
**Monitoring Report on the Sustainable Tourism
Development of Changshu
(2020)**

Changshu Culture, Sports, Broadcasting and Tourism Bureau

Monitoring Centre for UNWTO Sustainable Tourism Observatories

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1 Overview

In July 2020, the Monitoring Centre officially launched the second round of the five-year monitoring of sustainable tourism development for the Changshu Observatory. Based on the experience of the first round of the five-year monitoring report from 2015 to 2019, the monitoring team of the Monitoring Centre has optimized and enriched the actual content of the monitoring based on the indicator system and operational methods recommended by the World Tourism Organisation, with further emphasis on the idea of integrating with the needs of local tourism development.

Focusing on the main features of tourism in Changshu, this monitoring has been enriched and improved by adding thematic examinations on urban leisure and residents' well-being, city images of tourism destinations, the impact of the pandemic on tourism, and the tourism use of cultural heritage.

From 10 July to 15 July 2020, the monitoring team successfully completed the sixth field research on the sustainable development of tourism at Changshu monitoring observatory with the indispensable cooperation of the Changshu Culture, Radio, Television and Tourism Bureau. The research team consisted of two faculty members, two PhD students and three graduate students from the School of Tourism Management and the Centre for Tourism Planning Research of Sun Yat-sen University. The specific itinerary is as below.

On 10 July 2020, the Monitoring Centre and the Changshu People's Government jointly hosted a training course on the topic of tourism in Changshu as a whole. Prof. Zhang Xiaoming and Associate Prof. Hao Xiaofei, who are both experts from the monitoring team of Sun Yat-sen University, and Jiang Jiawei, assistant director of MCSTO, made presentations respectively; Gu Yufen, director of the Bureau of Culture,

Sports and Tourism, introduced the development of tourism in Changshu. About 180 people attended the training, including the Changshu monitoring team and relevant leaders of Changshu, enterprise leaders, non-genetic inheritors and media people. Taking this opportunity, the monitoring team had an overall understanding of the achievements and current situation of the creation of all-area tourism in Changshu.

From 11 July to 15 July 2020, the monitoring team, accompanied by staff from the Bureau of Culture, Sports and Tourism, conducted group visits and interviews to a number of famous scenic spots in Changshu. The group visited a variety of scenic spots, ranging from mature scenic spots such as the Shanghu Lake Scenic Area in Yushan and Shajiabang, and scenic spots such as Xingfu Temple, Zeng Zhao Garden, Fang Pagoda and the former residence of Weng Tonghe; There has authentic and traditional rural tourism spots such as Jiang Village as well as the innovative knowledge-based cultural tourism such as New Guli Heritage. There are public spaces for the daily leisure of Changshu residents such as museums, libraries and art galleries, as well as the industrial bases of Bosideng and Longliqi, which present Changshu's industrial and commercial development. The five-day group visit enabled the monitoring team to learn about the basic socio-economic situation of Changshu, the characteristics of tourism resources, distribution features and leisure habits of residents, and to perceive the high harmony between Changshu's economic development, ecological and environmental protection and residents' happiness, as well as the prosperous tourism industry in Changshu, such as study tourism, rural tourism, Red tourism and leisure tourism.

During this period, the monitoring team held discussions with the heads of the Changshu Bureau of Culture, Sports and Tourism, the Art Museum and the Library, as well as representatives of B&Bs, traditional pastry brands, local cultural experts, intangible cultural heritages, representatives of cultural tourism associations and other relevant personnel, to gain a deeper understanding of Changshu's cultural heritage resources, the inheritance of intangible cultural heritage, Changshu's local cultural lineage, local cultural industries and Changshu's cultural heritage tourism. The team had a deeper understanding of Changshu's cultural heritage resources, intangible cultural heritage inheritance, Changshu's local cultural heritage, local cultural industries and Changshu's cultural heritage tourism. In between the field research, the monitoring team held an internal seminar to share the observations and gains of the members, clarified the research priorities, and sorted out the collection of data and discussed the general ideas of the writing.

Through the 5-day study tour, interview, and the distribution of e-questionnaires over 21 days, a total of 90,000 words of interview text, 47,000 words of visit notes and a total of 476 valid e-questionnaires were collected for this monitoring. The final results were all completed by the end of October 2020.

The evaluation indicator system and analysis framework of this monitoring period are still mainly based on UNWTO's *Indicators of Sustainable Development for Tourism Destinations: A Guidebook* and related academic studies.

The results of the 2020 Monitoring are divided into two main sections: the general report and the thematic reports. The regular report covers six chapters: introduction, tourism and environment, tourism and community, tourist behaviour and satisfaction, tourism and economy, and conclusions and recommendations; the thematic report includes a study on urban leisure and residents' well-being, an evaluation of media communication of Changshu's tourism city image, an assessment of opportunities and strategies for Changshu's leisure tourism in the context of changing demands, and the development of Changshu's cultural heritage tourism and communicative conservation. A total of four items were developed.

As the inaugural year of Changshu's second round of monitoring, the 2020 Changshu Monitoring Report seeks to re-adjust the focus of the thematic reports according to the stage and direction of tourism development in Changshu, in order to help the relevant authorities in Changshu to better grasp the current situation and problems of local tourism development, adapt to tourism development trends in the context of the epidemic and in times of changing demand, and promote the sustainable development of local tourism.

2 Regular Monitoring Report

In 2020, Changshu, under the devastating impact of the epidemic at the beginning of the year, withstood the pressure, while continued to do a good job in preventing and fighting against the pandemic, strived to promote the integrated development of culture, sports and tourism, especially by actively integrating the advantageous resources of culture, ecology and ancient cities, vigorously developing new industries such as cultural and creative industries, study tours, boutique lodging and urban sports, carefully organising key events such as the Culture and Tourism Festival and the Most Beautiful Half Marathon. The city has also made great efforts to be awarded as national tourism resorts and representative tourism city in provincial area, and finally with

remarkable achievements. Throughout the regular monitoring report, the challenges and shortcomings of Changshu tourism in 2019-2020 are initially summarized.

2.1 Changes on Demands

2.1.1 Tourism depends on “transit passengers”, and its position needs to be reversed

Changshu’s major tourism form is sightseeing, relying excessively on “transit” passengers to destinations such as Shanghai and Suzhou. At present, Changshu’s scenic spots rely heavily on selling tickets, with few experiential and night-time programs in the scenic spots. Most of the tourist activities are daytime activities. There is a lack of nighttime activities to retain visitors, with most visitors being day trippers rather than overnight visitors. Changshu’s tourism products are low in price, with a single product range and a lack of innovative and financially rewarding new tourism products, which make the tourists’ experience and perception of tourism remain to be poor, and will have a negative impact on tourist satisfaction and revisit rates in the long term.

In addition, cities like Suzhou and Shanghai which attract a large number of foreign tourists, creating a ‘shadow effect’ on Changshu’s original market and a strong reliance on ‘transit’ tourists to destinations such as Shanghai and Suzhou. This has led to the fact that Changshu’s tourism popularity being limited to the province or nearby provinces and cities. Even tourists who come from remote regions mostly make a short trip in Shajiabang, which is not conducive to promoting Changshu tourism to a broader market and to the long-term development of Changshu tourism.

2.1.2 Cultural and tourism integration, tourism consumption transformation, Changshu needs to prepare for new opportunities

In recent years, the tourism consumption market has been encountering a transformation and upgrading. Various markets named as “tourism +” have emerged around the world. In the face of changing consumer behaviour, tourism has gradually moved from the ‘rigid’ form of display to the ‘flexible’ design for a diverse market. For example, in December 2016, 11 departments, including the Ministry of Education and the Tourism Bureau, jointly issued the *Opinions on Promoting Study Tours for Primary and Secondary School Students*, which for the first time incorporated study tours into the education and teaching plans for primary and secondary schools, requiring each primary and secondary school to develop a program outline regarding study tours while cultivating high-quality study tour projects in various places.

Changshu has a rich cultural heritage, but the local study tour market is still at a rudimentary stage of development. In the future, the cooperation of schools, study agents and institutions, travel agencies and other related enterprises will likely become the main direction for the development of study tours. The concentration of the study tour market is expected to increase. At the same time, study tours through the integration of education can create more value and form a differentiated competition with ordinary tourism products, with the lower sensitivity on price. Study tour industry's profit margins will have a better guarantee. The government needs to consider appropriate investment and policy assistance. In addition, under the obvious benefit brought by the rural revitalization strategy and rural tourism development policy, rural tourism ushered in a good opportunity for development. Changshu has a national agricultural tourism site, Jiangxiang village. It has now launched the "New Countryside Tour", "Student Education Tour", "Farming Tour for Fun", "Idyllic Scenery Tour", and "Leisure Ecological Tour". However, competition in the emerging rural tourism market around the area intensifies. Tourists' demands for freedom and individuality, flexibility and comfort continue to rise. Changshu should pay more attention to the emerging forms of touring such as picking, wandering, wild walking and poetic dwelling.

After the pandemic, consumers' psychological quality, health and safety awareness have been strengthened. More personalised demands may emerge. The consuming psychology of tourists who are more concerned about health as well as the pursuit of ecology is changing. Changshu's leisure and tourism industry can seize this opportunity to innovate its products, develop products with psychotherapeutic implications, and raise the level of tourism attractions. Changshu should focus on how to improve its product offerings based on the quality of the landscape to meet the trending needs of tourists to get closer to nature, experience local culture and cuisine, and meet up with friends.

2.1.3 Residents have strong leisure demand, high enthusiasm and low effectiveness in participating in tourism development

The two most important forms of tourism activities demanded and desired by Changshu residents are "tourism and leisure" and "customs and humanities". Activities on food and festivals are growing fast. Residents are highly motivated to participate in tourism development in Changshu, but effectiveness of participation remains low, as evidenced by the fact that the residents do not have in-depth understanding of the government's tourism development plans and measures. The scenic spots seldom effectively consult community residents when making decisions, thus residents lack

information and channels for feedback. They do not participate deeply and efficiently enough in the whole process of tourism development. Local tourism development does not obtain more opinions and suggestions from local residents.

2.2 Challenges on Supply

2.2.1 The utilization of basic resources for tourism development is limited

First of all, land resources for tourism are limited. Like most places in China, Changshu also faces the problem of tight urban land supply. Whether it is a new tourist attraction or a new hotel or tourist resort, it is difficult to get the approval of the overall construction land according to the traditional process of project approval. From the perspective of supply-side reform and innovation, we can draw lessons from the classified land policy that has been applied in Guilin and other places in China, clarify the land use types of point-like lands with different practical usages, incorporate different approval channels, and ensure the landing of new tourism-related projects.

Secondly, the traffic operation needs to be improved. Small and medium-sized scenic spots in the city traffic line planning and management also need to be improved. Although a number of special tourist routes are planned on the “Changshu Marketing Website”, there is no corresponding convenient access to tourist transport.

2.2.2 The “resource-market” conversion rate of tourism is low

Although most of the scenic spots in Changshu are endowed with good resources, they are still relatively old-fashioned in terms of planning and design, with a repetition of urban recreation and a shortage of scenic attractions. For example, Yushan Park is rich in historical and cultural monuments, stone scenery and temple gardens, but lacks sufficient planning to showcase its connotations; although it can meet the needs of residents as an urban recreation area, it is inevitably bland from a visitor’s point of view. Within the more mature scenic areas of Changshu, there is also a lack of transforming regional resources and culture into enjoyable tourism products. The results of three semi-annual visitor satisfaction surveys in the Shajiabang Scenic Area between 2018 and 2019 show that visitors generally think that prices are relatively high, especially for food and beverage items without regional characteristics. Local specialties such as cinnamon wine, dried tofu, glutinous and crystal sweet gourds were not well developed and applied.

In addition, the high percentage of overlaps between Changshu and Suzhou tourism themes means that tourists will prefer Suzhou, which has a higher reputation, among the same types of attractions. For example, among the classical gardens, Changshu's Zeng Zhao Garden has an equally high ornamental value, but most tourists, especially tourists in group, will instead choose four more famous gardens of Suzhou. Shajiabang is relatively more unusual, which has a red tourism theme and is more prominent in Jiangsu Province, so this is an uniqueness that will not be easily replaced. In the field trip to Shajiabang, most visitors indicated that they were not aware of the rest of the attractions in Changshu and only made a short stop at this site. Changshu is considered as one part of their "Suzhou-Hangzhou tour" and "Jiangsu tour". Due to the lack of distinctive features of the rest of the city's scenic spots, even if there is a famous attraction of Shajiabang, it can only attract tourists but cannot retain them, not to mention the promotion of the whole Changshu tourism. It can only become an accessory to other lines.

2.2.3 The content of tourism products is singular, and the cultural connotation is insufficient

Apart from the tourist market of several scenic spots, the basic demographic of Changshu's visitors are highly educated, middle-aged and young people around the areas of the tourists from. The recognition of Changshu's historical and cultural heritage and natural ecological values by tourists is relatively stable. This indicates that Changshu has a good foundation and resources for tourism development. However, Changshu's cultural tourism is mainly in the form of visiting, with traditional culture staying at the attractions, with red culture concentrated in scenes and performances at the Shajiabang scenic spot, and folk culture mainly in museum exhibitions. This form of tourism on the sidelines turns tourism into a walking tour, which does not present the richness of Changshu's culture in an intuitive and influential way.

The decline in the richness of tourism products and the satisfaction with the attractiveness of the sites suggests that Changshu's tourism is not sufficiently distinctive and still suffers from the problem of homogeneity and repetition. The degree of resource revitalization is not sufficient to make it attractive enough to retain visitors. As a result, the time span over which tourists are willing to revisit Changshu is likely to be prolonged. All of these circumstances place a higher demand on Changshu's natural and cultural resources to be explored and developed in depth.

In the survey of 2020, it was found that the willingness of tourists to revisit and recommend has increased by as much as 25% compared to 2019, indicating that

Changshu has achieved relatively outstanding results in terms of external promotion the content of its tourism products as well as the effectiveness of external promotion in recent years, but it is still important to respond positively to the long-term trend of changing tourist market demand, especially noting the niche and pioneer markets that are emerging and growing rapidly.

2.3 Related Suggestions

2.3.1 The government has improved the mechanism by providing policy support and mechanism coordination

The Changshu Municipal Government should have a profound understanding of the overall situation and strategy, establish a solid and comprehensive coordination mechanism for the tourism sector and a safeguard mechanism after the imported talents to ensure the efficient implementation of all key tasks and resolutely promote them in an integrated manner. The key directions and specific tasks to promote the development of the region should be further refined and implemented according to the actual situation. Relevant supporting rules and policy measures should be formulated as soon as possible. A wide range of talents will be introduced to provide solid intellectual support for the subsequent expansion of the tourism market.

It is necessary for the government to be the leading force in the co-ordination of mechanisms in key areas that can affect the overall situation of tourism development in Changshu. For example, in terms of publicity and marketing, the city is densely populated centered in small attractions such as the former residences of famous people. However, in the early stages of market establishment, small and medium-sized scenic spots do not have the power to make terminals and markets on their own. They need to rely on the government and established enterprises (such as travel agencies) to set up a network of publicity and marketing channels. The Changshu government has continued to promote cultural events, festivals, sporting events and the night-time economy since 2020, and is gradually receiving positive results. In the future, it is necessary to insist on and expand the coverage, organically integrate the scattered but deep-rooted scenic spots, further form a systematic and regular promotion pattern, and continue to enhance the effectiveness of application.

2.3.2 Enrich the content of tourism and improve the quality of industries

The enrichment of tourism content mainly refers to the high quality and professionalization of tourism resource development. The high quality becomes the “attraction” and professionalization becomes the “adhesive”. The direction of tourism development in Changshu should move from expansion to repackaging and precise marketing of existing products, making them more sophisticated and introducing them to target consumers. We should take the theory of experience economy as a guide to develop local tourism and focus on multi-sensory experience for tourists, including vision, taste, smell, hearing, etc. We should fully combine the local tourism and natural cultural resources of Changshu to create tourism experience products that will satisfy tourists.

2.3.3 Bring in outstanding cultural and creative enterprises, introduce local history and culture abroad

Although the concept of developing cultural and creative industries is gradually received more recognition and attention from all sectors of society in Changshu, there is still a lot of resistance and problems in practical operation. The development of cultural and creative products requires a certain amount of time. The relevant authorities in Changshu can introduce excellent cultural and creative enterprises to Changshu to shorten the resource invested and time costs in the early stages of development, thus promoting the rapid development of the cultural and creative industry.

Secondly, the development of tourism is inseparable from publicity. The local authorities can use the aggregation effect of multiple media to enhance the publicity of Changshu’s “Wu culture” and improve the brand efficiency and brand awareness. When creating scenic landscapes, it is necessary to restore historical buildings and scenic environments according to their original appearance, while incorporating more entertainment projects and value-added services in line with the times; develop and excavate cultural heritage, historical allusions, myths and legends, and use the local characteristics of culture, allusions and legends to bring tourists a sense of mystery, immersion and identity. The event will also serve as a promotional opportunity to further increase the popularity of the area and enhance cultural consumption.

2.3.4 Consolidate community sharing and promote community collaboration

The staggered landscape and the largely intact pattern of the ancient city provide a good basis for tourism development in Changshu and for the public to share the benefits of tourism development. In fact, on the scale of this area, the ‘tourist space’ for tourists and the ‘leisure space’ for the public are still integrated. From the perspective of the ‘social collaborating and sharing’ required for the development of regional tourism, Changshu tourism is relatively mature in terms of social sharing at the community level, but what is lacking is social collaboration.

In recent years, some of the new cultural tourism spaces or products have attracted a lot of attention and made an impact in Changshu, such as Nansuyuan (cultural and creative industry), Rixielinxi and Tang Building (B&B), are the results of social co-creation: creative groups or small and micro enterprises bring ideas and provide funding, and have a keen grasp of market trends; the government provides conditions in terms of land use, planning, municipalities and fire protection. The government also supervises the implementation of the project, both to promote the project and to ensure safe construction. In fact, apart from the use of ancient buildings, courtyards or historic districts for development, Changshu also has a large group of cultural and artistic creators and cultural and creative talents. Obviously, their cultural and artistic activities and creative design activities have great potential to be further transformed into tourism attractions and shared products for citizens, which puts forward higher expectations and requirements for Changshu government to promote community co-construction from the perspective of supply side.

3 Thematic Reports

3.1 Research on Urban Leisure and Residents’ Well-Being

Leisure can promote individual happiness and wellbeing, thus most countries have included leisure into the index system of residents’ quality of life. Changshu is “the happiest city in China”. The present situation of urban leisure and happiness of Changshu is worth of in-depth discussion and research, to clarify the present situation and problems of urban leisure and residents’ wellbeing, in order to better build an urban ecological leisure space to meet the diverse leisure needs of residents.

This report mainly consists of leisure space, leisure time, leisure participation, leisure satisfaction and subjective well-being, five sections. The study is based on the analysis on questionnaires, interviews and texts online, to assess the status quo of Changshu residents' leisure and happiness. On this basis, the report gives a more comprehensive reflection of Changshu leisure tourism development and problems behind residents' well-being, puts forward the corresponding suggestions.

3.1.1 Major problems

(1) Residents' perception of leisure resources depends on innate conditions

Residents' perception of leisure resources focuses on nature and ecological environment, but not on other elements such as the richness of scenic spots and activities, historical and cultural heritage, and atmosphere.

(2) Leisure places are not interesting enough and facilities need to be improved

In terms of the diversity of leisure places and the improvement of facilities, although Changshu has promoted a number of public reading projects, the interest and delicacy of the projects need to be improved. Residents' recognition of leisure facilities in Changshu also fell to the lowest level in nearly five years.

(3) Residents do not have enough leisure time, and their participation in activities is not very active

Compared with previous years, residents' leisure time has decreased greatly, and the pressure in vacant time is big. Vacant time period is not very compatible. Changshu actively holds various sports events, cultural and tourism themed activities, night economy and other activities, but residents' understanding and participation in some activities, such as "night economy" activities, are not optimistic, and some residents' participation in tourism and leisure in local scenic spots is low.

(4) The capacity of leisure consumption capacity is insufficient, and there is a gap with other provinces and cities

More than 60% of the residents in Changshu spend less than 200 yuan on average each time. In the first half of 2019, the per capita expenditure on education, culture and entertainment was 2691 yuan, while the figure of Suzhou in 2018 has reached 4900.45

yuan. There is still a big gap between Changshu and Suzhou. The consumption ability of residents has space for growth.

(5) Residents' perception of job prospects and the development of emerging industries is relatively negative

For the development of emerging industries, residents believe that their development space is limited, such as “few job opportunities”, “limited development in work” and so on. Meanwhile, residents also have a negative perception of job prospects.

3.1.2 Related suggestions

(1) Key measures: pay attention to create the characteristics of leisure activities and improve residents' perception

First, make sure the thematic leisure routes, clarify the key words for Changshu scenic area. The dominant combination mode or theme combination mode can be adopted in Changshu by combining ecological resources and cultural resources. Leisure resources with similar styles or properties in a certain area can be combined and introduced as a thematic travel tour.

Secondly, enrich the form of activities and create branded festivals. Continue to carry out leisure activities such as tournaments, but also combine the characteristics of their own natural and cultural resources to create branded festivals and events. At the same time, it needs to do a good job of forecasting and evaluating the effectiveness of the activities. The government can encourage leisure industry businesses to market differentiated products and give certain policy preferences.

(2) Short-term response: introduce diversified types of business and make strategies for recovery to improve residents' wellbeing

First, the introduction of diversified leisure products into the city to stimulate residents' consumption. The introduction of leisure products should focus on the city's base, on the basis of which a system of diversified, artistic and personalised leisure products can be created. Encourage the cultivation of special leisure products and the creation of urban leisure brands to stimulate residents' consumption.

Secondly, develop an epidemic recovery strategy to increase residents' leisure time and stimulate demand in many ways. This can be done by introducing supportive policies in terms of reductions, exemptions, rebates, deferrals and subsidies, and by cadres taking the lead in leisure activities as a way to increase residents' participation.

The government can also increase its support for enterprises, especially small and medium-sized enterprises, by setting up a leisure industry revitalisation fund and making special financial allocations.

Thirdly, introduce and nurture new industries to create good working prospects. Actively introduce new industries such as the digital economy, develop new industries, create new engines of economic development and provide more jobs as a way to enhance the happiness of residents.

(3) Long-term task: to enhance the enjoyment of leisure places and improve the facilities, and optimize the environment

One of them is to provide diversified and refined leisure venues to enhance residents' participation. We can make full use of new technology to achieve smart and hi-tech leisure; we can also make full use of scattered plots of land to create exquisite leisure places, so that residents can relax anywhere.

Second, improve leisure facilities and optimise the leisure environment. Taking leisure activities as an opportunity to create a 15-minute public service circle, the government needs to be fully familiar with the situation of various leisure venues and make reasonable use of resources to promote the construction of leisure support facilities.

3.2 Media Communication Evaluation of Changshu Tourism Image

The way people receive and disseminate information in the new era of media has changed. Tourism government agencies and large tourist destinations in China have launched their own websites, Weibo and WeChat, hoping to present information about the destinations to the public in a timely and systematic manner and to achieve efficient communication with the public.

Both local residents and foreign tourists are already familiar with Changshu's slogan "Come to Changshu more, be more familiar with Changshu". Changshu has been awarded the titles of "Famous Red Cultural Tourism City of China", "Best Slow Life Tourism City of Yangtze River Delta" and "Charming City with Chinese Characteristics". However, Changshu's city slogan and all the titles are only an overview on the macroscale. There are no distinct answers to the questions of how

effective the communication of the destination image is, the important elements it contains, and how to measure the communication effect.

The data for this topic was collected from questionnaires and online data mining (online web information platforms such as Qingbo Big Data and Gooseeker). Through a combination of structured and unstructured methods, the effectiveness of communication of Changshu tourism image is monitored by focusing on three aspects, Changshu tourism image transmission elements (communication subject, communication object and communication medium), levels of effect (perception, action and spatial differentiation) and the effect of communication based on the WeChat platform. The study summarizes the problems and makes corresponding suggestions.

3.2.1 Major problems

(1) The official media is the main body of communication, and the influence of the non-governmental media is not advent enough

When spreading, the non-governmental communication subjects have a certain degree of activity, but the influence is not obvious. For example, the popularity of Weibo and website is usually spread by official media or public institutions, and only a few enterprises have a relatively high influence.

(2) Media is diversified, but the content has not been deeply cultivated

Media is diversified. However, there are not many influential articles or videos. For example, the search results of Changshu public accounts in the last three months show that the public accounts with more than 100,000 views only come from an account “Changshu on mobile phone”. The impression of tourists to Changshu remains in the classic tourist landscape.

(3) The quality of the communication content is not high, lack brand individuation, and the content is scattered, singular and homogenized

The communication content is mainly around local people’s livelihood information, but the information quality is not high. For example, many WeChat articles are not original. Some are estreated from other tweets for many times. Some are filled with rough webpage pictures. At the same time, the official account that focuses on Changshu tourism has not produced enough influence, which leads to discontinuity of communication and dispersion of content. Tourists may only get relatively trivial information.

(4) WeChat platform has a certain influence on communication, but its comprehensive evaluation is not high and its competitiveness is not strong

There are more Changshu public accounts that show moderate dissemination effects. A certain degree of dissemination influence exists on the WeChat platform. However, of those public numbers showing moderate dissemination effects, there is also a certain degree of similarity in information. The overall comprehensive evaluation is not high and competitive.

3.2.2 Related suggestions

(1) Integrate communication channel resources, produce information aggregation effect

Changshu should establish official media cooperation on a parallel level or in a multi-dimensional approach. For example, local official or media can join forces with key opinion leaders as well as key consumers to create an integrated communication effect. Publicity departments can also look for other influential public platforms to work with.

(2) Support diversified forms of media, and give adequate information support

Changshu needs to give priority to word-of-mouth publicity, carry out publicity in a rhythmic, purposeful and mainline way, and build a systematic and consistent image on multiple media platforms. While supporting the diversification of media forms, government departments should also provide sufficient information resources to enhance the content richness and expand the influence.

(3) Enhance the recognition of communication content and create a unique brand personality

Improving the quality of communication content can attract talents and build brand individuation. Changshu should dive into the characteristics and preferences of target customers, look for the unique individuation that match them but are different from those of similar destinations, actively spread and promote them, and play up their prominent perceptual characteristics (to be different from the surrounding tourist county cities or the general “Old Town of South China”). Changshu also needs to make use of its own rich historical and cultural resources, seize regional cultural elements, launch “small but exquisite” products and brands and re-promote them.

(4) Improve the quality of communication content, pay attention to user feedback, and enhance mutual interaction and user engagement

Propaganda departments should constantly meet the various needs of tourists to search information and improve the quality of propaganda content, which not only requires high-quality materials, but also requires talents to carry out follow-up processing of materials. Publicity departments should also pay attention to the feedback of tourists' post-tour experience, which is not only conducive to enhance tourists' desire to revisit and sense of experience, but also provides an important information reference for the adjustment of content and form of destination image communication.

3.3 Opportunity and Strategy of leisure tourism in Changshu under the background of demand change

3.3.1 Overall evaluation

China's tourism industry is entering a golden period of development against the backdrop of the launch of domestic demand, consumption upgrade and rising national income. The entire market demand for China's tourism and leisure industry is undergoing significant changes. The emergence of a major public health event, COVID-19, has accelerated the change in people's consumption demand, especially in the cultural and tourism sector. This coronavirus brought about a huge economic loss to Changshu's tourism and leisure industry, but in the wake of a more profound change in the demand for tourism consumption. Considering how to respond to the new changes in cultural and tourism consumption concepts and habits and to enhance the original products and services will not only help Changshu's leisure tourism industry to recover from the impact of the epidemic as soon as possible, but also point to new directions for the future development of Changshu's leisure tourism industry.

Therefore, this topic will first sort out the changes in tourism consumption demand in the post-epidemic era through literature and news reports, then further sort out and categorise the new measures to revitalise Changshu's leisure tourism industry through government documents and news reports. Based on these, the study evaluates the new measures to revitalise Changshu's leisure tourism industry from the perspective of matching the supply and demand of cultural tourism products, and makes strategic suggestions for future development. It also makes strategic recommendations for the future development.

In general, Changshu has the basic direction of tourism demand in the post-epidemic era and has taken a series of measures to actively prepare for tourism recovery, but a more cautious approach to judging the recovery of cultural tourism consumption demand after the epidemic still needs to be taken in light of the form of the epidemic. A retaliatory rebound in demand is less likely to occur and may even fluctuate due to the emergence of new circumstances. In addition, the specific content and realisation of demand for cultural tourism has also changed. It is important not to rush to launch new products to stimulate consumption and restore the economy without fully considering new demand due to the financial pressure brought about by the epidemic; the misalignment of products and demand will not only make it difficult to help Changshu's leisure tourism industry recover to pre-epidemic levels, but may also make Changshu miss out on opportunities to develop new markets.

Changshu should take advantage of the new changes and opportunities brought about by the epidemic to reflect on the product supply of the entire industry and make an overall layout from a longer-term perspective, so as to optimise and upgrade the entire supply-side products and allow Changshu's leisure tourism to step into a new stage of development. In the future, we may consider focusing on city tours and tours surrounding Changshu, paying attention to the changes in market structure, switching from focusing on "resources" to "people", and digging deeper into the new tourism needs of different groups.

3.3.2 Related suggestions

(1) Focus on resource integration and tourism brand building

One of them is to attach importance to health needs and integrate ecological and cultural resources to form a unique advantage. Changshu can combine its unique cultural resources and ecological resources to develop tourism products that allow visitors to both relax and be culturally enriched, which, while giving cultural value to ecological resources, is also conducive to the spread of culture. Compared to cultural tourism or eco-tourism alone, this form of tourism is more unique and innovative, and easier to form a brand advantage.

Secondly, the innovative online and offline integration model helps tourism enterprises to realise a full range of online operations. Participation and interactivity are important features of online cultural tourism. The government needs to organise or advocate the development of interactive tourism products and activities, and make good use of social networking platforms to increase the impact of activities and products.

The government also needs to actively encourage cultural tourism enterprises to participate in the supply of online tourism products and services, helping them to realise a full range of online operations.

(2) Focus on market segmentation and enhance product value

One of them is to encourage tourism enterprises to carry out market segmentation and develop personalised thematic tourism products. Changshu already has a relatively accurate grasp of the direction of change in future tourism demand, but it still needs to dig deeper into specific demand content and innovate product content and form. The Changshu government should encourage enterprises to further segment the potential market, develop targeted marketing strategies and personalised themed tourism products.

Secondly, it should pay due attention to the changing demand for leisure in the city and provide residents with a richer range of leisure resources. Changshu should pay attention to residents as an emerging force in leisure tourism consumption, as their demand for leisure within the city and their requirements for types and quality of leisure activities will increase. Traditional forms of leisure and mass tourism can hardly have a lasting appeal to residents. Changshu can develop related products around the culture of the city's old town to meet the new leisure needs of residents.

Thirdly, innovative forms of resource development, focusing on the creation of product value and quality enhancement. Changshu's current form of resource development is more focused on the expansion of scale, but in the future, more attention should be paid to the enhancement of value and innovation of forms. Changshu can encourage tourism enterprises to combine traditional culture and modern popular elements in the development of tourism products, so as to enrich product value and improve overall tourism quality, thereby generating greater market appeal and influence.

3.4 Cultural heritage tourism and communication protection development in Changshu

Cultural heritage tourism, with both economic and socio-cultural benefits, has always been an important segment of tourism development in China. With the deepening development of the tourism industry and the strengthening of the trend of

high-grade tourism activities, cultural heritage tourism has become an important part of tourism consumption.

As a national historical and cultural city with a long history, Changshu is blessed with a unique ecological environment and high-quality historical and cultural heritage resources, including Yushan, Shang Lake, the ancient city of Qinchuan and industrial sites. At present, Changshu's cultural heritage protection work has achieved certain results under the guidance of the government, but the development of cultural heritage tourism products and industries in Changshu is still in its infancy and needs to be enhanced.

Through fieldwork and interviews, as well as the acquisition of relevant information and data from various channels such as government websites and tourism websites, this study provides a more comprehensive analysis of the current development of cultural heritage tourism in Changshu. The study also summarises the existing problems and puts forward corresponding suggestions.

3.4.1 Major problems

(1) Insufficient attention has been paid to the development of cultural heritage tourism

According to the Changshu Government Report in 2020 published by the Changshu Municipal People's Government, the focus of Changshu's economic development is industry, with a total industrial investment of 20.9 billion yuan in 2019, the highest of Suzhou. 206 projects are signed at major fairs and promotions, with a total investment of 122.1 billion yuan. Although the value added of Changshu's service industry accounted for 47.1% of GDP in 2019, investment projects in Changshu's service industry have not received sufficient attention compared to industrial projects. Data on signings and investments have not been made public. According to the signing situation of cultural and tourism industry projects in Changshu in the 2020 Cultural Festival, there are 18 projects to be signed, with a total investment of 6.07 billion yuan, which is obviously behind the industrial investment.

In addition, Suzhou's service industry achieved an added value of 970 billion yuan in 2019, an increase of 7.5%; total tourism revenue grew by 8%. The business income of the cultural industry grew by 5.9%; four provincial-level production service industry clustering demonstration zones were awarded. 33 new service industry innovative demonstration enterprises and 19 headquarters enterprises were added. The scale of the digital economy exceeded 200 billion yuan. However, according to the "List of Special

Funds to Support the Transformation and Upgrading of Modern Service Industry in 2019” announced by Changshu Development and Reform Commission, there are a total of 37 service industry units in Changshu supported by special funds. Through the research by Tianyancha, it was found that there were 0 units mainly engaged in tourism business. Only 2 units involved in cultural industry.

According to the statistics of the 2020 Changshu Municipal Government’s lease of land and industrial categories, there are a total of 65 leases of land, of which industrial land accounts for 82%, storage and education land each account for 6%, public facilities only account for 2%, thus industrial development is still the key industry for future development in Changshu. It can be seen that the development of the service industry has received less attention compared to industry. As far as the service industry is concerned, government support for tourism enterprises and units is relatively weak, and the tourism industry is under-appreciated in Changshu.

(2) The main body of tourism is difficult to coordinate

At present, Changshu City Bureau of Culture, Sports and Tourism has a total of 599 personnel of various nature and 27 enterprises and institutions under its supervision. From the summary of the Bureau, “2020 Cultural Festival (September 18) Changshu Cultural, Sports and Tourism Industry Investment Projects to be Signed Information Sheet” in the signing units and boards, 18 projects involve 13 administrative organs, institutions or companies such as Yushan Street, Qinchuan Street and Guli Town, 12 of which are not subordinate units of the Cultural, Sports and Tourism Bureau.

Currently, the most important tourism attractions in Changshu are Shajiabin Scenic Area and Yushan Shanghu Scenic Area, of which Shajiabin Scenic Area is mainly operated and managed by Suzhou Shajiabang Tourism Development Co Ltd, which is subordinate to Shajiabin Town Government; Yushan Shanghu Scenic Area is mainly operated and managed by Changshu Yushan Shanghu Tourism Development Co Ltd, mainly held by Changshu Cultural Tourism Development Co Ltd. Although the two major scenic spots in Changshu City are both state-owned industries, the two scenic spots are relatively mature and in good operating condition. They are more independent in the process of laying out the whole area of tourism in Changshu City, making it more difficult to coordinate and co-ordinate.

After interviewing the understanding and looking up the relevant information from the Tianyancha, it was found that the Bureau of Culture, Sports and Tourism currently has a subordinate cultural tourism company, but the cultural tourism company only

holds two companies in the tourism industry, respectively the full holding of Changshu City Yushan Shanghu Tourism Development Limited Liability Company, and the partial holding of Changshu Shajiabang Overseas Chinese Town Cultural Tourism Industrial Co. In addition, the company also has fully owned subsidiaries in various industries such as healthcare, education, maternal and child care, intellectual property and real estate. In the absence of a dedicated cultural tourism subsidiary, the Cultural Tourism Company has difficulty in carrying cultural heritage tourism projects and has a limited role in the layout of cultural heritage tourism in Changshu. The Bureau of Culture, Sports and Tourism, as a government department, has difficulty in directly developing cultural heritage resources into products, which makes it difficult to co-ordinate and develop cultural heritage resources in Changshu in a holistic manner.

(3) Insufficient policy and institutional support

Changshu has limited work on policy development related to developing tourism. Changshu's two recent tourism priorities are in creating a national tourism resort and a core area for tourism, aiming to focus on four breakthroughs in brand culture, supporting facilities, resort atmosphere and connotation expansion. The national tourism resort was created after one and a half years. 20 of the 32 key projects were completed by August 2020, improving in infrastructure and landscape image. In terms of all-area tourism, Changshu was recognised as the second batch of provincial all-area tourism demonstration zones in June, and 23 provincial all-area tourism demonstration zones have now been announced in Jiangsu Province. In the work of creating the all-area tourism zones, Changshu has formulated and issued policy documents to promote the economic development and B&B industry of the city. Among them, in the "Implementation Opinions on Promoting the Development of Tourism and B&B Industry in Changshu City" issued by the municipal office on 30 January of 2018, Changshu put forward such goals as cultivating 3-5 demonstration sites for B&B construction in an orderly manner by 2020, and specifying B&B specifications, B&B management and safeguard measures. As of August 2020, Changshu has cultivated one B&B model site and one is under renovation and construction. It is evident that the pace of B&B cultivation in Changshu still needs to be improved. The government and relevant departments have yet to further improve the policy formulation for the cultivation of local brands, the introduction of external brands and the building of cooperation platforms for B&B renovation, in addition to announcing the materials required to obtain a license.

Changshu's financial support and subsidies for tourism are insufficient. In the Catalogue of the List of Special Funds for the Management of Government Departments in Changshu in 2020, published by the municipal government office in January 2020, there is not a single special fund related to tourism. Among the key tasks in the Implementation Plan for the Creation of a Provincial Demonstration Area for Tourism in Changshu, the four main areas are to reform the management system, compile a region-wide tourism plan, create a tourism boutique line and comprehensively improve public services.

(4) Relevant service coordination needs to be optimized

Changshu has relatively well developed cultural, sports and tourism facilities, and public services are relatively well developed and highly satisfactory. The intangible cultural heritage activities in Changshu are also well developed in the area and the trend of inheritance is good. However, as a city that has been created as a model area for tourism, there is still much room for improvement in Changshu's supporting facilities for tourists and investment services for tourism projects. From the 2020 work plan of the Changshu Bureau of Culture, Sports and Tourism, the 12 main tasks of the Bureau are still focused on local cultural and sports services. The work of cultural tourism is mainly reflected in several aspects such as the creation of twin districts, the organisation of events, the promotion of cultural tourism and the enhancement of business models such as study products.

Comparing the tourism-related work of the Tongxiang Bureau of Culture, Television, Tourism and Sports of Jiaxing City in 2020, Changshu has not yet focused on a series of management and service work such as the promotion of cultural tourism projects, the integrated development of cultural tourism industries, the standardisation of scenic spots, the formulation of policies to support cultural tourism industries, the promotion of cultural tourism brands and market supervision. Specific initiatives are not sufficient to promote cultural tourism industries.

In general, Changshu's cultural heritage tourism is currently at a stage where it is ready to be developed, with cultural heritage tourism resources awaiting the introduction of external projects and teams to develop them into products. The interviews also revealed that Changshu's tourism industry is still relatively homogeneous. Some small tourism enterprises (B&Bs, restaurants, etc.) are very optimistic about Changshu's tourism market potential, but it is difficult for small tourism enterprises to enter. Even local investors in Changshu are not familiar with

Changshu's tourism investment approval process, licensing procedures, support policies, project planning, etc., which discourages many potential investors.

3.4.2 Related suggestions

(1) Emphasize Changshu's tourism development

In the post-pandemic era, tourism, ranked as the first of the five industries which can bring people happiness, matches Changshu's image as a "blessed place in Yangtze Delta" and a "city of happiness". "domestic tourism" and "tourism surrounding the city" have become new trends. Changshu is located in the hinterland of Yangtze Delta, and is the birthplace of Wu culture, so the cultural tourism market is very promising. Against this background, the Changshu government needs to increase its support in four areas, including institutional protection, financial support, facility support and resource inclination, to promote the development of tourism in Changshu.

In terms of institutional guarantee, it is recommended that Changshu establish an effective system and mechanism for the co-ordination of regional tourism development; establish a region-wide linkage policy system to integrate and co-ordinate tourism resources across the region for rational planning and management; and at the same time, draw on the tourism-related development and management regulations of outstanding tourism cities or neighbouring provinces and cities to develop and improve the local tourism legislation system. For example, in the process of creating a core area for all-area tourism, the "Regulations on the Promotion of All-area Tourism" of Tangshan City and Zhangjiajie City can be used to formulate the "Regulations on the Promotion of All-area Tourism in Changshu", and the "Regulations on the Development of Tourism in Changshu City" can be used to draw on the "Regulations on the Development of Hainan International Tourism Island". Convention for the Protection of the World Cultural and Natural Heritage and the Convention for the Safeguarding of the Intangible Cultural Heritage promulgated by UNESCO, as well as laws and regulations promulgated by China, such as the Administrative Measures for the Protection of World Cultural Heritage, the Law of the People's Republic of China on Intangible Cultural Heritage, the Opinions on Strengthening the Protection of China's Intangible Cultural Heritage and the Guidance on Strengthening the Productive Protection of Intangible Cultural Heritage and measures, drawing on Wuxi's Regulations on the Protection of Historical and Cultural Heritage; and implementing Suzhou's Regulations on the Protection of Suzhou National Historical and Cultural City, Suzhou's Regulations on the Protection of Intangible Cultural Heritage, and Suzhou's Regulations on the

Protection of Ancient Buildings, to formulate a series of regulations and measures for the protection and use of cultural heritage in Changshu.

In terms of financial support, it is suggested that the Changshu government should set up special funds for cultural heritage tourism development, so as to build a platform for cooperation between heritage owners and cultural and creative development teams in the protection and revitalisation of cultural heritage, and to promote the tourism development of cultural heritage; in addition, special funds should be set up for the introduction of teams and the training of talents, so as to introduce good planning and operation teams and support local cultural tourism entrepreneurship to develop and promote Changshu's excellent cultural heritage. With the signing of a joint agreement between the Changshu Municipal People's Government and the Provincial Ministry of Modern Tourism Development Collaborative Innovation Centre, Changshu can attract more young talents in tourism through talent introduction subsidies.

In terms of facilities and support, the roads in the ancient city of Changshu are narrow. Parking is difficult. The line and pipe network are seriously aged. The appearance of the buildings and the neighbourhood are in disarray, which need to be re-planned and improved. It is suggested that the Changshu government should carry out overall planning and construction of tourism facilities: renovating the appearance of the neighbourhood; establishing above-ground and underground car parks; re-planning roads and public transport routes; building new public toilets and visitor service centres; updating the municipal pipeline network; and eliminating fire safety hazards in old buildings.

With regard to the resources in unbalanced distribution, according to the statistical analysis above, industry, as the key industry in Changshu, has received a advent unbalanced distribution of public resources from Changshu. Changshu's service industry has developed well in recent years, but the attention and support for tourism is still insufficient. It is suggested that the Changshu government can raise the planning status of the tourism industry in terms of project investment, territorial and spatial planning, land concessions and key government work, and pour more resources into the tourism industry in order to promote the transformation and development of Changshu's tourism industry.

(2) Guide the development of cultural tourism enterprises

Currently, cultural heritage tourism in Changshu has not yet formed a certain scale. Cultural heritage projects are underdeveloped. The main reason behind lies in the lack

of main companies that can get the projects off the ground. And in response to different cultural heritage resources and the needs of the cultural tourism market, cultural tourism companies have different resource integration capabilities and cooperation models. Changshu needs to develop a series of policies and plans to attract investment companies, introduce mature cultural tourism business operation models and think-tank teams, re-adjust the business scale and investment direction of Changshu cultural tourism companies and support the growth of local private category cultural tourism enterprises.

For domestic, China Tourism Group and Overseas Chinese Town Group, as strong tourism groups in China, also have lower financing costs and higher social responsibility for cultural heritage protection and inheritance, and can be considered for the overall development of Changshu's best cultural heritage resources, such as the Guqin. The provincial and municipal cultural tourism groups have strong funds and can carry out overall planning, expropriation, relocation and reconstruction of the ancient city to create a historical and cultural district with an overall appearance. Changshu City Cultural Tourism Company can set up subsidiaries such as investment companies, project companies and operation companies, establish industrial funds and introduce excellent fund managers, project teams and operation teams for investment and operation of the tourism industry. Small and medium-sized enterprises such as scenic spots, hotels, travel agencies and cultural creations in Changshu need to be given some support and supervision. A cooperation platform should be established to form industrial clusters and encourage healthy competition.

(3) Strengthen tourism project development

For one thing, the Changshu government should actively develop social organisations in the tourism industry, encourage and support social organisations to take up some of their functions, such as tourism resource information consultation, advertising services, internal communication and cooperation within the industry, social resource development qualification validation, tourism resource development market reporting, etc., giving full play to the government's role in safeguarding the rights and interests of the industry, carrying out industry self-regulation, setting industry standards, regulating the tourism development market and operations, etc., in order to bring tourism products and services to the market, and to enable the service, communication, notary and supervision agencies to be established and put into practice as soon as possible.

Secondly, the Changshu Municipal Government and the Bureau of Culture, Sports and Tourism can appropriately ‘decentralise’ and withdraw from the role of ‘operating’ tourism, helping to reshape the main body of the tourism resource development market and increasing the opportunities for social and private capital to enter tourism development activities. The government can also release its control over some cultural heritage resources and give the right to develop and allocate them to development entities, collect and publish information on resources and the market, so that enterprise entities can develop tourism resources based on the information, break down administrative barriers that hinder the integration of tourism resources, promote the flow and reorganisation of tourism resources across industries and ownership systems, and continuously optimise the allocation of resources.

Thirdly, the Changshu government can improve and optimise the administrative approval process and services for tourism development. In order to improve the process of establishing and landing tourism projects and make the projects more precisely adapted to the needs of the market, it is suggested that the Changshu government should appropriately simplify the administrative approval process for projects on the basis of legal compliance; open a dedicated channel or fast track for the approval of tourism project development; build an official information release platform and service hotline. Through multiple channels to publish and push approval related documents and information, clarify approval conditions, approval process and required materials; Set the examination and approval window; Formulate work guide and so on; promote changshu city tourism project development process and speed.

(4) Create a fine thematic product system

Jiangnan often projects the impression of gentle bridges and flowing water, small and delicate tiles and white walls. Jiangnan is rich in cultural heritage and is famous for its gardens and ancient town cultural heritage groups, with four major gardens such as Zhan Garden, Liu Garden, Zhuozheng Garden and Jichang Garden and six major ancient towns such as Zhouzhuang, Tongli, Wuzhen and Xitang. The ancient city of Changshu is unique in the south of the Yangtze River in that it is no longer a small and exquisite place with stacked rocks and water, but has a natural and atmospheric Yu Mountain and Yushan Shang Lake. The image of Changshu as a "blessed place" should not only be reflected in its economic superiority, but also in the fruitful political, cultural and artistic achievements of Chinese “scholars”, such as the hometown of ancient sages, the treasure trove of books and the source of Guqin, a traditional

instrument. In the future, Changshu should create a cultural and artistic tourism experience based on the image of the hometown of ancient sages, which is in line with the mainstream values advocated by the state and also better suits the needs of the current tourism market.

Firstly, to create a series of core attractions centred on the “lifestyle of the Jiangnan scholars”. Shen Kuo, said that he was "drunk with those who are in the his eyes: traditional instrument, chess, zen, ink, dan, tea, gin, talk and wine, called the 'nine guests'." These are the main content of the garden life of the ancient sages. Since the Tang and Song dynasties, it was common for sages to pursue the pleasures of the nature, and even when they were in the city, they had to take the mountains and the woods as their preferred mode of escape. Changshu's 'City of Mountains and Waters' met the aspirations of the sages in the city and the mountains.

Secondly, the main focus of the city and the mountains was to create a space for daily life. The life style of scholar-officials required space for cultivating, nurturing and relaxing, and relied on the natural pattern of Changshu. In the ancient city of Changshu and the Shang lake of Yushan, there are music hall, chess room, Zen courtyard, painting and calligraphy hall, teahouse, restaurant, as well as a library, a book collection and an art gallery to create some exhibition and activity spaces.

Thirdly, we will vigorously support the design of cultural and creative products and the planning of activities based on the concept of modern life aesthetics, and promote the upgrading of the service system. Based on Changshu's rich resources of history, culture and art, we will sort out boutique thematic routes to link cultural heritage resources and products to attract a more segmented market clientele, lengthen the overnight stay of tourists and increase tourism consumption. In terms of upgrading the service system, the focus will be on improving the service in terms of food, accommodation, shopping and entertainment, transport for themed tours, the tour guide system and the guiding system. In terms of the style of the product facilities, they need to present an elegant, white, light, understated and subtle style consistent with the aesthetics of the Shire, making the overall themed tourism experience more complete and with a deep sense of immersion.

Table 1 Changshu “Lifestyle of Scholar-officals in Yangtze River Delta” thematic tour

No	Name	Type	Content
1	A week being a scholar-official	Seven-day	To experience the leisure life of a scholar-official in old times, involving in activities such as playing the Guqin, playing chess, Zen, ink, Dan, tea, singing, talking, enjoying wine
2	A trip of Yushan poetry, music and painting	Three-day	Led by artists of Yushan School , tourists can experience Yushan painting and seal cutting, listen to Yushan Guqin, , enjoy a feast of elegance
3	A day being a scholar-official	One-day	Experience two activities in playing the Guqin, playing chess, Zen, ink, Dan, enjoying tea, singing, talking, enjoying wine
4	Book-seeking tour in an ancient city	One-day	In the way of treasure hunt, according to the map, the story of a scholar-official in Changshu in different places to find clues and connect, in-depth exploration of the ancient city and obtain the pleasure of collecting books
5	Tour with different solar term	One-day	According to the solar terms and seasons, there will be inclusive activities such as spring outing, autumn excursion, flower appreciation, wine cooking and crab eating
6	Cake baking experience	Workshop experience	Learn traditional Chinese pastry making from pastry chefs in the workshop
7	Guqin experience	Workshop experience	In the Guqin Museum, tourists can learn the origin and allusions of Guqin, the production process of Guqin, how to play Guqin, watch Guqin performances, wore Guqin costumes and take photos
8	Lacework experience	Workshop experience	Learn about the development of Changshu Lace Factory in the Lace Museum, learn to make lace, create your own lace works, and buy lace peripheral products

No	Name	Type	Content
9	Wine and ink experience	Workshop experience	Taste wine in the calligraphy hall on Zuiwei Street, listen to the teacher's explanation of the appreciation of cursive script, calligraphy enthusiasts to exchange and writing experience
10	Tea and meditation in mountain	Vacation experience	Create a Zen space in Yushan to cook and taste tea, explain the connotation of Zen, and practice Zen
11	Folk story salon	Thematic activity	With folk stories or children's stories as the theme, a story salon will be held regularly, which will be told and discussed in various forms such as film, commentary, singing and shadow play
12	Folk customs show	Performance	Folk performances such as cricket fighting and praying for rain are held regularly

(5) Communicative protection and development strategy of cultural heritage tourism

The diffusion of cultural heritage is not only a matter of publicising cultural heritage resources or products through the official media, but also of promoting the integration of cultural heritage into everyday life. The dissemination of cultural heritage is as much about the transmission of information as the creative co-creation of 'life' in the sense that it meets the needs of contemporary everyday life. Protective communication of cultural heritage can be understood as communication for the building of a living community, or simply as 'living communication'. For example, in recent years, young people have been asked to wear Chinese costumes, eat noodles made in a traditional way and play the Guqin, all of which have gradually become part of their daily lives rather than "deliberate" acts.

Changshu is an industrial city with a garment production base, and the government is currently focusing on creating a town of clouds, activating the "Shang" element and making Changshu a model base for innovation in China's garment industry and a capital for entrepreneurship in the global fashion industry. Changshu itself has a rich and profound cultural heritage, which provides a valuable cultural source for innovation and creativity. The Changshu government can seize the resources and opportunities to

integrate the existing garment industry base and cultural heritage resources to build Changshu's national fashion brand through a "communication conservation" strategy, and to integrate and innovate traditional Chinese clothing into a new lifestyle concept and dressing style.

The Changshu Yushan School of Qin is well known throughout China and is one of the most important schools of Chinese Guqin. In 2003, Changshu was named the "Home of Guqin in Jiangsu" and the "Home of Guqin in the United Nations International Folk Art Festival". A number of mature organizations and individual education institutions have been established. Changshu has become a major town of contemporary Chinese Guqin art, playing an increasingly important role. As a national intangible cultural heritage, the Yushan school of Guqin is relatively well developed in terms of its techniques, collection of scores, performance skills, and the extent of its transmission and popularity. Therefore, this topic takes the Yushan Guqin as a model case and combines it with various practical examples of "communication-based conservation" to provide ideas for the conservation and development of cultural heritage in Changshu.

Firstly, media communication should be strengthened. At present, Changshu already has a space for the display and performance of the Guqin, but the content related to the culture and techniques of the Guqin is not well known on a national scale. Therefore, there is still a need to strengthen the collation of knowledge, allusions and other relevant content related to the Guqin and to disseminate it through traditional means and the media. Firstly, through the publication of articles and books, academic research on the culture of the Guqin has been collated to deepen its cultural connotations; the knowledge of Guqin-making techniques and scores has been compiled and published in a series of books. Secondly, promotion through television, the internet and other media. With the rise of traditional culture, more and more well-produced documentaries and variety shows related to the non-heritage are coming into the public's view, and Changshu can actively contact and establish cooperation with relevant production teams to participate in programmes and video recordings. Thirdly, with the help of smartphones or other terminal app, the commercial value of the Guqin project can be realised and improve its ability to "generate" and "replenish" itself. This can be done through the "Tiktok Intangible Cultural Heritage Partner Program" or the "Kuaishou Intangible Cultural Heritage Leader Program" to increase the exposure rate of the Guqin, or even to generate economic benefits through these platforms. Fourthly, immersive media communication, emphasising vivid interactivity, breaks the

distinction between online and offline. Appearing as an innovative MR avatar can lay the foundation for creating a huge space for a series of IP (intellectual property) products such as animation, games and offline creative products in the future.

Secondly, improving the dissemination of education. The heritage of the Guqin in Changshu is in good condition, with a number of activities going into schools and into the community, with teaching points in the local area and in various towns, as well as attracting some students from other parts of Jiangsu province and the whole country. But the heritage can reach a much wider audience: first, elite education. From interviews with Guqin inheritors, we know that there are many middle-class ladies in Jiangsu and Zhejiang provinces who have a keen interest in the Guqin and are taking active action. Therefore, targeted classes can be offered for this segment of the market and an elite group of Guqin teachers can be trained, both to pass on Guqin-related skills and to accumulate teacher resources for the promotion of Guqin. Secondly, university education. University students, as the group of young people closest to public life, can make the transmission of cultural heritage more vivid. We can try to establish a major in Guqin or offer courses on Guqin in universities. This would provide a good opportunity for university students to learn about the Guqin and come into contact with it. Even through this dynamic and creative group of university students, they can be encouraged to start their own businesses around the Guqin, exploring its many possibilities. Thirdly, education for all. Continue the existing activities of bringing the Guqin to schools and communities. Children and young people in Changshu will be exposed to the Guqin from an early age, and become familiar with it in their lives, and slowly develop an interest in it and enhance their understanding of it.

In addition, creating symbols for communication. The Guqin is crafted with considerable care. As one of the representatives of classical Chinese aesthetics, the Guqin has a series of representative visual elements and symbols. It is suggested that Changshu should design the visual image of the Guqin by cooperating with relevant design teams and holding design competitions. Through the creativity and individuality of designers, combined with the typical temperament possessed by the Guqin itself and the cultural heritage of Changshu's scholars, the traditional craft can be stimulated to modern vitality. In addition to this, the image of the Guqin needs to be incorporated into the various designs of everyday household items to deepen people's impression of the Changshu Guqin brand. At the same time, Changshu can also make use of the creative design platform of the clothing industry to fully embody the classical Chinese

beauty ethos embodied in the Guqin, making the cultural heritage a trendy match for young people's daily lives.

Finally, promote the spread of Guqin as a part of life. As a classical musical instrument, the Guqin was once a form of entertainment in the daily lives of Chinese people as well. Modern people still cannot live without enjoying music, playing music and creating music. Allowing the Guqin to penetrate more deeply and widely into people's daily lives is the best way to protect and pass on the instrument. By building a platform of “Guqin inheritors + Guqin composers + Guqin makers”, the Changshu government can allow the Guqin to be played not only according to traditional ways, but also in combination with the creative elements, performance and appreciation of contemporary popular music. Guqin can be closer to the daily life of modern people and meet their practical habits. The music can be combined with contemporary pop music elements, performance styles and appreciation, so that the Guqin can be brought closer to the daily life of modern people, conforming to their actual habits and meeting their psychological demands. For example, by incorporating the Guqin into orchestra performances and taking part in popular music festivals; by combining the classical scores of the Guqin with popular music to create new repertoire that can be adapted to different scenarios in everyday life; by simplifying the learning of the Guqin, lowering the threshold for learning the Guqin and making the Guqin a genuine form of entertainment for the public.