

# Research on Digital Marketing Strategy of Small and Medium-sized Ice and Snow Tourism Enterprises in Changchun, China

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## ABSTRACT

With the rapid development of China's economy and the improvement of the quality of life, Chinese people's demands for tourism are on the rise, especially the successful hosting of the 2022 Beijing Winter Olympics, which makes ice and snow tourism and ice and snow sports highly sought after by Chinese people. From the implementation of the strategy of "Exhibition from the North to the South" to the holding of the Beijing Winter Olympics, ice and snow tourism has been developed all over the country, which makes the winter tourism market heat up rapidly, especially the three northeastern provinces with natural ice and snow resources, which are favored by tourists. As one of the regions with abundant snow resources in China, Changchun City of Jilin Province is endowed with the conditions for the development of ice and snow tourism. The development of ice and snow tourism has promoted the overall benefit of the Changchun tourism industry. Through the analysis of the products, prices, channels and promotions of Changchun Ice and Snow Xintiandi, it is found that there are some problems in entertainment facilities, such as lack of new ideas, reduced price competition, narrow channels and neglect of customer service, and the solutions based on digital marketing are put forward, aiming at providing a new path for the digital transformation and development of small and medium-sized ice and snow tourism enterprises in Changchun.

**Keywords:** *Small and medium-sized enterprises, Ice and snow tourism, Changchun, Digital marketing.*

## 1. INTRODUCTION

The unique ice and snow tourism resources have become one of the important industries in Changchun City. Especially in 2022, the successful hosting of the Beijing Winter Olympics has greatly promoted the development of winter tourism in the three northeastern provinces, and also formed favorable factors for the development of snow tourism in spring. However, the repeated epidemic situation in COVID-19 has greatly restricted the traffic flow, but it is precisely because of the epidemic situation that many household groups' demands for tourism consumption have increased, and the potential consumption demand cannot be ignored[1]. The ice and snow tourism in Changchun has been innovated and optimized year by year. On the basis of previous construction, many entertainment facilities suitable for all kinds of groups to visit have been added, and the service

has also been optimized. However, in the process of continuous innovation and optimization[2], there are also some problems to be solved.

## 2. THE MARKETING ENVIRONMENT ANALYSIS OF CHANGCHUN ICE AND SNOW XINTIANDI

In 2020, Changchun Ice and Snow World officially changed its name to Changchun Ice and Snow Xintiandi, which is located in Bingxue Road, Lianhua District, Changchun City, Jilin Province. It covers an area of 1.38 million square meters. Changchun Ice and Snow Xintiandi used 240,000 cubic meters of ice and 220,000 cubic meters of snow to build 142 single buildings. There are four sections and nine themes in the park. At the same time, Changchun Ice and Snow Xintiandi has built

two parking lots and designated more than 3,000 roadside spaces, and opened an airport special line.

## **2.1 Macro-environmental Analysis**

### **2.1.1 Political Environment**

In April 30, 2021, Jilin Provincial Department of Culture and Tourism announced the implementation case of "Ice and Snow Tourism Development Action Plan (2021-2023)" by the Ministry of Culture and Tourism, the National Development and Reform Commission and the State Sports General Administration[3]. With the proposal of policies related to ice and snow tourism and the support of national policies to the whole industrial chain with "ice and snow tourism, ice and snow sports, ice and snow melting, ice and snow equipment" as its core, it will promote the expansion of the enterprise market in Changchun ice and Snow Xintiandi.

### **2.1.2 Economic Environment**

Jilin Provincial Department of Culture and Tourism issued subsidies for tourist ski resorts and ice and snow tourist attractions in October, 2020; In March, 2020, Changchun issued "Six Action Plans for the Development of Tourism Industry after the Epidemic", which included special subsidies for snow and ice items, scenic spots and tourist agencies that suffered heavy losses in the epidemic, so as to promote the development of snow and ice economy, and to promote spring snow and ice tourism for all the countries. Although the COVID-19 epidemic has brought great impact to many tourism industries, the timely financial subsidy from the state to the ice and snow tourism industry has provided economic support for the development of the new world of Changchun ice and snow.

### **2.1.3 Environmental Change**

Jilin Province is a multi-ethnic province, among which the representative ethnic groups are Korean, Manchu, Mongolian, etc. The specialization of multi-ethnic groups provides cultural support for the development of ice and snow industry. In addition, Jilin Province is also one of the three northeastern provinces, and its "hospitality" and "frankness and frankness" are deep in the northeast, which also provides a natural advantage for all parts of the country to visit the Changchun area. As far as its unique features of ice and snow melting are concerned, first, Changchun spring ice and

snow tourism is an important tourism. Since 1998, Changchun Ice and snow tourism festival has been held, and every year, a series of ice and snow tourism, ice and snow sports, ice and snow melting and ice and snow trade activities are planned and held. After years of development, the Changchun Ice and Snow Tourism Festival ranks among the classic brands of modern festivals in China, and it also takes the world ice and snow tourism territory. Secondly, the development of various ice and snow events and the training of many athletes have also become the representatives of promoting the melting of ice and snow in Changchun.

### **2.1.4 Geographical Environment**

Jilin Province is located in the middle of the three northeastern provinces, with convenient transportation and four access points. It is located with many snow and ice tourist attractions. It takes about 700 kilometers radius from the provincial capital Changchun to the "Beihu, Lianhua, Jingtai" ski resort, and it takes about one hour. Secondly, Jilin Province is located at 43.87 north latitude, and the winter snow period is about 120 days. The average winter temperature reaches minus 15-25 degrees, and the amount and time of snow. Rich snow resources provide innate advantages for the development of ice and snow industry. This also provides a unique geographical advantage for the ice and snow tourism festival in spring. However, this geographical advantage is the same for Jiangsu Province and Liaoning Province, which requires Jilin Province to make use of this unique ice and snow resources to create its own ice and snow tourism characteristics and enhance its own advantages.

## **2.2 Micro-environment Analysis**

### **2.2.1 The Internal Environment of the Enterprise**

Changchun Ice and Snow Xintiandi is a group company under Jilin Construction Group. The group has 32 wholly-owned companies with total assets of 10 billion yuan, net assets of 8 billion yuan and registered capital of 1.269 billion yuan. It has a qualified management team, first-class technical equipment, advanced management mode and strong economy. There are 12,000 employees, including 1,568 technicians of all kinds.

### 2.2.2 Consumers

In winter, Changchun has carried out related ice and snow tourism and other recreational activities, which has attracted many young people's love. At the same time, China has also ushered in the tide of winter tourism. However, ice and snow tourism and entertainment activities are not only concentrated in the spring area, which makes consumers have to think about which area they should choose to play in. Which area has more complete ice and snow tourism facilities; whether the entertainment facilities in the area are safe or not and whether the services in various ice and snow play areas are perfect are both opportunities and challenges for enterprises.

Nowadays, with the continuous improvement of various ice and snow tourism and entertainment activities, the requirements for ice and snow tourism are different, so there are more choices left for consumers, and at the same time, they are easily influenced by promoters and promotional prices to change their purchases. For consumers, there is almost no cost to change their purchases, so customer loyalty is low[4].

### 2.2.3 Competitors

By analyzing the construction time, activity content, opening time and consumers' evaluation of scenic spots, compared with its main competitors, Changchun Ice and Snow Xintiandi has obvious disadvantages:

- First, the brand effect is not good, and the publicity is not in place;
- Second, ice and snow products lack novelty and uniqueness;
- Third, the group is too broad, and there is no clear main group;
- Fourthly, there is a lack of professionals in pre-sales, in-sales and after-sales services.

## 3. THE MARKETING STATUS AND EXISTING PROBLEMS OF CHANGCHUN ICE AND SNOW XINTIANDI

### 3.1 Lack of Innovation in Product Strategy

Changchun Ice and Snow World adopts the strategy of product innovation and product extension, innovates the existing infrastructure and ice sculpture in theme or design, extends the

products of ice and snow entertainment, especially adds many entertainment facilities to children's sports, such as ice war and children's snowmobile, and improves and optimizes basic supporting services, including opening catering shops. In addition, the product mix strategy is implemented, and the tickets for Changchun Ice and Snow Xintiandi are combined with Lotus Tourist Resort and Lotus Ski Resort to launch the product mix tickets.

Compared with Harbin Ice and Snow World, Changchun Ice and Snow New World opened earlier, but in 2021, it still adopted "four plates and nine themes" as the main ice sculpture sightseeing spots, and added a number of ice entertainment items; Harbin Ice and Snow World opened six sightseeing areas with the theme of the 2022 Winter Olympics, and added an interactive experience of ice and snow. In addition, although there are leisure areas and ski areas outside the park of Changchun Ice and Snow Xintiandi, it is slightly inferior to Harbin Ice and Snow World. Harbin Ice and Snow World is close to the most famous "Central Street" in Harbin, and visitors can experience feelings beyond the ice and snow. Changchun Ice and Snow Xintiandi lacks unique geographical location and strong feelings.

### 3.2 The Price Strategy Lacks Advantages

In terms of price management, Changchun Ice and Snow Xintiandi implements the national terminal retail unified guidance price, and at the same time gives fixed price floating examples to various channels and regions. In order to know the price level of the ticket price of Changchun Ice and Snow Xintiandi in the market, this paper investigates the fares of its main competition for Spring Pure Snow World, Spring Park Ice and Snow Sports Park and Harbin Ice and Snow World.

Through the discovery, the fare of Changchun Ice and Snow Xintiandi is generally higher than that of other competitors, and the fare types are relatively simple, lacking in price attraction. As far as the capital cities of the three northeastern provinces are concerned, the presence of spring is lower than that of Harbin and Shenyang, and there are ice and snow entertainment items in all districts of Changchun, which to some extent affects the development of the new world market of spring ice and snow. In addition, due to various factors, the number of tourists in spring decreases, and related tourism enterprises, scenic spots and hotels attract tourists through price reduction, which has a

negative impact on the sustainable development of tourism in spring.

### ***3.3 The Channel Strategy Is Not Perfect Enough***

Changchun Ice and Snow Xintiandi mainly sells online, and sells offline through retail terminals. On the one hand, online channels cooperate with third platforms, such as public comment, Meituan, Ctrip, etc., on the other hand, they are sold by Changchun Ice and Snow Xintiandi official, and the WeChat program allows customers to purchase tickets at a discount.

Generally speaking, the online and offline channels of Changchun Ice and Snow Xintiandi are still relatively narrow. The online sales channels are not closely integrated with digitalization, and the live broadcast channels are opened. The offline channels only carry out offline terminal sales, lacking agents. Even if there are agents, they are not authorized by officials, but mostly private agents.

### ***3.4 The Promotion Strategy Is Not Effective Enough***

Changchun Ice and Snow Xintiandi is advertising, and it has invested a large amount of advertising fees, but the results are not obvious. At the same time, it takes advantage of the rapid spread of internet information to carry out online promotion activities[5]. In marketing promotion, preferential activities such as issuing preferential cash coupons regularly, launching free turntable reduction and exemption, etc. Compared with other competitors, the service provided to customers is not convenient enough, for example, there is a lack of thermal recreation areas in the play area, the park staff lacks interaction with customers, and their professionalism is not strong.

## **4. CONCLUSION**

Changchun Ice-Snow Xintiandi should vigorously promote product differentiation. For the simple construction of park facilities, on the basis of opening ice-snow entertainment facilities such as Tianding Ski Resort and Leisure Holiday Hotel, it should make full use of the surrounding farmhouses with unique northeast customs, integrate the Northeast Second Festival, sell mascot toys representing Changchun Ice-Snow Xintiandi, etc. At the same time, it should create a Spring Ice-

Snow-Snow Street, highlighting the landmark tourist attractions that distinguish spring from Harbin, Shenyang and other cities. In addition, by perfecting the price system, the fare can be divided into two types: market price and online ticket purchase. At the same time, in order to ensure the traffic, it can set up a field and a night field respectively. Different preferential price discounts should be set for different groups; sightseeing tickets and general passes can be set for all groups. In addition, enterprises continue to broaden online and offline channels, benefit from the third platform, such as live broadcast, and cooperate with dealers and agents, cooperate with nearby scenic spots, ski resorts and hotels, and provide professional marketing services[6]. Before the customers play, they should be equipped with a special guide to provide suggestions for sightseeing and remind the matters needing attention, or install the guide machine before playing and pay attention to the service prompt of the playing screen; on the way to play, the park should appoint special staff to provide guidance services for customers, and provide warm and comfortable places for customers to rest or entertain; at the end of the play, the staff can give gifts to customers, which has achieved the purpose of expanding the popularity of enterprises in all directions.

## **AUTHORS' CONTRIBUTIONS**

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