

The Research on Formation Mechanism of the Rural Red Culture Tourism Industry Cluster and Application

-- Reflections from the Comparative Analysis of the “Revolutionary Resort” Xibaipo Town and “Green Dot” Dashi Town

Shiqi Liu¹

¹*Tongji University, ShiqiLiu47@163.com*

Abstract: Red culture tourism has emerged as a new theme tour in China. Developing red culture tourism industry is a special way to activate economic and revitalize cultural for the villages in old revolutionary area. In fact, when red tourism intervenes in rural development, some villages can form red culture tourism industry cluster. In addition to the villages' own resources, social network condition and market demand, the policy regulation and planning guidance behind are also important. By taking “Revolutionary Resort” Xibaipo town as an example, whose red tourism have developed into a rather mature stage, we firstly studied the overall distribution of the red tourism industry cluster, and analyzed the formation mechanism. Then, we used Xibaipo town as a comparison case. With the help of the National "Green Dot" Rural Revitalization Competition platform, we analyzed the practical problems in the development of red tourism resources in the Guangan village, Dashi Town, Sichuan Province, and put forward the industrial cluster model of "Cultural Innovation" and "Scientific and Technological Innovation" to promote the benign development of rural agriculture, society and ecology. Hope to provide a new idea about the red resources' development for the villages in the old revolutionary area in the future.

Keywords: rural revitalization; red culture tourism industry cluster; formation mechanism; comparative analysis

1 Introduction

Rural development is important in China now. In the revolutionary era, as China took the special revolution road of “urban encircling the city”, the country has preserved many valuable red cultural resources. Furthermore, in the new era of knowledge economy, the development of industrial clusters not only exists in the manufacturing industry, but will also emerge more in the service industry. So, the development of the red tourism industry cluster is also the new way and idea for the future economic and cultural revitalization of the rural areas. This paper established an analytical framework for the formation mechanism of red tourism industry clusters, and analyzed the Xibaipo, a “Chinese revolutionary holy site” with mature red tourism industry clusters, and compared it with Guangan Village, which also has red cultural resources. We hope to propose appropriate countermeasures for the development of the red cultural tourism cluster in Guangan Village in the future.



2 Literature review

2.1 Industrial cluster

In 1990, Michael E. Porter used the concept of "industrial cluster" for the first time in **The Competitive Advantage of Nations National Competitive Advantage** to describe the group formed by enterprises and related institutions that are close in space, have business relevance and are linked together through mutual communication and complementarity. With the development of knowledge economy and the improvement of people's consumption level, enterprises have higher and higher requirements on technology. Traditional industrial clusters' way of reducing costs through specialized division of labor already cannot satisfy the production demand. Innovation becomes the key factors to survive in the competitive environment (Wang, 2007). Under this background, Chinese scholars put the innovation development of clusters or the innovation of industrial clusters on the agenda, and have more clear division between the industrial cluster and industrial agglomeration. Agglomeration is the process of actual operation, the cluster is a phenomenon form or strategic method (Wang, 2007). At the same time, the tourism industry agglomeration with enterprise sharing behavior and rooted in local enterprise network is real industry cluster (Feng and Miao, 2009, Yin and Liu, 2010). Later, we have a comprehensive understanding of industrial clusters. The essence of industrial clusters is not only an economic network, but also a social network (Tian *et al.* 2013). It is not only geographical agglomeration, but also contains the logic of knowledge, production and sales (Liu, 2011). As seen in Table 1.

Tab.1 Analysis of industrial clusters in the age of new knowledge economy and traditional industrial clusters

Category	Traditional industrial cluster	Industrial cluster in the era of knowledge economy
Attributes	Economic.	Economy, society, culture, etc.
Aims	Costs cutting.	Continuous innovation to meet consumer demand.
Method	Professional division of labor, mass production.	Relying on innovation networks, corporate interaction and division of labor.

2.2 Tourism industrial cluster

Although there is no clear answer about whether the cluster concept can be applied to tourism industry, there are many supportive views. In 1998, Michael E. Porter affirmed that industrial cluster theory can be applied to the tourism industry, and called tourism, agriculture, chemical industry and textile industry together as the four industries having the most obvious industrial cluster phenomenon. Earlier in our country, Long is an early scholar who put the concept of industrial cluster into practice in the field of tourism. He pointed out that the cluster in specific geographic areas should include a series of entities closely related to the leading industry, and points out that in the case of Yunnan the main body at the core of the ecological tourism cluster is nature reserve (Long *et al.* 2002). Judging from the economic development situation, it is an inevitable trend for industrial clusters and trade clusters to develop into service industry clusters, and industrial clusters will blossom everywhere in the service sector (Qian, 2007). on the other hand, for the need of the development of tourism industry, rural tourism industry is highly correlated and needs to establish a huge network organization through industrial agglomeration(Liu,2009). In reality, after nearly a decade of development, rural homestay clusters, such as Moganshan homestay industrial cluster and Huanggongwang suburban village homestay clusters, have been developing rapidly in recent years (Zhu, 2018). The author thinks that the above cases and studies can show that tourism industry cluster is established and will have great development potential in the future.

As for the definition of tourism industry cluster, it is generally agreed that the tourism industry cluster should have the core tourism attractions, and the tourism-related organizations should concentrate in the region, gathering together through the complex network relations (Shen, 2011, Ma and Lu, 2014), and Ma highlighted

the importance of the creativity, and points out unlike manufacturing longitudinal economic ties form the upstream and downstream of industrial agglomeration, and horizontal industrial agglomeration of the same kind pursuit of scale economy, tourism industrial cluster is a transverse combination of different forms of industry, demand and the tourism market platform shared are the keys to connect production factors (Ma and Lu, 2014). As seen in Table 2.

Tab.2 Analysis of tourism industry clusters and manufacturing industry clusters

Category	Manufacturing industry cluster	Tourism industry cluster
Motive force	Scale production, industrial division of labor, innovation.	Core attractions, shared market platforms, regional brands, policy promotion, innovation.
Method	Horizontal similar industry agglomeration, vertical economic upstream and downstream industry agglomeration.	Horizontal accumulation of industrial based on tourism demand.
Development trend	From mature to transformational development.	From budding to vigorous development.

2.3 Rural tourism industrial cluster

As for the definition of rural tourism industrial cluster, it is a consensus that tourism related enterprises and organizations satisfy tourists with rural culture and resources to let them experience rural culture, landscape and rural life gather in rural space (Shen, 2011, Xu, 2013). Furthermore, innovation of rural tourism industry cluster is important. (Xu, 2013). Conceptual Comparison of Industrial Clusters, Tourism Industry Clusters and Rural Tourism Industry Clusters can be seen in Table 3.

Tab.3 Summary of the industrial clusters, tourism industry clusters and rural tourism industrial clusters

Concept	Characteristics
Industrial clusters	Complete industry chain, industry scale, sharing behavior, dependence on innovation and local social networks. Existence; It is the inevitable trend of economic development.
Tourism industry cluster	Core attractions, cater to tourism needs, network organizations, shared tourism market, regional brands, innovation.
Rural industrial cluster	Taking rural culture, landscape and life as the core resources to cater to the needs of tourism, in order to share the tourism market and regional brands, rooted in the innovation of local social networks.

2.4 Formation mechanism

Concerning the important driving force for the development of the rural industrial cluster, the social capital is the key. During the knowledge economy age, the interaction of enterprises, social network and the symbolism of the products for industrial cluster development is particularly important (Wang, 2007), Tian studies the current situation of the social network of Kashgar tourism industry cluster (Tian *et al*, 2013). Huang comprehensively expounds the formation mechanism of rural tourism industry agglomeration in Guangxi from the perspective of spatial agglomeration, social network and economic externalities (Huang, 2014). Liu pointed out that social

capital is the micro-core driving force of rural tourism industry cluster, and he studies the three cluster evolution models of the rural tourism industry cluster in Hangzhou, embedding and converging. He valuably points out the important role of the government in its operations (Liu *et al.*, 2015). On the other hand, the driving force of economic is also very important. The sharing market and regional brand are the two key development factors. Ma explained the profit maximization model from that perspective of economics, and took Baiyun Mountain in Song County as an example to summarize the formation of the tourism industry cluster into four stages: "factor improvement, brand promotion, market sharing, and business agglomeration" (Ma and Lu, 2014).

2.5 Development mode

Based on Chinese conditions, scholars have given suggestions on the development of rural tourism industry clusters. First, Long believes that the village itself needs to improve the literacy of knowledge and culture. It must learn how to "self-rescue" and improve the utilization efficiency of the resources invested from the angle of social capital's initiative (Long *et al.* 2002). Followed by Qian's view about for the industry's own demand, China's rural tourism clusters should form homogenous services, mainly resort-based rather than tourism-oriented services, and the new industry cluster is mainly promoted by the local government in the future (Qian, 2007). At present, the rural public awareness is weak and the relationship is relatively loose. Perhaps the villagers can spontaneously lead to the rise of the rural tourism industry, but governments' intervention and operation later on is indispensable (Shen, 2011), and there is also a research perspective on the optimization of rural tourism industry cluster structure, which shows the important role of government in innovatively transforming resource-dependent agglomeration (Xu, 2013).

2.6 The driving role to rural development

At the economic level, rural industrial clusters can drive the development of the rural economy and increase the income of the villagers. From the perspective of resources, it can strengthen the overall landscape of the village, which is conducive to the rural areas gaining competitive advantage in tourism development (Shen, 2011). Especially, it can effectively reduce the phenomenon of "tragedy of the commons" of tourism resources (Han, 2016). From a social perspective, rural tourism industry clusters can further build and extend social networks in rural areas due to their comprehensiveness and openness, which is conducive to the future self-organized entrepreneurial behavior of villagers (Liu *et al.*, 2015).

3 Method

3.1 Basic principles

Through the preliminary theoretical research, the five aspects are the selected—regional brand, cluster component, resource level, social network and government regulation—as the conditions for analyzing the basic formation demands of the rural tourism clusters in China. As seen in Figure 1.

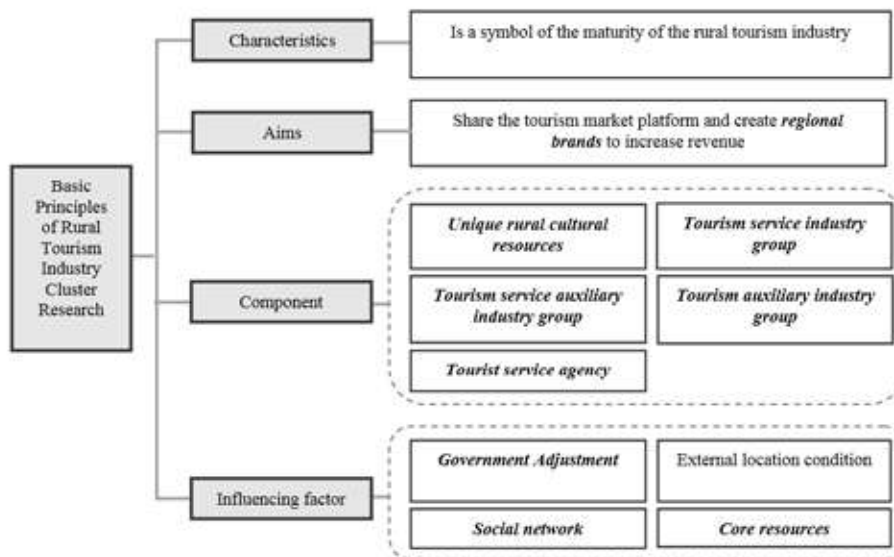


Fig.1 Basic analysis conditions of China's rural tourism industry cluster

3.2 Research framework

In terms of research mechanism, Porter's competitive advantage theory and diamond model are reasonable method from the perspective of consumer (Bao and Fang, 2006). Yang used the Michael Porter Diamond Model selecting unique elements—the rural cultural landscape, tourism service industry group, tourism service auxiliary industry group, tourism auxiliary industry group and tourism service organization to further explained the rural tourism industry cluster (Yang, 2008). It is believed that for the development of rural tourism, the perspective of consumers' needs is very important. So it is a very classic and correct choice to select the Michael Porter diamond Model for research. As seen in Figure 2.

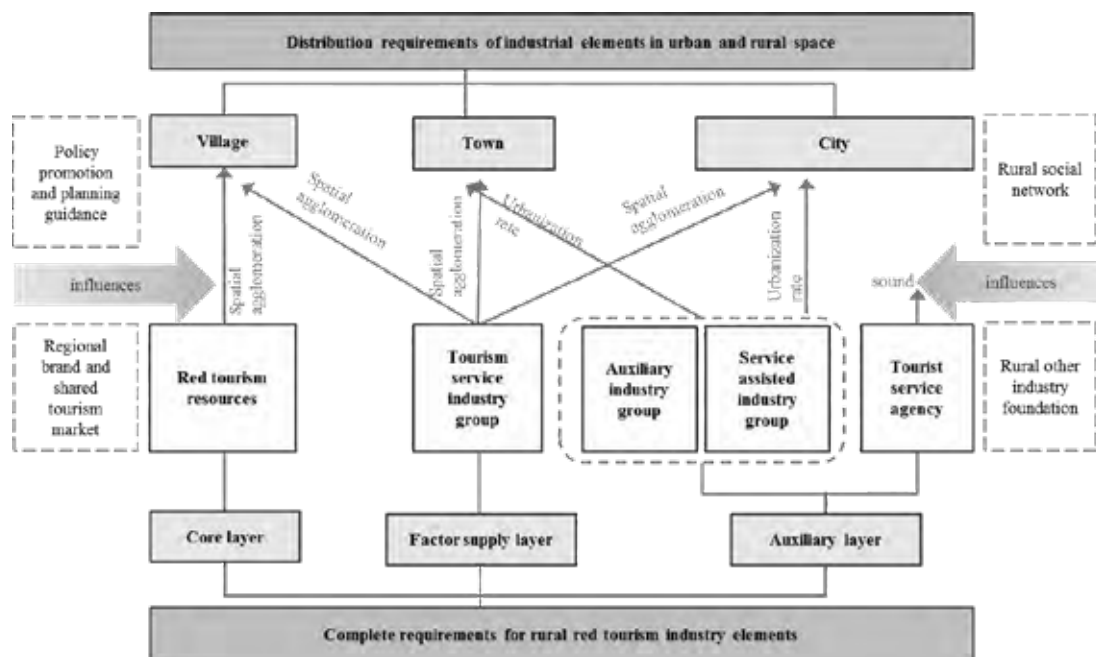


Fig.2 Analysis framework of rural red tourism industry cluster mechanism based on Porter Diamond Model

The study considers that the rural red tourism is different from the general rural tourism industry. It is reflected that its red tourism resources is the core, it relies heavily on government policy support and planning guidance, and rural industrial facilities can be shared with other rural. Therefore, adjustments are made on the basis of rural tourism industry cluster theory. Firstly, the necessary elements of the formation of the rural red tourism industry cluster are decomposed into three parts: core element layer, supply layer, auxiliary layer, and the elements are implemented in the three spatial scales as city, town and village. Judging whether the red tourism cluster in the village of Xibaipo is formed by these three spatial level elements. Secondly, through the interpretation of important policies, development history and the comparison of the industrial status of surrounding villages, we consider the reasons for the formation of the original red tourism industry cluster in Xibaipo town. Finally, under this framework, we made a comparative analysis with Xibaipo to judge the conditions and shortcomings of Guangan Village to develop the red tourism industry cluster in the future, and proposed countermeasures.

4 Comparative analyses

4.1 Xibaipo town, "revolutionary resort"

4.1.1 Basic information

Xibaipo town, located in Pingshan county, Shijiazhuang city, is one of the five revolutionary holy places in China, and it is a dual-excellent area for developing red tourism and rural tourism (Tian *et al*, 2016). **The Master Plan of Big Xibaipo (2011- 2020)** has determined the geographical concept of the Big Xibaipo, the space scope contains five towns, two villages and Gangnan reservoir in Pingshan county (Xie and Liu, 2013), Xibaipo Town is a tourist town dominated by red cultural resources. So we identify Xibaipo Town as the main spatial scope of this study. As seen in Figure 3.



Fig.3 Township distribution map of Xibaipo town area Model

Xibaipo town has jurisdiction over 16 administrative villages, 28 natural villages. The town government is located in Chenjiayu village. Xibaipo town is 40 minutes away from Pingshan county and 1 hour away from Shijiazhuang city, which has very convenient transportation. Therefore, the research objects of "City" are

designated as Pingshan County and Shijiazhuang City, "Town" is Xibaipo Town, and "Village" is 16 administrative villages.

4.1.2 Judgment of the red cultural tourism cluster

The core element layer is analyzed from the distribution of red resources. Three core red resources groups are formed in the Xibaipo town area, namely Xibaipo town center-Xibaipo village-Dongpo village group, Gaijiatun village-Chenjiatun village - Jiayu village - Baili Village Group and Liangjiagou village - Beizhuang village Group, followed by Nanzhuang Village with the former site of the Organization Department of the CPC Central Committee. As seen in Figure 4 (left).

The supply layer analyzes the distribution of tourism service industry group. From the four aspects of hotel, catering, convenience store and parking lot, there are actually only Dongpo village, Xipo village, Chenjiatun village, Liangjiagou village-Beizhuang village formed a tourism service industry group. There is no service industry distribution in Gaijiatun village-Chenjiatun village-Jiayu village-Bali village group and Nanzhuang Village with red tourism resources. As seen in Figure 4 (right).

The auxiliary layer is analyzed from the urbanization rate and the service of tourism institutions. In terms of urbanization rate, the urbanization rate of Shijiazhuang City in 2018 is 63.16%, and the urbanization rate of Pingshan County in 2017 is 51%, indicating Shijiazhuang and Pingshan County are both now in the stage of urban and rural integrated development, public finances are strong, the gap between urban and rural public services is small, and the city has greater capacity in assisting rural(Zhao *et al*, 2016). Therefore, for the villages of Xibaipo Town, Shijiazhuang City and Pingshan County are both Can provide some auxiliary support for it. In terms of tourism service agencies, Xibaipo is operated by the Xibaipo Scenic Area Management Committee and the tourism service agencies are officially operated.

In general, the urbanization rate of the cities around Xibaipo town is relatively high, and the scenic spots are operated by regular tourism institutions, indicating that Xibaipo Town are qualified in the auxiliary layer. Combining the core elements and the supply layers, Dongpo village, Xipo village, Chenjiatun village, Liangjiagou village and Beizhuang village meet two conditions at the same time, which can be preliminarily judged that these villages have formed a rural red tourism industry cluster.



Fig.4 Cluster map of red scenic spots (left) and tourism service industry (right) in Xibaipo Town

4.1.3 Policies and development incidents

In 1935, when the Gangnan reservoir was built, many villagers from other places moved to Xibaipo town, forming the migrant village. The social network of the village was unstable, and the development of industry

and agriculture was restricted by the terrain. The whole area lacks vitality. In 1955, Hebei provincial museum, together with the local government, began to prepare for the construction of Xibaipo memorial hall. Xibaipo village and Dongbaipo village began to develop (Cheng and Cheng, 2013). In 1956, Xibaipo Township (Chenjiatun village) was gradually expanding. Construction of Gangnan reservoir started in 1958, completed in 1962. As the main source of drinking water in Shijiazhuang and the capital Beijing, Gangnan reservoir instead of providing valuable waterfront space for the development of Xibaipo tourism, it has imposed strict restrictions on its development and construction (Tian *et al*, 2016), which is also the reason why the county in the northeast and southwest of red scenic area has not been developing red tourism related industries. In 2010, Pingshan county put forward the construction of "Big Xibaipo" target in order to speed up the pace of urban and rural integration, and proposed the construction plan—the Xibaipo, Dongbaipo, Liangjiagou and Chenjiayu the four administrative villages merging into one in the heart area, On both sides of town center building three key village, to strengthening radiation level of red tourism cluster in the center and to promote the development of village in the two-winged (Yan *et al*, 2010). It is hopes that the new residential construction is combined with the local rich ecological tourism resources. As seen in Figure 5.

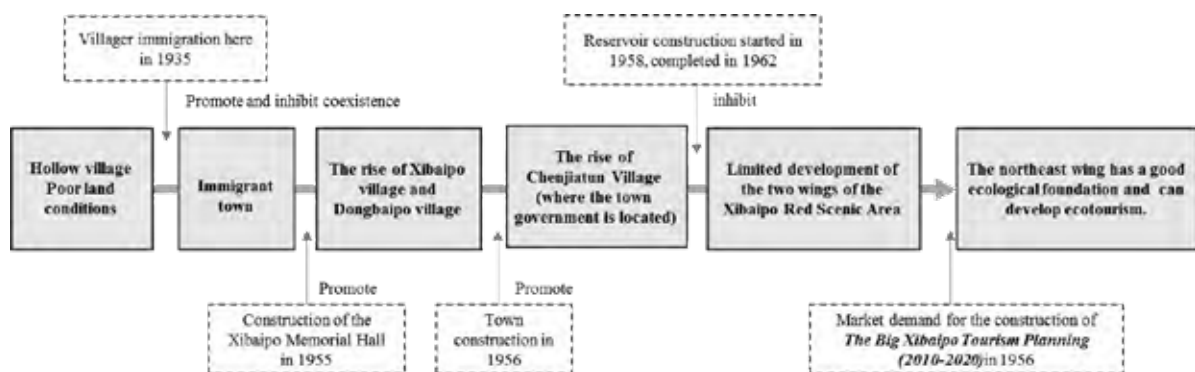


Fig.5 The overall development experience of Xibaipo township

4.1.4 Related industries in surrounding villages

At the current stage, Xibaipo town has four functional divisions, with a mountain sanctuary in the north, a red industrial cluster in the middle, a national forest tourist area in the northeast corner, and a traditional agricultural area in the southwest. On the whole, since the northern part of Xibaipo town is affected by the mountain, with the south part restricted by the reservoir, the development is relatively cramped. Under this circumstance, the north can only develop eco-tourism based on ecological resources. For the southwest part there is no better advantage, and it can only maintain the original traditional agricultural development. As seen in Figure 6.



Fig.6 *Distribution of main types of rural industries in Xibaipo town*

4.1.5 Summary of motivation

The construction of the Gangnan reservoir in the township and the Xibaipo Red Tourism core scenic spot led by the government are two important factors affecting the development of the local industry. They play a dual role in driving and restricting the rural industry in Xibaipo town. In the early stage, the villages were promoted by the construction of the core red tourist scenic spot. However, later on, when the red industry area of the whole area is ready to develop, the safety requirements of Gangnan Reservoir limits the rural development in the two wings of the core red scenic area. The villages on the northeast side rely on a better ecological base to develop a national forest ecological park, while the traditional agriculture on the south side does not match the quality and specifications of the central red scenic spot, with development limited. From the perspective of motivation, the villages in Xibaipo town can be classified into four categories: red tourism policy promotion, township construction policy promotion, endogenous demand, endogenous demand and policy orientation, and ecological security restriction. Secondly, the government's strong ability to regulate and control Xibaipo town can, to a certain extent, make up for the lack of social capital in the immigrant villages of Xibaipo town. The side shows that the red tourism cluster in the area was established.

4.2 *Guangan village, "green point"*

4.2.1 Basic information

Guangan village is located in southwest of dashi town, Pengxi county, Suining city, Sichuan province. It is 5 kilometers away from dashi town, and near the south of Chuanshan district. The location is very convenient. On August the 29th, 1929, Jixun Kuang announced the uprising in Niujaogou village and established the first red army of workers and peasants. The site of the Niujaogou village where Jixun Kuang uprising for Sichuan province was elected as the provincial key units of cultural relics protection. As seen in Figure 7. With the implementation of the comprehensive plan of modern agricultural industrial zone, an important strategy for rural revitalization in Suining, the development of Guangan village is facing a new opportunity.



Fig.7 *Guangan village's Jixun Kuang Uprising Site (left), former headquarters (right)*

4.2.2 Comparison of forming conditions

Xibaipo town was originally a small village with red resources, but later gradually developed into a town, which is close to the development condition of Guangan village. By comparing Guangan village with Xibaipo town, we firstly found that the core tourism resources and regional brands of Guangan village are not as important as those of Xibaipo town, and the largest regional impact can only reach to the provincial level. Followed by the auxiliary layer, both of Shijiazhuang city and Pingshan county have entered the stage of urban and rural integrated development, while Suining city has just entered the urban-rural integration stage, with Pengxi County still in the stage of urban-rural unbalanced development. The recent support for Guangan Village will be

weaker. Like the original of Xibaipo town, the hollowing out is serious, and the social network is unstable. However, Xibaipo town have a strong embedded development from the state-province-city-county-town different levels of governments, and the economic and social network built by them can make up. Guangan village does not have such development conditions. It needs to find another method. In the end, Xibaipo Town has many ecological restrictions, while Guangan Village hasn't, and the surrounding agricultural foundation is good. As seen in Table 4.

Tab.4 Comparison of the formation conditions of village red tourism industry cluster

Important condition		“Revolutionary Resort” Xibaipo Town (initial condition)	"Green Point" Guangan Village, Dashi Town
	Core resources layer	National famous revolutionary memorial site and 100 national patriotic education demonstration bases.	The site of the Niujiagou village where Jixun Kuang uprising for Sichuan province is the provincial key units of cultural relics protection.
Horizontal industry element	Factor supply layer	Close to the original town area, 5 minutes drive (now Chen Jiakuan).	Close to Dashi Town Township, within 10 minutes by car.
	Auxiliary layer	The urbanization rate of Shijiazhuang 2018 is 63.16%; the rate of Pingshan County in 2017 is 51%. Basically it is in the urban and rural integrated development stage, the rural auxiliary capacity is good.	The urbanization rate of Pengxi County in 2018 was 36.94%, which was in an unbalanced development stage. The city has weak support for rural support.
Social network		Immigrant village, social network is instable.	Hollow village, social network is instable.
Government regulation		State-province-city-county-town government regulation.	City-county-town government regulation
Regional brand		Ten nationwide major revolutionary bases.	Sichuan Provincial Red Tourism Aorta.
Other factors		There are many restrictions on ecological protection—the construction of Gangnan Reservoir in the west, the protection of the mountain in the northwest, the good forest resources in the northeast of the town, with agricultural foundation in the south.	There is an agricultural foundation. The village grows walnuts, and the surrounding countryside grows rice, rapeseed, alfalfa, pear, watermelon and other fruits and vegetables.

4.2.3 Problems

Compared with Xibaipo town, Guangan village's red tourism industry cluster will faces three major problems: how to use red cultural resources, how to deal with the recent development of Suining City and Pengxi County's poor support capacity; how to seek sustainable development while the social network is unstable, and the government's strong involvement is not possible. We put forward strategies for the above problems.

4.3 New method

4.3.1 Thinking the ecological base

Guangan village cannot solely rely on red resources. Compared with Xibaipo Town, the top ten revolutionary bases in China, the red resources of Guangan Village are of limited importance and influence in the whole country. It is necessary to use the existing foundation to build a red tourism industrial chain with the red cultural sites of Niujiaogou, constructing walnut ecological chain with local walnut garden and Suining agricultural ring line, and propose the strategy of developing with red tourism as the core and cooperating with local industries.

4.3.2 Construct a new social network

The reconstruction of local social network in Guangan Village requires the power from multiple parties. At the same time, it needs to be developed in stages, and three keywords can be used to summarize them, namely “red”, “walnut” and “valley”. In the early stage of rural development, cultural innovation was carried out with red resources to attract schools, NGOs and travel agencies to provide them with services such as red cultural tourism, eco-farm experience, and Small and Beauty Agriculture experience. Through B2B cooperation model, we can improve the rural social cooperation network. At this stage, we also pay attention to the local development of walnut agriculture. In the medium term, the scientific and technological innovation focused on the walnut ecological chain, and the green industry and education are expanded to attract enterprises services, high-efficiency and experimental bases. Guangan village will provide modern agricultural experience, finance, and logistics services for them. Through the B2B and B2C models, the village will develop the social network relationship between local villagers, enterprises, and governments. After completing the dual innovation development stage, they can return to the local rural construction to create a higher quality environmental quality for local residents. Let them have a better sense of belongings.

4.3.3 Organization revitalization

Guangan Village needs to revitalize grassroots party organizations. As the location of the red cultural site, the local has a solid foundation of party organization. At the stage of red culture, it can carry out the construction of a learning-oriented and service-oriented foundation party. In the stage of green industry and education development, it can carry out the construction of innovative, learning-oriented, and service-oriented party organization. In addition, under the leadership of grassroots party organizations, rural infrastructure construction can also develop steadily.

5 Conclusion

On the basis of theoretical analysis, this paper draws on the perspective of the Michael Porter Diamond Model to study the mechanism of the rural red tourism industry cluster in Xibaipo town, a national revolutionary holy land. It is except that Xibaipo Town is an immigrant village in the early stage of development, and short board of social network vacancies (strong government regulation brings about this shortcoming), other aspects of development conditions are very good. Furthermore, we selected industrial factors, social networks, government regulation, regional brands and other conditions to make a comparative analysis with Guangan village which also have red tourism resources. It shows that Guangan Village can't compete with Xibaipo Town in the importance of red core resources. and Pengxi County's future support services for Guangan village is limited. Similarly, the problem of hollowing out in the Guangan village is serious, and the government's ability to regulate and guide the future is unknown. So, the red tourism industry cluster in Guangan Village cannot copy the development mode of Xibaipo Town, and cannot rely solely on the government and red resources. In response to the problems faced by Guangan village, we proposed three strategies—building a dual core of rural red resources and ecological bases, building a new social network with "red cultural innovations" and "green technology innovations", building a learning-oriented, service-oriented, and innovative grassroots party organization to achieve organizational revitalization. We hope it will provide a new idea for the development and utilization of red resources and rural revitalization in the method of tourism industry clusters in rural areas in China.

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