

Study on Cooperative Transformation Path and Practice Model of Traditional Commercial Zone in Old District of City——Take Nanjing Zhongyangmen Commercial Zone as an Example

Guoqiang Ma^{1,a,*}, Dongdong Yang², Yinglu Xiang²

¹ Department of Environment, Nanjing Xiaozhuang University, Nanjing, Jiangsu, 211171. China

² Nanjing SuBo Investment Consulting Co., Ltd, Nanjing, Jiangsu, 210000, China

^a maguoqi2754@163.com

*corresponding author

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Abstract: Under the comprehensive promotion of Internet technology revolution, consumption structure upgrading, industrial function upgrading, urban space restructuring, transformation and development of the traditional business zone in the old district is imperative. Taking Nanjing Zhongyangmen Commercial Zone as an example, this paper summarizes the multi-objective needs and multi-subject characteristics of transformation. Accordingly, the idea of "multi coordination" is introduced. Base of that, this paper summarizes and puts forward the transformation path and practice model of traditional commercial zone.

1. Introduction

The traditional business zone is a concept with distinct background of the times. Generally speaking, it refers to the area that is attracted by the urban transportation hub and gathers a large number of commercial wholesale markets. Since the 1990s, the traditional business zone has risen rapidly. With its huge amount of logistics, dense flow of people and efficient output, it has become the center and landmark area of urban industry. However, since 2010, with the rapid development of social economy, the rapid expansion of urban space, especially the fierce impact of Internet e-commerce, the traditional business zone almost invariably fell into an unprecedented development dilemma. In recent years, the academic circles pay more and more attention to the industrial transformation and upgrading, urban space optimization, scientific and technological innovation and other new era background[1-7].Nanjing is an important trade center. The development and transformation of trade industry has a great impact on urban spatial strategy and planning countermeasures [8-9]. This paper takes the Zhongyangmen Commerce and Trade Zone of Nanjing as a case study area, introduces the concept of "multi synergy" transformation and development, and constructs the path and practice mode of the transformation and development of the Zhongyangmen Commerce and Trade Zone from the aspects of value reassessment, target reorientation, industrial regeneration, space reconstruction and multi operation.

2. The Transformation Mode Based on the Idea of Multiple Coordination

"Pluralism" emphasizes the continuous and independent participation of multiple subjects, and "coordination" emphasizes the relevant cooperation among various elements or subsystems of the system [8]. "Multiple synergy" refers to the participation and cooperation of all relevant subjects in order to achieve specific goals. This idea originated from Synergetics which is founded by German physicist harken, and is widely used in economics, management, sociology and other fields [10] - [11]. The core of multi synergy lies in the construction of the goal and framework of multi-subject collaboration, which can explain the object characteristics, transformation framework and implementation requirements of traditional business zone, and has enormous practical value.Based

on the idea of multiple coordination, this paper constructs the transformation path and mode of traditional business zone from three aspects.

First, put forward the strategy of collaborative transformation. Based on the research of transformation demand, combined with the development strategy of urban space and the development demand and direction of surrounding spatial units, the strategic value and regional role of traditional business zone in regional coordination are evaluated, the target of regional coordination is identified, and the strategy of regional coordination and the direction target of transformation and development of traditional business zone are formulated.

Second, determine the strategy of collaborative transformation. According to the goal of transformation and development, we should build an industry space with integrated structure system that adapts to the new strategy and goal.

Third, establish the mechanism of collaborative operation. According to the transformation goals and strategies of the area, taking the interest management of each subject and the ownership relationship of each plot into account, a multi-level, diversified and multi-type cooperative operation mechanism is constructed. Considering the market-oriented operation of the project and the implementation of the plot development, and thus establish an operation scheme of government enterprise cooperation, multi-party participation, profit and risk sharing is established.

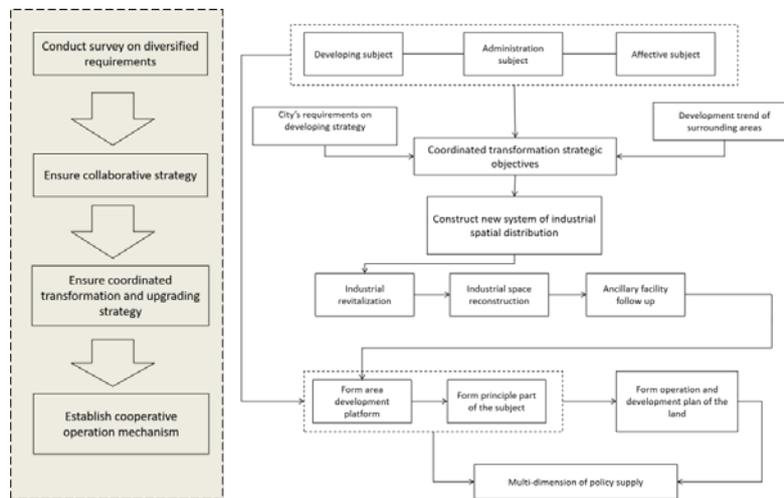


Figure 1 The coordinated path of transformation and development of traditional business zone

3. Empirical Research

3.1. Empirical Region

Zhongyangmen Commercial Zone is located in the north of the main urban area of Nanjing, 1.5km away from Nanjing railway station in the East, Hu-ning railway in the north, Zhongyang Road in the East, moat in the South and Jinchuan River in the west, with an area of about 1.3 square kilometre. The rise of Zhongyangmen Commercial Zone began in the 1990s, when the large wholesale markets represented by Jinqiao and Yuqiao were successively completed. Since 2010, due to the change of internal and external environment, the trade volume of commodities in the trade market has continued to decline, the business operation situation of enterprises has been deteriorating, and the development of the trade zone has encountered difficulties.



Figure 2 Location map of Zhongyangmen trade zone

3.2. Transformation Goal

Based on the analysis of the spatial location value and the surrounding development demand of Zhongyangmen Zone, the paper puts forward the transformation development goal of building a "Collaborative Development Zone in Xin Mofan road innovation block".

After the merger of the original Gulou District and the original Xiaguan District in 2013, the zhongyangmen commercial zone, located at the junction of the two districts, plays an irreplaceable role in the coordinated overall development of the new Gulou District. At the same time, as the original Xiaguan District with the best development foundation and location conditions, zhongyangmen business zone is also a demonstration leading area to undertake the development elements of the core area of the main city and promote the accelerated development of Tiebei district. In this context, focusing on the development needs of the surrounding areas of the zhongyangmen commercial zone, Xin Mofan road innovation block on the south side is increasingly constrained by the lack of innovation carriers and incubation space in recent years, despite the concentration of a large number of high-quality science and education resources and platforms, such as Nanjing University of technology, Nanjing University of Posts and telecommunications, Nanrui, Gulou University Science and technology park. The advantages of scientific and educational innovation cannot be further developed, and the coordinated development of surrounding areas is hindered.

3.3. Collaborative Transformation Strategy

As for industry, realize the transformation from "traditional commerce" to "science and technology commerce". It can be seen from many investigations and objective analysis that zhongyangmen commercial zone has lost the conditions and foundation for the continuous development of traditional commerce and trade, and the inevitable choice for transformation is the gradual withdrawal of existing commerce and trade formats and the timely introduction of new industries. Following the transformation goal of "Collaborative Development Zone of Xin Mofan road innovation block", responding to the diffusion of core functions of Nanjing's main city to the south, taking the initiative to meet the demand of Xin Mofan road innovation block for innovation incubation, science and technology business and other supporting space, actively undertaking the functions of science and education, innovation, research and development, incubation, etc., and building a "new retail business based on science and technology research and development, innovation and entrepreneurship". This is a new industrial system with distinctive characteristics and supplemented by culture, leisure and entertainment.

Spatially, the transformation from "belt agglomeration" to "hub leading" should be realized. Limited by the development of traditional business formats and road traffic patterns, Zhongyangmen commercial zone has formed a spatial pattern of belt agglomeration along Jianning Road, which has become a shackle for the upgrading of regional functions and spatial quality. The new industrial system with science and technology business as the core emphasizes the spatial organization characteristics of cluster, hub and complex. In line with this demand, the

zhongyangmen commercial zone constructs a new spatial structure system of "aggregation hub, characteristic axis belt and spatial cluster". Chenghecun station and Zhongyangmen two subway stations are the core aggregation to form a hub, along the moat to gather cultural creativity, leisure and entertainment, characteristic business, etc. to form a characteristic belt, along Jianning road to form an innovation and entrepreneurship axis, along Nanrui road to form a commercial business axis, according to the plot location and planning conditions to plan to form a number of functional composite space groups.



Figure 3 New spatial structure of central gate business zone

In terms of supporting facilities, we will achieve the goal of the upgrading from "suburban type" to "urban type". The supporting facilities here include industrial facilities and living facilities. In view of the fact that the number of supporting facilities in the area is insufficient, the types are incomplete and the quality is not high, starting from meeting the needs of the development of science and technology industry and urban life in the area, focusing on business incubation, exhibition and communication, conference reception, creative support, etc., strengthening industrial supporting facilities, focusing on characteristic culture, medical care, basic education, community service, etc., and attracting high-end enterprises and high-tech talents.

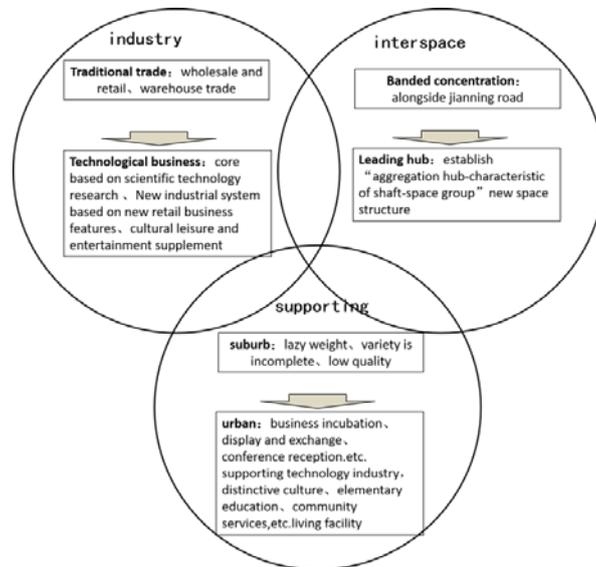


Figure 4 Trinitarian collaborative transformation strategy

3.4. Transformation Implementation

Therefore, in line with the principle of "multiple coordination, government enterprise cooperation, benefit sharing and risk sharing", the transformation and implementation mechanism of win-win cooperation is constructed in two steps.

First of all, all relevant entities cooperate to establish the "development and construction platform of central gate business zone", which can operate the stock resources, industrial investment, plot development, environmental improvement, etc. in the zone in a unified way. We should

diversify the main body of project operation. Guided by the regional development and construction platform, systematically sort out the industry, carrier, land and other stock resources of each plot in the area, and establish a diversified project operation subject according to the property right situation and development intention of each relevant subject.

Secondly, the operation and development strategy of each plot should be determined individually. On the basis of systematically combing the existing land ownership, property right, business model and industrial format of each plot, the regional development and construction platform will take the lead in negotiation with relevant subjects, and then determine the operation and development strategy of each plot (project).

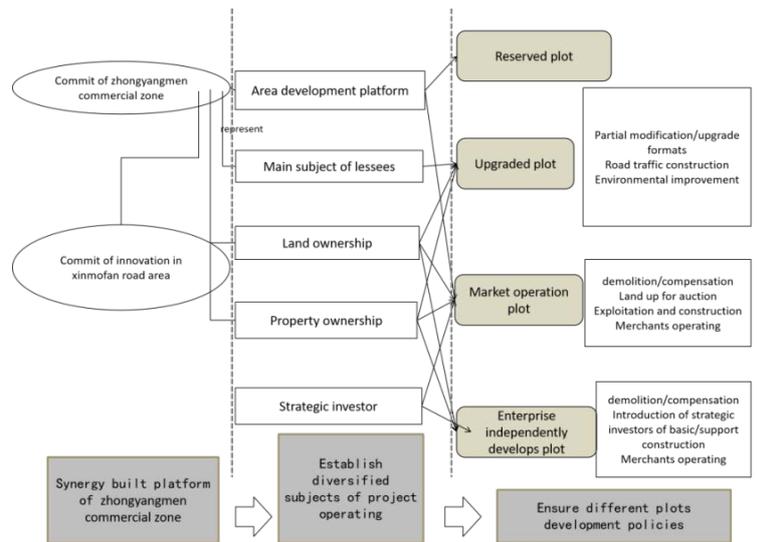


Figure 5 Transformation implementation mechanism of win-win cooperation

4. Conclusion

Under the impact of the upgrading of business forms, the upgrading of urban functions, and Internet technology, the practical difficulties of traditional business zones are universal and objective, and to a large extent, they show the trend characteristics that are hard to reverse. Compared with the new development area, the transformation and development of the traditional business zone in the old urban area also faces the difficulties of difficult coordination of the demands of multiple subjects and high cost of renewal and transformation. The implementation of transformation and development is difficult to avoid the limitations and constraints of existing industries, property rights, investment and other aspects, which brings great uncertainty to the transformation and development of the area. It can be seen that the transformation and development of traditional business zone need a targeted and operable implementation path. From the research results of this paper, we can see that one of the demands of multiple stakeholders is to hope that the government can play a leading and guiding role to show a confident prospect and feasible implementation framework for the win-win cooperation of multiple stakeholders and the transformation and development of the area. In the transformation and development planning of Nanjing central gate business zone, through the introduction and reference of the "multi Coordination Idea", it is carried out in the areas of re planning and positioning, business industry transformation direction decision-making, transformation implementation mechanism construction and other aspects, in order to have certain inspiration and reference significance for the transformation and development of traditional business zone.

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