

Research on Models, Innovation and Development Paths of Liaoning Tourism Group

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Abstract: In recent years, the reform of the supply side of Liaoning's tourism industry has gradually begun, many cities have successively established tourism group companies, and other areas that do not have tourism group companies are actively promoting. The development of tourism groups has become a necessary way to expand the scale of operation of tourism companies, lengthen the industrial chain and form economies of scale. In view of the establishment process of Liaoning Tourism Group, according to the actual differences in tourism resources and tourism development in each city, this paper believes that the establishment model of Liaoning tourism groups cannot be stereotyped, and according to the principle of differentiation, the tourism group model that suits the development needs of the city should be selected, and proposes the establishment model and development path of Liaoning Tourism Group.

1. Related Theories and Models of Enterprise Groups

1.1 Concept and composition of enterprise group

The enterprise group is based on a powerful large-scale enterprise and links multiple enterprises and institutions with property rights, products, technologies, and contracts as the link. It has a multi-level structure of a multi-corporate body consisting mainly of mother and child companies. Enterprise groups generally consist of four levels: the core layer, the tight layer, the semi-intense layer, and the loose layer:

(1) The core layer, that is, the core enterprise, also known as the group company, is the entity part of the enterprise group and has legal personality, independent producers and operators of commodities, and its legal status is the parent company.

(2) The close layer, also called the holding layer, is a company directly controlled by a group company. It is an independent company legal person and its legal status is a subsidiary company. It is a mother-child relationship with the core tier. Subsidiaries include wholly-owned subsidiaries (holding 100%) and holding subsidiaries (holding more than 50%).

(3) The semi-closed layer, also known as the holding stocks, is an enterprise where the core company participates in shares (holding less than 50% of shares) or is a wholly-owned or controlled company of a close-tier company. Semi-close-tier companies can invest in each other with funds, etc., and enjoy benefits and take responsibility according to the proportion of investment or agreement.

(4) The loose layer is also called the fixed cooperation layer. It is an enterprise that has no assets relationship with the core enterprise, but has a stable business relationship, or a company with a tight or semi-closed layer. Operating characteristics: Independent management, accept the guidance of the group company, enjoy rights and undertake obligations according to the group's articles of association and the contract provisions.

1.2 Major models of enterprise groups

The enterprise group is an inevitable product of the development of the market economy from free competition to monopoly competition. It is the result of the company's expanding business scale, forming economies of scale, increasing market competitiveness, and resisting risk. Because the connection ties between enterprises in a business group are different, the model of an enterprise

group can be divided into three types: equity, contract, and hybrid.

(1) Shareholding company group. The equity company group is formed by a number of companies through a share participation system, with the parent company as the core and the member companies as the company group with controlling and equity shares as the link. There is a capital ownership relationship between the Group and its member companies, which has strong cohesion and stability. The Group's parent company and its controlled subsidiaries can achieve asset management integration. The group's core business is through the form of holding to achieve unified management of internal members, to achieve control and unified coordination of the group's business operations.

(2) Contractual corporate groups. By forming a constitution or contract with other companies, the group company is formed as a contractual group company. Each member company of the company has equal legal status. No enterprise can surpass other companies by virtue of its strong technical strength and strong economic strength. In practice, a coalition established only on the basis of regulations and contracts is often very unstable. Relations can make the alliance continue. Because equity-based corporate groups rely on equity as their link, no matter what happens, as long as there is no change in their equity relations, they cannot cut off their respective alliances and always form a community of economic interests.

(3) Mixed Enterprise Group. An enterprise group that has both the ownership and contractual characteristics has become a hybrid enterprise group. According to the relevant theories and practical experience of the development of enterprise groups, enterprise groups are created to expand the production scale of enterprises and achieve economies of scale. The overall organization of the industry replaces the market organization of individual enterprises to achieve the purpose of saving transaction costs. Due to the different backgrounds and stages of development of each company, different options may appear for achieving their own organizational goals; the basic types of choice are horizontal integration, vertical integration, concentric diversification, and mixed diversification; It will choose a joint model of equity, contractual, and equity contracts.

According to the table, the enterprise groups can be divided into 12 different modes: (1) equity-horizontal integration; (2) equity-longitudinal integration; (3) equity-concentric diversification; (4) Equity-mixed diversification; (5) Contract-horizontal integration; (6) Contract-vertical integration; (7) Contract-concentric diversification; (8) Contract-mixed pluralism (9) hybrid-horizontal integration model; (10) hybrid-vertical integration model; (11) hybrid-concentric diversification model; (12) hybrid-hybrid diversification model.

2. The Mode Selection of Liaoning Tourism Group Formation

According to the basic theories of modern enterprise groups, matrix analysis of enterprise group model, corporate operating environment characteristics, strategic objectives, and the specific functions of the group, combined with the development status and existing problems of Liaoning's tourism industry, I believe that tourism groups that are suitable for Liaoning's economic development will first The equity-longitudinal integration model should be adopted, based on the optimization of a single element of the six elements of tourism. Some of the selected state-owned tourism enterprises and tourism resources in Liaoning may be integrated to carry out asset reorganization and evaluation and be included in the Liaoning Tourism Group. After the operation of this model is successful, as the tourism group companies continue to grow bigger and stronger, they will merge and reorganize other upstream and downstream companies in the tourism industry chain, such as food, housing, transportation, travel, and purchase, at the right time. , entertainment and other enterprises; specifically the Liaoning passenger transport company, tourist hotels, travel agencies and other tourism six elements integrated into the implementation of equity-horizontal integration model. However, due to the current weaknesses of small-scale, scattered distribution, and weak strengths, tourism companies in Liaoning have not been able to merge with the economic strength of other companies and have not adopted the horizontal integration model. They can only start from one tourism element and vertically integrate other enterprises, to strengthen the overall strength of a company, improve the company's competitive position in the market, to achieve the

company's international operations and rapid development. However, there are certain risks in both vertical integration and horizontal integration. For example, the huge production capacity generated after the merger and reorganization of enterprises puts forward high requirements on the market demand scale and the company's sales capacity; at the same time, there are organizational Obstacles are the phenomenon of "big corporate illness" and the lack of integration of corporate culture. For the disadvantages that may arise in the development process of tourism groups, we must think of specific countermeasures before we set up and take preventive measures.

3. Establishment of Liaoning Tourism Group and Innovation Development Path

According to the selection of the model established by the tourism group, the establishment of Liaoning Tourism Group can choose the following two paths:

First, at the provincial level in Liaoning Province, the equity-longitudinal integration model was selected and the "Liaoning Tourism Group Co., Ltd." was established. The reason has been discussed above.

Secondly, at the municipal level in Liaoning Province, we will select the equity-horizontal integration group model and establish "XX City Tourism Group Co., Ltd.". In order to better play the role of the group and achieve regional tourism integration, it is recommended that each The city only has one state-controlled tourism group company. For example, taking Benxi as an example, the "Benxi Fengdu Tourism Group Co., Ltd." was established. During the process of its formation, it is recommended that investment, financing, financing, asset operation, and other means be fully utilized, through which assets are used for equity participation, equity participation, mergers and acquisitions, and cooperative operation rights. Transfer and other specific forms, integrate and optimize the allocation of city-level tourism industry resources, and increase the construction of tourism infrastructure and tourist attractions. Specific ideas include the following eight aspects:

Identify Liaoning tourism companies or scenic spots that need to be integrated. Liaoning Tourism Group should select the 5A or 4A level scenic spots in our province based on the existing tourism resources. It should be based on state-owned tourism enterprises, with the government as its representative, and integrate horizontally with Liaoning International Travel Service, tourism hotels, and tourist attractions. State-owned enterprises such as tourism, tourism, and tourism trade use the advantages of state-owned capital and investment income to form Liaoning Tourism Group Co., Ltd. The group company is regarded as the leading enterprise of the tourism industry in Liaoning Province, which drives the common development of other enterprises and forms the advantages of clustering in the investment, development and construction, and marketing of the Liaoning tourism industry. For the areas not covered by the group management, the company system can also be used for enterprise management, gradually through the merger and reorganization of enterprises, fostering industrial clusters and building new agglomeration advantages. It will eventually realize the creation of an aircraft carrier in Liaoning tourism and enhance the core competitiveness of the tourism industry.

The government commissioned the social assessment agency to organize the assessment of the assets of relevant state-owned enterprises in Liaoning. Shareholders of Liaoning Tourism Group Co., Ltd. have the corresponding rights and interests in the shares they hold. The Liaoning Provincial Government, Liaoning municipalities, and county governments may also separately integrate the assets of the owners of the government at the same level. A capital representative shall be the shareholders of Liaoning Tourism Group Co., Ltd. The Liaoning Provincial Government may be represented by the Provincial Tourism Commission as the capital representative; When assets are evaluated, the proportion of shares of each unit in the Liaoning Tourism Group Corporation is determined by the valuation value. The share of the shares shall refer to the current turnover of each unit. The specific share-holding unit shall be based on the formation plan formed after the evaluation. The assets that each unit can purchase at a price include: cash, bank deposits, fixed assets, intangible assets, etc.

The Group adopts the integrated management model of unified management and independent management of some subsidiaries. (1) Management model: The company operates a business model

that adopts unified planning of industrial development, unified management of resources, unified management of assets, unified development of the market, and unified sales of production (business) products. At the same time, it may consider setting up wholly-owned, absolute or relatively controlled tourism subsidiaries of the group companies, such as Shenyang Tourism Group, Benxi Tourism Group, and Qianshan Tourism Group, in order to increase the flexibility of operation and management and minimize the number of the impact of county taxation. The group company has the right to decide on the main personnel appointment and dismissal, development strategy, and major decisions of the subsidiary company. The shareholding structure is Liaoning Provincial-level Tourism (Group) Co., Ltd.

Profit model: The profit model adopted by Liaoning Prefectural Tourism Group Co., Ltd. is “three-block” profit method. Tourist attractions revenue block:

It mainly includes the income of tickets directly related to tourist attractions such as ticket sales for various tourist attractions (exemption of tickets at later stages), ropeway cable car revenue, tourism transportation revenue, and souvenir sales revenue.

Supporting service income block: It mainly includes a series of service incomes such as catering, accommodation, camping, training, conferences, holidays, entertainment, and picking.

Value-added service revenue block: Mainly include commercial housing development, sales, leasing, tourism consulting services and other business income.

The measures taken by this model are: Integrate the province's tourism resources, and the provincial government will organize a unified assessment of the assets of 4A-class or more state-owned scenic spots, use assets assessment as a share, and establish Liaoning Tourism Group Corporation. The Group adopts the integrated management model of unified management and the independent management of some subsidiaries, and realizes the objective of unified planning of industrial development, unified management of resources, unified management of assets, unified development of the market, unified sales of production (business) products, and final listing development.

How to choose a strategic investment partner? The forms are various and should mainly take the form of equity exchange. Domestic large-scale tourism groups such as Hong Kong China Travel, China National Travel Service, China Youth Brigade, Huaqiang Group, Overseas Chinese Town Group, Wanda Group, Songcheng Group, etc. can be preferred strategic partners, and carry out investment cooperation with Liaoning Tourism Group or a certain subsidiary company. The focus of investment can be on theme parks, large-scale performing arts, amusement facilities, characteristic hotels, and ecological agriculture, and the investment of these projects is used as a prerequisite for equity cooperation with Liaoning's high-quality tourism resources to realize equity-for-investment. Through the introduction of strategic investors, a tourism complex that receives more than 100 million person-times of tourists each year will be formed, turning Liaoning into an important leisure tourism resort in Northeast Asia.

According to the target market, innovative tourism marketing, increase the popularity and reputation of Liaoning tourism. According to the investigation of the Liaoning tourism market, the target market for tourism in Liaoning is still not clear, and most of the tourism marketing still stays in the traditional marketing model. After the group is established, it is necessary to solve the problem of positioning the target market, and to develop and expand the upstream and downstream enterprises on the basis of the original business areas, and to expand the length and width of the industrial chain. In the marketing of tourism enterprises, the unified marketing and promotion model for large tourism marketing was adopted, and the Internet and WeChat platforms were used to plan festival activities with sensational effects, and the theme slogans and songs for tourism in Liaoning were launched, and efforts were made to promote the tourism brand in Liaoning. Routes to increase the popularity and reputation of Liaoning tourism.

According to the development of Liaoning's tourism industry, the company relies on four platforms: Liaoning tourism resource management platform, tourism project construction financing platform, tourism industry asset management platform and tourism capital operation platform. Through the construction of these four platforms, the integrated operation of “build, finance,

management, return, and investment” can be implemented, overcoming the shortcomings of previous companies that simply failed to make investment and financing platforms and relying too much on finance, and ultimately achieving the company’s development goals.

Whether enterprises can be managed well, talent is the key. Liaoning Tourism Group's human resources management must implement the "three systems principle", that is, the responsibility system for business objectives, the labor contract system for all employees, and the floating compensation system for employees. Maintain the proportion of staff with specific skills, knowledge structure and capabilities in talent deployment, bring into full play the potential and advantages of talents, make full use of existing human resources, analyze the surplus or manpower shortage of potential personnel, and train a high level of quality and dedication.

The government is the dominant force in the development of the group. Government-led efforts should be actively guided, and meetings should be held from time to time on a regular basis to coordinate the tourism industry and relevant departments to solve the series of problems in the development of tourism; to promote the in-depth reform of the tourism industry and to break the “iron” of state-owned enterprises. “Rice bowls” mobilizes all forces to create a tourism development environment, promotes the overall quality management and standardization of tourism services, and continuously increases the number of 4A and 5A scenic spots; at the same time, it resolutely eliminates similar scenic spots with poor quality and promotes the sustainable development of scenic spots.

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