

Globalizing Hainan Tourism Products: Lessons from Canadian Tourism Operations Management

Peng Sun & Xiaode Zuo

Abstract:

This article examines the experience of Canada's tourism product operation and management, which has been highly successful in ensuring dynamic development and innovation while maintaining traditional tourism practices. The Canadian model emphasizes quality assurance, organizational support, marketing, and data analysis, providing valuable insights for the internationalization of Hainan's tourism products. The study suggests that Hainan should focus on improving the overall coordination of its tourism operations, enhancing scientific quality management, utilizing tourism data effectively, and prioritizing efficient marketing. The development of inbound tourism should be used as an entry point to drive Hainan's international tourism industry and promote the establishment of an international tourism consumption center. The article highlights the current limitations in Hainan's internationalization of the tourism industry and identifies the need for a new operational management model that is innovative and effective.

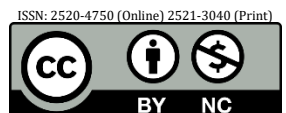


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1. Introduction

Have you ever wondered how Canadian tourism industry's success can inspire and guide the internationalization of Hainan's tourism products? The Canadian tourism industry began early, but modern tourism activities emerged in the 19th and 20th centuries. Many great writers and painters from North America and Europe discovered the beauty of Canada while experiencing life and drawing from it, which they wrote about in books and painted on paper. Afterwards, the European upper class flocked to Canada, particularly the British Columbia province to climb the Rocky Mountains, and mountain climbing and skiing became the most popular tourism activities of the time, elevating Canada's tourism industry. Following World War II, with the rapid economic and social development, Canada's per capita income level continued to rise, especially with the implementation of paid vacation leave and the widespread use of cars, leading to a rapid development of the tourism industry. Although after the mid-1990s, the Canadian tourism industry struggled and even stagnated due to economic recession, and especially the impact of the "911" incident in 2001, the federal government of Canada adjusted its tourism forms, contents, and management methods, particularly the operation and management of tourism products, according to the personalized and diversified development trend of world tourism consumption demand. The tourism industry thus made a significant recovery in a short period of time. Between 2005 and 2018, the tourism industry developed extremely rapidly, with tourism economic output growing by 83.08% over thirteen years, and accounting for about 7% of Canada's total export earnings, making a significant contribution to Canada's continued surplus in service trade (Sun, 2021). According to statistics, in 2019, the number of inbound tourists to Canada was 26.784 million, a year-on-year increase of 5.6%, accounting for 7.58% of the total service trade; the growth rate reached a new high since 2010. In recent years, under the correct leadership of the Hainan Provincial Party Committee and Government, China has made great efforts to implement General Secretary Xi Jinping's important speech at the 30th anniversary celebration of Hainan Province's establishment as an economic special zone and the "Guiding Opinions of the Central Committee of the Communist Party of China and the State Council on Supporting Hainan to Deepen Comprehensive Reform and Opening-up." These efforts have been centered around the strategic positioning of the "three districts and one center" (State Council of the People's Republic of China, 2018) and focused on promoting the construction of Hainan as an international tourism consumption center. Breakthrough progress has been made in both the internationalization of tourism products and the expansion of inbound tourism markets, with significant changes in the internationalization level of tourism products (Fan & Wang, 2022). According to statistics, in 2018, inbound tourism revenue was \$680 million, a year-on-year increase of 94.6%, accounting for about 1.0% of total trade exports; in 2019, inbound tourism revenue was \$771 million, a year-on-year increase of 13.1%, accounting for about 1.0% of total trade exports (Zuo & Xie, 2021). However, from 2020 to 2022, due to the impact of the COVID-19 pandemic and temporary personnel flow management measures, the relevant data declined significantly. Considering that the COVID-19 pandemic is a fortuitous and uncontrollable factor, the data from 2020 to 2022 is not within the scope of this study's statistics and analysis. In December 2022, the Chinese government made significant and positive adjustments to its policies on COVID-19 prevention and control, and the economic outlook has improved. Cross-border commerce is expected to prosper again, and how to promote the development of the tourism industry in Hainan Province has once again become a hot topic.

2. International Operation and Management of Canadian Tourism Products

Over the past century, Canada has faced objective constraints due to its relatively insufficient advantages in commercializing tourism resources. However, by taking advantage of the opportunity to develop an outward-oriented economy, Canada has solidly promoted the

development of its tourism industry and repeatedly achieved remarkable achievements, leading to a steady and sustained growth in the inbound tourism market. The tourism industry has not only become an important part of Canada's promotion of international trade development and balance of payments, but also one of Canada's major export earning industries (Wu, 2020). The sustained high-level operation and continuous internationalization of Canada's tourism industry can be mainly attributed to the efficiency, standardization, and orderliness of the international operation and management of Canadian tourism products, which are driven by four key elements: quality assurance, organizational drive, marketing engine, and data support. These elements are intertwined and mutually reinforcing.

2.1 Continuously Improving Service Quality

According to a survey, Canada has consistently taken a world-class and international perspective to promote the high-quality development of the tourism industry. Not only has it established and implemented a set of world-class tourism service quality standards, but it has also strengthened tourism service quality management through new concepts and models. This has not only effectively ensured the long-term stability and continuous improvement of tourism service quality, but also enabled tourism service quality to efficiently meet the demands of diversification and personalization of tourism. Ultimately, this has promoted sustained high growth in the inbound tourism market (Tian & Zhou, 2021).

(1) Developing Standards for Tourism Service Quality

Canada adheres to a market-oriented approach and an international benchmark, draws on international and European standards and indicators, focuses on the key links of tourism transaction behavior, and innovatively develops a tourism service quality standard system that covers the entire tourism industry chain. This system was officially implemented in 1999 (Gao, 2021).

(2) Regulating the Evaluation of Tourism Service Quality

First, the key contents of evaluation were specified. Canada focused on the core links of tourism service quality and delineated two dimensions for evaluation work, namely service chain and complaint system. The evaluation mainly focuses on three links and three indicators, namely the pre-sale, in-sale, and after-sale stages of the service chain, and the professionalism, timeliness, and satisfaction of complaint handling. Second, the evaluation process was optimized. In Canada, the evaluation of tourism service quality is organized and implemented by tourism service quality certification agencies. However, in specific operations, Canada has introduced process mode innovation into specific evaluation steps, which not only optimizes the evaluation process, but also ensures that the evaluation work is more operational and systematic. Third, the evaluation work was organized and implemented. Every year, the tourism service quality certification agencies in Canada conduct comprehensive evaluations of tourism service enterprises (including direct and indirect service enterprises) according to the requirements of the three-level standards and evaluation content. Based on the comprehensive analysis of the evaluation results, they award corresponding level certification certificates and licenses (the validity period of the certificate and license is two years).

(3) Emphasizing the Application of Evaluation Results

Starting from the second year of certification (license) award, tourism service quality certification agencies conduct annual inspections on tourism enterprises, and on-site inspections and re-evaluations of tourism enterprises in the following year. In the annual inspection and re-evaluation, the PDCA cycle management mode is introduced into quality evaluation. According to the specific requirements of the four stages and eight steps of the cycle management, tourism enterprises are urged to continuously improve and perfect the service quality problems found during the annual inspection and re-evaluation. This not only ensures

that the concept of continuous improvement runs through the entire evaluation process, but also effectively ensures the continuous improvement of tourism service quality.

2.2 Integrated Operation of Industrial Organization

Canada places high importance on the construction of tourism industry organizations, continuously improves the functional system of tourism industry organizations, optimizes the operational structure of industrial organizations, and clarifies the operational functions of industrial organizations, laying a solid organizational foundation for the coordinated management of tourism products by industrial organizations (Wang, et al., 2021).

(1) Improving the functional system of industrial organizations

Canada focuses on the practical requirements of building a complete industry chain, and has promoted the formation of a sound tourism industry organization system. In the late 19th century to the early 20th century, the Federal Tourism Federation was established, specifically responsible for federal tourism economic work, such as the formulation of federal tourism policies and regulations, and medium- to long-term tourism vision planning. During the same period, the National Tourism Bureau, which was a business affiliated with the federal economic department, was also established, specifically responsible for tourism market promotion, external publicity, and overall tourism image shaping. In addition, the 293 secondary administrative regions under the jurisdiction of the ten provincial governments and three regional governments in Canada have also established corresponding industry organizations and industry associations.

(2) Optimizing the operational structure of industrial organizations

The National Tourism Bureau, based on the needs of industry development, coordinates the resolution of problems by taking the key nodes of the industry chain as coordinates and integrating them, and constantly optimizes the internal operational structure. It has set up eight professional committees, including tourism economy, transportation marketing, urban construction culture, conference and exhibition, and international organization festivals, etc. Provincial and municipal governments have also established corresponding industry organizations or industrial organizations with corresponding functions, specifically responsible for coordinating tourism economy, tourism transportation, tourism promotion, tourism route design, cultural heritage protection and development, festival activities and other industry element integration and coordinated development issues.

(3) Strengthening the operational management of industrial organizations

The Canadian federal government implements a tourism management mechanism of government support, association management, and enterprise main market operation. This system clarifies the role and positioning of tourism industry organizations in the management of tourism products operation. The federal government also entrusts the transactional work to tourism industry organizations or industry associations, such as the National Tourism Bureau, which is specifically responsible for external promotion, image building, and brand shaping. At the beginning of each year, the National Tourism Bureau and various provincial industrial organizations organize the international operation and management of tourism products in accordance with the agreed annual marketing plan and contract, and at the end of the year, the federal and provincial governments conduct a comprehensive assessment of the implementation of industrial organizations' work.

2.3 The Core Lever of Tourism Marketing

Canada has developed and implemented scientifically reasonable tourism marketing strategies based on the consumption preferences and demand characteristics of major source markets such as the United States, the United Kingdom, China, India, Germany, France, and Italy. This has effectively promoted the rapid development of inbound tourism markets, boosted the

international influence and visibility of Canadian tourism products, and ensured a high proportion of inbound tourism in international tourism consumption (Li, 2020).

(1) Developing and Implementing Scientific Tourism Marketing Plans

The Canadian Tourism Commission (CTC) adheres to a customer-oriented marketing philosophy and follows the principle of planning before action. At the end of each year, the CTC organizes a meeting to research and develop a scientific annual tourism marketing plan, which clarifies the focus of the next year's tourism marketing work. This plan mainly includes the selection of tourist source countries and target markets, international tourism market marketing strategies, and marketing channel selection. In addition, the CTC formulates joint marketing strategies between the federal government and tourism bureaus at all levels, between the federal government and enterprises, and among provincial governments, as well as marketing themes and image planning. Meanwhile, each provincial tourism bureau and industry organization organizes a board meeting every November to research and develop a scientific annual tourism marketing plan, which ultimately promotes the formation of a two-level, well-defined, complementary tourism marketing plan for the federal and provincial governments. This not only effectively improves the strength and efficiency of tourism marketing work, but also ensures that federal and provincial tourism images and slogans are distinct, concise, and different from each other yet coherent.

(2) Combination and promotion of distinctive inbound tourism products

After scientific selection of its source markets (countries or regions), Canada combines and develops distinctive inbound tourism products based on the core principle of upgrading the value chain through the industrial chain (Hu, 2020). Firstly, Canada emphasizes the development of core tourism products by adhering to scientific planning guidance and optimizing the layout of its top ten core tourism scenic spots or destinations, including Niagara-on-the-Lake, Banff Town, Saint Lawrence River, Royal Botanical Gardens, Cape Breton Highlands National Park, Mount Asgard, Rocky Mountains, Port Mann Bridge, Yellowknife, and Bethune Memorial House. Canada has combined these with distinctive theme tourism products such as skiing, glaciers, and sightseeing. Secondly, Canada has created distinctive tourism products by leveraging its brand as a skiing paradise and ice and snow kingdom. For example, it has combined skiing with other ice and snow activities such as snow golf, snowmobiles, and dog sledding at ski resorts. At the same time, Canada has created leisure resorts that integrate catering, accommodation, equipment rental, shopping, and recreation, based on its ski resorts. Thirdly, Canada focuses on the organic combination of natural and urban landscapes, and traditional and modern elements in developing diversified and personalized tourism products such as the town of Whitehorse in the Yukon region. Furthermore, Canada has effectively utilized the resource advantages and available space of Vancouver Airport and Pearson International Airport (Toronto) to create integrated tourism complexes that include shopping, business, hotels, catering, and logistics. The seamless integration of the airport area with the tourism and consumption areas not only provides a reasonable solution for the flow of people, but also promotes the effective unification of the diverse transportation functions and tourism services for the expansion of the airport area.

(3) Accurate Promotion and Sales Work in Tourism

In marketing channels, Canada organizes tourism market marketing through different channels such as travel agencies, customized travel companies, and OTA platforms according to strategic goals, combined with the dynamic characteristics of tourism consumption preferences and demands (Wang, 2021). In terms of marketing methods, Canada fully utilizes media such as WeChat and Weibo, and also pays attention to using new technologies such as the Internet, big data, the Internet of Things, and artificial intelligence to accelerate the functional optimization of the national tourism official website and update its page content. By introducing virtual tourism elements, potential tourists' emotional understanding of tourism

products can be enhanced, thereby promoting the conversion of potential tourism demands into actual consumption behavior. Regarding the marketing experience, Canada collaborates with technology institutions to develop and launch online tourism products such as official APPs, 3D panoramic images, Live, and Map panorama maps. Through AR glasses and other intelligent devices, tourists can view the charm of all Canadian tourism products, and experience the charm of Canadian tourism on the webpage.

2.4 Functional Application of Tourism Data

The Canadian government places great importance on tourism statistics and implemented the tourism statistical survey system in 1934. With the advent of the big data era, attention has shifted to collecting and mining statistical data, conducting research and analysis, and comprehensively applying tourism data to demand analysis, product development, service quality enhancement, and tourism marketing (Peng & Guo, 2021).

(1) Strengthening theoretical research on market consumer preferences and demand characteristics

Canadian higher education institutions, especially the HES-SO joint research institute, have actively strengthened theoretical research on the culture of source countries or regions, particularly cross-cultural differences in tourism market demand between foreign and Canadian cultures. They emphasize the need to strengthen cross-cultural communication skills and techniques and to adopt different reception methods based on different customs and preferences. With the assistance of tourism big data, they are promoting the development of a complete set of theories on tourism consumption demand under cross-cultural backgrounds.

(2) Establishing a tourism big data center with the advantages of modern technology

Using new technologies such as the Internet, big data, the Internet of Things, and cloud computing and taking advantage of existing industry-university-research integration mechanisms, Canada is building a tourism big data center responsible for collecting, mining, and analyzing data on tourism industry development, demand characteristics, consumer preferences, and satisfaction from countries and regions worldwide.

(3) Applying the results of market consumer preferences and demand characteristics

Canada emphasizes the comprehensive application of theoretical research results and data analysis conclusions. From the perspective of tourists, it seeks to improve the quality of tourism services, analyze the root causes of product operation and management problems from the dimensions of experience and satisfaction, research measures to improve the quality of tourism product services and strengthen tourism marketing, and truly lead and ensure that the quality of tourism services is improved and enhanced in accordance with the preferences, demands, and satisfaction levels of international tourism consumption through the functional application of data.

3. Insights and Recommendations for the Internationalized Operation and Management of Hainan Tourism Products from Canada

3.1 Strengthening the Coordinated Management of Industry Organizations

Drawing on Canada's successful experience, we need to focus on building the entire industry chain and accelerate the improvement of the joint meeting system (Wang, 2021), establish the Hainan Tourism Federation, optimize the organizational structure of the tourism industry, and highlight the coordinated role of tourism industry organizations in the internationalized operation and management of tourism products.

(1) Strengthening the Coordinated Management of Joint Meetings

Based on the actual needs of building a complete tourism industry chain, we need to further improve the coordinated management mechanism of the Joint Meeting for Promoting Tourism Industry Development in Hainan Province. We should fully implement the instructions of

Secretary Shen Xiaoming regarding the development of "Tourism+" and "+Tourism" (Song, 2022), regularly or irregularly convene joint meetings of member units to study and solve key and difficult issues encountered in promoting the "overall development" and "integrated development" of the tourism industry; research and formulate tourism industry development plans and industry development policies, as well as strengthen the management of tourism product operations, further strengthening the macro-control and administrative guidance of the tourism industry.

(2) Establishing the Hainan Tourism Federation

Effectively integrating the resources of industry association organizations, establishing rules of procedure for professional committees, taking the Provincial Tourism Association as the main body, and including industry associations such as tourism, transportation, hotels, catering, urban areas, exhibitions, festivals, medical care, forests, and agriculture as members of professional committees, with the presidents or secretaries-general of industry associations as committee members, we should establish the Hainan Tourism Federation. In terms of work distribution and business contacts, we should focus on clarifying the responsibilities of each professional committee to connect with the corresponding industry regulatory authorities and industry associations, ensuring effective resolution of problems that may arise in various links and chains of tourism industry development.

(3) Optimizing the Functions of Industry Organizations

In accordance with the principle of separating government from enterprise, we should accelerate the transformation of government functions, gradually transferring some transactional functions such as tourism marketing, tourism quality evaluation, research and coordination of "Tourism+" elements construction, and integration of "+Tourism" industries to the Provincial Tourism Federation or tourism industry organizations to be organized and implemented in accordance with laws and regulations. At the same time, we should scientifically guide and direct industry organizations to assist in the preparation and implementation of industry development plans, formulation and implementation of industry development policies and regulations, fully play the role of tourism industry associations in coordinating the relationship between government departments and tourism enterprises, as a bridge and link for providing industry services to tourism enterprises, and as a booster and lubricant for coordinating and solving the development problems of "Tourism+" and "+Tourism".

3.2 Strengthening the Scientificity of Quality Management

Drawing on the experience and best practices of quality management in Canada, it is imperative to view and promote the high-quality development of the tourism industry from an international perspective and a global vision (Fang & Chen, 2021). This includes establishing and improving the mechanisms for service quality management, perfecting the tourism service quality standard system, and innovating the mechanisms for quality assessment and review to ensure the long-term stability and continuous improvement of tourism service quality.

(1) Establishing and Improving the Mechanisms for Tourism Service Quality Management

To achieve this, a provincial leadership group for promoting the improvement of tourism service quality should be established, with the market supervision department as the leader and industry authorities such as tourism, transportation, agriculture, forestry, and health departments as members. The group should coordinate the formulation and implementation of provincial tourism service quality standards and evaluation and review mechanisms. In addition, the system and mechanisms for applying the results of standard evaluation and assessment should be established to ensure the effectiveness of tourism service quality improvement.

(2) Revising and Implementing International Standards for Tourism Service Quality

The revision and formulation of tourism service quality standards should be guided by marketization and internationalization, focusing on the key elements and processes of tourism transactions (Xia, 2022). International and European standards should be consulted, and Hainan's unique characteristics and the full range of elements and processes of the tourism industry should be incorporated to develop a system of tourism service quality standards that covers all aspects of tourism quality. This will provide norms for tourism service behavior and standards for enhancing tourism services.

(3) Implementing a Comprehensive Tourism Service Quality Control and Enhancement Project To achieve this, a reform of the administrative system for enterprise-level evaluation and review should be explored, establishing a sound management mechanism for evaluation and review. Professional certification and evaluation organizations should be introduced to expand the scope of evaluation and review of tourism service quality levels, with a focus on the tourism service chain. Innovative modes for evaluation and review should be developed, incorporating process and PDCA management models. The results of evaluation and review should be fully utilized to urge tourism service enterprises to improve and enhance their service quality continuously. This way, the idea of continuous improvement should be infused throughout the entire process of evaluation, review, and operation management to ensure the long-term stability and effective improvement of tourism service quality according to actual needs (Qin & Kang, 2022).

3.3 Further Highlighting the Functionality of Tourism Data

Fully utilizing the policy advantages of constructing a comprehensive and deepened reform and opening-up pilot zone and according to the actual needs of developing the construction of the international tourism consumption center, drawing on successful experiences from Canada, improving the tourism statistical mechanism, establishing a tourism data center, and strengthening the application of tourism data, further highlight the functional role of tourism statistical data in guiding the internationalization management of tourism products.

(1) Improving the tourism statistical mechanism

Establishing a provincial tourism statistical work leading group with the statistical department as the leader and the responsible industry departments including tourism, culture, development and reform, transportation, agriculture and rural areas, entry and exit administration, commerce, forestry, and health and family planning as members, responsible for coordinating the overall work of tourism statistics in the province, regularly or irregularly studying and resolving major and key problems in tourism statistics, coordinating and solving the problem of industry data islands, ensuring comprehensive, true, objective, and timely statistical data, and providing scientific data information support for promoting the development of inbound tourism market.

(2) Establishing a tourism data center

On the basis of continuously improving the tourism statistical system based on the tourism satellite account, accelerating the effective connection and functional compatibility with Hainan Big Data Center, and using new technologies such as the Internet, big data, the Internet of Things, cloud computing, and artificial intelligence, accelerate the establishment of the Hainan International Tourism Big Data Center. According to the actual needs of the tourism industry development, focus on collecting and summarizing data on the development of the tourism industry in developed countries or regions, the characteristics of tourism demand in the international source market and target market of Hainan, the preferences of tourism consumption, and the satisfaction of Hainan tourism.

(3) Strengthening the application of data functionality

Further strengthening the data's all-domain collection, integrated management, and functional utilization, and using the data's functionality to promote solutions to problems such as unclear

positioning of the inbound tourism market and lack of marketing strategy planning. Using data mining and analysis to comprehensively analyze the root causes of internationalization management issues of tourism products, thoroughly solving problems such as insufficient refinement of tourism services, inadequate sustainability of product quality improvement, and weak internationalization of tourism industry development, comprehensively enhancing the effectiveness of Hainan's international tourism product supply, ensuring that the quality of tourism services is improved in line with the enhancement of experience, and ultimately promoting the high degree of conformity between the supply of inbound tourism products and tourism demand.

3.4 Further emphasizing the effectiveness of tourism marketing

Based on the development positioning and task objectives of Hainan International Tourism Consumption Center and drawing on the experience model of Canada, we will adhere to the market orientation, innovate marketing models, and strengthen work measures to better and more accurately carry out inbound tourism marketing work and provide sustained driving force and a strong engine for the development of inbound tourism.

(1) Strengthening Marketing Planning Guidance

By leveraging the advantages of higher education institutions and industry organizations and utilizing the functional analysis of tourism big data and cross-cultural theory research results, research on the consumption preferences and demand characteristics of inbound tourism markets, especially customer source countries (regions) and target markets, is strengthened. Based on the research results of consumer demand, scientific planning of inbound tourism market marketing strategy is conducted to standardize and guide the work of positioning customer sources or target tourism markets, designing tourism product images, promoting tourism products, and selecting tourism marketing channels in Hainan.

(2) Innovating Tourism Marketing Channels

In accordance with the positioning of tourism marketing strategy planning and combined with the consumption preferences and demand characteristics of target markets and customer source markets, scientific design of marketing channels is conducted (Wu, 2022). Traditional and existing channel advantages are effectively integrated, and channel resources, such as travel agencies and their distribution outlets established in customer source or target markets, are fully utilized. The working mode of overseas institutions, such as embassies, provincial-level offices, Chinese chambers of commerce, and specialized tourism marketing offices, is explored. Tourism wholesalers or retailers in customer source countries (regions) and target markets are important auxiliary forces to construct and form a tourism marketing channel system that is vertically and horizontally combined, internally and externally linked, clear in responsibility, standardized in management, reasonable in structure, and efficient in operation.

(3) Innovating Tourism Network Marketing

While continuing to use new media such as WeChat, Weibo, and Douyin to organize and implement marketing, the construction of OTA platforms is accelerated, and online direct sales channels are continuously expanded. On this basis, the promotion of smart tourism and intelligent transformation is accelerated. On the one hand, the intelligent tourism experience in Hainan is enhanced by leveraging new technologies. The advantages of new technologies such as the Internet, big data, the Internet of Things, cloud computing, artificial intelligence, and 5G information linkages are integrated and utilized to accelerate the functional transformation and dynamic updating of the official tourism website, and to enhance potential tourists' sensory understanding and experience of Hainan tourism products through virtual tourism experience elements. On the other hand, the intelligent level of the tourism guidance system is accelerated. The intelligent, informatization, and data transformation and upgrading of tourism consumption terminals such as tourist attractions and hotels throughout the

province are accelerated, and online tourism products such as official apps, 3D real-world maps, and Map real-world maps are developed and launched. Tourists can experience the charm of Hainan tourism through AR glasses and other devices, and can also experience Hainan tourism online.

4. Conclusion

Compared with Canada, the volume of inbound tourism to Hainan is still small, and the proportion of trade exports is still relatively low. The contribution of inbound tourism to the development of Hainan's tourism industry is not high, especially in terms of its driving effect and positive role in international trade, which is still not fully utilized (Jiang, et al., 2020). Overall, there is still a certain gap between the internationalization level of Hainan's tourism industry development and the construction and development requirements of Hainan as an international tourism consumption center (Zhang, et al., 2020). This gap is mainly attributed to the lack of an internationalized operation and management mode for tourism products, which is due to institutional factors such as imperfect tourism management mechanisms and business factors such as weak international supply effectiveness (Ye & Zhao, 2022). Therefore, Hainan needs to focus on its strategic positioning of building an international tourism consumption center under the framework of a free trade zone (port). Drawing on Canada's successful experience in the international operation and management of tourism products, Hainan should innovate and form a tourism product operation and management mode that uses a well-organized operation as the pivot, service quality as the management coordinate, data application as the development basis, and market marketing as the driving engine. This mode should adhere to the supply-side structural reform as the main line and should accelerate the promotion of high-quality development of inbound tourism, leverage new advantages and new momentum for the internationalization of the tourism industry, and comprehensively promote the internationalization of Hainan's tourism industry development. It should also solidly advance the deepening of the construction and development of the international tourism consumption center.

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