Chapter 2
Theory and Related Researches

The core idea of strategy theory，in the 20th century, 60s, the famous American strategic scientists H.I.Ansoff published, enterprise strategy, strategic theory, strategic theory research officially opened and the importance of its own to become a discipline subjects. After decades of development, the strategic theory has formed 10 main factions.

Representative person and books：**the Design School** ------Andrews, business strategic thinking (1971), Philip Nick, 《business leadership》(1957), 《Chandler, Strategy and Structure》(1962); Harvard business school, 《Business Strategy: Content and Case》(1965) etc.

The core idea：

- The formation of strategy is a conscious thought process under control. 2. Strategy formulation and implementation divides into two phases, formulate strategy is around the development of core competence, including external balance in order to realize the matching process.

- SWOT (Strength, Weakness, Opportunity, Threat) strategy formation model: considering the threats and opportunities facing the enterprises (External Conditions) and the enterprise itself of the advantage and disadvantage conditions (Internal) factors, emphasis on strategy is the most important factor is the external factors and organizational factors match.

Representative person and books : **the Plans School** ------ H.igor Ansoff, 《Corporate Strategy》(1965)； Peter F. Drucker & George Stein, 《Top Management Planning》(1969)； Drew Shindell, 《Strategic Management》 (1979).

The core idea:

- The formation of the strategy is a controlled, conscious, standardization of the formal process.

- Strategic behavior is to adapt to the process of its environment and the enterprise internal structure change caused by process.

<u>Representative person and books</u>: **the Positioning School** ------ Michael E.Porter, 《Competitive Strategy》(1980), 《the National Competitive Advantage》 (1990); Carl von Clausewitz,《the war theory》; 《theory of strategy: the War in Vietnam》; the Boston group, 《Boston Matrix》, 《the Learning Curve》, 《Game Theory》.
<u>The core idea</u>:

- The essence of the formation of competitive strategy, it is an enterprise and its environment, one of the most critical part is the enterprise into a live a few industry competition.
- Enterprise in the process of strategy formulation must do a good job in two aspects: the first is the enterprise related industry structure analysis; the second is the enterprise in the industry analysis of the relative competitive position.

<u>Representative person and books</u>: **the Entrepreneurs School** ----- Joseph Alois Schumpeter，Peter F．Drucker，Janos．Kornai，James.Collins，Gordon Moore. 《the Founders of the Organization》,《From Start-Up to Implementation》etc.
<u>The core idea</u>:

- The strategy formation process is a process of intuitive thinking and inspiration;
- The core of the strategy is "vision"; it produces in the brain of leaders. It is the strategic thinking. Vision is both an inspiration and a feeling of strategic task, is a kind of guiding ideology.

<u>Representative person and books</u>：**the Cognitive School** ------ Herbert A.Simon
<u>The core idea</u>:

- The formation is the strategy based on information of processing, knowledge and establishes the concept of cognitive process. A concept is the most direct and strategy of which the most important factor.

Representative person and books: **the Learning School** ------ Charles Lindblom, 《The Science of Muddling Through》(1959); H.Edward Laplace, 《Excellent Managers do not make Decisions》, James Rrian Quinn 《Strain Strategy: Logical Instrumentalism》etc.

The core idea:

- The strategy is formed come from gradual learning and natural selection. Can appear within the organization, and each one with the formation and implementation strategy.

- Strategic management is no longer just about the management of change, but through change management.

Representative person and books: **the Power School** ------ JEFFREY PFEFFER & GERALD R. SALANCIK, 《External Control the Resource Dependence Perspective》 (1978) etc.

The core idea:

- The strategy should not only pay attention to the industry environment and competitive forces such as economic factors. And pay attention to the interest groups and political factors such as power sharing.

- Strategy formation is a process affected by power obviously. Is an organization that includes the internal contradictions between different and mutual negotiation between external environments of the organization. Power and politics should be applied to strategic talks to get special benefits.

Representative person and books: **the Culture School** ------ Andrew Pettegree, 《Long-term Planning Theory of Organization and Management》；Richard Norman, 《The Management of Growth》 etc.

The core idea:

- Corporate strategy is rooted in organizational culture and social values behind; its forming process is a beneficial factor in the enterprise organization integration and the process of work.

- The organization culture is the spiritual world of "organization", or has become a tradition and habits as well as a variety of more specific forms.
- Culture represents the organization's life, represents the soul of the body.

Representative person and books: **the Environmental School** ------ Danny Miller, Hannan & Freeman, Stephen Jay Gould, Max Weber, Meyer & Row, Oliver Hart etc.

The core idea:

- The environment as a kind of comprehensive strength to show organization itself also is the central role in the process of strategy formulation.
- The organization must adapt to environmental forces otherwise will be eliminated.

Representative person and books: **the Configuration School** ------ Alfred D.Chandler Jr , 《Strategy and structure: the history of industrial enterprises》, Danny Miller, Miles & Snow, Graham Allison etc.

The core idea:

- The organization is a kind of structure, is composed of a series of behavior and characteristics of an organism.
- Strategy is an integrated; it is by a variety of other school point of view of integrated system. It focuses on each part of the strategy, including strategy formulation process, strategic, organizational structure and organizational relationships, etc.

See from the previous articles, although different school knowledge of strategy is not comprehensive, but some extent in the exploration. The school's point of view constitutes the core content of the strategic theory. And guide the practical activities in different areas. People in the real world are facing different questions or different strategies in different areas. These strategies may involve different behavior subject, involving different goals, involved in the practice of different span and geographical

scope, involving different means and process. Because of the complex and diverse, makes the strategic concept formed a broad system. From a strategic topic, there are international organization strategy, national strategy, government strategy, strategy of company, etc. From line fields, development strategy, security strategy, economic strategy, cultural strategy, etc. In terms of time, has the long-term strategy, medium-term strategy, short-term strategy, etc.

2.1 Main theory

2.1.1 Induction, Deduction and Analogy

Philosophy is the main method of deduction and induction. They were as the premise of according to deduce the conclusion. Deduce from the more general propositions infer special proposition. So from the flipside, summarized from the special features of propositional inference general proposition. But, deduce while ensure the real features of conclusions, but as a thought according to the principles and the premise of the utilitarian, although it is true, but cannot guarantee the conclusion must be true features. So that it is impossible to provide certain truth. [8]

[1]Research of this paper is from the practice case conclusion, summed up the general characteristics and conclusions deduced from the general characteristics of tourism development strategy planning methods and procedures, such as special proposition. The advancement of this paper is to improve the process of inductive and deductive multiple cycles.

In addition to the induction and deduction, because to do tourism development strategy is not without reason, depend on imagination. It is derived on the basis of the traditional tourism development planning a form, so the strategy must be compared with the traditional development planning. Studies the difference between them and their respective applicable scope. At the same time, although tourism

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[1] [8] [10] PENG FUCHUN, "philosophical topics and methods." Philosophy research, 2005, [3]: 8-18

development strategy in the tourism industry is a relatively new planning method, but this method is borrowed from other areas. Close to tourism development strategy of area is the urban development strategy planning, so the research of this paper will also with the urban planning system, especially urban strategic planning theory, methods and practices a comparative study. So the comparative study through the full text of the research process.

2.1.2 Methods Scientific Practice Philosophy

Scientific practice philosophy is compared with the traditional philosophy of science and the concept of generation. Traditional theory of philosophy of science thought is the ultimate achievement of research. Scientific goal is to better theory is put forward, this, "the theory of achievement" the philosophy of science has run into trouble. Scientific practice philosophy is the philosophy of science "practice achievement". Think that practice is the first scientific practice philosophy: practice not only shape the human, practice as well as shaping the world. Scientific concepts and scientific theory only as a wider range of social practice and part of the material practice, so can let us understand. Scientific knowledge and activity must be local. Scientific practice philosophy and pay more attention to practice, because of the way science's role in the world, rather than to observe and describe the world, the field of scientific practice philosophy to the world in important place, think it is a bit like Einstein's theory of relativity with time and space in the material.

According to the theory of scientific philosophy, time for practice, finally return to practice. The theory and practice constantly repeat and spiral, human beings' cognition of the world's most basic methods. Is also used in this paper the most basic method, which is the most effective method. The attaches great importance to the refining and summarizes in theory, and attaches great importance to the in-depth analysis of the case. And try to make through case study, theoretical knowledge is more reliable and exact. For us, with the traditional tourism development planning of thinking to do, but the result is not accepted by A (Tourism Investment Enterprises). It forces us to adjust the planning ideas, planning to focus on the content of the need

to grasp the several aspects of the A. And fade out conventional content, this kind of focused and abandon the general train of thought is the origin of the tourism development strategy planning. In practice, of course, we also constantly explore different the focus of investment projects. Grab the key, strategic planning is half the success, the key is the strategic direction, is also a need to solve the problem. The first step in strategic planning: strategic objectives. Good strategic focus determines later, further refinement strategy measure is slowly search results. As long as after many negotiations, generally can achieve a goal. So, refined theory from practice, and then put theory into practice work, after many repeated, spiral, this is the planning should take the basic method of science, also is always grasp the core of this thesis research.

2.1.3 System Theory Method

The 20th century, the establishment of the system theory has a profound influence on the development of human society. It from an ontology theory, cognition theory, the method theory and value theory and so on various aspects of maximizing changed people's world outlook, the mode of thinking, behavior and values. In the aspect of ontology theory, realized from the real center theory, to process center theory, as well as was transform to the center of the system theory. In the theory, cognition theory and method from mechanical form to the school system and comprehensive transformation. Force on the factor analysis into the attaches great importance to the overall comprehensive transformation. In the process of values change, gradually abandoned by the real center theory and the values of $1, and the process center theory derived values of relativism. Established by the theory of system center to be built on the basis of the pluralistic value. The concept of revolution caused by system theory in the field of theory and practice has produced great power. However, the human society is development of change year by year. The steps of revolution will not stop for a second. System theory has a revolutionary nature on concept. At the end of the practice can be combined with other, at the

same time, have stronger operation nature. [9] The correlation of each parts the research methods of system theory emphasized and the overall effect. So won't produce invisible defects. For make a grasp the progress of research from the global perspective. Forgetting factor can be found, can use the icon clear statements about the problems, and to clarify the relationship between the systems within each group. [10] 2

Tourism development strategy is the development prospect for tourism planning. Operation object is tourism system, involving science including tourism science, planning, decision-making, marketing, sociology, psychology, management science, environment, etc. This thesis is a combination of the multi-disciplinary theory, perspective as much as possible, multifaceted, multi-level system makes researches of tourism system to do study.

2.2 Literary Reviews

2.2.1 The Research Progress of the International Tourism Development Strategy

International scholars research began in the tourism development on the tourism development strategy planning. It involves the necessity of the research, planning method research, planning content and strategy research, etc. The research is associated, cover them each other. But there is more and more used in different part of the practical work. So that the tourism development strategy and no legal status. But in the tourism development planning of developed countries attaches too much importance to the study of development strategy.

2.2.2 The Generation of Strategic Thinking

Tourism planning strategic thought is gradually in the process of tourism planning

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2 [9] [11] XIA JIANHUA, XU ZHENG. 《The overall nature of the concept of system theory》, <<system study of syndrome differentiation>> .2004.12 (2): 25-27.
[10] [12] XIAO JIMEI. " Material subject's theory of party theory." Metallurgical industry press (Beijing). 1994, p131)

and development. Scholars put the international tourism planning and development summed up in four stages. The initial stage from the 1930 s originated in Britain, France, etc. Until 60-70s， tourism planning and further development of the world. At this stage of the tourism planning to solve existing problems: the transition from the late 70s, the production of tourism planning research works, such as World Tourism Organization (WTO) in 1997, published by 《Integrated Planning》, and 《Inventory of Tourism Development Plans》; in 1979，the Gunn edition of the Tourism Planning work 《Tourism Planning》, Gunn in 《Tourism Planning》 have been proposed 《Regional Strategic Planning the concept, and the Strategic Planning and traditional Planning are compared. Put forward the strategic planning process of five can not lack of [11], this stage of the tourism planning has a long-term, began to attach importance to the long-term development of the tourism industry need action strategy. Is the rapid development of tourism planning stage in the 1989 s, a series of monographs published about tourism planning theory and methods, such as, in 1988, published by Gunn, 《Tourism Planning》, second edition. Published in 1985, Murphy, 《Tourism：Community Methods》. Published in 1986, Getz 'Tourism Planning Model of Theory Combined with Time ". Published in 1989, Douglas Pearce, 《Tourism Development》, etc. The other major international Tourism journals such as 《Annals of Tourism》 as, 《Journal of Tourism Studies》,《Journal of Travel Research》,《Tourism Management》,《Tourism Recreation》,《Leisure, Science》, 《Tourist Review》, and 《Journal of Sustainable Tourism》, and so on, have published a large number of Research papers about Tourism development and planning. Tourism planning strategy in practice and theory in the course of mutual promotion got more detailed research: in the 1990 s, stepped into the stage of further development of the research of tourism planning. The Edward Inskeep who's a famous American tourism planner of his standard procedure for tourism planning framework to build a huge contribution. Two representatives of the work, 《the Tourism Planning: an Integrated and Sustainable Approach》, 《National and Regional Tourism Planning》, is facing the tourism planners' operation theory and technical guidance. At the same time, the world tourism organization has published,

《Sustainable Tourism Development: local Planner Guide》, and 《Integrated Model of the Resort》, etc. The emergence of these works makes tourism planning content, method and procedure of mature slowly. In addition they also summarizes the main ideas of foreign tourism planning method with five: Integrated Approach. System planning, community method, Threshold Analysis and the sustainable development thought. [11] In these phases, foreign tourism planning is from naive to mature gradually. When the tourism industry development environment not stop to changing. The tourism planning theory and method of gradual adjustment, also make a check at the time. Strategic planning ideas in the transition stage of tourism planning (in the late century, 1970s) gradually, the tourism planning and development stage was rapid of development. In the strategy of tourism planning research has become the most important content in tourism planning. In the 1990 s, strategic thought has deep into the different tourism planning, and emphasized the linear continuous process for planning, emphasized the importance of team planning nature, emphasizes the participation of the general planning and decision-making, emphasize the flexibility of planning. [12] 3

2.2.3 Practice of the Strategy

Practice is the raw material of development strategy of tourism and propellant. Tourism development strategy it is in practice constantly improves and update. Maybe different cases are not mature, but there are contradictions between each other. But it is these conflicts and collisions to promote tourism development strategy gradually mature. Also only has given rise to the theory and method in the process of practice, can guide the practical work. So the society need to strategic planning.

The Australian government formulates tourism development strategy planning to

3 [11] [13] Clare A. Gunn. Tourism Planning. New York: Taylor & Francis publishing office. 1988, p17-18. 225.

[12] [14] Ingrid Bonn, Chris Christodoulou. From strategic planning to strategic management. Long Range Planning. 1996. 29(8): 543-551.

promote sustainable tourism. Formulate strategy include: regional tourism development strategy, ecological tourism strategy, strategy of cultural tourism, aboriginal and Torres Strait islander tourism strategy, agricultural tourism strategy, strategy of forest ecotourism and hiking. Those concerned with regional development strategy and the government, the environment, the diversification of rural economy, and this is committed to solve the indigenous people unemployed, realize self-decision, the desire of the self supply consistent. In the process of planning, they emphasize the role of "participation". Participation is the core of strategy development and implementation. Effective participation is including the distribution of power between the main stakeholders. With the early decision theory of the individual planners of technology planning process is completely different. It is the government agency personnel, tour operators, social members, interest groups and individuals to participate, only into the common idea; regional tourism development strategy can be implemented effectively. But in the process of this project also exposed some problems. The most main is involved in even though is effective to a certain extent, but also to continue or back up with a difficult choice. The main reason is that some individuals and institutions of power over jurisdiction, it often is planning the focus of the debate.   The participation is strategy and tools. Subject was conflict, but as a planner will take more tolerant of the decision making process in order to meet the requirements of the local residents. At the same time, according to the orders of the government in the region and the local maximum self supply to work hard. [13] [4]Australia Marion area tourism development strategy of the SWOT analysis on eight aspects, respectively is the natural resources, tourist attractions and tourist experience, promotion and distribution, infrastructure, tourist service facilities, human resources, management and coordination, financial resources. Can drive the tourism strategy is presented by analysis of the five products theme, respectively is the natural attractions and coast, culture and heritage,

[4] [13] [15] David Wood, 《In Northwest Australia Strategic Planning Participating the Gain and Loss》, the foreign urban planning, 2003.18 (1) : 11 to 18

conference exhibition, sports and entertainment, shopping. The five main themes for the formation of the building and regional tourism destination marketing strategy have a very important role. Theme strategy should be to create an area is different from image identifiable people in other parts of the region. Only this way can we effectively promotion. When making strategic strategy put forward the five principles, tourism is an industry, tourism needs to multi-party cooperation, tourism can provide employment opportunities for local residents, tourism involve the local community, tourism must be sustainable development. Finally worked out a strategy include: tourism theme drive strategy, market segmentation and differentiated marketing strategy, relying on five big tourist theme of tourist destination development strategy, strategic management and local leadership, tourism development and training strategy, development strategy.

The United Nations development program (UNDP) and the world tourism organization for many countries tourism planning, Figure 1-4 planning major strategic thoughts. [14]

Country or region	Setting Year	Major strategic thoughts
Malta	1989	The focus of the tourism industry has been highly developed; the planning based on the analysis of the regional environment, put forward the development of different regions to, tourism development intensity and measures.
Oman	1991	As a result of Oman has been idle the development of the tourism industry, so for the investigation and evaluation on the tourist attractions is planning, the main task of the on the basis of establishing tourism development

		goals and measures, the culture of the main basis for the establishment of development strategy of tourist attractions, the environment or natural features.
Bhutan	1984	To ensure that the type of development and growth of the tourism industry will not destroy the natural environment, also won't destroy the cultural heritage of Bhutan, on the basis of cultural tourism, mountaineering tourism, and wildlife tourism.
Zanzibar	1983	The establishment of comprehensive regional tourism development policy and organizational structure including system planning, to optimize development area first preparation of detailed planning.
Bangladesh	1988	In the real evaluation of the tourism development of the limitation of the facing opportunities and qualitative basis, know the tourism development policy and strategy, fully embodies the regionalization concept in the development of tourism industry. Planning method is comprehensive and comprehensive, all aspects of the tourism industry are considered, and emphasizes the strategic principles; the strategic approach to the development of the tourism industry is very limited state is very appropriate.
Cyprus	1988	On the environment and project evaluation, on the basis of the development

		can provide a selection of development strategy, the final recommendations to adopt restrictive development model, asked the government to intervene in the tourism development of maximum location choice, the number and type. This planning reflects a tourism industry highly developed method to realize the sustainable development of the region.
Mongolia	1989	A development strategy mainly includes the development orientation; target market development, transportation, and issues related to social economy, the core strategy is to use the local Mongolia's unique advantage to develop tourism industry. Put emphases on how to let visitors better understand the features, and tourism development with natural protection coordination.
Uganda	1993	The program's goal is in order to promote the revival of national tourism, planning content in detail, establishing tourist area is an important development strategy, planning also made a specific guidelines on the implementation of planning. Those no matter are very important. With the tourism industry has started or need to recovery in the region,

Philippines	1991	The plan put forward the short-term, medium-term and long-term development goals, to develop the tourism development policy and strategy, in evaluating a few can provide choice of development strategy, put forward the group development strategy, the property market strategy, international and domestic balance development strategy, concentrating the opening-up strategy. Instead of planning for tourism industry have a certain foundation, but need to further develop the proper policies to guide the future development of the country.

Figure 1-4 The Part of the national tourism planning case of strategic thought

As we fund, international scholars on the research of the tourism development strategy originated from the traditional tourism development planning. In many countries, tourism development strategy also does not have legal status, but in the international tourism development plan attaches great importance to focus on strategic level, is the integrated use of a variety of methods, highlight the need to solve the key problems and emphasizes the planning and operation of the effective connection, so whether tourism development strategy, strategic measures and strategic focus of recent content as a key work in the tourism strategy.

[14] The world tourism organization, the national and regional planning and case analysis.

2.3 Conceptual framework

The theoretical part of this paper，   mainly from the background of tourism strategy, and than basis on the theory of related strategy, tourism economy, and the theory of consumer behavior, etc. Proved part, the mainly is research and analysis the present situation of the development of Guilin's tourism. Around Guilin tourism strategic environment, strategic development present situation and the existing problems. Summarize the reason of strategic development and the conditions of strategic development. Finally put forward the strategies of the strategy of the main line, to the study of Guilin tourism strategy to form a system framework of the nature of

Literature Analysis

Perspective of Research

Theory Basis of Transformation

Theory of Strategy

City Tourism Motivation Mechanism Theory

Theory of Supply and Demand of Tourism

Guilin Tourism Related Information and Data Collection

Guilin Tourism Scenic Area of the Field Survey

Development of Guilin Tourism Strategy Analysis

Environment and Present Situation of Guilin Tourism Strategy Products Transformation

Reason of Guilin Tourism Strategy and Conditions

Development of Guilin Tourism Product Strategy
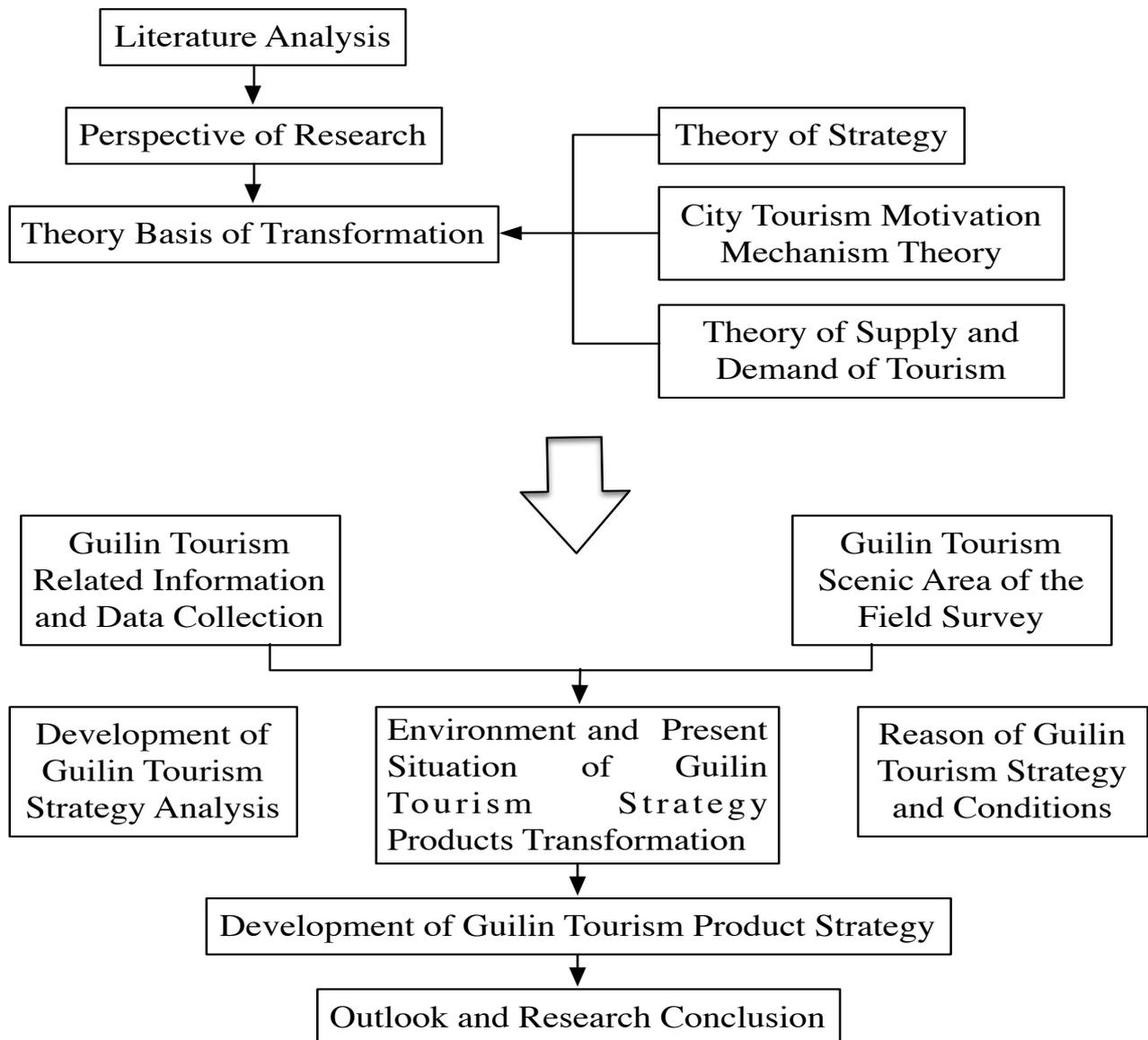
Outlook and Research Conclusion

Figure 1-5 The Research Technique Route of Dissertation

particular average.

The following, technical line chart this thesis research ideas and the main structure of the paper, as shown in figure （1-5）：

2.4 Mountain and River, History and Culture, Nationality and Culture Integration Strategic Resources Overall Strengths

- The Vast Area, Different Kinds

The 12 counties under the jurisdiction of the city on the basis of the tourism resources are very abundant, and reasonable distribution. Both the splendor of molten rock, stone forest landscape, and different water system landscape, more distinctive fresh historical and cultural sites, and strong national culture of primitive simplicity.

According to "China tourism resources general survey specifications" statistical classification and grading system. By the end of 1999, Guilin tourism resources type preliminary statistics for 949 places. The geographic landscape type 231 local human cultures. Biological landscape type 112 places. River and lake cultural landscape type 78 places. Historic culture types 364 places. Modern human culture and the abstract culture landscape 164 places [15]. As shown in figure (1-6):

Geographical Cultural Landscape Types	24%
Biological Landscape Types	12%
River and Lake Landscape Types	8%

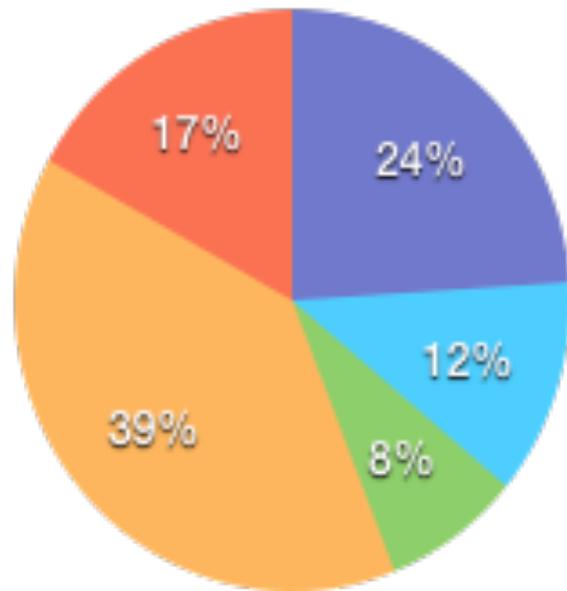| Historic Culture Types	39%
Modern Human Culture and Abstract Human Cultural Landscape Types	17%

Figure 1-6 the number of Guilin tourism

- Resources are Unique; High Quality

  Guilin is the most perfect subtropical zone development in the world, one of the most typical regions. Represented by the LIJING river haystack and river is a world-class unique resource. Tourism zone size spots scattered. Including water conservancy project of Qin dynasty --, XIN 'AN LINGQU; And forest ecological environment best national level and the level of autonomous region forest park, and China's first class protection plants and cherish animals; There is billed as the world level unique style, the collection ecological landscape and human culture in the integration of LONGSHENG LONGJI terrace; Is the birthplace of the YAO nationality all over the world -- GUANGYANG QIANJIA hole. There are full of DONG, YAO, MIAO and other ethnic minorities romantic culture of folk resources.

- Tourism Resources Density, Urban and Landscape Cross Together, Tourism Atmosphere is More Distinct

  Guilin tourism scenic area is not only more and denser. With the center of the city within a radius of one hundred km, there are nearly hundred scenic spot can be developed and travel. And can form crisscross networks of tourism. A "scenic spot

in city; Cities there are scenic spots; Cross each other cities and scenery", more remarkable city features. In the large-scale urban renewal, established the "protection of mountain and river city, development of ecological city, the construction of garden city", the ideas were building. As the "two river four lake" project construction, a "scenic spot inside have city, city inside have scenic spot, and city with scenic spot are stagger together, it is also cover each others", make the characteristics of the city is more bright [16]5.

5 [15] [16] Editorial committee of Guilin tourism resources. 《Guilin Tourism Resources》. LIJING press.1999

[16] [17] Guilin municipal party committee of the communist party of China, the decision about to speed up the reform and development of tourism industry.2000