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## RESEARCH ON IMPROVING THE RESILIENCE OF CHINA'S TOURISM SUPPLY CHAIN UNDER THE IMPACT OF GLOBAL EPIDEMICS

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### ABSTRACT

The COVID-19 has caused a systematic negative impact on China's national economy and social development, and has brought huge impact on the tourism industry. Up to now, the epidemic has been basically controlled under the strong leadership of the central government. Although China has taken the lead in achieving positive economic growth in the world, the impact of the epidemic on the tourism economy cannot be ignored. From the perspective of tourism service supply chain, this paper analyzes the impact of the new epidemic on China's tourism, and on this basis, puts forward suggestions to improve the stability and resilience of China's tourism supply chain, with a view to promoting the smooth recovery of the tourism economy in the post epidemic era.

**KEYWORDS:** COVID-19, tourism supply chain, supply chain resilience

### I. INTRODUCTION

Since the reform and opening up, after more than 40 years of development, the industrial attribute of China's tourism has gradually evolved from economic function orientation to political function orientation and social function orientation. The development of tourism industry is not only related to the prosperity of China's economic development, but also to the quality of people's life and social well-being. It is more about the coordinated development of the central and western regions and the exchanges and integration between ethnic groups. However, the outbreak of New Coronary Pneumonia has brought a strong impact on the economy and society, especially the tourism industry, which is characterized by the movement of people. The tourism industry was the first industry to recover after the financial crisis in 2009. In 2003, when SARS occurred, the tourism industry was hit hard in a short period of time and soon rebounded in retaliation. According to past experience, the epidemic situation is not enough to form a long-term and sustainable negative effect on the three major tourism markets in terms of a long cycle, but the time cycle for the three major markets to recover is different. Once the epidemic ends or alleviates, the pent up demand for travel will bring about retaliatory growth in the domestic tourism market, followed by outbound tourism, and inbound tourism is the most difficult and the latest to recover. As far as the impact of the epidemic on the tourism industry is concerned, most of them focus on the supply side, tourism enterprises and tourism industry. In fact, demand affects supply, and consumers' psychology and behavior determine the

direction, content, method and effect of supply to a certain extent. Therefore, in the reconstruction of post epidemic tourism supply chain, it is necessary to adjust the tourism supply structure in combination with changes in consumer demand. It is of great significance for the reconstruction of tourism supply chain to deeply analyze the structural changes of the consumer market after the major epidemic and the changes in consumer consumption concepts, behavior patterns, tourism preferences, etc.

## II. Impact of COVID-19 on Tourism Supply Chain

### 2.1 Connotation of tourism supply chain

There are three representative definitions of tourism supply chain in foreign academic circles: first, researchers represented by Page believe that it is a unique supply chain structure in the tourism industry that can combine different groups that benefit from tourism activities [1]. The second is R Font et al. believed that the tourism supply chain is a complex of various institutions that can provide all tourism services or products [2]. Third, Zhang Xinyan and others, after in-depth analysis of the whole process of tourism activities, believed that the tourism supply chain is a tourism organization network composed of participants in tourism activities, which includes both private enterprises and the public sector [3]. With the deepening of research, foreign scholars have gradually reached a consensus: First, tourism supply chain is more complex due to the impact of the characteristics of tourism products, such as comprehensiveness; Secondly, the subjects of tourism supply chain are extensive; Third, the tourism supply chain is not a single chain structure, but a complex network structure [4]. The definition of tourism supply chain in domestic academia can be broadly divided into two categories: first, tourism supply chain is a network structure. Li Wanli pointed out that the tourism supply chain takes tourism attractions as the core, forming an overall network chain structure including organizations and enterprises that design, produce, combine, sell tourism products, and ultimately support tourists to visit tourist destinations and consume in various forms [5]. Guo Jie believes that the tourism supply chain is a network chain structure built to meet the needs of tourists, which includes not only the suppliers of food, accommodation, transportation, travel, shopping and entertainment, but also distributors, suppliers and end-users [6]. The second is that tourism supply chain is to put the supply chain management idea of traditional manufacturing on tourism. Guo Hailing and others believe that, to some extent, tourism supply chain is the specific application of supply chain principles in the tourism industry, but it also has its own characteristics [7].

### 2.2 Impact of epidemic situation on tourism supply chain

The epidemic of Neocoronaral Pneumonia is highly infectious and sudden. The mobility and aggregation of tourism personnel make the tourism industry take the lead in being impacted, and the scale of tourism economy is nearly halved (Table 1). Taking China's A-level tourist attractions as an example, the economic loss in 2020 will be as high as 65%, and will be more concentrated in the first quarter of the year [8]. By the end of 2021, China's tourism development can be divided into two stages: epidemic outbreak and normalization of epidemic prevention and control. The tourism

industry has always been in a state of shock recovery. In the outbreak stage, the tourism industry experienced a process from flow control and capacity control to gradual relaxation and rapid recovery. The prevention and control policy of Neocoronaral Pneumonia determines the openness of tourism, and both are affected by important epidemic events. At the stage of normalization of epidemic prevention and control, the level of tourism recovery and development is extremely unstable due to the impact of the number and scale of outbreaks in different times and regions. For example, during the May Day holiday in 2021, the number of domestic trips will reach 230 million, returning to 103.2% in the same period before the epidemic; The domestic tourism revenue was 113.23 billion yuan, with a year-on-year growth of 138.1%. The number of tourists and tourism revenue exceeded and approached the level of the same period in 2019 respectively. However, affected by the rebound of the epidemic in Nanjing during the summer vacation in 2021, Inner Mongolia during the National Day holiday and other places, the rapid recovery of tourism has slowed down. The existing studies and facts show that the epidemic of Neocoronaral Pneumonia has had a direct, comprehensive and huge impact on tourism during its duration. It is an important topic for the normalization of epidemic prevention and control and the recovery and development of tourism after the epidemic to deeply discuss the long-term impact of the epidemic on the tourism industry, especially the impact mechanism on tourists' willingness to travel, spatial environmental capacity, main market operation, tourism policy supply, public health environment, etc.



**Table 1. Changes in the number of domestic tourists and income in China in recent 10 years**

### III. Countermeasures for Improving the Resilience of Tourism Supply Chain in the Context of Epidemic Situation

#### 3.1 Strengthen the personalized design of the supply chain to meet the diversified needs of consumers

Facing the new consumption habits of post epidemic consumers, such as paying more attention to "tourism insurance" and "emergency measures", the tourism supply chain should be designed with greater sensitivity and self-healing to meet the new needs of consumers to the greatest extent. At the same time, under the background that family self-service travel has become the mainstream travel mode, we should pay attention to the personalized design of tourism products to meet the diversified needs of consumers. Specifically, the big data system can be used to design multiple groups of travel plans. According to the needs of tourists, the travel plans can be intelligently combined to achieve personalized customization.

### **3.2 Overall planning for coordinated development of all links in the tourism supply chain**

In order to recover the tourism industry orderly and steadily as soon as possible, and improve the stability of the tourism supply chain, the government should be prepared and methodically plan the coordinated development of all links of the tourism supply chain, and achieve the "one game" strategy of tourism development in the city. Effectively coordinate the cooperation and mutual assistance among tourism enterprises, cultural tourism associations and tourism carriers, and further encourage scientific research institutes to provide suggestions for the revitalization of tourism. While strictly supervising the health and safety of tourist destinations, we should actively conduct psychological counseling for tourist consumers, regain their confidence in tourism, and establish a positive image of "safe tourist destinations".

### **3.3 Introduce modern digital technology to improve enterprise management and marketing flexibility**

On the one hand, the digital transformation of traditional tourism enterprises not only helps to fully understand the market transformation and differentiation information, but also can transform the production and design process of products or services, promote the information integration, business collaboration and resource integration of tourism enterprises, thus improving the management ability and decision-making efficiency of tourism enterprises. For example, tourism enterprises apply digital technology to carry out online tourism activities, such as "cloud tourism", "cloud viewing", "cloud entertainment" and "cloud live broadcast", and other new forms of digital economy, as well as to improve their digital governance capabilities by promoting the construction of smart tourism systems. On the other hand, the epidemic situation of Neocoronavirus Pneumonia has brought challenges to tourists' participation in the production process of tourism products in other places. The traditional marketing methods of tourism enterprises are no longer suitable for tourists' consumption needs and decision-making in the stage of normalization of epidemic prevention and control. The application of digital technology represented by the Internet, artificial intelligence, cloud computing, big data, etc. can reduce the psychological distance of tourists, promote the application of new tourism media technology for marketing reform, and improve the overall integrity of the tourism supply chain. Therefore, digital technology enables high-quality development of tourism enterprises, and improving the governance model of tourism value chain is an important measure for the recovery of tourism in the normalization stage of epidemic prevention and control.

### **3.4 Implement brand strategic management and cultivate enterprise market brand resilience**

The epidemic situation of New Coronary Pneumonia has changed the traditional consumption mode of tourism market. First of all, the outbreak of Neocoronary Pneumonia has prompted small and medium-sized tourism enterprises that lack brand strategies to accelerate their withdrawal from the market. Tourism enterprises with scientific and technological growth, modern management and brand value will win the favor of the market. Therefore, the implementation of brand management is an important way for tourism enterprises to carry out modern organizational governance and reconstruct the source of market competitiveness. Secondly, tourism enterprises must implement scientific brand strategy management, reduce the market entry risk of new product formats through brand extension, reduce product marketing costs, and enhance the strength of enterprise brands, so as to mitigate the psychological purchase risk of tourists and promote tourism enterprises to obtain higher market share. Third, tourism enterprises need to deeply analyze the transformation rules of the tourism consumption market, carefully study and judge the consumption demands of the tourism market, purposefully position their brands, strengthen the recognition of potential market brands, build a multi-dimensional corporate brand image, and cultivate the core value of brand assets, so that they can continue to gain market brand loyalty and create a good external environment for tourism enterprises to win long-term customer value.

### **3.5 Guide the industry to help each other**

Tourism is the industry most seriously affected by the COVID-19. It not only implicates tourism related industries, but also severely damages the local economy, especially the local governments with tourism as the pillar. But what is gratifying is that the tourism industry is also the industry that recovers most quickly and rebounds most rapidly. The tourism industry is just an industry that people cannot satisfy their inner thoughts because of the pressure of the environment. When the epidemic situation recovers, there will be retaliatory rebound consumption. To sum up, the government can introduce relevant laws and regulations, such as tax reduction policies, policies to promote reasonable employment of the population, etc; It can also allocate certain social welfare funds to help enterprises tide over difficulties. The government should also lead all enterprises in the tourism industry to help themselves and face sudden challenges together. Tourism associations also play a crucial role, because tourism associations are intermediate organizations between the government and enterprises, and play an important role. The association can search industry information, promote tourism industry experience and provide guidance; Adjust possible industrial conflicts to protect the good development of the industry.

## **CONCLUSION**

Through sorting out the above contents, it can be found that the key to turning crisis into opportunity for the current tourism industry is to seek a long-term and sustainable optimal path between the prevention of epidemic, stimulating tourism demand and optimizing tourism experience. In terms of ideology, we should correctly understand the possibility and concept of epidemic normality. With the deepening of medical research, people's understanding of the new coronavirus is deepening. However,

according to the World Health Organization and several epidemic prevention experts in China, the epidemic situation will become the new normal of people's daily life for a long time to come. This means that the development of China's tourism will be accompanied by the epidemic prevention work for a long time in the future, which needs to be developed on the premise of meeting the requirements of epidemic prevention work. This also means that both tourism authorities, tourism enterprises, employees and tourists should take a correct view of the epidemic, neither overcorrecting nor ignoring it. It should be clearly understood that as long as the epidemic prevention work is well managed and implemented, tourism activities can be carried out on the premise of ensuring people's life safety. In terms of action, efforts should be made to meet the tourism demand under the normal epidemic prevention and control. All tourism activities, whether group tour, self-service tour or self-driving tour, shall be managed for epidemic prevention in strict accordance with the requirements.

The outbreak of COVID-19 is not the first crisis encountered by the tourism industry, nor will it be the last. Only by establishing a scientific crisis awareness, carrying out solid crisis management actions, and finding a development path under the normalization of crisis, can China's tourism industry truly grasp the "fishing" of the development of turning crisis into opportunity, and enhance its own crisis "resistance" and "immunity".

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