regarded as an adaptive coordination process, which introduces the comprehensive theoretical model of "organizational-environment-strategy-performance" (OESP) and shows an organic model of strategic management. Depending on 3I (infinity, interactivity, integrity), a harmonious solution to the core areas of strategic management was proposed.

Research design

(1) Variable selection

Based on the analysis on relevant literatures at home and abroad and the theoretical basis of synergy, system theory and organic strategy, when determining the the synergistic effect factor system of tourism resorts, it can

combine with the development situation of tourism and expand the "organization" in the OESP comprehensive theoretical model into intra-format and inter-format relations, including intra-format components, such as enterprises' soft power, technological innovation ability, resource integration capabilities and the core elements of the format, and the inter-format components, such as format matching degree, sharing elements and cooperation mechanism; the "environment" can be divided into superstructure, competing environment, tourism service facilities and tourist psychology and behavior. Based on these, the "strategy" of enterprise synergy is a good way to reach real cooperation and win-win situation.

This paper designed 27 influencing factors that affect the multi-format synergetic innovation of tourism resort. In the specific operation, it mainly divided into two stages: first, the researcher literatures analysis method was used to obtain the initial synergistic influencing factor system of tourism; second, the Delphi method was used and the experts' opinion from academia, business circle and government agencies and other related fields, so as to further modify and improve the influencing factors that affect the synergy of tourism resort. Among them, the superstructure factors were mainly designed based on the research design of Michal Žemla et al (Michal Žemla 2014). The competing environmental factors were designed based on the research background of Fesenmaierb and Zhou Yang (Fesenmaierb 2007 and Zhou 2013). The psychological and behavioral factors mainly derived from the research influencing factors of Xu Hong et al (Xu 2008). The factors of service facilities were mainly based on the researches of Chen Zhen and Alan Fyall (Chen, Lu 2017 and Alan 2012). The factors of soft power of the enterprises were from Fevzi Okumus and Zhang Mu's views (Fevzi 2013 and Zhan 2014). The factors of technological innovation ability were mainly based on Jiang Yongchang's views (Jiang 2013). The resource integration factors came from research ideas of Liu Yan, Tseng CH et al (Liu 2011 and Tseng 2006). The core elements were designed based on the ideas of Jie Xuemei (Jie 2015). The factors of cooperation mechanism mainly depended on the ideas of Wang Degang and other scholars (Wang 2008). The sharing elements factors were mainly derived from Cheng Jin's research results (Cheng 2011). The format matching degree factors were mainly from researches of He Jianmin et al (He 2011). In the specific measures, the respondents were asked to evaluate the importance of these 27 influencing factors by using a 7-grade scale to measure: 1=very unimportant, 7=very important.

(2) Research ideas

Under the trend of imperfect linkages between the formats, imperfect tourism

services and the popularization of leisure vacation, the multi-format synergy of tourism is not only the choice of enterprise strategy, but also an important way to improve the quality of tourism resorts and realize the sustainable development of tourism. Under the guidance of synergy, system theory and organic strategy view, this paper actively explored the factors that affect the synergies of tourism resorts and constructed an influencing factor system, and analyzed its influence degree and influence directions. In the part of empirical analysis, based on the evaluation of tourists on OCT East and the organization structure and format distribution of OCT East, especially on the influence of new product model brought by the application of AIO holiday model in OCT East, this paper conducted an IPA analysis on the influencing factors that affect the synergy of OCT East, and also explored the limiting factors that affect the synergy of OCT East, so as to propose countermeasures to solve the problem of poor synergy of tourism in large-scale comprehensive tourist resorts represented by the OCT East.

Empirical analysis——taking Shenzhen OCT East as an example

Overview of the study area

In the face of limited urban leisure space and leisure products, OCT Group complies with the trend of the times and focuses on mining the function and value of urban leisure, and has integrated tourist attractions, resort hotels, golf courses, SPA, tourism real estate and other formats of businesses together to create a large-scale, complex-format, theme-interactive and eco-leading type of holiday-orientated eco-tourism resort: the OCT East tourism resort. Located in Dameisha Park, Shenzhen, Guangdong, covering nearly 9 square kilometers, built by OCT Group belong to SASAC of the State Council with 3.5 billion investment, this resort began trial operation in 2007, and fully opened after two years. As the only one selected and included into first batch of national tourism resorts in Guangdong, this resort always leads the popularity as a single scenic spot among the theme parks of OCT Group, it is a national eco-tourism demonstration area with the concept of "letting the urban people return to nature". At present, the OCT East has received a total of 36 million tourist-trips, the overall investment of all construction has reached more than 10 billion. In the future, the Yantian Area, Pingshan New Area and Dapeng New Area where OCT East locates will form a "tourism golden triangle" to accelerate regional synergy of tourism, leisure and vacation and to promote the tourism development in the whole Shenzhen.

(1) Main business

OCT East possesses complete tourism elements about "food, accommodation,

transport, tourism, purchase and entertainment", at the same time, the distribution of formats is able to cover tourists' diverse needs on tourism, culture, business, settlement and so on.

Classic formats	Theme Projects	Performances & Events	Food & Leisure	Theme Hotels
Knight Valley (Ecology Park) 4.5km ²	Water Park Seafield Village Rapids Forest Ecological Valley Peak Highland	Roaring flood Dynamic street show Small and dispersed shows	Chocolate Castle Brewed beer house Xiang Yuexuan Chinese Restaurant Heidfeld banquet theater Children's playground	Otique Aqua Hotel OCT East Cargo Hotel
Tea Stream Valley (Leisure Park) 1.5 km ²	Interlaken Town Ancient Tea Town Sanzhou Tea Garden Wetland Garden	"Heavenly Zen" Mobile music train Bird show Tea ceremony Cuckoo Clock Dance	Italian garden restaurant Japanese autumn Hu Yixuan Chinese Restaurant Lake bar Flower Valley Cafe Interlaken restaurant Gothic Bar	Castle Interlaken Interlaken OCT Hotel Oasis O-City Hotel Parkview O-City Hotel
Wind Valley (Sports Park) 2.5 km ²	Court for members VIP Course Golf range Golf Club	/	Express Hostel Cabin 2 Coffee Oil Bar-KTV Bar	OCT East Express Hostel
Theme Hotel Cluster	7500 square meters large multi-functional meeting / wedding hall	Theme activities	15 gourmet restaurants Shanghai Conference Service Interlaken Mineral SPA Theme experience	Eight theme resorts
Great huaxing Temple	Heavenly Zen Buddhism Avalokitesvara statue	Worship Buddha	Vegetarian Restaurant	Mahayana OCT Boutique Hotel
Tianlu real estate	Tianlu Mansion Rhine Manor Fine manor Tianlu Blocks	/	/	/

Table 2 Layouts of OCT East formats

(2) Product model

Products are mainly designed based on the tickets and hotels of theme area, in which OCT East has eight theme hotels with about 7,000 beds, they can provide a wide range of coverage.

Charges	Before 2010	Adjusted by 2010	Adjusted by 2014	Rock Price	Website Price
Knight Valley	130	170	220	200	190
Tea Valley	130	150	220	180	170
Day trip ticket		240	300	300	290
Two-day coupon		280	350	350	/
Tea Valley +Heavenly Zen	/	250	280	250	240
Heavenly Zen	50	60	100	150	140
Interlaken SPA	/	158	158	198	168
Low altitude helicopter air tour	Opened in 2015, provided by Xingya Airways, can be reserved, 1788 or 2588 ¥ each person				
OCT East Tourism Line (formerly 909 lines)	Operated by Shenzhen City Transportation Committee, adjusted to 15 ¥ each person from 2016				

Table 3 Conventional products of OCT East

3) Operating system

Six key formats	Operating rights	Management rights	Ownership (Higher office)	Features
Knight Valley	OCT East	OCT East	Tourism Department	More complex
Tea Valley	OCT East	OCT East	Tourism Department	More complex
Wind Valley	Operated in the OCT East and subject to its constraints	Shenzhen Foward Golf Management Co., Ltd. participating in the management	Tourism Department	Outsourcing
Resort cluster	OCT International Hotel Management Co., Ltd.	OCT International Hotel Management Co., Ltd.	Hotel property Department	Cross-sectoral
Great huaxing temple	Operated in the OCT East and subject to its constraints	Joint management with professional temple management team	Tourism Department	Outsourcing
Tianlu real estate	Part of Tian Lu Street is subject to OCT East	Shenzhen OCT East Co., Ltd. (real estate development)	Shenzhen OCT Real Estate Co., Ltd	Cross-sectoral

Table 4 Distribution of operating rights, management rights and ownership

As it shows above, due to the complex historical development of OCT Group, the major segments of OCT East are subject to different division in operating

rights, management rights and ownership, which also increased the complexity of the formats of OCT East resort. At the same time, compared to other tourist resorts, the OCT East has a certain particularity that the independent operating manager, the OCT Group, the resort should consider how to strengthen the horizontal synergy of formats in addition to the realization of professional management, so as to create greater value and efficiency.

(4) Business model

It shows a classic a comprehensive development model of "tourism + real estate", in which "the tourism activates the real estate, the landscape enhances its grade and the real estate reversely stimulates the tourism", it is a kind of heavy asset investment. The profits of OCT East mainly come from: 1). tourism real estate; 2). operating income of tourism: tickets, cultural performances, shops leasing and the investment of other projects, special tourist souvenirs and transport income; 3). theme hotels' income. Of course, with the emergence of sales limit of Tianlu real estate, the tourism revenue and theme hotels' revenue will become more and more important.

AIO model innovation and practice

In July 11, 2014, relying on the multi-format advantage of OCT East, the hotel cluster's holiday products "AIO happy vacation" came into being. At first, the AIO was only operated in Black Forest hotel, after the expansion all the hotels and restaurants were subject to the new AIO program. Through six major characteristics of worry-free in entire journey plan, CEO vacation housekeeper, strong integration platform, theme-extension activities, value-added services and cost-effective price system, the product concept of "worry-free holiday, enjoying the happy all the time" is implemented throughout, so as to create a more convenient, reasonable and comfortable holiday experience and to meet the full range of holiday vacation needs: delicious foods, hotel with special characteristics, convenient transport, worry-free experience, purchasing fashionable boutiques and endless pleasures.



Figure 2 AIO one-stop vacation experience

Because OCT East has no more space for the development of hardware, its direction of strategic development has made a flexible adjustment: in the existing product system that has been established, it continues to segment, optimize and innovate and create diversified and complex leisure products with tourists demand-oriented concepts. In addition, it continues to improve the market competitiveness of tourism products of eat OCT, and strives to build a kind of one-stop leisure experience and to achieve sustainable development, so that visitors can experience the new ideas, new thoughts and new breakthroughs about leisure vacations in the hotel cluster, thereby a new tourist resort model can be opened.

As a resort style model similar to Club Med, the OCT East will link all aspects of tourism and further integrate all segments in the resort area and make the one-stop experience of tourism elements more perfect, thereby making the resort's operating cost decreased and make tourists enjoyed. Although the number of overnight visitors increased significantly and the tourists who purchased product combs also significantly increased, in the final analysis it is just a business exploration and innovation of OCT hotel division, this group still urgently needs to focus on the formation of the strategic combination of scenic spots and hotels, deepen business integration, and transfer the consumer market and resource advantages formed in theme scenic spots to the hotel, commercial aspects, leisure and other related industries.

Format synergy analysis based on tourist comments

(1) Data analysis

The research data collection was performed based on the platform, TripAdvisor, which is the world's largest travel community and the world's largest travel commentary website. By searching for "Shenzhen OCT east", 660 visitors' comments on this resort area were acquired. From first price adjustment in July 2010 to July 2017, the time span reached 7 years and the geographical distribution was also extensive.

Rank	Number	Geographical distribution	Number
1/5	12	Unknown	47
2/5	15	Shenzhen	222
3/5	77	Guangdong Province except SZ	70
4/5	273	Outside the province	111
5/5	272	Hong Kong, Macao and Taiwan	25
Total	649	Overseas	174

Table 5 Situation of score and regions distribution

Overall, in the TripAdvisor, OCT East has a total of 545 visitors and possesses 4/5 and above of comments, indicating that there is a good attraction and a high level of comments from visitors for OCT East as a tourist resort.

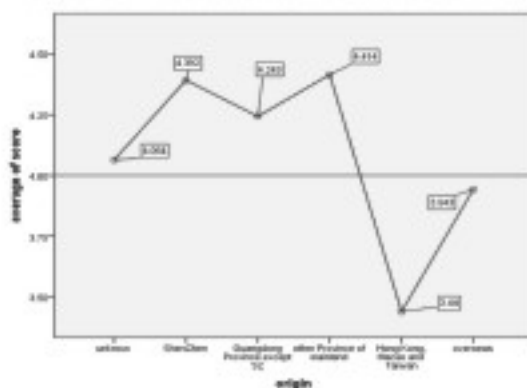


Figure 3 Origin-score distribution

It can be seen from the figure that the comments of tourists were different among distribution areas: the evaluation of mainland tourists is higher than that of tourists abroad and from Hong Kong, Macao and Taiwan, among which the tourists outside the province rated the highest (4.449), indicating that OCT East has originality, uniqueness, representativeness and strong competitiveness in the domestic tourism market; while the tourists from Hong Kong, Macao and Taiwan regions rated the lowest (3.308), indicating that the tourism development in these regions is mature, and the consumers' consumption concepts and tourism needs are ahead of the mainland tourists. Therefore, their comments may be "not good as before", "ticket price is high" and other negative comments. In summary, the OCT East has a long way to move forward toward its industry benchmarking goal of "world-class resort".

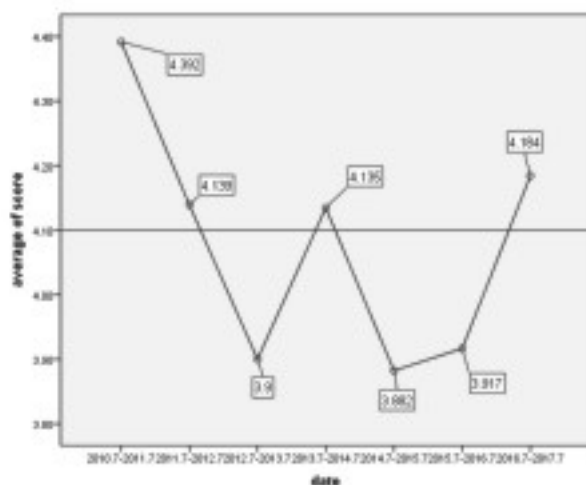


Figure 4 Date-score distribution

The overall rating scores of OCT East showed a development trend of ups and downs and a certain degree of cyclical adjustment, which is in line with the theory of life cycle. The resort will be able to adjust the strategy, upgrade the project and introduce new products and be constantly committed to improving the overall level of service and create a leisure resort environment when the visitors' scores go down. Therefore, in the upcoming arrival of a new round of going down of scores, the OCT East urgently needs to further deepen the innovated resort management and perform business model reform and updates based on the integration of intelligence, social platform products and services.

(2) Tourists' perception

1). OCT East's ticket prices are too high and fixed, and it does not get rid of "ticket economy." As a result, there will be negative comments, such as "ticket prices are too expensive" and "not worthy" and other comments. In the boom season of tourism, the excessive traffic and poor flow control led to poor quality of tourism experience; and in off-season of tourism, the number of tourists to experience reduced significantly, the scenic spot will conduct equipment maintenance, leading to poor experience of tourists and a vicious cycle;

2). It did not transform from "scenic spot experience era to the tourist resort era" and "tourism era to holiday leisure era." It still faces the imperfect overall quality of service that needs be improved, the tourism facilities and tourism elements that needs to enriched and perfected and other actual problems, at the same time, for tourists, their time costs to experience the OCT East are still considerable, because one-day tour and team visitors are the mainstreams, the consumption level is low and the travel plan is too rush, the tourist have no time to experience the leisure activities in an in-depth way;

3). Theme is not prominent, and the cultural connotation and tourism monopolistic selling points are also lacked. The resort formats are full of scattered, block-like distribution and space settings, they are difficult to strengthen the overall tourism image; the brand awareness, recognition and loyalty are not high, there are interpretations of "park" and "amusement park" instead of " East OCT" or "OCT", thereby forming a homogeneous competition to Changlong, Guangzhou and causing disadvantages;

(3) Comprehensive assessment

From the management status and tourist perception of OCT East, we can find that the OCT East's rich distribution of formats basically meets the needs of

consumers, but in the actual resort leisure experience, the performance of the OCT East is poor, the reasons can be divided in the following aspects:

First, non-synergetic management: in the early stages of development of the OCT East's formats, the independent business diversification model was implemented, which was conducive to the development of a single format, with the passage of time, it gradually formed diverse formats and a complex organizational structure. In the operations, the involved formats were becoming more complex, there was a cross symbiosis of multiple formats, but the business management is scattered, messy and crossed. The management scopes were not standardized and the scopes and boundaries of rights and responsibilities are also very clear, resulting in ineffective marketing management.

Second, non-synergetic elements innovation: the tourists' perceived OCT East formats are scattered, the service convergence and experience urgently need to be improved; without the establishment of an interactive platform, to a certain extent it narrows the market and the radius of cooperation and limits the communication between travel service providers and tourists, making the multi-format synergy innovation have nothing to rely on; in terms of its products, the product model is still simple, "the products are not good but their prices are not low", so the product structure still stays in the tourism level; the product type is simple, the design management, daily operation, sales model linkage of multi-format synergy products are still rare.

Third, non-synergetic brand marketing: in the three years of operation of AIO project in OCT East, it is mainly concentrated in the corresponding promotion, operation and management work carried out by OCT hotels, while the OCT East is mainly responsible for assistance or auxiliary works. Whether in the brand propaganda, or the strength of integrated marketing, the relevant requirements are not met; at the same time, with OTA's control or even monopoly in the distribution market, the OCT East market shares will be mostly held by others, which is not conducive to the resort's mastering on market dynamics and the implementation of its marketing strategy.

Fourth, imbalance among the distribution of the rights and interests, benefits: the resort's products are integrated, dynamic and diversified, while some tourism products' design, marketing and management are independently responsible by a format or agency alone. Such circumstance is not in line with the actual situation of format operation integration and product synergy, and the primary and secondary items can not be distinguished and the cooperation is a disorderly pattern, so it is necessary to establish the cores of different formats; at the same time, the economic return requirements should not be

neglected, the tourism tourists volume should be put in the first scale, the tourism products and service quality should be in priority. It should focus on the consistency between the perfection of budget management, the fulfillment of the pre-set strategic objectives, improvement of the assessment system and quantitative assessment indicators, innovation upon the assessment incentive system and the design of performance evaluation and the different strategic objectives.

Performance analysis of OCT East

(1) Data collection

This study selected the senior practitioners of the tourism industry and the teachers and students of the academic community as research subjects, mainly involving nearly 70 MTA institutions (with 751 members in the union). In order to ensure the feasibility of the questionnaire, a small range of pre-investigation was used first to further improve and correct the questionnaire, then the e-mail and wechat approaches were used for the implementation of formal research. A total of 158 copies were recovered, with 80 retrieved valid questionnaires and an effective rate of 50.6%.

(2) Analysis of influencing factors

The reliability analysis results of the influencing factors are given as table 6 shows. The results suggest that the range of influencing factor is between 5.05 and 5.9, which indicates that all these 27 factors have important influences on the synergy of tourism resort. Among them, we can find that the upgrading of consumer demand is an important factor affecting the multi-format synergy. From the results of the table, it can find that Cronbach's coefficient is 0.906, the P values of Friedman chi-squared test and the Hotelling's T, are both less than 0.00, indicating that the reliability of the scale is better.

Influencing factors	Average	Standard deviation	Reliability & Validity Analysis
F1 Institutional management policy guidance	5.30	1.095	$\alpha=0.906$ Sta. $\alpha=0.908$ Friedman chi-squared=122.382 $P<0.00$
F2 Industry barriers	5.05	.992	
F3 Market competition	5.54	.899	
F4 Development balance degree	5.58	.938	
F5 Diverse needs	5.76	.945	
F6 Consumer willingness and ability	5.90	.821	
F7 Consumer learning capacity	5.31	1.038	
F8 Tourism services	5.49	.981	
F9 Tourism facilities	5.53	1.043	

F10 Attention and support efforts of manager	5.61	.803	Hotelling's T2=213.789 F=5.621 P<0.00 KMO=0.72 Approx. Chi-square=1199.652 P<0.00
F11 Corporate organization and management	5.34	.899	
F12 Knowledge learning and innovation collaboration	5.20	.906	
F13 Hardware equipment	5.28	.941	
F14 Software application level	5.50	.871	
F15 Vertical integration	5.49	.928	
F16 Horizontal integration	5.64	.846	
F17 Product features &value	5.36	.917	
F18 Market size	5.53	.856	
F19 Integrated marketing	5.46	.980	
F20 Experience of cooperation	5.40	.922	
F21 Depth, breadth and viscosity of cooperation	5.34	.913	
F22 Cost investment and revenue distribution	5.15	.873	
F23 Time and space order	5.24	.945	
F24 Flow of human resources, information and value stream	5.53	.954	
F25 Format type	5.21	.758	
F26 Format quantity and distribution	5.65	.843	
F27 Format characteristics	5.23	.927	

Table 6 Descriptive statistics, Reliability & Validity Analysis

(3) IPA analysis of OCT East format coordination

In this study, an empirical case study was conducted on multi-format synergy of OCT East resort in Shenzhen. In order to analyze the development and performance of the multi-format synergetic innovation of OCT East, this paper chose the senior manager, first-line management staff and in the OCT East and professors and postgraduates in universities related to OCT East and sent these subjects questionnaires about the importance of the performance of 27 influencing factors (Likert scale). The questionnaires were sent in an on-site or mail-distribution way, the scores were subject to subsequent statistics and the quantitative analysis data were then obtained. A total of 138 copies were recovered from this survey. According to the valid sample selection criteria, the incomplete and false questionnaires were deducted, of which 91 were valid questionnaires with an effective rate of 65.9%.

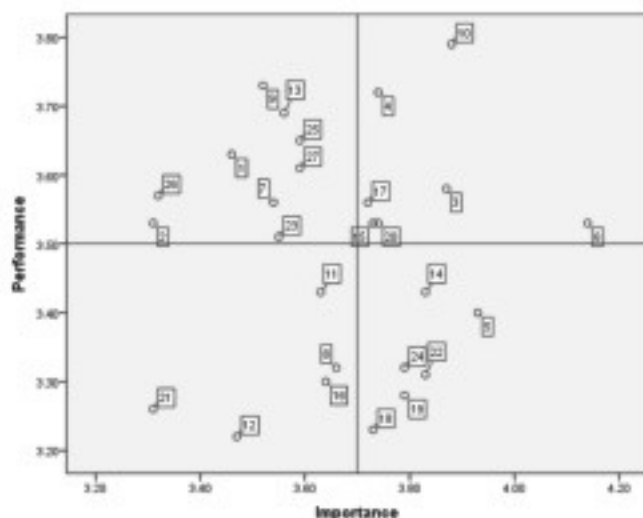


Figure 5 IPA distribution figures

As shown in the figure, the analysis on the importance and performance of multi-format synergy influencing factors for OCT East was conducted:

Seven indicators, 3,4,6,10,15,17 and20, were distributed in quadrant I (+), indicating that the importance of these influencing factors, i.e. ability to respond to market competition, development balance degree, consumer willingness and ability, attention and support efforts of manager, vertical integration, product features &value and the experience of cooperation, is considerably high for multi-format synergy of OCT East, their performance is also considerable and should continue to maintain;

Nine indicators, 1,2,7,9,13,23,25,26 and 27, were distributed in quadrant II (+), indicating that the importance of these influencing factors, institutional management policy guidance, industry barriers, consumer learning capacity, tourism facilities , hardware equipment, time and space order, format type, format quantity and distribution and format characteristics, is considerably low for multi-format synergy of OCT East, but their performance is considerable and these factors basically do not constitute the limiting factors for multi-format synergy of OCT East ;

Five indicators, 8,11,12,16 and 21, were distributed in quadrant III (-), indicating that the importance of these influencing factors, i.e. tourism services, corporate organization and management, knowledge learning and innovation collaboration, horizontal integration and the depth, breadth and viscosity of cooperation, is considerably low for multi-format synergy of OCT East, their performance is also poor, that is, the quadrant has a poor priority.

Six indicators, 5,14,18,19,22and24, were distributed in quadrant IV(-), indicating that the diverse needs , software application level, market size, integrated marketing, cost investment and revenue distribution and the flow of human resources, information and value stream are key areas that need to be strengthened and improved, which will also be the difficulty and focus to limit its multi-format synergy.

In summary, influencing factors that affect the multi-format synergy of OCT East are mainly concentrated in 11 aspects, including the needs of tourists, enterprises' organization and management and other aspects. On the basis of the AIO model, it needs to change ideas and break through more limiting factors against the synergy, so as to create diversified and integrated leisure resort products and services and reach the real implementation of the multi-format synergy of OCT East.

Limited factors	Further exploration	Specific measures
Diverse needs	Visitor demand is both an opportunity and a challenge	Grasp the pulse of the times, leading the market demand
Software application level	In smart tourism era, combine information technology with multi-format synergy of tourism, so as to get a close cooperation and efficient operation	To achieve dynamic packaging technology of multi-format synergetic products; by using the self-media, from a tourism O2O / on line to offline closed-loop and complete customer portrait ; reaching the joint application of mobile Internet, cloud computing, big data, Internet of things and other new generation
Market size	Based in belt zones around Shenzhen, focusing on South China, move towards the whole China and even the world	Strategic positioning: with the landscape ecological leisure resort, use scenic spots to promote popularity, and use the hotel resort leisure pattern to obtain wealth; use effective sharing of tourists to achieve market penetration and to achieve good economic effect, social and ecological benefits
Integrated marketing	Based on the nature of national tourist resort, build a comprehensive service provider for leisure resort tourism	Improve the unenough depth, "incentive incompatibility", "speculation" and other practical problems in integrated marketing of tourism ; increase brand equity, optimize the brand structure and improve brand communication efficiency

Cost investment and revenue distribution	Improve mechanism for the distribution of rights and responsibilities and benefits	Innovate upon the assessment incentive mechanism; reduce the requirements on the economic return of tourism businesses, but put the tourism products and service quality in priority, and put tourist reception volume in the first place; it not only should take maximizing the interests of each business segment as the goal, but also should maximize the interests of the whole OCT East
Flow of human resources, information and value stream	Achieve the multi-directional seamless information docking between information flow, capital flow and user flow	The new products, new services, new formats and new models produced by the multi-format synergy need the coordination and unity between man power, material and financial resources; the interaction and communication between two sides of synergy are necessary to achieve the complementation of resource advantages for market, technology and talents
Tourism services	Enhance the tourism service experience, to create diversified tourism products	Improve the public services and commercial tourism services; due to the introduction of new products, it needs to deepen the upgrading of transport capacity, restaurants and other service facilities to adapt to the new mode of operation; the customer service also needs to strive to be perfect
Corporate organization and management	Through the strengthening of resource coordination and integration, implement the OCT East's restructuring	It is necessary to achieve vertical professional management and to achieve horizontal and diversified management, so as to achieve organizational structure flattening
Knowledge learning and innovation collaboration	Possess a innovative strategic vision of "rapid response, excellent strategy, superior visions and extraordinary ideas" and pioneering spirit, synergetic innovation ability	Taking the scenic spots as the media, further improve the "hotel +" integrated business synergy model, to achieve resource innovation and to achieve the cross-border cooperation between typical formats of OCT East and its theme hotels.
Horizontal integration	Focus on creating a one-stop leisure and entertainment platform of "food, accommodation, tourism, purchase and entertainment", and form the linkage effect of the geographical advantage and resources of OCT Group	Build the six-major-formats-based tourism products and services that such combination can be special but also complementary, thereby forming competitive products; to strengthen its advantages, adjust the strategy, change the concept and model, increase the communication and coordination between management layers, and to create different synergetic subjects with different core format, so as to meet the needs of tourists for travel and leisure

Depth, breadth and viscosity of cooperation	Create common values, enhance the overall benefits of tourism destination, to achieve the coordinative sharing of investment, market, team and other resources	Synergy is not only limited to coordination among businesses and segments, it also includes the coordination between entities and finance, online and offline, local part and overall part, immediate moment and long-term period, strategy and tactics and business model s, and the coordination between business and management and between productive forces and the relations of production
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Table 7 Exploration of multi-format synergy of OCT East

Conclusion

With the advent of the era of leisure and vacation, tourism resort development is facing new challenges and new opportunities. In this study, the formats of tourism resort were taken as the research object, from the perspective of multi-format synergy, their influencing factors were explored and the corresponding factor system was also constructed. This paper summarized the difficulties facing the OCT East in its case analysis and evaluated the possibility to reach its multi-format synergy, and then gave the relevant suggestions. The conclusion drawn from this study are summarized as follows: (1) There is a multi-format coexistence in tourism resorts, and synergetic development has become the inevitable choice for their transformation and upgrading and achieving the sustainable development, but at current stage, there are still problems such as poor synergy. (2) This limiting factors summarized in this study which can negatively affect the multi-format synergy of tourism resorts both have its universality and particularity, specific analysis should be performed for a particular resort; through the case study on OCT East, an investigation on the consumers and resort management layers shows that the multi-format synergy of the OCT East has its necessity and urgency. Via IPA analysis, the main influencing factors of the multi-format synergy of the OCT East are obtained and a new mechanism for such synergy is also figured out, which is hoped to be of reference value for other related tourist resorts. (3) In the future research, some empirical researches about the structural dimensions of the multi-format synergy of tourism, the correlation factor analysis and the multi-dimensional relations of synergetic degrees will be further conducted.

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