

Discussion on Underground Commercial Operation Mode and Selection Strategy of Urban Rail Transit

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Abstract: *Under the urban construction and development, the construction of urban rail transit has been accelerated, which can realize the effective development and utilization of urban underground space resources while bringing transportation convenience to people. In order to maximize the utilization of underground space resources, we should strengthen the commercial development and management of underground space, realize the development and integration of underground space commercial resources, enhance the value of underground commerce, and bring more considerable economic and social benefits. This paper explores the underground commercial operation and development of urban rail transit, chooses reasonable commercial operation mode based on the actual situation of the region, and promotes the modernization construction and development of the city.*

Keywords: urban rail transit; Business model; Underground commerce; Space resource.

Under the background of urban rail transit construction and development, the commercial development and management level of underground space has been greatly improved, effectively improving the utilization efficiency of underground space resources, and creating greater commercial value. With the development of urban road transportation, more and more cities begin to strengthen the study of urban rail transit underground operation mode, through self-management, leasing, entrusted operation and joint venture and other types, combined with the actual needs to choose different underground commercial operation mode. However, the lack of theoretical research and practical experience in supporting the underground commercial operation mode of urban rail transit greatly hinder the orderly development of various works, which needs to be further improved and perfected. Through the analysis and research of the relevant contents of the underground commercial operation mode of urban rail transit, reasonable measures are sought to improve it on the basis of considering the influencing factors, so as to provide support for the subsequent related work.

1. ANALYSIS OF RELEVANT CONTENTS OF UNDERGROUND COMMERCIAL OPERATION MODE OF URBAN RAIL TRANSIT

1.1 Self-supporting mode

With the rapid development of urban road transportation and the continuous improvement of supporting infrastructure in the process of urbanization, higher requirements are put forward for the development and utilization of underground space resources in the development of urban rail transit. Therefore, it is necessary to make clear the actual need for overall planning of underground commercial of urban rail transit, and special departments should be responsible for the operation and management of underground commercial in the later stage. Create greater economic benefits. Promote the self-operating model, set up a special project management department, promote vertical management, commercial investment and operation in each site [1]. In the case of transfer stations such as large supermarkets and stores, a special section should be set up to take charge of the management of business operation affairs. Based on the summary of successful experience, standardized experience management strategies should be formulated to promote the professional development of underground commercial operation of urban rail transit, build a good brand, expand the commercial coverage, and form a large scale effect. At the same time, we should strengthen the cultural construction of urban rail transit, promote differentiated management mode, and effectively enhance the influence and credibility of the brand. At the same time, the implementation of self-operated mode can realize the overall control of underground commercial operation and management of urban rail transit. However, urban rail transit group lacks operation and management experience, and the high cost during operation affects the utilization efficiency of resources, so the self-operated mode is not adopted as far as possible.

1.2 Leasing business model

Compared with the self-operated mode, the leasing mode has more prominent advantages. It contracts the underground space commercial to relevant units or individuals and transfers the management right to create economic benefits. The specific operation mode includes the following:

(1) Overall leasing mode. In this mode, the property is uniformly leased to economic units or individuals in the form of fixed rent, and the economic units are solely responsible for the development of underground commercial space of urban rail transit, realizing independent management and segmented development, which helps to relieve the pressure of capital and personnel, and control the operation risk within a reasonable range. Combined with the characteristics of the overall rental mode, it is suitable for application in the early stage of urban rail transit construction, such as supermarkets and hypermarkets [2]. In terms

of the overall leasing mode, it can be divided into investment packaging and retail services according to the nature of leasing. Investment packaging refers to that the investor combines reasonable planning of the surrounding business area with the characteristics of consumers to clarify the business positioning, and rents it after reasonable planning. At the same time, he is fully responsible for the investment management at the later stage. Retail services are managed by self-employed households after lease. Overall leasing model can bring stable income returns without the need to set up special departments and personnel, but the income is low, so it needs to evaluate the profitability of tenants scientifically and reasonably.

(2) Split lease mode. Combined with the characteristics of urban rail transit group, the independent division of underground commercial space is realized, that is, exhibition hall commercial space and channel commercial space. Based on the surrounding environment, the business type positioning is clearly defined, and the investment and management work in the later stage is responsible for the formation of large-scale commercial benefits. The rent of division leasing is relatively high. The rent is calculated according to the leased area and the fixed rent system is implemented, which can make scientific and reasonable use of business planning, further specify and disperse the operating risks, and obtain stable rental income [3]. However, this mode has high requirements for pre-business planning and requires professional management team to be responsible. Once the service level changes, the underground commercial value will be affected.

(3) Joint operation mode. The rent in this mode is the proportion of the basic guarantee amount plus the additional rent. Both parties sign a contract through negotiation. The landlord bears certain operating risks for the tenant and is responsible for the management of the store.

1.3 Joint venture mode

This mode of operation requires urban rail transit to obtain land use rights based on the special property development enterprises responsible for property work, joint venture development. In general, urban rail transit group provides land use rights and part of capital, while property developers are responsible for specific commercial operation and management, and share value-added benefits in accordance with the signed business agreement [4].

(1) The property enterprise shall establish a joint venture company with urban rail Transit Group, give full play to the resources and management advantages of the joint venture, and carry out the operation and joint management mode of the property according to the actual needs, and jointly operate and manage the property. This method needs to fully consider the commercial planning characteristics of urban underground space, integrate resources under sufficient financial support, and promote the development of urban commercial circle.

(2) Equity participation mode of urban rail Transit Group, which is responsible for commercial operation and management, invests in property enterprises based on the assessed value of the right to use underground commercial space, is the shareholder of business development, and shares the value according to the size of shares. However, the urban rail transit group under this operation mode only participates in management, not has absolute management right. If the property management enterprise damages the vital interests of the urban rail transit group, it will not be able to obtain stable earnings and bring extremely bad influence [5].

Compared with the self-operated mode, the joint venture mode can realize the rational development and utilization of business enterprises' funds, cultivate more professional talents, and improve the deficiencies of the urban rail transit operation mode through professional means, with outstanding advantages. However, due to the conflict of interests between the two parties, the operation effect is affected, which is not conducive to the rational development and utilization of underground space resources of urban rail transit.

1.4 entrusting business model

This mode refers to the fact that urban rail transit Group lacks sufficient operating experience and professional talents, so it entrusts the underground commercial development and operation to the third party commercial development company to realize the comprehensive management and planning of the project. In the development contract, it is necessary to specify the entrusted management objectives, duration and funds, and fully combine the surrounding environment to take into account the function of human flow channeling, so as to realize the underground commercial development with more characteristics [6].

2. SELECTION STRATEGY OF UNDERGROUND COMMERCIAL OPERATION MODE OF URBAN RAIL TRANSIT

2.1 Timing of underground commercial development

Urban rail transit underground commercial operation and management, should be a comprehensive planning, construction and operation of each station, improve the commercial operation efficiency. After the construction of the site, combined with investment requirements for later transformation, this will not only affect the normal flow of people at the site, but also increase the construction cost, bring bad effects. Therefore, the timing sequence of underground commercial development should be

comprehensively considered and incorporated into the overall planning. Contents such as channel connection, commercial area and business mode index should be planned in advance to avoid the increase of later reconstruction costs and realize the maximum development of underground commercial value.

2.2 Underground commercial positioning

The choice of commercial operation mode should fully fit the surrounding business area, formulate clear planning objectives, and realize clear positioning and adjustment of underground business. In combination with the regional economic, population and traffic conditions, understand the local planning of the business district, if the joint venture mode and leasing mode can not implement the urban rail transit resolution, can promote self-management model. At the same time, in combination with the business mix around each site, consumption preferences and residents' consumption level, choose a reasonable business model, targeted development and management. For example, young people occupy the vast majority within the region, so the business model of split lease can be implemented [7].

2.3 Business management mode

The level of commercial operation and management is directly related to the development of commercial value and the creation of greater commercial interests. At the same time, practical and feasible commercial operation modes can be selected, and underground commercial partial self-operation mode can be promoted to train professional talents. If the experience in operation and development is insufficient, a professional property development company can be entrusted with full responsibility for commercial development and management. Therefore, we should continue to improve the commercial operation and management ability of urban rail transit, and give full play to the original role of the business model combined with the actual situation.

3. CONCLUSION

To sum up, under the booming development of urban rail transit, it is necessary to fully investigate and understand the regional economic, cultural, political and personnel conditions, choose a reasonable business operation mode, develop and utilize the underground space resources of urban rail transit rationally, create greater economic benefits, and promote the construction and development of urban modernization.

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