Research on the transformation strategy of personalized cultural service space of physical bookstores

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Abstract: *In order to adapt to the change in people's reading needs, brick-and-mortar bookstores need to constantly explore new business models. While physical bookstores are increasingly showing the characteristics of "large and miscellaneous", problems such as the homogenization of bookstores and the poor correlation of cultural functions within bookstores have also emerged. This paper breaks the traditional thinking mode, puts forward the idea of creating a personalized cultural service space based on space production theory and scene theory, and transforms physical bookstores into "small but fine" through effective knowledge guidance, characteristic theme activities and reading scene experience on the basis of audience segmentation, taking readers as the center and realizing the connection between readers and books, readers and readers, and readers and products. Based on the questionnaire data, the feasibility of this transformation model of physical bookstores is confirmed.*
Keywords: *physical bookstore, transformation strategy, personalized space, knowledge guidance*

I.   Introduction

With the continuous improvement and development of information technology and mobile Internet technology, the speed of information dissemination is getting faster and faster, and the form of expression is becoming more and more three-dimensional, from text, images to audio, video, official account tweets to more intuitive short videos, live broadcasts, etc[1]. Technology driving in providing people with diversified information acquisition methods and channels, but also subtly changing people's reading behavior and consumption habits, digital reading, virtual reading, fragmented reading makes the traditional deep reading gradually faded, online consumption habits make online bookstores with absolute price advantages continue to seize the sales space of physical bookstores. In today's rich and diverse information, people are more inclined to obtain personalized knowledge information that meets their own characteristics. And the sudden epidemic in 2020 once again reminded the brick-and-mortar bookstore industry to constantly change and adapt to the development of society. According to data released by Beijing Openbook Information Technology Co., Ltd., between 2015 and 2019, the overall retail market of books in China has maintained a growth rate of more than 10%, and in 2020, it experienced negative growth for the first time due to the impact of the epidemic, and the physical store channel was significantly affected by the epidemic, down 33.8% year-on-year, and the decline was further expanded compared with previous years.

Based on the analysis and summary of the development status and existing problems of existing physical bookstores, this paper puts forward the concept of creating a personalized cultural service space from a new perspective, and uses the questionnaire survey method to conduct market research and user intention data collection, so as to explore the feasibility of concept implementation and explore a new model for the transformation and development of physical bookstores.

The exploration of the transformation of physical bookstores has never stopped, exploring the business model with great potential from the perspective of cases [7-11], exploring the new retail model of bookstores from the perspective of the retail industry [12-14], and studying the spatial design of bookstores from the perspective of aesthetics [15-16], and the outbreak of the COVID-19 has posed new challenges to the development of physical bookstores[17-20].

II.   The current state of the transformation of physical bookstores

The "2019-2020 China Physical Bookstore Industry Report" was released at the 2020 China Bookstore Conference. According to the data in the report, the number of physical bookstores in China exceeded 70,000, and the number of new bookstores opened in China exceeded 4,000 in 2019. In recent years, under the pressure of survival, diversified formats have become an exploration beyond the traditional book retail business of physical bookstores, and through the integration of multiple industries, social and cultural communication

functions have been added to bookstores. It is true that this series of changes and improvements has brought readers a new multi-sensory experience, greatly improved readers' evaluation of physical bookstores, and effectively promoted the transformation and upgrading of physical bookstores. However, the revolution has not yet succeeded, and it is still necessary to actively explore the path of transformation.

2.1 The "appearance" of bookstores has improved, but it has not promoted consumption

Improving the "appearance" of bookstores and attracting consumers to come in is the first step to generate purchasing behavior. As a result, a variety of beautiful, full of design like art bookstores came into being, and many bookstores have become the city's cultural scenery or cultural landmarks, these "Internet celebrity bookstores" attract countless consumers to check in, but the phenomenon of "only checking in and taking photos, not reading books and not buying books" also occurs from time to time.

2.2 Multi-format integration and development, but lack of knowledge guidance

Nowadays, physical bookstores have changed the traditional business thinking, not only opening bookstores into shopping malls, but also constantly enriching business formats. The "bookstore+" business model has made the service area of bookstores continue to expand, bookstores are no longer just places to sell books, selling coffee, selling cultural and creative products, selling stationery, selling fast food, etc. have become the norm, from book sales to multi-format offline reading and consumption experience space[2]. But when all bookstores move in this direction, the differences between bookstore brands seem to be smaller and smaller, the large categories of books selected, cultural and creative products are similar, there are cafes, reading areas, etc., lacking their own characteristics. In addition, consumers only pay attention to things other than books after entering the bookstore, and do not pay attention to the book itself, which is also a major problem in the current bookstore.

2.3 Create a place of cultural service, but lack emotional resonance

Physical bookstores are not only commercial entities, in addition to basic commodity sales services, they have also made many explorations in cultural dissemination and undertaken the important task of reading promotion[3]. Through holding cultural lectures, good book recommendations, bookmark sales meetings, exchange seminars, parent-child interaction and other diversified activities to strengthen the interaction between readers and readers, readers and bookstores, and even readers and authors, so as to increase user stickiness, explore more attributes of bookstores, and meet more needs of consumers. But again, if you simply hold an event and tweet to promote it, without considering whether it can really resonate with readers, make consumers interested in bookstores, books, cultural and creative products, etc., and buy them, it cannot be called a place of cultural services.

2.4 Innovate business forms and seek new development opportunities

There are also some bookstores that keep up with the development of the times and have their own unique ideas and ideas. The new Sanlian Bookstore, which is lined with bars, not only has a peculiar location, but also adopts an innovative form of 24-hour non-closing. A bookstore in Rongcheng County, Xiong'an New Area, Hebei Province, on the basis of 24-hour non-closing, with the help of 5G technology and a new spark, unmanned bookstores not only reduce manpower operating costs, but also can use technology to understand readers' reading preferences through big data analysis, better carry out precision marketing, and provide readers with good books that meet their reading tastes[4]. There are also bookstores that sell tickets, and a bookstore in Shijiazhuang, Hebei Province implements a fee system for admission to reading. Although the new form of these bookstores has mixed reviews and the actual effect remains to be seen, each innovative move has the potential to bring opportunities for the successful transformation of physical bookstores.

III.   The necessity of creating a personalized cultural service space

With the continuous transformation and upgrading of physical bookstores, bookstores have become a multi-format offline reading and consumption experience space integrating catering, exhibition, lectures, cultural creativity and entertainment, showing the characteristics of "large and miscellaneous", but the homogenization phenomenon between bookstores and bookstores, and the poor correlation between various services within bookstores are significant. If you change your thinking angle and create a personalized bookstore through audience segmentation, whether it is in terms of book types, store design or other cultural activity experiences, it only serves to attract specific reader groups, so that the bookstore will change to "small but fine".

This study uses a questionnaire survey to analyze user intentions for this type of transformation of physical bookstores. The questionnaires were mainly distributed through the Internet, and a total of 567 valid questionnaires were collected. Due to the wide audience of bookstores, the questionnaire distribution targets

covered all age groups, among which "17-28 years old" accounted for 53.09%; "29-50 years old" accounted for 38.27%; "Over 50 years old" accounted for 7.76%; "Under 16 years of age" accounted for 0.88 per cent. According to the different audiences, the questionnaire sets jump questions according to the category of books, and jumps out of different questions according to the six book categories selected by the user: "psychological inspiration", "children's books", "science", "business finance and economics", "historical biography" and "literature and art" (see Figure 1 for the audience selection of each book category), and the question setting mainly starts from three aspects: knowledge guidance, theme activities, and scene experience, which to a certain extent achieves audience segmentation and lays the foundation for the creation of personalized bookstores. In the question "How often do you visit bookstores a month?" , the two answer items "rarely go" and "don't like to go to bookstores, prefer online shopping" are designed to jump questions, intending to attract online readers to offline.
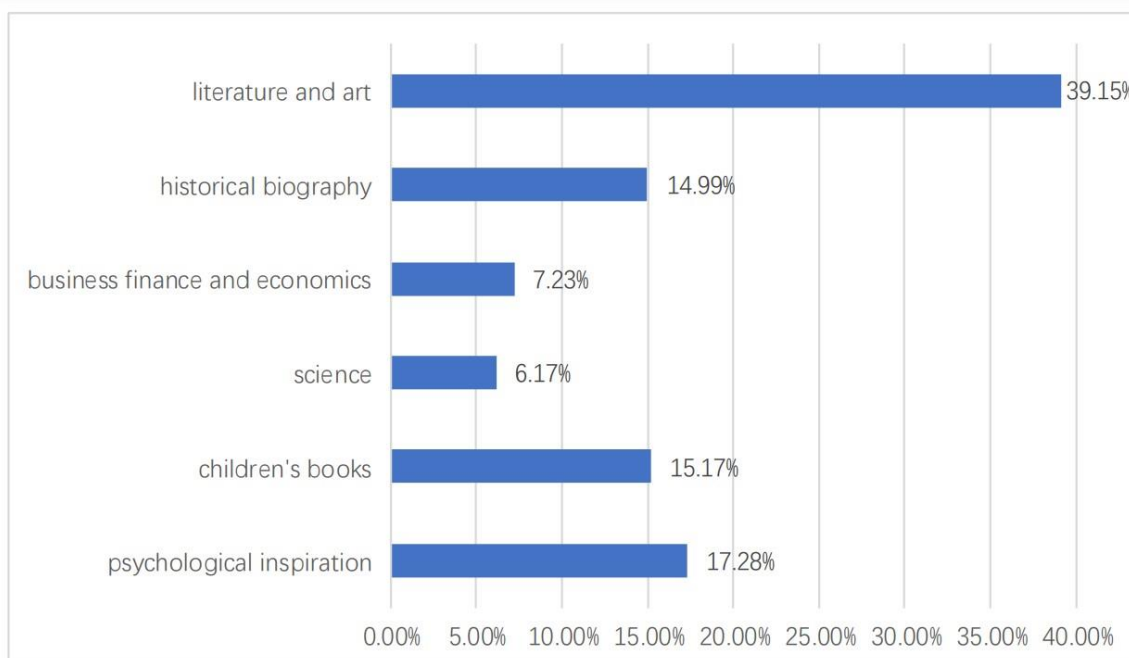

Figure 1 Book Category Audience Selection Table

3.1 The individual needs of social development

With the continuous development of mobile Internet, people's reading media have gradually shifted from offline to online, from print media to digital media, from the previous "people looking for information" to the current "information looking for people", information has shown a diversified development trend. But with the big data push, the accurate analysis of the user portrait, once the analysis of the user is interested in a certain content, it will continue to push, the result is that people can only receive a single information content, and even in the end, they need to mark their interest in the content as not interested in the possibility of receiving the next content of interest. It can be seen that what people need is not complicated and unclassified information, nor too single and boring information, but the information content of their own needs, which is relatively personalized information under the trend of pluralism. Based on the above analysis, in the scenario where the transformation of bookstores tends to be more diverse, it is necessary to change thinking and create a cultural service space that can meet the individual needs of readers.

3.2 User needs under the development of diversified business formats

In the current information age, people have more and more channels to obtain information, and the ways of displaying information content are becoming more and more diverse. The way of knowledge acquisition has changed from the traditional one-way dissemination of text and images to the use of two-dimensional codes and relying on knowledge sharing platforms such as Himalaya and lazy listening books, so that the presentation of information content increases the audio and video function, which alleviates the boring reading experience to a certain extent and makes reading more interesting. Nowadays, with the application of AR, VR and other technologies in the field of reading, providing readers with an immersive reading experience, it is gradually transforming to three-dimensional reading. The continuous three-dimensional presentation of information content extends people's visual, auditory, tactile and other sensory functions, and caters to the diversified reading experience needs of readers. In today's rapid economic development, reading is

not only a way for the public to acquire knowledge and skills, but also represents a person's quality of life to a large extent. Therefore, the reading experience greatly influences the reader's continuous reading status.

3.3 The development needs of the cultural inheritance industry

Carrying out reading activities for all is an important deployment of China's construction of a public cultural service system, and many policies in China have proposed to promote reading for all by improving public cultural facilities. As of January 2020, 13 provinces and municipalities in China have formulated special local regulations and rules (including drafts) for national reading, and the remaining provinces and municipalities are also in the stage of proposal and research on national reading legislation. In October of the same year, the Central Propaganda Department issued the "Opinions on Promoting Reading for All People", making comprehensive arrangements for in-depth promotion of reading for all people[5]. Reading infrastructure is a necessary condition for promoting the effective implementation of the national reading strategy and an important guarantee for translating policy guidance into project implementation. As the most familiar reading place and the most common reading space for people, physical bookstores will inevitably undertake the important task of spreading culture and promoting reading for all.

IV. Personalized cultural service space construction scheme under diversified business formats

Lefebvre's theory of space production argues that "contemporary society has shifted from the production of things in space to the production of space itself", that is, emphasizing attention to different production relations in space. As a concrete physical space, the physical bookstore has gradually shifted from the initial book sales and distribution space to the cultural service space, with "books" as the core, adding art, cultural creativity, leisure, catering, culture and other elements to the space, so that the physical bookstore has more cultural service functions. The addition of elements and the diversity of functions seem to fill the entire space of the physical bookstore, but its essence is only to cut the large space into several independent small spaces, showing the characteristics of "large and miscellaneous". Therefore, the interconnection of independent spaces within the space is very important, and the high degree of connection of various cultural service functions can maximize the effect of the cultural service space attributes of physical bookstores and become the source of readers' satisfaction.

At the same time, the physical space attribute of the bookstore is a natural scene resource, which can achieve a multi-dimensional communication relationship by building different service scenarios. Ren Shijie analyzed the research results of current scene theory from different disciplines such as sociology, management, and communication, and extracted the essence of scene theory in "the interaction between people and things, people and the environment, and people, and should be people-centered and grasp the integrity of interaction."

Based on the above analysis of space production theory and scene theory, the scheme of personalized cultural service space under multiple formats is constructed, that is, on the basis of book classification, the audience is segmented, the reading and cultural needs of specific readers are analyzed, and the careful design of three aspects: knowledge guidance of cultural services, theme activities that meet readers' needs, and scene experience, and highly links various cultural functional elements in the space, and is jointly committed to improving readers' interest in reading and promoting readers' consumption motivation. The proposed service model of this cultural space is shown in Figure 2.

4.1 Human-object interaction: effective knowledge guidance

Consumers "spending time" in a specific space is actually a competition for consumer attention. Similarly, under the increasingly diversified elements and functions in the physical bookstore space, the audience's attention is dispersed, making the subject status of the book itself boundary, so the return of the book-based position is worth pondering.

Providing coffee is now a major business of bookstores. A random question related to such a book can be asked on the coffee cup and marked on which page of the book the answer is on the first few lines of the shelf, transforming the reader's curiosity into an actual process of exploring knowledge. Questionnaire data show that 75.61% of people are interested in this method of knowledge guidance. Further ask, "If you have a unique opinion on this issue, would you be willing to write your own thoughts?" "The proportion of willing people also accounted for 65.85%. Therefore, in order to further enhance interactivity, readers can also write on small cards and hand them to the staff if they have their own unique opinions, and the staff will publish the high-quality answers to this question on the electronic screen in the bookstore after screening, and this behavior has the effect of "killing three birds with one stone", first, it is a process of discovering high-quality potential authors; Second, providers of high-quality answers increase user stickiness while gaining a sense of achievement; Third, it can be used by other readers to watch the discussion and thus generate interest. Before knowledge guidance, reading and drinking coffee are two relatively independent things, and after knowledge guidance, the connection between the two is strengthened.
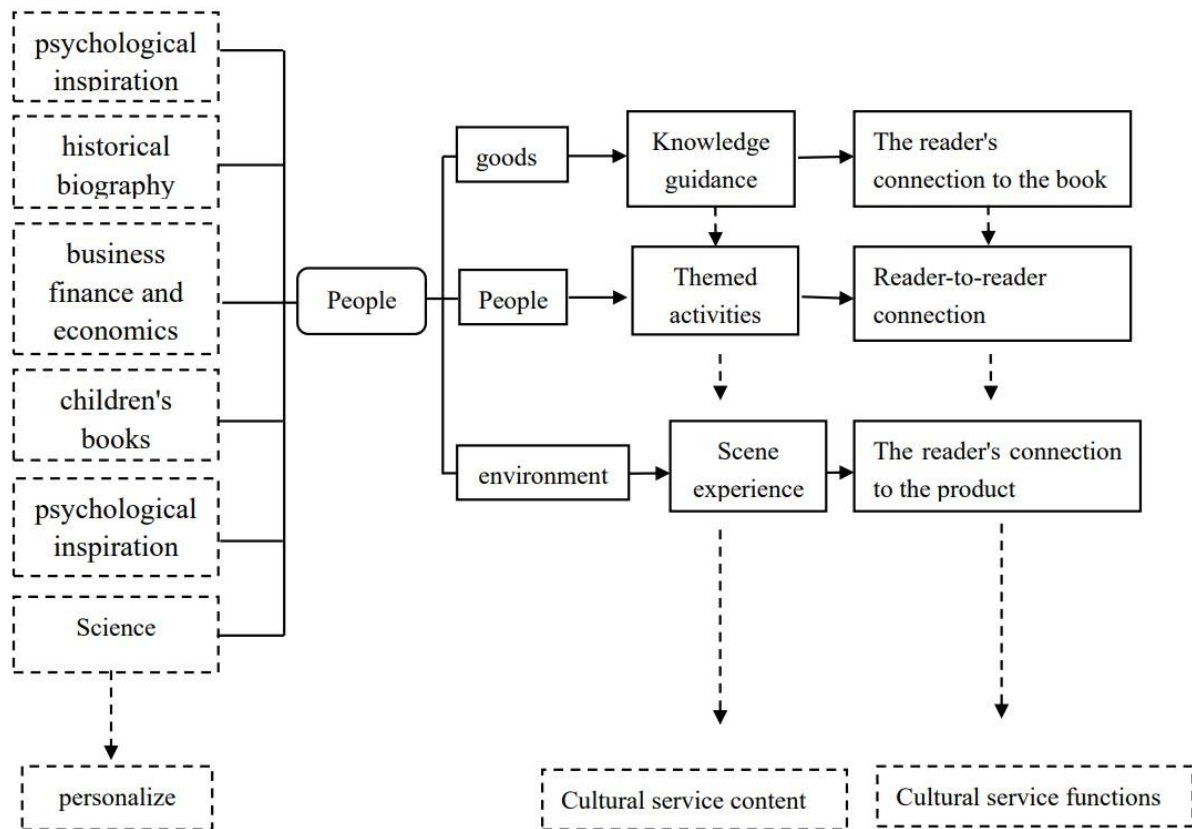
Figure 2 Service mode

Finding a specific target in a certain space requires a long reflection arc for the user, and the ground slogan that follows the path greatly shortens the user's reaction time. For physical bookstores, the application of ground slogans is mostly manifested as a book classification function, marking the division area of book types, which lacks guidance and should be transformed from "slogan" to "guiding language". In personalized bookstores under audience segmentation, this feature is more targeted. In a survey for historical biographical book audiences, "If the ground writing guide asks different historical questions, does it arouse your curiosity to seek answers?" The number of people who chose "will" was as high as 92.94%. By writing guidelines on the ground of the bookstore, various historical questions are raised, the reader's curiosity is aroused, and it is guided to the corresponding book, which can not only stimulate the reader's interest in exploring certain issues, but also stimulate the reader's curiosity about the books of a certain historical period and the knowledge of other historical stages.

Coffee, floor slogans, decorative elements, etc. have been given a new "mission" in multi-format bookstores, that is, they have become intermediaries that connect readers and books. The service model of "reader-intermediary-book" guides the knowledge of intermediaries, so that bookstores can still retain the main position of books in the process of transforming into a personalized cultural service space and ensure the effective acquisition of knowledge. Therefore, physical bookstores should pay attention to the use and development of "intermediaries".

4.2 Human interaction: featured themed activities

First, analyze the cultural needs of different audience segments. The audience segmentation of physical bookstores is in line with the consumer-centric concept in the context of new retail. It takes a specific group of people as a special service object, which can truly achieve "human" conditions, and will also greatly increase the viscosity of book consumers to physical bookstores [6]. Second, hold differentiated theme activities for different cultural service scenarios. That is, the form of the activity should be adapted to the needs of the audience and compatible with the cultural scene, and finally achieve a high degree of interaction between readers and readers, forming a community.

For example, children's book theme activities should capture two characteristics of the audience: one is parent-child interaction, and the other is edutainment. Therefore, role-play activities can be held to allow parents

and children to fully participate in the activities, make their own costumes and other props, play a specific role in a certain book, interpret the storyline in the book, so that children have a deeper understanding of the content of the book, generate interest, the questionnaire shows that 74.42% of parents are willing to participate. Especially after the introduction of the "double reduction" policy, students' spare time has increased, bringing huge traffic to bookstores, and the after-school knowledge activities provided by bookstores should play an important role in the process of reorganizing students' after-school time, improve the traffic conversion rate, and add value to students' after-school time. For example, Jiangsu Yixing Xinhua Bookstore has newly set up an extracurricular reading area for primary and secondary schools, and held 100 reading activities such as "Phoenix Yi Reading and Fragrant Reading." For personalized cultural service space, it can accurately locate the needs of the audience and cut the pulse of the market.

In addition, for the audience of science books, the theme activities should emphasize practicality, and activities such as scientific experiments can be held regularly to achieve the integration of book knowledge and practical knowledge; Historical and biographical book theme activities should focus on the transformation of knowledge from jerky to easy to understand, etc. In short, under the advantages of audience segmentation, comprehensively analyze and cater to and meet the cultural needs of groups with similar characteristics, and provide them with exclusive theme activities, in order to truly arouse emotional resonance and improve the stickiness between readers and readers, readers and bookstores.

4.3 Interaction between people and the environment: reading scene experience

Readers' demand for knowledge is no longer limited to reading paper books, but requires the joy of integrating knowledge and life in a more personalized, richer and more experiential cultural environment. Therefore, the transformation of bookstores should build a scene experience mode of interaction between people and the environment, integrate content products that are highly relevant to the theme of the bookstore, and create a one-stop cultural service space to meet the diversified needs of modern readers. In addition, in recent years, with the continuous transformation of bookstores, the corresponding costs are getting higher and higher, which is also one of the factors that make it difficult for bookstores to operate. However, if these scene experience elements that are highly relevant to the theme of the bookstore are directly settled in the relevant theme bookstore, this can achieve a win-win effect for the bookstore and product sellers. On the one hand, for product sellers, it can directly reach the precise audience, expand the audience contact surface, improve the efficiency of the audience contact with the product, and directly promote the sales of related products. On the other hand, for bookstores, product sellers are similar to sponsors, which can provide certain financial assistance to bookstores to some extent and ease the economic pressure of bookstores.

From the data feedback from the audience, we can initially judge the feasibility of this "win-win model". Physical bookstores and related product vendors should actively act and coordinate, constantly innovate forms of cooperation, meet the new knowledge experience needs of the current audience, and fill the market gap.

V. Summary

With the continuous transformation and upgrading of physical bookstores, bookstore formats are becoming more and more diversified, but this diversification seems to be just a combination of multiple elements, which is a diversification that stays outside. Through the design of knowledge guidance, theme activities, scene experience, etc., the personalized cultural service space strengthens the connection between the cultural functions of the bookstore and with books, knowledge and readers' interests, and is accompanied by a certain guiding role. According to the types of books, cultural spaces with different themes are set up, and each space presents different characteristics to meet the cultural needs of different readers, so that it presents personalized characteristics. From the results of the questionnaire, it can be seen that this kind of personalized cultural service space has a certain feasibility, which provides reference significance for the further transformation of bookstores.

Acknowledgments

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