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井岡山根據地對於建立中華人民共和國的歷史貢獻與現實意義是什麼？

深入探討：井岡山與鄰近地區——瑞金可以互相合作 還是競爭對手？

前言：

我認為井岡山的獨特歷史貢獻可以導致的現實意義於發展紅色旅遊上可以看到最大程度的體現。作為江西省的一個極具革命歷史意義的市，把以往的共產黨奮鬥史重新在眾多來自不同地方的遊客面前演練，可謂把中國革命史在世人面前繼續發揚光大。而井岡山亦需趁著自身擁有的先決條件，積極配合中國旅遊局的措施，走在推動紅色旅遊的領頭位置。而井岡山的歷史意義著實為它帶來了優勢。惟根據我們的實地考察，井岡山於不同方面均需力求進步來能達到此目標，而鄰近的瑞金市究竟是一個具威脅性的競爭對手？還是一個可以合作的好伙伴？另一方面，中國旅遊局於零四年在不同地方推動紅色旅遊，究竟是利多於弊還是弊多於利？於下文我會逐一分析詳述。

簡介及文獻回顧：

井岡山在江西省西南部，擁有「革命搖籃」及「綠色寶庫」兩個美譽，亦是江西省唯一擁有全國首批「中國優秀旅遊城市」稱號的地方。當中的歷史意義可

謂十分深遠。毛澤東於井岡山中「星星之火、可以燎原」的提筆正正點出了中國共產黨於井岡山崛起、並在國共內戰中勝利，最後令共產黨思想偏佈全中國。所以井岡山亦有「天下第一山」的稱號；而因其獨特地理山勢條件，成為共產黨盤據的地點，有「一夫當關、萬夫莫開」之勢。而發展紅色旅遊這契機，要追溯至二零零四年一月，江西省發起並和其他七省市簽訂了共同發展紅色旅遊的《鄭州宣言》，及後於同年國家旅遊局啟動了「紅色旅遊」1 2 1工程，並計畫用五年時間，在全國建立十個紅色旅遊基地（黨寧，2 0 0 5、余風龍，陸林，2 0 0 5、蔣黎，2 0 0 7）。而井岡山市則與瑞金市、永新縣、興國縣、于都縣一併被納入「中央蘇區紅色旅遊基地」中。雖然井岡山已有發展路向，但不同學者都有不同程度的憂慮及發表了他們認為井岡山將會遇到的問題。例如蔣黎（2 0 0 7）將井岡山將會遇到的問題總結成兩大項，分別為紅色旅遊的文化價值及精神內涵不易被旅客感知、及紅色旅遊的教育性強、但娛樂性不足；而黨寧（2 0 0 5）都有相似的看法，他認為傳統與創新是矛盾的對立統一體，亦認為開發紅色旅遊的方式會十分簡單化、程式化。他亦有十分類似於蔣黎的看法，但黨寧認為紅色旅遊產品的生命週期很短暫，他認為應把主題回歸至歷史文脈的人文精神當中才可以保證獨特性及可持續性得以承傳；而詹素平、葉金茹（2 0 0 7）則認為井岡山要進一步探索紅色旅遊資源，他們認為其中一個方法是「紅紅結合」，亦即拓展井岡山的紅色旅遊區域；但余風龍及陸林（2 0 0 5）則點出了發展紅色旅遊的最根本問題：紅色旅遊進行得如火如荼，但剛剛起步的紅色旅遊在資源

開發和管理上還有若干制約因素，他們察覺出紅色旅遊發展水平空間的差異十分明顯，而在資源開發方面存在著一擁而上的現象。因為景區知名度、可達性、區域經濟基礎等等因素的影響會導致各地紅色旅遊的發展水平不均衡。他們舉出了網上搜尋的例子，並發現主要景區如井岡山、延安、西柏坡這些經典景區的檢索結果遠遠高於其他大部分紅色景區。這表示了只有若干紅色景區的認知度比較高，而其他大部分的景區只是剛剛打入旅遊市場。這種處於開發初期的階段代表他們的市場影響力十分有限。而地方政府每每只為了配合國家旅遊局而做事，通常都會忽略了區域背景這個重要因素而投入大量資金及人力資源來加大宣傳力度。這種不分重點的全面開發，不但導致了一哄而上的局面，更不利於長遠的紅色旅遊發展，因為當中屬剛開發的紅色旅遊景區會因投入與結果不均而焦頭爛額。這點相對於其他學者，余鳳龍及陸林是觀察得比較深入的。除此之外，余及陸均認為行政壁壘不利紅色旅遊的開發。因為很多革命老區均屬於不同的行政單位所管轄，有的甚至跨越數省。若是不同行政單位有不同的處事手法，那些跨越數省的革命老區便難以發展成紅色旅遊重點旅遊地點了。這會為發展紅色旅遊帶來了剛性約束。而因為這個特性，余風龍及陸林（2005）認為，紅色旅遊有賴區域經濟發展的蓬勃及滋長才能推動得有聲有色，故不同地區的紅色旅遊地點應該聯手合作，才能收到規模經濟的效果。這論點對我以下的分析將會有很直接的影響。

考察所見的現象：

從今次考察所見，井岡山確實擁有很多革命性遺址，而其獨特的歷史背景成為它旅遊業的最大賣點。在旅程的頭兩天，我們參觀了黃洋界哨口、百竹園、第一間造幣廠、毛澤東舊居、井岡山博物館和井岡山革命烈士陵園，全都與井岡山的歷史背景環環相扣，參觀這些景點著實增加了我對中國共產黨所經歷的戰役的知識，不同史實就像又一次呈現在我面前一樣，歷歷在目的博物館講解委實令我真切地感受到共產黨在黃洋界時如何躲在戰壕迎戰國民黨等等的歷史史實。但領略到當中的文化意義及革命意思與我是學生並讀過中國歷史的身份有很直接的關係。因為井岡山的紅色旅遊景點中的展板大多數都以大篇文章敘述這方式去介紹不同的歷史事件。就像黨寧(2005)所說，紅色旅遊文化只是僅僅停留在看、賞的過程，還不足以提升旅遊的檔次，我卻覺得井岡山的旅遊問題不是檔次的問題，而是旅客參與性及體驗性不足的問題。對一些沒有足夠中國近代歷史知識的遊客來說，洋洋數千字的展板很難勾起他們心中對當時經歷國共內戰的先士的敬仰心態。所以在旅遊產品設計方面應悉數加入他們參與的成份，讓旅客親身感受文化精髓，此舉會令他們的記憶更加深入，因為若果單憑傳統的說教模式、枯燥乏味的展出不能令他們容易記起整件事情的發生及應當記住的部份。所以加強紀念效果是應該盡早實行的一個措施。



圖片一：旅程景點之一，黃洋界旅客服務中心，三維電影亦在此觀賞。

以上的建議當局應該已經清楚了解，並有了實質的初步行動，就是在黃洋界旅客服務中心中，我們有機會親身觀賞館內新增的三維電影，這部電影以歷史事實作為依歸，而且當中的場面仿真度也不低，可是過程十分血腥，可能會引起部分觀眾的不安情緒。所以在編制這些電影的同時，當局理應考慮到旅遊人士的接受程度，並悉數加入適當的血腥場面，令觀眾感覺到那份震撼已經足夠。

除了展品出現枯燥乏味、旅客參與性少的缺點外，當局在交通安排及旅客入場過程都極為需要改善。就像從景點與景點之間的轉移，我們需要乘搭專屬的旅遊大巴來遊覽景點，事前不知道的乘客便會不知道該如何處理隨身物品而感到非常不便，而本人亦在轉乘專屬旅遊巴士時遺留了頸巾在車上，而當局亦沒有任何電話或途徑讓我追尋頸巾的下落，故從這次小事件可看出井岡山旅遊局正執行一些比較上費時失事的政策和未有足夠配套設施去支援旅客。

但井岡山亦有其可取之處，就像余風龍及陸林（2005）所說，井岡山在發展紅色旅遊之前，已經進行了行政區域調整，這種調整有利於紅色旅遊的資源整合及旅遊產品的聯合開發。在2000年，經過國務院的批准，原縣級的井岡山市與原寧岡縣合併成為新的縣級井岡山市，這是因為原寧岡縣是革命根據地的中心，而井岡山愛國主義教育基地的70%內容分佈都在原寧岡市。而調整後的井岡山市擴大了旅遊資源規模、並且豐富了旅遊文化的底蘊內涵，並對旅遊資源的整體開發十分有利，這種新縣級的井岡山市的建立使井岡山革命根據地紅色旅遊資源得以完整地展視，並從物質上，則地脈、以及文化上，則人脈上整合了整個井岡山市的旅遊資源。這種擺脫了行政單位的干擾的做法將市內豐富的人文景觀及自然風光完美唯一地顯露在旅客面前，而旅客的逗留時間亦由調整前的1.76天提高到2天以上。這對井岡山市的經濟發展有相當大的得益。

井岡山的山林美態亦是十分動人的地方。所以黨寧（2005）及余風龍及陸林（2005）均認為井岡山有兩件寶，為歷史紅及山林好。而黨寧（2005）甚至認為紅色可以吸引遊客而綠色可以留住遊客。這種「紅綠相映」是井岡山最大的優勢。這亦都決定了革命勝地與自然景觀融合的革命紀念地形風景名勝區是井岡山最佳的發展模式。井岡山市的自然景觀美不勝收，植被覆蓋率達到80%，所以加強生態管治，以優美的生態景觀吸引遊客都是可取的。余風龍及陸林（2005）甚至帶出2002年的報告調查，指當時井岡山的森林覆蓋率達

82%，令井岡山享有「天然氧吧」這稱號。這些都和我們在考察期間所體會的相符。井岡山在我們的眼內，就像黨寧（2005）所說的「全區重巒疊翠，溪瀑跌宕、水隨山轉、峽谷幽深秀美」。擁有革命性的文化色彩之餘，又擁有絕色的美景，委實令遊人如我們陶醉當中，而這種美景更有利於開發度假、會議旅遊等高端旅遊產品。所以這種由綠色挽留旅客的做法，我覺得是可行的。



圖片二：為井岡山市的美景，綠山黃屋棕田



圖片三：為井岡山市小井紅軍醫院

井岡山市作為江西省內的「天下第一山」，自有其可取及優先之處。以上所表述

的井岡山之優勢及弊端詳細分析了井岡山的處境。然而，井岡山在江西省並不是唯一擁有革命文化歷史的地方，另外一個既擁有革命文化、又有自然優美景色的就是瑞金市。瑞金市距離井岡山只有四百公里以內的路程，而其他的對比可參考下列的表一：

表一：井岡山與瑞金的比較

	井岡山	瑞金
位置	江西省中部偏西，隸屬於吉安市	贛州市一個省縣級市，中華蘇維埃共和國臨時中央政府的首都
稱號	革命搖籃	共和國搖籃
歷史史實	1927年，第一個農村革命根據地	1934年10月10日的二萬五千里長征由這裡的雲石山出發
紅色旅遊	2004年國家旅遊局正式開始“紅色旅遊”121工程，以江西省的井崗山市、瑞金市、永新縣，國縣、于都縣的紅色景點為主體構成的共和國搖籃--中央蘇區紅色旅遊區域更被列入十大基地之首。	

據蔣黎（2007）的文獻所載，瑞金市的旅遊資源多樣及旺盛，並大概可以分成三部分：紅色資源、綠色資源和古色資源。其實這種特徵在井岡山亦可見，因為井岡山同樣擁有豐富及饒有意義的客家文化風俗和大量的客家建築。但蔣黎認為如何可以將這些資源轉化成令遊客滿意的旅遊產品，則成為瑞金及擁有類似背景的城市需要密切正視及改善的難題。由蔣黎的說法可以看到，井岡山和瑞金一樣，面臨差不多的挑戰及正處於如何有效發展紅色旅遊的處境。

然而，從黃三生、盧麗剛（2008）的分析中，可看出瑞金面臨的難題稍微較井岡山嚴重。他們先指出瑞金擁有多達180個革命遺址，而且在2007年頒發的《關於加快瑞金市旅遊業發展的若干扶持政策》致力打造國內外著名的紅色旅遊名城之後，瑞金的紅色旅遊業受重視程度日增這事實亦可體現。而且瑞金旅遊局方面的開發方針十分合理，當局在加強旅遊資源的管理保護這大前提下開發利用資源，可謂十分重視當地環境生態。而且京九鐵路的開通亦令瑞金市的可達度提升許多，故蔣黎（2007）亦曾說過，旅客現在已延伸到一般農民，並且出現了大量的自駕車遊客。但黃三生及盧麗剛（2008）均帶出瑞金知名度不高，及旅遊業收益只有井岡山十分之一這兩個缺點。而分析結果將詳列於以下表二及表三：

表二：井岡山與瑞金網頁對比表：

	井岡山	瑞金
Google	230000	141000
Baidu	191000	57800

表三：2007年「五一」黃金周瑞金與井岡山旅遊人數、門票收入、旅遊總收入比較表：

	旅遊人數（萬人次）	門票收入（萬元）	旅遊總收入（萬元）
瑞金	9.07	175.4	1990

井岡山	18	1307	10907
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從以上兩表所見，瑞金在普遍世界來說並不是那麼大眾化，而井岡山亦在名氣上、門票收益上比瑞金優勝，所以瑞金短期內未必能成為井岡山於紅色旅遊領域上的競爭者，反之，正如蔣黎（2007）所說，瑞金與周邊旅遊區在資源類型和旅遊項目上存在著互相區別和互相補充的關係。而瑞金應該充分利用旅遊網絡這個整體效應，與周邊地區，特別井岡山，共同發展。最後，正如余風龍及陸林（2005）所說，紅色旅遊開發以其特殊性及跨區域性，決定了紅色旅遊開發必須走區域合作之路，才可以共同打造紅色旅遊品牌。

參考資料：

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- 2) 黨寧（2005），*井岡山：領跑紅色旅遊*，21（5），*城鎮旅遊*。
- 3) 蔣黎（2007），*打造紅色旅遊金字招牌——江西瑞金紅色旅遊業發展現狀及相關建議*，7（5），*時代經貿*。
- 4) 黃三生，盧麗剛（2008），*促進瑞金紅色旅遊永續發展的思考*，5，*特區經濟*。
- 5) 詹素平，葉金茹（2007），*試論井岡山紅色旅遊的可持續發展*，516（3），*商場現代化*。

GRMD3121 Field Trip III 江西考察報告

井岡山根據地歷史貢獻及現實意義之實踐

Team 2 SID: 08617701 GRM/3

Lo Man Wah



[年]

井岡山根據地歷史貢獻及現實意義之實踐

井岡山位於江西西南部，以其為共產黨根據地而在國內甚為著名。緣於其對中華人民共和國之發展有其特定重要性，因此現代發展亦有側重於特顯此方面。現就井岡山的歷史背景以探討現時所擁有的現實意義以及因此而得出的現實意義。

井岡山在中華人民共和國的歷史貢獻

在進行此探討時，首先可以先了解井岡山對於中華人民共和國發展有何重要性，以作為探討井岡山對中華人民共和國的現化發展影響作認識。中華人民共和國由建國至今都是由共產黨一黨專政。因此，共產黨之發展歷史與中華人民共和國的發展有著一樣的軌跡。而井岡山對共產黨發展當中扮演根據地的重要地位亦等同代表對中華人民共和國發展也有其重要性及影響力，以作為國家成立的合法基礎之證明。

自然條件—共產黨根據地

井岡山之所以重要，自然環境優越乃一個不可多得的因素。其獨特的山勢造就了一個進可攻、退可守的優良戰略位置，方便共產黨以此為根據地。當時一位跟隨毛澤東到井岡山的紅七軍軍長龔楚就描述井岡山為一座擁有多座「巍峨高聳的山峰」，山徑方面，都是「崎嶇嶙峋」，因此，井岡山是「憑險據守，很難攻破」(龔，1987)毛澤東當時就是看準了此處優良的地勢，因此與當時佔據井岡山的兩個山寨王袁文才和王佐打好關係，終於使井岡山成為共產黨戰勝國民黨的基地

(艾黎，1971)，例如黃洋界戰役，就是靠險要的山勢以防備敵人來襲，取得漂亮的勝仗。

毛澤東權起之地

井岡山因此亦可以說是毛澤東的發跡地。毛澤東本身在共產黨裏面地位不高，直至湖南的秋收起義失敗以後，他就自行走到井岡山，另起爐灶。終於建立起自己的霸業。

所以總括而言，井岡山對中華人民共和國的歷史發展意義在於其自然環境特點成為了共產黨的根據地，不但幫助共產黨對付國民黨，亦幫助共產黨招攬支持者，壯大共產黨的勢力。

歷史意義衍生出的井岡山精神

基於本身的背景情況，孕育出獨特的井岡山精神，豐富了井岡山可以表達的歷史意義。井岡山精神所以源起就是源於發動革動的烈士所有的精神，其堅毅不屈、勇於戰鬥的表現成為了井岡山的寶貴財富。所謂的井岡山精神，就是包括了以下六點：堅定信念、艱苦奮鬥、實事求是、敢闖新路、依靠群眾、勇於勝利。烈士們不畏艱辛，深信「星星之火，可以燎原。」亦可反映出堅定的井岡山精神。

歷史意義與現代精神的關係-輔助形式

基於井岡山對中華人民共和國有一定的貢獻，因此成為了政治上的文化教育基地，井岡山因而被稱為「全國愛國主義教育基地」。這可體現於現時的政府官員、幹部、廣大市民到訪井岡山的目的是中看到。

由於井岡山對中華人民共和國發展有不小的貢獻，而且乃特殊的紅色土地地位，因此，井岡山的旅遊發展亦專注於紅色旅遊發展方面。根據國家旅遊局的定義，紅色旅遊包含以下幾個標準：含有中國共產黨領導或是人民於革命期間而有的地點或是紀念物。其作用則是以包括革命歷史的部分，蘊含著革命精神，使參與旅遊者能學習的以參觀作觀光方式的活動（國家旅遊局，2004）。簡單一點來說，紅色旅遊所指的就是圍繞共產黨為題的特色旅遊。基於井岡山乃共產黨根據地，所以這一站亦會是紅色旅遊的必經之地，以弘揚井岡山的現實意義

所以，井岡山的現實意義在於其通過紅色旅遊的方式以達致文化及政治方面鞏固人民對黨的認識的目的。而紅色旅遊的方式又可以透過市民大眾參加的愛國旅遊團以及幹部所參加的培訓班兩種。

1. 文化教育

在文化教育方面，井岡山主要扮演著供給人們有關共產黨成立根據地的歷史。回顧考察團的行程當中，有不少在井岡山的景點都離不開教育共產黨歷史方面的文化知識。例如井岡山革命博物館、紅軍醫院、黃洋界景點等，都是介紹有關共產黨以往的歷史，遊人到達該地之後就可以學習共產黨的歷史，以及井岡山精神，繼而傳承中華民族的革命精神。

2. 政治宣傳工具

時至今日，北京的高官包括黨幹部、高校領導幹部等仍會到訪井岡山，參加專題培訓班，有的會探訪老人、有的會視察田地、有的會慰問退役紅軍人或他們的家人，又或會向烈士敬花圈(姜，2010)。以表達對共產黨革命烈士的尊重，以

及關心革命老區內人民的發展，其道理就像飲水思源一樣，同時亦可讓政府人員們親身體驗和見識現存的井岡山精神，以增強黨性、堅定其信念；思想方面則要求黨員在面對困難及誘惑時仍能忠於自己。

這種文化學習或者探訪的幹部活動轉個角度就成了一種政治教育的工具，使井岡山的歷史貢獻在現代仍能為現今人民所熟悉。紅色旅遊就能喚起人們建黨時的艱辛血淚革命史，進而弘揚井岡山精神，以加強改進政治思想。尤其在現今面臨世界一體化的現象，中國的社會主義道路根基在面臨西方文化的沖擊下，必會有所動搖，而重新認識以前艱辛的建國路程，亦能幫助有中國特色的社會主義繼續發展，以求有更穩定的政治。

3. 對井岡山的經濟發展

正正由於中國現時亦著重此文化教育方面的影響，所以井岡山吸引人們前來作文化方面的交流，帶來了一群遊客以及幹部，促進井岡山的經濟活動。由於保育政策關係以保持其優美的自然環境，井岡山的第一及第二產業並不發達，以致革命老區的經濟發展步伐緩慢。因此，井岡山的三個經濟產業入面，要依賴第三產業。於 2008 年成為佔最大部分的產業，旅遊方面的收入不斷上升(見圖 1)，為井岡山帶來超過 41%的國民生產總值(新華網，2008)。而旅遊業從業員的人數有 35,000 人，突破總人口的 22%。而這第三產業當中，大部分都是源自於井岡山的紅色旅遊所帶起的經濟活動收益。

有賴紅色旅遊帶來的收入，以及幹部培訓，因此促進了井岡山的基礎建設，亦令服務性行業發展起來，在改變當地經濟結構的同時，亦帶來了收入。所以，源於其歷史背景所帶來的其中一個現實意義，就是為當地人民帶來了經濟上的幫助，促進了老區的發展，提供了一個正回饋的作用。

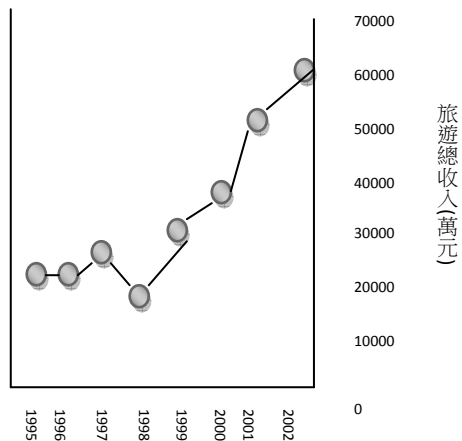


圖 1：井岡山旅遊總收入

實際效用

然而，這樣的歷史背景在促進革命老區的發展是否只有正面的影響呢？其實，紅色旅遊在國內並非單為井岡山獨有，許多其他革命重地，例如南昌、瑞金，亦有大力發展紅色旅遊，井岡山只是其中一個景點。所以，井岡山雖然有其在紅色旅遊當中所扮演的重要角色，然而這個吸引力卻並非井岡山獨有，所蘊含的歷史意義亦較為單一，文化探討價值方面亦不深入。因此，井岡山在透過其歷史貢獻而發掘的第三產業發展面對著一些問題：一是吸引力與其他革命地區相比沒有多大的競爭力，二是其歷史貢獻大與對遊客吸引力大並沒有正比的關係，所以大力打造紅色旅遊，所引來的除了是因公事、或國民教育而來的人們以外，就沒有太多遊人會選井岡山這地方。所以井岡山不應只著眼於其紅色旅行的計劃，而應多元發展。

除此，井岡山當然亦可以繼續沿用其獨特的歷史優勢而發展紅色旅遊，然而，卻要在紅色旅遊方面多下功夫。首先，在江西現時發展的紅色旅遊所投放的資源的方式可以加以改良。縱使有資源的投放，例如建紅軍村花費了 300 餘萬元

(新華日報，2008)。可是仍是以單一的文物展示方法作展覽，遊人欠缺參與途徑。而旅遊相關的產品亦是少之又少，例如拍照用的服裝一式一樣，久缺具特色的土特產或紀念品等。所以，井岡山雖具有歷史貢獻，然而當地人未有好好利用優勢亦使其經濟發展落後於人。

歷史意義與現代精神的關係-窒礙？

所以，井岡山的歷史意義除了是為紅色旅遊發展帶來穩定收入外，未必有如我們想像中的巨大幫助。基於歷史貢獻方面的發展，井岡山一直只是著眼於發展紅色旅遊，缺乏了多元發展。只是到近年，井岡山才有別的旅遊方式，例如紅綠旅遊、五彩旅遊等。可見井岡山的歷史貢獻從表面上看來似是幫助井岡山發展，但實際上，有更加大的可能是為井岡山定了形，而扼殺了多元發展的重要性。

井岡山是的確有發展其他旅遊方面的潛力的，只是一直以來都成不了重點發展貢獻的目的。例如在現行的旅遊景點方面，除了著名的紅色景點以外，其實還有許多自然景觀的景色供欣賞。例如筆架山、龍潭風景區、五指峰等等。所以在以自然資源作綠色旅遊的潛力是有的。

除此，自 2008 年起，井岡山便開始打造「五彩旅遊」，以走多元化的路線。所謂的「五彩旅遊」包括紅色的朝聖之旅、綠色的觀光之旅、藍色的休閒之旅、金色的成功之旅及古色的民俗之旅 (人民日報，2008)。雖然開始走上多元化路線，但是井岡山的定位依然被歷史牽制住，以紅色旅遊為大部分的重點，而其他顏色的旅遊則處於較次要的地位，例如除了綠色的觀光之旅以外，其餘的藍色、金色和古色所佔的旅遊比重是少之又少。加上宣傳方面極度不足，除了以紅色旅遊為主題以外，其他色的旅遊很少會是宣傳重點。所以至今，這個「五彩旅遊」的發展仍未算蓬勃。由此可見，其歷史貢獻與所提供的現實意義可以處於矛盾的

關係。

突破紅色框框？

因此，井岡山的未來發展若要走向多元化，並尋求更多的發展機會，就不可被其歷史意義局限著，只著重紅色旅遊的發展。井岡山還有其他可以賦予的新意義，以助其作新的發展。

除此，在遊人方面，井岡山現在仍是只針對國內遊客。由於紅色旅遊的對象較明顯為國內人，所以配套設施等都以國內人為主，令外國人對井岡山的興趣不大。而展覽的方法又多以中文展示，令外國遊客無法了解內容。主題又過於單一，未有就不同年齡層而有不同的旅遊產品。例如井岡山雖有硃砂河漂流，但卻沒有作好的宣傳，而且除此以外，亦再也沒有相關給年輕人的旅遊產品。其實井岡山天然資源不缺，是可以靠天然資源幫助開發新景點並同時作保育環境方面教學之用的生態旅遊。

總結

井岡山作為共產黨的根據地，在歷史貢獻方面為紅色革命搖籃，是為共產黨一個重要地標。而基於其歷史價值，其現實意義亦為井岡山的革命精神展現出在現實當中。包括紅色旅遊及政治教育方面。然而，要突出井岡山的歷史價值，就要再開發其他方式以作更好的歷史呈現方式；除此，井岡山亦要尋求多元發展，以讓經濟能逐步上揚。

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Chinese University of Hong Kong
Department of Geography and Resources Management
Jiangxi Field Trip Report

Tropic: Development of Red Tourism in Jiangxi: Using Jinggangshan as case study

Group : 2

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1. Introduction

Jinggangshan is located at the Jiangxi-Hunan border, which is known as the “Cradle of Chinese revolution”. As there are many red tourist and ecological resources in Jinggangshan, a new form of tourist activities called Red Tourism emerged in the region. In this report, the background information of Jiangxi will be introduced. Then, the definition and characteristics of Red Tourism will be presented. It will be followed by discussing the significances of developing Red Tourism, using Jinggangshan in Jiangxi as case study. After that, a SWOT (Strength, Weakness, Opportunity and Threats) Approach is applied to analyze developing Red Tourism in Jinggangshan.

2. Background of Jinggangshan

2.1 Geographical location of Jinggangshan

Jinggangshan is located in Jiangxi province. The topography of Jiangxi is high in the south and relatively low in the north. It is situated in Luoshao Mountains which is surrounded by

mountains with land cover over 670 km² and average elevation over 380 m above sea level. Most of the settlements and farmlands are found at the base of the mountains. This geographical location not only facilitated it as revolutionary bases of communist force for building up their power and maintaining self-contained economy in their bases, but also formed as natural barrier against Guomindang. Therefore, the unique geographical location of Jinggangshan provided favorable condition for the rise of Communist Party.



Figure 1: Map showing cities in Jiangxi Source: <http://ccguide.cn/Jian.html>

2.2 Historical Background of Jinggangshan

The historical background of Jinggangshan was dated back to 1927 that Mao Zedong and Zhu De together with a group of communists fled to Jinggangshan after the failure of the First United Front (1924-27). They reorganized the communists and developed new strategies against the Nationalists. Later, Mao was confirmed as the leader of communist revolution and Zhu, formed the Red Army, and became the commander-in-chief. Mao believed that peasants, rather than

industrial workers would lead to successful communist revolution. It was proved that Mao's strategy was highly successful because he had gained support from local peasants. Jinggangshan marked the formation of the first revolutionary base in rural area. Therefore, Jinggangshan has been one of the most important revolutionary sites of the Chinese Communist Party. Due to its historical importance, there is potential to develop red tourism in Jinggangshan (Zhou, 2005).

井冈山会师示意图

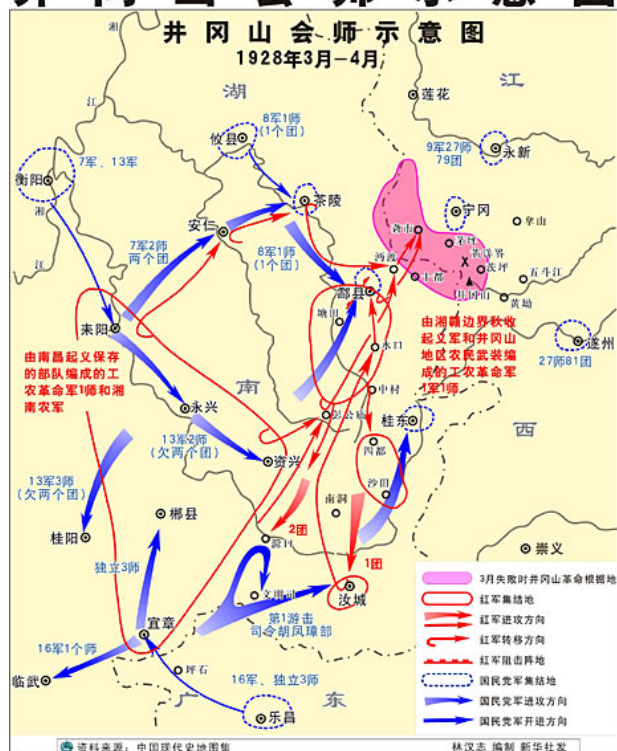


Figure 2: Map showing the union of Mao's and Zhu's forces

Source: <http://ccguide.cn/Jian.html>

3. Red Tourism

3.1 Definition

Red tourism is a new kind of tourism product that makes use of tourist industry for education and patriotic purposes (Zhou, 2005; Ran, 2005). It refers to going for a trip to sites where revolutionary leaders were born and wars were fought. Visitors will also go to memorial museums or monuments to understand more background information about the history of this period through exhibitions and video clips (Zhou, 2005; Li, 2006; Ran,2005). In local context, Red Tourism in China refers to the promotion of revolutionary history occurred over a time span from 1927-1949.

3.2 Characteristics of Red Tourism

Red tourism is unique from other kinds of tourist activities (Li, 2006) . To start with, Red tourism is the combination of learning and education in the tour (Ran, 2005). It is obvious that “Red Tourism” came to connote patriotism and tourism is only a form to make it up (Zhou, 2005). It is true to say that “By gone are by gone”, visitors were not possible to have the chance to experience past events, but the spiritual values could be passed down with the practice of red tourism. The abstract revolutionary spirits (also called Jinggangshan spirits) is transformed into concrete form of product with the practice of Red Tourism. This transformation process is called abstract-concrete translation (Li, 2006). Secondly, major types of red tour resources are memorial museum, monuments and historical battlefields and sites where revolutionary leaders lived (Zhou, 2005; Li, 2006) . Thirdly, the business cycle of red tourism has periodicity which is affected by political conditions and the occasions of special events. It is observed that peak visitation occurred in long public holidays in the year such as the National Day. Also, another peak occurred in summer holidays when students are coming to the red spots for travelling. Periodical peak happened at 50th or 100th interval, with large scale anniversary celebration activities (Li, 2006; Ran, 2005).

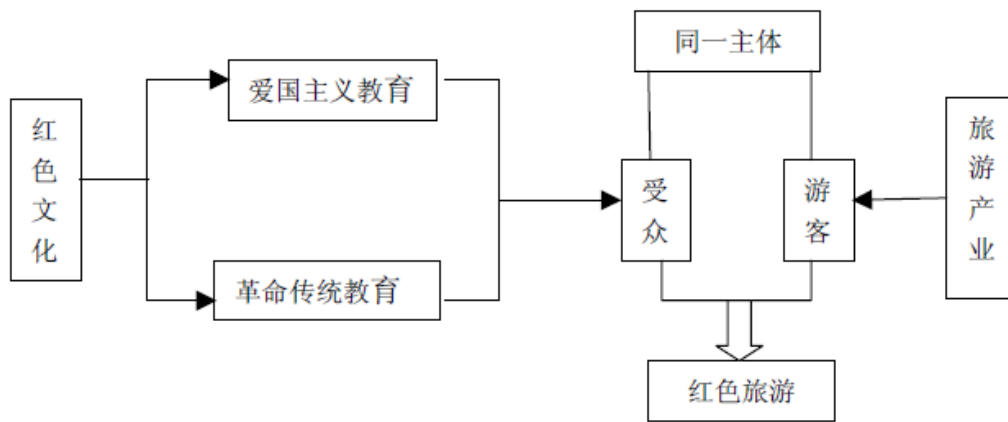


图2-1红色旅游的产生

Fig.2-1.The origin of Red Tourism

Figure 3: The Origin of Red Tourism

Source: Liu, 2004

3.3 Significance of Red Tourism

3.3.1 Cultural transmission

Legacies of revolutionary history are important asset of our country, which may pass down in form of culture and Jinggangshan spirits. The major agent of transmission is Red Tourism. According to the 2004-2010 Planning and Development Outline for Red Tourism<2004-2010 年全国红色旅游发展规划纲要>, the National Congress declared 12 red tourist regions and 30 red tour routes (Li, 2006). Jinggangshan is one of these sites. Very often, regional government in Jinggangshan will develop comprehensive plan to achieve sustainable development that is to strike the balance between development and conservation. Therefore, the regional government has organized a census to investigate all the heritages and legacies in the provinces and invest capital to renovate them (Zhou, 2005; Ran, 2005). So, historical buildings are preserved when

they are designated as important government heritage. As a matter of fact, revolutionary remains are protected and culture is inherited with the practice Red Tourism (Zhou, 2005; Li, 2006 & Ran, 2005).

3.3.2 Political Education

Since the 21st century, capitalism spreads over every corner of the world, China is not an exception. Under this globalized world, the physical distance and gap between people is becoming narrowing due to different forms of integration, namely, economic, social and cultural. In that sense, social system in China was attacked by Western capitalism. China is now facing a dilemma: pleased with economic integration while resist on political invasion. Moreover, Western cultures and values like individualism prevail and pose a threat to weaken the cornerstone of building a socialist society with Chinese characteristics. Therefore, Chinese leaders would like to make use red tourism as a mean to arouse people's concern over revolutionary spirits and patriotism among countrymen (Zhou, 2005; Li, 2006 & Ran, 2005). Thus, Red Tourism is a political tool of the Chinese government to maintain political stability and bring people on the right track (Ran, 2005).

3.3.3 Economic development

Most of the red tourism spots are located in less developed region of China. According to Statistics, the GDP per capita of Jinggangshan is 20% lower than other counties. Despite the richness in natural resources, the lack of capital is the major reason hindering their development, which results in vicious cycle of poverty. Yet, due to its importance in revolutionary history,

there is a great potential to develop red tourism in Jinggangshan. From Figure 5, red tourism brought about RMB 600 million to Jiangxi and created 2 million direct job opportunities and 1000 million indirect one (Zhou, 2005; Ran, 2005). Also, red tourism in Jinggangshan encourages local farmers to sell their excess goods like revolutionary hats, shoes, clothes and some traditional snacks. Urban tourists are especially interested in such kind of handmade souvenirs. The income earned can subsidize local peasants (Zhou, 2005; Ran, 2005). It is observed that there is a positive feedback of red tourism in Jinggangshan. Red tourism would attract investment in Jinggangshan, which in turns foster capital flow, telecommunication and technological flow. More income and tax revenue will be generated from developing red tourism. More important, red tourism will bring about structural change in industrial and economic development. At the same time, people's standard of living in the old revolutionary area will be improved (Zhou, 2005; Li, 2006 &Ran, 2005).

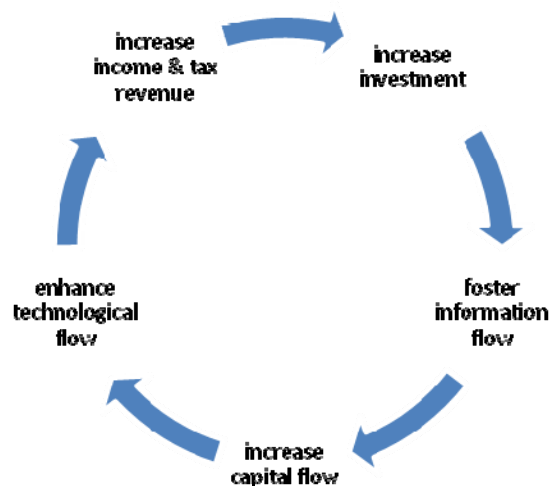


Figure 4: A graph showing the positive feedback brought by Red Tourism

Source: designed by author

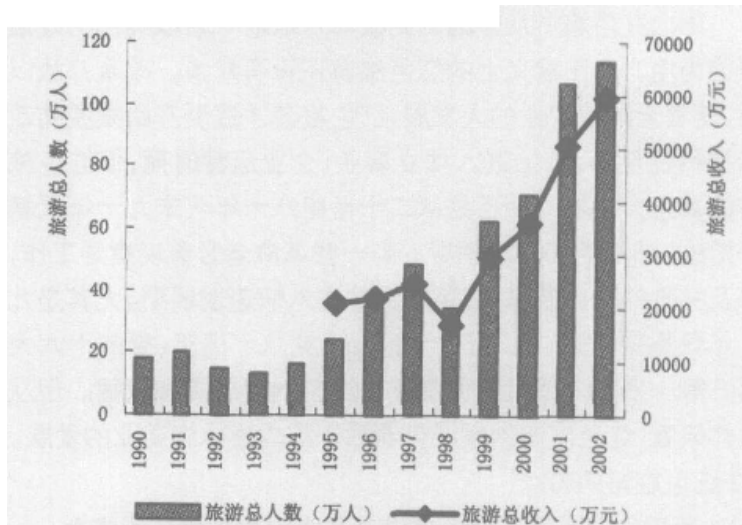


Figure 5: Frequency of visit and income from Red Tourism in Jingxi from 1990 to 2002

4. SWOT analysis of developing Red Tourism in Jinggangshan

4.1 Strength

4.1.1 Rich in red tourism resource and Historical, cultural resources

Jinggangshan is one of the founding places for Chinese Communist Party. There is a diversity of red tourist spots in Jinggangshan and it is also known as “red land”, symbolizes the richness in red resources (Zhou, 2005; Ran, 2005). President Mao led the communist revolution with the support of peasants. A series of wars was broken out in Jinggangshan between the Chinese Communist Party and the Nationalist Party. Therefore, various kinds of historical and cultural resources remain in Jinggangshan, for example, hometown of Mao and her wife; important battlefields in which Chinese Communist Party and Nationalist Part fought and memorial museum or monuments etc. Furthermore, revolutionary poems and songs remained as important red resources (Zhou, 2005; Ran, 2006). The diversity of red tourism resources enables Jinggangshan to develop Red Tourism.



Photo 1: Revolutionary museum as Red Tourism spots

4.1.2 Abundant potential visitors and market

Red Tourism in China is full of political color because it is a tool used by the Central government to maintain stability. Therefore, red tourism is regarded as a main component of civic and patriotic education. Thus, the major local market is students as red tourism. It is not uncommon that many elementary and high schools will organize various red tours for students to understand the Chinese revolutionary history (Zhou, 2005; Ran, 2005). In order to strengthen the officers' training, the Central government has set up training centre in Jinggangshan, so government officials are also potential market for red tourism in Jinggangshan (Zhou, 2005; Ran, 2005). Another group of potential visitors are people who have experienced or involved in that period of history. They would like to go there in remembrance of those sacrificed their life during the revolutionary war and the hard life they have experienced. Also, there is increasing number of visitors coming from Hong Kong and Macau to go to Jinggangshan. The reason is that the HKSAR government has emphasized national education as the key component of civic education over the past decade. Furthermore, foreign market is a potential market in the future that one

should not neglect as more and more foreign visitors are travelling around China nowadays; they are enthusiastic in knowing more about China (Ran, 2005). Thus, there are abundant potential visitors for developing red tourism in Jinggangshan if they can provide quality tourist services to visitors.



Photo 2: Students paying visits to monument

4.1.3 Favorable government policy and Strong support from the government

When compare with red tourist spots in other provinces, Jinggangshan has a more remarkable history because it is known as the “cradle of Chinese revolution”. Due to its historical importance, the Central government is very keen on develop red tourism in Jinggangshan. In addition, the Central government has set up the Officer Training Centre of the Chinese Communist Party (井冈山黨員幹部培訓中心) in Jinggangshan and encouraged government officials to receive training there. As a result, the Central government has provided favorable policies and resources for developing red tourism in Jinggangshan (Ran, 2005).

4.2 Weaknesses

4.2.1 Poor provision of infrastructure facilities

Jinggangshan is a mountainous region with low level of economic development. Some part of the region is still inaccessible to visitors. Also, there is a lack of connection between red tourist spots and city centre. Furthermore, the road surface is not well-paved which holds back accessibility (Li, 2006). Therefore, poor transportation network would hinder the development of red tourism in Jinggangshan region. Basic infrastructure like water and electricity supply and solid waste treatment are not meeting the standard (Li, 2006; Ran, 2005). Also, there are insufficient tourist facilities in the region, for example, only few hotels in services in off-peak seasons and retailing services. More importantly, the quality of services provided is not very good due to its backwardness in education development.



Photo 3: Local people selling their products to tourists as souvenirs

4.2.2 Lack of capital for escaping from the cycle of poverty

As Jinggangshan is a remote area and most of the infrastructure facilities are sub-standard, investors have low incentive to invest in this region which may increase the risk of investment.

It is observed that tourist facilities are lacking and the management is needed to improve (Li, 2006; Ran, 2005). Therefore, the pioneer source of capital mainly comes from government. Due to lack of capital for further investment, it is hard for local people to start their businesses with the hope to improve their living standard (Ran, 2005).

4.2.3 Insufficient propaganda to attract tourists

Although the idea of red tourism has appeared for over several decades, many people are still misunderstood or even not well-informed the concept of red tourism (Li, 2006; Ran, 2005). This is because it is hardly to find red tourism promotion in the region. For example, internet has been widely used as advertising agent for many businesses. From Table 1, we can see that the number of Google websites in Shanghai is more than 10 times than that of Jinggangshan. It is observed that the popularity of red tourism is restricted by its limitation in propaganda. Therefore, it is important to invest capital to carry out marketing strategy so as to invite people to come. Without effective propaganda strategy, it is difficult to attract tourists from other provinces (Li, 2006).

表1 韶山、上海、南昌、井冈山、延安、西柏坡、瑞金网页对比
表 单位:网页

	韶山	上海	南昌	井冈山	延安	西柏坡	瑞金
Google	220000	2350000	607000	230000	227000	104000	141000
baidu	103000	567000	156000	191000	142000	91300	57800

Table 1: Number of Google and Baidu Websites of different Chinese cities

4.2.4 Lack of labour supply in the tourist industry

When looking in to the “software” of developing Red Tourism in Jinggangshan, it is found that there is a lack of qualified tour guides in Jinggangshan. The increase in the rate of people entering into tourism industry is lagging behind the increase in red tourism demand. Therefore, the situation is that tour guides services cannot meet the local demand (Li, 2006; Ran, 2005). This may hinder the development of Red Tourism in Jinggangshan in the long run.

4.3 Opportunities

4.3.1 Demand for diversified tourist attraction from the public

With the implementation of the Policy of Reform and Openness in 1978, there is a rise of wealthy class along the coastal regions in China. As they earn more money, they are more willing to improve their quality of life. Therefore, there is a boom of tourism industry in China. Yet, traditional types of tourist products like shopping and eating can no longer satisfy their demand. They call for a more diversified form of tour. Therefore, red tourism in Jinggangshan would provide them with experience differ from others (Ran, 2005).

4.4 Threats

4.4.1 Competitions from nearby provinces or cities

As mentioned earlier, the Central government has declared the 2004-2010 Planning and Development Outline for Red Tourism in which 12 red tourist regions and 30 red tour routes are stated (Li, 2006) . Jinggangshan is only one of these sites designated as red tourism spots. As many provinces have better basic infrastructure and economic development, they are more

willing to invest capital on tourism development. With better planning and advertisement, people are attracted to these provinces instead. Therefore, other red tourism provinces pose great threat to Jinggangshan's tourism development. Another source of competition is from other cities in Jiangxi, for example Nanchang and Ganzhou (Ran, 2005).

4.4.2 Threats from under-development

Jinggangshan faced threats from under-development. This is because Jinggangshan is still a poor and remote area despite the rise Red Tourism. Without capital for investment and the intension to improve the tourist services and basic infrastructure, people many not be attracted to come. Therefore, it is important to enhance economic development in Jinggangshan to motivate the overall development (Ran, 2005).

4.4.3 Threats of one and for all tourists

Due to the education and patriotic nature of Red Tourism, people are expected to take the trip seriously. Very often, people will not go for trips like Red Tourism for many times a year. They are more likely to come to Jinggangshan once and for all. Therefore, the return rate of visitors to Jinggangshan is very low (Ran, 2005).

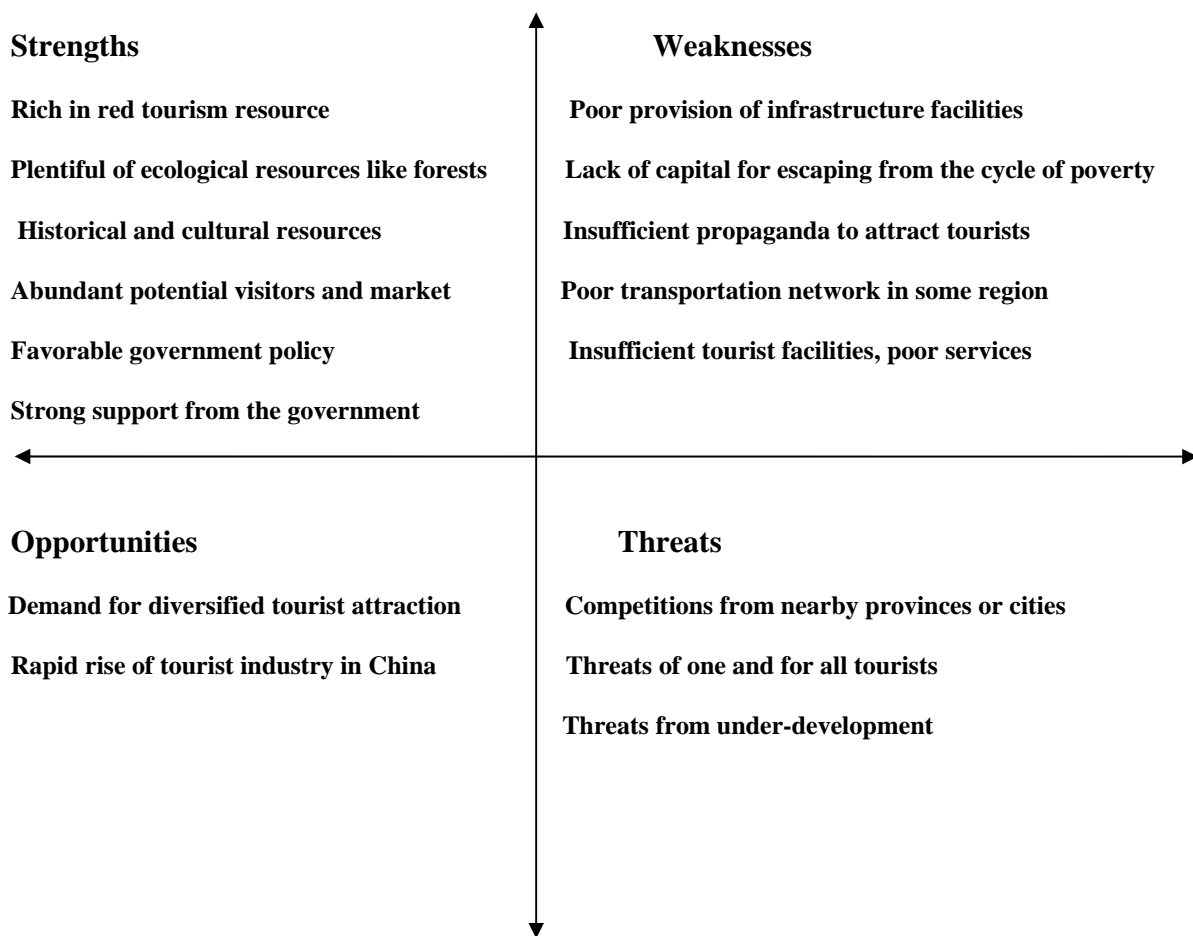


Figure 7: Summary of SWOT matrix analysis in Jinggangshan

Source: designed by author

5. Conclusion

Red Tourism is a special and unique asset of our country that needs to be managed and develop with proper planning. Jinggangshan has a diversified red resources and favorable government policy which enables it to further expand its red tourism as a way to escape from poverty. The SWOT analysis matrix shows that Jinggangshan has potential and opportunities to develop red

tourism, at the same time; it also faces weakness and threats. Therefore, it is important for local government to find out management and planning model to achieve sustainable development.

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2010-2011 江西考察團報告

審視井岡山發展路向

井岡山位於江西省南部，天然資源豐富、加上歷史因素，使其成為紅色旅遊的熱門地，也是江西團的首站。本文分析井岡山的現況以及未來可發展的方向，既可保育環境，也可確保經濟發展，改善當地居民生活，也帶動四周地區經濟。

井岡山的歷史優勢

1927 年秋收起義後，井岡山開始廣為人熟悉，秋收起義失敗後，共軍退守至井岡山。因為井岡山複雜且「進可攻，退可守」的地勢，成為共軍抗敵的基地。自 1928 年朱毛會師之後，共軍的實力得以提升，在會剿和反會剿的大小戰役中取得勝利，更在井岡山建設不同的軍用設施如小井紅軍醫院等。直至 1930 年共軍成立首個江西省蘇維埃聯邦政府。

除了軍事上，井岡山也是共軍思想上的轉折點。共軍一直以城市工人起義為革命的骨幹，但是毛澤東眼見多次城市革命的失敗，在井岡山發表「農村包圍城市」的思想策略改變，井岡山更是第一個農村革命根據地，開闢了一條以農村包圍城市最後奪取城市的中國共產主義革命道路，因此井岡山有「革命搖籃」之稱。因為井岡山的特殊歷史地位，使現今的共產黨政府更重視其發展，將井岡山打造為紅色之旅的熱門旅遊景點。

近年，井岡山因豐富的旅遊資源及交通便利的優勢，提倡實施「科教立市、旅遊興市、工業強市、依法治市」的發展策略，不斷加快發展開放的步伐，以經濟、社會得以全面發展為目標，人民生活水平也提高。井岡山先後獲得了國家 5A 級旅遊景區、全國文明風景旅遊區、「全國雙擁模範城」、「國家衛生城

市”、“全國園林綠化先進城市”、“全國造林綠化百佳縣(市)”、“全國社會治安綜合治理先進單位”、“全國徵兵工作先進單位”、“全國兩基教育達標縣(市)”、“全國體育先進市”、“全國創建文明城市工作先進城市”等 20 余項國家級榮譽稱號。

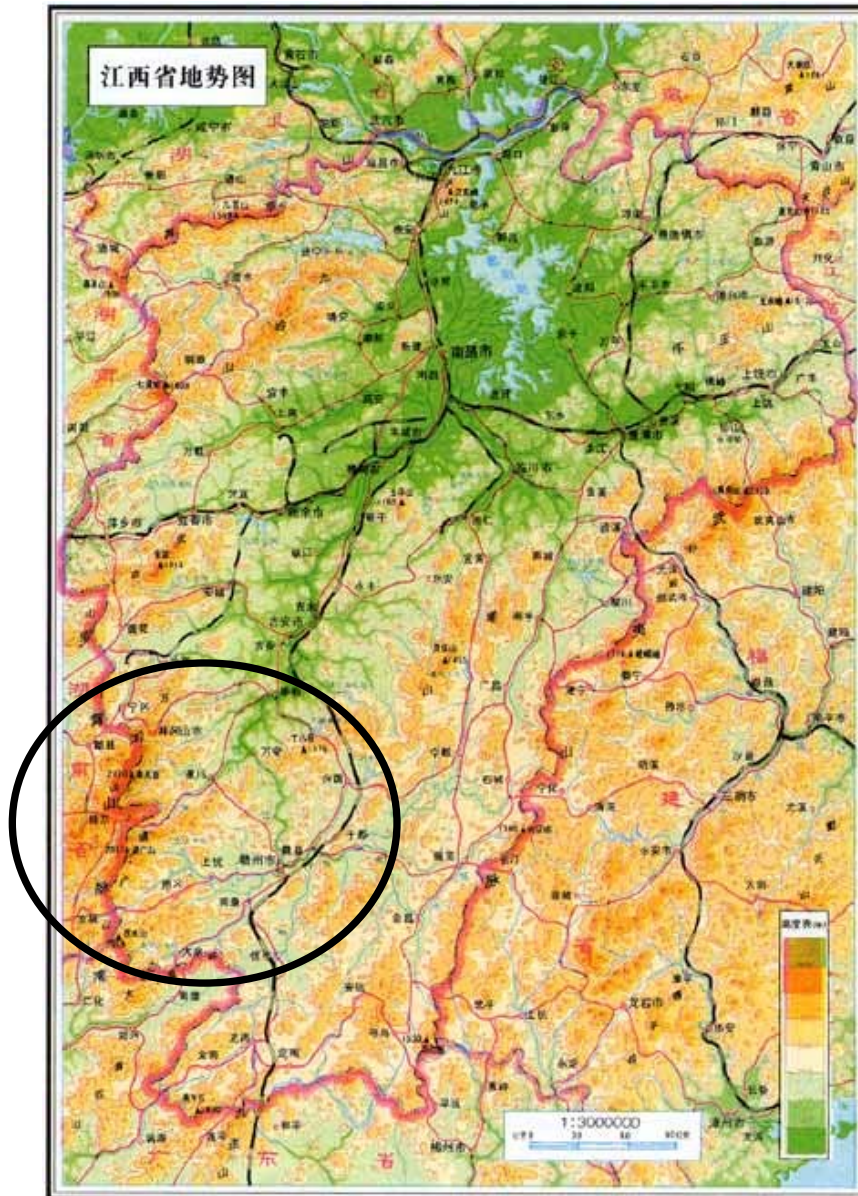
井岡山的經濟優勢:

天然資源豐富

井岡山處於江西省南部，屬亞熱帶季風氣候，四季分明，年雨量 1865 毫米。天然資源十分豐富，森林覆蓋率高達 86%。井岡山橫跨了湘贛兩省，為羅霄山脈中段，總面積 670 平方公里，由 500 多座高低起伏的山峰集結而成，地勢西高東低，呈東北走向，中部的山峰多於 1000 米以上，最高峰海拔 2120 米。境內崖峭壁險，平均海拔 381.5 米，是一個典型的山區市。

因為雨水充沛，所以井岡山市內有近百萬畝的山林藏有珍稀的藥物，共有 400 科、3800 多品種植物。井岡山境內沿山為梯田，山叢中為平地，而且圍繞地區盡是魚米之鄉如江西贛西南、湖南的東南等，以大米、木材、竹子等的產物，又有羅霄山脈的鎢礦等，天然資源豐富。自 1981 年起，井岡山設立面積達 16.6 平方公里的自然保護區，現為國家重點風景名勝區。

森林覆蓋率高及成為受保護區域，井岡山的自然景觀優美，受破壞的程度低，每立方厘米空氣中有超過 8000 個負氧離子，稱為‘天然氧吧’。



江西省地勢圖 (來源:News163.com)

經濟發展現況

井岡山經濟發展於 2005 年共 12.69 億元國內生產總值，比 2000 年增長 6.23 億元，財政收入達 1.23 億元，也比 2000 年增長 6000 萬元，年長率遞增 19%。井岡山經濟發展主要分為 3 方面：旅遊、農業及工業。初級、第二級、第三級產業的比例為 18.2 : 30.2 : 51.6。

一) 旅遊

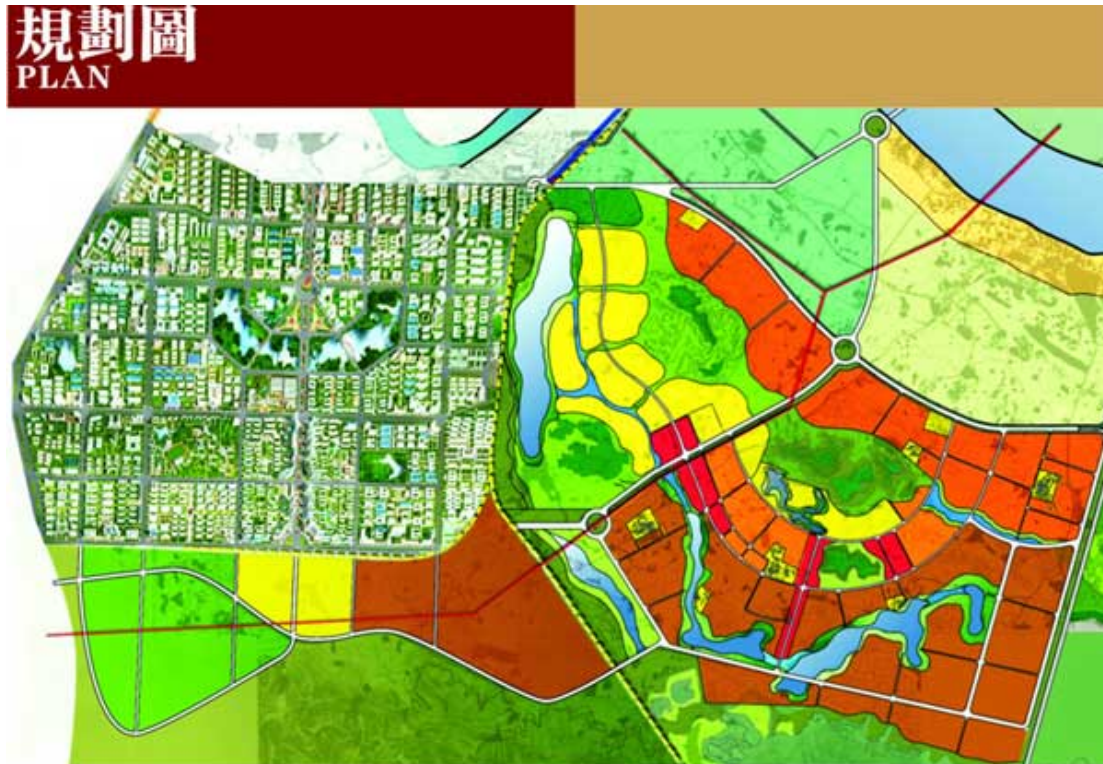
井岡山風景名勝區面積為 261.43 平方公里，分為 11 個景區，76 個景點。經過過去的努力，開發了茨坪、龍潭、主峰、黃洋界、茅坪、龍市等 6 大景區。以萬壑爭流、飛瀑流泉、峰巒、山石、溶洞、溫泉、珍稀動植物、高山田園風光等吸引旅客。井岡山現今是地球上亞熱帶地區保存最好的 7000 多公頃原始森林，被聯合國環境保護組織譽為全世界僅有的亞熱帶常綠闊葉林。全年接待遊客達 218.5 萬人次，旅遊總收入 11.28 億元。

二) 農業

井岡山耕地面積達 15.26 萬畝，在 2005 年，農民人均純收入 2913 元，比 2000 年增長 962 元。而且近年井岡山政府也積極投資高科技於農產品，研究增加產量。2010 年確定了江西井岡山等 38 個國家農業科技園區（試點）通過綜合評議驗收，正式批准為國家農業科技園區。

三) 工業

井岡山現有工業企業 80 余家，而且在 2010 年成立井岡山市新城區工業園，成為重要的工業發展基地和對外招商的創業平台，現已引進以大聖塑膠光纖、元力實業等企業 30 余家，初步建立了以電子資訊、環保塑膠、綠色食品、旅遊工藝品為主要產業的工業集群。另外，井岡山陶瓷工業發達，共有此類企業 19 間，負責不同的工序如陶瓷生產、配套企業等。目前，整個瓷城產業區已擁有年產 7.8 億件陶瓷的能力，年產值 6.3 億元，稅後利潤達約 3900 萬元。



井岡山工業園規劃圖

(來源: 中國工業園網

http://www.cnrepark.com/kfqpic/2010/04/08/145917_510876.jpg)

基建配套

第一條公路井泰公路於 1959 年通車，連接至交通干線如井岡山至吉安、南昌線，井岡山至遂川、贛州線，井岡山至湖南炎陵、長沙線，井岡山至永新、萍鄉線，境內有高速公路、國道、省道、市鄉公路 25 條。贛粵一泰井高速公路可達井岡山；而正在建設中的吉井鐵路直達井岡山新城區，並在新城區設站，預計今年年底正式通車。



江西省交通圖 (來源:www.travel9999.com)

國家資源

井岡山濃厚的紅色革命背景，使它得到國家的重視，前後不少登井岡山，以示對共產革命的忠誠如胡錦濤、習近平等。而且國家領導視井岡山為重要國民教育的基地，投放不少資源於推廣紅色旅遊上，以宣揚紅色思想。又以井岡山為基地培養幹部，教育毛澤東和各領導人的思路歷程，使井岡山的地位進一步提升，所以井岡山比其他的紅色城市，取得更多的資源推動市內的各方面發展，如 2010

年工業園的新項目，也因而保存達 86% 覆蓋率的亞熱帶原始森林。

井岡山未來發展方向

多元化旅遊

井岡山現時主要的經濟收益源自旅遊，並且每年的旅遊收益上升，由 2005 年的 11.28 億元 上升至 2010 年的 25 億元。但是井岡山以紅色旅遊為招徠，旅客多來自中國例如港澳地區，以教育人民有關共產黨紅色革命的歷史為目的。井岡山的旅客來源單一化及只有紅色旅遊類型，即使井岡山的旅遊收益不停上升，但是單一化的發展危害穩定性發展，易受外圍的因素影響。井岡山應拓展旅遊發展、擴展旅客的來源，採取多元化的旅遊發展方向。其中一種是生態綠色旅遊。生態旅遊簡單而言是指以自然景觀發展旅遊，但是同時可持續地保育本土的資源。井岡山的森林覆蓋率高達 86%，具有豐富的天然資源，而且種類繁多，適合於井岡山推廣生態旅遊，從而吸引不同類型的旅客。世界上不少地方以生態旅遊成功如美國、加拿大、英國、日本、澳大利亞、新西蘭等，井岡山值得仿效新西蘭南島的國家公園，建立更多的生態景點，以及改進現有的自然旅遊景點如筆架山、黃洋界等。

另一種可行的旅遊發展模式是人文旅遊。人文旅遊是指以鑒賞異國異地傳統文化，追尋文化名人遺蹟參加當地各種文化活動。雖然井岡山未有濃厚的文化色彩，但是井岡山重要的歷史地位是文化旅遊重要的資源，加以推廣本土的客家文化及鄉土生活，可成為成功的人文旅遊地。多元化的旅遊發展為井岡山擴展不同類型的旅客，甚至可吸引海外的旅客遊覽，為井岡山提供更高的經濟收益。

發展旅遊業的經濟效益頗大，若宣傳及安排得宜，旅客人數可得以大大提高。但是大力發展旅遊業，不可避免擴充旅遊設施，對環境造成一定的破壞，如

當日參觀乘坐的旅遊巴排放廢氣、開山闢路或建設更多酒店容納旅客等。另一方面，當地的面積不大，大部分地區為受保護的範圍，可供大規模的土地並不多，難以發展大型的旅遊設施。井岡山的常住人口大約 15 萬，現在旅遊旺季時，已需向外聘請人員招生旅客；全市共有賓館只有 110 多家，床位萬余張。可見當地勞力及賓館不足應付大量的旅客，旅遊發展的規模有限制。

自然/理科/林木研究教育基地

豐富的自然資源為井岡山提供了最好的教材，適合研究人員長期對植物等作出研究。井岡山若發展為一個教育基地，為國家、地區培育人才，同時也為地方政府帶來收益，不少外國地區發展教育產業，取代污染嚴重的工業，例如澳洲、新西蘭等。教育產業可為井岡山吸引人才，更可提高科研的地位，經濟回報期雖長，但是成效可顯著。例如江西千煙州為研究基地，除了有利當地的自然環境外，進行的研究也可推進經濟發展如研究農產品，因為井岡山另一主要收入來自農產品，現時井岡山傳統農業生產已轉為科技型、開發型、集約型的方向，例如特種養殖、水產等農業科技示範基地建設初見成效，農業生產商品化程度也提高。

雖然教育研究發展投資年期長，但有利井岡山長期的發展，而且對自然環境的破壞是最少的。

物流業

井岡山位於大吉安市的城市總體規劃確定的城市建設用地東南部，是城中心區域的第四工業組團。而且交通便利，距離省會南昌僅 200 公里，離贛州市約 180 公里，而吉安市中心區則只有 6 公里，東面有國家經濟大動脈之一的京九鐵路。區內的鐵路貨運站吉安南站已建成使用，佈置了鐵路貨場和大型倉庫，將成

為全市貨運交通中轉站。政府更計劃在 9 月底恢復鐵路國際集裝箱業務，實現「鐵海聯運」和「五定班列」；在開發區內也計劃建設吉安出口加工區。井岡山區的南面為改道後的 105 國道，西面則是 105 國道和江西境內已通車的贛粵高速公路；繞區而過的贛江可直通長江，其中的吉安港為江西的六大港口之一，擁有泊位 36 個，年吞吐能力 60 多萬噸；已通航的井岡山機場離井岡山區僅 26 公里。

以上的資料可見井岡山交通便利，而且鄰近廣東省、湖南省，極具潛力發展為物流業中轉站，提供不少的就業機會以及經濟效益比之前的產業更大，但是興建公路、交通流量的增長，對環境有極大的影響。所以物流業發展雖為井岡山較大的收入，政府應考慮對環境的不良影響。

老人療養中心/休閒度假

井岡山的環境寧靜優美，適合成為老人療養地或休閒度假聖地。中國未來人口老化，老人服務市場的需求急升，加上中國經濟起飛，不少資本較多的老人考慮更好的退休生活，井岡山是一個不錯的選擇。除了環境優美之外，井岡山的「氧吧」之名更有利老人的健康，配合當地未來發展更完善的醫療系統，可吸納鄰近地區的老化人口成客源，建設為老人退休後聖地。這產業對環境的破壞較少，有利社會的長遠發展。而且井岡山四季分明，也適合發展度假項目，度假項目可為地方政府提供土地收入、消費及到訪人數也會增加。下圖挹翠湖倚山傍水景色，可見井岡山的美景具有潛力多元發展。



夏秋挹翠湖景色 (來源: www.jgsxj.com/showframe.asp?frameid=2)

總結而言，江西省井岡山的發展前景頗好，可向多元化的發展方向，除了旅遊業之外，研究教育、休閒度假的方向對環境造成較少的破壞，當地政府可積極考慮不同的經濟方向，而且配合各種發展所需的配套，例如旅遊業應增加床位的供應、休閒度假要交通配套等，所以井岡山政府求變及有效地評估各可行方案，以達致可持續發展。

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GRMD2121 Field Studies II

Individual Field Trip Report

Economic Geographical Evaluation of Historical (Red) Tourism in JingGangShan in Marketing Perspectives

(從市場學角度對井岡山的紅色旅遊進行經濟地理分析)

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IFA / 4

Study Site: JiangXi
Date: 28/12/2010 – 5/1/2011

Geographical Evaluation of Historical (Red) Tourism in JingGangShan in Marketing Perspectives

Introduction

Human geography which involves the study of human settlement and activities has long been attracting great research interest among geographers (Dear, 1988). In particular, the study of economic geography, which focuses on the various interaction between economic activities and environmental spheres (atmosphere, hydrosphere, biosphere and lithosphere) (Coe, 2007), whilst at the same time using the structural approach in analyzing stakeholders relationships (e.g. governmental-business relationship, value chain management, employee-employer relationship, business-customer relationship) (Duchin, 1998), has been gaining momentum in the development of contemporary studies of human geography, especially under the 3-tier activities framework¹ of production activities.

JingGangShan, being a county-level city rich in historical values in the establishment of the People's Republic of China and the consolidation of the power of the Communist Party (JingGangShan People's Government, 2009a), proceeds various historic relics and the intangible asset of the goodwill as a "Red Cradle" or "Revolution Cradle", which is an invaluable and location-specific cultural resource to contribute to the comparative advantage of the development of historical tourism in the city (Hao & Mei, 2005).

The local government of JingGangShan had definitely identified the resource and grasped the opportunity in developing tourism as the engine to drive-up the tertiary production in the city, due to the nature of tertiary production of having highest economic value-added and smallest consumption of natural resources (Mankiw, 2007). Similar to all emerging cities, JingGangShan faces the challenge of alerting the production mix from primary- and secondary-centered to tertiary centered, according to the World City Hypothesis proposed by John Friedmann (1986).

In the era of transformation, the success of JingGangShan lies in whether the historical tourism, or red tourism offering convince tourists to step into the city and

open their pockets. Hence, this essay attempt to evaluate the successfulness of the marketing strategies of JingGangShan for its red, or even “colorful”² tourism in an economic geography approach, and to give recommendations on the possible directions and measures to achieve sustainable tourism development in the city.

Methodology

Throughout this report, qualitative analysis on the successfulness of the marketing strategies of will be carried out, due to the unavailability of sufficient quantitative statistical figures released by the governmental bodies. However, supporting figures and statistics will be included whenever appropriate and available to act as illustration and evidence in affirming the analysis.

With the word “Marketing Strategies” being used, it does not only mean the promotion channels and effort devoted by the JingGangShan government and business entities in boosting the number of visits or spending of tourists, but also a multi-dimensional measure of the whole tourism industry (Kerin, Hartley and Rudelius, 2007), including:

Product/Service offered by JingGangShan, of which the products or services provided to tourists should satisfy the needs of tourists whilst matching with the comparative advantages of the city itself;

Positioning of JingGangShan when compared with other tourism-centered competitors, so as to prevent being a mere duplication of nearby tourism region and achieve identify target customers to achieve sustainable development through market differentiation;

Price-Place-Promotion mix, which refers to the ability of JingGangShan to deliver the product/service to the selected customer group in an attractive price and channel, in order to translate the offerings into economic profits at a minimum costs (Kotler, 2003).

Identifying the above key aspects to look into, various tools including SWOT analysis, STP (Segmentation-Targeting-Positioning) model and 4Ps (Product, Price, Place, Promotion) analysis will be adopted to assist the investigation, whereas case study will also be carried out. In addition, the concept of value-added distribution³ and externality⁴ will penetrate through the analysis so as to achieve a geographical analysis rather than an economic analysis⁵ (Kleine, 2008).

The methodology adopted in this paper is summarized in Figure X below.

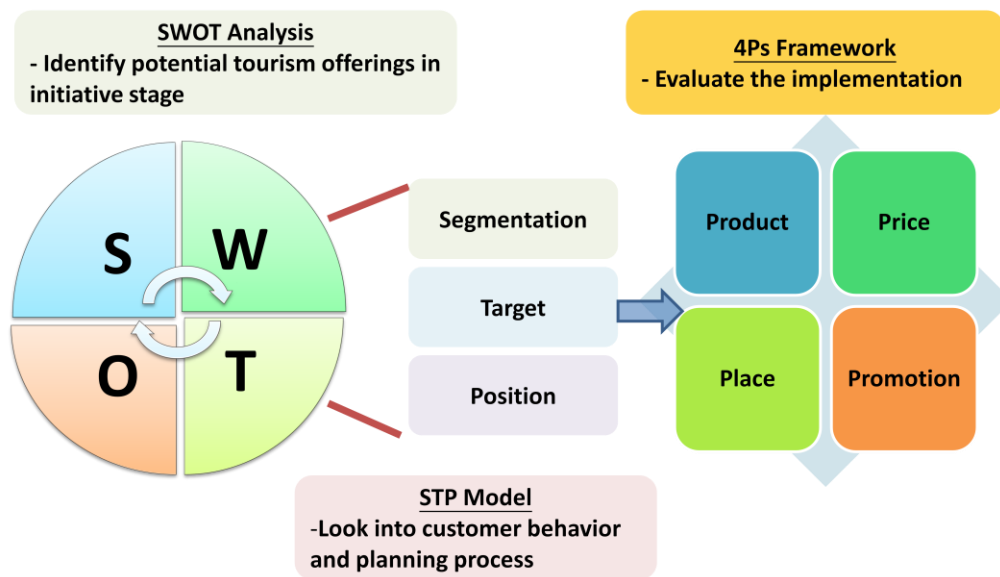


Figure 1. Logical Framework of Discussion

Background Information of JingGangShan

JingGangShan, with an area of around 1308 square kilometers, is situated in the south-western part of JiangXi province, with a boundary linkage with the HuNan province (JingGangShan People's Government, 2009a).

The rise of JingGangShan as a historical city could be dated back to 1927, when former political leader MaoZeDong and ZhuDe created the first village-based revolution center there. Since then, remarkable wars and events including "Harvest Revolution" in 1927, "Zhu, Mao's Parade" in April 1928 and the establishment of Soviet government in 1930 took place at the area. With the occurrence of all these

historical events, public figures gained in popularity by their historical contribution, while historical buildings and sites including the hospital used during the battle and the war field has been leaving traces of the establishment of the People's Republic of China and the spiritual meaning of the Communist Party and become famous tourist spots (Liu, 1989; Zeng & Liu, 2007; Rao & Li, 1998; Luo & Tan, 2007, JingGangShan People's Government, 2009b).

After the establishment of People's Republic of China in 1949, the central government declared JingGangShan as a special region at 1950, and upgraded it as a county in 1981. With its historical importance, JingGangShan City has become a county-level city by combining with YuenNing county since 2000 while one of the three Governors' Training Center has been set up in JingGangShan since 2005⁶ (JingGangShan People's Government, 2009a).

Currently, JingGangShan has a population of around 158,000, with 73.4% which amounts to 116,000 citizens being agricultural population. The economic activities of JingGangShan has been converting from a primary-and-secondary production emphasis to the tertiary leveraged form, which the ratio of the three sectors have been changed from 28.8%:31.6%:39.6% in 2000 to 13%:39.4%:47.6% in 2008 in terms of gross domestic products contribution, while tourism has become the top tertiary production industry in the city, accounting for an average GDP contribution growth rate of 16.5%⁷ from RMB646 million in 2000 to RMB2.535 billion in 2009 (JingGangShan People's Government, 2009a). Currently, around 22% of the total population of the city has been engaged in tourism-related services (China Daily, 2010).

Renowned as the "Revolution Cradle" of People's Republic of China, JingGangShan is keen on developing its Red Tourism, which is defined by the National Tourism Administration of the People's Republic of China as the thematic visiting and learning activities to the memorable landmarks during the course of establishing the People's Republic of China, in an attempt to experience the spiritual meaning and historical values of the spots (TVTour, 2010). According to the website of JingGangShan government, the city is currently actively promoting its Red tourism and proactively

transforming the tourism theme from a monotone of red to a “colorful” journey⁸, which diversifies its attractions to natural environment and other cultural factors (ChineseToday, 2008).

In terms of accessibility, JingGangShan is connected by various highways (Zeng, 2010), which match with the central government’s transportation planning policy. In addition, JingGangShan city is connected by the railway which direct access from ShenZhen from south and Shanghai and Beijing from north (JingGangShan Tour Web, 2010), which facilitates the arrival of Chinese citizens from coastal region.



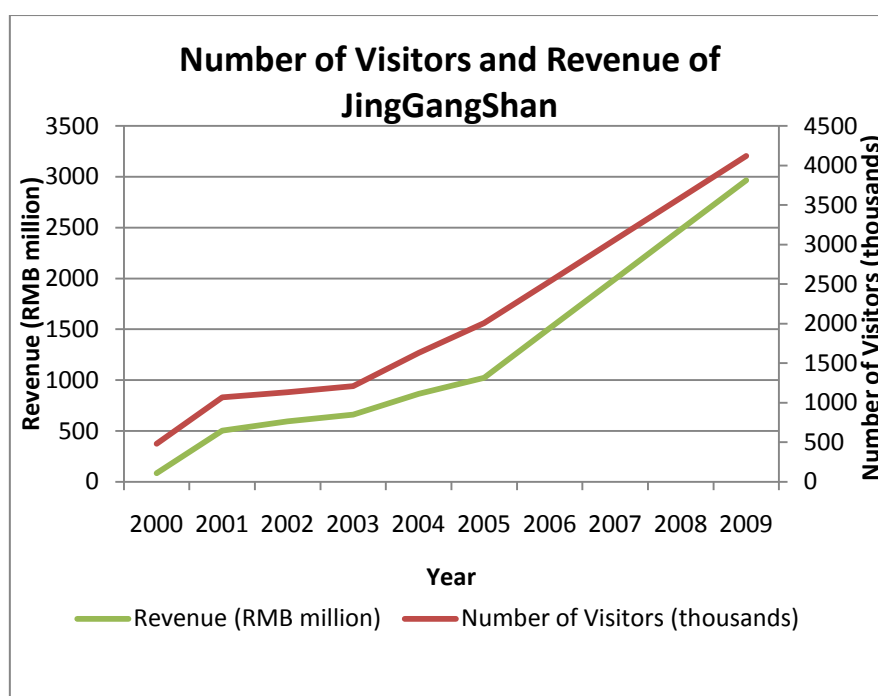
Figure 2. Extract from JiangXi Travelling Map showing railway and highway network connecting JingGangShan

Statistical figures revealed a continuous and significant rise in the number of visitors and their spending in JingGangShan from 480,000 and RMB86 million in 2000 to 4,120,000 yielding RMB2.965 billion in 2009 as shown in Table 1 and Figure 3 (Information Platform of JingGangShan People’s Government, 2010; JingGangShan People’s Government, 2009a). However, whether the rising momentum could be maintained and whether the transformation of tourism theme could allow JingGangShan’s sustainable tourism development is subjected to further discussion.

Table 1. Tourism Statistics for JingGangShan from 2000 to 2009

Year	Number of Visitors	Revenue (RMB million)
2000	48	86
2001	107	503
2002	113.4	595
2003	121	660
2004	162.97	864
2005	200.58	1024
2009	412	2965

(Source: Information Platform of JingGangShan People's Government, JingGangShan People's Government)

Figure 3. Number of Visitors and Revenue of JingGangShan⁹

Environmental Analysis of JingGangShan

Understanding the basic settings of JingGangShan laid a foundation in the analysis of the strategic regional development planning and the corresponding marketing strategies. However, before coming to a determination of the developing direction of the city, using SWOT (Strength-Weakness-Opportunity-Threat) analysis to investigate the internal factors and surrounding environmental context help capturing a full picture of the pros and cons in developing a certain kind of product/service offering into the competitive market.

Figure 4 below shows a brief summary of the SWOT analysis, which the items will be discussed in the followings.

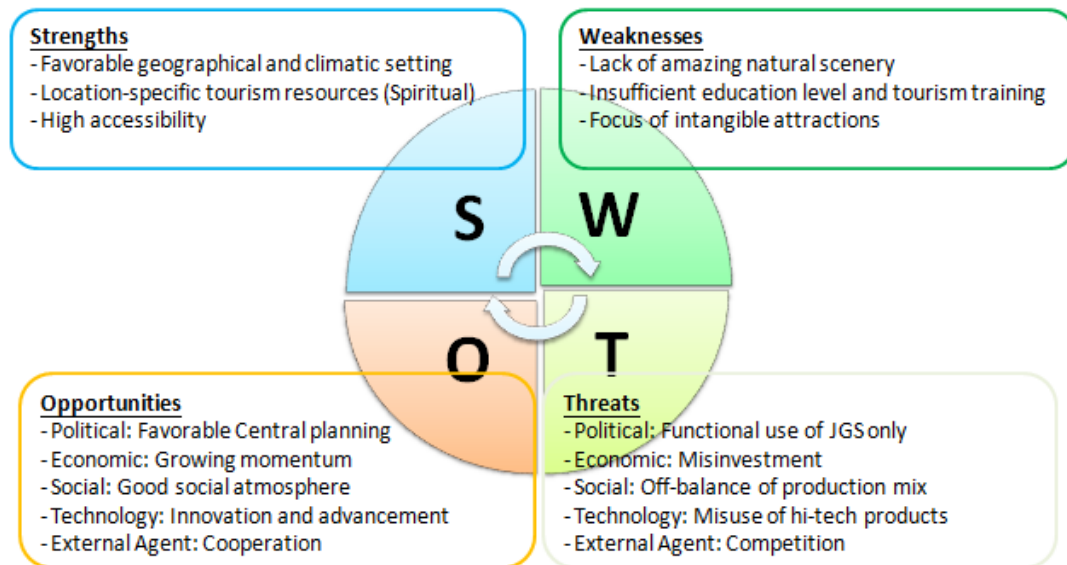


Figure 4. Summary of SWOT Analysis on tourism of JingGangShan

Strengths:

The internal strengths of JingGangShan lie in two aspects, including the location-specific attractiveness of historical meaning and the favourable infrastructure to improve the accessibility of the city. The reputation of “Revolution Cradle” and the Communist Party spirit rooted in JingGangShan has contributed to the competitive edge of the city in the stage of red tourism. Moreover, the comparatively moderate climate when compared with other historical sites in northern China made JingGangShan more suitable for travelling purpose.

In addition, the current preservation of natural environment and low level of dense urbanization allows a high flexibility in future development to unleash the potential without tremendous planning constraints (Figure 5). Meanwhile, the accessibility provided by railway and highways also enables JingGangShan to be qualified as a tourism city.



Figure 5 (left). Satellite Image of JingGangShan City to illustrate its potential in further urbanization. (Source: Google Maps, 2011)

Figure 6 (right). Statue outside the hospital relic used during revolution to “visualize” the event.

Weaknesses:

On the other hand, certain fundamental weaknesses of JingGangShan are expected to hinder the development of tourism industry in the city. For instance, although there is a large portion of natural space in the area, the natural scenery is not as appealing as other tourist spots renowned for natural views (e.g. Mt. LuShan). Simultaneously, despite the spiritual meaning the city possesses, there are only a small number of historical relics (e.g. the hospital) to “visualize” the historical events (Figure 6). Moreover, as the battle was a scattered one, the relics and buildings are distributed in a decentralized pattern (Zeng & Liu, 2007), which causes a conglomeration of tourist spots unavailable, leading to inconvenience in tourism planning.

Opportunities:

External favourable factors using the PEST (Political-Economic-Social-Technological) framework¹⁰ is observed in the Opportunities section. Regarding the political factor, it has been found that JingGangShan is of high importance to the People’s Republic of China of being a landmark of the origin of revolution and the rise of the Communist Party, hence favorable resources allocation and regional planning effort is expected to boost the tourism development of the city, which is also evident by the setting up of Governor’s training center since 2006 (JingGangShan People’s Government, 2009a). The growing economic situation in all national, regional, provincial and city-level as a

whole also suggest chance for more resources in future development and improvement of the tourism industry.

In respect to the Social factors, it has been observed through field observation that there exists a strong atmosphere in the JingGangShan spirit, or red spirit, evident by the daily lifestyle of citizens like leisure music and local TV programmes. The strong social consensus within the community gives the place an opportunity in developing thematic tourism of contemporary Chinese culture (Source: Field Observation).

Technologically speaking, high-technology elements were introduced into various tourist spots¹¹ (for instance, 3D-video show, interactive museum with visual-audio elements), which enhance the experience of tourists; the improvement in backstage technology may also allow better facilities operation management and help in collecting statistics for planning purpose¹².

In addition, it has been noticed that not only JingGangShan but also the whole JiangXi province is full of the scent of red tourism. The proximity may also suggest the possibility of intra-province or regional conglomeration to increase the overall attractiveness of the place.

Threats:

Even if golden eggs lie in the cradle of JingGangShan, a few remarks have to be made which may threaten the promising future of the city. Firstly, despite the intangible meaning of JingGangShan to PRC, the current utilization of JingGangShan as merely a political education site and a tourist spots for governors refers to a pure channeling of fund into the region, suggesting a lack of long-term sustainability of the region. The claim, although not empirically supported by official statistics which is not readily available to the public, is widely discussed among media (XinHuaNet, 2011; NaYiShi Net, 2010).

Similarly, the government's channeling of resources into the investment of facilities (like museums) serving the political training purpose instead of the investment in human capital will be detrimental for long-term development. If insufficient education

in local citizens for tertiary industry is given, the quality of services and innovation which determines the survival of the city will be put at high risk.

Other points to be handle with great care includes the balance of production mix for fear that citizens are rushing to the high-value-added tourism industry from primary and secondary production, leading to an imbalance and comprising a highly volatile economic structure of the city, which will in turn harm the social and economic stability of the region. The misuse of technology (like the finger-print checking system) may also contribute to value destruction rather than construction if careful management and utilization is not achieved. Last but not least, the opportunities of conglomeration may turn into inter-city competitions which will lead to price or non-price competition, converting the win-win situation into a lose-lose scenario.

As a brief summary, JingGangShan is recommended to make use of its existing historical value to develop its tourism, and to explore more possibilities to maintain its competitive edge when compared with similar cities. The most important issue for JingGangShan is to fight for more resources in developing the infrastructure and human resources which will contribute to innovation and market differentiation to strive for sustainable development of the city into a tourism center.

Segmentation-Target-Position Model

With the application of the SWOT analysis in the previous section, it has been concluded that there exists a development potential for JingGangShan to develop its tourism industry. However, it should also been known that in the world of geographical division of labor, it seems impossible for a place to satisfy the travelling needs of all tourists, and JingGangShan is no exception. Therefore, an urge for the place to divide the tourists markets into segments and the strategy in choosing a suitable target group with a clear positioning statement determines the successfulness of JingGangShan in its tourism development. In the following, the STP (Segmentation-Target-Position) Model will be adopted to analyze and evaluate the current strategies of JingGangShan, taken into consideration the non-monetary value of a certain segment including values from political and other aspects¹³.

*Segmentation*¹⁴:

Throughout the customer analysis process, segmentation refers to the drawing of invisible boundaries or transect through different target groups using their unique characteristics, for example, ages, psychological factors or occupation.

Currently, it could be identified that the visitors base of JingGangShan is segmented through the boundary of **nationality, social classes and purpose of travelling**, due to its core competence of historical values, the nature of travelling in China and the infrastructure of the city respectively, which will be discussed in further detail in the *Target* and *Position* section.

Target

Regarding to the **Nationality Segmentation**, red tourism is originated from China, which induces greatest attraction for **Chinese citizens** when compared to foreign visitors. Besides, travelling in China refers to the indication of an excess disposable income, and in turn reflect the social stratus or class which one belongs to, hence, tourism in JingGangShan actually targets at the **middle to high social classes citizens** currently with reference to the **Social Classes Segmentation**. Moreover, due to the setting up of the government officials training base in the city, the core message and theme delivered in JingGangShan is rich in political scent. Therefore, **political or civil education** becomes the target group in the sense of **Travelling Purpose Segmentation**.

Position

Summarizing the above, the positioning statement of JingGangShan's tourism could be stated as "*being a education center for political and historical tourism for Chinese tourists with middle to high income social classes, particularly to governors and their relatives*", while such position is set forth by the local government, or to a larger extent, by the central government through central planning.

Looking into the STP strategy, it could be found that JingGangShan currently serves the purpose of educational tourism through the matching between product/service translated from its internal strengths and the target customer segments. Although the

matching appears strategically correct and supportive figures shows an increase of visits and spending in the city, a sustainability issue should never be omitted: The educational tourism is highly subsidized by the central government, while a self-driving force and unique market differentiation is required to attract external source of income in addition to governmental channeling of funds.

Current Development and Evaluation

In reality, the JingGangShan government has been devoting to diversifying the types of travelling experiences offered to visitors. For instance, a “colorful” tourism theme in the city was introduced in 2008 (Chinese Today, 2008), which adds various aspects including appreciation of natural scenery, enjoyment from leisure entertainment and relaxation through traditional Chinese culture to the original historical discovery.

Transforming the area from a “monotone” to a “colorful” tourism mix appears to project a sound and optimistic outlook to the area. Be that as it may, the key to success of JingGangShan in breaking through the role of being only an “pseudo-internal department” in the governmental structure in which income is “distributed” rather than “attracted” by the place lies not only in the diversification of products/services, but also whether the new products/services could serve a diversified market, which refers to the omitted market as indicated in the STP analysis above (for instance, the foreign tourists, citizens with lower social status and leisure purposes).

In brief, the STP model discussed the current market of JingGangShan tourism, and identified the market which is not well-served by the city at the moment, while sustainability of the current development and the feasibility of the new directions will be evaluated through the use of 4Ps model which investigate deep into the real marketing and transaction process.

4Ps Analysis of JingGangShan

The SWOT analysis and STP model previous applied assist in the planning process which is carried out by governmental bodies in the context of China and JingGangShan. In order to carry out an evaluation and provide recommendation on

the concrete realization of the marketing concept mentioned above, an in-depth investigation on the Product, Place, Price and Promotion characteristics of the tourism in JingGangShan is of crucial importance. In the following, the product, price, place and promotion situation in current JingGangShan will be briefly described, followed by a few recommendations accordingly to improve the weaknesses and explore new possibilities for JingGangShan in the next section.

Product

In the field of tourism, product refers to both tangible goods like souvenirs and consumer goods provided to tourists and intangible services. Having an overview of the goods and services offering through field observation, it has been noticed that there is a general lack of creativity and diversity, evident by the repeating exhibition content in different museums and tourist spots, and the widespread of identical communist-styled souvenirs and snack sold in tourists spots. A realistic example of the situation is illustrated by the unavailability of localized special products and even the variety of postcards.

Price

Currently, the ticket for tourists spots of JingGangShan is bundled together and sold at a price of RMB156 (JingGangShan Tour Web, 2011), which allows the tourists to visit 21 scenic spots. The total travelling cost also takes into account transportation, accommodation, food and beverage consumption and disposable goods purchase cost, which may add up to a higher level of disposable income of the Chinese citizens, when multiplied by the number of household members joining the trip. The high cost of visiting may deteriorate the attractiveness of the city as a tourism center and pose question marks for the sustainable development of whether the spending could grow steadily without government channeling of funds.

Place

Since JingGangShan was the site for a country-side battle, the historical relics are scattered through the area. Unlike tourism focusing on commercial consumption or well-planning technological or man-made attractions like theme parks or shopping malls, the tourist spots in JingGangShan are more decentralized and making the

travelling plan more difficult to be made.

Promotion

Apart from travel agencies which are growing with great momentum in JingGangShan, the local government agency has also adopted the rising trend of E-commerce. Online advertisement on website could resemble information to potential visitors and the general public about the place, while boosting the incentive of tourists for a journey. Reviewing the website of JingGangShan Tourism Board, it has been found that key information and travelling tips and guides are found on the website, which serves the purpose of an online promotion platform (JingGangShan Tour Web, 2011).

Nevertheless, the promotion focus of Red Tourism or “Colorful Tourism” is not clearly seen when navigating through the site¹⁵. Hence, the core competence or key message is not successfully delivered to potential customers, and leaving a large room for improvement.

Summing up...

Summing up the previous discussions and the evaluation of the current marketing strategies of JingGangShan, it could be summarized that although historical (red) tourism seems to be a glowing and growing star through the resources-offering-marketing match, its sustainability requires further effort in infrastructure and human capital investment to prevent it from degrading a first-order to lower-order dimming stars, or even cash cow and dog market which completely loses its competitive edge¹⁶. Therefore, recommendations on the future development of tourism in JingGangShan will be raised or proposals initiated by other scholars will be discussed to shed light on the issue.

Recommendations

Two proposals for the future improvement or development of JingGangShan’s tourism will be discussed in this section, the first one is the “**colorful tourism**” as proposed by the government of JingGangShan, representing the supply-side factors in offering different travelling experience; while the second one is a newly proposed **Strategic**

Operations and Marketing Management Approach to efficiently utilize the vacant capacity in off-peak seasons and deal with the demand-side factors¹⁷.

A point to note is that the successfulness of the two proposals all should be based on an underlying condition: investment in improving service quality and education level of the citizens so as to induce innovation and cultural attractiveness.

“Colorful Tourism”

Colorful Tourism refers to the strategies proposed by the JingGangShan government in promoting the multi-perspective travelling experience in the city. Apart from red tourism which represents the historical values of the place in the rise of Communist Party in early 20th century, the green tourism which refers to the natural environment of the area is the most commonly promoted alternative travelling experience. Alongside the two major colors, there are also gold, blue and classical themes representing luxurious, leisure and Chinese cultural tourism.

The proposal seems to be adding value to the place by diversifying the menu offered to visitors. However, when we take a closer look at the color spectrum, the competitiveness of the place in terms of natural settings should be evaluated. In line with the SWOT analysis carried out earlier, we have found that the unique strength of JingGangShan lies in the historical values, and availability of undeveloped space for planning ease. Therefore, it may be a wise idea to enrich the content of merely a historical tour through the fusion with ecotourism.

Be that as it may, the JingGangShan government should not be too greedy to include so many focuses simultaneously, since it may seriously dilute the core competence of Red tourism by introducing too many colors at the same time, especially when natural scenery or cultural background of JingGangShan may not be as attractive as surrounding substitutes. For instance, other colors should be adopted as auxiliary colors to boost the focus of red tourism, in order to prevent JingGangShan to become a fallen angel from a niche market into a monopolistic competitive market¹⁸.

Particularly, it is recommended that certain “colored-routes” should be designed and

suggested to visitors on the city's website in order to emphasize the tourism theme. Currently, only the slogan of green and red tourism could be found on the website, and routes designed and suggested to visitors generally lacks the coherence with the themes set aside by the Board. For example, it is suggested that a historical route could be designed with chronological order of the historical events, while natural scenery in between could act as buffer stops to enrich the trip.

Strategic Operations and Marketing Management Approach

As analyzed by the STP model, it has been found that JingGangShan could open up new target tourists segments including foreign tourists and local residents with a wider spectrum of social classes, income and occupation.

It has also been identified that the winter season stands as an off-peak season in which number of visitors fall to a minimum and certain hotels and shops are temporarily closed down to minimize cost. Nevertheless, from a cost-benefit analysis approach in resources evaluation, a fixed cost like rental payment and maintenance is incurred even if operations ceased and unused capacity exists, which may eventually lead to a economic loss to the activity¹⁹. Therefore, the strategic operations management²⁰ aims at optimizing the utilization of vacant capacity in off-peak season and to improve efficiency of the industry, so as to spread the fixed cost to a wider activity base; while strategic marketing could help in convincing customers to alert their consumption pattern to smoothen the seasonal variations.

The first market to open up refers to the foreign visitors market. Currently, JingGangShan serves the purpose of internal political / educational tourist center, which the travelling time concentrated in summer time when governor's and their relatives could enjoy other activities in the city. It should be noted that there are western holidays like Christmas which foreigners are willing to travel around, and which the unused capacity of JingGangShan could be filled. To achieve this aim, the hurdle of foreign-language supportive measures including tour guide and exhibition information becomes the greatest obstacles, which in turn depends on the resources invested in education of the citizens.

To start with, it could target at residents from the special administrative regions including Hong Kong and Macau as a stepping stone, which red tourism could give a new experience to them. In economic terms, foreign tourists or tourists without political education background are expected to have a higher utility of the travelling experience, and tourists originated from further places will have a higher opportunity cost to reach JingGangShan, and hence are likely to accept high quality services even with a slightly premium price, contributing to a higher economic generation power.

Another proposal to better utilize the vacant capacities and solve the seasonal unemployment problem is to open up the local residents market during the off-peak season. The proposed strategy is to lower the entrance fees of the tourist spots or the museums, in order to make it a recreational land use for local citizens. Although the economic gain may not be as high as serving external tourists, it could be served as a capital investment to educate local residents of the context of tourism in the city, contributing to a higher future potential of the place. In a nutshell, the effect of such proposal will provoke positive externality and make it more favourable in the cost-and-benefit analysis.

Case Study: Comparison with RuiJin

Until now we have been analyzing the tourism development of JingGangShan from the perspective and scale of the city itself. It is indeed of crucial importance to review and complete the discussion with a multi-perspective comparison with other similar cities, and a wider choice of scales varying from local to regional, in this section, a comparison between JingGangShan and RuiJin, a nearby city with similar historical values, will be carried out in order to stir up further discussion on the issue.

RuiJin is also a county-level city in JiangXi province which is proximate to JingGangShan, once being the capital of a temporary government of the Communist Party, it has been referred to as the “Cradle of Communist Party”. Thanks to the historical capital status, RuiJin has been declared as the highest-order tourism base (Hao & Mei, 2005).

With more than 180 historical spots in which 33 of them being the protected units of the government, heavy attention have been focused on its development, like the proposal of strategic tourism planning report of “agricultural-historical tourism” which is even more comprehensive than the planning of JingGangShan (The People’s Government of RuiJin City, 2010).

However, due to the inadequacy of promotion and the initial stage of planning and development as shown in Table 2 and 3. As shown in Table X, the internet promotion of Ruijin is lagging behind JingGangShan, while Table Y shows the popularity and economic return of RuiJin is still not comparable to JingGangShan at the moment, but the up and growing place is worth studying and learning.

	JingGangShan	RuiJin
Google	190,000	94,300
Baidu	187,000	51,300
Yahoo	284,000	96,300

Table 2. Number of Website Results of RuiJin and JingGangShan 2007 through Famous Search Engines

	Visitor Times (,000)	Ticket Revenue (RMB,000)	Tourism Revenue (RMB,000)
RuiJin	90.7	1,754	19,900
JingGangShan	180	13,070	109,070

Table 3. Popularity and Revenue comparison between RuiJin and JingGangShan during Labor Festival Golden Week in 2007

For instance, a strategic tourism planning breaking through the traditional tourism-equals-tertiary-production concept may create a new travelling experience, as realized through the proposal of agricultural-tourism which combines primary and tertiary production into a brand new product. According to technological optimism theory from urban geography proposed by Julian Simon (Chertow, 2000), the ultimate resource is human innovation which determines the progress and success of a place, which suggests RuiJin may post great threat to the area in the future.

Moreover, it is expected that the hinterland and service-order of both JingGangShan and RuiJin will be enlarged as time goes by, leading to the overlapping of hinterland and inevitable competition (Waugh, 2002). To ease the problem, a solution is to treat the relationship between the two cities as intra-regional cooperation instead of inter-city competition, and initiate cooperative meetings in developing a tourist conglomerate to enjoy economies of scale and accumulation of attractions. Rather than focusing on the overlapping elements, regional cooperation could prevent resources duplication and prevent destructive competition. It is believed to be achievable given that both cities are under the administration of JiangXi province.

Extended Discussion: Red Tourism – Business or Political Values?

Moving up along the administrative hierarchy from local to regional scale, it worth studying the development of red tourism in JingGangShan further up to the highest national scale, which is central government planning.

Summarizing aforementioned discussion, JingGangShan is playing the role of a political education center expressed in the form of red tourism, while this is the development strategy set forth by the central government in the context of contemporary China of a semi-open planned economy (highly centralized planning particularly for political-related issues) (Wild, Wild & Han, 2010). Therefore, the feasibility and the success in carrying out the recommendations made will highly depend on whether the central government agrees with the underlying ideology or not.

To be specific, the recommendations try to maintain the function of JingGangShan as a political and civil education center as well as to develop sustainability by exploring possibilities in tourism industry through attraction of external income through economic activities apart from subsidies from central government. However, if the central government persists in preserving the sole political function of the place and treat the “red-tourism” in JingGangShan as a human resources improvement project, it is likely to appear reluctant to open up the tourism industry of the place as long as the net present value of the governor’s training project yields a positive results (that is, the benefits created by the training base and related industries could cover up the cost)

(Mian, 2002). In the worst case, if the cost-and-return relationship becomes off-balance, central government may simply switch the training base to another suitable site while giving up the development of tourism in JingGangShan, pushing the city back to a primary-production dependent city.

In a nutshell, the successfulness of JingGangShan relies on how important the central government takes the place as, and the bargaining and persuasive power of the local government in convincing a capital investment and market open-up in the area for the sustainable development of historical or other kinds of tourism.

Conclusion

JingGangShan, being a county-level city rich in historical values, have been actively developing its historical (red) tourism to yield the returns and sustain its development making use of the internal strength and location-specific comparative advantage. Upon the application of SWOT and STP model analysis, it has been found that although JingGangShan could correctly provides travelling packages to its target group of visitors using suitable marketing strategies, issues threatening the sustainability of future development lies along the track.

In other to overcome the challenges, exploring the opportunities of un-opened foreign and lower-class segment is seen as the key. Based on the fundamental condition of human capital investment, the “colorful tourism” and “operational management approach” could be invested and is believed to bring positive effect.

All in all, the marketing perspectives fit into the geographical approach in sense like the “marketing principles” of urban development form, and a multi-scale analysis of an issue, as shown in Figure 7. Particularly, comparison between JingGangShan and RuiJin looks into the regional scale cooperation/competition relationship and help in formulating a regional division of labor and accumulation of tourism attractions; while understanding the hierarchical administrative structure in the People’s Republic of China assist in identifying the bargaining and persuasive power of local government counts the most in determining the future survival of JingGangShan as a tourist center.

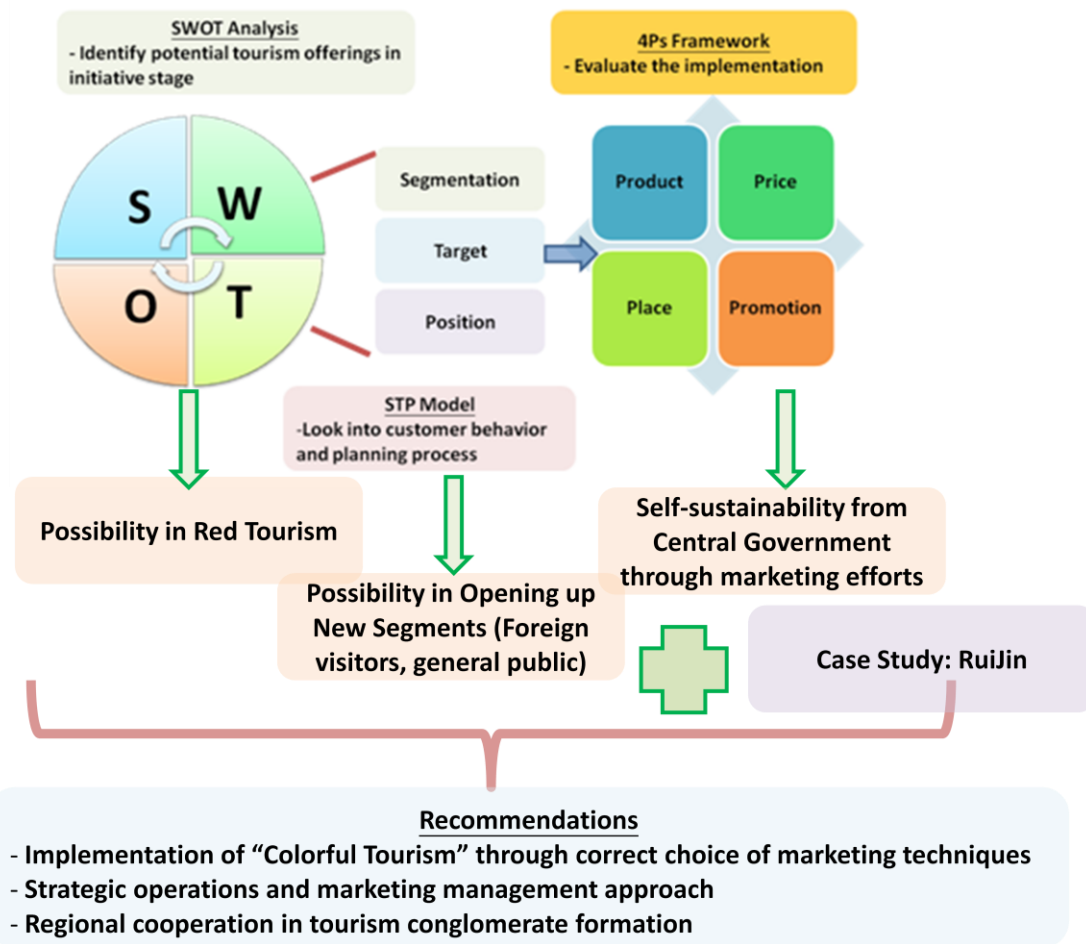


Figure 7. Summary Graph of economic geographical analysis of JingGangShan’s red tourism in marketing perspective

Remarks

¹ 3-tier activities framework refer to distinguishing human economic activities into primary, secondary and tertiary production, classified using the input, process and output of the activities.

² “Colorful” means the Red, Green, Blue, Gold and Classical tourism developed as themes of the tourism in JingGangShan.

³ “Value-added distribution” refers to the distribution of economic value-added among different production stages, which reflects whether the transaction is fair or workers-depriving.

⁴ “Externality” refers to the non-economic benefits / impacts (negative externality) brought by human activities, which the inclusion of externality will be essential for geographical analysis to reveal the full cost instead of monetary cost of an act.

⁵ A geographical analysis focuses on not only economic figures but also spatial, structural and inter-party relationships when compared with economic analysis.

⁶ The other two centers are set up at PuDong in Shanghai and YanAn (Source: Tour Guide in the field trip).

⁷ The average annual growth rate is calculated using the assumption of constant growth rate using yearly compounding

⁸ Colorful tourism refers to the 5 colored themes of red, green, blue, gold and classical tourism which feature different aspects of JingGangShan

⁹ Values between 2005 and 2009 are estimated using linear interpolation

¹⁰ PEST analysis is commonly used to analyze the external environment of a certain business entity, while it will also be embedded into the SWOT analysis which identifies the relevant internal and external factors

¹¹ Elements of advanced technology is infused into the exhibitions of JingGangShan museum and the 3-dimensional video show

¹² Consumer behavior and consumption patterns could be kept in computer system using advanced technology, which can help in further business planning

¹³ In typical business planning process, STP model aims at identifying the customer market which could yield the highest rate of return and with largest potential growth rate in maximizing the firm value. However, by including the non-monetary measures in the model, we could observe the full cost-and-benefits of the market

¹⁴ Segmentation is required for the analysis not for discrimination of certain social

groups, but to concentrate resources in developing the market which will obtain the highest social and economic well-being, in order to maintain the survival of the business

¹⁵ The tour guiding website of JingGangShan is informative in nature, but it failed in delivering the message of the colored route emphasis of the tourism in the area. In addition, the English element of the website is limited to the slogan shown on the top banner of the index page, which is unhelpful for the travel planning process of foreign visitors

¹⁶ Star, Cash Cow, Question Mark and Dog market is a classification matrix invented by Boston Consultant Group, which is a global leader in business consultancy. Star refers to a growing market which the development potential and profit-generation ability are high, while Cash Cow refers to a stable profit business without much rooms for development, and Dog refers to a diminishing industry which has a negative outlook

¹⁷ The market equilibrium which determines the price and quantity of the product/service transacted is determined by the supply and demand condition in the market, which is in turn decided by many factors as discussed in the text

¹⁸ “Niche marketing” refers to the strategy of concentrating marketing effort into a specific market to enjoy more condensed marketing effect, while “Monopolistic market” refers to a pool of nearly identical business entities engaging in similar activities which makes market differentiation difficult

¹⁹ “Fixed Cost” is the sunk part in the cost structure which will not change according to the level of activities, which is contrast to “variable cost”, examples of “fixed cost” includes rent, maintenance, etc. To achieve higher economic return and more efficient use of resources, vacant capacity should be filled so as to spread the fixed cost across a larger activity base.

²⁰ Operations management targets at the optimization of activities which make the best use of resources in achieving the greatest return. In the context of the essay, it aims at reaching the greatest social benefits apart from merely economic gains

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