

Analysis of the Market Environment of Ancient Town Tourism Attractions- A Case Study of Langya Ancient City in China

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ABSTRACT: This study takes Langya Ancient City in Linyi City (China) as the research object, focusing on an in-depth analysis of the market environment of ancient town tourism attractions. This study analyzes the topic from three levels: macro, meso, and micro. At the macro level, we explore the impact of cultural and tourism industry policies, regional economy, social culture and technological environment on Langya Ancient City; at the meso level, we analyze the threats from existing competitors, substitutes, new entrants, as well as the bargaining power of suppliers and buyers in the industry; at the micro level, we clarify the portrait of target customers based on interviews and questionnaires. Meanwhile, we summarize the key factors for the success of Langya Ancient City: precise policy leverage and strategic positioning, in-depth integration of cultural activation and technological empowerment, and ecological construction of industrial chain collaboration and business format innovation, and extracts insights for the development of ancient town tourism attractions, providing theoretical and practical references for the sustainable development of ancient town tourism attractions.

KEYWORDS: ancient town tourism; market environment; Langya Ancient City; cultural and tourism integration; Linyi

I. INTRODUCTION

As a special spatial carrier that bears historical and cultural heritage and meets the public's cultural and tourism consumption needs, the sustainable development of ancient town tourism attractions has become a core issue in the research of the cultural and tourism industry ^[1]. According to the definition of the World Tourism Organization (UNWTO), such attractions must simultaneously possess three key characteristics: the integrity of historical relics, the authenticity of cultural experiences, and the adaptability of tourism services. Chinese academic circles have further refined them into sub-types such as material heritage protection type, cultural activation and utilization type, and business format innovation and integration type ^[2].

In recent years, driven by the "cultural power" strategy and consumption upgrading, China's ancient town tourism market has experienced a period of rapid expansion and quality differentiation. Data from the Ministry of Culture and Tourism shows that in 2024, the number of visitors to national A-level ancient town attractions reached 1.52 billion, accounting for 19.3% of the total domestic tourism arrivals. However, the industry concentration rate was only 8.7% ^[3], and most projects face the dilemma of homogeneous competition. Existing studies have shown that there are three core contradictions in China's ancient town tourism at present: first, the tension between heritage protection and commercial development ^[4]; second, the imbalance between cultural authenticity and tourists' experience needs ^[5]; third, the disconnection between traditional business formats and emerging consumption trends ^[6].

In this context, the development practice of Langya Ancient City in Linyi City has typical research value. As a cultural and tourism business integration demonstration project in Linyi's 14th Five-Year Cultural and Tourism Development Plan (2021-2025), this project falls under the category of cultural activation and utilization of ancient town attractions. Through the development model of "historical space reconstruction + cultural IP creation + business format innovation empowerment", it has realized the coordinated release of cultural value and economic value. Operational data show that during the May Day Holiday in 2025, the attraction received 302,000 visitors, with overnight visitors accounting for 41%. The per capita consumption was 380 yuan, which was 27%, 19%, and 35% higher than the average of similar regional attractions, respectively ^[7].

This study uses Langya Ancient City as a case to comprehensively analyze its market environment from multiple dimensions. At the macro level, it focuses on analyzing the policy orientation of the cultural and tourism industry and the development trend of the regional economy, exploring how policy support promotes the development of the ancient city and the impact of the consumption capacity of surrounding residents on the tourism market; at the meso level, by comparing with surrounding similar attractions, such

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as the competitive advantages and disadvantages of Former residence of Wang Xizhi, it evaluates the market impact brought by potential projects; at the micro level, it conducts multiple field surveys and issues 300 questionnaires to in-depth analyze tourists' consumption preferences and behavioral characteristics, and construct a precise consumption portrait.

The primary purposes of the study are: first, to enrich the empirical research on Northern China historical and cultural ancient towns and make up for the limitation that existing studies focus on the water towns in the South China; second, to propose a culture - space - business format collaborative driving model to provide a theoretical reference for the sustainable development of ancient town tourism in China.

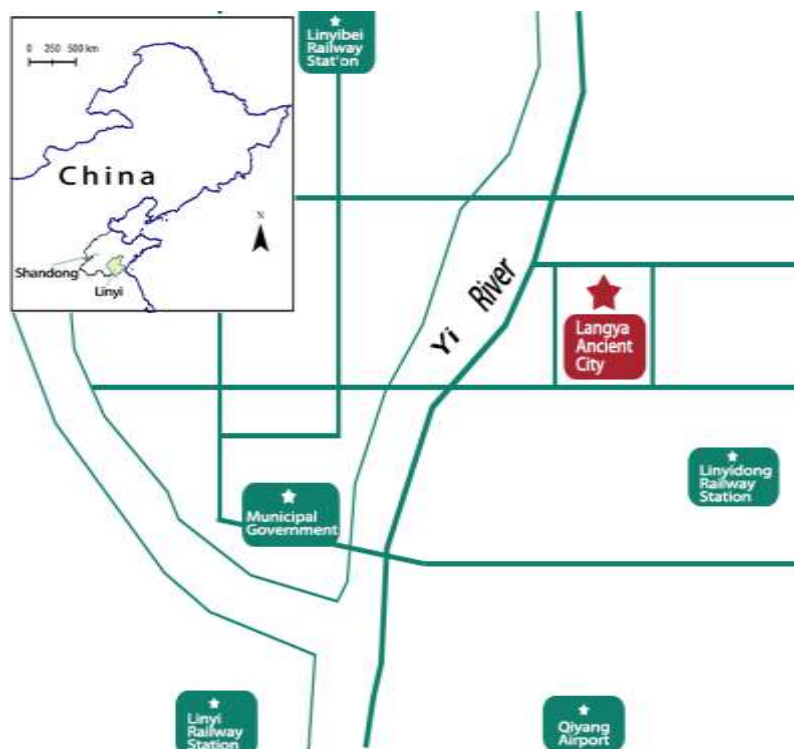


Figure 1: Location Map of Langya Ancient City

II. OVERVIEW OF LANGYA ANCIENT CITY

Langya Ancient City is situated in Linyi City, Shandong Province, China, covering an area of approximately 430,000 square meters. It features a total construction area of 200,000 square meters and a total investment of around 4 billion yuan. As a national preferred cultural tourism investment and financing project and a national preferred project for integrating intangible cultural heritage and tourism, the attraction focuses on immersive and experiential tourism performances. Since its official operation began with the Spring Festival of 2024, the annual number of visitors has exceeded three million, with comprehensive revenue exceeding 300 million yuan and online media exposure reaching up to eight billion times. It has not only become a benchmark project for the development of the cultural and tourism industry in Shandong Province, but also ranked among the nationally well-known cultural and tourism internet-famous destinations.

Langya Ancient City adopts the whole-domain immersive experience as its innovative concept, deeply restoring the style and features of Langya culture from historical periods, and creating a comprehensive cultural tourism destination integrating cultural display, tourism, leisure, and interactive experiences. Its core functional areas include seven characteristic sections: Langya Secret Realm Area, Langya Prosperous Age Area, Yizhou Business Area, Yimeng Old Street Area, Classical Art Area, Yizhou Government Office Area, and Ink Painting Elegant Area. By utilizing innovative means such as digital information technology, film-level scene construction, diversified business format layouts and full-dimensional immersive experiences, it has built a new cultural and tourism integration model: large-scale indoor tourism performances, immersive panoramic performance blocks, and diversified cultural and tourism business formats.

Langya Ancient City successfully hosted the 2024 Shandong Provincial Cultural and Tourism Industry High-Quality Development Conference, which was highly recognized by the Provincial Party Committee, the Provincial Government, and the Ministry of Culture and Tourism of the People's Republic of China. At the same time, essential programs such as China Central Television's (CCTV's) Intangible Cultural Heritage in China, the 2025 Shandong Spring Festival Gala, the Shandong Lantern Festival Gala, and the Douyin National Opera Culture Festival were all filmed here, forming a wide range of social communication effects. The attraction has successively won the Douyin 2024 Annual Best Marketing Innovation Award, the 2024 Shandong Provincial First Batch of Urban Renewal Innovation Cases, the Hospitable Shandong Cultural and Tourism Market honor, and the

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Linyi Top Ten Night Cultural and Tourism Consumption Hotspot honor. It has repeatedly ranked on the national popular lists of Douyin, Meituan, Weibo, and other online platforms.

In terms of talent team construction and product development, the attraction adheres to the development concept of mining cultural value and realizing cultural appreciation, implements a professional operation strategy, introduces professional management and operation talents from domestic cultural and tourism leading enterprises such as Hangzhou Songcheng, Hengdian World Studios and Henan Jianye, forms the Lehua Art Troupe, and recruits more than 300 professional performers from national institutions of higher art. Among them, Langya Grand Theater, as the largest indoor professional tourism performance theater in the north of the Yangtze River, innovatively applies national first-of-its-kind technical equipment such as folding sky curtains and lifting picture frames. The series of large-scale tourism performance projects launched by the attraction, such as the Guoxiu Langya, The Eternal Langya, and the Water Show, has accumulated more than 15,000 performances, forming a brand effect in the national tourism performance market. In particular, the core play Guoxiu Langya has been performed over 1,000 times, with 1.7 million viewers, and was selected into the municipal-level and provincial-level literary and art peak plan, becoming a landmark work in the national tourism performance field.



Figure 2: Intangible Cultural Heritage in China (Shandong) Filmed in Langya Ancient City (From the screenshot of the documentary)

III. ANALYSIS OF MARKET ENVIRONMENT

The market environment is a crucial external condition for the survival and development of ancient town tourism attractions, directly influencing their strategy formulation, resource allocation, and operational effectiveness. This chapter analyzes the topic from three levels: macro, meso, and micro. The macro level focuses on the four major environments of politics, economy, social culture and technology, exploring how policy support, regional economic vitality, cultural heritage and technological innovation build the development foundation for Langya Ancient City; the meso level uses the industry competition analysis framework to analyze the threats from existing competitors, substitutes and new entrants, as well as the bargaining power of all parties in the supply chain, presenting the industry competition pattern; the micro level outlines the portrait of target customers through empirical research, clarifying the geographical distribution, behavioral characteristics and demand differences of tourists, providing a comprehensive environmental cognition for subsequent analysis.

A. Macro Environment Analysis

1) Political Environment

The policy support of Linyi City for Langya Ancient City shows the combination of systematic planning and precise implementation. At the strategic planning level, Langya Ancient City has been listed as a key project in the 14th Five-Year Plan and included in the key projects of the Cultural and Tourism Business Integration Demonstration Project in the Linyi 14th Five-Year Cultural and Tourism Development Plan, clearly proposing to take "inheriting Langya context and activating historical resources"

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as the core development path, and build it into an important node for constructing the "red, green, blue, ancient and modern" high-quality tourism system^[8]. This positioning has been continued and deepened in subsequent policies - the Linyi Tourism Industry 100 Billion Action Plan (2024-2026) further clarifies that it is necessary to upgrade and improve the night cultural and tourism consumption agglomeration areas such as Langya Ancient City, plan to add no less than two provincial-level night cultural and tourism consumption agglomeration areas every year, and promote it to become a national-level night cultural and tourism consumption agglomeration area by 2026, forming a coherent strategic orientation and target system^[9].

In terms of specific policy support, in 2024, Linyi City launched three-dimensional supporting measures around the integration of culture and tourism in Langya Ancient City: in terms of financial support, no less than 30 million yuan is allocated annually from the municipal cultural and tourism industry development special fund, which is used for core areas such as scenic infrastructure construction, cultural project development and brand promotion, building a stable financial guarantee mechanism; in terms of talent introduction, the special plan for high-end cultural and tourism talents is implemented, providing policy packages such as housing subsidies, priority for children's education and research start-up funds for qualified professionals, strengthening the support of talents in the fields of scenic operation management and cultural creativity; in terms of publicity and promotion, integrating municipal mainstream media resources, building a multi-dimensional communication matrix through special reports, press conferences and other forms, systematically outputting the cultural characteristics and tourism value of the scenic spot, and enhancing the influence outside the region and the attraction of tourists.

To ensure the implementation of policies, the government has innovatively established a linkage mechanism for urban and rural integration to achieve overall coordination of multi-departmental resources. In the field of cultural relic protection and restoration, Linyi Municipal Bureau of Culture and Tourism, together with the Municipal Bureau of Cultural Relics, following the Linyi Cultural Relics Protection and Management Measures, has made detailed regulations on the technical standards, material selection, and process specifications for the restoration of historical buildings in Langya Ancient City. Under this framework, a special fund of 350 million yuan has been invested to complete the protective restoration projects such as roof restoration, wall reinforcement and wood component replacement of 12 key historical buildings, realizing the authentic restoration of historical features^[10]; in terms of transportation supporting optimization, Linyi Municipal Transportation Bureau has improved the accessibility of public transportation in the scenic spot by adding eight direct bus lines and optimizing the operation frequency and time, and simultaneously implemented the surrounding road network transformation projects, including road widening and improvement of traffic sign systems, effectively alleviating traffic congestion during tourist distribution, and building a convenient and efficient passenger flow system.

In addition, Linyi City has included Langya Ancient City in its historical and cultural protection system, establishing the principles of protection first, scientific planning, legal management, and rational utilization. Through measures such as clarifying the protection scope, building a hierarchical protection system and exploring the value of cultural resources, it provides institutional guarantee for the protection and activation of historical relics in the scenic spot, forming a benign circulation mechanism of "protection - development", so that policy support not only meets the requirements of cultural heritage protection, but also meets the needs of tourism industry development^[11].

2) *Economic Environment*

The total investment in the Langya Ancient City project exceeds 4 billion yuan, primarily used for the restoration of historical buildings, the construction of cultural scenes, the upgrading of tourism facilities, and the cultivation of commercial business formats. The source of funds adopts the "government guidance + social capital participation" model, introducing strategic investors such as Shandong Cultural and Tourism Group, and completing the construction of the core scenic spot through the PPP model. Since the project was put into operation, it has had a significant driving effect on the regional economy. According to the relevant data in the 2024 Linyi Economic and Social Development Statistical Bulletin, in 2024, the revenue of catering, accommodation, retail and other industries within three kilometers around the scenic spot increased by 42% year-on-year, with 6,800 new jobs created, of which 3,200 local labor forces were directly employed^[12].

In terms of industrial linkage, Langya Ancient City has promoted the formation of a "cultural tourism +" industrial chain: cooperating with local intangible cultural heritage workshops to develop cultural and creative products, driving the industrialization of traditional techniques such as Yimeng hand embroidery and woodblock New Year pictures, with annual sales exceeding 80 million yuan; joining hands with surrounding towns to create ancient city + rural tourism routes, promoting the sales of agricultural products through cultural and tourism channels, such as Yimeng hawthorn products and Mengshan honey sold through scenic spots and online platforms. This is consistent with the key project promotion and industrial integration results mentioned in the Linyi Municipal Bureau of Culture and Tourism 2024 Work Summary and 2025 Work Plan^[13]. With the expansion of the scenic spot's influence, in 2024, it successfully attracted well-known domestic cultural and tourism operators to participate in the secondary development, planning to invest 500 million yuan to build the second phase of the Langya cultural experience area and the homestay area in the scenic spot, further improving the scenic spot's carrying capacity and consumption level.

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3) Social and Cultural Environment

As the birthplace and core inheritance place of ancient Langya culture, Linyi has a history of more than 3,000 years, forming a unique historical and cultural spectrum from the Ju culture in the Western Zhou Dynasty, the Langya County system in the Qin and Han Dynasties, to the Wang family culture in the Wei and Jin Dynasties. Langya Ancient City is positioned to restore the historical style of Langya and inherit the thousand-year cultural genes, systematically sorts out local cultural resources, and builds a "one core and three belts" cultural display system: taking the Langya Royal Mansion site as the core to create a historical and cultural display area; building a Langya Historical Corridor along the central axis of the ancient city, presenting major historical events through sculptures, inscriptions and other forms; laying out calligraphy culture experience belt and folk customs display belt in the east and west blocks respectively to realize cultural scene expression.

The scenic spot activates cultural resources through diversified ways: launching the large-scale live performance Guoxiu Langya, which takes the historical stories of Langya Ancient City as clues, integrates modern means such as stage art, lighting, and special effects, and performs more than 300 times a year; holding the 2024 Spring Festival Shandong Rural Cultural Tourism Festival: Langya Ancient City to attract cultural scholars and enthusiasts from all over the country; with the innovative method of whole park immersion, tourists can deeply participate in the reproduction of historical scenes through role-playing and plot interaction, and experience Langya culture in one stop ^[14]. These measures not only meet the tourists' demand for cultural experience, but also enhance the cultural identity and sense of pride of local residents. The scenic spot has become a cultural landmark of Linyi City and a window for external exchanges.



Figure 3: Performance of Guoxiu Langya

4) Technical Environment

Langya Ancient City actively utilizes modern technology to enhance the protection level and tourist experience, and develops a smart ancient city system. In terms of cultural relic protection, 3D laser scanning technology is used to complete the digital filing of 20 historical buildings in the ancient city, and a dynamic monitoring system is established to monitor the changes of building structures in real time; VR technology is used to restore the disappeared historical scenes, such as the original appearance of Langya Terrace and the prosperity of ancient wharfs, helping tourists understand historical changes.

In terms of operation and management, a smart scenic spot management platform is built, integrating functions such as a ticketing system, security monitoring, and passenger flow analysis to facilitate refined management. By analyzing tourists' behavioral characteristics through big data, tourist routes and service configurations can be optimized. For example, given the high proportion of parent-child families, children's rest areas and interactive experience projects have been added ^[15]. An AI voice navigation system is used to provide multilingual explanation services, supporting personalized content push to enhance the foreign tourists' experience.

In terms of green development, the scenic spot widely applies energy-saving technologies, adopts solar street lamps, rainwater recycling systems, and other facilities to reduce operating energy consumption. It also introduces electric sightseeing vehicles, environmental protection toilets, and other equipment to minimize environmental pollution. These technical applications not only enhance the operational efficiency of the scenic spot but also meet the requirements of green development in the cultural and tourism industry, providing technical support for the sustainable development of historical and cultural scenic spots.

B. Industry Environment Analysis

1) Threats from Existing Competitors

External Competition: Shandong Province boasts numerous historical and cultural attractions, forming a diverse and competitive landscape. Qufu San Kong Scenic Spot focuses on Confucian culture, with an annual reception of over 6 million visitors,

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and its brand influence radiates across the country; Qingzhou Ancient City, relying on its complete architectural pattern of the Ming and Qing Dynasties, received 4.5 million visitors in 2024, enjoying high popularity among northern ancient towns. These scenic spots are well-developed with complete supply chains. For example, Qufu San Kong has established a mature profit model centered on "tickets + cultural and creative products + research travel," with annual sales of cultural and creative products exceeding 200 million yuan, thereby posing certain competitive pressure on Langya Ancient City.

Compared with these mature scenic spots, Langya Ancient City, as a latecomer, has gaps in brand accumulation and resource integration. For example, in the research travel market, Qufu San Kong has established cooperative relations with more than 500 schools across the country, while Langya Ancient City's research travel products are still in the cultivation stage ^[16]; in terms of cultural and creative development, Qingzhou Ancient City has more than 300 local characteristic stores, forming a scale effect, and Langya Ancient City needs to optimize the structure of merchants further and improve the uniqueness of products.

Local Competition: Within the scope of Linyi City, the main projects competing with Langya Ancient City include the Former Residence of Wang Xizhi and the Yizhouli Historical and Cultural Block. Former residence of Wang Xizhi focuses on calligraphy culture, with core resources such as Wang Xizhi's Former Residence, receiving about 1.8 million visitors in 2024, and has advantages in cultural depth and attraction to professional tourists; Yizhouli features folk experience, with rich commercial formats, and local tourists account for 70%, having strong competitiveness in the short-distance leisure market.

Compared with the above projects, the core advantages of Langya Ancient City are reflected in the comprehensiveness of its historical resources and the integrity of its spatial scale; however, there is still room for improvement in the depth of its cultural theme focus and the accuracy of its business format layout. For example, the Former residence of Wang Xizhi has established a distinctive brand identity by hosting the International Calligraphy Festival, and Langya Ancient City needs to strengthen the unique positioning of Langya culture further to avoid homogeneous competition.

Table 1: Element Analysis Of Core Competitors

Category	Name	Core Cultural Theme	2024 Reception (10,000)	Core Model	Profit	Annual Sales of CCP	Characteristic Competitive Advantages	Key Customer Characteristics
External Competitors	Qufu San Kong Scenic Spot	Confucian culture	600+	Tickets + cultural and creative products + research travel		Over 200 million yuan	National brand influence, mature research travel system	Tourists from all over the country, with a high proportion of research teams
	Qingzhou Ancient City	Architecture and folk culture of the Ming and Qing Dynasties	450	Traditional business formats + folk performances		120 million yuan	Integrity of ancient buildings, scale effect of local merchants	Mainly tourists from within the province and surrounding areas
Internal Competitors	Former residence of Wang Xizhi	Calligraphy culture	180	Cultural experience + calligraphy research		80 million yuan	International Calligraphy Festival IP, strong attraction to professional tourists	Calligraphy lovers and cultural professionals
	Yizhouli Historical and Cultural Block	Folk experience	220	Commercial consumption + short-distance leisure		60 million yuan	High richness of business formats, strong stickiness of local customers	Local tourists account for 70%, mainly for short-distance leisure

Note: CCP: Cultural Creative Products.

2) Threats from Substitutes

Ancient town tourism faces alternative competition from other forms of tourism, mainly from three aspects: first, coastal resort products in surrounding cities, such as coastal scenic spots in Qingdao and Weihai, which received more than 50 million visitors in 2024 and have strong attraction to tourists in northern China; second, emerging theme parks and resorts, such as Jinan Sunac Cultural and Tourism City and Tai'an Fangte Happy World, which are good at exciting amusement experiences and divert young customers;

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third, rural tourism destinations, such as Zhuquan Village and Yayougou in Linyi, which feature pastoral scenery and leisure experiences and attract family tourists.

From the perspective of consumption trends, some tourists regard ancient town tourism as a supplement to cultural education. When other types of scenic spots launch cultural theme activities, substitution effects may occur. For example, Zibo Zhoucun Ancient Commercial City has attracted a large number of young tourists through the innovation of "commercial port culture + script killing", with night passenger flow increasing by 120% in 2024, impacting similar scenic spots. Langya Ancient City needs to reduce the risk of substitution by strengthening its cultural uniqueness and embracing innovative experiences.

3) Threats from New Entrants

The rapid development of Linyi's cultural and tourism industry has attracted many investors. Potential entrants mainly include two types: one is undeveloped historical and cultural resources in the local area, such as the Lanling Wangcheng Project and the Feixian Ancient City Ruins. Among them, Lanling Wangcheng plans to invest 1.5 billion yuan to build a cultural and tourism complex with Lanling culture as the theme, which is expected to be put into operation in 2026 and may divert some tourists interested in pre-Qin history; the other is new projects laid out by large cultural and tourism enterprises, such as the Oriental Cultural Experience Park that Overseas Chinese Town Group plans to invest in Linyi, which may affect the regional market pattern relying on the enterprise's brand and operation capabilities.

New entrants face high entry barriers: on the one hand, the development of historical and cultural scenic spots needs to balance protection and development, requiring strong financial strength and professional capabilities; on the other hand, it takes time for tourists to form cognition of historical and cultural scenic spots, and new projects need long-term investment to cultivate brands. However, Langya Ancient City still needs to pay close attention to the dynamics of potential competitors and consolidate its market position through continuous innovation.

4) Bargaining Power of Suppliers

The supply chain of Langya Ancient City encompasses multiple fields, including intangible cultural heritage activation, cultural performances, and commercial operations, and the bargaining power of suppliers varies across these fields. In the field of intangible cultural heritage activation and protection, suppliers are mostly professional institutions with unique technical capabilities, and their bargaining power is high due to strong technical monopoly; in terms of cultural performances, core performance teams and creative planning institutions have content creation rights, and their bargaining power is strong in the early stage of the project, but as cooperation deepens and content standardizes, the bargaining power of the scenic spot gradually increases.

Among commercial format suppliers, local characteristic catering and intangible cultural heritage handwork merchants rely on the flow of visitors to scenic spots, so their bargaining power is weak; while national chain brands and well-known cultural and creative enterprises have strong bargaining power due to their brand influence and the driving effect on customer flow. For example, the well-known Hanfu brand introduced by the scenic spot has a certain say in rent and cooperation terms. The scenic spot balances the supply chain relationship and reduces operating costs by establishing strategic cooperative partnerships and cultivating local suppliers.

TABLE 2: List Of New Entrants With Similar Resources To Langya Ancient City In Linyi City

Resource Name	Resource Level	Resource Status
Linyi Lanling Wangcheng	Level 3	Under development
Linyi Lanling Wine Culture Industrial Park	Level 4	Under development
Linyi Feixian Yimeng Xuejian Hundred Flowers Tea Tourism Manor	Level 3	Under development
Yinan County Tongjing Town Baishazhou Tourist Area	Level 3	Under development
Yinan County Qingtuo Town Zitong Xiaoyuan	Level 3	Developed
Linyi High-tech Zone Xinhua Printing Logistics Group	Level 3	Developed
Linyi Lanling County Lanling Bonsai Industrial Park	Level 3	Developed
Linyi Yihe New District Tianlong Osmanthus Production Base	Level 3	Developed
Linyi Yihe New District National Defense Education Park	Level 3	Developed

5) Bargaining Power of Buyers

The composition of tourists in Langya Ancient City is diverse, and the bargaining power of buyers varies. Local tourists have many choices of leisure places and are highly price-sensitive, possessing strong bargaining power. The scenic spot improves its revisit rate and loyalty by participating in the Shandong Tourism Card, offering student discount tickets, and providing scenic spot package tickets. Foreign tourists mainly aim for a cultural experience, paying more attention to quality, are less price-sensitive, and have weak bargaining power. For example, the per capita consumption of tourists from the Yangtze River Delta region reaches 580 yuan, far higher than that of local tourists (220 yuan).

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Among group tourists, travel agencies have a certain level of bargaining power due to their large purchase volume. The scenic spot maintains stable cooperative relations through bulk purchase discounts and exclusive line cooperation. Research teams, however, pay less attention to price but have high requirements for course quality, possessing moderate bargaining power. In general, Langya Ancient City effectively balances the bargaining power of buyers and ensures revenue stability through differentiated pricing and high-quality services.

6) Potential Competitors

With the vigorous development of Linyi's cultural and tourism industry, the competitive environment of Langya Ancient City continues to change, and potential competitors mainly come from three directions:

Undeveloped or to-be-upgraded local cultural and tourism resources: Linyi boasts a profound historical and cultural heritage, featuring a large number of underutilized historical sites and cultural venues. According to the survey data on Linyi's cultural and tourism resources, among the nine newly discovered high-quality resources, four projects, including Linyi Lanling Wangcheng and Linyi Lanling Wine Culture Industrial Park, are currently under development. If these projects are successfully implemented, they may form differentiated competition relying on local cultural characteristics. For example, if Lanling Wine Culture Industrial Park focuses on "wine culture + research experience", it may divert tourists interested in folk culture.

Expansion of cultural and tourism projects in surrounding cities: Mature cultural and tourism projects in Jinan, Qingdao, and other cities are expanding their reach through business format upgrades. Jinan Daming Lake - Baotu Spring Scenic Spot has launched a one-ticket night tour line, integrating spring water culture and immersive performance; Qingdao Coastal Scenic Spot has added a marine theme VR experience hall to strengthen the attraction of young customers. With the improvement of transportation networks such as the Lunan High-speed Railway, the siphoning effect of these projects on Linyi's customer sources may increase, indirectly squeezing the regional market share of Langya Ancient City.

Impact of emerging cultural and tourism formats: New technology-driven cultural and tourism forms may become potential threats to Langya Ancient City. Local, homogeneous scenic spots in Linyi have begun to explore models such as "cultural tourism +" and "metaverse scenic spots." Among them, the Lantern Festival Lanshan · New Langya Scenic Spot is expected to build a Langya Culture Metaverse Experience Hall, which will utilize cutting-edge virtual technology to recreate the historical style, focusing on Langya culture, and bring a new immersive experience to tourists. Additionally, other emerging cultural and tourism formats in Linyi are also highly competitive. For example, the Firefly Water Cave, an Underground Grand Canyon Tourism Area, has created a unique adventure experience by combining modern technology with natural landscapes, successfully attracting a large number of young tourists through high-tech light shows and interactive experience projects. If such projects continue to operate successfully, they will divert young customers who pursue novel experiences, forming alternative competition to the traditional immersive experience of Langya Ancient City and bringing certain competitive pressure.

C. Portrait of Target Customers

To accurately depict the characteristics of the target customer groups of Langya Ancient City, this part of the research obtains basic data through two methods: first, in-depth interviews with Manager You of Langya Ancient City to understand the overall characteristics such as the geographical distribution and age structure of tourists observed during the operation of the scenic spot; second, distributing 300 questionnaires to tourists in the scenic spot, recovering 286 valid questionnaires, and analyzing tourists' consumption behavior habits based on the questionnaire data. The following is a detailed analysis that combines interview and survey results.



Figure 4 On-site Research Visits and Tourists Filling in Questionnaires

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1) Distribution Characteristics of Target Audience

Currently, tourists visiting Langya Ancient City primarily come from Linyi and its surrounding cities, accounting for approximately 71%. With the improvement of the scenic spot's popularity, the proportion of tourists from other provinces has gradually increased, reaching 29%. Among them, the number of tourists from the Yangtze River Delta region has grown rapidly, primarily due to the scenic spot's targeted marketing in this region, such as cooperating with travel agencies in the Yangtze River Delta to launch characteristic tourist routes.

In terms of age distribution, the tourist population is relatively diverse, with a majority of family tourists. Among them, parent-child families account for approximately 40%, and they prioritize parent-child interaction and cultural education experiences. The proportion of young tourists, particularly those interested in Hanfu and research teams, is gradually increasing, accounting for approximately 30%. This group of tourists has a high tolerance for new experiences and pursues personalized and immersive tourism experiences. Middle-aged and elderly tourists account for approximately 30%, who have a high interest in history and culture and are particularly attentive to the quality and comfort of their tourism experiences.

2) Analysis of Consumers' Behavior Habits

Based on the data from 286 valid questionnaires, consumers' behavior habits are analyzed primarily from the aspects of tourism motivation, consumption preferences, and information acquisition channels.

First of all, cultural experiences are the main motivation for tourists to visit Langya Ancient City, accounting for approximately 68%. Tourists hope to have an in-depth understanding of Langya culture by visiting the scenic spot and watching performances. Social check-in is also one of the important motivations, accounting for about 22%. Tourists meet their social needs by sharing their travel experiences on social media. The motivation for parent-child interaction accounts for about 10%. Parents hope to enhance their relationship with their children through travel, allowing their children to learn valuable knowledge at the same time.

Secondly, tourists' consumption in the scenic spot is mainly concentrated on catering, shopping and performance experience. In terms of catering, they prefer local characteristic foods, such as Linyi fried chicken and porridge. In terms of shopping, they have a high willingness to buy intangible cultural heritage handicrafts and cultural and creative products, such as Yimeng hand embroidery and Langya culture-themed bookmarks. In terms of performance experience, tourists have a high evaluation of large-scale performances such as Guoxiu Langya and Night Painting Langya and are willing to pay for high-quality performance content.

In terms of information acquisition channels, social media has become the main channel for tourists to obtain information, and recommendations from platforms such as Douyin and Xiaohongshu have a great impact on tourists' decisions. Approximately 60% of tourists discover the scenic spot through social media. OTA platforms, such as Ctrip and Mafengwo, are also important information sources, accounting for about 30%. Additionally, channels such as friends' recommendations and offline advertisements also influence tourists' decisions.

IV. ANALYSIS OF SUCCESS FACTORS OF LANGYA ANCIENT CITY

The sustainable development of Langya Ancient City is mainly reflected in the following three aspects: first, accurately grasping the policy orientation and strategic positioning, by deeply conforming to the local cultural and tourism development plan, relying on the "urban and rural integration" mechanism to integrate resources, and taking Langya culture panoramic experience as the differentiated positioning to avoid homogeneous competition, building dual support from policies and markets^[17]; second, promoting the in-depth integration of cultural activation and technological empowerment, activating historical and cultural resources through performance projects, intangible cultural heritage interactions and other forms, and combining intelligent management, digital technology and green technology to realize the modernization upgrade of cultural experience; third, building an ecosystem of industrial chain collaboration and business format innovation, forming a drainage closed loop with core performances, linking catering, cultural and creative industries, and accommodation to enhance consumption value, and realizing the leap from a single scenic spot to a cultural and tourism hub through upstream and downstream resource integration and regional scenic spot linkage.

A. Precise Policy Leverage and Strategic Positioning

An accurate grasp of policy dividends first benefits the success of Langya Ancient City. The project deeply conforms to the strategic requirements of the Cultural and Tourism Business Integration Demonstration Project in the Linyi 14th Five-Year Cultural and Tourism Development Plan, takes casting the soul with culture as the path, and is included in the city's "red, green, blue, ancient and modern" high-quality tourism system. The government's urban and rural integration linkage mechanism provides cross-departmental resource integration support for the project, such as coordinating with the transportation department to add eight special bus lines to the scenic spot, thereby solving the problem of tourist connectivity. This policy follows the project model, enabling the project to be in the dividend period of policy support, from planning to operation.

At the same time, the project has formed a differentiated positioning in regional competition. Compared with the calligraphy culture of Wang Xizhi's Hometown Area and the folk business of Yizhouli, Langya Ancient City focuses on the theme of Langya culture and builds a three-dimensional space of "panoramic experience + immersive interaction" through seven characteristic

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sections. This positioning not only avoids homogeneous competition but also fills the market gap for all-dimensional historical and cultural experiences in the region.

B. In-depth Integration of Cultural Activation and Technological Empowerment

Langya Ancient City breaks through the limitations of static displays in traditional ancient towns and creatively realizes the modern transformation of cultural resources. On the one hand, it deeply excavates the core of Langya culture, and activates elements such as the Dongyi civilization in the Shang and Zhou Dynasties, the history of county governance in the Qin and Han Dynasties, and the calligraphy art in the Wei and Jin Dynasties through performance projects such as Guoxiu Langya and The Eternal Langya — the former interprets the legend of the Langya Wang family through 178 sets of stage art machinery and 400 sets of sound and light equipment; the latter takes the panoramic performance block as the carrier, allowing tourists to feel the reproduction of historical scenes while walking, forming an experience closed loop of day experience and night viewing. On the other hand, the project integrates red culture and intangible cultural heritage resources into commercial formats. For example, the Yimeng hand embroidery workshop launches a "tourist participation in design" experience, and the indigo dyeing technology exhibition area combines modern clothing design, transforming traditional culture from "ornaments" into "experiences that can be consumed and taken away."

Technological empowerment further enhances cultural attraction. The intelligent management platform built by the project realizes three modernizations operation: intelligent passenger flow monitoring, which counts the flow of people in each area in real time through AI cameras and links with the broadcasting system for diversion guidance; personalized service, which pushes customized routes for tourists based on user portrait data from Online Travel Agency (OTA) platforms such as Ctrip and Mafengwo; precise marketing, which uses the Location Based Services (LBS) function of Douyin and Xiaohongshu to push night tour discount tickets to users within 200 kilometers around Linyi, with a conversion rate 37% higher than that of traditional advertisements. The application of green technologies, such as photovoltaic curtain walls and curved photovoltaic tiles, not only aligns with the green development orientation of the Shandong cultural and tourism industry but also reduces the scenic spot's operating energy consumption, forming an ecology-economy win-win pattern.

C. Ecological Construction of Industrial Chain Collaboration and Business Format Innovation

Langya Ancient City has established a comprehensive cultural and tourism consumption ecosystem through the model In the core area, a closed loop of performance drainage — commercial realization — accommodation precipitation has been formed: Guoxiu Langya forms core drainage with a ticket price of 168 yuan per person, directly driving surrounding catering consumption; cultural and creative stores and characteristic catering in the block further meet consumption demand. Among them, the annual sales of Langya cultural and creative blind boxes exceed five million yuan; cooperative hotels around launch "performance + accommodation" packages, extending the average stay time of tourists. This one-core and multiple-element business format combination enables per capita consumption to reach 380 yuan, significantly higher than the average level of similar scenic spots in Linyi.

The project also realizes regional economic linkage through industrial chain extension. It integrates agricultural product resources upstream, developing chestnuts, hawthorns, and other products from the Yimeng Mountain area into Langya-themed cultural and creative foods to support rural revitalization ^[18]. It links with surrounding scenic spots downstream, offering a one-ticket pass that includes Mengshan and the Yishui Underground Grand Canyon to facilitate mutual customer flow. In 2024, the proportion of tourists attracted through joint tickets reached 18%. This scenic spot-driven whole region model has upgraded the project from a single scenic spot to a regional cultural and tourism hub, becoming the core engine of Linyi's economic transformation.

V. CONCLUSION

The success of Langya Ancient City is the result of the joint action of macro-environmental empowerment, industry competition breakthrough, and its operational innovation. From the perspective of the market environment, Linyi's urban and rural integration policy provides the economic foundation for upgrading cultural and tourism consumption, enhances social demand for cultural confidence, and offers technical support for the development of digital technology, creating an ideal development environment for the project. In industry competition, the project avoids direct competition through differentiated positioning and establishes a unique market barrier by innovating its business format to address the threat of substitutes. Its core success factors can be summarized as the accuracy of policy leverage, the innovation of cultural transformation, the practicality of scientific and technological application, and the systematicness of industrial chain construction. Its practice also provides three inspirations for ancient town tourism attractions: firstly, it is necessary to deeply bind the local development strategy and integrate the project into the regional cultural and tourism system to obtain policy and resource support continuously; secondly, cultural activation should not stay at the level of retro, but should make traditional culture through scientific and technological means and commercial innovation; thirdly, a single business format is difficult to form competitiveness, and it is necessary to build an ecosystem of "core attractions + supporting consumption + regional linkage" to improve tourist stickiness and consumption value. In the future, with the impact of emerging

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cultural and tourism formats, ancient town tourism needs to continuously iterate the experience form while maintaining the cultural core to remain viable in market competition.

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