
Sustainable Tourism Development of Kaifeng in 2020

**Monitoring Report from the Observatory in Kaifeng
City, Henan Province
(2020)**

Kaifeng Municipal People's Government

**Kaifeng Municipal Bureau of Culture, Radio, Television and
Tourism**

Monitoring Centre for UNWTO Sustainable Tourism Observatories

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We would like to convey our gratitude to all those who helped with the monitoring work!

1 Foreword

1.1 Reasons for the Monitoring

With the advancement of society and economic development, tourism is becoming an increasingly important activity in modern life. As an important part of the tertiary industry, tourism is one of the fastest-growing “sunrise industries” in the world, playing an indispensable role in promoting consumption and expanding domestic demand. Under the circumstance of globalization and industrialization, a national consensus exists on the promotion of sustainable tourism development. Besides, the search for specific technical methods to monitor sustainable tourism development has become a focus of attention. Exploring the sustainable development of tourism helps tourism destinations and their managers as well as other stakeholders to carry out effective tourism planning and management.

The United Nations World Tourism Organization (UNWTO) has launched the Global Observatory of Sustainable Tourism (GOST) project to promote the sustainable development of tourism around the globe. The GOST project is designed to monitor the impact of tourism on typical tourist destinations around the world. It covers many aspects, including the social and cultural aspects of tourism, economic development, and environmental protection. Through monitoring activities, it purposes to guide the scientific development of tourist destinations, improve the exemplary status of tourist destinations, and promote international exchange and cooperation among tourist destinations.

In 2014, Henan Province became the sixth UNWTO monitoring observatory (station) for sustainable tourism development in China, promoting the protection and sustainable development of tourism resources in Henan Province. In August 2018, the monitoring centre officially carried out the monitoring work of the sustainable tourism development at the observatory in Kaifeng. From August 17th to 20th, 2020, according to the indicators and operational methods specified by the Sustainable Development Department of Tourism of the UNWTO as well as the local tourism development and actual needs, the monitoring team successfully completed the annual monitoring of

sustainable tourism development in Kaifeng City. The monitoring team performed the analysis of the monitoring and wrote the monitoring report of Kaifeng from September to October 2020.

1.2 Methods for Monitoring

With the solid support of Kaifeng Municipal Bureau of Culture, Radio, Television and Tourism, the Kaifeng Monitoring Team successfully carried out the annual monitoring of sustainable tourism development in Kaifeng in 2020. The monitoring team consisted of Associate Professor Liu Yi, two graduate students and one undergraduate student from the School of Tourism Management, Sun Yat-sen University. The research was conducted from August 17th to August 20th, 2020.

The theme of this survey is “Integration of New Media within Integrated Marketing Communication”. The survey was carried out in major tourism and leisure areas in Kaifeng, such as Millennium City Park, Kaifeng House, Dragon Pavilion Park, Tieta Park, The Song Dynasty of Kungfu City, the night market of Drum Tower, Xisi Night Market, Kaiyuan Plaza, and Kaifeng Museum. Due to the epidemic, e-questionnaires were used for data collection. Those questionnaires were related to the operation of scenic areas, local residents’ attitudes towards tourism, tourists’ experience and satisfaction, and tourists’ trips after the epidemic. At the same time, some secondary information and data were collected through the symposium with the government, interviews with tourism enterprises and field research, which also gave an overview on the tourism development in Kaifeng after the epidemic.

Based on the situation of prevention and control of pandemic in China and the trend of electronic data collection in the future, only e-questionnaires were used for data collection. A total of 35 electronic questionnaires were distributed to visitors. After eliminating invalid questionnaires, 32 valid responses were collected, with a valid rate of 91.4%. Besides, 55 electronic questionnaires were distributed to local residents. After eliminating invalid questionnaires, 50 valid responses were actually collected, with a valid ratio of 90.9%.

In addition, the monitoring team also collected 15 in-depth interview samples

through interviews with the managers of scenic areas such as Kaifeng Municipal Bureau of Culture, Radio, Television and Tourism, Kaifeng House, Millennium City Park, Dragon Pavilion Park, and Tieta Park. The interviews advanced the understanding of tourism development in Kaifeng during the epidemic and residents' perceptions of developing tourism.

The evaluation system of indicators and the analytical framework of this monitoring were mainly based on the results of the UNWTO's *Indicators of Sustainable Development for Tourism Destinations: A Guidebook* published in 2004 and related academic studies. The present report is divided into two parts, namely, the general report and the thematic report. The general report contains several sections: Foreword, Overview of Sustainable Tourism Development, Tourism and Community, Tourists' Perceptions and Satisfaction, and Tourism and Economy. The special report is related to Kaifeng's measures for dealing with the pandemic in the face of COVID-19, the development, conservation, and interpretation of Kaifeng "City Pile City", and the integration of new media within integrated marketing communication. The report mainly focuses on the integration of the conservation and the development of cultural tourism of Kaifeng "City Pile City". While writing the report, in addition to using traditional questionnaire data and interview data, this monitoring team has also introduced the analytical method of big data, using social media data to analyse the ancient capital, Kaifeng, and evaluate the development of Kaifeng in an innovative, comprehensive, and multi-dimensional way.

2 Overview of Sustainable Tourism Development

2.1 Protection of Resources

In terms of resource protection, Kaifeng has been relatively successful in cultural heritage protection. The government has also paid high attention to this aspect and put it into practice in actions, such as initiating legislation, formulating measures, repairing city walls, protecting underground sites, and displaying heritage sites. The main

features of these actions can be concluded as follows. First, importance is attached to the heritage protection-related legislation and formulation of measures, improving the law and regulations. Moreover, the concept of “three-dimensional protection” was proposed to establish the protection system of cultural heritage of the ancient capital. Second, a lot of work has been put in on the repair of city walls. Third, great emphasis was laid on displaying the conservation of cultural sites and implementing the project of protecting large heritage sites for the benefit of the people. Fourth, related departments have tried to build the museum system and attached more importance to the construction of non-state-owned museums and industrial museums to promote them as an important way to showcase Kaifeng.

As for the archaeological investigation, the drilling and excavation technology developed and adopted by Kaifeng Municipal Cultural Heritage Administration is advance, which solves the difficulties in the drilling and excavation caused by the high water level of the flood area of the Yellow River and the thick sediment accumulations. Besides, it has started to promote the technology, which is of great significance to the archaeological investigation work in the flood area of the Yellow River.

In general, the existing cultural relics protection in Kaifeng is relatively adequate and effective. A lot of manpower, material resources, and financial funds have been devoted to the protection of cultural relics, but there is still more room for the utilization of cultural relics heritage resources. The main reasons can be concluded as follows. On the one hand, naturally, Kaifeng has specific geographical features, forming the scene of “City Pile City”. Moreover, most Chinese historical buildings or cultural relics were built of wood, making it difficult to preserve them for a long time.

On the other hand, during its history, warfare was frequent and dynastic changes occurred quite often; however, the location of the capital city and its central axis never changed. In this sense, the remains of each dynasty can be easily destroyed due to the changes and difficult to be preserved intact. In modern times, limited by funds and technology, for example, it is necessary to wait until the groundwater level drops before archaeological excavation. Besides, the earthen sites and the burial depth of more than ten meters have made modern exploration methods quite restrictive and made it difficult

for those methods to play a role. Also, it is very easy to destroy the archaeological site when it rains and causes the dam failure, making the exploration and development further difficult.

2.2 Environmental Protection

In terms of the ecological carrying capacity of tourism, by measuring the daily capacity of the tourism environment and the tourist psychological capacity of Millennium City Park, Dragon Pavilion Park, Kaifeng Baogong Temple, Xiangguo Temple, Kaifeng House, China Hanyu, Tieta Park, Tianbo Yang House, and The Song Dynasty of Kungfu City, conclusions can be listed as follows.

First, a great imbalance arises between the number of visitor arrivals per day and the daily capacity of the tourism environment. In some scenic areas, the number of visitor arrivals does not exceed the daily capacity of the tourism environment. In this sense, only a small number of visitors pay a visit to them; however, in some overloaded scenic areas, the number of visitor arrivals exceeds the environmental capacity by several times. Therefore, there is an urgent need for reasonable guidance and rerouting of visitor flows. Besides, scenic areas visited by a limited number of tourists such as Dragon Pavilion Park and Tie Ta Park need to be innovative in marketing.

Second, Kaifeng is promoting the development of tourism, and the overall psychosocial capacity is large. Nevertheless, since most popular attractions are located in the ancient city district, tourism resources are unevenly distributed in Kaifeng. So, some errors might exist in the results - the difference in psychosocial capacity inside and outside the ancient city district may be more obvious.

2.3 Quality Enhancement of Tourist Destinations

In terms of the quality enhancement of tourist destinations, Kaifeng has made significant improvements in management system reform, industry supervision, tourism public service improvement and tourism destination image enhancement, and has achieved good results.

3 Tourism and Community

3.1 Overview of Community

Kaifeng is located in the eastern part of Henan Province, the hinterland of the Central Plains and the shore of the Yellow River. It is an emerging sub-center city of Henan Province, a city in the core development area of the Central Plains City Cluster, a core city of Zhengzhou Metropolitan Urban Area, the main city of Zhengzhou Airport Economy Zone, and an important part in the industrial integration of Zhengzhou-Kaifeng Region.

Kaifeng now has jurisdiction over Qi County, Tongxu County, Yushi County, Lankao County (directly administered by Henan Province), Xiangfu District, Longting District, Shunhe Hui Nationality Region, Gulou District, Yuwangtai District, and Kaifeng City Urban-Rural Integration Demonstration Zone. The area of Kaifeng is 6,266 km². The area of the district under Kaifeng is 1849 km². At the end of 2019, the total population of Kaifeng was 5,277,700, with an increase of 21,300 over the end of the previous year. The resident population was 4,574,900, with an increase of 10,000 over the end of the previous year, of which 2,300,300 were urban residents. The urbanization ratio of the resident population was 50.28%, with an increase of 1.43 percentage. The annual number of births was 57,000, with the birth rate of 10.86 ‰. The total number of deaths was 34,700, with the death rate of 6.53 ‰. The rate of natural increase was 4.33 ‰.

3.2 Analysis of Demographic Characteristics of the Sample

A total of 55 valid responses were collected. After data cleaning and data analysis, it was found that the proportion of men and women in this survey was relatively equivalent. In terms of age structure, 0% of the sample were aged 15 or below. 27.3% were aged 16-25. 29.1% were aged 26-35. 29.1% were aged 36-45. 10.9% were aged 46-60, and 3.6% were aged 60 or above. The sample covers a wide range of age groups, but there was a paucity of youth respondents, middle-aged and elderly respondents. In terms of residents' education level, 40.0% had a bachelor's degree, followed by the

residents with the degree of junior college or higher vocational education school (27.3%) and higher than bachelor's degree holders (18.2%). In terms of monthly income, the majority of tourists were low- and middle-income earners. The high-income group (earning more than 10000 yuan) accounted for a relatively small proportion. As for the occupation of the respondents, students accounted for the biggest proportion (35.6%), followed by service industry-related practitioners (17.3%). In terms of the permanent residence of Kaifeng residents, they mainly lived in Longting District (30.8%), Shunhe Hui Nationality Region (17.7%) and Gulou District (14.4%).

In terms of residents' daily leisure activities, the frequency of participation in leisure activities was high. The average time of single participation in leisure activities was short, and the consuming capacity was medium. In terms of local residents' preferences in tourist attractions, Millennium City Park led in all kinds of attractions, followed by Kaifeng House. Besides, a relatively minor difference existed in preferences for other attractions in all aspects.

3.3 Residents' Attitudes towards Tourism

As for local residents' perceptions, residents' perceptions of Kaifeng's characteristics, cultural relics and monuments increased from 78.3% in 2019 to 90.91% in 2020, leaping to first place in terms of recognition. Also, residents' perceptions of special cuisines increased (from 79.6% to 85.45%). When it comes to residents' perceptions of historical and cultural names, the largest proportion of respondents in Kaifeng chose the item "cultural monuments with a long history" (85.45%), which was also consistent with the perceptions of Kaifeng's special programs. Kaifeng's long-standing historical resources have played an important part in contemporary tourism development. As for residents' perceptions of developable leisure activities in the future, respondents still believed that the most important project to be developed should be tourism and sightseeing (61.82%), but the percentage increased significantly compared to that in 2019 (52.5%). In this year, local residents were more optimistic about the development projects concerning customs and humanities (from 41.5% to 47.27%), providing a reference for the development projects of tourism in Kaifeng.

Overall, local residents had a positive view of Kaifeng's tourism development. Compared with the satisfaction in 2019, Kaifeng residents' overall satisfaction with Kaifeng's tourism development increased, especially in the items like "Tourism has promoted the overall development of Kaifeng" (approval rating rising from 80.5% to 92.73%) and "The government actively and reasonably manages the development of tourism" (from 63.6% to 77.55%). In this sense, the government's reasonable management of tourism has effectively promoted the development of tourism in Kaifeng.

In terms of local residents' perceptions of the impact of tourism development in Kaifeng, as for positive perceptions, residents were aware of the prospects of tourism development on a macro level, but on the whole, the immediate interests of residents were not significantly enhanced by tourism at present; however, compared with 2019, there was a slightly positive trend, as reflected in items like "I can gain economic benefits from tourism" (from 45.5% to 52.73%), but the scores of items like "Local medical conditions and services have been improved" dropped from 52.6% to 23.64%, which might be related to the increase in demand for medical supply under the pandemic.

In stark contrast, residents' recognition of the negative impact was relatively low. The negative impact was mainly relevant to three aspects: housing price (4.04), traffic congestion (4.02) and an increase in prices (3.80), while residents less frequently appreciated the negative impact in other aspects. Compared with last year's monitoring data, the data in 2020 witnessed the slight increase in the item "Prices increase in the community more quickly" (from 58.42% to 61.64%) and the significant increase in items "Housing prices increase more quickly in the community" (from 61.75% to 74.54%) and "Traffic congestion has become more severe" (from 64.24% to 78.18%).

3.4 Level of Community Participation and Awareness

In terms of community involvement in tourism, more than 50% of residents said that they could benefit economically from tourism, up from about 45% in 2019. More than 85% of residents said that they were willing to offer suggestions and act on tourism

development in Kaifeng, showing a significant increase in willingness to actively participate in tourism relative to 2019. More than 60% of residents felt they were informed about the government's tourism development plans and were satisfied with the government's enforcement, very similar to the data in 2019.

When it comes to government-related perceptions, the percentage of residents who were able to learn about the government's tourism development plans and measures increased significantly (from 61.5% to 78.18%), and the percentage who were satisfied with the government's enforcement also increased slightly (from 61.5% to 63.64%).

As for the biggest changes in tourism development and the issues of most concern to individuals, the proportion of responses decreased relative to 2019 (from 46% to 40%). Most residents were very concerned about projects such as Millennium City Park, the construction of the new museum, the reconstruction of the drum tower, and the renovation of the six rivers and one canal. Respondents said that the biggest changes in the development of tourism included more tourists and traffic congestion. But at the same time, the environment was gradually improving, which was consistent with the answer of "The environment has been improved, but there are more people. Also, traffic jams are getting worse" in 2019. The traffic and environmental issues were mentioned frequently among the most concerned issues of the public, which was consistent with the answer of "traffic and environmental issues" in 2019.

In terms of suggestions for local tourism development, the proportion of responses decreased slightly relative to 2019 (37% to 34.55%). Most residents' suggestions for tourism development were to speed up the construction of various engineering projects, followed by strengthening the protection and utilization of history and culture, in line with the main points of the responses of "enhancing environmental protection, infrastructure construction, cultural construction, traffic regulation, protection of cultural relics and monuments" in 2019.

As for the impact of tourism development on one's work, the percentage of responses increased significantly (from 25% to 36.36%), while the percentage of those who believed that tourism development had an impact on one's work decreased significantly (from 38.4% to 21.82%). Among the residents' responses, some residents

might be positively influenced by tourism development while others were not. For non-tourism employees, tourism development led to an increase in tourists and traffic congestion, which was consistent with the main points of the answers concerning “the negative impact of traffic congestion and the economic impact caused by an increase in incomes and an increase in prices”.

When it comes to the perception of the concept of sustainable tourism development, the percentage of correct answers increased slightly relative to 2019 (from 24% to 34.55%). Visitors who answered correctly were able to mention some keywords like “long-term and sustainable”, “no destruction”, “lucid waters and lush mountains”, “historical heritage”, “excellent culture”, “host-guest sharing”, and “cultural heritage protection and resource development”, which were basically consistent with some main points of the correct answers such as “environmental protection, rational use of resources, meeting the needs of future generations, and long-term development”.

4 Tourists' Perceptions and Satisfaction

4.1 Overview of Tourism Market

According to Kaifeng Municipal Bureau of Statistics, Kaifeng City has been receiving an increasing number of tourists in recent years. In 2019, Kaifeng received a total of 79.596 million domestic and foreign tourists, with an increase of 16.9% relative to 2019. The total tourism revenue was 71.35 billion yuan, with an increase of 18.5% relative to 2019. At the end of 2020, there were 13 scenic areas rated above national 4A, ten star-rated hotels, and 35 travel agencies.

From the perspective of the tourist source regions, the proportion of tourists from Henan Province, some surrounding provinces, and economically developed areas was greater. The proportion of tourists from Henan Province was the largest, accounting for 44.05%. From the data of tourists whose source region was Henan, most tourists were from Zhengzhou (19.33%), Xinxiang (10.43%) and Luoyang (10.12%). The neighbouring cities of Kaifeng and more economically developed cities such as Zhengzhou and Luoyang were relatively important source markets. In terms of the number of trips, 64.86% were first-time tourists and 35.14% were second-time tourists, with a high rate of revisiting.

4.2 Analysis of Demographic Characteristics of the Sample

A total of 740 valid responses were collected. In terms of the gender ratio, 48.51% were male, 50.95% were female, and 0.54% of data were missing. The ratio of males to females was relatively balanced. As for the age structure, 17.70% were under 18 years old. 31.47% were 18-25 years old. 20.68% were 26-35 years old. 20.54% were 36-45 years old. 8.12% were 46-60 years old, and 1.22% were over 60 years old. The missing data accounted for 0.27%. In terms of tourists' education level, the largest number of people had a bachelor's degree, accounting for 34.86%, followed by tourists receiving education in high school or secondary specialized school (22.31%) and tourists receiving education in junior college, accounting for 17.43%. Tourists with bachelor's degrees or above accounted for 9.32%. Visitors with junior high school

education accounted for 11.76%. Tourists receiving education in elementary school or below accounted for 3.51%, and 0.81% of data were missing.

4.3 Analysis of Tourists' Behaviour Characteristics

In terms of travel motivation, there was no significant difference between first-time and second-time tourists' travel motivation in general. Both of them mainly focused on experiencing history and culture, relaxing themselves, broadening horizons and learning, and enjoying food. Overall, more first-time travellers than second-time travellers chose their travel motivation.

As for the ways of obtaining tourism information, most tourists obtained information from their friends, family members, and the Internet. The impact of word-of-mouth publicity was significant. In comparison, the proportion of first-time travellers getting tourism information from friends and relatives, travel agency brochures, the Internet, TV, and radio was higher than that of second-time travellers, indicating that there were various tourism promotion ways in Kaifeng and that the effect of marketing strategies was substantial. In terms of the means of travel, since the majority of tourists mainly came from Henan Province, tourists tended to choose self-driving, train, or coach. Besides, tourists from other provinces mostly pay a visit to Kaifeng by train and air.

When it comes to the length of stay of tourists, due to some factors like the types of Kaifeng tourism products and the geographical location of tourism resources, the length of stay of tourists in Kaifeng tourism was short. Most tourists stayed in Kaifeng for less than two days.

In terms of tourism expenditure, the overall spending level of tourists in Kaifeng was low to medium (501-1000 yuan), accounting for 36.94% of the sample. In general, for tourists, most of the money was spent on transportation, tickets, and food, while the spending on shopping and accommodation accounted for a relatively low percentage.

As for the overall perceptions, Kaifeng's cultural relics and monuments left a deep impression on 80.41% of visitors. In addition, Kaifeng's culture and arts, special cuisines, and folk customs had their own characteristics. Nearly 40% of visitors were

deeply impressed by them. Overall, the sample of visitors who chose to visit no more than six tourist attractions accounted for 87.66%. That is to say, most visitors would only visit no more than six attractions.

The most popular attraction in Kaifeng was Millennium City Park, with 89.5% of visitors having visited or planning to visit this attraction. Kaifeng House, Xiangguo Temple, Dragon Pavilion Park, and Kaifeng Baogong Temple had unique attractions, and more than 30% of visitors had visited or planned to visit these attractions. 56.62% of visitors would choose to buy local cuisine in Kaifeng, and tourism products of Millennium City Park and bian embroidery were also attractive to some extent.

Among the leisure activities that visitors thought Kaifeng should fully develop, activities related to tourism and sightseeing as well as humanities were supported by most tourists, accounting for 55.54% and 49.05% respectively.

4.4 Analysis of Tourists' Satisfaction

In terms of tourists' satisfaction, from the perspective of tourists' evaluation and overall assessment of Kaifeng's tourism resources and services as well as the suggestions given by tourists, tourists were generally satisfied with Kaifeng tourism. The rich historical and cultural heritage of Kaifeng and the image of the tourist city were being accepted by more tourists. Also, tourists were positive about the accommodation services provided by Kaifeng; however, there were also some obvious shortcomings, such as catering service, climate suitability, and price suitability of various services. At the same time, it should be noticed that the satisfaction level of tourists for each indicator basically decreased relative to 2018. In this sense, the reasons that might lead to the decrease in tourists' satisfaction level should be actively sought and problems should be solved in time. In tourism development, Kaifeng should continue to give full play to its advantages in tourism resources, while making up for shortcomings by improving catering services, setting reasonable tourism prices, and actively coping with hot weather to improve tourist satisfaction as a whole.

4.5 Tourists' Willingness to Revisit and Recommend Kaifeng

To measure tourists' willingness to revisit and recommend Kaifeng, three questions were designed in this questionnaire: (1) Does Kaifeng tourism match with expectations? (2) Will you come to Kaifeng again? (3) Will you recommend relatives and friends to come to Kaifeng? The three questions were designed to examine tourists' attitudes and opinions.

According to the results, as for the question about whether the actual tourism experience in Kaifeng matched with expectations, 66.04% of tourists said the actual tourism experience lived up to their expectations. 15.97% said the actual tourism experience fell short of their expectations, and 18.00% said that it exceeded their expectations, indicating that most tourists' tourism experience did not deviate from their original expectations. Meanwhile, by comparing the monitoring data in 2018, the percentage of tourists who thought the actual experience exceeded their expectations (14.84% in 2018) slightly increased, while the percentage of tourists who thought the actual experience fell short of expectations (18.96% in 2018) slightly decreased.

In terms of tourists' willingness to revisit and recommend Kaifeng, the willingness of tourists to revisit and recommend Kaifeng was not low, accounting for 52.16% and 72.84% respectively, with a slight increase relative to 2018 (47.19% and 68.31% respectively in 2018). Nevertheless, the willingness to recommend Kaifeng was much higher than the willingness to revisit Kaifeng. The percentage of tourists who were not sure whether they would revisit Kaifeng was 42.03%, and the percentage of tourists who were not sure whether they would recommend their friends and relatives to visit Kaifeng was 22.84%. Methods to continue to improve the quality of tourism, make Kaifeng tourism resources more attractive, make tourists more satisfied, make tourists more willing to revisit and recommend Kaifeng, enhance the sustainability of tourism development, should be developed in the next stage.

5 Tourism and Economy

5.1 Development of Tourism in Kaifeng

Kaifeng is a city with a rich history, known as the ancient capital of the eight dynasties. Its culture nurtured in the Song Dynasty inherited from the culture in the Han and Tang dynasties and influenced the culture in the Ming and Qing dynasties. At present, cultural tourism is the focus of Kaifeng's tourism industry, and the integration of culture and tourism is the key to the development of the tourism industry in Kaifeng. In the plan on the work of government, cultural tourism is one of the seven aspects to attract effective investment. Tourism is also one of the important factors of Kaifeng to stimulate consumption. Tourism takes up a strong position in the socio-economic development of Kaifeng city. Tourism is an industry closely related to people's livelihood, and tourism development in Kaifeng has driven economic growth and improved the living standards of local residents. It has also directly or indirectly offered a large number of jobs, providing an effective way to solve local employment problems and alleviate employment pressure. At the same time, it has attracted a large amount of investment and driven the development of many related industries. In 2019, about 66,000 people were directly employed in the cultural tourism sector, while about 330,000 people were indirectly employed in the cultural tourism sector on a pro rata basis. The cultural tourism sector regarded the integration of cultural and tourism institutions and industrial integration as an opportunity, focusing on 23 cultural and tourism projects with a total investment of 119.8 billion yuan. In 2019, the cumulative annual investment actually made was 11.66 billion yuan. The annual plan was completed at 100%.

In 2019, Kaifeng City continued to develop the development philosophy about "Ten Ones" and "Holistic Protection, Holistic Planning, Holistic Management, Holistic Operation, and Holistic Tourism". In the new round of institutional reform in 2019, the protection and utilization of the ancient city and the integrated development of cultural tourism were given high priority. The Kaifeng Municipal Committee established the "Kaifeng Municipal Committee of the Communist Party of China for the Protection of the Ancient City and Cultural Tourism Development" to coordinate major issues and projects in the protection, utilization and development of the ancient city and the integrated development of cultural tourism. It has established a set of key programs in

the cultural tourism industry. The first batch of 23 key cultural tourism programs assigned by 10 municipal leaders facilitated the deep integration of culture and tourism in Kaifeng. In terms of heritage tourism, Kaifeng focused on highlighting the Millennium Central Axis Cultural Belt, the Grand Canal Water System Cultural Belt, and the City Wall Cultural Belt, connecting points to form a line, with a line to facilitate the surface. It purposed to focus on the protection, utilization, and display of ancient cultural relics and monuments, strengthen the inheritance and protection of intangible cultural heritage, and continue to carry out the archaeological excavation of Kaifeng Zhou Bridge and ancient canal sites. In terms of the driving force of projects and scenic area enhancement, Kaifeng City also focused on 23 cultural tourism projects, with a total investment of 119.8 billion yuan. Through the in-depth implementation of the activities concerning the “Year of the Great Efficiency of Projects”, Kaifeng established “six mechanisms”, such as the subcontracting of major projects for the leaders, county and district consultation, and joint meetings. Besides, Kaifeng set up a special team one to one and improved services by following the philosophy related to “one enterprise, one policy”. In terms of publicity and marketing, Kaifeng successfully held many activities such as “2019 China Travel Service Industry Development Forum and the Annual Meeting of the ‘One Belt and One Road’ Urban Tourism Alliance”, and the proportion of tourism revenue from these activities was more than a quarter of that in 2019. The Qingming Cultural Festival in Kaifeng was successfully featured on the NASDAQ’s screen in New York Times Square, and more than 70 million people viewed this on Weibo. Kaifeng actively cooperated with new media and used new media platforms for innovative publicity and marketing.

5.2 Tourism and Economic Growth

Kaifeng’s tourism development around the Song culture is moving forward on the path of innovation. In the long term, tourism in Kaifeng has been growing steadily, both in terms of the number of visitors and tourism revenue. The number of visitors increased more than three times over the period from 2010 to 2019, and tourism revenue increased nearly six times. In the short term, tourism in Kaifeng has made significant progress

since 2016. The growth rate of tourism revenue, which had been stable at around 16% for a long time, jumped to 63% in 2016, and has been growing at a high rate of over 18% since then. After that, it has maintained a high growth rate of over 18%. This has shown that Kaifeng's tourism industry is developing rapidly and thriving under the leadership and planning of the government and the joint efforts of tourism-related industries such as scenic areas and hotels.

In terms of tourism and economic growth, the basic investment in tourism in Kaifeng has grown year by year in recent years, with remarkable production in projects. A total of 62.18 million yuan was invested in tourism construction in 2018, with 19 tourism projects under construction and the cumulative annual investment actually made was 11.66 billion yuan. The total tourism revenue has steadily risen, with tourism becoming an important economic growth point in Kaifeng. The total tourism revenue in 2019 reached 71.35 billion yuan, with an increase of 18.5% year-on-year. The tourism industry can drive the development of relevant sectors, promoting the diversified development of industry in Kaifeng City. In 2019, the added value of the tertiary industry in Kaifeng reached 109.67 billion yuan, with total tourism revenue accounting for up to 65.1% of the added value of the tertiary industry. The tourism business has achieved multiple innovative integrations and new businesses have been increasingly abundant. Tourism has provided a new driving force for rural revitalization. It has become one of the important means of targeted poverty alleviation. Tourism development has provided a large number of employment opportunities for Kaifeng, promoted the social culture, and facilitated the construction of infrastructure. The results of the questionnaire showed that more than 70% of the residents believed that tourism development has brought more employment opportunities and tax revenue, and has led to the improvement of urban infrastructure.

In terms of economic contribution, the total tourism revenue of Kaifeng City increased more than ten times over a period from 2007 to 2019. The proportion of total tourism revenue to GDP increased from 10% in 2007 to 30% in 2019. In general, tourism has become an important pillar industry and economic growth point of Kaifeng. As for industry contribution, tourism has greatly driven the development of its relevant

tertiary industry in Kaifeng. Also, it has gradually become an important factor to promote the adjustment and optimization of industrial structure in Kaifeng. The proportion of the added value of the tertiary industry in Kaifeng increased from 31% in 2007 to 46.4% in 2019, and the proportion of total tourism revenue to the added value of the tertiary industry increased from 33% to 65.1%. In a nutshell, tourism has promoted the diversified development of industry in Kaifeng through the innovative integration with festivals, education, the cultural and creative industries, and other emerging businesses. As for comprehensive social contribution, the development of tourism in Kaifeng has led to the increase in demand for employees related to catering, accommodation, retail, transportation, and residential services. Among the top five industries in terms of employment demand in the tertiary industry, the leasing and business service industry (22%) and accommodation and catering industry (7%) directly related to tourism rank first and fifth, indicating the influence of the tourism industry on creating more jobs. Also, Kaifeng has promoted the social culture in the process of developing tourism, showing good social effects.

In terms of urban renewal, the development of tourism has accelerated the process of renovation of the old city of Kaifeng, promoting the improvement of the city's image, infrastructure and urban construction, and the Song Capital Restoration and Renovation Project. In 2019, 36 projects were selected in a set of tourism programs in Kaifeng, of which 19 tourism projects were under construction, making promising progress and promoting the revitalization and creation of urban culture.

Nevertheless, while the tourism industry has been developing rapidly, Kaifeng has also encountered certain development problems. According to the results, firstly, the source structure of tourists to Kaifeng was relatively single, with most of them coming from the neighbouring cities in Henan Province. Secondly, although the per capita consumption level of tourists was relatively high, it increased slowly over the years. Once again, the quality of scenic areas in Kaifeng still needed to be improved. There were problems such as the small scale of parking lots, homogenization of tourist commodities, unreasonable setting, and scale of visitor centres in Kaifeng tourism. Finally, the construction process of intelligent tourism was slow. The investment in

intelligent tourism platforms and A tourist areas was not compatible with the development of scenic areas.

6 Strategies and Their Effectiveness of Kaifeng in the Face of Pandemic

Since the outbreak of COVID-19, the Henan Provincial Department of Culture and Tourism has been highly concerned about the difficulties faced by cultural and tourism enterprises in Henan Province during the pandemic. Through the collaboration with the market, industry associations, enterprises, and other institutions, it attempted to predict the trend of the development of the tourism sector and held several special meetings to propose the response measures. At the beginning of the pandemic, the Henan Provincial Department of Culture and Tourism issued a notice on supporting cultural and tourism enterprises to fight against the COVID-19 outbreak and develop steadily. The document proposed a total of eight measures to fully support cultural and tourism enterprises to fight against the COVID-19 outbreak and develop steadily. More specifically, the eight measures included: (1) temporarily returning the quality assurance fund to travel agencies; (2) providing support by offering funds and using taxation; (3) seeking deferred social insurance contributions and employment stabilization subsidies; (4) carrying out the financial support policy effectively; (5) reducing the burden of enterprises; (6) seeking publicity and promotion in advance; (7) orderly helping with the resumption of work and production in major construction projects; (8) planning cultural and tourism activities after the pandemic. On February 25th, the Department of Resources Development of the Ministry of Culture and Tourism issued a notice of “Guidelines for the Prevention and Control of COVID-19 for the Safe Reopening of Tourist Attractions”, proposing that one-size-fits-all solutions should be forbidden. Moreover, it also put forward 18 requirements, such as the need to improve the mechanism for preventing and controlling major epidemics and the employee health monitoring and reporting.

After the epidemic was under control, according to the general planning about the pandemic prevention and control and economic and social development of Henan Provincial Party Committee and Henan Provincial People's Government, Henan Provincial Department of Culture and Tourism coordinated epidemic prevention and control with the safety resumption of work and production of culture and tourism enterprises. Before the research day, the following measures were adopted: (1) First, it carried out the scientific classification and made overall deployment. According to *Guidelines on Taking Science-based, Targeted, Region-specific, and Tiered Measures for Covid-19 Prevention and Control* and the requirements of territorial management, different batches and grades, and orderly reopening, it supervised municipalities governed by Henan Province to do a good job related to the work; (2) Second, it closely monitored the reopening of scenic areas to ensure that nothing was wrong. Also, based on the real situations, it would continue to reopen other scenic areas, preparing for the full reopening of scenic areas in Henan Province and the reception of tourists from other places in China; (3) It should prepare for the reopening of cultural venues. In accordance with the relevant requirements, it continued to close public cultural institutions and cancel all kinds of cultural entertainment activities, cultural performances, and temple fairs to prevent public gathering. During the closure, Henan Provincial Department of Culture and Tourism encouraged cultural venues in Henan Province to take the initiative to adjust the means of service, actively integrate various types of digital cultural resources, use the network, WeChat official account, and other ways to provide a variety of online cultural activities for people. They were also encouraged to strive to meet the cultural needs of people and enrich the spiritual life of the public.

As an ancient capital with a long history and many cultural heritages, Kaifeng's cultural tourism has always been a key sector. Besides, cultural tourism enterprises have played an important role in stabilizing employment and promoting development. Kaifeng Municipal Finance Bureau fully exerted its role, taking active measures to support the development of cultural tourism enterprises.

Kaifeng Municipal Finance Bureau has taken active measures to coordinate the

arrangements for budget and set up special funds to support the development of cultural tourism enterprises. In 2020, Kaifeng Municipal Finance Bureau budgeted 40 million yuan for supporting the cultural industry, 5 million yuan for supporting the cultural industry development, 10 million yuan for supporting the cultural tourism development publicity, and 2.9 million yuan for supporting shows for the public interest. It also subsidized and rewarded cultural tourism enterprises directly or indirectly to support cultural tourism enterprises. In the face of the pandemic, the budget increased. To deal with COVID-19 and support the development of cultural tourism enterprises, Kaifeng Municipal People's Government issued 17 articles on the recovery of cultural tourism, supporting the development of cultural tourism enterprises in five aspects, namely, strongly promoting the recovery of the tourism market, strengthening financial policy support, implementing tax preferential policies, reducing the burden of cultural tourism enterprises, and stabilizing the workforce. The Financial Bureau of Kaifeng and its counties obtained a fund of 30 million yuan through various ways for the promotion, skills training, the incentive for travel agencies to attract customers to pay a visit to Kaifeng, and the free visits of medical staff to the scenic areas. It focused on supporting and promoting Kaifeng tourism. Kaifeng Daily Press Group and Kaifeng Broadcasting System are the key cultural enterprises of the city and the main channel of publicity of Kaifeng. In the epidemic prevention and control, they gave full play to the advantages of media integration development and launched a large number of original products and hot-selling products, which played an important role in maintaining the right tone in public communication. Kaifeng Municipal Finance Bureau allocated a fund of 11 million yuan to accelerate the development of media integration, increase positive publicity, and improve the influence.

In order to implement “30 Articles of Cultural Tourism” as soon as possible, Kaifeng Municipal Finance Bureau and Kaifeng Municipal Bureau of Culture, Radio, Television and Tourism jointly inspected and researched enterprises and institutions to understand the development and problems of enterprises. They discussed in depth, communicated fully, and formulated five documents like “Measures for Rewarding Cultural and Creative Tourism in Kaifeng (for Trial Implementation)”, “Measures for

Rewarding Cultural Exchange and Tourism Promotion by Kaifeng (for Trial Implementation)”, “Measures for Rewarding Kaifeng ‘Star Night Tour’ (for Trial Implementation)”, “Measures for Rewarding Kaifeng Cultural Tourism New Business Model Bases (for Trial Implementation)”, and “Measures for Rewarding Kaifeng Stage Art Boutique (for Trial Implementation)”, which made the implementation of “30 Articles of Cultural Tourism” smoother.

Based on Kaifeng’s “30 Articles of Cultural Tourism”, Kaifeng’s tourist attractions took different measures to cope with the epidemic: Millennium City Park did not announce a layoff and did not cut down employees’ salaries during the epidemic. Kaifeng House did not stop paying salaries for employees during the epidemic. Moreover, it increased employees’ annual income by several hundred yuan. Dragon Pavilion Park Scenic Area made two interviews with Pear Video during the epidemic, reaching 40 million views. The impact was large. In addition, some scenic areas also offered free visits to college and university students, the elderly, and medical personnel to subsidize the entrance fee financially. Except for Millennium City Park, Kaifeng sold annual tourist cards at a price of 100 yuan (120 yuan in previous years), which could be used to enter many tourist attractions. As of the monitoring date, a total of 110,000 annual cards were sold in major scenic areas. In the face of the pandemic, the overall income plummeted. The number of tourists reduced. It began to recover since the looser restrictions on tourism in Henan had been imposed. Since the looser restrictions on cross-province travel had been imposed on July 13th, the number of tourists in July and August increased rapidly, accounting for 70%-80% of tourists in 2019.

7 Progress on the Protection and Utilisation of Cultural Heritages: Kaifeng “City Pile City” and Preparing World Heritage Nominations of the Grand Canal

7.1 Historical Specificity of Kaifeng “City Pile City”

Kaifeng is a city with a rich history, known as the ancient capital of the eight dynasties. Wei in the Warring States period, Later Liang, Later Jin, Later Han and Later Zhou in the Five Dynasties period, and the late Northern Song and Jin Dynasties all made Kaifeng the capital city. Especially in the Northern Song Dynasty, the city was known as a cosmopolitan city with a population of millions and considerable wealth. It played an important role in the development of ancient Chinese capitals.

Henan is the source and core area of the Sui-Tang Grand Canal and is the province with the longest Grand Canal route. The Grand Canal flows through most ancient capitals in Henan. Henan also enjoys the richest canal heritage. The Grand Canal consists of three parts: the Beijing-Hangzhou Grand Canal, the Sui-Tang Grand Canal, and the Eastern Zhejiang Canal. Henan Grand Canal mainly refers to the Sui-Tang Grand Canal Tongji Canal, Yongji Canal, and the section of the Beijing-Hangzhou Grand Canal Huitong River, including the four heritage sections of Luo River, Bian River, Wei River, and Huitong River, flowing through nine municipalities directly controlled by Henan Provincial Government including Luoyang, Zhengzhou, Kaifeng, Shangqiu, Jiaozuo, Xinxiang, Hebi, Anyang, and Puyang, as well as three directly-controlled counties (cities) including Gongyi, Huaxian, and Yongcheng, with a total of 40 counties (cities and districts) in the core area. The verified river length is 686 kilometres, and the area of heritage is about 200 square kilometres. The Sui-Tang Grand Canal flows through half of the municipalities directly controlled by the Henan Provincial People’s Government, with five World Cultural Heritage sites and 229 major historical and cultural sites protected at the national level along the route. Besides, it flows through four ancient capitals, Zhengzhou, Kaifeng, Luoyang and Anyang, and seven national historical and cultural cities.

The total length of the mainstream of the Yellow River in Kaifeng is about 88 kilometres, and the last bend of the Jiuqu (means meandering) Yellow River is at Dongbatou in Kaifeng Lankao. Along the Yellow River embankment with a total length of more than 100 kilometres in Kaifeng, there are more than ten landscapes such as Lin Gong Dike, Zhenhe Iron Rhinoceros and Tongwaxiang Breach historic site, which all highlight the story of the Yellow River in Kaifeng. Kaifeng should seize the strategic opportunity of the Yellow River and strongly promote the comprehensive revival of the ancient capital. Kaifeng is unique along the Yellow River in terms of its location, history, and resources. This opportunity of the Yellow River at the national level will unlock a new era of Kaifeng when it is considered in the long history. Kaifeng has the opportunity and conditions to take the lead in the Central Plains and become a world cultural capital as long as the planning is in place and the measures are effective.

With the major opportunity of Henan Province's leading promotion and establishment of the 100 billion funds, Kaifeng should try to seize the opportunity of the Yellow River national strategy, promote the "five whole areas" (means focusing on the development of the tourism by using other resources in this area) continuously, and accelerate the implementation of the Song capital ancient city protection and restoration plan. Based on the advantages of Song culture, it should promote the creative transformation and innovative development of Song dynasty culture, change the dormant "Song Culture" into good and popular tourism products, to develop the Kaifeng Songdu Imperial City Tourism Resort and build the Song culture brand. It should build the Song culture highland continuously and empower the integration of cultural tourism. It should carry out the restoration of historical and cultural districts and historical landscape areas, carry out the protective restoration of historical relics, and implement the protection and utilization projects of three heritage areas of Zhou Bridge - Xiangguo Temple, Bianhe Causeway - Zhuxian Town, Fanta Pagoda - Dongshui Gate. It should fully engage in applying for the joint inscription of the Ming and Qing Dynasty city walls, create a national archaeological site park, and create the national heritage protection and utilization demonstration area. It should promote the protection and make the display project of the ancient city of Song Dynasty capital and

the display project of Kaifeng “City Pile City” a part of national projects. At the same time, it should strengthen the inheritance and protection of intangible cultural heritage such as “Bian Embroidery” and “Pan Drum”, fully excavate Kaifeng’s excellent traditional culture, establish the city’s cultural gene pool, provide a number of cultural intellectual property products with world influence to effectively protect cultural relics, folk customs, and folk styles, as well as to continue the history of Kaifeng.

At present, there are three types of ancient city conservation in China: (1) The first is the complete protection of the ancient city, such as Pingyao, Lijiang, etc., which later became a world cultural heritage; (2) The second is the preservation of the ancient city pattern characterised by the protection of a few pieces of traditional historical neighbourhoods. Meanwhile, other parts are renewed, such as Suzhou, Shaoxing, etc.; (3) The third is the protection of only some cultural relics and monuments. In this sense, the city has been completely transformed, such as Beijing, Kaifeng, etc. Due to the obvious cultural differences, various traditional features, and totally different styles, the methods and paths of protection and development cannot be the same. The specific protection measures also vary from city to city. Measures should be developed for the different cultural environments of the ancient city to adapt to the characteristics of each ancient city and stimulate sustainable development. Recently, Henan Provincial People’s Government adopted the “Protection and Restoration Planning of Kaifeng Song Ancient Capital City (Draft)”, which marked that the planning and construction of the ancient city have been highly recognized and affirmed by the provincial government. Also, the protection of the ancient city has been incorporated into the development plan of the province.

The development and protection of the ancient city should enhance the cultural confidence and highlight the cultural charm. According to the principle of integrating protection and development, related departments should set up “a chessboard idea” (emphasizing keeping an eye on the big picture), adhere to the “five whole areas”, enhance the scientific planning and guidance, protect the overall appearance of the ancient city, continue the history of culture, make revitalization and give vitality to the ancient city. Therefore, we recommended exploring the following aspects:

(1) Adhere to the concept of “five whole areas”. At present, Kaifeng City has formed a complete ancient capital protection planning, taking all the ancient city protection planning as important special planning in the previous revision of the overall urban planning. In the next step, it should follow the urban development positioning of “two cities, two capitals, and one branching point” to establish the development concept of “Holistic Protection, Holistic Planning, Holistic Management, Holistic Operation, and Holistic Tourism”, strictly implement the plan steadily and advance step by step, adhere to the original plan, carefully highlight the characteristics of the ancient city in Kaifeng, and pay attention to every detail of the ancient city protection and renewal to fully showcase the charm of the ancient city. It should insist on high standards and requirements to carry out the special preparation at all levels of heritage protection, historical buildings, historical districts, ecological landscape, business functions, transportation facilities and other aspects, highlighting elements of Kaifeng’s regional environment, cultural characteristics, and architectural styles. At the same time, the existing standards should not be taken to constrain the development and construction of the ancient city, and the planning standards should be in line with the geographical situation of the ancient city. For example, the road construction of the ancient city should be an environmentally-friendly development model characterised by “tranquillity” and “fineness”. It should adopt the “small neighbourhood and dense road networks” model to improve the density of road networks and should not build wide roads that take up a lot of space.

(2) Pay attention to the display of cultural relics and heritage. The cultural heritage of the ancient city needs to be displayed, expressed, and excavated. As for the ancient city’s historical and cultural heritage features, a variety of ways should be used to revitalize cultural relics. The departments related to cultural relics and heritage should select some sites that represent the cultural charm of the ancient city to implement protective excavation and centralized display. For example, the history of the ancient city can be displayed through the sites, the underground site, tips of the sites, and miniature displays. Zhou Bridge can be displayed by means of an underground site exhibition hall. Prince Zhou’s Mansion can be displayed by means of an underwater

museum. At the same time, great emphasis should be laid on other important cultural relics and monuments that reflect the characteristics of the ancient city in Kaifeng, such as the ancient city walls of the Ming and Qing dynasties, the cultural heritage of the provincial capital, the cultural landscape of the northern water town, and the cultural and historical sites of famous people.

(3) Expand the development business and model of the ancient city. The economic development model of the ancient city is the key to the sustainability and vitality of the cultural development of the ancient city. In the future, the development of the ancient city should be driven by innovation and creativity, with the vigorous development of the service industry and the “night economy” model. Through cultural and creative innovation, emerging economic models, revitalization of old brands, quality improvement of consumer branding, and connections among culture, business, and tourism, related departments can provide the ancient city with a new business model, with a purpose to enhance new experiences, expand new spaces, and cultivate new styles. For example, Kaifeng should speed up the integration and improve the quality of the Gulou “Tian” commercial district (similar to the Chinese word “田”), including the Shudian street, Madao Street, Gulou Street, Temple Street, Gulou Night Market and other commercial areas and points. It is necessary to introduce and hire outstanding and far-sighted professional teams and enterprises to explore the overall charter and continuous development of the Gulou commercial street to achieve unified development, unified operation, and unified management. The measures also aim to form the development model and effect of the Gulou commercial district cluster, making it the city’s commercial centre. At the same time, the measures also purpose to establish the “night economy” model for the Gulou commercial district and break through the monotonous business model of the Gulou Night Market in the district.

(4) Improve traffic facilities construction of the ancient city. With the growing prosperity of the tourism culture and tourism market in the ancient city, the conflict between urban road traffic space resources and urban development quality is increasingly prominent. Thus, hot to create a convenient, comfortable, and efficient road traffic system in the ancient city has become an urgent issue. The road of the

ancient city is narrow and irregular. Therefore, as for the specific planning, it is recommended that a variety of flexible ways should be taken for improvement and upgrading. If there is space, roads can be widened. For areas that cannot be widened, back streets and alleys need to be utilized to divert the non-motorized vehicles. In the meanwhile, open communities should be taken into consideration to make the utilization of internal roads more efficient.

In addition, based on the flow of people and vehicles, pedestrian areas, non-motorized roads, and motorized traffic areas should be planned scientifically to provide the best traffic routes. Meanwhile, a certain number of three-dimensional parking lots should be constructed to alleviate the pressure caused by the small area of individual parking lots and the difficulty in parking in the city. As for the problem of the construction and operation of the parking lots in the ancient, it is suggested that a company should be clearly defined at the municipal level carry out the overall operation, construction, and maintenance of the parking lots. The measure can appropriately increase the parking cost in the ancient city and ensure that more parking spaces are reserved on both sides of the road to solve the problem facing tourists of parking their cars.

(5) Optimize and improve the quality of the historic districts. The historical and cultural district of Shudian Street and the historical and cultural district of Madao Street are both provincial historical and cultural districts. The next step is to combine the cultural characteristics of the ancient city of Song Dynasty, pay attention to the planning and control requirements of the historic district, protect the traditional streets and alleys, ensure the continuation of historical names, realign the street landscape, refine the infrastructure, and follow the historical style of ancient streets and alleys. As for Madao Street Historic District, it should continue the style combining Chinese and Western elements in the Republic of China period and gradually upgrade the external image of the neighbourhood and the inner quality of the neighbourhood. Besides, it should improve the commercial quality and shopping environment, update the business content and level of the stores along the street, promote the leisure business, and stimulate consumers' demand for the culture in the Republic of China period to finally achieve

the qualitative leap.

As for the historical district of Shudian Street, it should continue the architecture style of the Qing Dynasty on both sides of the street, maintain the street-view images and its historical style, and improve the quality and connotation of “shu” (means books) in Shudian Street on the basis of protecting and perfecting the streetscape and landscape environment. It should provide more cultural books related to antiques, calligraphy, and painting, Wenfangsibao (which are Writing Brush, ink, paper, inkstone), antique books, and treasured scrolls of calligraphy or painting. It should ensure that the content of the stores is consistent with the development orientation of the Shudian Street, and gradually develop the cultural brand characteristics of the Shudian Street.

(6) Explore and learn from the development model of the Kaifeng Songdu Imperial City Tourism Resort. In accordance with the philosophy and requirements of development related to “five whole areas”, Dragon Pavilion Park, Millennium City Park, Tianbo Yang House, and China Hanyuan Scenic Area have been integrated in terms of the surrounding cultural tourism resources with the establishment of the Kaifeng Songdu Imperial City Tourism Resort. Professional companies are responsible for the operation and development. From the perspective of the effect on the reality, the Kaifeng Songdu Imperial City Tourism Resort is of great significance to improve the quality of Song culture tourism, take full advantage of tourism resources, promote the overall development of the districts, and create a new high-end tourism brand. In the next step, the comprehensive development of tourism operation and cultural enhancement in other areas of the ancient city (e.g., Baogong Lake District, Xiangguo Temple District, Yanqingguan District) should also take the initiative to learn from the operating system and development model of the Kaifeng Songdu Imperial City Tourism Resort and take the road of market-oriented operation. Through the integration of tourism and culture and other businesses, these districts should constantly enrich the tourism services, increase the scale of the resort and tourism industry, and gradually turn Kaifeng ancient city into an international tourist and cultural city and a tourism destination of leisure vacation characterised by Song culture.

8 Integration of New Media within Integrated Marketing Communication: Kaifeng's Breakthrough in Cultural Tourism Integration and Innovation of Ideas

The emergence of Web 2.0 technology is not only a major revolution in Web technology but also a revolution in the way human society communicates online. Since the emergence of Web 2.0 technology, Web 2.0 websites have been thriving across the globe. They have become the core model of information exchange for people on the Internet, driving changes in the overall business model and marketing. Web 2.0 websites emphasise user participation and contribution, personalised communication, user experience, the coexistence of reading and writing, and so on. It makes it become the most important platform for users to express their consumer experience. Examples include virtual communities, social networking sites, blogs, collaborative tools, content aggregation communities, and Weibo. With the further popularization of smart devices and the successive appearance of 4G and 5G, mobile marketing has become a vast new area for new media marketing. After the reformation of China's government institutions in 2019, culture and tourism were integrated in our country. The effect of cultural tourism integration has been increasingly obvious.

As a famous historical and cultural city and an excellent tourist city in China, Kaifeng enjoys high-quality tourism resources and transportation locations. By building a unique tourism and culture brand, finding its characteristics, and completing the integration of new media within integrated marketing communication, Kaifeng promotes the in-depth integration between culture and tourism. Therefore, it can expand the influence of Kaifeng tourism, promote the transformation and upgrading of Kaifeng tourism, and finally achieve the goal of building an international cultural tourism city. In this regard, Kaifeng can take the opportunity of protecting and restoring the ancient capital city, excavating and interpreting the connotation of Song culture. While promoting the construction of the cultural and tourism integration zone of the ancient

capital city, it should focus on building a number of streets and alleys as well as neighbourhoods following the style of the Song Dynasty. It can incorporate elements such as Kaifeng snacks, cultural and creative products, and leisure homestays into the construction, forming outstanding and distinctive internet-famous places and developing the international cultural tourism city brand.

The official platform of Millennium City Park launched several topic activities on the Tiktok Short Video platform, such as holding “Dream Back to the Millennium with A Summer of Revelry” carnival night activities, inviting the audience to taste hundreds of special food as well as participate in hundreds of wonderful real scene performances, international lantern exhibitions, and the new version of the “Great Song Dynasty - Dongjing Menghua” large-scale live performance to feel the unique charm of the Great Song Dynasty. Participants participated in the topic by shooting a video, adding the tag of Millennium City Park to have the opportunity to win generous prizes (e.g., the bonus of 10,000 yuan, the cultural and creative gift package provided by Millennium City Park). From July 21st to August 30th, the activity “Great Song City without Darkness” received 170 million plays. The activity “China-Chic Dragon Boat Festival” had 15.294 million plays. The activity “Food Festival in Millennium City Park” had 120 million plays, and the plays of 100 performances reached 11.057 million. The official public account of Millennium City Park has had 119,000 fans and 1.589 million likes so far. Among the videos with 100,000+ likes, the comments focus on several aspects such as the price–performance ratio of tickets, the night view of Kaifeng, and the feelings brought to the audience by the performances. It can be seen that the Tiktok short video platform indeed brought greater attention to Millennium City Park as well as help the scenic area gain favourable publicity; however, the target audience was relatively limited. The activity did not draw similar attention on other platforms like Weibo and WeChat video platforms.

The tourism resources of Millennium City Park are not inferior to Laojun Mountain and Chongdu Valley. But Millennium City Park is not that popular. The video works featured by Laojun Mountain and Chongdu Valley in their official accounts of Tiktok can make the audience quite immersive. Based on the characteristics of their

resources, these videos highlight the characteristics of the scenic spots with different themes, leaving a deep impression on the people who browse the short videos. Nevertheless, the Tiktok official platform of Millennium City Park does not display impressive thematic videos. The background music and themes of videos fail to make the audience absorbed in the scenes and highlight the advantages of its resources, resulting in the insufficient utilisation of new media. Moreover, those videos do not have an obvious and powerful impact. Other scenic areas in Kaifeng, including Millennium City Park, should make the references from the successful cases of other cities so as to readjust the application measures of new media and make full use of the short videos to attract more tourists and bring tangible benefits in terms of its influence and revenue for the scenic area.

Conclusions

In the face of the serious impact of the pandemic on the cultural tourism industry, through the collaboration with the market, industry associations, enterprises, and other institutions, Kaifeng predicted the trend of the development of the tourism sector and adopted eight measures to fully support cultural and tourism enterprises to fight against the COVID-19 outbreak and develop steadily. More specifically, the eight measures included: (1) temporarily returning the quality assurance fund to travel agencies; (2) providing support by offering funds and using taxation; (3) seeking deferred social insurance contributions and employment stabilization subsidies; (4) carrying out the financial support policy effectively; (5) reducing the burden of enterprises; (6) seeking publicity and promotion in advance; (7) orderly helping with the resumption of work and production in major construction projects; (8) planning cultural and tourism activities after the pandemic.

In terms of tourism and resources as well as environmental protection, the existing cultural relics protection in Kaifeng is relatively adequate and effective, with a great investment in heritage protection and efforts to restore the historical Kaifeng on the basis of the existing city. The unique resources of Kaifeng's "City Pile City" and the recreation of the "Zhou Bridge with Bright Moon" may add a bit of charm and difficulty to the heritage conservation and interpretation in Kaifeng. As for the environment, the overall situation of Kaifeng is good, and the government's special treatment work has been effective. But there is still work to be done to fulfil the expectation.

According to the results of the questionnaire survey in 2020, many tourists and residents were still in a wait-and-see situation and had a conservative attitude towards tourism after the pandemic, mostly opting for close, short-distance excursions. The development of cultural tourism-related enterprises was negatively influenced by the pandemic and could only barely survive with the support and help of the government. In terms of tourism and economy, tourism plays a prominent role in the socio-economic development of Kaifeng city and is the driving force of the overall economy. The development of tourism has adjusted the city's industrial structure, increased

employment opportunities for residents, spurred the rapid development of related industries, and promoted urban renewal.

As a traditional ancient capital, Kaifeng is now thriving in tourism. The development of tourism is conducive to the promotion of the city's image as an ancient capital. The future development direction of Kaifeng can be based on the integration of new media within integrated marketing communication. Through building a unique tourism culture brand, finding its characteristics, and completing the integration of new media within integrated marketing communication, Kaifeng has tried to promote the in-depth integration between culture and tourism. Therefore, it can expand the influence of Kaifeng tourism, promote the transformation and upgrading of Kaifeng tourism as well as maximize the effect of integration of new media within integrated marketing communication of tourist destinations.