



**RESEARCH ON THE DEVELOPMENT STRATEGY OF QILU CULTURE  
AND TOURISM GROUP CO., LTD**

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AND TOURISM GROUP CO., LTD**

**Thematic Certificate  
To  
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## ABSTRACT

**Title:** Research on the Development Strategy of Qilu Culture and Tourism Group Co., Ltd.  
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Through an accelerated reform and opening of the economy, China has achieved rapid economic growth and the rise of national income. With the advances in science and technology, the cultural and travel industry has also been quietly developing with the assistance of the internet. Due to these circumstances, a fiercely competitive environment has formed. Companies must adapt to these changes and formulate appropriate development strategies to maintain their position in the economy, especially cultural centric companies.

Qilu, a known Holy Land in China, is a popular tourist attraction for both locals as well as global travelers, and the company offers highly competitive packages and services, which has made it a famous company in Qilu. The company has yet to establish its business development strategy and suffer negatively from the numerous asset and personnel integration responsibilities, which results in shallow profit levels. The company must develop its strategy to sustain its growth in the industry.

This study chose Qilu Culture and Tourism Group as the research object. Further research combined China's culture and tourism industry with domestic and foreign scholars' research. It then was compared with strategic management related theories to evaluate the internal and external environment of Qilu's cultural tourism industry. This study then implemented PEST and SWOT analysis to create a clear

picture of the group's position and how their control capabilities stand from a quantitative and qualitative perspective. In conclusion, this research offers recommendations for strategic guidance and development based on its deficiencies that will promote a healthy and sustainable future and growth for Qilu Culture and Tourism Group.

**Keywords:** Strategic analysis, Development strategy, Strategic choice, Qilu Cultural Tourism



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## CHAPTER 1 INTRODUCTION

### 1.1 Research Background

With the acceleration of reform and opening up and the improvement of people's living standards, tourism has become an important part of most people's lives. Compared with the traditional outbound tourism, the structure of China's tourism industry has also changed; leisure tourism has become the main purpose of travel instead of sightseeing tourism. The popularity of the parent-child tourism market has been increasing, and the trend of youth has become the main trend. These changes also show that China's cultural tourism companies are facing major challenges.

The national policies pay more and more attention to the cultural tourism industry. As the third industry, the cultural tourism industry plays a more and more important role in the national economy. In the past decade, China's tourism enterprises' total tourism income has shown a significant growth trend. The tourism industry's total income had increased from 2.32 trillion yuan in 2011 to 6.67 trillion yuan in 2019. The tourism market is just like this. It is already a huge cake. The changing trend of total tourism income in China's tourism market is shown in Figure 1.1.

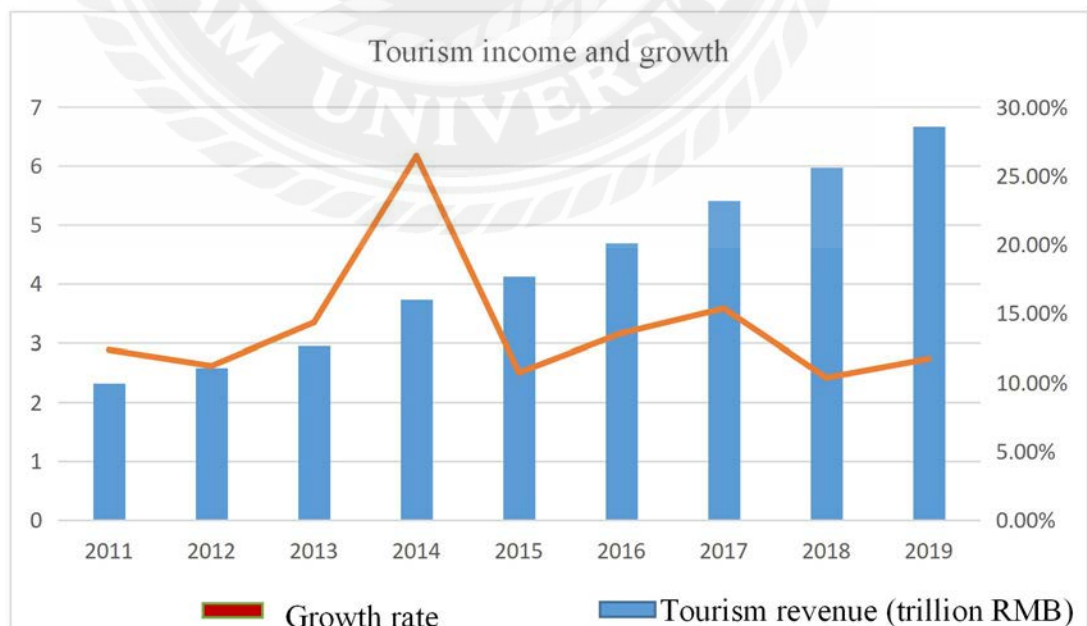




Figure 1.1 Total income and growth trend of China's tourism market from 2011 to 2019

At the same time, according to relevant surveys, the total number of Chinese tourists is also growing. In 2018, the number of domestic tourists in China increased to more than 5.5 billion, reaching 5.012 billion, a year-on-year increase of 12.8%. By the end of 2019, the number of domestic tourists in China has reached 5.539 billion, with a year-on-year increase of 10.8%.

Although the sudden outbreak of the epidemic in 2020 has greatly impacted China's tourism industry, the long-term trend of China's tourism industry remains unchanged. It can be seen that China has entered the era of "mass tourism." Tourism has become an important part of people's lives and even the national economy, ushering in the golden opportunity period of strategic development.

However, due to the late start of China's tourism industry as a whole, the tourism industry's operating income in many regions still relies on the "ticket economy." Some tourism enterprises still have the problems of "small, scattered, disordered and weak," leading to the ineffective integration of high-quality tourism resources in these areas, the incomplete tourism industry chain, and the huge development space of the tourism industry. As a powerful tourism country, China needs strong support from powerful tourism enterprises. How to make China's tourism industry bigger and stronger and improve the competitiveness of tourism enterprises has always been an important proposition of China's domestic tourism industry. In recent years, China's tourism industry has gradually realized that tourism enterprises should take the road of group operation, establish large and medium-sized tourism groups with a complete industrial chain, and carry out large-scale and group operation of various tourism resources. With the deepening of the reform in recent years, many large and medium-sized tourism groups have emerged, including many large-scale state-owned tourism groups. These enterprises shoulder the glorious mission of promoting the quality and upgrading of China's tourism industry, as well as the economic responsibility of state-owned enterprises to maintain capital and increase profits. Suppose we can formulate a reasonable and long-term development strategy suitable for these tourism enterprises. In that case, it will greatly promote the development of state-owned tourism groups and promote the promotion of the whole industry.

Qilu is an important cultural Holy Land in China, and the cultural tourism industry is the key development industry in the process of transformation of new and old kinetic energy in Shandong Province. In recent years, Shandong Province has intensively issued relevant policies on the cultural industry to promote the cultural industry's development with Shandong characteristics and encourage the development of cultural industry cluster areas. The new and old kinetic energy conversion policy clearly proposes to expand the supply of tourism products, focus on the cultivation of five distinctive and dynamic cultural industry clusters in the whole province, build about ten cultural industry parks with strong agglomeration ability and large-scale benefits, support about 100 large-scale cultural enterprises with the prominent main business and strong competitiveness, and promote the integration of tourism with industry, agriculture, ecology, culture, and sports Together.

Qilu culture and tourism group is a company mainly engaged in cultural tourism. The company was founded in 2016 and is located in Shandong Province with a profound cultural heritage. It is a cultural media company in the early stage of growth. The company has a registered capital of 70 million yuan and has 69 staff members. The main business of Qilu culture and Tourism Group mainly includes the development and operation of the advertising business, the operation and investment of culture, tourism, pension, and sports industry; cultural publicity, animation production, film, and television production, property management, and cultural art trading. The company has a certain influence and market competitiveness in the culture and tourism industry. After several years of rapid development, the company also needs to re-examine its existing development strategy, Qilu culture, and tourism. The vision of the group is to lead the future transportation and create a better life; the company adheres to the main force of traffic development, the pioneer of emerging industries, the booster of the local economy, and the dreamer of a better life.

However, with the further expansion of the company, there are frequent problems in the development process of the company. After establishing the group, there are many integration times, large assets, and wide business involved. Assets are mostly injected in the form of administrative transfer. Qilu culture and Tourism Group has been busy with asset integration and personnel placement. Qilu culture and Tourism Group's strategic investment development department was established late, with a

large turnover of personnel and insufficient strategic planning ability. The general strategy has not been released, and there is no clear development orientation. At the same time, due to the lack of development strategy guidance, Qilu culture and Tourism Group continued to expand its business territory in the business development, such as foreign tourism projects, island development, and so on, failed to concentrate effective resources to manage first products and brand tourism projects, resulting in a certain waste of resources and human resources. By exploring different business sectors, Qilu culture and Tourism Group has explored the potential of existing business sectors and actively cooperated with foreign countries to realize diversified development mode, high-speed business expansion, and rich resource utilization. However, due to the urgent expansion, some development problems have also been exposed. Qilu culture and tourism group the general strategy is not clear enough, heavy asset investment is too much, the main business is not prominent enough, and the resources along the expressway of the group are not fully utilized. In the new stage of development of the group, the organizational structure of the headquarters needs to be improved, the management and control of subsidiary companies need to be further strengthened, and various mechanisms and systems need to be improved. Under such a background, it is an urgent problem for the Qilu culture and tourism group to find out the strategic orientation of the company and how to construct and realize the development strategy.

Therefore, this paper makes a qualitative and quantitative analysis of the relationship between the internal and external environment management of enterprises, such as QF, SMU, and environmental groups. The culture and Tourism Group plans and formulates practical development strategies and implementation safeguard measures, which provides a beneficial reference for the enterprises facing the same development problems as Qilu culture and tourism group, so as to promote the healthy and sustainable development of all businesses of Qilu culture and tourism group and establish Qilu culture and tourism group The image of a benchmark in the tourism industry. Qilu culture and Tourism Group mainly focuses on the tourism industry and carries out air ticket sales, cultural exchange, tourism planning, and design, entry-exit visa business, etc. At present, Qilu culture and Tourism Group has a number of wholly-owned subsidiaries. The group sets up the branch company's business department, and the office is centralized.

According to the existing business types, the Qilu culture and tourism group forms the following organizational structure, as shown in Figure 1.2.

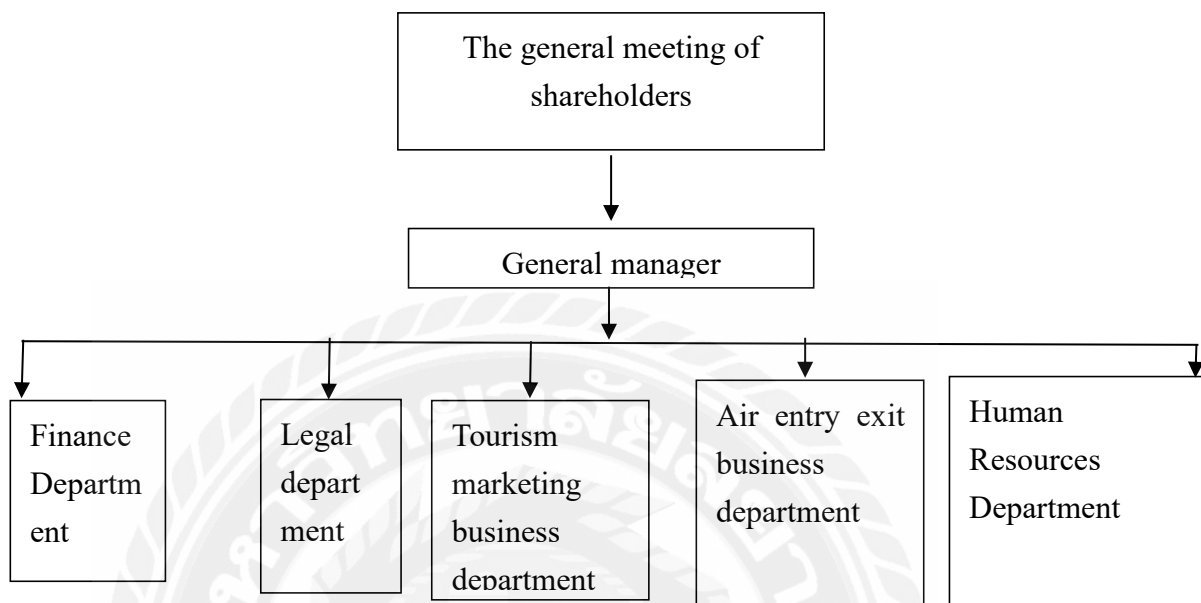


Figure 1.2 Organization structure of Qilu culture and Tourism Group

## 1.2 Research Significance

This paper takes Qilu culture and tourism group as the research object, analyzes the internal and external environment faced by Qilu culture and Tourism Group quantitatively and qualitatively, analyzes the problems existing in its current strategic management, and the relationship between development strategy and internal and external environment, and strategic control ability. On this basis, it proposes to promote Qilu culture and tourism. The significance of this paper is as follows:

### 1.2.1 Theoretical Significance

The cultural tourism industry is an important industry supported by the state, which is related to the national strategic policy. To study the development strategy of the cultural tourism industry in a special period is not only the need to promote the in-depth development of China's cultural tourism industry but also the need to speed up "going out" and build cultural "soft power," and also the need to enhance the scale and strength of China's cultural tourism industry.

This paper takes Qilu cultural tourism group as the research object, and tries to expand the extension of Chinese foreign classic theory under the current situation and economic system of China, so as to make the evolution process of strategic management theory more Chinese color; at the same time, this paper also studies the development process of China's strategic management theory. In recent years, with the continuous development of the tourism industry, the development of the tourism industry has become a common topic of theoretical and practical research. I am taking the tour group as the research object. This paper attempts to integrate strategic theory into the research of tourism group development, which is not only the continuation of the development of strategic theory but also enriches the research results of tourism group development strategy.

### **1.2.2 Practical Significance**

Qilu culture and tourism group is a cultural tourism enterprise with strong competitiveness. Cultural tourism enterprises are facing an environment and a period of strategic opportunities in which opportunities and challenges coexist hope, and difficulties coexist. Qilu culture and Tourism Group has its own unique characteristics but also has the common characteristics of general cultural tourism companies.

Through the PEST method and SWOT analysis method, this paper analyzes the external environment, industrial environment, opportunities and challenges faced by the company's strategic development, analyzes the development strategy of the company, combines the enterprise development strategy management theory with the development strategy formulation and implementation of the cultural tourism industry, to a certain extent, expands the Research and application field of enterprise development strategy management theory.

At the same time, the Qilu culture and tourism group is currently in the critical development stage from the start-up period to the normal operation and rapid development. In the absence of strategic planning and strategic management at the time of the establishment of the company, Qilu culture and Tourism Group has many difficulties in survival and development and lacks a clear development direction.

Therefore, through the analysis and research on the internal and external environment of Qilu culture and tourism group, this paper makes strategies for the future development of Qilu culture and tourism group, and to some extent, it can provide some reference for the development strategy of many cultural tourism enterprises in similar development stages and facing similar difficulties.

### **1.3 Research Questions and Assumptions**

#### **1.3.1 Research Issues**

This study selects the Qilu culture and tourism group pair as the research object and focuses on the internal strategic choice and external industry analysis. Through the company's diagnosis of the current strategy and the analysis of the internal and external environment, the paper puts forward corresponding strategic measures for the optimization of the development of the Qilu culture and Tourism group.

The main problems involved in the research process include: what is the external environment of Qilu culture and tourism group; what is the internal environment of Qilu culture and tourism group; what are the strengths, weaknesses, opportunities, and threads of Qilu culture and tourism group; how to optimize its development strategy. Combined with the theory of strategic management, this paper analyzes the internal and external environment of the Qilu culture and tourism group.

#### **1.3.2 Research Questions and Assumptions**

Combined with the problems to be studied in this paper, I put forward the following three hypotheses.

H1: The external environment of Qilu culture and tourism group is positively correlated with enterprise development;

H2: The current strategy of Qilu culture and tourism group is negatively correlated with enterprise development;

H3: Qilu culture and Tourism Group's strategic management and control ability

are negatively related to the implementation of enterprise strategy.

The research hypothesis is the demonstration of the research problem. In the following Research, the rationality of the hypothesis is demonstrated by the method of regression analysis.

## **1.4 Research Content and Framework**

### **1.4.1 Research Content**

This paper selects Qilu culture and tourism group as the research object, combined with the background of the development of China's cultural tourism industry and the existing research results on the development strategy of the cultural tourism industry, analyzes the development process and problems of Qilu culture and tourism group in China, and analyzes Qilu culture by PEST analysis and SWOT analysis The internal and external environment faced by and tourism group in the development process. Finally, combined with my own work experience and the actual situation of the Qilu culture and tourism group, this paper puts forward the development strategy of the Qilu culture and tourism group. The main contents of this paper are as follows:

The first chapter is the introduction: mainly describes the background of the development of China's cultural tourism industry, why to choose the theme of this paper for research and discussion, research problems and assumptions, the research content and framework of this paper, on the basis of which the overall framework of this paper is constructed.

The second part is the theoretical basis and literature review of strategic management: it analyzes and summarizes the theory of strategic management, and summarizes the relevant theories of strategic management at home and abroad, finds out the deficiencies of existing research, and provides a theoretical basis for the writing of the full text.

The third chapter is the research methods: combined with the previous research and the analysis of the development strategy of Qilu culture and tourism group, this paper puts forward the research hypothesis and research methods. It analyzes the

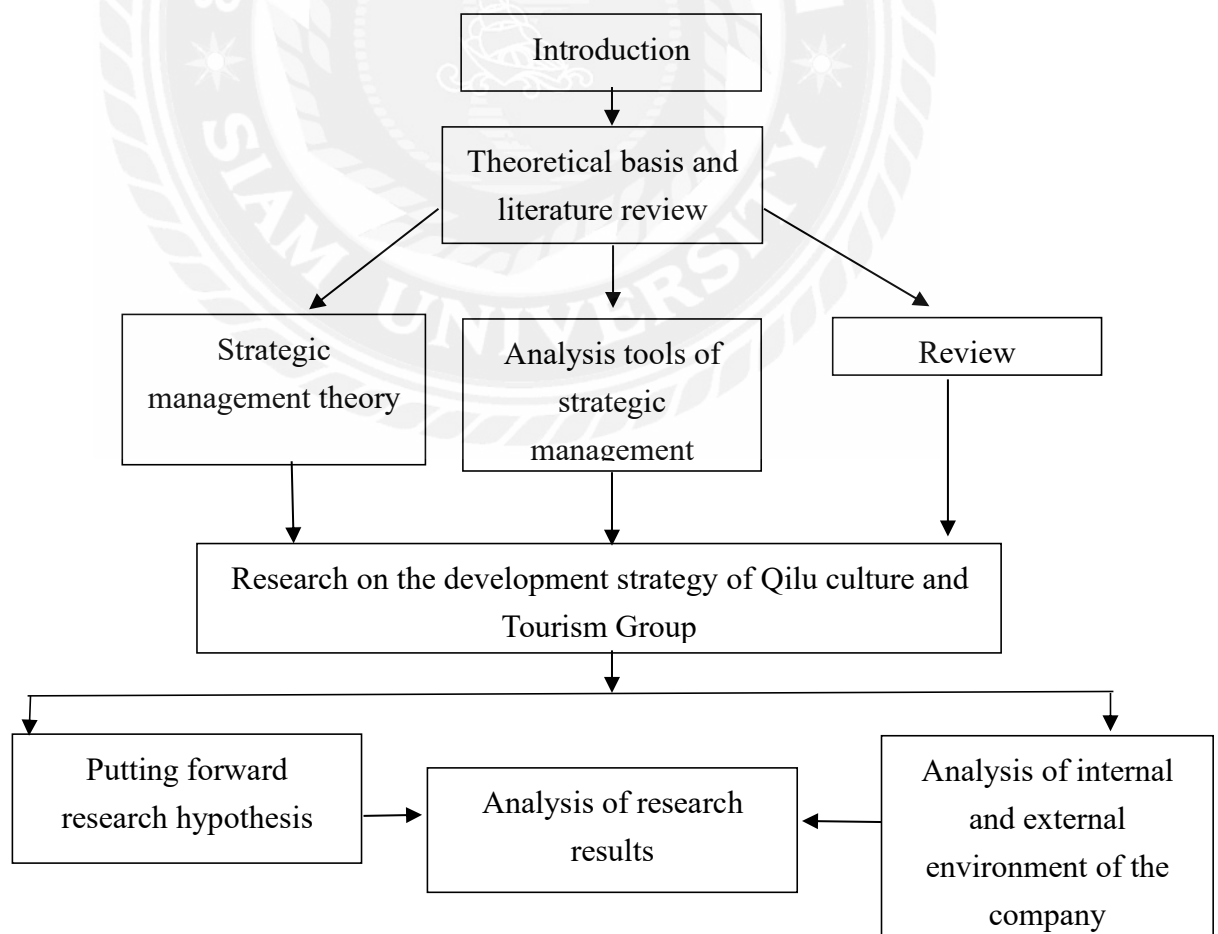
internal and external environment of Qilu culture and the tourism group combined with the relevant strategic management theory.

The fourth chapter is the analysis of the research results: descriptive statistics and regression analysis of the relevant variables are carried out, and the development measures of Qilu culture and tourism group are proposed based on the research results.

The fifth chapter is the end of this paper. This paper mainly summarizes previous research. This paper summarizes the research conclusion, draws the research enlightenment, and puts forward reasonable suggestions on this basis. At the same time, it puts forward the prospect of this paper for the future.

#### 1.4.2 Research Framework

The theoretical framework of this study is as follows:





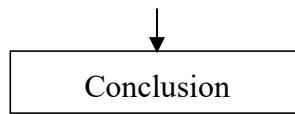


Figure 1.3 Research framework

## 1.5 Research Innovation

This paper selects the Qilu culture and tourism group as the research object and studies the development strategy of the company based on the relevant theories of strategic management.

### 1.5.1 To Promote the Development of the Regional Tourism Industry as a Research Perspective

The research object of this paper, Qilu culture and Tourism Group, shoulders the heavy responsibility of promoting the quality and increment of the tourism industry in Shandong and considering the social responsibility of enterprises, this paper designs and studies the development strategy of enterprises from the perspective of leading the overall development of Shandong tourism industry. In the formulation of development goals, we should take "all-round, all elements, and all space-time" as the overall orientation; in the formulation of brand strategy, we should take the thinking design of "big tourism" and "whole area tour" to create "Shandong classics" "In the aspect of strategy implementation, it focuses on the integration of regional tourism resources and tourism assets; it also makes classification planning in terms of public welfare services undertaken by enterprises.

### 1.5.2 Take "Tourism Plus" Integration Mode as the Key Strategic Thinking

In recent years, "tourism plus" has gradually become a new bright spot in theoretical tourism research and industrial development. Based on the existing tourism resources and organizational structure of Qilu culture and tourism group, this paper gives full play to Qilu culture and tourism group Group's diversified advantages redesigned the development mode of "tourism plus," put forward the development ideas of "tourism + Internet, tourism + sports, tourism + culture, tourism + finance, tourism + urbanization, tourism + aviation," which are suitable for the current

situation of enterprises and market demand, and readjusted the combination mode of various businesses. The future development of the group has guiding significance.



## CHAPTER 2 LITERATURE REVIEW

### 2.1 Overview of Strategic Management

#### 2.1.1 Concept of Strategic Management

Enterprise strategic management is the overall planning of the future development direction of an enterprise. It is a dynamic management process to achieve the enterprise development goals, correctly evaluate the internal and external environment, formulate appropriate strategies, evaluate, select and implement strategic plans, so as to achieve the goals and strategic performance of enterprises.

#### 2.1.2 Motivation of Strategic Transformation

The environment faced by enterprises is constantly changing, and the strategy of enterprises also needs to be constantly adjusted. The process of strategy adjustment is also the process of coping with environmental changes. In the increasingly uncertain competitive environment, the motivation of enterprise strategic transformation can be summarized as follows:

Improve the overall operating efficiency of enterprises, seize the existing market, and increase the market share. The existing strategic policy is difficult to meet the needs of enterprise development, leading to the previous strategy did not achieve the expected effect, did not achieve the expected business performance, want to find a new economic growth point through strategic transformation, so as to improve the overall efficiency of enterprises, seize market share and improve the development prospects of enterprises.

Actively or passively adjust to the change of environment. With the change of the business environment, enterprises may not be able to adapt to the changing environment. In order to achieve better development in the changing environment, enterprises must actively or passively adjust their strategies.

Make use of existing economic resources. With the expansion of enterprise-scale, the existing economic business may not be able to meet the needs of enterprise

production and operation. At this time, enterprises need to redistribute enterprise resources and make adjustments.

### 2.1.3 Mode of Strategic Development

Strategic development of an enterprise is the result of the joint action of various factors and is a strategic adjustment made in the face of changes in the internal and external environment. When an enterprise develops to different stages, it should adjust its existing strategy according to the actual situation. Generally, there are different modes of strategic development. According to different levels of strategic development, strategic development can be divided into the following common modes:

Table 2.1 Different strategic development models and contents

Development mode	Development content
Strategic transformation	It refers to the complete change of the company's development strategy, which includes the enterprise's value concept, corporate culture, development goals, and business scope. This level of transformation is also the riskiest.
Transformation of business strategy	The transformation of business strategy is mainly the change of production mode and operation mode to get rid of the predicament when the business operation changes and impacts.
Transformation of functional strategy	Only level transformation mainly refers to the change of the mode or function of one or several departments of an enterprise. Its purpose is to improve the overall efficiency of the enterprise, without changing the business policy and business scope of the enterprise.

Source: compiled according to strategic transformation.

Combined with the above analysis, it can be seen that different levels of strategic transformation have different characteristics and different risks at the same time. Combined with the course and characteristics of the strategic development of the Qilu

culture and tourism group, this paper mainly analyzes the strategic transformation of the Qilu culture and tourism group and the transformation of the business strategy level.

## **2.2 Level Division of Strategic Management**

In terms of strategic analysis and application, corporate strategy is usually divided into three levels: corporate-level strategy, business strategy, and functional strategy.

### **2.2.1 The General Strategy**

Corporate level strategy, also known as the general strategy, refers to the behavior of enterprises to combine a variety of products and businesses in order to obtain a competitive advantage. Ma Hao (2018) proposed that the corporate level strategy is the highest level strategy of the company and the general strategic outline of the company. It determines the purpose and goal of the enterprise from the highest position and defines the business scope and dominant logic of the enterprise. Igor Ansoff (1965a) is one of the important founders of corporate strategy research. In his book "corporate strategy," Igor Ansoff (1965b) put forward the concepts of the general strategy and enterprise development vector, put forward the strategic combination matrix of product and market combination, and put forward the concept of competitive advantage. Rumelt (1974) put forward a set of classification of corporate-level strategy in strategy, structure, and economic performance, which made scholars begin to pay attention to the competitive advantage of diversified operation and the importance of choosing organizational structure corresponding to enterprise strategy to enterprise performance. According to the offensive nature of strategy, the corporate level strategy can be divided into development strategy, stable strategy, contraction strategy, and mixed strategy.

### **2.2.2 The Business Strategy**

A business strategy is a strategic plan formulated by an enterprise's business unit to manage a specific business. The main problem to be solved is how to deal with the competition and maintain a competitive advantage in each selected business area, so it

is also called a competitive strategy. It is a strategic plan formulated by operating a specific business unit under the guidance of the overall corporate strategy. It is a sub-strategy of the company's strategy. It is mainly used to deal with the competition and sustainable development of specific businesses. Porter (1997a) proposed three basic strategies to help enterprises achieve a competitive advantage, namely, cost leadership strategy, differentiation strategy, and concentration strategy. Bowman (2007) put forward the strategic clock model and considered that the competitive strategy mainly includes the following concentration strategies: cost leading strategy, differentiation strategy, value for money strategy, centralized differentiation strategy, and low price and low-value strategy.

### **2.2.3 The Functional Strategy**

The functional strategy mainly refers to the specific and professional implementation strategy formulated by the enterprise for each functional department or special work, such as marketing strategy, production strategy, financial strategy, human resource strategy, research, and development strategy, brand strategy, etc., which mainly solves the problem of resource utilization efficiency maximization.

## **2.3 Analysis Tools of Strategic Management**

Qilu culture and tourism group is influenced by political, economic, social, and technical in its development strategy. I used pest. Qilu culture and tourism group is influenced by strengths, weaknesses, opportunities, and threads in the development strategy, so I use SWOT.

The analysis tool of strategic management is an important step of strategic choice in strategic analysis. Before the enterprise chooses a strategy, it is necessary to analyze the enterprise's strategy. The common strategic analysis contents include political environment analysis, economic analysis, social and cultural environment analysis, and technical analysis, Qilu culture, and tourism group. With the development policy of the cultural tourism industry and the dividend of China's economic development, it has made rapid development in the process of development. Combined with the environment and actual situation of the Qilu culture and tourism group, this paper analyzes the external environment of Qilu culture and tourism group

by pest and SWOT analysis.

### 2.3.1 PEST Model

The competitiveness analysis starts from the external environment analysis, namely, macro analysis. The most commonly used environmental analysis tool is the PEST model. It analyzes the macro environment from four dimensions of political, economic, social, and technical (as shown in Figure 2.1). By comprehensively considering these four factors, the internal and external environment faced by an enterprise is analyzed. The main purpose is to analyze the macro faced by the enterprise to Observe the opportunities and threats brought about by environmental changes.

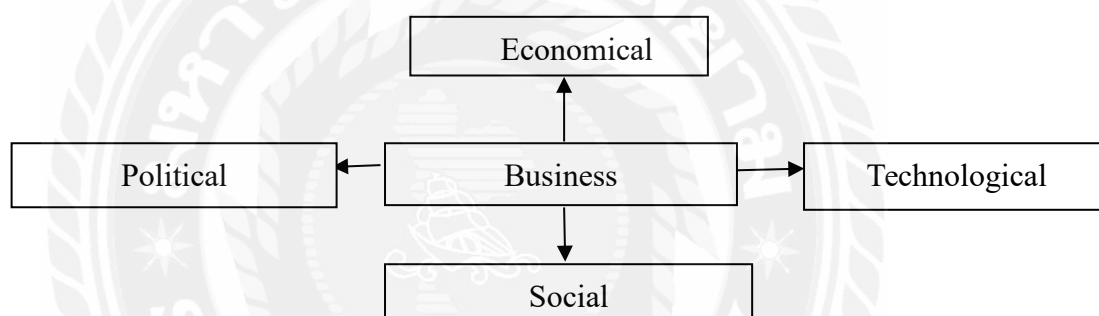


Figure 2.1 PEST model

**Political:** political mainly refers to the political system, laws, and regulations, social conditions, etc. the political environment is unpredictable, and its influence is often direct.

**Economical:** refers to the level of economic development, economic system, and policies, etc. economic affects the industrial policy and macro development direction of enterprises and is the most important factor affecting the strategic development of enterprises.

**Social:** these factors mainly include social and cultural background, people's income status, population distribution, size, and age structure.

**Technical:** refers to the discovery and application of new technology, which is

related to the enterprise and can bring added value to the enterprise's products in the future. It is an intangible asset separated from the statement of an enterprise. Products with scientific and technological content can help to improve the image of enterprise products and market competitiveness.

### **2.3.2 SWOT Theory**

SWOT analysis. The SWOT analysis method of qualitative analysis method can fully reflect the advantages and disadvantages of the enterprise itself and can consider the risk of external opportunities, so as to expand the corresponding analysis matrix. This kind of analysis matrix can help us to better analyze the corresponding influencing factors, including strengths, weaknesses, opportunities, and threads, and select the most important factors to play its strategic advantages through importance labeling. S is strength, W is weakness, O is opportunities, and t is threading.

Generally speaking, strengths belong to the internal influencing factors of enterprises, such as scale economy and market share. Generally speaking, weakness is also an internal influencing factor of an enterprise, which usually includes backward technology, poor management ability, and a shortage of funds. Generally speaking, opportunities refer to the external influencing factors of an enterprise, including new technologies, new markets, and new development demands.

Threads, generally speaking, are also external factors of an enterprise, including the impact of new technologies, the emergence of new competitors, and the change of customers' preferences.

## **2.4 Literature Review**

### **2.4.1 Research on Strategic Management Theory**

Liu Yu (2018) pointed out that enterprise development strategy refers to an overall development plan made by an enterprise in the relevant competitive environment in order to obtain certain development advantages and achieve the business development goals. And the development strategy not only includes the future development direction and development goal of the enterprise but also contains the relevant ways to achieve the development goal. The enterprise should be able to



allocate internal related resources to achieve this development goal reasonably. Hu Chaojian (2018) survey shows that enterprise development strategy is, in fact, a kind of competitive advantage to ensure the sustainable and healthy development of enterprises. It can help enterprises to provide some ways to achieve development goals so as to cope with unexpected situations in the process of development effectively. Enterprise development strategy can ensure that enterprises maintain certain flexibility in market competition activities, so as to provide enterprises with a certain degree of flexibility Good market share. The elder sister, the development strategy, has the overall situation, the programmatic development characteristic, and so on. Li Duoer (2016a) pointed out that strategic management will have a great impact on the future development direction of enterprises, which belongs to a dynamic management process. In fact, the process of strategic management refers to the dynamic process of strategic analysis, strategic selection and evaluation, and strategy implementation and control. Chandler (1962) carried out the corresponding analysis of General Motors and standard oil companies and other enterprises, and published strategy and structure, which showed the relationship between enterprise environment and enterprise strategy and structure. After the publication of this work, academic circles produced a wave of research on enterprise development strategy. After that, Professor Ansoff (1965) published the book company strategy, and in the book, he pointed out four development elements of strategy: first, enterprise products and market scope; second, enterprise growth point; third, enterprise system effect; and finally, competitive enterprise advantage. After that, marketing experts Reese and Jack gave the theory of strategic positioning. Strategic positioning refers to the analysis of the internal and external environment and market positioning of the enterprise development, so as to better integrate the internal and external resources of the enterprise development so as to make a more scientific development strategic planning for the enterprise. However, at this time, most of the researches related to the strategic management of enterprises focus on theoretical research and lack of practical experience and related tools and methods. Porter (1980b) gives Porter's five forces model in his book competitive strategy, which can be used to analyze the competitive state of enterprises. Brown and Eisenhardt (1988) pointed out in a marginal competition that the future of an enterprise is a constantly changing process, and it is difficult to predict. Therefore, the core of the development strategy of a company should be put on change management. Enterprises are required to be able to respond to the change, make relevant predictions, and then lead the change. They pointed out

that enterprises should gain development advantages in the process of continuous change.

In the process of strategic implementation research, Weathersby (1988) pointed out three elements of strategic implementation, namely strategic consensus, strategic coordination, and strategic control. However, Hrebiniak (1984) pointed out that the ability of enterprise managers is limited, but the enterprise development strategy needs to consider all aspects of the enterprise fully. Therefore, in order to better help enterprises formulate a reasonable development strategy, it is necessary to decompose the strategy, that is, to decompose the overall development strategy into several small development strategies, so as to facilitate the better implementation of the strategy and finally realize it The development of the general strategy. Lawrence (2006) pointed out that in the process of implementing the strategy, enterprises should take corresponding measures to ensure the smooth implementation of the strategy, such as obtaining policy support from relevant government departments and ensuring the reliability of the strategy.

At present, different scholars have different views on strategy. The author thinks that strategy is a systematic project and a long-term guiding process for enterprises. In the process of carrying out the research work, this paper points out that the ultimate goal of strategic enterprise management is to achieve the strategic development goal of the enterprise. In the face of the internal and external environment of enterprise development, the corresponding analysis work is carried out, and the corresponding strategic development decisions are made, so as to control the strategic development performance better.

#### **2.4.2 Research on Strategy Formulation**

Liu Yu (2018) pointed out that in terms of strategy formulation, attention should be paid to solving the contradiction between centralization and decentralization of corporate management. For the implementation of the strategy, we need to reorganize the company's business according to the short-term goals and long-term goals. At the same time, we must clarify the core business of these two aspects, which is conducive to better formulating the development direction for the enterprise. For strategic control, it is required to have a certain strategic control system and improve the corresponding

assessment system, which is conducive to play the initiative of staff better. Hu Chaojian (2018) pointed out the whole process of doing strategic planning according to the development direction, development objectives, development areas, and functional capabilities. Li Duoer (2016b) research shows that the innovation of modern enterprise management and development strategy can be considered from the following aspects: first, analyze the product operation and asset management; second, to achieve a good interaction between enterprise development and efficiency; third, pay attention to optimizing the business structure of the enterprise; and finally, according to the modern enterprise system To carry out the relevant business of enterprises. Guan Shunfeng (2016) pointed out that the corresponding design activities should be carried out for the enterprises according to the value innovation strategy, which is conducive to creating more value for customers and improving the competitiveness and development ability of enterprises. The deeper demand is to be able to innovate the operation mode of the enterprise. This innovation is conducive to promoting the sustainable and healthy development of the enterprise, and tapping the potential demand of the enterprise, so as to form a certain competitive advantage. Feng Wenjian (2014) pointed out that enterprise development strategy will have a great impact on the development direction and survival situation of enterprises. Enterprise development strategy can effectively solve the three problems of "what to do," "why to do," and "how to do" in the process of enterprise operation. Lan Hailin (2019) pointed out that the external environment in which the enterprise is located has the characteristics of "static and dynamic." However, there is still a lack of a unified logic system on how to realize the combination of dynamic and static in modern enterprise strategic management discipline. Fang Yali (2018) pointed out that in the process of analyzing the development environment of enterprises, it is required to ensure a more comprehensive analysis of the business projects of enterprises. In addition, attention must be paid to optimizing the business structure of enterprises, which is conducive to better improving the resource application ability of enterprises.

Ruth Bender (2003), a famous academic expert, once pointed out that the implementation and application of financial strategy are very important. It is necessary to carry out a more in-depth analysis of the future development trend and investment situation of the enterprise so as to grasp the actual situation of the enterprise better and formulate a strategic plan in line with the development of the enterprise. Wu Dongsheng (2006) survey shows that in the process of protecting their

core competitiveness, private colleges and universities must also pay attention to the evaluation of their own development environment to ensure that their environment will not be affected by the external environment. Scholars Cai Weican and Li Chunyu (2012) pointed out that in order to analyze the development problems of enterprises on the basis of maximum profits, it is necessary to adhere to the development strategy with customer psychology as the starting point so as to promote the better development of enterprises. Financial management strategy must cooperate with other development strategies to promote the development and progress of enterprises. Zhang Yixin and Ye Kangtao (2014) analyzed the influence of enterprise development strategy on enterprise financial information in the aspect of strategic enterprise development and pointed out that if the strategic enterprise development deviates from the enterprise strategy, the enterprise's net asset value will increase and maintain at the maximum value, but the net profit value will continue to decrease. Jia Jianfeng and Tang Guiyao (2015) pointed out that the strategic transformation of China's enterprise development is mainly based on the quality-oriented, cost-oriented, and innovation-oriented aspects, and believed that different types of strategic orientation would have a different impact on the performance of enterprises.

In the process of formulating a development strategy, the enterprise must combine its own development situation, and at the same time, it can learn some advanced experience in the formulation of strategic policies, so as to better promote the development of enterprises.

### **2.4.3 Research on the Problems of Strategic Management of Chinese Enterprises**

As far as the development of enterprises is concerned, strategy plays a guiding role. The expected development goals of enterprises will have a great impact on their actual operation. The overview related to strategic management has not yet formed a unified view in the academic circles. J.F.Weston (1990) once pointed out that the development of enterprise strategy must be supported by expansion form and strategic transformation. At the same time, through data research, it is pointed out that strategic transformation will become the mainstream of strategic enterprise development in the 1990s. Robinson (1995) pointed out that strategic transformation will play a great role in the competitive development of enterprises and can bring more development value

for enterprises. In addition to some research arguments given by foreign scholars, Chinese scholars also have many research results in this area. Wang Yanru (2003) carried out an analysis of six aspects of strategic management, including strategic planning, strategic decision-making, strategic cost management, human resource management, comprehensive budget, and comprehensive performance evaluation system. Luo Lan (2019) pointed out that at present, many enterprises still excessively rely on national development policies in the process of development, and their internal strategic management awareness is relatively low, and there is a lack of corresponding strategic management talents. Shu Hong (2015) pointed out that the lack of strategic awareness and management ability of enterprise managers is the most important factor leading to the deviation of enterprise strategy.

On the current strategic management problems existing in the development of state-owned enterprises, Cai Jihong (2018) pointed out that the main reason is that there is great autonomy in enterprise management, and there is a lack of long-term strategic management objectives. Xu Erming et al. (2018) pointed out that the strategic management education of Chinese enterprises should not fall into the "stereotype" of enterprise consulting, nor should it just carry out theoretical research. It is required to have the characteristics of combining theoretical analysis with practice, so as better to cultivate the practice and application ability of the educated.

Strategy and strategy formulation are systematic projects. The research on strategy related theory and practice in China started relatively late, so there are still some problems in the process of enterprise application, such as the area of strategy formulation and the actual development of enterprises, as well as staying in the theoretical stage. These factors are not clear in the development process of Chinese enterprises.

#### **2.4.4 Research on the Safeguard Measures for the Implementation of the Strategy**

Yu Wan (2014) pointed out that in the process of carrying out strategic management, we must pay attention to the following relationships: first, deal with the relationship between management research and technology research. Secondly, innovation should be based on reference. Third, unify the strategic planning and

organize the implementation. Finally, strengthen the cooperation of internal personnel. Guo Hui (2018) pointed out that the smooth development of the strategy should be effectively guaranteed by improving the financing guarantee system, optimizing the organizational structure, and cultivating corporate culture. Liang Rui (2018) pointed out that the implementation of strategy can better connect the ideal and reality of enterprises, and it is also the only way for human enterprises to achieve their development goals. After the relevant strategic development plan has been formulated, it is required to be able to realize the combination of internal ability resources and realistic strategic competitiveness based on the expected development ability and resources, so as to prevent the disconnection between the strategic development plan and the actual operation of the enterprise. He summarized the process of strategy implementation into the following aspects: first, improve the relevant strategic decision-making system and responsibility system. The second is to strengthen the dynamic management of strategy. The third is to organize the implementation procedures of strategic planning. Finally, we should pay attention to the strategic management of subsidiary enterprises. Luo Jian (2019) pointed out that it is necessary to focus on intelligent development strategy and business strategy so as to promote the realization of the general strategy better. It is required that the management of the company can carry out a joint inspection or professional inspection from time to time, mainly including the results of system training and implementation. Whether these are implemented or not will help to establish the awe awareness of enterprise employees better and enable them to develop good behavior habits.

At present, the research on summarizing strategic management in China is still in a relatively preliminary stage. Many investigators focus on the concept and content of strategic management of enterprises, and lack of practical investigation to discuss practical problems. At the same time, the research on the development strategy of cultural and tourism enterprises is very scarce. All the research work is to guide the practice ultimately. Influenced by the regional and industrial factors, scholars are required to pay attention to distinguish the regional and industrial factors in the process of enterprise strategic management research, so as better to promote the development of strategic management of Chinese enterprises.

The strategy is the reflection and guidance of the actual situation of an enterprise. Making a good strategy is only the first step to ensure the development of the

enterprise. The strategy needs to be implemented and put into practice in the end. Whether the strategy can be implemented smoothly needs corresponding conditions as a guarantee. It is generally believed that ensuring the implementation of the strategy needs to have an appropriate decision-making system and strengthen its management.

#### **2.4.5 Literature Review Summary**

To sum up, there are many scholars who have studied the relevant strategy and strategic transformation in the existing literature, and the research is relatively thorough. The domestic academic circles have reached a general consensus that China's tourism enterprises should take the "road with Chinese characteristics," but there is still no unified conclusion on the development strategy suitable for Chinese tourism enterprises. At the same time, the research on strategic management focuses more on strategic management. Theoretical research, however, is rarely used in the case study alone, combined with a specific environment or specific enterprise research is relatively scarce, at present more stay in theory and lack of practical demonstration. China's foreign tourism industry developed earlier, tourism enterprise groups appeared earlier, so the research system is more extensive than domestic, and the research direction of tourism diversification is more obvious than domestic. This leads to the research in this area is often to explore and try. Moreover, due to the rapid evolution of the Internet itself, the background of the past research may be different from that of the present. Therefore, although the previous research literature is relatively large, some of them are out of date. Therefore, the strategic development of cultural tourism companies in the Internet era has considerable discussion value and practical value. Based on this, this paper selects Qilu culture and tourism As the research object, the group studies the relationship between its strategic development and internal and external environment in the form of a case study and puts forward corresponding suggestions accordingly. Therefore, this study has important theoretical and practical significance.

## **CHAPTER 3 RESEARCH METHOD**

### **3.1 Proposing Research Hypotheses**

#### **3.1.1 The Relationship between the External Environment and Enterprise Development**

The external environment is the external factors that affect the outcome of enterprises, mainly including the analysis of political, economic, technical, and social. The political analysis mainly involves the following factors: government policy, government regulation, national political situation, special tariff, import and export restrictions; economic analysis involves economic growth rate, fiscal and monetary policy, interest rate, exchange rate, etc. Consumption pattern, investment, inflation, disposable income, labor productivity level, etc.; technical analysis involves the overall level of technology, technological breakthrough, product life cycle, technology change speed, technology development trend, etc.; social analysis involves education level, lifestyle, social values, work habits, social customs, population size, and distribution Cloth, etc.

The main purpose of enterprise macro environment analysis is to recognize the situation of external macro environment, so as to determine the impact on enterprise operation and management, and take corresponding measures to formulate its own development strategy. When the external environment is good, the development strategy of the enterprise is relatively stable, and the enterprise does not need to adjust its own strategy according to the external environment.

The other aspect of the external environment is industry analysis, which includes industry cycle analysis, industry concentration analysis, industry attraction analysis, industry structure analysis, and competitor analysis. The industry cycle analysis is to determine which development stage the enterprise is engaged in, so as to adopt different development strategies;

In the aspect of industry concentration, it is necessary to determine the current situation and trend of the industry development, whether the industry market has been monopolized by several big oligarchs, whether the enterprise can get a larger market



share from it, and what kind of competition strategy should be adopted;

The purpose of industry attractiveness analysis is to determine whether there is a prospect for industry development. Generally speaking, attractive industries have some characteristics, such as barriers to entry with a high threshold, weak bargaining power between buyers and sellers, small substitutes threads, less fierce competition among enterprises, and rapid growth of the industry. However, the non-attractive industries are on the contrary.

The analysis of industry structure is based on the analysis of five competitive models that we are very familiar with, namely, the threat of new entrants, bargaining power of suppliers, bargaining power of buyer, competitive levy, and the threat of substitutes, so as to determine the competitive situation and competitive balance in the industry.

The analysis of competitors requires a more detailed analysis of the enterprises engaged in the same or similar products in terms of their strategic objectives, current strategies, operational capabilities, and possible strategies, so as to take countermeasures and ensure victory in the competition. When the competition of the whole industry is not strong, the development of the enterprise is relatively stable, and the strategy of the enterprise is relatively stable in a certain period of time. Based on the above analysis, when the external environment is relatively stable, the enterprise strategy is relatively stable.

H1: The external environment of Qilu culture and tourism group is positively correlated with enterprise development.

### **3.1.2 Relationship between the Current Environment and Enterprise Development**

The internal analysis of an enterprise needs to analyze the tangible and intangible resources inside and outside the enterprise. The tangible resources include financial resources, human resources, material resources, organizational resources, and so on, which are specifically manifested in plant, equipment, machinery, employees, funds, etc.; the intangible resources include technology, innovation ability, reputation, etc.,

which are embodied in the forms of technical patents, reputation, brand, external cooperation, etc. Enterprise resource analysis should first analyze the existing resources, the utilization of resources, and the adaptability of resources, so as to analyze the balance of resources, determine the adaptability of the strategy, ensure the full use of resource conditions of enterprises, and ensure the smooth implementation of the strategy through resource reallocation or increase of resources.

The analysis of enterprise capability mainly includes the analysis of the competitiveness of enterprise products, enterprise management level, production, and operation ability. The competitiveness of enterprise products is mainly reflected in the product market share, market coverage, product income level, sales growth rate, product structure, etc.; the enterprise management level reflects the operation and management efficiency, resource utilization rate, and rapid response-ability. The production and operation capacity is mainly reflected in the profitability, solvency, capital turnover ability, and so on, and there are many financial indicators to measure. The internal analysis of the enterprise is mainly to determine the resource conditions, operation ability, management level, product competitiveness, and technological innovation ability of the enterprise, so as to improve the operation and management of the enterprise, improve its own operation ability, improve the utilization rate of resources, fully understand the advantages and disadvantages of its own conditions, and determine the basic ideas for the formulation of development strategy. Based on the above analysis, when the internal environment is relatively stable, the enterprise strategy is relatively stable.

H2: The current strategy of Qilu culture and tourism group is negatively correlated with enterprise development.

### **3.1.3 Relationship between Strategic Control Capability and Strategic Development**

The strategy is a long-term plan of an enterprise, which has certain timeliness. The ability to make and maintain the strategy for a period of time is the ability of strategic control. The quality of the enterprise control ability is directly related to the formulation of the enterprise strategy, and it is related to the change of the enterprise development policy. Many enterprises have not a good strategy as the guidance, and

their own strategies are often changed and changed, which makes the enterprise change Without the guidance of the policy, the old enterprises with a long history of development tend to work hard for the development of the employees in the same direction because of their fixed development goals, and finally continue to grow bigger and stronger. Therefore, the stronger the strategic control ability, the smaller the strategic change of the enterprise, and the weaker the strategic control ability, the greater the strategic change of the enterprise. Based on this, the research hypothesis is proposed.

H3: Qilu culture and Tourism Group's strategic management and control ability are negatively related to the implementation of enterprise strategy.

### **3.2 Definition of Research Methods**

In order to make this paper go on smoothly, this paper adopts some research methods to study.

#### **3.2.1 Qualitative Research and Quantitative Research are Combined**

In this study, we analyze the external environment and internal environment of Qilu culture and tourism group and use qualitative research to study the current company's political, economic, social, and technical methods, and at the same time, qualitative analysis of the company's strengths, weaknesses, opportunities, and threats. At the same time, this paper uses a questionnaire to obtain the first-hand data of the research, through SPSS to sort out and analyze the questionnaire data, quantitative research on the relationship between the current external environment and the company strategy, and at the same time, quantitative research on the relationship between the strategic management and control ability of the company and the enterprise implementation station.

#### **3.2.2 Literature Research**

Through the collection and summary of relevant documents, we have a new understanding of the relationship between strategic development and strategic development and enterprise development. On this basis, the research ideas and

contents of the article are determined, which provides the basis for this study.

### **3.2.3 Case Study and Normative Analysis are Combined**

This paper takes the Qilu culture and tourism group as the case study object, combines the background of the development of the Chinese cultural tourism industry and the existing development strategy of the cultural tourism industry, analyzes the problems existing in the development of Chinese cultural tourism industry, and then applies PEST analysis, Porter five force model analysis, and SWOT analysis to QIU culture and tourism. The group faces internal and external environment to conduct normative analysis.

### **3.2.4 Questionnaire**

The questionnaire is designed for the problems that need to obtain the conclusion of the research and randomly distributed to the people in the surrounding provinces and other enterprises in written form. After collecting the questionnaire, the data are collected and analyzed to draw the relevant evaluation conclusions of the enterprise. See Appendix 1 for the questionnaire. The design steps of the questionnaire are: to determine the subject, to determine the methods and objects of the survey, to determine the specific questions and ways of the questionnaire, to determine the wording of the questions, to determine the order of the questions, to check and modify, to conduct a pre-investigation and test test, to modify the questionnaire and to finalize the questionnaire. In the pre-investigation stage, the feedback results adjust individual problems, increase the related problems of the overall cognition of the Qilu tourism industry. In order to improve the efficiency of the investigation, the questionnaire is adjusted to closed type, and the integrity and balance of the options are adjusted.

## **3.3 Strategic Environment Analysis of Qilu Culture and Tourism Group**

### **3.3.1 PEST Analysis of Qilu Culture and Tourism Group**

#### **3.3.1.1 Political**

The development of tourism needs a peaceful and stable world environment, and peaceful development is the mainstream of today's international community. President Xi Jinping's visit to many countries after he took office has created a peaceful and

friendly international environment for China. International conferences such as the G20 summit and the Shanghai summit have been held in China. These will help China's various businesses develop smoothly and healthfully. However, with the outbreak of the epidemic in 2020, the tourism industry will be affected for a long time if the global epidemic situation is not solved in a short time.

To meet the people's needs for a better life, in addition to the material needs, the more important is the spiritual needs. The report of the 18th National Congress of the Communist Party of China put forward the concept of "building a beautiful China." The "beautiful China" has brought new opportunities for the transformation and innovation of tourism development. Under the guidance of the strategy of "beautiful China," the tourism industry gradually abandons the traditional growth model and adds innovation and technology elements so as to improve the quality of tourism experience and improve the level of tourism development. With the establishment of the Ministry of culture and tourism in 2019, the development of China's cultural industry and tourism resources began to develop as a whole, opening up a new road for the development of China's tourism. From the perspective of Shandong Province, in view of the tourism industry, the provincial government pointed out that the main problems in Shandong Province are the small number of large tourism enterprises, the prominent problems in the off-peak season, and the lack of high-end tourism products. It clearly requires that the brand of "hospitable Shandong" be launched to promote the development of the tourism industry in Shandong Province.

### **3.3.1.2 Economical**

Great changes have taken place in China's current overall economic development situation, and macroeconomic operation has entered a new normal. Innovation has become a new engine driving development, and economic development is still in an important period of strategic opportunities. One belt, one road strategy, has expanded the space for economic development, and new industries and new formats are rapidly developing into new driving forces for economic growth. These factors will support the domestic economy in long-term operation and create new opportunities for the development of China's tourism industry. China's total tourism income had increased from 2.32 trillion yuan in 2011 to 6.67 trillion yuan in 2019. In addition to the necessary expenses such as food and clothing, people have surplus income that can be

used for tourism. Such an economic level is the most important economic foundation for the comprehensive rise of mass tourism.

Since 2006-2019, China's GDP has generally maintained a rapid growth rate, but it has not lost its stability. It has made rapid progress in many major fields and key links and achieved the expected goals. Economic development has provided a strong guarantee for various industries. The book publishing industry belongs to the tertiary industry, and the proportion of the tertiary industry in GDP has further increased, which also provides economic support for the further development of the DK cultural tourism company.

Table 3.1 China's GDP data in 2019

	Absolute amount (RMB 100 million)	Compared with the same period last year(%)	The proportion of growth value in GDP (%)
GDP	827212.8	6.90%	
Primary industry	665436.4	6.10%	7.89%
The secondary industry	3521612.5	7.80%	41.03%
The tertiary industry	431042.6	7.90%	49.17%

Data source: Compiled by the National Bureau of statistics in 2019

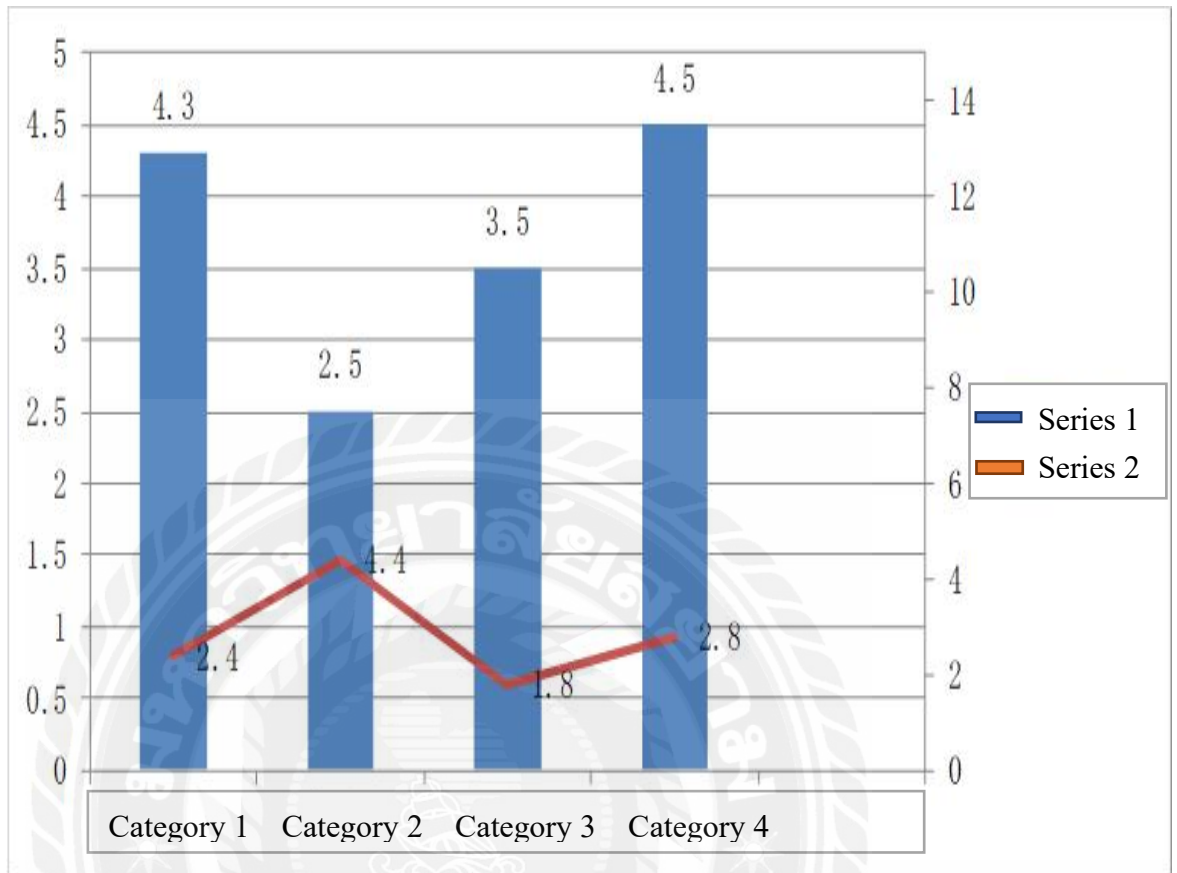


Figure 3.1 GDP and growth rate in 2015-2019

Data source: statistical bulletin of the people's Republic of China on national economic and social development in 2019

According to the statistics of the Shandong Provincial Bureau of statistics, in 2019, Shandong Province's per capita GDP will reach 10790 US dollars, making it the third province in northern China to enter the trillion yuan club, except Beijing and Shanghai. The economic development of Shandong Province adheres to the simultaneous improvement of quality and quantity. The economic development speed is higher than that of China, and many indicators are above the average level of China. The superior economic situation provides a good development environment for the development of enterprises. Shandong will further enhance the vitality of domestic demand, promote balanced investment and consumption, and stimulate growth. With the further enhancement of Shandong's economic status in China, the willingness of

local residents to travel will be further enhanced; with the increasing popularity of Shandong in China, people from all over the world will yearn for tourism and vacation in Shandong. This is a good opportunity for the Qilu culture and tourism group to accelerate its development. Strong economic growth and positive national policy support can create a good economy suitable for its development.

### **3.3.1.3 Social**

Social includes the educational level and cultural level, religious belief, national characteristics, cultural traditions, customs, aesthetic views, values, and other factors of a country or region. From the perspective of China, China's social culture is undergoing a stage of change in line with economic development. The development goal of building a well-off society in an all-round way requires all-round progress of social development.

With the development of the economy and the improvement of income level, people's concept of tourism is also changing quietly. Tourism has become a normal activity of people's life and an indispensable part of people's life. In recent years, with the continuous rise of China's economy, China has made greater efforts to guarantee the paid vacation time of its citizens. It has introduced the policy of exempting high-speed tolls for small cars on statutory holidays such as national day and Spring Festival, requiring major scenic spots to reduce ticket prices, give preferential treatment to specific groups such as teachers, disabled servicemen, and elderly people, and implement the "toilet revolution" in China's tourist cities, It is convenient for provincial people to travel. The awareness of local governments to develop tourism has also increased year by year. Tourism advertisements in "hospitable Shandong" and "beautiful Guizhou" can often be seen on satellite channels such as CCTV.

Inspired by this, people's willingness to travel is also increasing. In recent years, even the first day of the lunar new year has become a hot time for the whole family to travel. Compared with the previous tourism methods, today's tourists are more willing to combine tourism and culture, pursue quality and personalization in the aspects of food, accommodation, travel, and tourism, "tourism plus" and other emerging tourism formats will become hot spots. It can be seen that with the rapid development of Shandong's economy, its popularity in China has gradually increased, the tourism



consumption power of local residents has continued to rise, and the willingness of foreign tourists to visit Shandong has also been strengthened.

#### **3.3.1.4 Technological**

Technically refers to the external technological environment of an enterprise, mainly including the existing level of science and technology and other factors. In recent years, China's various science and technology have been rapid development, directly or indirectly promote the development of the tourism industry. China's high-speed rail technology is far ahead of the rest of the world, making it convenient for people to travel by high-speed rail. The rapid development of science and technology has also promoted the modernization of various facilities in scenic spots, which directly affects the product development, design, sales, and management of tourism enterprises. Smartphones are almost universal, the pace of network infrastructure construction is speeding up, WiFi construction in public areas is in full swing, 5g network technology has made a breakthrough, and Internet communication is becoming more and more convenient. "Internet + tourism" mode is becoming more and more popular. People are used to searching for relevant travel information by computer or mobile phone and comparing prices on the Internet. Online payment tools such as WeChat and Alipay help tourists to buy online tickets online in advance or on-site. The development of big data technology helps enterprises to keep abreast of the latest travel trends of tourists and adjust the tourism industry and services. The development of modern network technology has also expanded the publicity of tourist destinations. The tourist attractions have changed from the past newspaper and TV advertising to the Internet publicity mode. The official website, micro-blog official account, WeChat public address, even live webcast and tourist recommendations have greatly promoted the tourist attractions.

As the second batch of National Smart pilot provinces, Shandong Province has issued the construction plan of "smart tourism city" in Shandong Province, striving to build Shandong Province into an internationally advanced and domestic leading smart tourism province. In the 2015 Shandong provincial government work report, it is clearly pointed out that "implement the construction plan of smart Shandong" and "promote the construction of smart Shandong." Qilu culture and tourism group developed the original information department into an information company in 2017,

hoping to help the development of the group's business with the help of technology integration and improvement.

### **3.3.2 Internal Environment Analysis of Qilu Culture and Tourism Group**

The internal environment of an enterprise, relative to the external environment, is a general term for various elements such as resources and capabilities controlled by the enterprise, also known as the internal conditions of the enterprise. The internal environment analysis of an enterprise is to analyze the internal resources and capabilities of the enterprise. Compared with the external environment, the internal environment of the enterprise is generally controllable and dynamic. The external environment is usually some uncontrollable factors for the enterprise, and the formation, development, and change of the internal environment factors are often carried out under the influence and control of the enterprise, and the enterprise often adapts to the change of the external environment through internal adjustment.

#### **3.3.2.1 Current Situation of the General Strategy and Business Strategy**

In terms of the general strategy, Qilu culture, and Tourism, The group has not formulated a unified strategic policy. The company carries out transactions according to the market situation. It implements a piecemeal strategy and constantly adjusts the strategic policy of the enterprise. This also makes employees unable to know their strategic objectives clearly. Without the guidance of strategic objectives, employees' behavior is basically short-term. At the same time, in the aspect of strategic design, the company lacks unified strategic planning, and each department does its own work. The leaders of each department only formulate the corresponding overall plan according to the scope of jurisdiction and business. Each department completes its own management, and its own department assesses its own business and performance. The whole strategic plan lacks a unified top-level design Group that needs a team with strategic vision and top-level design.

In terms of business strategy, Qilu culture and Tourism Group have a wide strategic distribution and invests in many fields related to the cultural tourism industry. The company's business covers advertising, cultural tourism, sports, and other aspects. The current business of Qilu culture and tourism group is Strategy policy is still to

pursue the business policy of doing where you can make money. There is no unified guidance on specific business planning.

### **3.3.2.2 Strategic Control System**

Qilu culture and tourism group implements the general manager's responsibility system under the leadership of the board of directors. The board of directors is the decision-making level of the group, which makes decisions on the development direction, development strategy, and business policy of the group. Under the board of directors, there are five standing committees, namely, the strategic development committee, the compensation and performance committee, the investment and financing development committee, the risk control and audit committee, and the work safety committee. The board of supervisors is dispatched by the provincial SASAC, resident in the enterprise, and carries out immediate supervision and implementation. The system of the immediate report and reminder letter shall be implemented; the senior management personnel above deputy general manager, assistant general manager, chief accountant, and chief engineer shall be the operation and management level of the group, who shall be responsible for organizing the daily operation of the enterprise, and the middle-level management personnel shall be the executive level to be responsible for the specific operation of the business.

In 2017, Qilu culture and Tourism Group readjusted its organizational structure. The headquarters has nine departments, namely, the comprehensive management center, the strategic investment development department, the financial center, the market operation management department, the organization and personnel department, the audit and legal department, the engineering management center, the project development department and the safety production operation Department. Among them, Qilu culture and Tourism The group's office is expanded into a comprehensive management center, which includes the original Party committee office, discipline inspection and supervision office, and administrative office. At the same time, with the development of the group for the needs of informatization and enterprise publicity, new information office and corporate culture Publicity Office are set up, which are managed by the comprehensive management center. Such a setting is convenient for horizontal contact of departments, administrative, publicity, and information resources. It can be seen that the Qilu culture and Tourism Group attaches more importance to

strategic management; the finance and assets office is set up under the financial center to facilitate the group's fine financial management. The group headquarters structure optimizes the headquarters departments according to the business of its subsidiaries, strengthens the strategic management functions, and highlights the functions of marketing, finance, law, and engineering construction.

On the whole, the functional organizational structure adopted by the group is more reasonable, with specialized department functions, giving full play to the specialty of professionals, and improving work efficiency. However, in the actual work, there is less horizontal contact between functional departments, and the coordination needs to be improved. The internal information transmission path of the Qilu culture and tourism group is long, and there are many approval procedures. Therefore, it is necessary to optimize the work process in practice further. Qilu culture and Tourism Group has more than 20 subsidiaries, including a ferry company, scenic spot company, yacht club, sports company, cultural tourism group, International Conference Center, an ocean tourism company, an information company, a general aviation service company, a hotel sector, an automobile company, international travel agency, etc. Qilu culture and Tourism Group adopts the management and control mode of the parent company and subsidiary company as a whole. The parent company selects the main person in charge of the subsidiary company, and the company sets development goals and annual business indicators and carries out a regular assessment on them. The subsidiary has not only relatively small independent management rights but also has small financial management power. The business plan and budget plan are formulated by the group, And Tourism Group adopts a "one size fits all" strategic control mode for the management and control of subsidiaries.

### **3.3.2.3 Resource Conditions and Core Competitiveness**

As a tourism enterprise, Qilu culture and Tourism Group has technical resources littler. The existing technical advantages are mainly reflected in the following aspects: firstly, the information technology resources combined with the tourism industry; secondly, using their own technical advantages to provide tourism-related technical service support; secondly, information companies will combine information technology with tourism business to become a reliable Tourist Information Aggregator, a reliable technical service provider and an open and cooperative

industrial ecology in Shandong tourism industry The leader, the relevant technology of the company is in the forefront of the tourism information industry in Shandong Province at present; secondly, the group has the leading technical advantages in some links of the tourism industry chain, for example, the crew of Shandong Ferry Company under the group has rich driving experience and technology in the offshore navigation, which is conducive to opening up the tourism route of Qianhai in Shandong Province It also has unique technical advantages in equipment maintenance and safety management. The partners of the Qilu culture and tourism group are large state-owned enterprises, multinational companies, and other well-known enterprises in the industry.

The good market reputation of Qilu culture and Tourism Group has attracted many well-known enterprises to cooperate, especially the Shanghai Cooperation summit has brought unprecedented development opportunities to enterprises. Many companies are competing to sign strategic cooperation agreements, but at present, there is little cooperation between Qilu culture and tourism group and local counterparts. Qilu culture and tourism group once cooperated with other scenic spots in Shandong Province to launch a joint ticket for Shandong tourism, which was highly praised by tourists. In that year, it achieved a win-win situation of performance and word-of-mouth. However, due to various reasons, cooperation failed to continue. Tourism Group has such high-quality tourism resources as Olympic Sailing Center, so it should cooperate with other local tourism companies and scenic spots in Shandong to achieve a mutual win-win situation and expand and strengthen the Shandong tourism industry.

Enterprises want to succeed in the fierce market competition; brand operation is the most basic element. After the Qilu culture and tourism group was listed as provincial enterprises, brand awareness began to wake up, gradually realized the importance of brand effect, and began to pay attention to the creation and management of the tourism brand. In order to promote the quality development of Shandong tourism, Qilu culture and tourism group, as the initiator, launched the "Shandong classic" tourism brand. The brand logo was designed by the designer Han Jiaying team. The famous "hospitable Shandong" and snow beer brand design came from this team. "Shandong classics" not only covers the internal tourism resources of the group but also collects and recommends from the whole society and experts to

select the tourism brands that can represent the image of Shandong. This is also the first time in Shandong's tourism history to collect a full range of tourism brands, including tourism products, scenic spots, specialty products, accommodation, shopping, and so on. Based on the comprehensive brand of "Shandong classic," Qilu culture and tourism group also plans to create three sub-brands of "Binhai trail," "Shandong Jieli," and "ocean hot spring."

In addition, Qilu culture and Tourism Group has also created the brand of "CITIC sea direct Shandong travel and navigation" in terms of navigation business and plans to create its own brand in terms of maritime wedding services and marine tourism projects. However, after Qilu culture and Tourism Group launched the "Shandong classic" brand, due to the lack of relevant brand management personnel and experience, the lack of brand management mechanism, the poor brand maintenance ability, and the low brand awareness, it has been unable to win a place in the choice of foreign tourists to Shandong. Each brand selected as "Shandong classic" has been selected by provincial people and evaluation level by layer and has the profound historical connotation, and extensive market influence Group should strengthen brand management, hire professionals to study brand characteristics, deeply excavate brand connotation, expand its extension, carry out online and offline brand marketing, and truly realize brand value.

### **3.3.3 SWOT Analysis of Qilu Culture and Tourism Group**

As a pilot demonstration area of China's tourism reform, Shandong can enjoy the policy dividend and has a good policy development environment. In recent years, a series of China's important conferences have been held in Shandong Province, which has aroused the popularity of Shandong Province. For Shandong tourism enterprises, it is the golden age and fast track of development given by the times. Shandong tourism market lacks a certain industry order and influential leading enterprises. Qilu culture and Tourism Group has good prospects and advantages in the integration of tourism resources. It should take its due role, fully grasp the opportunities given by the times, and establish a leading position in the industry in the long-term development.

### 3.3.3.1 Opportunities Analysis

With the release of the policy dividend, tourism has become a new growth point in China's economy. In 2019, tourism contributed more than 13% to GDP, and it is expected that China will become the largest tourism market in the world by 2030. The central and local governments fully recognize the important role of tourism as a sunrise industry to the economy and society and have issued a number of relevant policies for the tourism industry, which promote the innovation of tourism industry informatization, the change of development mode, and the upgrading of industry transformation.

China's economy is developing rapidly, people's income is increasing, and living standards continue to rise. Tourism has a certain role in promoting the economy but also relies on the overall economic income level of China. Only after people reach a certain living standard can they have the tourism will, so the sustainable development of the Chinese economy also lays a solid material foundation for the development of tourism.

With the rapid development of tourism, the demand of tourism consumption market is becoming more and more vigorous, and the supply market is facing reorganization. With the continuous improvement of disposable income, people have a stronger willingness to travel outside, which is not satisfied with traditional sightseeing tourism. It needs personalized, experiential, deep, and intelligent features and high-quality tourism products and services. This requires large and medium-sized tourism groups with strong resources and technology in the market to do a good job in the whole chain design service of tourism so as to achieve the goal of tourism. New tourism needs for tourists to improve.

With the rapid development of China's economy, the development of high-speed railway and aircraft technology provides tourists with convenience, and people are more and more convenient and fast to travel. Various tourism software and hardware facilities technology has also developed rapidly. Internet technology provides convenience for booking tickets and online inquiry. Many cities and scenic spots begin to open WiFi to tourists free of charge. Various "smart cities" and "smart tourism" apps provide convenience conditions for tourists.

### **3.3.3.2 Threats Analysis**

There are many competitors in the same industry in the Shandong market. The homogenization of the tourism business is serious, and the competition is very fierce. In terms of tourism resources, Wanda, Hong Kong China Travel Service, and other large groups are comparable to the Qilu culture and tourism group in terms of tourism resources and even have more high-quality resources. They implement the strategy of "large tourism and large layout" in the form of merger and reorganization, and restrain the business layout of local tourism enterprises. In addition, local small and medium-sized tourism enterprises in Shandong Province also operate various tourist terminals, tourist routes, and other tourism resources in a decentralized manner. Small and medium-sized enterprises not only need to make more flexible business strategies but also respond to market changes quickly, which puts forward a certain test for the operation and development of the group.

Due to the geographical location and climate, the tourism market in Shandong has strong seasonality. From May to November, every year is the peak season of tourism. Once it enters winter, the number of tourists begins to decline, and the tourism market presents a scene of ice and fire in winter and summer.

The "one-day tour" revenue accounts for a large proportion of the total revenue in Shandong Province, and the in-depth tourism needs to be further developed. Most tourists to Shandong will choose short-term "one-day tour" products, which is not conducive to the in-depth development of the tourism industry upstream and downstream. A kind of pneumonia in 2020 brought a great impact on the tourism industry. Under the background of the global epidemic can not be effectively suppressed; the tourism industry is hard to get substantial growth.

### **3.3.3.3 Strengths Analysis**

Policy advantages. As a carrier platform for integrating tourism resources in Shandong Province, Qilu culture and tourism group plays an important role in promoting the rapid development of the tourism industry in Shandong Province. It has obvious advantages in the integration of government resources, transformation, and upgrading of state-owned enterprises, support of emerging tourism industry and other



project resources, so as to obtain high-quality and reliable information at the macro level, and enjoy the policy dividend in time.

**Reputation advantage.** As the only state-owned tourism enterprise in Shandong Province, Qilu culture and Tourism Group has unique government credit of local state-owned enterprises, with high reliability and a good reputation. Compared with other private enterprises, Qilu culture and Tourism Group has obvious advantages in credit, financing, government projects, etc. Qilu culture and tourism group can make good use of the reputation advantage of state-owned enterprises, win the full trust of consumers in Shandong Province, and enhance the market competitiveness.

**Resource advantages.** After the establishment of the Qilu culture and tourism group, the internal integration has been completed, which makes the resources, assets, and business of Qilu culture and Tourism Group cover almost all aspects of the tourism industry chain. Qilu culture and Tourism Group owns the unique tourism resources like Shandong Olympic Sailing Center and has a wide range of business fields, including hotel management, tourism transportation, scenic spots, marine tourism, air tourism, yacht service, sports industry, etc., which has enhanced the group's market competitiveness. The advantages of resource concentration and industrial agglomeration are initially revealed, and it has the resource advantages of continuing to integrate other tourism resources and carrying out the whole chain management of tourism resources.

Qilu culture and tourism group have State-owned background and brand advantages. Since the end of the 2008 Olympic Games, Qilu culture and tourism group began to operate the Olympic Sailing Center, which has high visibility in the industry and in China. The background of state-owned enterprises provides enterprises with credibility, guidance, and responsibility, and has gained relative advantages in resource integration, foreign cooperation, major project development, and market development. "Shandong classic" brand has authority and trust, which is synonymous with Shandong tourism.

#### **3.3.3.4 Analysis of Weaknesses**

Qilu culture and tourism group was founded late, its development ideas are not

clear, and the group has not yet formed a unified strategic positioning; the division of internal functions of the company lacks overall coordination, the company's structure and responsibility division need to be improved, and the business decision-making process of state-owned enterprises is long, which makes it difficult to respond to market changes quickly.

The lack of human resources, lack of professional teams in various business operations, lack of technical level, assessment and incentive mechanism needs to be improved and improved, which has become the bottleneck of the company's development.

The lack of an online platform has become the bottleneck of the company's development. The company is slightly weak in information technology, which needs to be strengthened by both human and material resources.

The construction of corporate culture is not good, the overall atmosphere and vitality need to be improved, the core values are not prominent, and the industry cohesion is not strong.

The lack of innovative tourism products. At present, most of the business of Qilu culture and tourism group is traditional tourism business, the development of innovative products is limited, and the product design concept of in-depth tourism such as global tourism, tourism housekeeper, leisure vacation, "tourism + industry" is lacking.

Resource integration is hindered. Although Qilu culture and Tourism Group owns the scenic spot resources of Olympic Sailing Center, as well as ferry, Olympic Sailing wharf, yacht, hotel, and other essential resources, it can not be bigger and stronger only by relying on these resources. Other high-quality tourism resources in Shandong, such as Laoshan, west coast, and the undersea world, have not been controlled, which limits the development of the Qilu culture and tourism group.

### **3.3.4 Strategic Choice of Qilu Culture and Tourism Group**

Based on the analysis of opportunities, threats, strengths, and weaknesses of the

Qilu culture and tourism group, four different development strategies are proposed.

#### **3.3.4.1 SO Strategy**

There are many favorable opportunities in the current external environment of the Qilu culture and tourism group. Enterprises should seize market opportunities and rapidly expand the scale of enterprises and the tourism industry chain. We should carry out the diversified strategy, develop the marginal effect of the tourism industry, and various new tourism products of the "tourism + industry." Take advantage of the popularity created by the 2018 Shanghai Cooperation summit, rapidly launch exhibition and other business products, seize the market, and expand market share. Government policy support should be used to strive for more financial support. We should publicize the Qilu culture and tourism group by publicizing the official website, micro-blog, WeChat official account, and so on.

#### **3.3.4.2 WO Strategy**

Although Qilu culture and tourism group is now facing good external development opportunities, due to its short time of establishment, many historical problems, and various problems in the integration of resources and human resources, Qilu culture and tourism group at this stage is facing The group should stop expansion, start with internal management, speed up the sorting of human resources, realize the competition for posts, improve the promotion channels, strengthen the training and selection of employees, and complete the construction of corporate culture as soon as possible. Increase the group's investment in electronic information technology, research, and development of "smart tourism" online platform docking "smart Shandong." We should strive for the support of the government, promote the integration of tourism resources in the province, and actively develop innovative tourism products.

#### **3.3.4.3 ST Strategy**

Qilu culture and tourism group should actively use its own advantages to deal with the threads of the external environment. Take advantage of the whole chain advantages of Qilu culture and tourism group to develop innovative experiential

tourism products and form differentiated operation with other products in the same industry. In the development of tourism products, we should pay attention to balance the differences between the off-peak seasons and improve the level of tourism services. Establish a reasonable consumer feedback mechanism to deal with the unreasonable problems encountered by consumers in a timely manner.

#### **3.3.4.4 WT Strategy**

While Qilu culture and tourism group is faced with external threads, there are also a series of internal problems, such as the blocked integration of tourism resources in the whole province, the lack of senior management personnel, and the evaluation and incentive mechanism need to be improved and improved, which leads to the overall profitability of Qilu culture and tourism group is not high. Qilu culture and tourism group should avoid unfavorable external factors in time, actively solve existing internal problems, shrink the existing tourism product line of Qilu culture and tourism group, cancel non-profit products in time, and strengthen the management and training of existing staff to deal with various kinds of external threads.

According to the above SWOT analysis matrix, the Qilu culture and tourism group is now in the booming period of the Shandong tourism market after the summit, so growth strategy mode should be adopted at present. Enterprises should seize the market opportunity and make use of Qilu culture and Tourism. With its unique advantages, the group has rapidly expanded its enterprise scale. While consolidating its core business, it has implemented diversified development strategies, developed new tourism products such as "tourism + sports," "tourism + pension," "maritime wedding," and "looking at Shandong in the air." It also actively strives for large-scale exhibition activities by taking advantage of the summit effect, actively undertakes urban public services, and broadens multiple business channels. We will recruit senior management personnel from abroad, train and select employees internally, and promote the development of Qilu culture and tourism group to a higher goal.

## CHAPTER 4 ANALYSIS OF RESEARCH RESULTS

### 4.1 Descriptive Statistical Analysis of the Questionnaire

This paper studies the unbalanced sampling technology. The researchers obtained and collected data from simple random subsamples, which were determined by their position or class in the population. According to the analysis of the researchers, this unbalanced stratified sampling technique is used to consider the sample size of each class. It allows researchers to avoid sampling bias and ensure that the sample is an accurate representation of the population. In order to collect the necessary data, this study conducted a self-contained questionnaire survey. The target group of this study is the current staff working in Qilu culture and tourism group and its subsidiaries, explaining the research objectives and the questions in the questionnaire to the respondents so as to ensure that they can fill in the questions easily and comprehensively. The data collection time is from July 2020 to August 2020. A total of 300 questionnaires were issued, 233 of which were successfully completed, with a recovery rate of 77.67%. The demographic and work characteristics of respondents are reported as follows:

Table 4.1 Basic data distribution (n = 233)

Gender	Subtotal	Proportion
Male	137	58.80%
Female	96	41.20%
Age distribution	Subtotal	Proportion
Under 25	94	40.34%
26-35 years old	91	39.06%
36-45 years old	32	13.73%
Educational level distribution	Subtotal	Proportion
Junior college or below	30	12.88%
Undergraduate	137	58.80%
Master degree or above	66	28.33%

Data source: questionnaire

There are three main aspects of descriptive statistical analysis of the results of this questionnaire, which are gender ratio, age level distribution, and education level distribution. As shown in table 4.1, we can draw the following conclusions: the proportion of males in the samples is higher than that of women, 58.8% and 41.2%, respectively. In Internet enterprises, there are more technical posts and more men in such posts. This conclusion is more in line with the reality; the employees aged 35 in the sample account for 79.4% of the total staff, and 40.34% of the employees under 25 years old, indicating that the post-90s staff is more than the total staff. The work is more, the overall talent team is younger, which is also in line with the characteristics of a large number of young people in Internet enterprises and more vitality. In the distribution of education, the number of educated personnel in undergraduate and above reaches 87.12% of the total number, indicating that the overall staff has a higher level of knowledge, which is also more in line with the Internet enterprises, knowledge-based talents have corresponding product development and High research competency and continuous learning can be carried out to cope with the rapidly changing external environment and the technology of rapid updating iteration.

Table 4.2 Results of descriptive statistical analysis of variables (n = 233)

Variable		Minimum	Maximum value	Ave.	S
External environment	Political	5	5	3.74	1.21
	Economic			3.8	1.23
	Social			3.67	1.11
	Technological			3.54	1.13
Internal environment	The general strategy	1	7	3.11	1.07
	Business strategy			3.26	1.13
	Resource conditions			3.33	0.99
	Core competitiveness			3.46	1.22
Strategic control	Strategic decision making power		5	3.83	0.83

Autonomy of strategy implementation			3.37	1.23
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As shown in Table 4.2, the average scores of the political environment, economic environment, social, cultural environment, and technical environment in the external environment are all greater than 3.0, indicating that the external environment has a great impact on the development of enterprises. The influence level of the general strategy, business strategy, resource conditions, and core competitiveness in the internal environment is lower than the average value of 3.5, which indicates that the impact of the internal environment is not extremely serious. However, we should also note that the average value reaches 3.29, indicating that the internal environment has a great impact on the enterprise strategy. The average value of decision-making power of strategy making and strategy implementation is greater than 3.0, and the overall level is more than 3.5, which indicates that whether Chinese enterprises have the autonomy of strategic designation has a great impact on the development strategy.

#### 4.2 Cointegration Test

A cointegration test can analyze the quantitative relationship between variables. It requires that the data must be stable in time series analysis. The precondition is that the variables are all single integral variables, and their single integration order must be the same. When the variables are cointegrated, there is a long-term stable relationship between them, so the classical regression model can be used to establish the regression model; on the contrary, when the two variables are not cointegrated, there is no long-term equilibrium relationship between them, and the classical regression model cannot be used. Otherwise, there will be false regression and other problems. In order to see whether there is a long-term cointegration relationship between these two variables, we conduct an E-G cointegration test on these two variables. The specific test results are as follows:

Table 4.3 E-G two-step cointegration test results

Test method	T-Statistic	P-Value
ADF test	-4.0228***	0.0006

Note: "\*\*\*\*" means that the test result has passed the significance test level of 1%.

Through the cointegration test of the data, we find that the data has passed the significance test level of 1%, the P-value is 0.0006, less than 0.05, that is, the residual has passed the ADF test, the residual is stable, that is to say, there is a cointegration relationship between the external environment, internal environment, strategic control mode, and enterprise development relationship.

### **4.3 Regression Analysis**

Correlation analysis is used to study whether the variables are related and to what extent, but it can not be used to prove whether there is a causal relationship between the variables to be studied. Regression analysis is used to study whether there is a causal relationship between variables and is used to study the quantitative change law between variables. This paper does not consider demographic factors, using SPSS17.0 to carry out regression analysis among the three variables and study the relationship between strategic development, external environment, internal environment, and strategic control level. The specific analysis data are shown in table 4.4, table 4.5, and table 4.6

#### **4.3.1 Relationship between the External Environment and Enterprise Development**

The external environment is the external factor that affects the development of enterprises. When the external environment is good, the development strategy of enterprises is relatively stable, and enterprises do not need to adjust their own strategies according to the external environment. When the competition of the whole industry is not strong, the development of the enterprise is relatively stable, and the strategy of the enterprise is relatively stable in a certain period of time. The results of the firm's stable external environment are as follows:

Table 4.4 relationship between the external environment and enterprise development



Dependent variable	Independent variable	Standardized beta coefficient	F value	R <sup>2</sup>	Adjusted R <sup>2</sup>
Enterprise development	Political	0.296**	131.347***	0.697	0.692
	Economic	0.382***	94.501***	0.624	0.617
	Technological	0.214**	117.083***	0.673	0.667
	Social	0.182*	126.079***	0.638	0.625

Note: \*\*\* denotes  $P < 0.001$ , \*\* indicates  $P < 0.01$ , \* indicates  $P < 0.05$

It can be seen from Table 4.4 that in the above regression analysis, all sig values are significant at the level of 0.05 ( $P < 0.001$ ), among which political, economic, technical, and social have a positive impact on strategic development, and the correlation coefficient between them 296, 0.382, 0.214, 0.182, which shows that the better the external environment, the more conducive to the development of enterprises, thus verifying hypothesis H1.

#### 4.3.2 Relationship between Current Strategy and Enterprise Development

When the internal environment is relatively stable, the strategy of the enterprise is relatively stable. The general strategy, business strategy, resource conditions, and core competitiveness in the internal environment will affect the business performance of the enterprise. The regression results of the relationship between the internal environment and enterprise development are shown in the table below:

Table 4.5 impact of current strategy on enterprise development

Dependent variable	Independent variable	Standardized beta coefficient	F value	R <sup>2</sup>	Adjusted R <sup>2</sup>
Enterprise development	The general strategy	-0.086**	140.323*	0.83	0.78
	Business strategy	-0.194***	109.246*	0.87	0.83
	Resource conditions and	-0.041*	108.365**	0.75	0.74

	Core competitiveness				
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Note: \*\*\* denotes  $P < 0.001$ , \*\* indicates  $P < 0.01$ , \* indicates  $P < 0.05$

From table 4.5, it can be seen from the above regression analysis that in the regression model of the whole sample, the p-value between enterprise development and internal environment is  $> 0.05$ . Other related variables also showed significant correlation, indicating that there is no statistically significant difference between enterprise development and internal environment, so we can not refuse to assume H2, then the conclusion is that enterprise development and internal environment are negatively correlated; and enterprise development and internal environment of the general strategy, business strategy and resource conditions and core The sensitivity coefficients of competitiveness are estimated to be -0.086, -0.194 and -0.041 respectively, and there is a significant negative relationship between them. This shows that the current station is not suitable for the development of the company; that is, the current corporate strategy and enterprise development are negatively correlated; that is, hypothesis H2 is verified.

### 4.3.3 Relationship between Strategic Control Mode and Implementation of Enterprise Strategy

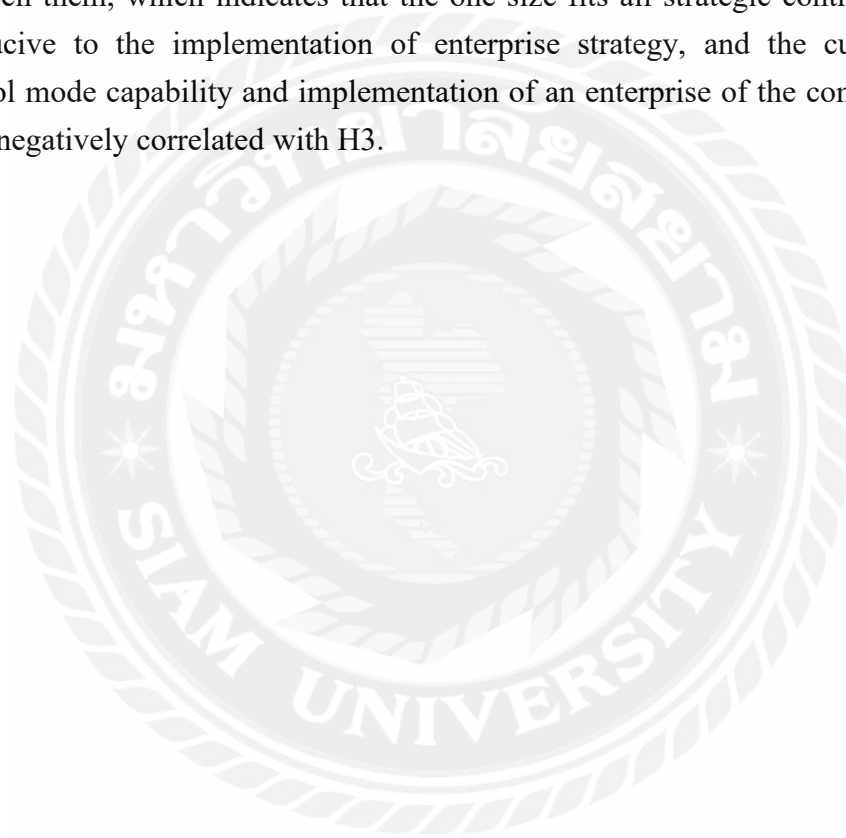
The quality of enterprise control ability is directly related to the formulation of enterprise strategy. The stronger the strategic control ability is, the smaller the enterprise's strategic change is; the weaker the strategic control ability is, the greater the enterprise's strategic change is. The analysis results of the impact of strategic control mode on strategy implementation are as follows:

Table 4.6 Influence of strategic control mode on implementation of enterprise strategy

Dependent variable	Independent variable	Standardized beta coefficient	F value	R <sup>2</sup>	Adjusted R <sup>2</sup>
Implementation of enterprise strategy	Strategic control mode	-0.214**	78.56	0.76	0.73

Note: \*\*\* denotes  $P < 0.001$ , \*\* indicates  $P < 0.01$ , \* indicates  $P < 0.05$

From table 4.6, it can be seen from the above regression analysis that the p-value between the implementation of enterprise strategy and the strategic control mode is  $> 0.05$ , indicating that there is no statistically significant difference between the implementation of enterprise strategy and implementation of enterprise strategy, so we can not refuse to assume H3, and the conclusion is the implementation of enterprise Strategy is negatively correlated with strategic control mode, and the correlation coefficient between them is  $-0.214$ . There is a significant negative relationship between them, which indicates that the one size fits all strategic control mode is not conducive to the implementation of enterprise strategy, and the current strategic control mode capability and implementation of an enterprise of the company Strategy were negatively correlated with H3.



## CHAPTER 5 CONCLUSION

### 5.1 Research Conclusion

In recent years, as a sunrise industry, the tourism industry has gained more and more attention. Compared with other industries, the tourism industry is green and environmental protection, with a low entry threshold, relatively small capital investment, long return time, and more employment. But there are also some problems in the tourism market, such as fierce competition, homogenization of products, absence of service supervision, and so on. Qilu culture and tourism group, as a state-owned enterprise with tourism development and operation as its leading business in the Shandong tourism market, has unique tourism resources such as Shandong Olympic Sailing Center. However, it has undertaken a lot of social public welfare undertakings. There are some difficulties in resource integration, and enterprise benefits are affected. In the face of fierce market competition, how to formulate an enterprise strategy suitable for the development of Qilu culture and tourism group and plan the future development of the enterprise from a strategic height is of great significance to the future direction and development path of the enterprise.

This paper selects Qilu culture and tourism group as the research object, combining with the research background of China's cultural tourism industry, the research results of Chinese scholars' foreign development strategy, and the related theories of strategic management, analyzes the internal and external environment faced by Qilu culture and tourism group and points out that Qilu culture and tourism group is faced with This paper analyzes the problems existing in the current development process of the group, analyzes the development status of the enterprise from the internal and external environment and business combination, and studies the development strategy of the enterprise by using the SWOT model. At present, Qilu culture and tourism group is faced with the situation that external opportunities are greater than threads, so it should seize the favorable opportunities, closely grasp the market trend, and actively develop various businesses; from the perspective of internal resources of enterprises, strengths are greater than weaknesses, and as a state-owned enterprise, it has the outstanding policy and resource advantages. Based on the analysis of the SWOT model, enterprises should adopt the so growth strategy, base on

their own high-quality resources, give full play to their unique advantages, seize the market opportunities, develop their strengths and avoid their weaknesses, rapidly expand the scale of enterprises, take marine tourism and exhibition business as the core business, implement relevant diversified development strategies, and put forward specific measures for the implementation of the strategy, including the implementation of "Shandong tourism" and brand strategy We should build a platform for investment and financing reform and innovation, standardize the operation of state-owned capital investment and operation platform, and act as a new provider of government public services. Finally, this paper discusses the safeguard measures needed for the implementation of the strategy, analyzes the shortcomings of this study, and puts forward the improvement measures in the future.

## **5.2 Research Implications**

### **5.2.1 Strategic Development should Clarify Its own Strategic Objectives**

In order to adapt to the development of society, any enterprise can not be complacent. It must timely launch its own innovation, formulate its own strategic objectives, explore suitable business model, constantly promote its own transformation, and strive to improve its management level and efficiency, so as to improve its market share and obtain competitive advantages. The reason why the strategy of the tourism group is not in line with its own development strategy. Any major strategic decision must first make an objective analysis of the environment in which it is located, analyze its own advantages, strive to overcome its own shortcomings, and formulate corresponding goals, so as to make the enterprise develop towards the direction of strategic objectives. Therefore, strategic objectives are very important. Appropriate strategic objectives can guide enterprises to develop rapidly in a benign track. Inappropriate strategic objectives will lead enterprises in the wrong direction, which is of great significance for enterprises of the same type to clarify their competitive advantages and strategic objectives before the strategic transformation.

### **5.2.2 The Development and Transformation of Strategy Run through the Whole Process of Enterprise Development**

Strategic transformation is not a requirement of a time point, but a continuous

development process, which requires enterprises to take strategic transformation as a business management concept into the whole process of enterprise production, which can not be satisfied with the existing achievements, but constantly promote strategic transformation in the process of production and operation, facing the Qilu Culture and tourism group Existing deficiencies, the company should continue to improve and improve from the following aspects.

### **5.2.3 The Role of Talents in the Strategic Transformation of Cultural Tourism Companies**

Cultural tourism companies mainly take the light of assets as the driving force for development, and human resources become the key resources for its development. Under the fan effect, human resources are the most valuable resource of cultural tourism companies. For a certain celebrity of cultural tourism companies, it may affect the development prospects of the whole company. In order to improve the effectiveness of the strategic transformation of the company and achieve the strategic objectives of the enterprise, enterprises need to strengthen the management of human resources so that human resources can achieve better allocation. The staff structure determines the quality level of human resources of cultural tourism companies to a certain extent. Therefore, cultural tourism companies should pay attention to optimizing the staff structure, introducing a large number of high-end talents, promoting the transformation of the company's human resources structure to the elite structure, and forming a group of influential employees.

In terms of talent construction, it provides continuous talent reserve for the development of enterprises through three aspects: selecting classified personnel, optimizing personnel management, and improving staff ability. Talents are the foundation of enterprise development. In view of the shortage of human resources in the company, in the next 3-5 years, we will establish a perfect talent guarantee system according to the basic idea of "recruiting, training and appointing" in order to strengthen the management of all employees. Qilu culture and tourism group should carry out talent introduction work around the company's development strategy and technological innovation needs, focusing on the introduction of leaders with international vision, professional managers with advanced management skills, and technical leaders with a high professional level. As different departments and

companies are involved in different businesses, each department and company shall timely submit the employment plan according to the business situation, and the Qilu culture and tourism group shall organize the personnel department to be responsible for overall promotion, and all departments and companies shall cooperate. The personnel department of Qilu culture and tourism group should regularly go to famous universities in Beijing and Shanghai to carry out campus recruitment activities, do a good job in enterprise publicity and promotion, use the background of Shandong Province and enterprise state-owned enterprises to attract college graduates, and recruit reserve management talents with high education background, so as to supplement the group's future development. It is also possible to establish practice bases through joint colleges and universities to jointly cultivate supporting talents. Smooth internal promotion channels, select employees into talent pool with perfect incentive mechanism, give priority to salary and promotion opportunities, etc., as the scope of examination for reserve cadres of the company, and form a good talent retention mechanism. Pay attention to staff training, carry out "tourism group knowledge lecture hall," strengthen cooperation with well-known universities, scientific research institutes, and tourism organizations, and regularly employ well-known professors and experts to train employees in the form of lectures to impart professional knowledge.

### **5.3 Selection of the General Strategy**

#### **5.3.1 Vision, Mission, and Strategic Positioning of Qilu Culture and Tourism Group**

Enterprise mission: to contribute to Shandong tourism. The determination of the corporate mission needs to determine its main business areas and social responsibilities. Qilu culture and tourism group is the only tourism enterprise among the state-owned enterprises in Shandong Province. Its main business scope is tourism investment and construction, tourism exhibition, hotel investment and management, tourism scenic area investment and management, yacht and fishing boat management, car rental, and other tourism-related industries. At the same time, the Qilu culture and tourism group undertakes the social responsibility of maintaining and appreciating the value of state-owned assets and the historical responsibility of making Shandong tourism bigger and stronger. Based on the above factors, the mission of the Qilu culture and tourism group is confirmed to contribute to Shandong tourism.

The vision of Qilu culture and Tourism Group: to build Qilu culture and tourism group into a well-known tourism industry investment and financing group in China, the strongest in Shandong Province, the largest in Shandong Province, and with certain international influence, and unswervingly make Shandong tourism stronger, better and bigger. Enterprise's mission is the foundation of enterprise vision. Enterprise vision can provide a clear future development goal and blueprint for the enterprise. Qilu culture and Tourism Group has high-quality tourism resources and the whole tourism industry chain and is in the rising period of enterprise development. At present, Qilu culture and Tourism groups have occupied a leading position in the Shandong tourism market. With the support of China's national policy and the holding of a series of important conferences in Shandong, the popularity of Qilu culture and Tourism Group has also increased, and it has a certain influence in the world. In the future, Qilu culture and Tourism Group will catch up with other tour groups and other large-scale tourism industries in the province and strive to become a famous tourism industry investment and financing enterprise in China, the strongest in the province and with certain international influence.

### **5.3.2 Selection of Development Objectives and Models**

According to the resolution of the provincial government, Qilu culture and Tourism Group will take "all-round, all elements, and all time and space" as the overall development orientation. While building itself into a modern large-scale state-owned tourism group with standardized management, good efficiency, and industry leadership, Qilu culture and Tourism Group will actively develop high-quality tourism resources in Shandong Province, lead the industry development and promote the leapfrog development of the tourism industry in Shandong Province.

### **5.3.3 Industrial Combination and Regional Layout**

According to the SWOT matrix analysis of the Qilu culture and tourism group, we can see that the Qilu culture and tourism group is in the rapid development period after the summit. We should adopt such a growth strategy mode, make full use of the existing advantages of Qilu culture and tourism group, seize the market opportunities, expand the effect of the summit, actively expand the market and expand the scale of



enterprises. At the same time, using Qilu culture and Tourism, The group's existing core business is to strengthen marine tourism and festival exhibition business, implement relevant diversified development strategies, develop new tourism businesses such as "tourism + sports," "tourism + pension," "tourism + culture," "tourism + aviation," actively undertake urban public service, broaden multiple business channels, and strive to open up diversified development path.

Efforts should be made to build an innovation platform for tourism investment and financing reform. The innovative operation of investment and financing is a sign of the modern development of enterprises. Tourism groups should make full use of the existing policies according to their own reality, actively respond to and seize the first opportunity, conform to the trend of the development of the times, adapt to the needs of market-oriented reform, open up a variety of investment and financing methods, realize the structural transformation of "resources assets capital funds," and transform "tourism + finance" The implementation of the development model will create an innovative platform for investment and financing of Shandong tourism industry.

#### **5.3.4 Choice of Capital Operation**

As an operator of urban tourism, Qilu culture and Tourism Group uses market means to operate tourism infrastructure and various assets. Through diversified operation and management of urban assets, it can strengthen the stock, optimize the increment and enlarge the projects so as to maximize the social and economic benefits and realize the maintenance and appreciation of state-owned assets.

##### **5.3.4.1 Revitalize Stock Assets and Improve Efficiency**

The existing tourism infrastructure and tourism resources should be redeveloped and repackaged. We will transform and upgrade the business form of the Olympic Sailing Center and broaden the sources of asset income. Transform the ferry company to build a first-class professional cruise company and marine tourism fleet in China, and build the ferry terminal into a marine tourism distribution center. Through the school bus operation service, we can revitalize assets, mobilize personnel, increase operating income, and improve business conditions. Speed up the transformation of international yacht clubs, establish a complete membership system, and build

domestic luxury clubs to enhance service value. Through a series of transformation, restructuring, and transformation, the profitability of existing assets of Qilu culture and tourism group was improved.

#### **5.3.4.2 Efforts should be Made to Do Better, Increase Increment, and Adjust Asset Structure**

As the only tourism group directly under the provincial government, it should assume the responsibility of the unified development and operation of Shandong tourism resources. Shandong's tourism resources are blooming everywhere, but its operation and management are independent. There are as many as 3-4 management departments of tourism resources in the Qianhai front line alone. Most of the others are in the hands of the management departments of enterprise establishment type, which leads to the decentralization of operation. Therefore, it is necessary to change from administrative management to market management, and unify the operation and design of tourism products and routes. First, integrate the tourism resources within the Qilu culture and tourism group, and then integrate the "one shore, one bay, one mountain" and other resources and other operational assets. With assets as the link, resources as the support, and capital as the foundation, we should grasp the core resources, integrate high-quality resources, high-end import resources and connect international resources so as to realize the in-depth development and whole chain operation of tourism resources and tourism services in Shandong Province. Laoshan Scenic Spot and the undersea world are the landmark tourism products of Shandong Province. According to the requirements of product development, they should be operated under a unified platform. The first level of development right of sports land can be given to the capital operation platform for overall planning and market development. Hotel Training Center, government-owned hotels (Fuxin building, Huanghai Hotel, etc.), tourist parking lot, and transfer center are all facing market-oriented transformation. All navigable airports can also achieve unified management and crew scheduling and improve the efficiency of navigation services. Qilu culture and Tourism Group will undertake the important task of asset integration, inject similar assets into Qilu culture and tourism group, improve the asset structure of the group, and enhance the group's development momentum.

### **5.3.4.3 Innovation of Investment and Financing Portfolio**

We should study the issuing procedure of corporate bonds and broaden the direct financing channels of the Qilu culture and tourism group. Try asset securitization and establish a diversified financing structure. Make full use of China's supporting policies, such as fully applying for China's special construction fund to make up for project construction capital. Combined with innovative financial derivatives such as project income notes, improve the investment and financing function of Qilu culture and tourism group, and enhance the comprehensive benefits.

## **5.4 Selection of Qilu Culture and Tourism Group Business Strategy**

### **5.4.1 Selection of Strategic Industry Sector**

We will spare no effort to implement the brand strategy of "Yudao tourism." Qilu culture and tourism group should establish a brand management committee as soon as possible and appoint a brand manager to be responsible for brand construction-related matters. According to the ideas of marketization, internationalization and standardization, we should make efforts from the supply side of the tourism industry, build Shandong characteristic tourism brand according to the development thinking of "big tourism," attract social forces and social capital to participate in the development and construction of large-scale tourism projects, form a strong aggregation effect, and establish a consensus brand "Shandong tourism" with wide social recognition.

First of all, we should cultivate the brand connotation. "Mental cognition is brand." We should use the advantage of "tourism Shandong Province" with wide popularity and reputation to create a top-level, mainstream brand of "Shandong tourism" so as to build a multi-level brand system of tourism products and implement multi-brand strategies, including "Shandong classics," "sea-land air three-dimensional Tourism" and "fashion Shandong," focusing on market performance and credit. The connotation improvement of reputation value cultivates the connotation of Shandong tourism. Taking "Shandong classics" as the core, the Olympic Sailing Center will be transformed into a modern high-end leisure tourism trade brand, so as to realize the comprehensive upgrading and overall marketing of the Olympic Sailing Center. At the same time, we should use the valuable historical and cultural resources such as the "port opening culture" of Shandong Province to protect, transform and refine the old urban area, tell the "Shandong story," and create a cultural tourism brand. With the

support of a "three-dimensional sea land air tour," we will create a brand of marine tourism. Open up air travel routes, realize "looking at Shandong in the air," "looking at Laoshan in the air," and "air tour in the Shandong Peninsula," and create an influential brand of general aviation tourism. With "fashion Shandong" as a supplement, we should make use of the sports resources of sailing events to develop marine leisure sports tourism projects, integrating fitness and leisure event performance into one, so as to create the Shandong water tourism leisure brand. Relying on the beautiful rural resources in Shandong Province, we actively cooperate with Pingdu, Jiaozhou, and other provincial governments to build campsites with the characteristics of suburban scenery, give full play to the advantages of tour bus companies affiliated to Qilu culture and tourism group, and send regular ferry buses from docks, stations, airports to campsites every day to create a new brand of rural tourism and outdoor sports.

Secondly, brand value should be extended. There is no single tourism demand in the tourism market. Based on the existing tourism projects, Qilu culture and tourism group should extend its brand from a single product to a variety of fields to form an intensive brand effect. Develop creative gift brands, extend the tourism industry chain with fashion street, theme park, characteristic hotel catering, etc., balance the differences between the low and peak seasons of tourism, let tourists "stay, return," enhance the public support of Shandong tourism destination brands, and establish an all-round operation of "product brand, enterprise brand, and city brand." Finally, through brand equity, paid use, financing, and credit strategies to achieve brand capitalization, help Qilu culture and tourism group development, so that "Shandong tourism" to achieve the goal of sustainable development.

#### **5.4.2 Selection of Cultivation Industry Plate**

We should be the new provider of government public services. In accordance with the requirements of China's state-owned enterprise reform and closely following the key points of institutional reform, Qilu culture and Tourism Group will earnestly perform its public service responsibilities as a government functional department and realize social benefits through market-oriented operation in the form of government purchasing services.

#### **5.4.2.1 The Management Subject of Public Tourist Attractions**

Provide maintenance and management services for public tourist attractions. Museums and memorials such as Binhai walk, Qianhai scenic spot, former residences of celebrities, and World War I Heritage Park are all free or low-income tourist attractions. Under the principle of one-stop tourist route design, systematic maintenance and operation should be formed, including environmental sanitation, safety supervision, rules, and regulations, etc. Tourism Group provides professional and refined management services to improve management efficiency and reduce management costs.

#### **5.4.2.2 The Main Body of Public Welfare Activities**

Key organizers of large-scale events and urban public welfare activities provide professional organization, order management, security, accommodation, and other services for naval activities, sailing week, marine Festival, various sailing events, etc., and act as the booster of public welfare activities and establish a good social image.

#### **5.4.2.3 The Main Body of the Construction of Public Service Facilities such as Sports and Sports**

Relying on the strong industrial chain extension function of the tourism industry, it undertakes the construction and operation of infrastructure projects such as sports and sports in the whole province. In terms of livelihood infrastructure such as medical care and pension, construction and management of cultural stadiums and stadiums, construction of primary and secondary schools and vocational and technical colleges, and personnel training of professional tourism colleges, from project planning to project implementation and operation, Qilu culture and Tourism The group carries out the overall layout, and market-oriented operation realizes the implementation of large-scale government public service projects and builds the infrastructure investment and financing construction platform for people's livelihood and education in Shandong Province.

#### **5.4.2.4 The Main Provider of Urban Public Transport**

Qilu culture and tourism group navigation service has good pilot, public security, fire, and other urban emergency rescue services, which can effectively realize the management function of an urban emergency. The school bus service operation effect of the automobile company is good, and the social evaluation is high so that it can establish the unified operation platform of the school bus in the whole province; use the existing resources to provide urban customized bus service, especially to provide bus service for various enterprises and institutions in Shandong Province, so as to provide specialized unified dispatching operation and effectively relieve the traffic pressure in Shandong Province. Combined with the tourism information service platform of Shandong Province, it is necessary to realize the informatization supervision of navigation and bus operation, strengthen the safety service, improve the service quality, and establish the transportation service system of Shandong Province with a high degree of specialization and good social benefits.

#### **5.4.3 Selection of Functional Industry Plate**

##### **5.4.3.1 Establish an Operation Management System**

Re optimizing the internal governance and structure of the Qilu culture and tourism group is one of the original intentions of the strategic development of the Qilu culture and tourism group. However, due to various reasons, Qilu culture and Tourism Group has not yet established a sound operation mechanism and operation management system Group's existing business characteristics and management mode, combined with the future business situation of enterprises to expand, adjust the organizational structure on the original characteristics of too centralized management, establish travel service business group, investment, and operation business group, tourism retail business group, tourism finance business group to carry out the business operation. Each business group operates independently, and the headquarters releases certain resources and authority, which makes each business group make independent decisions in investment and financing, reduces the management cost of headquarters, and greatly improves the management efficiency. The Qilu culture and Tourism Group will set up four business groups according to the existing business segmentation. Each business group will operate independently and form its own operation management system. The main adjustments are as follows:

The headquarters of Qilu culture and Tourism Group established a strategic investment department, risk control department, and financial review department. The original business operation rights, management rights, and investment and financing rights of Qilu culture and tourism group were assigned to four business groups. The head office supervised the operation of each business group. The general manager of each business group is directly appointed by the head office. Each business group can adjust the business layout and appoint or remove personnel according to the situation of its internal subsidiaries; The headquarters supervises each business group and sets assessment indicators according to different business characteristics to avoid the situation of distribution according to work. Each business group operates independently, which reduces the cumbersome internal approval process. It can not only carry out their own business flexibly, but also cooperate closely to achieve the goal of task allocation in the enterprise stage efficiently, and improve the organizational imbalance in the development process of the original internal subsidiaries of Qilu culture and tourism group.

#### **5.4.3.2 Give Full Play to the Role of Corporate Culture and Maintain the Vitality of Enterprises**

Corporate culture is an important way for enterprises to form a huge force and maintain vitality. If Qilu culture and tourism group wants to apply the established strategic plan in practice, it is necessary to integrate the important contents of the strategic plan into the corporate culture and become the commonly recognized part of the Group employees' ideological understanding. Qilu culture and tourism group should combine the above-mentioned corporate vision, build the corporate culture of the group as soon as possible, and take the corporate culture as an important internal support to enhance employees' ideological awareness, improve the development environment and implement the deepening reform. China's large domestic enterprises, such as Huawei, Alibaba, Haidilao, and other companies, all have their own unique corporate culture, which has become the driving force and important guarantee to encourage employees to advance and enterprises to develop rapidly. Before the structural adjustment of the Qilu culture and tourism group, only the staff of the organization and personnel department of the headquarters were engaged in related work on a part-time basis. After the adjustment, the corporate culture Publicity Office was responsible for the related work of corporate culture construction. At present, the

group has no professional talents in corporate culture construction. In the process of corporate culture construction, it can hire professional management companies to help with corporate culture construction consultation. In this process, the accumulated corporate culture of the enterprise is sorted out and summarized. At the same time, all employees are involved in the process so as to enhance the understanding and recognition of the corporate culture of the whole Qilu culture and tourism group.

#### **5.4.4 Selection of Financial Industry Plate**

We should speed up the cultivation of listed entities. China's state-owned enterprises have natural advantages in listing applications. In view of the existing business and asset status of Qilu culture and tourism group, we should lay a solid foundation for going to the province, actively cultivate excellent provincial teams within the group, strengthen communication with intermediary agencies, and accelerate the pace of Qilu culture and Tourism Group going to the province. At the same time, reserve high-quality backup subsidiaries to the provincial echelon, the mature one, promote one, build a step-by-step implementation, solid foundation, mechanism innovation of the Shandong tourism investment and financing platform.

Build a modern investment and financing service platform. Integrate the government investment and financing platform enterprises, establish the financial holding plate of Qilu culture and tourism group, and gradually develop into a group financial company in the future, specializing in the development of fund, guarantee, small loan, and other businesses, and extend to the investment and financing of the service industry in the whole province. Specifically for the small and microservice enterprises, entrepreneurial and innovative enterprises in Shandong Province, financing, guarantee, and other businesses, to meet the needs of industrial development investment. The implementation of asset-light operation mode has greatly enhanced the vitality of the province's service industry, stimulated the growth point of the province's economy, and provided an important business guarantee for Qilu culture and tourism group to go to the province.

Improve the professional quality of financial personnel. Financial workers should improve their professional quality, strictly in accordance with the provisions of accounting standards and accounting policies, and accurately calculate and deal with



the impairment of enterprise assets to avoid errors. At the same time, the professional ethics of financial workers is more important, which can ensure that financial workers will not be tempted or threads and excessive earnings management or even manipulation, so as to adhere to their principles as a qualified financial worker.

## **5.5 Research Prospects**

This paper discusses the development strategy of the Qilu culture and tourism group, hoping to provide suggestions for the future development of the enterprise and provide a reference for the strategic planning of similar enterprises. In this paper, due to the limitations of objective conditions and their own shortcomings, there are still many areas to be improved.

As Qilu culture and Tourism Group has a wide range of business coverage and a large number of subsidiaries, this paper starts from the perspective of comprehensive generality in the strategic implementation planning and fails to carry out specific planning analyses based on all business combinations. The author will further refine and improve it in the future. This enterprise is not a provincial company, and many financial data and human resource data are not fully disclosed. Therefore, although this paper attempts to carry out the research in a quantitative way, there are still some limitations. I hope that in future research, we can continue to dig deep and do data processing to make this paper more in-depth and reliable. Everything is true and realistic. I will continue to pay attention to the growth of enterprises in the future work and life, improve the shortcomings of this paper, and do further research on related issues.

In the measurement mode, the quantitative data in the external environment and internal environment are mainly obtained through the questionnaire of subordinates' perception, which is not comprehensive enough. It is hoped that more scientific measurement scales can be designed in future research.

The sources of information need to be diversified. In this paper, the information about the external environment and the internal environment is obtained through a questionnaire survey, so some measurement errors will inevitably appear. The research object is relatively single. The research object of this paper is mainly the

employees of Qilu culture and tourism group enterprises. These employees have a lot of knowledge about their own enterprises, so it is difficult to avoid the singleness and diversity of the research group while being more targeted. In addition, the scope of questionnaire distribution is not large enough, and the number of samples is not large enough to support the research conclusion, and the research results will not be universally accurate.

In view of the shortcomings of this paper, the author will try to solve them in the future. We can try to use more scientific scale to design a more reasonable questionnaire, further strengthen the study and in-depth analysis of the rationality of the indicators of the evaluation scale, scientifically and effectively select the evaluation scale suitable for the localization research object, so as to improve the research pertinence and improve the evaluation scale. We can expand the amount of sample data. The more extensive the data sources are, the more powerful the explanatory power will be. In future research, we can further expand the coverage of data and the scope of data collection so as to enhance the persuasiveness of empirical research conclusions. In future research, we can use diversified research methods to make the empirical results more objective and scientific and make the research results from more referential, reproducible, and generalizable suggestions for the management practice of enterprises.

Although the author of this paper refers to the works of other scholars and the opinions of teachers, there are still some deficiencies in some aspects. The design of questionnaire questions is not rich enough and needs to be improved and adjusted. Secondly, the time of collecting the questionnaire is short, and the scope is small. The data collected may not be accurate and lack of pertinence. In addition, due to the author's Limited culture and lack of social experience, the analysis of the problem is relatively one-sided, and the suggestions are relatively simple and vague, which need to be further improved.

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## APPENDIX

Questionnaire on the development strategy of Qilu culture and Tourism Group

Dear Mr. / MS

Hello! I am a graduate student majoring in Business Administration at XX University. My master's thesis focuses on the development strategy of the Qilu culture and tourism group. In order to fully understand the group's popularity among the provincial people, this questionnaire is specially designed. All the questions are in the form of multiple-choice questions. Please help me to fill in the relevant information anonymously. I hope to get your support, understanding, and cooperation. Thank you.

This survey is only for my master's thesis, academic research, no other commercial purposes. Please fill in the following information (mark "V" under the corresponding option number. If there is no fully matched option, please select the closest option)

- (1) Your gender: ① male; ② female;
- (2) Your age: ① under 30 years old; ② 30-39 years old; ③ 40-49 years old; ④ 50 years old and above;
- (3) Your current working status: ① on the job; ② resignation; ③ retirement;
- (4) Have you ever heard of Qilu culture and Tourism Group: ① know better; ② seem to have heard of it; ③ never heard of;
- (5) what the Qilu culture and tourism group in your impression is? ① State-owned enterprises; ② private enterprises;
- (6) Have you ever visited the international convention center and Olympic Sailing Center affiliated to the Qilu culture and tourism group: ① Yes, I have; ② Never been there;
- (7) Have you ever participated in the large-scale events organized by Qilu culture and tourism group in the past year: ① participated in it; ② never participated in it;
- (8) Do you know about the business carried out by Qilu culture and Tourism Group: ① better understanding; ② understanding part of it; ③ not knowing at all;
- (9) You can list the number of brands in the Shandong tourism industry as follows: ① 1-3; ② 4-7; ③ more than 8; ④ 0;
- (10) You can list the number of tourism enterprises in Shandong: ① 1-3; ② 4-7; ③ more than 8; ④ 0;