

## **The competitive situations and development trend of ski resorts in China**

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<p>Skiing started late in China, its popularity is low and its dissemination is not widespread. However, with the increasing demand for skiing, and the successful bidding of 2022 Beijing Winter Olympic Games, the attention of skiing has been pushed to a high point, which makes the construction and development of skiing resorts more and more important.</p> <p>The purpose of this thesis is to find out the commercial potential of Chinese ski resorts and give some constructive suggestions for operators and investors on how to develop Chinese ski market. In order to better understand the current situation and future trend of Chinese ski resorts, some research and discussion is made. Qualitative is the main research method, some secondary data is collected from the internet and analyzed.</p> <p>This thesis introduced the current situation and characteristics of Chinese ski resorts, list some existing and under construction ski resorts and their scale, and explore the recognition and popularity of skiing in China. In view of the different topography and climate in the north and south of China, the construction of ski resorts in the two regions is analyzed and compared. Taking a foreign case, this thesis makes a comparative analysis on the operation and development of skiing industry in other countries.</p> <p>After that, it shows the methods of ski resort utilization in summer, and takes some cases of ski resorts abroad as examples. In addition, this thesis also mentions about the Chinese government's policy support for winter sports and its positive impact. Finally, the commercial potential of skiing and ski resorts in China is collated and predicted, and it put forward some useful suggestions about the marketing and the connections with new technology.</p> <p>After the conclusion of the research and analysis, the conclusion is China needs to rely on the marketing role of the Beijing Winter Olympics and the support of the government to promote the skiing movement, and can learn from a mature experience of foreign countries to develop a series of unique ski resort business models. Depending on the region, there are different development strategies in the north and south. Because skiing is still at the initial stage of development in China, there is still a lot of commercial development space, which can bring huge economic benefits.</p>	

**Keywords**

Ski resorts, China, Winter sports

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## **1 Introduction**

China's economy is in a period of rapid development. And winter sports, a relatively unfamiliar word for the Chinese people, will get many unprecedented development opportunities. The object of this thesis is to discuss Chinese ski resorts, and the development goal is to explore the commercial development direction and trend of Chinese ski resorts. The purpose of this thesis is to find out the commercial potential of Chinese ski resorts and give some constructive suggestions for operators and investors on how to develop Chinese ski market. Qualitative is the main research method, some secondary data is collected from the internet and analyzed.

## **2 History of ski industry in China**

China's ski industry chain is based on ski resort operation, which includes ski resort design and construction, ski personal equipment market, ski infrastructure market, ski events and derivative service market including training, tourism, social networking and App. The expansion of ski resort scale and the surge of ski resort quantity directly stimulate the vitality of upstream infrastructure market and supply market, and at the same time provide more market space for mid-lower derivatives industry. The key to the development of ski industry lies in the acquisition and control of ski resort resources, and the extension of the industrial chain is bound to be closely linked to the ski resort operation as a central link.

The earliest ski resorts in China appeared in the 1960s, but commercial ski resorts only appeared in 2001. At that time, Beijing Shijinglong Ski Resort, which was privately invested and commercialized, opened the way for commercialization of Chinese skiing. Although it has been a professional skiing training in China for more than 50 years, it can be called the emergence and rise of the mass skiing movement, less than ten years ago. Since 1996, the construction of the popular ski resorts such as the Yabuli Windmill Villa in Heilongjiang, the Saibei in Chongli County in Hebei, and the Beijing Shijinglong in Beijing has been started. In the following years, the ski resorts have been invested in various ways, open to the public and implemented. The operating ski resorts have sprung up in the land of more than a dozen provinces and municipalities in the north of China. The number of people participating in skiing has increased exponentially year by year, and the ski industry has come into being. The construction speed of snow resorts in China is amazing. The number of skiers has doubled year by year. There are nearly 200 ski resorts

in Heilongjiang, Xinjiang, Beijing, Jilin, Liaoning, Hebei, Inner Mongolia, Sichuan, Shaanxi, Shanxi, Henan, Shandong, Gansu. Eighteen provinces and municipalities such as Shanghai, Hubei, Shenzhen, Chongqing and Ningxia.

In 2017, the total number of ski resorts in China reached 703, with 57 new ones, an increase rate of 8.82%. Among them, the increase of indoor ski resorts is obvious. By the end of 2017, there were 21 indoor ski resorts in China, an increase of 12 over the previous year. By the end of 2017, 124 ski resorts had been built in Heilongjiang Province, the largest number in China. Hebei Province has added 12 ski resorts in the past year, the growth rate is the first in the country. (NEW-SPORT.CN 2018.)

Data show that the total number of skiing trips in China in 2017 was 17.5 million, an increase of 2.4 million over 2016. The number of skiers is about 12.1 million, up 6.8% from 11.33 million in 2016. Among them, the proportion of people who have one-time experience decreased from 77.8% in 2016 to 75.2%. The number of skiing per capita increased from 1.33 in 2016 to 1.45 in 2017. These data show that the proportion of ski enthusiasts is also growing steadily with the increase of the total population and number of skiers. (NEW-SPORT.CN 2018.)

In addition, the number of Chinese skiers choosing to ski in Japan has increased significantly, from 48% in 2016 to 55%. Second, Europe, Switzerland, France, Austria, Italy and other countries are also favoured by Chinese skiers. (NEW-SPORT.CN 2018.)

### **3 The regional development trend of the construction of ski resorts**

#### **3.1 Ski resorts construction in southern cities**

At present, the total number of ski resorts has risen from 703 in 2017 to 742; only 2 of 39 new ski resorts have cable cars, and two old ski resorts have new cable cars, so the number of ski resorts with cable cars has increased from 145 to 149. People pay more attention to the snowfield with cable car, and the follow-up development space of the snowfield without cable car is relatively limited. In fact, the growth rate of ski resorts has slowed down significantly, only 5.55%. The growth rate of ski resorts with overhead ropeways is

slower, only 2.76%. Indoor ski resorts grew by a large margin. In 2018, 5 new ski resorts were added, totaling 26, an increase of 23.81%. (Wu 2018.)

The number of overhead Cableways has risen from 236 to 250, with 14 new ones added, of which 6 have been added to the detached overhead cableways and 3 have been imported from China. The number of magic carpets increased by 120, with a growth rate of 11.15%; the number of snowboarders increased by 810, to 7410; and the number of snowboards increased by 56, with a total of 541. The number of indoor and outdoor skiers increased from 17.5 million to 19.5 million. By re-regressing the data of 2017, the proportion of indoor and outdoor skiers increased by 14.40% in 2018. From the growth rate, the growth rate in 2018 is smaller than that in 2017. The growth rate of new venues has slowed down significantly, and the growth rate of skiers has also slowed down. By comparing the data of 2018, you can also see that the growth rate of skiers is still greater than that of venues. (Wu 2018.)

In 2018, a new dimension - dry skiing and skiing simulator was added. The number of skiers in the dry skiing field was 850,000, and 580,000 skiing simulator venues under construction were harvested throughout the year. The number of skiers will also increase rapidly as the scale of dry snow sites and ski simulators continues to increase (e.g. the 20,000 square meters of dry snow sites that have been built in Orson). The calibre of the total number of skiing trips in the future may include outdoor ski resorts, indoor ski resorts, dry ski resorts and ski simulator venues. (Wu 2018.)

The ski resorts with overhead Cableways have increased from 145 to 149, so the future research focuses on the theme of ski resorts with overhead cableways. (Wu 2018.) These ski resorts are obviously concentrated in the northern part of China, but it can also be seen that they are gradually expanding from the south to the west to the east, which indicates that ski resorts will have the opportunity to extend from the north to all regions of China.

Indoor ski resorts are also the focus of attention in recent years. In 2013, there were only five indoor ski resorts in China, and this year it has increased to 26. According to global data, the number of indoor ski resorts in China is among the top (there are more than 60



indoor ski resorts in the world, and China has occupied one third of them), and more and more new venues have been built. At present, the projects to be built in Hebei, Jilin and Xinjiang provinces are relatively active. (Wu 2018.)

At present, the total area of snow and drought sites is about 150,000 square meters, and the number has reached more than 30, with a great increase. There are 62 ski simulator venues in China, and the data of ski simulator come from Xuemongdu, which is divided into large, medium and small-sized, totalling 145. Among them, Beijing, Shanghai and Guangdong rank first with 43.45%, 20% and 7.59% market share respectively. (Wu 2018.) There are several different dimensions in the statistical information of ski resort share. First, according to the classification of core groups, the number of tourists who spend their holidays in rounded destinations accounts for 3%, and the whole resort is mainly a tourist experience type.

The snow farms with overhead Cableways are classified according to these three types of passengers, and they are mainly suburban learning snow farms. The scale of suburban learning snow resort is not particularly large, but it is relatively close to the city, which gives you a possibility of upgrading. China's skiing market will be able to improve in the future, to a large extent, relying on suburban learning ski resorts to cultivate more real ski enthusiasts. Another dimension is the vertical drop, which is currently set in the following three categories: more than 300 meters, 100 meters to 300 meters, and 100 meters. The proportion of vertical drop greater than 300 meters has increased, and most of the snow fields have vertical drop less than 100 meters.

According to the area of snow track, there are two kinds. One is snow field including wild snow. There are 8 snow fields in 100 hectares, the other is snow field excluded, it is difficult to count wild snow due to regional uncertainty. There are five snow fields with overhead ropeway over 100 hectares. But the ranking will change dramatically in the next year or two, because every snow resort has expansion plans. (Wu 2018.)

### 3.2 The popularity of skiing in China

This year, according to the public information provided by Meituan application, the division of ski resorts according to the number of business days has been added. It can be seen that the snowfield under 100 days of operation has reached 72%, which is a great loss. It can also be seen from the side that the ski resort is facing a state of operation. It is difficult for such a short operating period to maintain one operating cost for the whole year. (Wang 2019.)

Chinese skiers are more females than males in terms of gender, and the proportion of males is slightly lower; from the age point of view, about three quarters of the consumers are young and middle-aged people aged 20-35; from the source and destination analysis, the main source of skiers is concentrated in the northern cities and some economically developed cities in the south, thus it can be concluded that the requirements for the venue and environment of skiing are as follows: Higher, and for users is a relatively high consumption of a sport. (Wang 2019.)

the point of view of the number of purchasers, 9% of the users will buy the tickets of the snowfield many times. Of the 9% of the users, 45% will continue to buy the tickets on the second day of admission, 29% will buy the tickets of the snowfield again on the second to tenth days, 15% will buy the tickets on the 31st day after admission, and 10% will buy the tickets between the 11th and 30th days after admission. It can be inferred that 15% of the re-purchased tickets will become loyal fans in skiing after 31 days. (Wang 2019.)

Referring to the number of visitors to the whole park, you can see that the growth of Shandong, Xinjiang and Heilongjiang provinces is relatively rapid compared with the same period of last year. On the contrary, the decline of Jilin province is more obvious compared with the same period of last year, and the fluctuation of other provinces is not obvious. Users will also pay attention to the purchase of tickets for scenic spots, hot springs and some theme parks at the same time when they buy tickets for ski resorts. The operators of ski resorts can consider which projects can be introduced to increase passenger flow in the future if the ski resorts need to be upgraded and renovated.

In the eyes of Europeans, skiing is not only a sport, but also a social behaviour, which is evident in the French. Although there are many excellent alpine ski resorts in the Alps, and some people are willing to climb the ski track at a speed of 100 kilometres per hour, for most people skiing is more like a reason to gather them together and ski lightly after everyone gathers, and then they start drinking tea, watching scenery and talking about the sky, just as the Chinese people say that the party is about having an appointment.

In addition, the European habit of going to ski resorts has its own characteristics. In addition to enjoying skiing and social activities during the snowy season, they also spend a comfortable and cool mountain time there in summer. Even April and May at the turn of winter and summer are very popular with Europeans, who can go skiing in the lower temperatures in the morning, play Mountain Golf in the afternoon, go canoeing in the river, or ride in the mountains and woods.

But in China, skiers in ski resorts are mainly families, and most of them go to ski resorts to experience the snow. Most of these families are parent-child tours or three generations, mainly from Shanghai, Beijing, as well as Guangzhou and Shenzhen as the representative of South China. Their affluent life makes them willing to go skiing in another city, even to another country. On the one hand, adults want to feel the new sport or improve the existing skiing level, on the other hand, they also want to take this opportunity to develop their children's skiing skills and interests from an early age, so they will encourage children to follow their coaches on the children's ski trails and do moderate skiing exercises, usually two hours in the morning and two hours in the afternoon. After a day of skiing, adults and children return to enjoy family time indoors. The family sits down to watch a movie, play mah-jong, play table football, or take a massage bath to relax themselves after a day of flying on the snow.

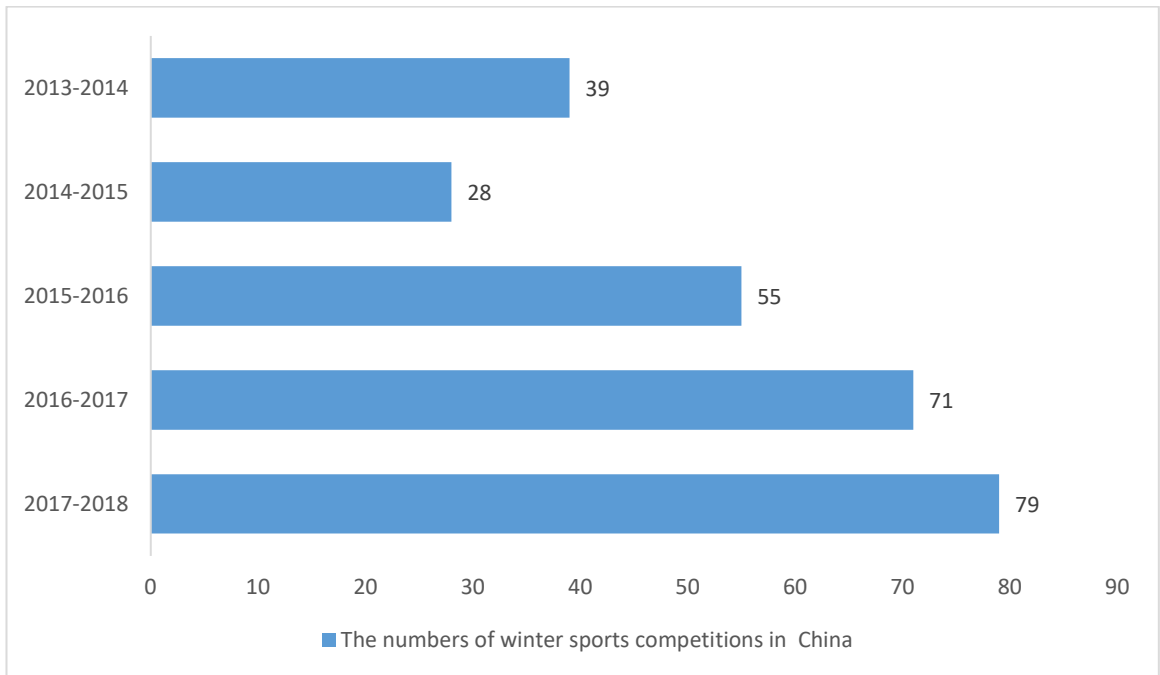


Figure 1. The numbers of winter sports competitions in China (Wang 2019.)

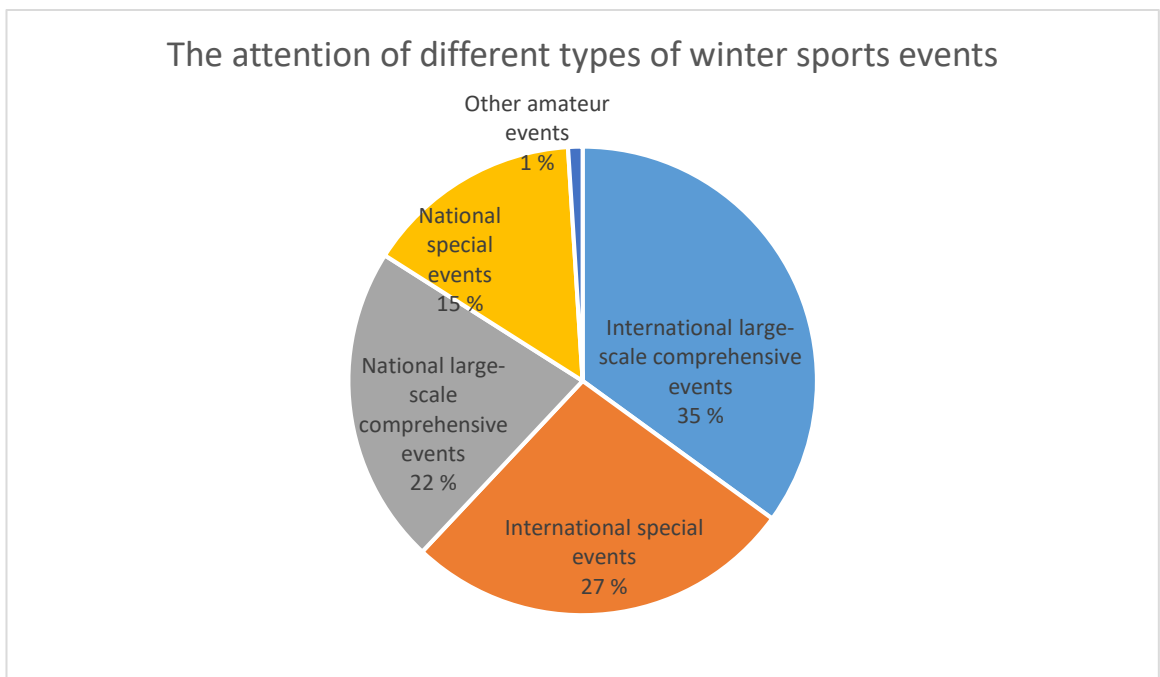


Figure 2. The attention of different types of winter sports events (Wang 2019.)

As can be seen from Figure 1 above, in the past few years, China's ski competition is gradually increasing from 39 to 79. This also reflects the importance and support of the

National Sports Bureau for the snow sports, and the enthusiasm of the masses for watching the skiing competition is also growing slowly. As can be seen from the chart in Figure 2, people's enthusiasm for international winter sports events is higher than domestic competitions, especially for large international events.

In view of the current situation of popularization and promotion of winter sports in China and the age group participating in the training of winter sports, the core of promoting the popularization of winter sports is teenagers' participation, and the training of teenagers' talents can also be used for reserve and selection of winter sports. Beijing is one of the earliest cities for the development of youth hockey in China. More than half of the children play hockey in China, and the competition system is relatively perfect. With the popularization and vigorous promotion of winter on campus, more teenagers will be able to touch winter sports in the future. In this context, it may not be difficult for teenagers' winter project training to enclose parents' hearts. However, the proportion of young people in the whole training population of winter projects is still not high. There are not many parents who consciously send their children to learn skiing. Entering the campus is still the best way to promote winter sports. This also means that the training market of youth winter project has great potential and unlimited business opportunities. In view of the huge space in the youth training market, other related content can be derived in the future, such as coach training is a large part. In recent years, some ice sports players have set up winter sports training institutions, such as world champion Chen Lu, world ice dance champion Wang Rui and skier Hao Shihua. In addition to the youngsters' enthusiasm for winter sports events, China's winter sports are also moving forward steadily at the competitive level.

However, winter sports are highly professional. The winter sports training market is facing unprecedented development opportunities, but also many pain points. For example, skiers, ski farm operations, winter sports machinery use and maintenance need professional knowledge, after professional training, which means that the sport has a higher threshold, popularization difficulty is further enhanced. However, in China, because the winter sports training market has not risen for a long time, the industry is inevitably mixed, curriculum teaching, teacher status, service standards and other norms need to be improved. Take the popular and most popular hockey events of teenagers as an example, the domestic teenager Hockey Coaches are extremely scarce. Only Harbin, Qiqihar, Jiamusi and other places in Heilongjiang Province can export hockey coaches. Parents do not have much

room to choose coaches. From the market point of view, the operators of ski resorts can feel the pains brought by the shortage of ski personnel affecting the operation of ski resorts. According to the current scale of general ski resorts in China, only in the operation of snow and ice machinery, a large number of engineers and technicians are needed every year, together with the management and maintenance of snow and ice resorts, the operation of snow and ice resorts, and the rescue of snow resorts.

## **4 Development trend of the construction of ski resorts**

### **4.1 The development of ski resorts in different regions**

#### **4.1.1 Ski resorts construction in southern cities**

Around the economically developed Pearl River Delta, Yangtze River Delta and Bohai Rim, there are no mountains with high mountains and rich snowfall, so there is a natural demand for ski resorts in the southern market, which is one of the reasons why ski resorts in the South have good benefits. On the premise of the favourable skiing market in the south, there are also some cases of poor operation shutdown, which mainly results from improper location selection. Some investors have a gambler mentality, thinking that only one year can bring back the cost. The following points need to be met in order to establish ski resorts in the south of China: 1. Continuous temperature at night in artificial snow-making areas is minus 3 degrees Celsius; 2. There is a suitable water source. Although rainwater is abundant in the south, water use needs to be calculated, because the speed of snow melting in the south is fast and water demand is large; 3. Convenient transportation 3-4 hours by car; 4. Building sufficient parking spaces; 5. Temperature determines the operation cycle. Snow can also be made in some places, but the duration of snow can not exceed 40 days, so it loses its significance in operation; 6. In the construction of skiing industry chain, most of the southern visitors are experiential. Operators should consider expanding the service conditions on the spot and establish four-season operation for skiing training, indoor skiing machines and outdoor sports.

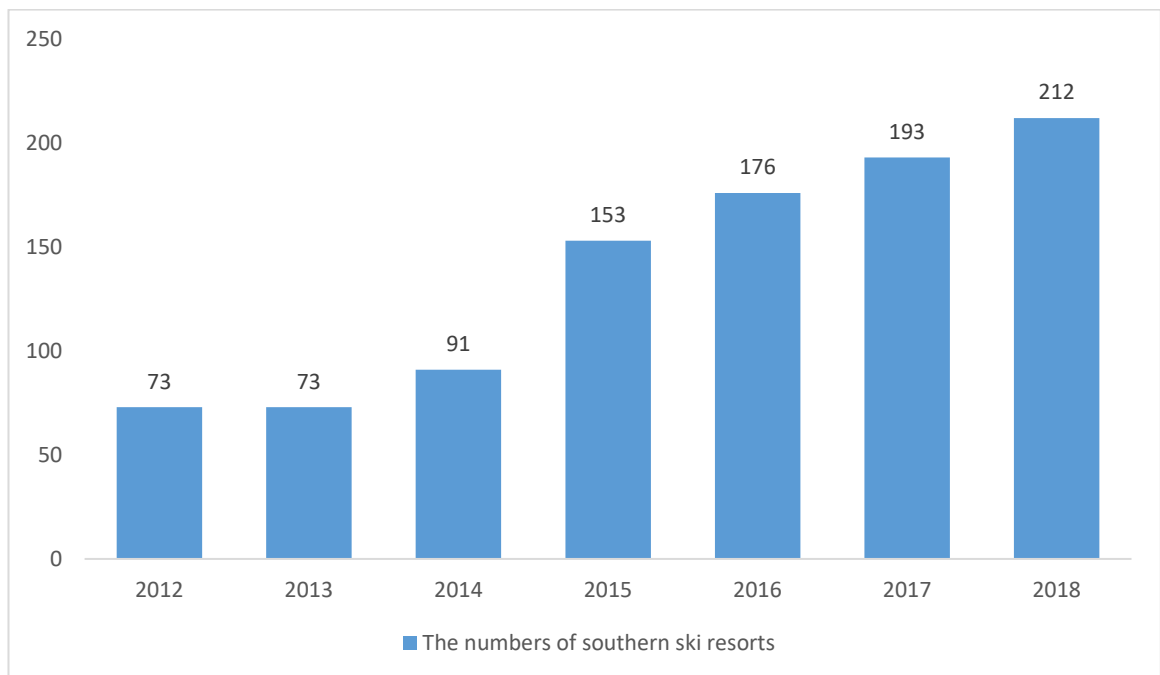


Figure 3. The numbers of southern ski resorts (Wang 2019.)

As can be seen from the figure 3 above, the number of ski resorts in the south is increasing year by year, and reached to 212 in 2018. However, due to the terrain limitation, the snow area that can be effectively utilized in the southern snow farm is very small. So some people have designed a snowfield that is suitable for local market and has a certain future in advance. In the three areas of East, Central and Southwest China, experience skiing is the main form. Most tourists wear skis to take photos and try to experience the feeling of skiing. They have completed a tourist's consumption behaviour. The second development is poor, and the long-term training is impossible to talk about. On the other hand, many southern snow farms are limited by terrain and only built primary roads, which is feasible but not sustainable in the early stage of market cultivation. Therefore, ski resorts in the South need to form a sustainable development chain, such as using indoor exercise machines to master the entry technology, which can promote customers to experience the indoor ski resort experience the primary ski track, enjoy the fun of skiing. Then it can be further upgraded to the southern outdoor ski resort in winter, feel and improve skiing technology outdoors, and finally can selectively go to the northern or foreign ski resorts to further upgrade or vacation, forming a sustainable development of the industrial chain.

The following are the suggestions for the project setting and site planning of the southern ski resort: each ski resort has the functions of kindergarten, middle school and university. Through skiing, the southern visitors could experience some new things. Related organization can build a southern ski training system. The southern market is not only a ski resort, but also an industry chain for skiing and investment in indoor skiing. Machines, from simulated training machines to dry and snow farms, should be the overall training system to develop and solve the difficulties of skiing crowd entry. In addition, the majority of ski resort consumers are tourists, eating, living and shopping outside sports, skiing lifestyle, the preferred outdoor lifestyle in winter. Now the entire southern ski resort has not realized this point, it is necessary to establish relevant wooden houses and supporting facilities for the guests to stay. Finally, with advanced ski track conditions, people should try the best to develop, be able to get on the cable car as far as possible, take into account the needs of others as far as possible, land use in the south is difficult, transportation is now convenient, skiing to the north is also convenient, experience the enthusiasm of ornamental consumption. The cost of skiing to Japan is not high, so operators should improve facilities, establish and improve training system, expand on-site service conditions, and make a smooth transition to the ski resorts in the south before the demographic dividend is consumed to Japan.

Finally, the sustainable development path of the southern snow farm. Speaking of sustainable development, any market based on curiosity or fresh will always cool down, no matter how large the population base of the market is, how strong the consumption capacity is. Therefore, it is necessary to cultivate a large number of people who are interested in skiing among the skiing population, starting with the basic introduction of teenagers.

#### **4.1.2 Ski resorts construction in northern cities**

There are many differences in temperature between the South and the north. In winter, the North has been covered with snow and ice, while the South still has bright flowers on the roadside. The low temperature in the North determines that ski resorts in the north will be open for a long time. The existing snow farms in China are mainly concentrated in the Northeast, North China and Northwest China. They are generally small in scale, incomplete in function and short in snow period. During the snowy season, people surge and supply exceeds demand.



Northeast China's winter sports tourism is a typical resource-oriented tourism destination, which has the highest development and large scale, and has a great influence on the long-distance domestic and foreign markets, and will continue to lead the development of winter sports tourism in China. North China, represented by suburban counties of Beijing and adjacent northern Hebei, is a market-oriented winter sports tourism destination. It focuses on the specific tourist market for tourism development, and has good traffic location advantages and advanced artificial development technology.

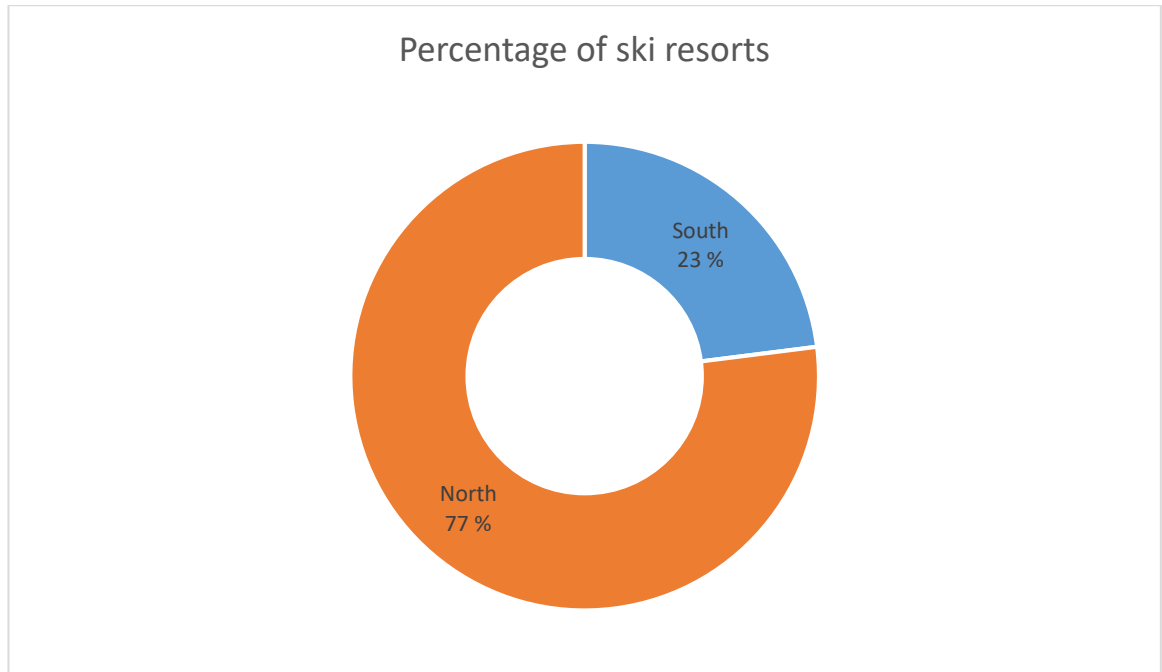


Figure 4. The percentages of ski resorts in Southern and Northern China (Wang 2019.)

As you can see in figure 4, the Northern China (including Northeast China, North China and Northwest China) accounted for more than 70% of the country's ski resort resources. Among them, the number of ski resorts in Northeast China has always been ranked first in the country, which is closely related to the importance attached to the popularization of winter sports in the three provinces of Northeast China. Major cities in Heilongjiang have included skiing in the compulsory entrance examination for physical education, and Heilongjiang has launched a "million young people on winter sports" campaign.

## 4.2 Summer use of ski resorts

Grass skiing originated in Austria in the 1960s. Local people love skiing, but there is no snow skiing in summer because of the season. So people try to start skiing, hoping to experience the pleasure and fun of skiing on the grass. Results as soon as the campaign was promoted, it was popular among white-collar workers in Europe. In recent years, grass skiing has been a popular outdoor sport in China, which is popular in Inner Mongolia grassland and southern foothills of mountains. The most important thing for the operators is to make up for the weakness of the ski resort seasonality, to ensure the sustainable profitability of the ski resort throughout the year. The rise of the ski resort has aroused the curiosity of the citizens and tourists, and can make the ski resort increase the revenue before the snow season.

In Lahti, Finland, there is a well-known professional high-jump venue. In winter, it is a place for professional athletes and amateurs to ski. It is also a venue for many large international skiing events. And in summer, they don't waste the use of the site. They use artificial turf and sprinkler sprinklers sprinkle water on the lawn, so that fans of high-rise skiing can enjoy their happiness in summer. At the same time, they hid a swimming pool underground, which will be open to the public in summer. Not far ahead, they also have a football field for athletes and the public.

In Hokkaido, Japan, there is a resort called Tomamu, which has many ski paths with different difficulties and heights. At the same time, they also have a complete set of hotels and restaurants, which have hot passenger flow in winter. But they also maintained their turnover to some extent in the summer, because after the snow melted in the mountains, they turned the resort into a field of golf courses, flower fields and pastures. These activities are very suitable for holidaymakers and family visits.

At present, some small and medium-sized ski resorts in China do not carry out any business projects in summer, and some large resorts are gradually increasing their business projects in the summer. In addition to the reception meeting, Jilin Beidahu Ski Resort will carry out cross-country mountain biking, mini-golf, tree crossing (including strop), jungle live CS, mountain hiking and other mountain activities as well as family leisure bicycles, shooting, horseback riding, trampoline, etc. Regular rides. The Peking University pot is

still too far away from the target crowd market, and the current event reception is limited. The summer tour of Beidahu is not very good.

With the rapid development of China's ski market in recent years, the operation of major ski resorts is faced with the problem of intensified homogeneous competition. Especially in the face of the long return period of investment in ski resorts and the problem of "one year free three seasons", the embarrassment of the operation of ski resorts in China in the four seasons is increasingly prominent. In fact, the summer operation of ski resorts is the biggest difficulty to realize the four seasons operation. Only by overcoming the problem of non-snow seasons operation, the ski resorts in the transformation can be succeeded. How to attract tourists in non-snow season and solve the problems of idle resources, slow growth of revenue and brain drain is the key to the transformation.

It is not difficult to find that these snow fields have their own characteristics by learning from the relatively successful experience of other countries in summer operation. Generally speaking, "weather, place and people" are the three factors for the success of foreign ski resorts. Ski resorts in Europe and America are mostly built on tall mountains with large vertical drop. The unique natural conditions have created a ski resort with higher specifications and grades, and bred a long history and culture of skiing in Europe and the United States. This is the advantage and time of skiing places in Europe and America. In addition, it started early, and now Europe and the United States ski resorts are in a mature stage in the management of skiing seasons and the related development of skiing tourism products. Relying on the relatively strong capital chain accumulated over the years, it has established a set of skiing and related services with multiple functions such as skiing, vacation, shopping, accommodation, catering, and gradually formed a benign operation mode of four seasons. For example, some snow fields carry out climbing, rock climbing, paragliding and other activities in summer.

In addition, some ski resorts rely on their own geographical characteristics to carry out some special activities, such as the famous ski Park - the black comb mountain ski resort in Whistler, Canada. The ski resort provides a series of celebrations and outdoor activities in summer, using lake fishing and golf to attract tourists. The number of visitors received by the ski resort in summer is no less than that in winter; the Bretton Woods mountain re-

sort in the United States The village carries out aerial treetop exploration in non snow season. The alpine mountain bike park in the northwest of Boston provides tourists with a variety of difficult riding routes in summer, expands the fit with market demand, and establishes a set of mountain bike training methods to fix their own consumer groups; the skiing world in the vilwadi Park in South Korea opens the summer project Marine World Water Park.

Looking at the success of foreign destination resorts, it is to adopt the four seasons operation mode for skiing. In the initial site selection, it is necessary to consider the places with pleasant climate, beautiful scenery, rich natural resources or superior human environment, and develop these places into tourist resorts for skiing in winter, summer summer and spring sightseeing. Compared with the above successful ski resorts, China's ski market is still in its infancy, especially in the four seasons operation. Due to the influence of large capital investment, high operating cost and low operating income, ski resorts in China have sustained losses.

If Chinese businessmen blindly apply the foreign model to the ski resorts, it will inevitably lead to the symptoms of acclimatization. European and American ski resorts differ greatly from domestic ski resorts in natural environment, customer groups, customer economic conditions and consumption habits. How to build a ski resort with "Chinese characteristics" is the primary problem at present.

As mentioned in the previous text, the operation of ski resorts has three aspects: "weather, place and people". In view of the current geographical conditions in China, there are not many high mountains and suitable for skiing, so it is difficult to build a high-level snow field with high-level snow track. However, in terms of "weather and place", most of the ski resorts are located in areas with higher latitude and altitude, and the snow season starts earlier than that of Japan and South Korea, that is to say, the snow season is relatively long. For example, the snow season in Chongli ski resort of Hebei Province usually starts from the beginning to the middle of November, while that in Japan and South Korea usually starts in December. Ding Yanfeng, a veteran skier for 13 years, said that in November every year, many skiers from Japan and South Korea come to Chongli for skiing. Domestic snow fields can seize this advantage and make a time difference to attract tourists.

At the same time, in the aspect of "weather time", as skiing project itself is greatly affected by the climate, some response activities should be carried out in non-snow season. At present, the main summer events of ski resorts in China are mountain bike, golf water park, etc. The opening of these summer projects is a bold attempt to realize the operation of ski resorts in summer and the first step to realize the transformation of ski resorts. However, due to the hard copy of foreign models, the effect is not ideal.

The reason is that, compared with "time and place", if ski resorts want to operate in four seasons, they should work hard on "harmony of people". The essence of successful operation of foreign ski resorts lies in the integrated service system and advanced service concept. At present, the domestic ski resorts are mostly small and medium-sized, and the return period of ski industry is long, which is a big problem in terms of capital. Therefore, the infrastructure construction and service quality of ski resorts are not guaranteed, and there is a situation that there are all kinds of resources, but no services are accurate. In view of the current situation, domestic ski resorts can refer to Japanese ski resorts for experience.

Japan's skiing industry rose in the 1950s, and it pays more attention to its individual characteristics in operation. For example, in addition to skiing in winter, it also provides cross-country skiing and deep snow experience for tourists, and takes a snowmobile to look at the sea of Japan and other projects. The domestic small and medium-sized ski resorts can get inspiration from it. First of all, they can combine their own geographical advantages and natural resources to develop some summer projects with local characteristics, which are not heavy but heavy in quality and avoid homogeneous competition. For example, the snow and ice Music Festival in Geilox, Norway, and the international skiing festival in Vasa, Sweden attract a large number of tourists every year. Secondly, increase the proportion of investment in service, explore a whole set of models, bring tourists better experience, so as to fix their own unique consumer groups. At the same time, it is necessary to make use of the cluster of ski resorts to gradually form dislocation management, and strengthen the cooperation between various ski resorts in order to achieve win-win results.

In a word, "weather, place and people", if ski resorts want to break through the bottleneck of summer operation and realize the transformation to four seasons operation mode, they

should combine their own factors, seek benefits and avoid disadvantages, so as to avoid being eliminated by the market and go further.

### **4.3 Indoor ski club**

Because there is no snow in the south of China, the indoor ski club is a direction that the southern cities in China can vigorously develop. For skiing equipment and equipment, it is not easy to achieve profits in the short term. Recently, capital has targeted ski resorts - especially indoor ones. The ice snow cultural tourism project with indoor ski resort as the main selling point may become a bright spot for the short-term growth of domestic skiing industry.

Among them, Rongchuang China (hereinafter referred to as Rongchuang), a new big company in the winter sports industry, is particularly attractive in the Chinese market. The latest exhibition of Rongchuang is the winter sports cultural tourism project taken over by Wanda. Among them, Harbin Rongchuang amusement snow park has also won the Guinness world record and is the largest indoor skiing facility in the world. The project is located in Songbei District, Harbin city. It looks like a gorgeous red piano, with a steel consumption of 44000 tons. The single steel volume is beyond the bird's nest and the National Grand Theatre. As one of the landmark buildings in Harbin, the venue can meet people's skiing needs all year round. According to the official website of Harbin Rongchuang, at present, the number of skiing people in the venues has exceeded 350000, which can obtain relatively stable cash flow. But Rongchuang is not satisfied with taking over other people's projects, but rather wants to do it himself. Sun Hongbin, chairman of Rongchuang China, was "interested" in Huailai County, which is located between Beijing and Chongli County in Zhangjiakou. In 2018, the people's Government of Huailai County and Rongchuang signed an agreement on Rongchuang Huailai Wanda cultural tourism city project.

In the case of less and less outdoor ski resort resources in China, the indoor ski resort with multiple functions is favored by the capital. According to the "white paper on China's skiing industry", the growth of domestic skiing number and outdoor skiing number has slowed down in 2018, while the growth of indoor skiing has bucked the trend, with a year-

on-year growth rate of more than 20%. The investment of indoor ski resort is more than 10 times that of outdoor ski resort, and the investment of an outdoor ski resort may be 20 million yuan. If the area of winter sports venues is not large enough, it is difficult to compete with Chongli's outdoor ski resort, so as to attract tourists; but if the area is too large, the investment cost will rise in a straight line, and the investment value is questionable.

## **5 Winter Olympic Games 2022 in Beijing**

The holding of the Beijing Winter Olympic Games means that the popularity of skiing in China will be greatly improved. People will learn more about skiing and they will actively watch more skiing competitions. In particular, China's large middle-class people will be more interested in trying skiing, and their strong consumption capacity is not available in many other countries. Skiing culture will get a development opportunity through the Winter Olympics, and the Chinese skiing market will expand accordingly.

The 2022 Beijing Winter Olympic Games will be held jointly in Beijing of the People's Republic of China and Zhangjiakou City of Hebei Province from February 4, 2022 to February 20, 2022. This is the first time in Chinese history to host the Winter Olympic Games. Beijing and Zhangjiakou are both host cities. It is also the third Olympic Games held by China after Beijing Olympic Games and Nanjing Youth Olympic Games. Beijing Zhangjiakou Olympic Games have 7 events, 15 sub-events and 109 sub-events. Beijing will undertake all ice projects, Yanqing and Zhangjiakou will undertake all snow projects. Beijing became the first city in Olympic history to host the Summer Olympic Games and Winter Olympic Games, and the second capital city to host the Winter Olympic Games after Oslo, Norway, in 1952.

Beijing's successful bid to host the Winter Olympics will effectively break the weak summer and winter phenomenon in the development of China's sports industry, and will have a positive impact on the development of China's winter sports. Beijing's Winter Olympic Games will effectively promote the sports of China's Winter Olympic Games and Coordinated development of the mass winter sports movement, increased the popularity of winter sports, increased the number of snow sports population, increased the venue of winter

sports; accelerated the implementation of China's winter sports development strategy, promoted the training of winter sports talents, and built Beijing and Hebei as the center. The new pattern of winter competitive sports development, shaping the new layout of China's winter sports competition and sports industry. The 2022 Beijing Winter Olympics will not only accelerate the penetration of foreign cultures, but also promote the absorption of foreign cultures from Eastern cultures. It will also greatly promote the exchange of Chinese and foreign winter sports culture, traditional culture and modern culture. It explains the meaning of winter sports culture. On the basis of this, it is proposed that the Beijing Winter Olympic Games will have a far-reaching impact on promoting the winter sports culture to promote the world's winter sports culture exchange, promoting the rapid development of China's winter sports material culture, promoting the construction of China's winter sports spirit culture, and further improving China's sports system culture.

The Beijing Winter Olympics put forward the national strategy of "300 million people participate in the winter sports". The holding of the Beijing Winter Olympics will have a tremendous impact on the development of mass sports in China, and promote the national strategy of "300 million people participating in the winter sports" . Through the analysis of the development process and characteristics of mass sports in China and the importance of mass sports, it is proposed that the Beijing Winter Olympics will raise the awareness of the masses to carry out winter sports, stimulate the interest of the masses to participate in winter sports, and expand the number of professionals in winter sports. The increase in sports venue equipment can also lay the foundation for the participation of the masses and further enrich the content of mass sports.

On the positive side, the holding of the Winter Olympics is bound to leave a legacy of winter sports. The core lies in the younger generation's understanding, interest and even the habits of leisure and tourism. It coincides with the rise of the emerging generation of consumer groups, and the market potential is indeed quite large after skiing is understood and accepted. However, there are also some vague concerns. Part of the climatic conditions and geographical conditions of China have raised the construction and operation costs of the ski resort to a certain extent. In addition to the cultivation of culture in China, the hardware problems cannot be ignored.



## 5.1 Winter Olympic official venues for skiing

A total of 26 competition venues and non-competition venues are planned for the Beijing Winter Olympic Games. These venues are located in Beijing, Yanqing and Zhangjiakou. During the Winter Olympic Games in 2022, there will be three major events in Yanqing, including alpine skiing, snowmobile and sled, and four sub-events in alpine skiing, snowmobile, steel frame sled and sled, totaling 20 sub-events. According to the needs of the competition, there are five competition and non-competition venues in Yanqing Competition Area, including two competition venues, namely the National Alpine Skiing Center, the National Snowmobile Skiing Center, and three non-competition venues, namely the Winter Olympic Village, the Mountain News Center and the Prize Plaza in Yanqing Competition Area. The clean-up of the race track and the race track of the National Alpine Skiing Center has been successfully completed. The optimization design of the race track and its accessory facilities is being carried out, and the construction of the race track site is progressing in an orderly manner. The scheme of the central line of the national sled center has also been approved by the International Federation of Snowmobiles and the International Federation of Sleeves. The test of the track module is being carried out.

It is worth mentioning that the design of Yanqing Winter Olympic Village adheres to the concept of sustainable development, fully demonstrates the beauty of Chinese landscape tradition, village culture and historical relics, and protects existing trees to the greatest extent possible, so that the buildings are reflected in the landscape. Yanqing Winter Olympic Village uses courtyard layout to show the architectural style of Beijing area. In addition, the site of the ancient village sites are carefully renovated to achieve the integration of traditional and modern symbiosis. The venues in Yanqing are located in the mountains and belong to the newly built venues. There was no traffic and municipal infrastructure before. At present, the construction approach road is open to traffic, and construction vehicles can reach the National Alpine Skiing Center directly. The construction of Yanqing Competition Area will promote the construction of transportation and municipal infrastructure in the surrounding areas and create conditions for the development of the region.

Alpine skiing site planning is located in Xiaohaitou Mountain area of Yanqing County, Beijing. The natural conditions of this area are excellent, water resources are abundant, and all indicators have reached the technical standards of alpine skiing project, which is the best site for the winter Olympic Games alpine skiing project. Located in Xiaohai Tuoshan

District, Yanqing County, Beijing, the planning of sled and snowmobile venues is very ornamental, and the requirements for the venues are not complicated. It is understood that after the end of the Winter Olympic Games, the venue will build a parent-child Park in addition to meeting the requirements of professional competitions, so that people can safely experience the sport. The Nordic Central Cross-Country Skiing and Skiing Areas are planned to be located in the east of Chongli County, Zhangjiakou City, Hebei Province. They are close to the Ming Great Wall site. The ski track is only a dozen meters away from the Great Wall site. It can be used as a venue for cross-country skiing and skiing events.

The Zhangjiakou Division is located in Chongli District, Zhangjiakou City. It will carry out two major skiing and winter events, including snowboarding, freestyle skiing, cross-country skiing, ski jumping, Nordic and winter biathlon. Small item competition. There are 8 competition and non-competition venues in the Zhangjiakou Division, including 5 competition venues, namely the new Biathlon Center, the Nordic Center Ski Jumping and the Nordic Center Cross-country Ski Resort. The Yunding Ski Park Site A and Venue B are rebuilt. 3 non-competitions The venue includes the new venue, Dongao Village, Zhangjiakou District, and the Mountain Media Center and Awards Square, which are temporary building venues.

The competition venues and non-competition venues in Zhangjiakou are divided into three groups: Yunding, Taizicheng and Guyangshu. Yunding Stadium Group includes Yunding Ski Park Site A, Site B Two Competition Venues and Mountain Media Center. After the game, it will serve as a professional event and popular winter sports promotion base. The ancient poplar venues include the Biathlon Center, the Nordic Center Ski Jump, and the Nordic Center Cross-country Ski Resort. The competition will be used as a professional event and training promotion base and a four-season outdoor sports park. Dongao Village in Zhangjiakou District is located in Taizi City. The Prince City will be built into a tourist town featuring winter sports, where the Taizicheng high-speed railway station will be built.

The Winter Biathlon Center is located in the mountainous area of Chongli County, Zhangjiakou City, Hebei Province. The air in this area is fresh, the space is vast, the natural environment is good, and the venues of several projects are centralized. It is fully equipped

with the conditions of building relevant venues and facilities and hosting the Winter Olympic Games and the Winter Biathlon. Yunding Ski Park is located in Chongli County, Zhangjiakou City, Hebei Province. It is located in the Dama Mountains where the Taihang Mountains and Yanshan Mountains meet. The annual average temperature is only 3.3 degrees C. The snow cover lasts for 150 days. The 2022 Winter Olympic Games will be used as a venue for snowboarding and freestyle skiing competitions.

## **5.2 Government support for winter sports**

The Central Committee attaches great importance to the preparatory work for the 2022 Winter Olympic Games. At present, the government are taking the opportunity of organizing the 2022 Winter Olympic Games to speed up the development of winter sports, but there are still some obvious shortcomings, mainly as follows: winter sports start from scratch, the foundation is thin, the foundation is poor, especially the top athletes, gold medal coaches and other talents are seriously scarce; mass participation in winter sports is not wide, the popularity rate is low, and the regional development is unbalanced; The land facilities are scarce and the quality is not high. The policies of financial investment, introduction of athletes and coaches, incentives and incentives, and training abroad are in urgent need of breakthroughs, and a multi-sectorial linkage pattern has not yet been formed. In order to seize the good opportunity of organizing the Winter Olympic Games and mend the shortcomings of the development of winter sports, the government take innovative ideas and methods to solve the problems that restrict the development of winter sports, and strive to form an institutional mechanism to speed up the development of winter sports.

In order to improve the overall strength and social influence of winter sports in Beijing in the summer and winter, professional teams of Beijing snowboarding freestyle skiing, platform skiing, alpine skiing, snowmobiles and sleds should be set up in time to achieve good results at the 2022 Winter Olympic Games.

By expanding the supply of winter sports products and services, the Beijing government will actively promote winter sports consumption. The government should encourage and guide social capital to invest in winter sports industry, and promote the cooperation mode of government and social capital in the fields of sports facilities operation, public health

service system and mass sports competitions. Promote the integration and development of winter sports industry and other industries, such as culture, tourism, science and technology, exhibition and other industries, so that the scale of winter sports industry continues to expand. Beijing is taking the series of activities of citizens' happy ice and snow season as the lead to promote the winter sports movement into the campus, parks and commercial places, and to arouse the upsurge of mass participation in the winter sports movement. Lecturer groups will be formed to carry out winter sports promotion and scientific fitness guidance activities at the grass-roots level in urban and rural areas, and popularize knowledge of the Winter Olympic Games, competition etiquette and winter sports.

## **6 Commercial potentials of skiing and ski resorts**

With the rise of the recreational middle class and the hosting of the Winter Olympic Games in Beijing in 2022, skiing is experiencing rapid development in China. Beijing's acquisition of the right to host the 2022 Winter Olympic Games is a powerful driving force. The city, originally one of the poorest county-level cities in the country, will host many skiing events during the Winter Olympic Games. It is accelerating its development: shops selling skiing equipment are everywhere in the streets and alleys, and hotels, restaurants and housing intermediaries are everywhere. From now on until the opening of the Winter Olympic Games, a high-speed railway line will connect Chongli with Beijing.

With the rise of the middle class eager for more leisure and recreational activities, the potential of China's skiing market will be enormous. Faced with the fact that skiing in Europe has begun to decline, China has become a paradise for ski operators, mountain planners and equipment manufacturers. China's ski market is just taking off, and there is a huge potential, but now the investors should show their attitude, because related plans often take a long time to develop. The competition is very fierce because not only France is launching an offensive, but also Austria, Switzerland, the United States, Canada and New Zealand want a piece of the huge Chinese ski market.

There are two aspects to a better business model for future snow venues. The first aspect is skiing teaching. Regardless of the current major ski resorts, or several large ski areas, managers should attach importance to the establishment of this system. Another is the passenger flow, skiing crowd, through more opportunities to go to outdoor paradise, or

movie Park passenger flow into skiing. A large number of joint tickets and pass tickets have been introduced to enable parents who may take their children to an outdoor amusement park to skiing for two hours in the afternoon. With professional people as a professional teaching system, many teenagers will be very safe and happy to join in the sports of skiing.

Skiing people are generally pyramid structure, the higher the level of the fewer people, enthusiasts and enthusiasts account for only a small part, more people are beginners. These beginners have to start from the beginning of the exercise, so the small snowfield also has its advantages, the key is to have training. One of the ways is to let beginners finish skiing experience happily and safely without falling down; the other is to use more games to make people feel fun. In addition, skiing is an exciting substance that produces its own dopamine, so having a good experience for the first time is the most important.

### **6.1 Sales system in Ski tourism**

Skiing and tourism are becoming more and more popular in China. Now about 70% of ski resorts in China have adopted electronic toll collection system. Although the electronic toll collection modes are different, there are golden eagle mode specially designed for ski resorts, full membership mode modified by Golf Software, simple purchase mode of Shanghai, and various system forms. Today, I learned about the charging management department of Golden Eagle ski resort. The corresponding relationship between unified and ski resort marketing programs is simply shared.

The snow field using intelligent management system needs the cooperation of sales and consumption process. The paper ticket of manual mode is of course extremely flexible, but there are numerous loopholes, so no discussion here. Package tickets, i.e. package some items for sale at a discount in marketing. The embodiment of such products in the electronic charging system is as follows:

1. The ticket types that can be sold online must correspond to the ticket type settings of the management system in the offline actual scenario. The tickets purchased by custom-

ers must be consumed in the snow field. Therefore, the ticket types set by the consumption management system and the tickets sold online need to have a one-to-one correspondence.

2. Skiing ticket does not have to include only skiing. A ski resort is a place where skiing and auxiliary equipment are provided. China's ski resorts are divided into open type and closed type. In short, the open snow field separates the use fee of the site from the rental fee of the equipment. The use of the site includes the use of cable car, magic carpet and other means of transportation, which is represented by fixed time. There are different prices at different times. For example, half day ticket, full day ticket, two-day ticket, etc. Now with the expansion of the scale of the snow field, there is a joint ticket mode of the sub region and multi snow field. And the closed snow field generally includes a set of fixed long-term field use fee of skiing equipment. Some of the equipment used in the snow field include necessary snowboards, snowshoes, snowballs, helmets, goggles, gloves, etc. Then, the snow tickets sold online may be a single ski ticket, or a snow ticket that includes other secondary consumption, or a combination ticket that does not include skiing.

First, the online ticket sales platform of ski resort is divided into four types as shown in the figure. The first is OTA platform of major e-commerce, the second is group purchase website, the third is official website of ski resort, and the fourth is Wechat public platform and Wechat small program platform of ski resort.

When the guests purchase the reserved ski tickets on the above four network platforms, they will send the consumption QR code message to the guests through the ticket management platform of Jinfeiyang xuewutong. After arriving at the site, they will go to the self-service machine or cash register to collect the cards. Online purchase is the mainstream mode of winter sports consumption. Golden Eagle's system can seamlessly connect the sales behavior with the consumption of guests on site, and avoid multiple queues or artificial exchanges. In the current management system, some of them can achieve the seamless connection of online sales and offline consumption data. Customers only need self-service processing or a queue to complete the whole process of verification, verification and processing. Some of them are online sales and verification and write off processes. The processing of consumption is in another system. At the same time, the data is also separated. Only the seamless system can perfectly reflect the role of marketing.

The marketing center of each ski resort can be set up according to its own product characteristics. It can set the total discount, validity period, deduction method, deposit handling method, etc. of the same customer category. At the same time, it can also set some prohibited contents, such as whether it can buy a certain product, whether it can be re-charged, whether it can carry out catering consumption, whether it supports hiring a coach, and whether it can provide snow. Rental and so on. The behavior of this customer category is normalized. In fact, the flexibility of the system is very strong. You can also select the unavailable period only for the limited customer category. You can choose to use it only on weekdays, weekends, or weekdays. Here is the second key point of using management system and marketing attention, to determine the use rules and prices of customers by customer category. Instead of setting the same item at a different price. For example, 100 yuan for all day skiing, 160 yuan for all day skiing, 200 yuan for all day skiing. You can refer to the hotel's sales system, according to the member discount to correspond to the price of the room type, not to set a bunch of different prices of the same room type.

Second, you can't make a sales policy on your head. It is necessary to comprehensively consider how to set up, sell, verify and reconcile the management system after this policy is issued. Many snow field marketing personnel will set different preferential policies for different guests. It seems reasonable, but sometimes good intentions can lead to bad things. For example, coach half price or other preferential price skiing. It fully embodies the respect for teachers and education, and can indirectly spread the ice snow movement in the school system. However, the cashier can check the valid certificates such as the coach card, but at night the cashier can't effectively transfer such financial certificates when he / she pays the bill, forming a real loophole. Of course, marketing personnel can use other ways to deal with the preferences for specific groups of people, but they need to consider the connection of various links such as cashier, reception and finance in advance.

Finally, ski resorts should keep pace with the times and develop and maintain their customers with the high-speed development of science and technology. In the winter sports industry in South China, especially the outdoor ski resort, because of the short business hours, there is no winter sports environment, the vast majority of customers are experi-

ence type and sightseeing type one-time customers. How to use the intelligent management platform now? Golden Eagle's idea is membership, diversion, advanced, sticky service. It's true that the outdoor snow field in South China is small in size and short in time, and can be practiced to the level of entry at most. What should I do? Jinfeiyang creates a unified basic membership system. On the cloud platform of Jinfeiyang, members of the ski resort can cooperate with the surrounding indoor ski resort to solve the non snow season practice problem, and can experience and vacation in the northern large-scale ski resort after the technical level is improved. It's a pure skiing advance to enhance the service to the member customers. The non snow season projects operated in the four seasons can also be presented with member points and snow season product tickets to improve customers' recognition and adhesion to the snow field.

Ski resorts can also combine Hotel, hot spring and skiing for sale. Hot spring is one of the most popular leisure projects of Chinese people in winter. After skiing, customers can lie in the hot spring pool warm in winter, which can instantly eliminate all fatigue. After they finish the hot spring, they can stay in a nearby hotel for one night to have a rest, so as to avoid the tedious traffic on the same day. The operator can make a tourism package ticket, except for the above skiing admission ticket. Hotel accommodation and hot spring service can also provide bus transfer service, restaurant meal voucher, cable car service and ski equipment and clothing rental, and all these products can be packaged and sold, so as to increase the economic benefits of ski resort and surrounding tourism products. This can be used as an industry upgrade of Chinese skiing tourism market.

## **6.2 Stimulate local economic benefits**

Ski resorts are generally located in suburban towns far away from the city, which can widely absorb re-employees to engage in tourism and increase employment in tertiary industries. After the completion of the ski resort, service personnel and equipment maintenance staff are needed, and many people can be directly arranged for employment; at the same time, it can drive at least twice of the surrounding people to carry out green industry development and other sales and service activities; this not only promotes the circulation of goods, but also increases the income of local residents, and creates good conditions for rural entrepreneurship. We will also speed up the development of the three industries in the suburbs and prosper the economy of the region.



Ski resorts can drive Chinese villagers to develop local tourism accommodation reception and services, vigorously develop rural tourism, and develop rural tourism economy. After the completion of the ski resort, villagers can be driven to get rid of the previous agricultural production activities focusing on planting and breeding and participate in the tourism industry. This not only accelerated the adjustment of industrial structure in the village, created employment opportunities, but also changed the villagers' habits of busy summer and idle winter.

At the same time, as the location of tourist attractions, the roads in the village, the buildings, courtyards, the appearance of the village, and the environmental sanitation of the villagers can have great changes and changes. Especially for other rural areas with original tourism resources, to develop rural tourism economy in the market plays a good exemplary role. The completion of the ski resort and the benefit of the countryside will directly drive the enthusiasm of these rural areas to develop the local tourism economy.

### **6.3 Connection with new technology**

With the continuous development of science and technology and the improvement of the level of sports consumption demand of the mainstream consumer groups, the performance requirements of outdoor sports products are becoming higher and higher. "Skiing + science and technology" is the future trend of skiing product development. The younger generation is looking for stimulation and freshness. Skiing products industry should be combined with science and technology to develop more intelligent outdoor sports products. With the help of science and technology, consumers' experience will be continuously enhanced.

Garmin's fenix5 heart rate monitoring GPS outdoor function sports navigation watch is favored by the majority of outdoor athletes. It has a variety of functions, including electronic map navigation, round-trip route planning, Samsung positioning system, advanced elevation optical heart rate technology, daily activity detection, training guidance, ABC Technology (altimeter, barometer, compass), built-in swimming, cycling, skiing, Golf, boating, paddleboard surfing and other outdoor sports modes, as well as supporting music playing, call function and data sharing, give this product more practical functions. Such intelligent

wearable, new material technology outdoor sports products will become the darling of the times.

In the era of mobile Internet, "big data" and "cloud computing" have gradually become an important barometer of industrial development. Through real-time monitoring and tracking the massive behavior data generated by the research object on the Internet, mining and analyzing, it can find the retrieval and purchase laws of the consumer groups, adjust the product structure in a targeted way, grasp the market dynamics in a timely and rapid manner and make response. Through the analysis of Internet data, it can provide decision support for ski industry to make more accurate and effective marketing strategy, and help enterprises to provide more timely and personalized services for consumers. The traditional single business model has gradually not adapted to the change of people's consumption model.

In the new era, the traditional marketing channels of ski resorts will focus on online transactions. Online promotion and sales is not only more timely than the traditional offline stores, but also more able to comply with the rapid development trend of e-commerce platform, with low promotion cost, flexible operation, good interaction and other advantages. Online sales, offline experience, online slowly began to become an important consumer terminal. In the future, the marketing of outdoor sports products will be promoted online and offline. In addition, in addition to helping product development, in terms of product marketing and publicity, operators can timely follow up the experience and use of consumers. With the improvement of user demand, ski resorts with stronger functionality and more technological elements will have their own territory in the market.

With the rapid development of economy, the continuous progress of science and technology, and the replacement of employment positions, all kinds of influences will exist in a long period of time. The progress and promotion of technology will promote the re combination of labor force and labor tools, the ratio of capital to labor will increase, and people will have more leisure time. Just as the so-called warehouse is solid and knows the etiquette, after people solve the problem of food and clothing, the concern for health has gradually become an important indicator to measure the quality of life. At the same time,

the progress of science and technology provides more popular venues, facilities, equipment, etc. for the skiing crowd, so that more people have the opportunity and are willing to participate in skiing.

Ski resorts need to break the previous ski operation mode, integrate the Internet with skiing, and realize a new leap in their own business mode and ski vacation experience. First of all, the products are displayed online and sold on the official website. The product information display is more comprehensive and transparent. The features and purchase instructions of each product can be seen online to help consumers quickly select the skiing products they need. At the same time, the most advanced online sales system is introduced, which can purchase skiing products online on the official website, saving consumers the waiting time in line when buying tickets offline. Secondly, the Internet replaces human services to achieve efficient service. The self-service card machine replaces the manual window, and the code scanning machine in the rental area replaces the manual check process, which effectively shortens the time of ticket collection and snow rental. In terms of ticket purchase service, it only takes one minute to complete the whole process from ordering to ticket collection; in terms of snow gear service, they can try to provide with more high-quality snow clothing, snow gear, more convenient and efficient rental service, more intimate and meticulous snow gear maintenance service, so that consumers feel the most comfortable experience. In addition, skiing teaching service can be linked with the Internet, online appointment, establishment of student learning files, scientific planning of your skiing teaching courses, saving the time to hire a coach on site; the winter camp realizes online registration at the same time, and online selection of winter camp time and courses saves the time and energy of customers' manual consultation.

As the booster of the new era industry, the Internet can solve many pain points of the traditional operation mode. The operation mode of the Internet has become one of the important driving forces for the rapid development of Fulong ski resort. Based on efficient and professional online products, services and teaching, combined with online interaction and evaluation, more people are encouraged to actively participate in winter sports. Through the effective combination of online and offline resources, promote the inheritance and development of winter sports culture.

## 7 Comparison with ski resorts in other countries

### 7.1 North America

To learn about the new economics of the ski and snowboard industry, start with the American ski king Vail Resorts. American skiers are a tenacious and savvy industry. What they found was that by taking the elevator tickets on the chair up the hill, the tickets will always provide the basis for skiing celebrities. However, resorts that offer only skiing are a very risky business model. Instead, they designed and perfected a business that kept revenues as the weather changed. It comes down to two smart hedging strategies. Strategy 1: Have a skier. Strategy 2: Have this mountain.

They fight bad snow by turning skiers into members. Less than 40% of the elevator tickets come from season tickets sold before the start of the ski season. For less than \$700, skiers can purchase the Vail Epic Pass, which leads to all six Vail Resort mountains. Even if the elevator price for a day is \$100, some of them will ski for 30 or 40 days. However, it is still worthwhile to let the most stubborn skiers enjoy a 90% discount. Because they own this mountain. They earn half of their money from accommodation, renting, snow schools and food. Even when stubborn skiers and snowboarders get a free pass, they still sleep in Vail's bed and eat Vail food. Creating packages is critical to their business, especially if the family pre-commits to include elevator tickets, accommodation and ski school packages, which will lock the business before snowfall. Vail ski resorts are more profitable than large ski resorts in Europe because they embrace mountain monopolies. In Europe, the mountain is like a strip mall, restaurants, rental shops and service centres are mostly rented by different companies. In Whistler and Vail, the mountain is more like a cruise ship or amusement park, and vertical integration means vertical integration. From the village to the top of the mountain, Vail has all the main businesses - equipment rental, food and beverage and snow schools. (Machan 2014.)

In 1980, something strange and unique happened. A ski resort has opened. Beaver Creek, near Mount Vers, powered the chair after 30 years of planning in the 80-81 season. It was the last major ski resort opened in the United States. (Machan 2014.) According to insiders at several ski resorts, environmental regulations now pose a huge obstacle to the construction of new ski resorts in North America, some of whom refuse to speak in the records. The largest ski resorts are located on the land of the US Forest Service,

which puts them under strict commercial development supervision. As a result, most investors seeking to start a ski resort from scratch are looking abroad for China, Japan and South America. It is almost impossible to open a new major ski resort now because it does not conflict with the environment. Building community support will take a long time. Once this is achieved, it will take decades to design a ski experience and build a resort. This is why people need to support the spirit of environmental rules. Even without environmental regulations, it is not clear who is trying to build a new resort from scratch in the right mind.

From the perspective of skiing, less competition can affect stable and growing industries. As skiers increase their annual visits, they can raise fares above inflation and know that new entrants will not have the potential for disruptive competition. Perhaps the most surprising aspect of skiers is its reliability. Ski mountains are plagued by the most erratic variables, because cloud drift, precipitation levels and temperatures must coordinate skiers to get precious powders. However, Vail's business has not been affected by factors such as mountain weather changes.

## **7.2 France**

France is known as the "pearl on the crown of the Alps". There are 24 peaks over 4000m in the Alps located in France. France's domestic market is very mature, with a stable skiing population. According to the 2017 global skiing market report, France is the world's largest inbound country for skiing tourism in terms of the number of skiers per year. In recent years, France ranks the first with 500 million person times per year more than the United States, which always occupies the first place. (Vanat 2017.)

In addition to the government's guarantee in overall planning, environmental protection and core infrastructure construction, the development of French ski town has also formed a complete and mature industrial chain. France has specialized suppliers in ski equipment development, venue provision, catering and accommodation, ski teaching, certification training, industrial research, medical rescue, event organization, popularization and promotion.

For example, in terms of mountain equipment, there are more than 300 companies in France, whose expertise plays an important role in promoting the development of skiing industry and town construction. In terms of ski resort operation, France implements a unique management mode - France is the only big operator in Europe, which operates almost all major ski resorts. (Sun & Zhang 2019.)

The French Alpine group (CDA) is the world's largest ski resort operator, currently operating 11 world-class ski resorts in France, including La Plagne. According to the latest group financial report, the Alps group achieved a net profit of 57.2 million euros in 2017-2018, a record for the company. At the same time of its successful operation in Europe, Alps group also began to promote its successful experience to the world. For example, Alps group has set up a branch in Beijing, which mainly involves providing ski project consulting business, providing domestic ski resorts with consulting services such as overall planning, training coaches, post match Stadium operation, etc. (Sun & Zhang 2019.)

France is a big skiing country with 357 ski resorts. The differentiated and characteristic development of each skiing town is the key factor to attract skiing enthusiasts and sustainable development. For example, Chamonix is not only a skiing resort, but also a mountaineering resort. It is located at the foot of Mont Blanc, the highest peak in the Alps, at the junction of France, Switzerland and Italy. It is the best starting point for climbing Mont Blanc and the birthplace of mountaineering. It is known as a great challenge for mountaineers. In addition to the magnificent glacier scenery, Chamonix is rich in terrain, suitable for skiers of all levels, from beginners, families with children to senior skiers.

## **8 Marketing of ski resorts**

### **8.1 How to target Chinese customers**

Marketing is very important for the operation of ski resorts. It includes strategic direction formulation, product integration, brand positioning, product pricing, product sales channel design, new product development and other construction modules. Of course, it also includes brand establishment, promotion and maintenance, event marketing, crisis marketing, promotion strategy and other development modules. Any product existing in the mar-

ket has its product life, that is, the whole process of a new product from entering the market to being eliminated by the market, which is divided into four stages: introduction stage, growth stage, maturity stage and recession stage.

The products refer to skiing and other recreational services provided by ski resorts. It should be abided by the product life cycle theory, firm the solid foundation in the lead-in period, shorten the bottleneck time in the growth period as far as possible, and extend the maturity period. When the product shows signs of recession, operators should launch new products in time, so as to cycle, and ensure the sustainable development of ski resorts.

1.Import period. When new products are put into the market, they will enter the import period. At this time, customers do not know about the product, only a few customers pursuing novelty may buy, and the sales volume is very low. In order to expand the market, a lot of promotion expenses are needed to promote the products. For the service industry of entertainment and leisure like ski resort, the lead-in period is relatively difficult, but the decision makers should always bear in mind that the larger the industry is, the greater its acceleration is, and its early speed may not be very fast, but once the speed is raised, it cannot be stopped. From the establishment of the project to the end of the first snow season, it should be defined as the introduction period of skiing service products. In terms of strategy, it should improve the product composition, integrate advertising, establish brand impression, etc. specifically, in terms of strategy, it can be considered to use the marketing team to carry out the annual marketing of the enterprise, use the promotional activities of the grass season to increase consumers' awareness of the snow field, and use TV, newspaper, Internet, etc. Media should be spread in the early stage. In this stage, in order to expand the market, a large number of promotional expenses are needed to promote the products. As a result, the cost is high and the sales increase is slow, so it is difficult for enterprises to make profits at this stage. The operator shall make clear the actual situation and strategic intention of this stage.

2. Growth period. At this time, customers are familiar with the product, a large number of new customers begin to choose this product, the market is gradually expanding, the cost is relatively low, the sales volume of the enterprise is rising rapidly, and the profit is also growing rapidly. When competitors see new products entering and the supply of similar

service products increasing, they are likely to reduce the price according to the market requirements, and the growth rate of enterprise profits will gradually slow down, and then reach the highest point of life cycle profits. For a ski resort, the second snow season comes to the end of the snow season, which should be defined as the growth period of ski service products. At this time, on the premise that the import period operates according to the plan, customers will flow into the ski resort in large numbers. At this time, the sales and profits of the enterprise will increase. For the enterprise products in the growth stage, the decision-makers should make it clear that this stage is the time when the customers are relatively most, and they should pay attention to service. Quality and quality, together with reasonable pricing strategy, make the service value greater than the expected value of customers, make customers feel the value for money, and then induce customers' word-of-mouth publicity, shape and consolidate a good brand image of products. Similarly, the advertising and promotion costs will be reduced correspondingly in this stage, and the main appeal of advertising strategy is to maintain the brand image.

3. Maturity. The market demand tends to be saturated, the potential customers are few, the sales growth is slow until it turns to decline, indicating that the product has entered the mature period. In this stage, the competition gradually intensifies, the price of products decreases, the promotion cost increases, and the profits of enterprises decrease. It is expected that when the third snow season comes, due to the competitor relationship and market influence, the sales and profit of the enterprise will be significantly lower than that of the first and second snow seasons. The ski project may be strategically reduced in response to the market call. At the same time, in order to ensure the customer source, the promotion cost will increase accordingly. At this stage, the ski resort should maintain the brand image of the existing products, and formulate strategies according to the brand's appeal and specific market share. For example, after the introduction and growth of the product, the brand image is highly accepted by the public, so it is not necessary to carry out price war, attack with a strong attitude, and believe in the strength of the brand. If the product brand is in the second or third impression of the consumers, the aggressive price reduction strategy can be carried out.

4. Recession period. With the development of the industry, new service products will change customers' consumption habits and turn to other products, so that the sales and profits of the original products will drop rapidly. As a result, the product may enter a recession. In addition to the uncontrollable elements of natural disasters, it is most likely due to



the poor operation and management of ski resorts. At this time, operators need to carry out transformation and upgrading, and try to create new products in line with the times.

For Chinese consumers, operators should focus on the outdoor enthusiasts aged 18-40, and take advantage of the publicity role of the Beijing Winter Olympic Games to provide people with more attention to skiing in leisure and entertainment tourism.

## **8.2 Sales of ski products in ski resort**

The online skiing market is in a state of growth. The number of main categories such as ski suit and snowboard goods is growing rapidly. The medium-sized businesses are developing rapidly. The market opportunities are still very large. The online skiing market will grow significantly in the future. Skiing consumers tend to professional online shopping trend, more and more consumers begin to buy the corresponding professional skiing supplies online, ski suit, snowboard and ski glasses become the three necessary sets of consumers. In recent two years, the growth rate of domestic skiing brands is very fast. On the whole, although the sales volume of international brands has declined, it is equal to the sales volume of domestic brands, and international brands are still widely loved by the public.

After the impulsive period of the past few years, most practitioners and capital have calmed down. It is an indisputable fact that the growth rate of ski population and number of ski resorts continues to slow down. Agents began to complain, not as fast as they thought. With the decrease of ski resort resources, indoor ski resort combined with shopping and real estate has become the focus of capital.

On January 16, ispo Beijing 2019 opened in Beijing. Ispo Beijing is an important sporting goods exhibition in the Asia Pacific region, with an exhibition area of 50000 square meters this year, and one third of the exhibition halls related to the winter sports industry. When it first landed in China in 2005, its total exhibition area was only 10000 square meters.

In China, as the general agent, if the snowboard sold to the dealer can not be sold, it will not be recycled, and the inventory can only be kept in hand. The upstream Snowboard manufacturers, especially the domestic ones, also face the risk that their products cannot

be sold. After China's successful bid for the Winter Olympics, a lot of capital has poured into the skiing industry, and there are many domestic brands in the skiing industry. Different from other foreign middle and high-end brands, domestic Snowboard brands are mostly popular products, with fierce competition among them. When people can't sell their products, the overstocked inventory in the warehouse alone will crush many companies. Many domestic brands have a short life cycle. For skis, the whole process from product design, order meeting, manufacturing and delivery takes about one year. This exhibition is like an order meeting. After the buyer and the seller confirm the order, they can not send the latest products to the store or customers until about September. This kind of business model is not suitable for many people, blind competition, there are many misjudgements.

The number of veneers sold can be regarded as an indicator of the development speed of domestic ski industry. In the capital market, the outdoor brand enterprises represented by Pathfinder began to focus on expanding the winter sports market after the successful bid for the Winter Olympic Games. But the Pathfinder obviously did not expect that the layout is easy, the cultivation of market is difficult, coupled with the challenges of supply chain improvement, M & A and other aspects. Even after three years of exploration, its layout in the winter sports industry is also difficult to say ideal. The growth of equipment market will lag behind the growth of infrastructure such as skiing venues. Only when there is supply can there be demand. The real high-speed growth of skiing equipment has not yet begun.

## **9 Discussion**

It is a milestone for the development of Chinese ski resorts business, this is also the reason why this thesis exist. There are some useful suggestions for the investors and operators of Chinese ski resorts. Skiing sports industry is a systematic project. Food, shelter, travel, shopping and entertainment are the six elements of system engineering, and also the six central links determining the development quality of winter sports industry. People should create and expand the famous brand effect of skiing sports industry and speed up the training of skiing sports industry management personnel. The shortage of skiers has seriously restricted the development of skiing industrialization in China, and also affected the development of skiing commercial market. Operators should boldly introduce all kinds of talents outside the system to participate in the construction of skiing industry and the operation of skiing industry.

Use the publicity effect brought by the 2022 Beijing Winter Olympic Games, so they also need to build a strategic cooperation system with the media industry. Skiing sports industry and media have formed a highly interdependent, mutually supportive and mutually permeable interactive relationship. Without the participation of the media, the sports events of the skiing sports industry itself are far from being as popular as they are today. The media can promote the influence and economic benefits of the skiing industry, and promote the continuous development of the commercialization of skiing.

In addition, entrepreneurs should strengthen the regulation of skiing market management and eliminate potential safety hazards. As the ski market in the three north-eastern provinces is mostly developed in combination with tourism and leisure, it is important to think about how to attract more tourists. Most ski resorts are for rich economic effects. Entertainment and interesting will inevitably become their main business philosophy, which also leads to the lack of safety awareness and safety measures plan at the beginning of the construction of ski resorts. It is necessary to strengthen the training of professional skiing coaches and security personnel. It is found that the Chinese team is extremely short of professional ski industry managers and professional coaches. For the new development trend of ski resorts in China, a good choice is to develop a large number of indoor ski resorts and form a new leisure mode combining sports and entertainment.

For the outdoor ski resorts, it is still a long way to explore the business area of the summer use of ski resorts, try to get considerable economic benefits in summers and make good use of natural resources. So whether it is in the South or North, operators can continue to operate and profit when there's no snow.

For the southern area, developing indoor ski resorts is a good business invest method. It is important that operators need to think about how to ensure the indoor ski system could run through well. And they can plan some marketing strategies to appeal more southern people who have never experienced ski before, ski training course for beginners is more suitable for selling to customers in this case.

And the industry association system and club system of skiing events can also be implemented. Establish a socialized mass sports organization network to form a comprehensive pattern of social co-sponsorship of sports. Speeding up the professionalization of skiing is the only way to industrialize skiing, so as to promote the market exchange of sports talents. Vigorously carry out skiing technical guidance, information consultation, sports insurance and other intermediary services. The government has chosen to support a group of qualified enterprises to enter the capital market for financing, actively encourage private and overseas capital to invest in skiing, and build ski resorts and related facilities.

Operators can use some new technology in the ski resort system, online sales is a new trend. About Marketing, people can try to learn some experiences from other countries which already have mature skiing market, such as USA, France, Switzerland, etc. China have many well-developed online sales applications, if the operators could make cooperation with them, the business would grow faster than with traditional marketing.

In short, skiing industry is still a young industry in China. The industrialization of skiing has not been well developed in China. I believe that with the further development of China's economy and the improvement of people's living standards, the awareness of winter sports is constantly strengthened. More and more people will engage in winter sports related work, carry out winter sports propaganda, care about winter sports events, and attach importance to the commercialization of winter sports in South and Northeast China. Participating in a series of operations of winter sports industry, winter sports industry will certainly become an important industry category in China in the 21st century. Winter sports will also become an important economic highlight in Northeast China.

For evaluating the quality of the process of this thesis, some conclusions and development suggestions can be pointed out clearly after consulting, researching and analyzing the referring articles. This is a constructive and directional thesis for the commercial development of Chinese ski resorts, which is valuable.

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