MARKETING STRATEGY RESEARCH ON CHINA SEAPORT CITY TRAVEL AGENCY -CASE STUDY ON BLUE HARBOR TRAVEL AGENCY IN QINHUANGDAO CITY, CHINA

YUAN CHAO

ID: 6217195034

AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE MASTER'S DEGREE OF BUSINESS ADMINISTRATION GRADUATE SCHOOL OF BUSINESS SIAM UNIVERSITY 2020

MARKETING STRATEGY RESEARCH ON CHINA SEAPORT CITY TRAVEL AGENCY -CASE STUDY ON BLUE HARBOR TRAVEL AGENCY IN QINHUANGDAO CITY, CHINA

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Advisor:..

(Associate Professor Dr. Qiu Chao)

Date: ....24...../.......3...../...2021...../

....

(Associate Professor Dr. Jomphong Mongkhonvanit)

Acting Dean, Graduate School of Business Administration

Date.....25...../.......3...../....2021.....

Siam University, Bangkok, Thailand

Abstract

Title: Marketing Strategy Research on China Seaport City Travel Agency - Case Study on Blue Harbor Travel Agency in Qinhuangdao City, China

By: Yuan Chao

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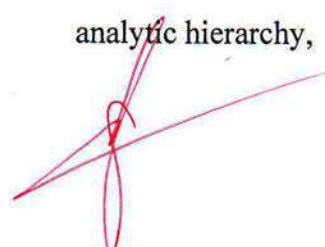
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Advisor: ....

(Associate Professor Dr. Qiu Chao)

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The tourist industry is ranked high within all the industries in world economy, and it is also dynamic. Affected by the COVID-19 globally since the beginning of 2020, travel agencies want to highlight the encirclement, better and healthier development, and create a set of marketing strategies suitable for them is particularly important. This paper summarizes the existing problems in the marketing and puts forward corresponding improvement suggestions in combination with the actual situation through the analysis of the current situation and the internal and external environment of travel agency marketing of China seaport city. Beyond that, useful reference for the operation and development of the coastal and the travel agency of seaport city are supplied.

Keywords: seaport city,   travel agency,   marketing strategy,   analytic hierarchy, process.

摘　要

题目：　　　中国海港城市旅行社营销策略研究-以秦皇岛蓝色港湾旅行社为例

作者：　　　苑超

学位：　　　工商管理硕士

专业：　　　工商管理

导师：

(副教授.邱超)

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旅游业在如今世界经济产业中位列第一，也是非常有活力的朝阳产业。受 2020 年初以来新冠疫情在世界范围内大流行的影响下，旅行社想要突出重围，更好更健康的发展，一套适合自身的市场营销策略就显得尤为重要。本文根据 SWOT 模型对蓝色港湾旅行社营销的优势、劣势、机会和威胁进行了详细分析，利用层次分析法分析了 SWOT 模型中各指标的权重和分数，总结出营销中存在的问题，并结合实际提出相应改进意见，也为沿海、海港城市的旅行社的经营发展提供有益的借鉴。

关键词：沿海城市 旅行社 营销策略 层次分析法

CONTENT

CHAPTER 1 INTRODUCTION

1.1 Research Background

Chinese tourism market has shown a picture of prosperity in the late years, and it has become one of the important service industries for expanding employment channels and a significant engine for Chinese economic growth. In the next two decades, it is estimated that China's per capita GDP will exceed 15,000 US dollars, each people will produce more than five outbound tourism activities behavior every year, and the national tourism market will exceed 8 billion people, says relevant experts.

The barriers to entry and exit of the travel agency industry at present are not very obvious. A great majority of private travel agencies continuously emerged also makes the competition in the travel agency industry more intense, which is mainly reflected in the price war. The market-oriented competition ought to be conducive to the development of tourism market, however, price war directly impact the quality of tourism products and tourists' satisfaction, making the travel agency industry more and more passive when facing tourists. The COVID-19 has also caused a huge impact on the tourism industry, resulting in a new round of reshuffle in the travel agency industry. If travel agencies want to develop better against this background, a set of appropriate marketing strategies is particularly important. Moreover, seaport city has unique tourism resources, which can develop different business routes from ordinary travel agencies.

1.2 Objective of the study

This paper selects Blue harbor International Travel Agency Limited of Qinhuangdao City, China (hereinafter referred as to "Blue harbor travel agency") as the research object to study its marketing strategies. Therefore, the marketing strategies will help to provide useful

reference for travel agent business management. The author will try to analyze the Blue harbor Travel Agent existing problems on the basis of the marketing status, find out the solution, and improve the company's marketing strategy. Hope that the research can attract the attention of the company's operators and improve the company's marketing management to be more mature. This article mainly investigates the following points:

1. Introduce the background and significance of the subject, explain the current status of foreign research in China, and introduce the essay investigation, the main content of the research and the use of main research methods.

2. Introduce the Blue harbor Travel Agent : Basic situation and marketing status、 analyze the existing marketing problems in different aspect such as including product, price, pipeline, promotion etc.

3. Analyze the Blue harbor Travel Agent marketing environment, including external macro environment and competitive environment, internal tangible resource environment, intangible resources and human resource environment, and conduct SWOT analysis to find out its marketing advantages, disadvantages, opportunities and threats. Using the analytic hierarchy process to calculate and score the weights of the 4 indicators in the SWOT model, scientifically calculate the suitable marketing strategy for Blue harbor travel agent.

1.3 Research Problems

At present, the position of marketing strategies in travel agencies is becoming increasingly important. The formulation of appropriate marketing strategies and implementation plans is the key to the success of travel agencies, affecting the development of the entire travel agency industry. Since the establishment of Blue Harbor Travel Agency in 2013, the old business philosophy and marketing strategies have been unable to adapt to the current requirements of tourists for travel agencies. The tourism amount reached a peak of 12,270 in 2017, and then fell to nearly 5523 in 2018, and suddenly dropped to 2282 in 2019 , People's operating

performance in 2018 and 2019 fell sharply. In 2020, the author believes that for the travel agency industry, it is a time period in which challenges and opportunities coexist. The challenge is that under the current background of the COVID-19 in the world, the tourism industry has been greatly affected, and most Chinese tourists have abandoned their original plans The travel plan of the country is a fatal blow to the operation and cash flow of the travel agency. The opportunity is because the Blue Harbor Travel Agency is a subsidiary of the group company. Although there is indeed a certain loss at present, when the group still insists on injecting capital, there is no bankruptcy. Crisis, and many small and medium-sized travel agencies are unsustainable, releasing a lot of market space for the post-epidemic era. In the current period, use this off-season to re-examine the current marketing problems and find solutions to provide a solid theoretical guarantee for future market operations.

1.4 Research Significance

The tourism industry is developing rapidly and actively, but the research on tourism marketing is not perfect. In today's tourism market, tourists seek new ideas and differences, and increasingly pursue personalized travel products. The old and single marketing strategy can no longer meet the needs of tourists. If they are not adjusted in time, travel agencies will lose a lot of customers. In order to improve the irreplaceability of travel agencies in the minds of tourists and the loyalty of tourists to travel agencies, to further tap the potential of the tourism market and develop the tourism market, research on travel agency marketing strategies is even more important. A further in-depth analysis and discussion of the marketing strategy of Blue Harbor Travel Agency may theoretically improve the relevant theories of China's marketing strategy, and in fact, it can correct the shortcomings of Blue Harbor Travel Agency's operation in time and find out the future development direction. At the same time, it has a certain reference role for travel agencies in the same industry.

CHAPTER 2 LLITERATURE REVIEW

2.1 Overall Company Background

Blue harbor International Travel Agency Limited of Qinhuangdao City, China (Blue harbor travel agency) was established in September 2013 with an original registered capital of 5 million yuan and another capital injection of 4.8 million yuan in June 2015, with a total capital of 9.8 million yuan, is affiliated to Hebei Port A wholly-owned subsidiary of the group, Qinhuangdao Gangyun Conference Service Co., Ltd. has a registered capital of 1 million yuan. Blue harbor travel agency's main business scope includes domestic tourism, inbound tourism, outbound tourism; booking cars, boats, and air tickets; tourist information consultation, economic and trade consultation; conference and exhibition services; sales of tourism supplies and tourism memorials. Since its establishment, the operating policy is to strive to create high-end tourism products with industrial tourism as the highlight, and to provide tourists with reliable, thoughtful and high-quality all-round tourism services.

Since its establishment, Blue harbor travel agency's main business has been divided into three major sectors: First, general tourism business, that is, basic tourism business commonly operated by all travel agencies, including domestic group tourism, individual travel, local tourism, and outbound tourism; Special tourism business, that is, Blue harbor travel agency uses its unique resource of Hebei Port Group Qinhuangdao Port to organize tourists to visit the industrial tourism projects of Qinhuangdao Port, including port visits and receptions and high-end conference receptions; the third is ticketing and other tourism services. The annual tourist reception of Blue harbor travel agency is shown in Figure below
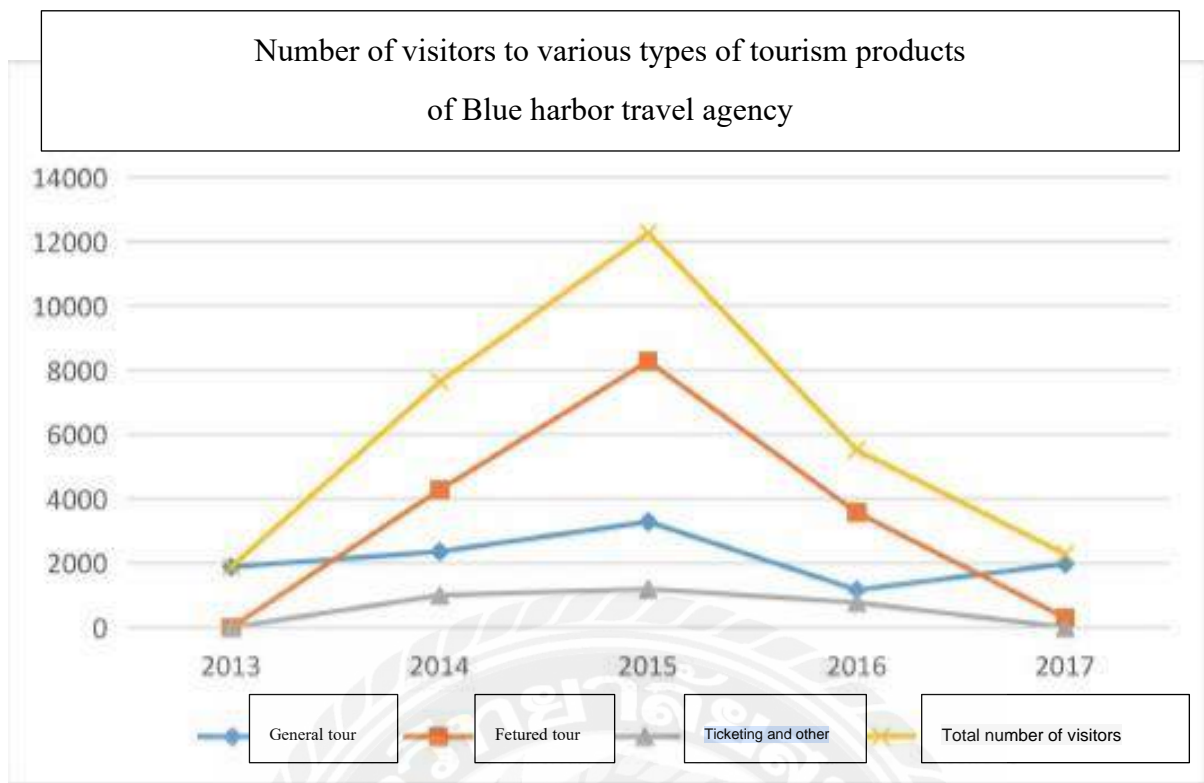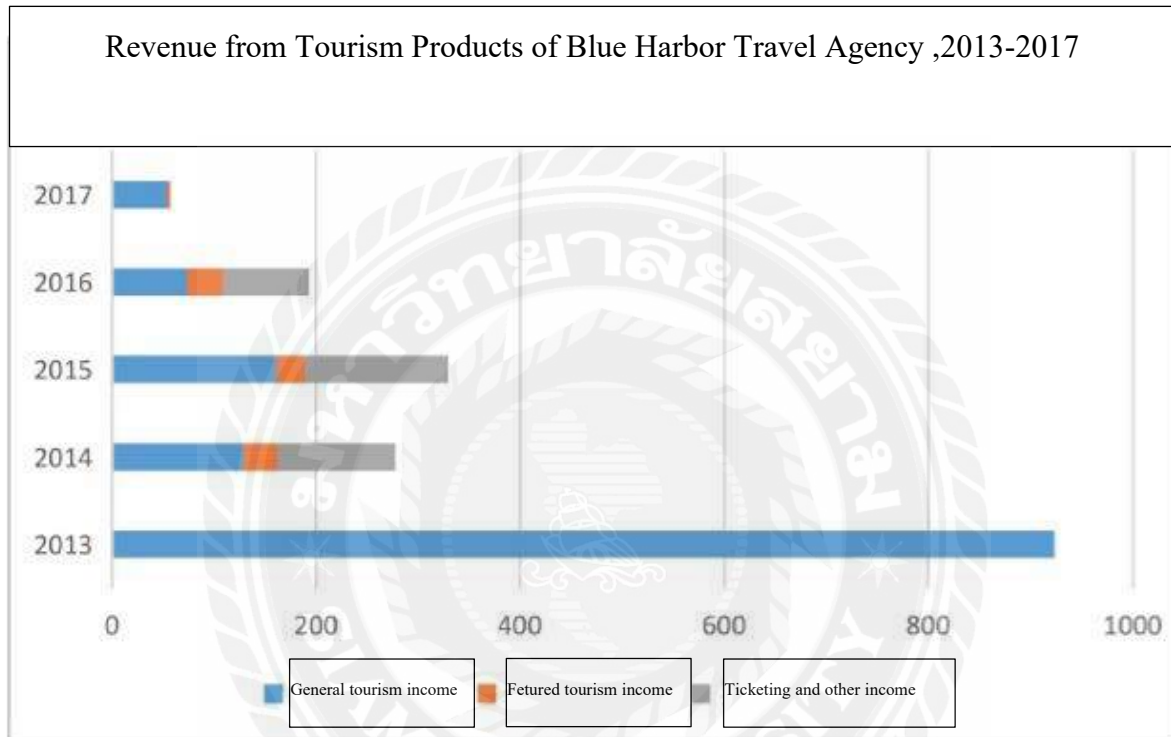
Figure 1: Number of visitors to various types of tourism products of Blue Harbor Travel Agency. (Blue harbor travel agency, 2017)

2.2 Blue harbor travel agency Marketing revenue analysis

As can be seen from Figure 2, the total income of various products of Blue harbor travel agency has dropped significantly, from 9.27 million in the first year of establishment to 2.76 million in 2014, 3.295 million in 2015, and 1.58 million in 2016 Wan sharply dropped to 572,000 yuan in 2017, and the overall operating situation of Blue harbor travel agency is in jeopardy. The main reason for this phenomenon is that the Blue harbor travel agency was established to serve the annual recuperation tourism of nearly 20,000 employees of Hebei Port Group. At the end of 2013, the newly established Blue harbor travel agency received more than 1,000 employees of the group. Activities, income reached 9.23 million yuan. However, due to the promulgation of the eight national regulations and other policies by Chinese government in the later period, the recuperation activities of employees were restricted. At this time, Blue harbor travel agency did not develop appropriate marketing strategies to deal with this situation. So in 2014, The operating conditions of the general tourism projects began to decline. It can also be seen

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from the table that among the three major business sectors, general tourism business accounts for the largest proportion of total revenue, while Qinhuangdao Port's visit and reception and high-end conference reception projects as its characteristic tourism project only account for a smaall portion of total revenue. The main reason for this phenomenon is that the visits and receptions in the port area are mostly short trips of about 1 hour. Although the number of receptions is large, the per capita income is low.

Figure 2: Number of visitors to various types of tourism products of Blue Harbor Travel Agency. (Blue harbor travel agency, 2017)

2.3 Blue Harbor Travel Agency customer group classification

As can be seen from Figure 3, from 2013 to 2017, the customers of Blue Harbor Travel Agency can be divided into three types according to their age groups. They are student groups under 18 years old, young and middle-aged working people (19-59 years old), and elder people (60 years old and above). In 2013, the clients of Blue Harbor Travel Agency were almost all middle-aged and retired elder people. It can be seen from the first column

that the main reason for the emergence of the group is that in the first year of its establishment, Blue Harbor Travel Agency mainly received the recuperation activities of the employees on the job within the group. Almost all of them are between 30-50 years old; Beginning in 2014, Blue Harbor Travel Agency began to formally operate various tourism businesses. At this time, a large number of college teachers, students and retired employees came to Qinhuangdao Port to visit and study, and the number of students, middle-aged and young people and the elderly was basically the same , Blue Harbor Travel Agency's routes and services have begun to be accepted by various groups; in the next three years, 2014-2017, the number of elderly groups for three consecutive years was significantly greater than that of young and middle-aged groups. In 2016 and 2017, the elderly The number of people has even reached half of the total number. The reason for this situation could be that the elderly group is a wealthy and leisurely group, they have sufficient time and money to choose to travel after retirement, the strength of travel agencies, background, reputation, and service quality of travel agency are more demanding. These are the advantages of Blue Harbor Travel.

Customer Classification of Blue Harbor Travel Agency ,2013-2017

Student group Young and middle-aged group General tourism income
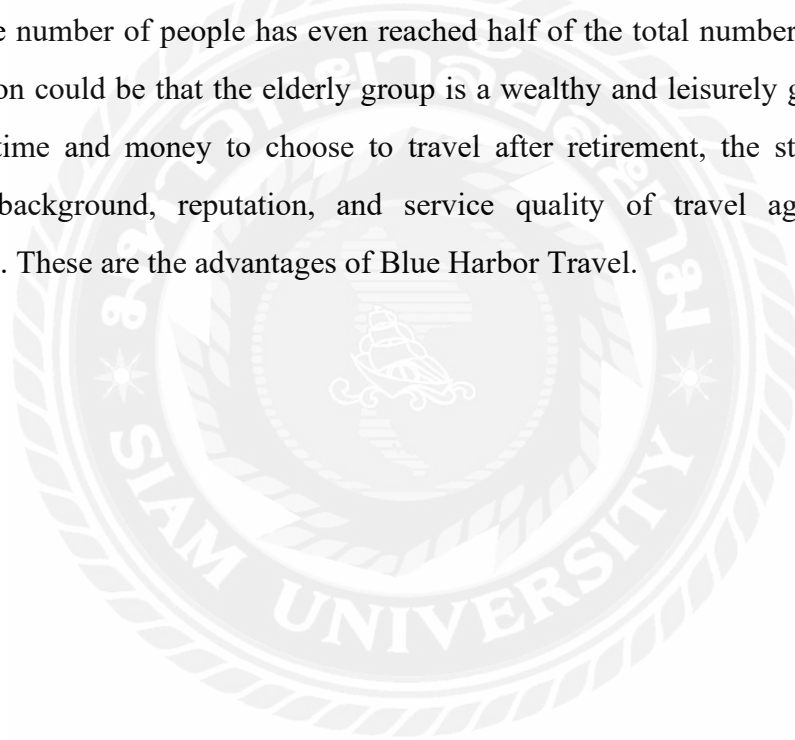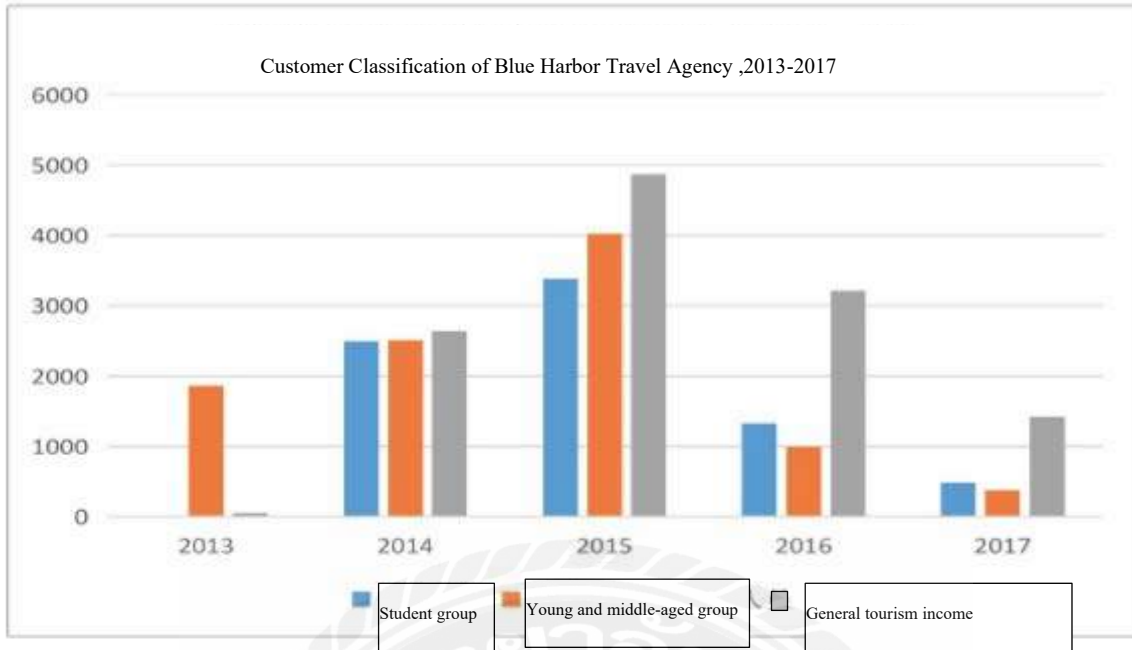
Figure 3: Customer Classification of Blue Harbor Travel Agency. (Blue harbor travel agency, 2017)

2.4 Problems in Langang travel agency marketing

2.4.1 Single product form

At present, most of the tourism products in China's travel agency industry are mainly group tours. The specific forms of tourism products can be divided into:

2.4.1.1 All-inclusive tour, which is the most common group tour. In this form of tourism, the travel agency arranges food, lodging, travel, shopping, entertainment and other services for the guests in advance. There are 20-30 people in a tour group, including a tour guide representing the travel agency. Most travel agencies in China use this form of tourism products. The biggest feature of this form of tourism is that there are more scenic spots, longer routes, and shorter stays in each place. Tourists have a relatively simple experience of each place.

2.4.1.2 Semi-package tour, which is called semi-free travel in the industry. This form of travel is different from the all-inclusive tour is that it will reduce part of the meal in the itinerary and arrange a certain amount of free time. The biggest advantage of this form of tourism is that the intuitive price of the product is much lower than that of the all-inclusive tour, so it increases the market competitiveness of the product. Secondly, this semi-packaged form can also meet the dining requirements of different tourists. Tourists can visit scenic spots outside the route by their wills, or they can make changes to a certain place in the route to get an in-depth understanding of it.

2.4.1.3 Free travel. At present, the domestic free travel is plane plus hotel form, that is, according to the schedule and grade requirements of the tourists, travel agencies order group discount air tickets and hotel accommodation for the tourists, and the tourists take the plane to the destination by themselves. Arrange the itinerary attractions and meals according to your own preferences. The advantage of this form of tourism is that tourists can enjoy the maximum freedom of travel. The flight time and hotel level can be freely selected. The travel agency industry does not need to arrange tours and local tour guide and transportation services for tourists, which greatly reduces the travel agency's jobs.

2.4.1.4 Single entrusted services, that is, travel agencies separately order air tickets, accommodation, vehicles, tickets and other services for tourists according to their requirements. At present, whether the products of Blue Harbor Travel Agency are for groups or individual tourists, there are some problems in product design. The products are drifting with the flow, there is no characteristic and novelty, and there are many similar products. The main problems are as follow:

2.4.1.4.1 The phenomenon of product homogeneity is serious. Nowadays, a large part of the tourism products developed by Blue Harbor Travel Service are based on the old product lines before. They are relatively old and have no innovation, and they have not responded to the various new needs of tourists in time. Due

to the lack of a scientific and reasonable tourism product route development system in Blue Harbor Travel Agency, the tourism products of the same destination are very uniform to a large extent, and the business personnel of the travel agency often imitate the popular tourism products on the market. The purpose of this is to reduce the cost and risk of tourism product development, shorten the route development time, attract tourists through lower prices and quickly occupy the market.

2.4.1.4.2 The product form is single and the development depth is insufficient. Most of the tourism products operated by Blue Harbor Travel Agency are in the form of All-inclusive tour and semi-package tour. This type of tourism product occupies a large market in the initial development of the travel agency industry and is welcomed by the public. However, with the development of the tourism market in recent years, the needs of tourists have been constantly changing. Tourists have realized that there are big problems with the "view the flowers on horseback model", which means the stay time of tourists for each scenic spot is usually about 1-2 hours, and the tour time is very limited. Tourists often rush to the next scenic spot at a glance.

2.4.1.4.3 Featured tourism products are not taken seriously. As a wholly-owned subsidiary of Hebei Port Group, Linekong Travel Service has exclusive resources of Qinhuangdao Port. The port area visit reception and high-end conference reception of Qinhuangdao Port are the special tourism products of Linekong Travel Community which are different from other travel agencies. However, in recent years, the product has not received enough attention and development efforts.

2.4.2 Passive response to price wars

2.4.2.1 The product price management system is not sound

The business staff of Blue Harbor Travel Agency can accurately grasp the route arrangement of tourism products and the corresponding cost and quotation, and will continue to update and adjust according to the market conditions. The business staff will give a reasonable price for the product according to the requirements of the guests, the number of people in the group, the travel time, the reception standards, etc. Generally speaking, the business staff's quotation has a certain degree of autonomy. However, because Blue Harbor Travel Agency has not set up a unified price management system, there is no strict standard for the control of profit margins, plus customers have repeatedly asked for preferential discounts, so the profits and quotations of each business person in the group are inconsistent, and sometimes it will appear when a same guest compares back and forth between two business staff of Blue Harbor Travel Agency. This has led to unhealthy competition among the employees of Blue Harbor Travel Agency, which has a negative impact, and also makes Blue Harbor Travel Agency bear unnecessary market risks.

2.4.2.2 Low price strategy makes vicious competition among enterprises

At present, China's tourism market is in the buyer's market stage. There are so many travel agencies across the country that they have even reached saturation. The travel agency industry is in a reshuffle and integration period. However, any travel agency does not want to be eliminated in this war, so that one will do everything possible to attract consumers and expand its market share. In addition, government functional departments have relatively weak market supervision on the travel agency industry, Resulting in chaos within the tourism industry and uneven quality. Among the many ways of competition, price competition is the most attractive and effective way. Hundreds of travel agencies in Qinhuangdao City vary in size and qualifications, some large chain travel agencies can control their costs well because they have extremely competitive upstream suppliers; some individual small-scale travel agencies can avoid most of the operating expenses and taxes,

in order to seek immediate benefits, they do not hesitate to lower the product price to seize the market. These circumstances have caused vicious price competition between the local travel agency industry, and Blue Harbor Travel has to be forced to deal with such a price war.

2.4.3 The development of online marketing channels lags behind

Blue Harbor Travel Agency has always used the traditional travel agency store sales model. Tourists need to come to the travel agency store to inquire about tourism products, which consumes a lot of time and experience in order to choose a travel route that suits them, which leads to a relatively high up-front purchase cost. In today's society, the Internet is developing rapidly, and other industries are using network marketing, and the defects of the traditional store marketing model used are becoming more and more prominent. Blue Harbor Travel Agency established its own website in 2014. However, due to the lack of professional maintenance and high operating costs of the website, the technology and level of online sales and online promotion are relatively backward, and the new product update is slow, resulting in late website operations were stranded. At present, the development of online marketing channels of Blue Harbor Travel Agency is seriously lagging behind, and sufficient attention should be paid and corresponding measures should be taken.

2.4.4 Single promotion method

The sales promotion method of Blue Harbor Travel Agency is mainly based on traditional media advertisements, especially newspaper. From 2014 to 2015 at the beginning of its establishment, Blue Harbor Travel Agency placed product advertisements on the travel page of the local popular Evening News in Qinhuangdao City. However, considering the issue of cost, it occupies a small page and the advertising content is relatively simple, some simple route names and contact information are all they have, without detailed introduction of the special products of Blue Harbor Travel Agency, so the effect of advertising is not ideal. Apart from newspaper advertisements, Blue Harbor

Travel Agency, like most travel agencies, will print some travel brochures and distribute them to people who intend to travel. Generally speaking, the current promotional methods of Blue Harbor Travel are old and single.

2.4.5   Irregular service process

The number of staff in the business department of Blue Harbor Travel Agency reached 8 at most and 3 at least. Due to issues such as internal transfers and consideration of the cost of external personnel, the number of staff in the business department has changed time to time. Furthemore, because the number of staff in the business department is limited, each business person plays multiple roles at the same time, such as reception, route design, cost accounting, route arranging, and sometimes as a tour guide to lead a group, and after the tour finished, they will make accounts and do customer return visits, all works are done by one person from start to finish. At the same time, the business department and financial department office of Blue Harbor Travel Agency are not not close to each other. The guests does not pay directly to the financial department, but sign the contract and pay to the staff of the business department, the business staff will issue a receipt for the guests, and then they will transfer the group money to the finance department. Such a reception process is difficult to ensure the standardization of the service process and the service quality is not easy to control.

2.5 Marketing Theory

Marketing theory was born in the United States in the early 20th century (Ford, 2012). In 1823, Nelson established a specialized market research company in the United States, marking the beginning of marketing activities (Hudson & Thala 2013). In 1905, Croya created a product marketing course in the school, marking the beginning of the formation of independent disciplines in marketing theory (Liz & Bill, 2012)..

Hooley (2014) and Dakic (2011) studied the relationship between marketing strategies and competition. They emphasized that tourism companies need to set marketing strategies based on their competitive position in the market. Luck (2010) also think that each enterprise

participating in market competition should use current and potential resource advantages to accurately grasp external opportunities and avoid risks, and formulate marketing strategies that are beneficial to the sustainable development of the enterprise.

Alamyan (2013) amd Varadarajan (2012) and through a large amount of data analysis, concluded that demand-oriented is very important for travel agencies to develop marketing strategies. Besides, Bottler & Keller (2012) also pointed out that tourism enterprises should combine their market position to properly meet the needs of tourism consumers. Through the formulation of marketing strategies, find their own resource advantages and expand the source market.

Yin Pingping (2010) & Taibin (2016) first proposed the marketing strategy of the decision center. Through the questionnaire survey method, the tourism decision-making of two-person family, nuclear family and three-generation family is studied. Hassanli (2014) and Lionel (2013) maintain that, in particular, questionnaire survey method puts forward some suggestions on the influence of family members' travel decisions and the formulation of marketing strategies.

Zhong Zhangqi (2013) proposed the median age of tourists and formulated market segmentation standards for the first time based on the statistics of tourists from the National Tourism Administration. Rid & Haider (2015) think that it also studies the aftereffect value of the median age tourists in terms of market development differentiation and market environment fluctuations.

Varadarajan (2012), Hudson and Lionel (2013) first proposed that tourism companies can customize media strategies, that is, use digital information resources and social media resources to market travel agency products and services, which in turn affect customer decision-making choices and purchase behaviors.

2.6 In-depth research

James & John (2007) have conducted in-depth research and analysis on the formulation of many marketing strategies in Tourism Marketing.

2.7 Scope of the study

Blue Harbor Travel Agency was established in September 2013 with an original registered capital of 5 million yuan. It was re-injected with 4.8 million yuan in June 2015, with a total capital of 9.8 million yuan. A wholly-owned subsidiary of Hebei Port Group. The main business scope of the Blue Harbor Travel Agency includes domestic tourism, inbound tourism, and outbound tourism; booking cars, ships, and air tickets; tourism information consulting, economic and trade consulting; conference and exhibition services; sales of tourism supplies and tourist souvenirs. Blue Harbor Travel Agency has a professional and high-quality staff team, currently has 14 officially registered employees, 80% of college degree or above, with multiple English, Japanese, Russian majors and tourism management professionals, with rich tourism management Experience and conference reception experience.

2.8 Chapter Summary

This chapter briefly introduces the general situation of Blue Harbor Travel Agency, analyzes the marketing status of Blue Harbor Travel Agency from the three aspects of product, income, and customer type by collating and summarizing data. Summarizing the problems existing in the five aspects of product, price, channel, promotion and service in the marketing of Blue Harbor travel agency.

CHAPTER 3 RESEARCH METHODOLOGY

Based on the current operation status of Blue Harbor Travel Agency and the development of China's tourism market, drawing on the ideas and research perspectives of the existing literature, collecting basic data through field visits, using qualitative and quantitative research methods to conduct research:

3.1 Qualitative analysis method.

Qualitative analysis method. Analyze the marketing status of Blue Harbor Travel Agency, analyze the problems in the current marketing strategy, and through the marketing environment analysis, systematically summarize the external opportunities and challenges, internal advantages and disadvantages in the process of marketing strategy formulation, and prospectively study the future development of travel agencies Based on this trend, the SWOT matrix analysis method is used to identify the marketing direction of Blue Harbor Travel Agency, and the customer source market is deeply segmented and the target market is selected.

3.2 Qualitative analysis method.

Quantitative research method. Invite 10 experts from the tourism industry to compare and score the four indicators of the advantages, disadvantages, opportunities, and threats in the marketing of Blue Harbor Travel Agency. Use the analytic hierarchy process to calculate the weight and average score of each indicator. It is combined with the SWOT matrix to select the most suitable marketing strategy for Blue Harbor Travel Agency.

The Analytic Hierarchy Process is developed by Saaty scholars to solve uncertainties (such as technology, risk, etc.) and the plan has multiple criteria. It is a calculation based on

measurement by pairwise comparison and relying on expert judgment. Priority ranks are used to support decision-making.

The Analytic Hierarchy Process (AHP) has a wide range of applications, such as policy and resource allocation, manpower selection, cost-profit analysis model selection and performance evaluation, etc. (Saaty, 2008). The characteristic of the AHP method is to layer complex problems in a structured way, and decompose the problems in different aspects and levels to make quantitative judgments to give the final evaluation overall score, that is, the overall problem is too complex to be easily evaluated, and it is divided into different levels The part is evaluated from the smaller part. Structured can more clearly examine the key criteria/facets of decision-making and rank the importance of these key criteria (pairwise comparison matrix). It is more helpful to understand the target and whether the criteria can fit the target or Solve the problem.

1. The specific steps of using AHP to determine the weight are as follows based on the theory (Saaty, 2001):

1) Analyze the interrelationships among various indicators and build a hierarchical evaluation index system.

2) Construct a pairwise comparison judgment matrix. After the evaluation index system is established, the indicators at the same level are compared in pairs, and the results are expressed by the 1-9 scale method, (Table 1:

Meaning	Scale
Both factors are of equal importance	1
One factor is slightly more important than another	3
One factor is obviously more important than another	5
One factor is very important than another	7
One facor is extremely important than another	9
The median value for the above adjacent judgment	2,4,6,8

Table 1 Judgment matrix 1-9 Ratio scale and its meaning (Saaty, 1980)

Construct a judgment matrix $A = (a_{ij})$, The elements in it have the following characteristics:

$$a_{ij} > 0, \quad a_{ij} = a_{ji}^{-1}, \quad a_{ii} = 1, \quad (i, j = 1, 2, ..., n)$$

3)   Find the nth root of the product of the elements of row A of the matrix. Find the product M_i of the elements of row A of the judgment matrix, and then find its nth root:

$$\overline{W_i} = \sqrt[n]{M_i} = \sqrt[n]{\prod a_{ij}}, \quad (i = 1, 2, ..., n)$$

4)   Normalize the vector $\overline{W_i}$, Wi is the weight of i indicators.

$$W_i = \frac{\overline{W_i}}{\sum \overline{W_i}}, \quad (i = 1, 2, ..., n)$$

5) Find the largest characteristic root of matrix A:

$$\lambda_{max} = \sum \frac{(AW)_i}{nW_i}$$

among them:

$$AW = \begin{bmatrix} a_{11} & a_{12} & \cdots & a_{1n} \\ a_{21} & a_{22} & \cdots & a_{2n} \\ \vdots & \vdots & \cdots & \vdots \\ a_{n1} & a_{n2} & \cdots & a_{nn} \end{bmatrix} \cdot \begin{bmatrix} W_1 \\ W_2 \\ \vdots \\ W_N \end{bmatrix}$$

6) Find the consistency index CI:

$$C_I = \frac{(\lambda_{max} - n)}{(n-1)}$$

In order to measure the consistency of judgment matrices of different orders, the average random consistency index RI value is introduced,

index	1	2	3	4	5	6	7	8	9	0	11	12
RI	0	0	0.58	0.90	1.12	1.24	1.36	1.41	1.49	1.52	1.52	1.54

7) Find the consistency ratio CR:

$$CR = \frac{CI}{RI}$$

Among them, CI is the consistency index, RI is the random index (RI) proposed by Saaty (1980), and CR represents the ratio of these two indexes. Different A matrix order (n) has its corresponding RI, the larger the figure n, the larger the RI. The value of CR<0.1 indicates that the consistency of the pairwise comparison matrix is high and acceptable, otherwise, the judgment matrix needs to be adjusted.

CHAPTER 4 DATA ANALYSIS

4.1 Analysis of the four indicators

Based on SWOT analysis index system of Blue Harbor Travel Agency, Four basic concepts are used to analyze this model.

1. Leverage effect (Strengths + opportunity). Leverage occurs when internal advantages and external opportunities align and adapt to each other. In this case, enterprises can use their own internal advantages to pry up external opportunities, so that opportunities and advantages can be fully combined. However, the opportunity is often fleeting, so enterprises must be keen to seize the opportunity, seize the opportunity, in order to seek greater development.

2. Inhibition (opportunity + Weaknesses). Inhibition means hindering, preventing, influencing and controlling. When the opportunities provided by the environment do not fit with the internal resource advantages of the enterprise, or cannot overlap with each other, the enterprise's advantages, however large, will not be brought into play. In this case, the enterprise needs to provide and add some resources to promote the transformation of internal resource disadvantages to advantages, so as to meet or adapt to external opportunities.

3. Vulnerability (strengths + threats). Fragility implies a reduction in the degree or intensity of advantage. When the environmental conditions pose a threat to the company's advantages, the advantages can not be fully played, resulting in a weak situation. In this situation, the enterprise must overcome the threat in order to exert the advantage.

4. Problematic (Weakness + Threat). When the internal disadvantages of an enterprise meet with external threats, the enterprise will face severe challenges. If handled improperly, it may directly threaten the survival of the enterprise.

4.2 The setting up of the index system of the blue port travel

Based on SWOT analysis index system of Blue Harbor Travel Agency.

There are four items in SWOT analysis, namely Strengths-S, Weaknesses-W, Opportunity-O, and Threat-T, and set the content codes to S1, S2, S3, S4, S5, etc. The specific index content and representative symbols are shown in Table 2.

One Class Index	Two Class Index	Symbol
Strengths S	Unique tourism resources	S_1
	Stable customer base	S_2
	Strong overall economic strength of the enterprise	S_3
	Strong overall quality of employees	S_4
	Rich supplier resources	S_5
Weakness W	Lack of product innovation ability	W_1
	Unreasonable organizational structure	W_2
	Imperfect employment mechanism	W_3
	Imperfect salary system	W_4
	Staff service awareness needs to be improved	W_5
Opportunity O	Regional policies support	O_1
	Bright future	O_2
	Tourism industry is in the period of division adjustment	O_3
	Rich regional tourism resources	O_4
	Increase of cooperation with the industry	O_5
Threat T	Fierce competition in travel agency industry	T_1
	Diversified consumer demand	T_2
	Challenges brought by tourism websites	T_3

| | Lower threshold for tourism industry | T₄ |
| | Rational consumption of tourists | T₅ |

Table 2   SWOT Analysis and Evaluation Index System of Blue harbor Travel Agency (ShashaLu, 2019)

4.3 Matrix Data Analysis Chart

Establish each sub-item content index, establish a marketing advantage, disadvantage, opportunity, threat assessment matrix, invite 10 tourism experts to conduct a questionnaire survey through questionnaires, compare each index in the assessment matrix with each other, using 1-9 It is expressed by the scale method, and the obtained data is sorted, the data above the diagonal is summed, the average is calculated, and rounded to round; the data under the diagonal adopts its reciprocal, and the judgment matrix is obtained after the sorting, judgment See Tables 3, 4, 5, and 6 for the matrix.

	S_1	S_2	S_3	S_4	S_5	M_i	$\overline{W_i}$	W_i
S_1	1	1	5	3	22/5	66	2.3116	0.3918
S_2	1	1	2	10/7	4	80/7	1.6278	0.2759
S_3	1/5	1/2	1	5/2	8/6	1/3	0.8027	0.1361
S_4	1/3	7/10	2/5	1	7/6	49/450	0.6418	0.1088
S_5	5/22	1/4	6/8	6/7	1	45/1232	0.5158	0.0874

Table 3   The Index Judgment Matrix of Marketing Advantage (Blue harbor travel agency, 2020)

	W_1	W_2	W_3	W_4	W_5	M_i	$\overline{W_i}$	W_i
W_1	1	3	1	1/2	4	6	1.4310	0.2345
W_2	1/3	1	2/11	1/3	3	2/33	0.5708	0.0935
W_3	1	11/2	1	2/5	2	22/5	1.3449	0.2204
W_4	2	3	5/2	1	5	75	2.3714	0.3886
W_5	1/4	1/3	1/2	1/5	1	1/120	0.3839	0.0629

Table 4   Judgment matrix of marketing disadvantage indicators (Blue harbor travel agency, 2020)

	O_1	O_2	O_3	O_4	O_5	M_i	$\overline{W_i}$	W_i
O_1	1	1	5	2	3	30	1.9744	0.3482
O_2	1	1	3	5/3	2	10	1.5849	0.2795
O_3	1/5	1/3	1	7/11	6/7	2/55	0.5154	0.0909
O_4	1/2	3/5	11/7	1	13/9	143/210	0.9260	0.1633
O_5	1/3	1/2	7/6	9/13	1	7/52	0.6696	0.1181

Table 5   The Index Judgment Matrix of Marketing Opportunity (Blue harbor travel agency, 2020)

	T_1	T_2	T_3	T_4	T_5	M_i	$\overline{W_i}$	W_i
T_1	1	2	3	11/3	40/7	880/7	2.6295	0.4213
T_2	1/2	1	3/2	32/11	4	96/11	1.5423	0.2471
T_3	1/3	2/3	1	5/2	3	5/3	1.1076	0.1775
T_4	3/11	11/32	2/5	1	5/3	2/32	0.5743	0.0920
T_5	7/40	1/4	1/3	3/5	1	7/800	0.3876	0.0621

Table 6   The Index Judgment Matrix of Marketing Threat (Blue harbor travel agency, 2020)

After calculating the consistency ratio, the four standard CRs are 0.0622, 0.0975, 0.0081, and 0.0128, which are all less than 0.1, which is consistent with the consistency test results.

After determining the weights of the indicators, the questionnaire survey method was used to invite 10 tourism experts to score five indicators in turn. The score range is 1-10. The higher the score, the more important it is. The lower the score, the less important it is. According to the score results of 10 experts, the data are summarized and averaged. The results are shown in Table 7.

Score of the Second Level Index Judgment Matrix of Marketing Advantage	9	8.5	7	6.8	5.8
Score of the Second Level Index Judgment Matrix of Marketing Disadvantage	8.5	6.8	5.8	6.5	5.7
Score of the Second Level Index Judgment Matrix of Marketing Opportunity	9	7	8.5	6.3	5.8
Score of the Second Level Index Judgment Matrix of Marketing Threat	8.5	5.8	6.3	6.6	7

Table 7 Average Score of Each Second Level Index

According to the weight and average score of each of the above five secondary indicators, the scores can be obtained by multiplying and adding them respectively. Through statistical calculation, the scores are:

Marketing advantage score =

$0.3918 \times 9 + 0.2759 \times 8.5 + 0.1361 \times 7 + 0.1088 \times 6.8 + 0.0874 \times 5.8 = 8.0708$;

Marketing disadvantage score =

$0.2345 \times 8.5 + 0.0935 \times 6.8 + 0.2204 \times 5.8 + 0.3886 \times 6.5 + 0.0629 \times 5.7 = 6.7918$;

Marketing opportunity score =

$0.3482 \times 9 + 0.2795 \times 7 + 0.0909 \times 8.5 + 0.1633 \times 6.3 + 0.1181 \times 5.8 = 7.5767$;

Marketing threat score =

$0.4213 \times 8.5 + 0.2471 \times 5.8 + 0.1775 \times 6.3 + 0.0920 \times 6.6 + 0.0621 \times 7 = 7.1744$.

Establish plane rectangular coordinate system. The horizontal axis is marketing advantages and disadvantages, and the vertical axis is marketing opportunities and marketing threats. According to the above calculated scores of marketing strengths, weaknesses, opportunities and threats, that is, strengths s = 8.0708, weaknesses w = 6.7918, opportunities o = 7.5767, threats t = 7.1744. Then represent the data on the axis. Subtract the values of the two indicators on the horizontal axis, i.e. 8.0708-6.7918 = 1.279, and the values of the two indicators on the vertical axis, i.e. 7.5767-7.1744 = 0.4023. The final result is shown in Figure 4.
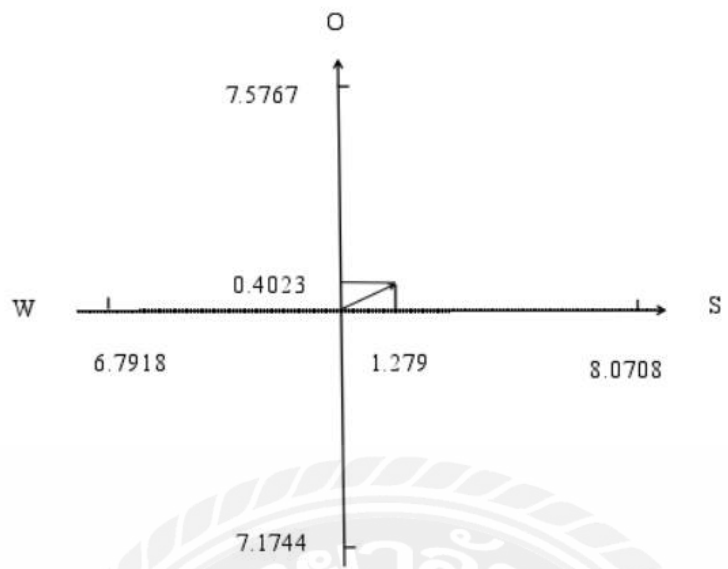
Figure 4   Index Score
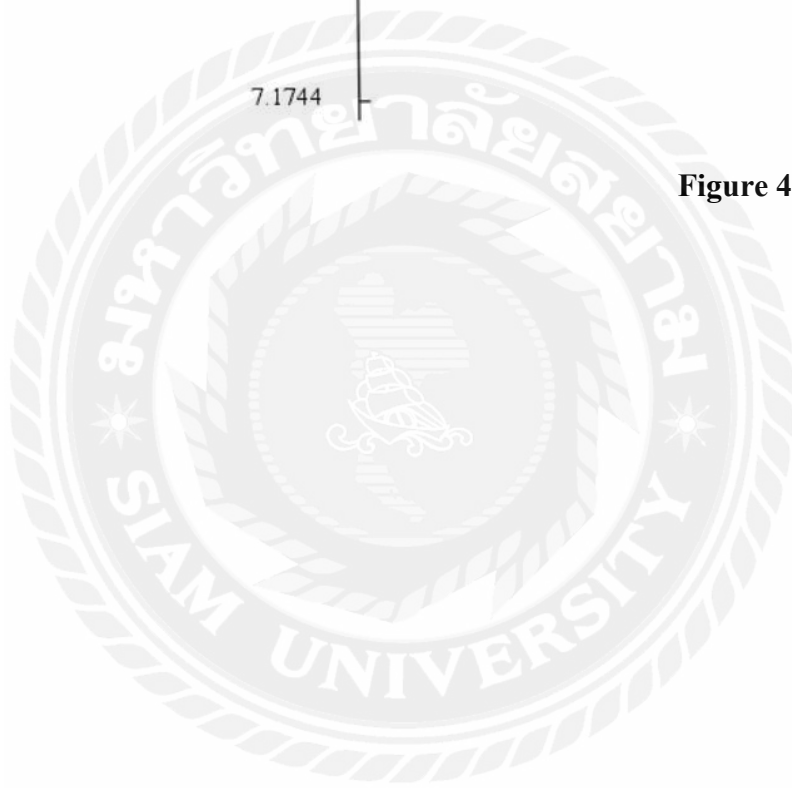
CHAPTER 5 FINDING AND CONCLUSION

The final result of index score coordinate figure calculated by analytic hierarchy process appears in the first quadrant. Therefore, we can see from the external environment of Blue harbor travel agency, in the environment of both opportunities and threats, the external environment brings more opportunities to Blue harbor travel agency. From the internal environment of Blue harbor travel agency, in the environment of both advantages and disadvantages, Blue harbor travel agency has its own advantages and disadvantages, and Blue harbor travel agency has good development potential. According to the above analysis of opportunities and threats, internal advantages and disadvantages of Blue harbor travel agency's external environment, the SWOT matrix analysis table of Blue harbor travel agency can be made. Scientifically formulate marketing strategies for Blue harbor travel agency based on the coordinate graph drawn by analytic hierarchy process for the weight analysis and scoring of each index. Check Table 8 for details.

	Strengths	Weaknesses
	Unique tourism resources Stable customer base Strong overall economic strength of the enterprise Strong overall quality of employees Rich supplier resources	Lack of product innovation ability Unreasonable organizational structure Imperfect employment mechanism Imperfect salary system

Staff service
awareness needs to
be improved

Opportunity	SO strategy	WO strategy
Regional policies support Bright future Tourism industry is in the period of division adjustment Rich regional tourism resources Increase of cooperation with the industry	Exploit new market and take the way of specialization Develop new products to meet the individual needs of tourists Strengthen brand building and staff training, improve product quality and service level	Strengthen product development and further explore new tourism team members Improve the employment mechanism and hire the right talents Formulate reward and punishment mechanism and standardize the service consciousness of employees

Threat	ST strategy	WT strategy
Fierce competition in travel agency industry Diversified consumer demand Challenges brought by tourism websites Lower threshold for tourism industry Rational consumption of tourists	Improve marketing skills and stabilize the market share of the original business Make full use of the company's exclusive tourism resources to make a famous brand Provide more professional and personalized services to offset the impact of online tourism	Identify and strengthen the main business of the company Pay attention to staff training and maintain the loyalty of old customers Strengthen cooperation among peers, consolidate the existing market and make up for the lack of competitiveness

Table 8   **SWOT Analysis of Blue harbor Travel Agency**

CHAPTER 6 RECONMMENDATION

Combined with the index score coordinate axis made through analytic hierarchy process and SWOT analysis matrix of Blue harbor travel agency, it can be seen that the SO strategy should be the first choice of Blue harbor travel agency marketing strategy in the future. Through SWOT analysis, we can be told that the internal advantages of Blue harbor travel agency are relatively obvious, and the advantages of characteristic tourism resources, stable customer groups, economic strength of enterprises and quality of employees are relatively in short supply in the travel agency industry. The undesirable performance of Blue harbor travel agency in the market competition is mainly reflected in the lack of clear choice of the target market, the inaccurate positioning of the target customer group, the confusion of internal management system of travel agency, the inadaptability of business methods to changes in the market environment, and the improper choice of business strategies. The deficiencies can be depleted through the optimization of marketing strategy. Blue harbor travel agency should make full use of its own advantages and external opportunities, make up for its own disadvantages, avoid external threats, and fully seize the market initiative. Blue harbor travel agency needs to adjust its business direction and focus in line with the changes in the market, constantly meet the diversified and personalized tourism needs of consumers, and take the road of specialized operation.

To minimize the influences of the undesirable performance in market competition, first of all is to do the market segmentation, At this stage, the purchase of tourism services and products by tourist consumers in Qinhuangdao City is mainly affected by factors such as price sensitivity and service quality satisfaction. The tourism market in Qinhuangdao is subdivided into: conference business travel tourism market, student research tourism market, vacation and leisure tourism market, and the other individual travel markets. According to the current resources and business operations of Blue harbor travel agency, combined with their own practical experience, we find that individual tourists in Qinhuangdao The tourism market and

the High-end port industrial tourism market are segmented markets that can obtain more profits, and these two segmented markets are currently not fiercely competitive regions.

Combining with the characteristics of Blue harbor travel agency and different market segmentations, it can choose to provide custormers with different but professional products and services. This way, on the basis of maximizing the scope of their customers, they also show their professionalism and disperse the risk of operation.

In addition to identifying market positioning and market segmentation, it is also important to produce travel products that meet the different needs of different consumers. This requires a set of product strategies that suit the Blue harbor travel agency, such as new product development strategy, Tourism product portfolio strategy, pricing strategy and channelling strategy. For new product development strategy, the author thinks renew the original tourism products, reposition and upgrade in terms of product content, design, packaging, and pricing in accordance with the new standards of the tourism market and the new needs of tourism consumers. High-end individual tourist tourism and high-end port industrial tourism belong to the updated products; For Tourism product portfolio strategy, in order to ensure the optimization of the tourism product structure, travel agencies need to adjust and expand the trial production portfolio strategy in response to changes in market demand. For the target market, travel agencies can choose Qinhuangdao high-end port industrial tourism and Qinhuangdao high-end individual tourism. Through professional operation, while meeting the different needs of the market and customers, it also expands the business content and scope of travel agencies. By adjusting the product portfolio strategy, the product structure of travel agencies will be more scientifically optimized, and the increase in specialty tourism products will make the original The width and depth of the product line have been increased and expanded. For pricing strategy and channelling strategy, Based on psychological pricing strategy and market-skimming pricing, establish the target market consumers' understanding and cognition of the value of travel agency products, and through effective publicity, make them accept the high pricing of products, and the theory of high quality and high price is generally recognized by high-end customers. Therefore, A high-price and high-quality pricing

strategy is feasible. Since the two types of tourism products in the Qinhuangdao high-end individual tourist market and the high-end industrial tourism market belong to the exclusive characteristics of Blue harbor Travel Agency, the travel agency is not only a producer of tourism products, but also responsible for the design and planning, product price setting, and sales of tourism products. It is responsible for product sales and after-sales service. There is no need for intermediaries to sell travel products directly to target customers. Therefore, a direct channel strategy should be chosen.

Some disadvantages of Blue harbor travel agency are mainly reflected in the lack of innovation awareness, internal management system and other issues. Through the improvement of internal management system, these disadvantages can be quickly changed. In conclusion, Blue harbor travel agency must make full use of the existing capacity and resource advantages, seize the development opportunity of Qinhuangdao to be an international tourism port and a free trade port and choose the strategy of SO growth in the face of the rapid development of the tourism market, the huge demand of the tourism market, the good opportunities of the external environment, and the obvious advantages of the internal environment.

Detailed analysis on the internal and external environment of the travel agency marketing has been conducted in this paper. First of all, in terms of the external environment of marketing, it analyzed the macro marketing environment of Blue harbor travel agency from four aspects of policy, economy, technology, society and humanities. Secondly, in the internal environment of marketing, it mainly analyzed from three aspects which are tangible resources, intangible resources and human resources. At last, it conducted SWOT analysis from the advantages, disadvantages, opportunities and threats of marketing, used analytic hierarchy process to calculate and select the marketing strategy of Blue harbor travel agency, and elaborated the marketing of Blue harbor travel agency from various angles.

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