

THE IMPROVEMENT OF CTRIP CROSS-BORDER TOURISM
PRODUCT PROJECT MANAGEMENT



MASTER OF ARTS IN TOURISM MANAGEMENT
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THE IMPROVEMENT OF CTRIP CROSS-BORDER TOURISM
PRODUCT PROJECT MANAGEMENT



A THESIS SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF ARTS
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PRODUCT PROJECT MANAGEMENT

YONGRUI HUANG

THIS THESIS HAS BEEN APPROVED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF ARTS
IN TOURISM MANAGEMENT (INTERNATIONAL PROGRAM)

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บทคัดย่อ

การเดินทางได้กลายเป็นวิธีพักผ่อนและความบันเทิงที่ใหญ่ที่สุดในประเทศจีน อย่างไรก็ตาม Ctrip เป็นหนึ่งในแพลตฟอร์มบริการการเดินทางออนไลน์ที่ใหญ่ที่สุดในประเทศจีน ทำให้สูญเสียลูกค้าไปโดยเฉพาะอย่างยิ่งในผลิตภัณฑ์การท่องเที่ยวข้ามพรมแดน เอกสารนี้ศึกษาเกี่ยวกับการจัดการผลิตภัณฑ์การท่องเที่ยวข้ามพรมแดนของ Ctrip เป็นหลักโดยการทบทวนวรรณกรรมแบบสอบถาม สัมภาษณ์ตัวต่อตัว และอื่นๆ ร่วมกับผลการศึกษา ศึกษาปัญหาที่มีอยู่แล้วในการจัดการโครงการผลิตภัณฑ์ท่องเที่ยวข้ามพรมแดน แล้ววิเคราะห์หาเหตุผลเฉพาะ และสุดท้าย วางกลยุทธ์เฉพาะ เพื่อส่งเสริมการปรับปรุงการจัดการข้ามพรมแดน โครงการผลิตภัณฑ์การท่องเที่ยวสำหรับซีทริป ซึ่งอาจบรรลุเป้าหมายการพัฒนาโครงการผลิตภัณฑ์ข้ามพรมแดนของซีทริป

ทุกวันนี้ มีแพลตฟอร์มบริการการเดินทางออนไลน์ปรากฏขึ้นในประเทศจีนและ Ctrip ในฐานะผู้บุกเบิกอุตสาหกรรม ปัญหาที่มีอยู่อาจปรากฏในแพลตฟอร์มอื่น และโซลูชันสำหรับ Ctrip ก็เหมาะสมสำหรับแพลตฟอร์มอื่นเช่นกัน จากจุดนี้ การศึกษากระดาษอาจใช้อ้างอิงสำหรับแพลตฟอร์มทั้งหมด

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ABSTRACT

Traveling has become the biggest way of leisure and entertainment in China. However, as one of the largest online traveling service platforms in China, Ctrip has been losing its customers, especially in cross-border tourism products. This paper mainly studies on Ctrip's management of cross-border tourism products by means of literature reviews, questionnaire, interview face to face and so on. Combining with the results of study, the paper explores the problems existing in the management of cross-border tourism product project, and then analyzing the specific reasons, and finally makes specific strategies, so as to promote the improvement of the management of cross-border tourism product project for Ctrip, which may achieve the development goal of Ctrip's cross-border product project.

Nowadays, there are more and more online traveling service platforms emerge in China and Ctrip as the industrial pioneer, its existing problems may show up in another platforms and the solutions for Ctrip can be suitable for another platform as well. From this point, the study of paper may provide the use for reference for all the platforms.

Keywords : Ctrip, Cross-border tourism product, Improvement of project management, Information quality, Representative of online travel company

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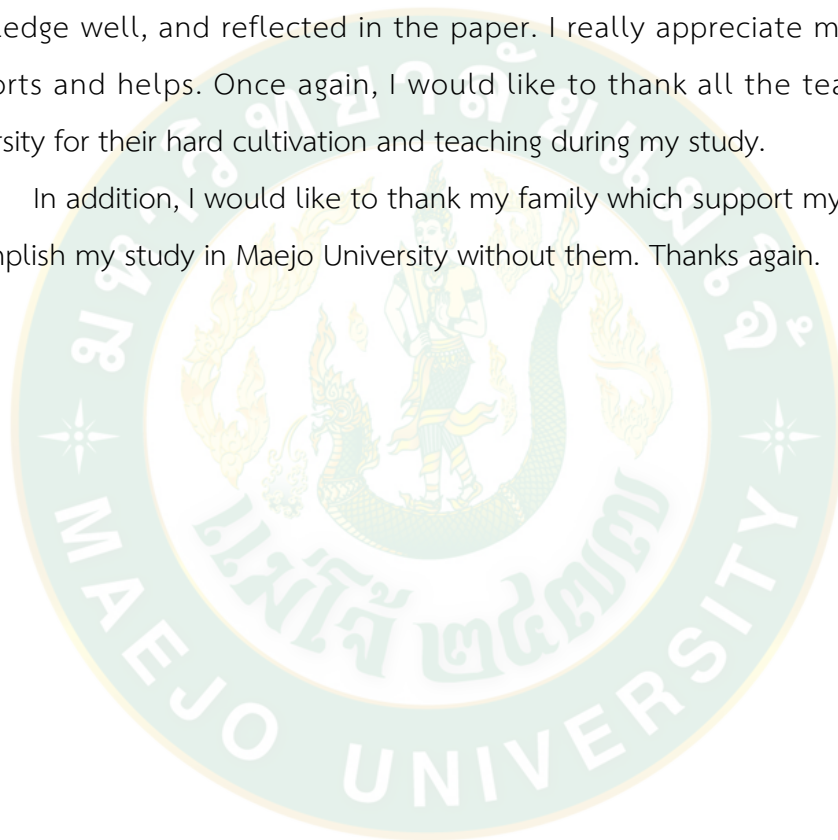
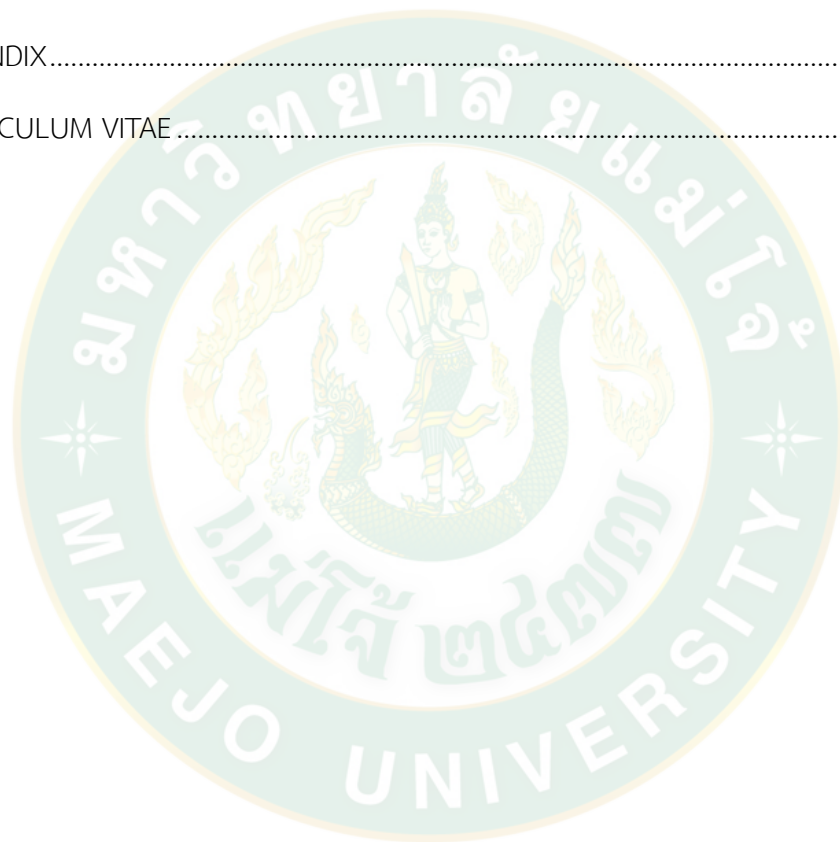


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CHAPTER I

INTRODUCTION

The cross-border tourism product project management of Ctrip has a great influence to the development of enterprise and it is the effective way to improve Ctrip's own competitiveness, therefore, Ctrip must strengthen the related research, highlighted the characteristics of cross-border tourism products, achieve the goal of development and effective use of tourism resources to improve the actual benefits and value. At the same time, it would promote Ctrip in product development, management, cost control, channel establishment and other aspects to improve its core competitiveness, provide enterprises with sustainable development power, and enable it to participate in international market expansion well, and enhance market share.

In the study, literature review, questionnaire survey, interview and other methods are mainly used to explore the theoretical knowledge of cross-border tourism product project management in detail, improve theoretical understanding, and summarize the current status of Ctrip's development and cross-border tourism product project management as research data. Then it summarizes the problems existing in the management of cross-border tourism product project, analyzes the reasons, and formulates management strategies and implementation measures based on relevant theories to promote the realization of the development goals of cross-border tourism product project.

Research Problem

The current society has entered the era of network information, with the rapid development of related industries and the development and innovation of other industries by virtue of their advantages and technical forces, so as to achieve the industrial transformation and upgrading goals under the background of network information. This background brings certain opportunities for tourism development, and forms the tourism industry relying on network resources, technologies, platforms and other aspects, namely online tourism. Based on forward-looking industry institute statistics show that in 2018 China tourism income reached 5.97 trillion yuan, up 10.6% from a year earlier, among them, because the ticket online travel industry market is aviation enterprise "straight down generation" competition and the regulation of the bundling, hotel market impact health events, the online travel

market is falling, in 2018, the scale of China's online travel market turnover reached 975.425 billion yuan, up 9.3% from a year earlier, slowing growth.

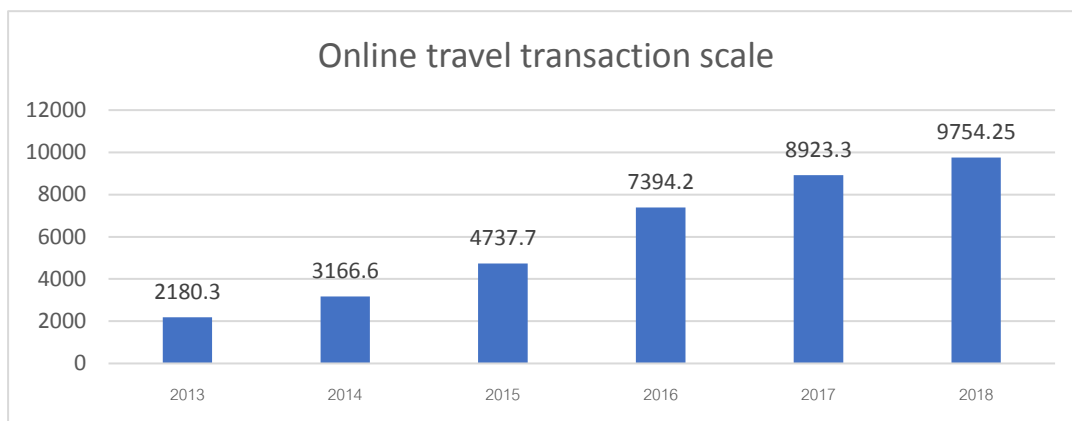


Figure 1 Transaction scale of China's online Tourism market (100 million yuan)]

From the perspective of online tourism consumption structure, online accommodation and online vacation tourism account for an increasing proportion, but online transportation still dominates. Take 2018 as an example, online transportation accounts for 69.9%, online accommodation 19.3%, and online vacation tourism 10.8%. From the perspective of online tourism consumers, the post-80s and post-90s are the main groups. In 2018, the per capita number of trips in China was 4.0, and 57% of the post-80s and post-90s have the dream of traveling around the world. In terms of age structure, according to the analysis of Analysys data, among the online tourists in China, 18.8% are under the age of 24, 16% are between 24 and 30, 43% are between 31 and 40, and 22.2% are over 40 [2]. In general, online tourism has a broad market space and a good development background, and relevant enterprises should strengthen relevant investment and constantly improve their performance.

Table 1 Current status of Online tourism in China in 2018

The serial number	project	The status quo
1	Market structure	Online transportation accounts for 69.9%, online accommodation accounts for 19.3%, and online vacation travel accounts for 10.8%
2	Population distribution	Among those born in the 1980s and 1990s, 57 percent want to travel around the world, 52 percent want a high income, 49 percent want to buy a home, 49 percent want to contribute to society and 39 percent want to start a family
3	Age structure	Among them, 18.8% were under 24 years old, 16% were between 24 and 30 years old, 43% were between 31 and 40 years old, and 22.2% were over 40 years old

Ctrip is an online tourism company with a long history, strong technical foundation and certain development advantages. However, in the face of the new situation, such as how to combine tourism resources with information technology, how to innovate products, how to provide high-quality and efficient services, how to enhance customer satisfaction have become the core topics of enterprise development. In order to seize the opportunities and better meet the challenges, Ctrip must be market-oriented, take the path of innovation and development, and gradually strengthen the core competitiveness, so as to achieve the sustainable development goals. At the same time, it is necessary to realize the importance of product, service and project management, establish the idea of development from management and benefit from management, constantly improve their own management level, improve the realistic value of products or services. In this paper, Ctrip's cross-border tourism product project management is taken as the specific content to summarize the existing problems, analyze the causes of the problems, and formulate development goals and management strategies, so as to provide useful reference for the implementation of Ctrip's cross-border tourism product project management.

Research Objectives

Research content

First, Ctrip cross-border tourism product project management status, including development bottlenecks, influencing factors, public demand and so on.

Second, Ctrip cross-border tourism product project management problems, and analysis of the causes of the problems.

Third, formulating the strategy of cross-border tourism product project management for Ctrip, and put forward to how the implementation suggestions to ensure the smooth implementation of relevant policies, including product design, cost control, channel expansion and management system improvement.

Research methods

Literature method: Through Cnki, Wanfang, Weipu, school library and other literature materials related to the project management of cross-border tourism products, summarize its research ideas, methods, contents and conclusions, as a reference for research.

Questionnaire survey method: Through the questionnaire survey, to understand the online development status of Ctrip, cross-border tourism product management status, public demand and other contents, to form first-hand research information.

Interview method: Through the interview of Ctrip's internal management personnel, summarize the problems of Ctrip's cross-border tourism product project management, and analyze the reasons.

Scope of the research

The paper only focuses on Ctrip which is an online travel service enterprise with strong technical strength and strong customer groups, high popularity and market share, and a sound management system, which is conducive to the rapid development and growth of the enterprise. However, in the market-oriented economic period, the number of online travel service enterprises keeps increasing, the products are updated quickly, and the direct business of hotels and airports is constantly expanding, which puts some pressure on Ctrip's business survival. This article summarizes Ctrip cross-border tourism product project management problems, put forward the corresponding solution strategy from the perspective of product

development, cost management, system of perfect measures, which can improve the level of cross-border tourism product project management, which may lead to enhance enterprise competitiveness and promote the realization of its development goals.

Limitation of the Study

Due to the various reasons, this study has several limitations and several possible areas for future research. It is crucial to evaluate the study's results and contributions in light of its limitations; additionally, additional studies will be necessary to overcome those limitations. Firstly, the number of interviewees is too small as interviewees are only 6 persons due to the manager of Ctrip branch in Nanning were not willing the staff to be occupied too much time so that the results may be not reliable enough and the objectivity of our findings from interviewees may limited as they might be subjective during the interview. Therefore, future research will be required to evaluate the objectivity of the model by collecting from larger and more diverse samples. Additionally, I did not propose a more comprehensive model because I focused more on the questionnaire survey. Secondly, the solutions I formulated for Ctrip based on my knowledge level, which may not be the best one due to I have never worked in any online traveling service company, Therefore, it may be necessary to organize a broader extended research model with these findings, by exploring other ways that analyzing on cross border tourism product project management. These results can help us to refine our understanding of the problem facing by Ctrip and the solution Ctrip should implement in the future.

Definition of the terms

Ctrip

Trip.com Group is a large travel website with high popularity, strong influence and strong comprehensive strength in China. Established in 1999 and headquartered in Shanghai, its business includes the following areas: hotel reservation, air ticket reservation, vacation reservation etc. Through continuous efforts, the company was listed on nasdaq in the United States in 2003. In 2015, Ctrip kept expanding and expanding its scale. It acquired 37.6% of Elong and merged with Qunar.

Through the summary and analysis, Ctrip's advantages are reflected in the following aspects: Firstly, in terms of the management scale, it has realized the scale of transactions and resources, and has the largest call center in Asia, with more than 4000 seats[3]. Ctrip has established long-term and stable cooperative relations with more than 28,000 hotels in 134 countries and regions around the world, and air ticket booking covers all domestic routes and major foreign routes[3]. Moreover, the realization of standardized services and high-quality services to provide support for the establishment of the brand and gradually reduce operating costs. Secondly, it has technological advantages. Ctrip pays attention to technology research and development, and regards technology as the continuous power of enterprise development. Therefore, it increases investment in technology research and development, and establishes a powerful technical service system, including: customer management system, room management system, call queuing system, order processing system, E-booking air ticket Booking system, service quality monitoring system etc. In the above related technical support, Ctrip can achieve high quality and efficient service. Thirdly, the system is relatively standard. The advanced management and control system helps Ctrip to strengthen internal control, reduce the incidence of problems, and promote the realization of development goals. The most noteworthy is the establishment of Ctrip refined index control system and evaluation system, which achieved the precision and quantification of management. In addition, Ctrip also applied the six Sigma system in the tourism industry to enhance the quality management level and effect [4].



Figure 2 Ctrip icon

Cross-border tourism product

Cross-border tourism is a concept based on geographical space, which means that the tourist destination is in a state of "separation" and in different administrative regions due to the existence of administrative boundaries. This unique tourist site is less disturbed by human activities, has certain characteristics of resources, has great development potential, and brings certain advantages for the joint development of different regions. Due to the different administrative units of cross-border tourism destinations, tourism development, marketing and development degree of different administrative unit destinations are different.

Cross-border tourism is the integration and docking of tourism resources, so as to realize the innovation of tourism business, increase revenue and create more market opportunities. Ctrip's cross-border tourism product project management needs to analyze and integrate the tourism resources of different regions and countries, which form cross-border tourism products and carry out hotel, transportation and other related businesses according to this product, so as to expand the business scope and increase revenue. However, cross-border tourism partners and products are limited by regional system, culture and other aspects, which increase the complexity of management.



CHAPTER II

LITERATURE REVIEW AND RELATED STUDY

Related Study

Research abroad

Experts and scholars in western countries on cross-border tourism mainly focus on tourism cooperation within the space and tourism cooperation effect analysis when studying relevant issues. Craig-smith S (2016) et al. pointed out through research that tourism cooperation in East Asia and the Pacific region was discussed and believed that tourism cooperation could promote economic cooperation; Chirathivat et al. (2017) studied tourism cooperative development in the Greater Golden Triangle region, and believed that tourism cooperative development must focus on product innovation[7];Bramwell B et al. (2018) studied the issue of regional cooperation in the sustainable development of Tourism in Europe, and believed that regional cooperation must achieve consistency of goals, coordination of steps, centralization of forces and rationality of planning[8]; In addition, Donald F et al. (2019) studied the cooperative theory of community tourism planning[8];Steve Selin (2015) established a regional tourism integration model and proposed policies for regional tourism cooperation[9]. It can be seen that there are abundant research contents on regional cooperative tourism in the West.

There are relatively few studies on cross-border tourism in western countries, which focus on the definition of boundary concept, the cognition of boundary function, the impact of national boundary on tourism activities, and the development conditions, modes and approaches of the tourism industry in border areas. Timoth (2012) et al. analyzed the nature and types of administrative boundaries in cross-border tourism as well as a series of tourism phenomena caused by boundaries; Ahmed Z.U et al. (2014) made a comparative analysis of cross-border travel behaviors of US and Canadian residents from the perspectives of age, consumption ability, cultural customs and travel costs; Timothy D.J (2015) analyzed cross-border tourism cooperation and resource management and other issues; Dallen J et al. (2016) analyzed the development problems of cross-border regional tourism industry, mainly in the aspects of competition, cooperation depth and complementary advantages; Prescott J. (2016) analyzed the impact of products and services on consumer satisfaction in cross-border travel[14]; Jonathan Green (2018) pointed out through research that the development of cross-border tourism industry must be

market-oriented to realize effective docking between relevant parties.

Domestic research

China's research on cross-border tourism started late, and the relevant research content is relatively small, which needs to be further strengthened and deepened.

Research on regional integration of tourism resources. Taking Guilin as an example, Wang Yuming (2016) studied the regional integration of tourism resources, constructed the corresponding circle structure model, proposed the judgment of "administrative region tourism economy", and believed that the improvement of tourism resource utilization rate was closely related to its rational allocation[16];Wu Bihu (2017) took the scenic area at the junction of Hunan and Guangxi as the research object, proposed the viewpoint of "boundary symbiosis", and believed that the space development of the border tourism area should be strengthened to form differentiated and unified tourism products; Wu Chengji (2017) took The Hukou Waterfall scenic area of the Yellow River as the research object, and believed that scenic spots located in different administrative areas have their own advantages, which can generate greater attraction, and it is necessary to find common ground and innovation points in the contradiction; Zhang Shushen (2016) conducted field research on the tourism resources of Qiaotou Town at the junction of Hunan and Guangxi, and proposed that relevant project development should pay attention to innovation, appropriately retain the characteristics of different administrative areas, and form "multiple + unity + characteristics" products; Wang Fakun (2016) explored the defects in the development of tourism in wuling Mountain area, which is adjacent to the border area of the five provinces of Guizhou, Chongqing, Hunan, Hubei and Guangxi, and the path selection of sustainable development.

Research on the use and management of cross-border tourism resources. Through research, Hu Lifang (2014) points out that the structure of tourism resources, the particularity of administrative boundaries, the history of administrative divisions in China and people's geographical concepts will all affect the implementation of cross-border tourism projects; Qiu Jiqin (2016) pointed out through research that border areas have a good foundation in tourism development, but they are affected by sovereign boundaries, resulting in the development, use and management of tourism resources being controlled by multiple parties, with poor coordination and unclear responsibility; Chen Guiqiu (2017) conducted a research on the development of cross-border tourism projects in Guangxi, and believed that cross-border tourism

should highlight its characteristics, strengthen management, and solve its contradictions through management; Song Qiu (2018) points out through research that boundary symbiosis tourism resources belong to unique tourism resources, which embody competition and cooperation between different administrative regions, and should be operated under the principle of "equality, mutual trust and mutual benefit"; Liu Yunqin (2016) took cross-border tourism products in Yongzhou, Hunan province as the research object and proposed a win-win cooperation model.

The influence of online network tourism information quality on cross-border tourism. After research, Sun Dan (2018) points out that the richness, timeliness and attractiveness of online tourism information are the main factors affecting cross-border tourism; In the research process, Liu Li (2018) strengthened the effect of online tourism information from the aspects of entertainment image, social image, natural image and cultural image, etc., and enhanced the promotion of cross-border tourism products; Zheng Siwei (2017) draws a conclusion through model research that online tourism information features are closely related to the image of cross-border tourism products, and attention must be paid to the improvement of information quality; After research, Gao Mengyuan (2018) pointed out that network information has a positive impact on the image of tourist destinations, which is mainly reflected in comments, microblog information, Tencent News and other media opinions; Sun Dan et al. (2017) pointed out through research that network publicity can have an impact on the image of tourist destinations.

Research review

Through the collation and analysis of the above literature at home and abroad, more attention should be paid to cross-border tourism products at home and abroad. It is believed that this product has particularity and great development potential. Product operation management must seek common ground while reserving differences and cooperate with relevant parties to carry out specific work. Online tourism services must pay attention to information quality improvement so as to provide support for image building of cross-border tourism products and services. In the follow-up research, attention should be paid to the formulation and implementation of trans-boundary tourism product management strategy, so as to promote the realization of management objectives and improve the product promotion effect and actual income.

Correlation Theory

Scope of project management

Once the project goals are set, the scope of the project should be clear so that it is precisely positioned to do what needs to be done, not what needs to be done, and whatever needs to be done to achieve the goals. Typically, a project results in multiple products that also include multiple subordinate products, with product ranges that are independent and interact with each other. If the project management scope is qualified, the project management plan is used as the measurement index, while if the product scope is qualified, the product specification is used as the measurement index. The scope of project management includes scope planning, scope split and scope change.

Project management time

Project time refers to the total time required from the establishment of the project to the completion of the project. It can be divided into multiple time stages according to the project schedule, sub-project completion time, etc. Project time management mainly includes task definition, task arrangement, task duration estimation, schedule planning design, schedule planning control and so on. Whether the project time design is scientific is directly related to the realization of the project schedule goal.

Project management cost

Project cost refers to the cost generated during the entire project cycle from project start to project completion. In practice, in order to reduce project time, it is necessary to increase project cost or build project scope. If the project cost is to be saved, the scope of the project must be narrowed or the time must be extended. If you add project content, increase project cost and time simultaneously. Project cost control work, including cost estimation, cost budget, cost control and other links.

In addition to the three elements mentioned above, project management also includes human resources, quality, communication, commodity price, risk and other contents. All of them need to formulate targeted management strategies according to the actual situation of the project and management objectives.

CHAPTER III

RESEARCH METHODOLOGY

This chapter mainly studies the current situation of Ctrip cross-border tourism product project management as the basis for the summary and analysis of subsequent problems. During data analysis, comparative analysis, significance analysis, statistical analysis and other operations were conducted to obtain more accurate results and conclusions for research use.

Research ideas and innovation

Research ideas

The research idea of this paper is "finding problems - analyzing problems - solving problems". Based on the understanding of the current situation of Ctrip cross-border tourism product project management, this paper summarizes the existing problems, analyzes the causes of the problems, and then makes targeted development strategies to promote the realization of development goals.

The first part, introduction, USES the literature research method to obtain the research background and data, determine the research content and framework, summarize the main content and ideas of the research, and select the research method as the foundation and cut into the research.

The second part, theoretical research, analyzes the relevant theories of this research and forms the theoretical framework of the research.

The third part, the status quo investigation through the interview table design, questionnaire design and distribution, and statistical analysis, Ctrip development status, cross-border tourism product project management status as research data.

The fourth part, problem summary and analysis. Combined with relevant materials, theories and practical experience, this paper summarizes the problems of Ctrip cross-border tourism product project management, analyzes the causes of the problems, and serves as the basis for strategy formulation.

The fifth part, countermeasure setting. Based on the research results and conclusions, develop the development goals of Ctrip cross-border tourism product project, define the market positioning, formulate project management strategies and put forward to implementation Suggestions.

Innovation points

This paper studies on the management of Ctrip cross-border tourism product project, reflects the idea of management, develops management strategies from multiple perspectives, highlights the characteristics of cross-border tourism products, and pays attention to the innovation of relevant work modes under the background of network information.

Population and sampling procedures

The data in this study mainly came from the following aspects:

1. Provided through Ctrip company. As some of the data and information in the study are related to the internal situation of the enterprise, they are relatively confidential and difficult to obtain from the survey, and more accurate data are needed. Therefore, it needed to be provided by PR departments of Ctrip enterprise. The ways of acquisition information included sending email to ask for some specific information and annual reports in the past a few years.

2. Interview acquisition. In order to understand the actual situation of Ctrip cross-border tourism product management, it was necessary to interview relevant staff and draw the conclusions from the interviews. The interviewees were working in 6 departments: financial, technical, marketing, human resources, sales and project management departments. According to Zhu Yan (2018), as the research on a certain topic, the number of interviewees is larger, the result is more reliable. However, if the selected interviewees are very typical and representative, only one is also credible. Due to the manager of Ctrip branch in Nanning did not want the staff to be occupied too much, I chose one interviewee represented his(her) own department as every one of them has worked in Ctrip for 2 years at least and known much about business of Ctrip. Therefore, totaling 6 persons participated in the interview. During the face to face interview, the recording of voice and typing were implemented. The content of the interview included product and service design, business cost management, business development channels, business management etc, as shown in the appendix.

3. Questionnaire survey. In the specific research, the corresponding data obtained through questionnaire survey. The research object is Ctrip's customers, and the information about customers came from the customer Service Department. Generally, the larger size of sampling, more accurate and reliable for the result of study. According to Zhu Yan (2018), the number of 100 questionnaire surveys is used

normally on the research and it shows the reliable result. Based on the number of customer data base reaches millions, I asked for 2000 respondents on this questionnaire surveys in order to acquire more reliable data. Ctrip's Customer Service Department selected 2000 respondents randomly and sent email address of respondents to me, and then I sent questionnaire surveys to those who are selected. The questionnaire surveys were designed as follows: The first part is the basic information of the respondents, including nine items, such as gender, age, income, occupation, education level, average annual number of trips, Internet age, average daily online time, and access to tourism information channels. The second part mainly focuses on the information quality evaluation of Ctrip cross-border tourism project management, totaling 24 projects, as shown in Table 3.1. The Likert scale model was adopted, with 1 point indicating strong disagreement and 5 points indicating strong agreement. Details are shown in the appendix.

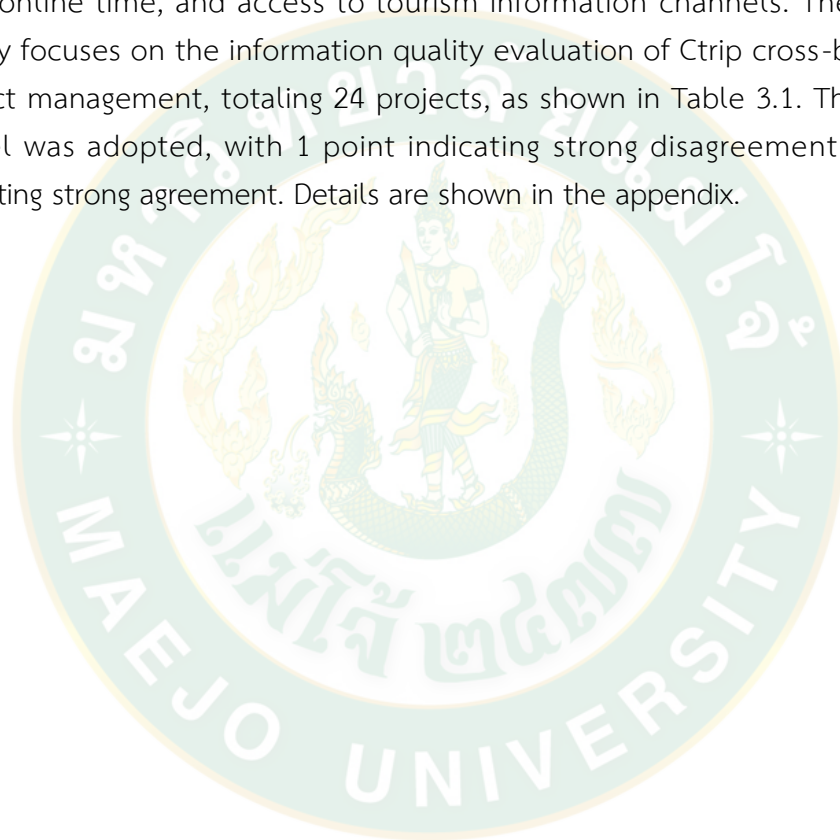


Table 2 Ctrip online cross-border tourism product evaluation content

The serial number	The evaluation index	The serial number	The evaluation index
1	Reliability: Content is reliable and trustworthy	13	Interactivity: Can exchange information and give feedback on the website
2	Accuracy: The content is accurate and unambiguous	14	Personalization: You can choose the page and method according to your personal needs
3	Objectivity: Conformity of content to objective facts	15	Consistency: Consistency with the information form or data presented previously
4	Authoritativeness: the content has influence, the website credibility is high	16	Timeliness: Update travel information timely
5	Value-added: with certain knowledge, business, social value	17	Relevance: The information obtained matches the information I need
6	Understandability: The expression is easy to understand	18	Practicality: Obtaining information is more practical for tourism activities
7	Humanization: Information services meet individual needs	19	Diversity: Various types of information
8	Simplicity: The web page is concise and easy to understand	20	Reasonable interface structure: good structure, high access rate
9	Completeness: The scope of information obtained is comprehensive and complete	21	Clear navigation: Easy to find and link to information data

Table 2 (Continued)

The serial number	The evaluation index	The serial number	The evaluation index
10	Interesting: The content is interesting and arouses curiosity	22	Easy to operate: easy to operate, fast response speed website
11	Right amount of information: rich in content; not too much	23	Confidentiality: When tourists obtain information, they can keep it safe and confidential
12	Aesthetics: beautiful page design, comfortable color	24	Artistic beauty: according to tourist psychology, aesthetic characteristics and art design related knowledge, network information design

Research duration and data gathering

All data acquisition completed with the cooperation of Ctrip during one and half months, the time was from 5th of November in 2020 to 20th of December in 2020.

I sent email to Ctrip company and asked for the information, as the result, I received the email from Ctrip PR department and obtained most information the paper needed one week later.

The interviews face to face accomplished during two days and the content of interviews was typed on the computer in the following two weeks.

2000 questionnaires were distributed electronically when I did typing the interview content and then I obtained 1624 questionnaires back in two weeks. In the following one week, I sorted these questionnaires out and finally acquired 1480 valid questionnaire surveys.

Data Analysis

After obtaining data, the reliability and validity test of the questionnaire surveys were implemented, the result as follows:

As for reliability, Cronbach's SA coefficient is usually between 0 and 1, with a value of more than 0.8, which proves the reliability of data. Validity is mainly used to represent the measurement scale to truly measure the degree of things. KMO coefficient and Bartlett sphere test are mainly used. Only when the statistical significance probability of Bali sphere test is below the significance level can factor analysis be carried out. The test results are as follows:

Table 3 Reliability test results

project	Number of inclusion indicators	a
The project management	15	.823

Table 4 KMO measure and Bartlett' sphere test results

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	KMO sample measure	0.814
Approx. Chi-Square	Chi-square value	687.001
df	Degrees of freedom	30
Sig.	The probability of significance of achi-square statistic	0.001

According to the test results in Table 3 and Table 4, the value is above 0.8, which proves that the reliability is high. The variable KMO value is 0.814, and the chi-square statistical value is 0.001. The significance probability is below the significance level, which can be used as a factor analysis with good validity.

Additionally, in the process of data analysis, simple data was analyzed in the mode of statistical analysis, excel tables were used to complete the analysis, and complex data was analyzed with SPSS software to obtain more accurate and comprehensive results. In this process, comparative analysis, F-value analysis and P-value analysis were conducted to enhance the research depth.

CHAPTER IV

RESEARCH RESULTS AND DISCUSSION

Business model of Ctrip

Based on the information acquired from Ctrip company and the interviews of Ctrip staff, the business model of Ctrip can be defined as an travel intermediary enterprise. So far, 80 percent of Ctrip's profits have come from commissions on flights, hotels and other businesses. The successful business model of Ctrip is summarized as follows:

First of all, it developed a large number of customers, formed a strong customer group, so as to increase the market share. This mode and development belong to the more applicable mode in the development of Internet enterprises.

Secondly, Ctrip took a large number of customer groups as its advantage, and signed cooperation agreements with some hotels and airlines to obtain a large amount of discounts, which formed advantages and earn commissions. In order to expand its business, it adopted the mode of low-price financial services and preferential activities to generate more members and promote its business development. Overall, Ctrip has dominated the online travel business.

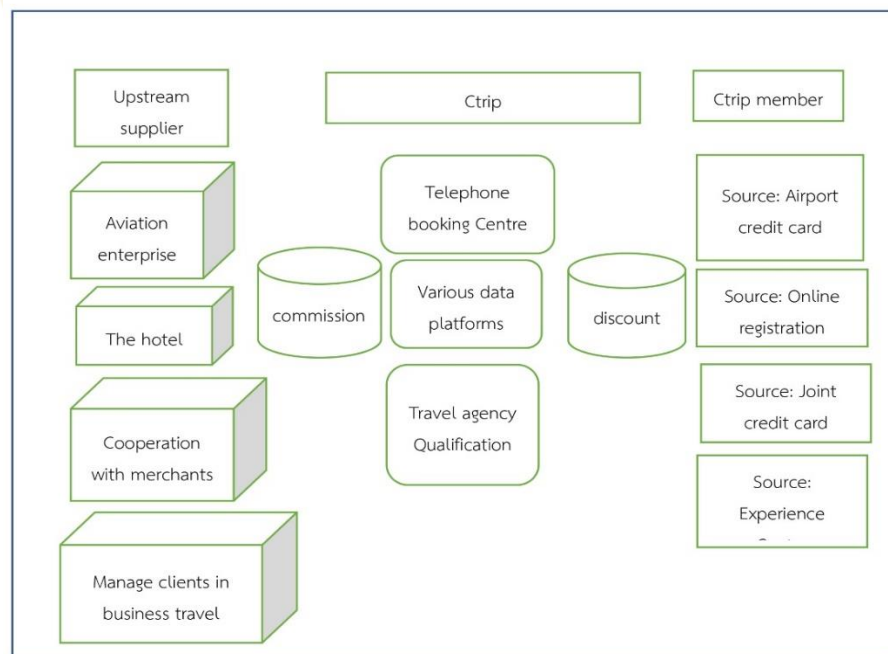


Figure 3 Business model of Ctrip

Based on the analysis in Figure 3, Ctrip mainly sold hotel rooms and air tickets, and has expanded its agency business to the whole world. Analyze the characteristics of this kind of business, goods without inventory, no cost, directly from the hotels, aviation enterprises and other agents, and then earned commission. This business model enabled Ctrip to establish a large e-commerce site. In addition, the number of hotels and airlines cooperating with Ctrip has increased, and the business coverage has increased as well. The number of Ctrip members has increased, and its reputation grew fast.

Due to Ctrip guaranteed the scale and quality of booking services through high-quality call centers. Ctrip can grasp the resources of suppliers and customers at the same time. With tens of millions of registered users, Ctrip has established cooperative relations with thousands of hotels, airlines and other enterprises around the world, so that the number of its consumers is huge and the supply side is stable.

In terms of source of profits, Ctrip's earnings came from the following aspects:

first, hotel booking agent fee. This revenue was the main revenue. Ctrip provided online payment and in-store payment, but most consumers chose the in-store payment mode. After summary, Ctrip hotel booking agency fees from the cooperation hotel profit discount refund.

Second, ticket booking agent fees. Ctrip made profits mainly through the price of tickets booked by customers at Ctrip and the price difference gained by Ctrip from airline companies.

Third, self-service travel and business travel agency fees. It generated roughly the same amount of revenue as hotel and airline bookings.

fourth, line book agency fee. Ctrip was gradually cooperating with some travel agencies to develop individual passenger business, but not the main business revenue.

Fifth, advertising revenue. With the advantages of OTA, Ctrip has a large number of registered users and a high reputation, thus increased the enthusiasm of enterprises and merchants for advertising promotion on Ctrip website and APP, and obtained advertising revenue.

Current situation of cross-border tourism product project management

According to the questionnaire surveys, relevant data were collected to analyze the current situation of cross-border tourism product project management. In

the concrete operation, it embodies the market-oriented principle.

1. Statistical analysis of the basic information of the investigation

After sorting out the questionnaires and making statistics, the detailed information is shown in Table 5.



Table 5 Statistics of basic characteristics of samples

project	content	frequency	Proportion (%)	project	content	frequency	Proportion (%)
gender	male	630	42.4	Average annual use of Ctrip	Less than 2 times	624	42.2
	female	850	57.6		3 ~ 4 times	606	40.8
age	Below 25	348	23.4	cross-border travel products	5 ~ 6 times	120	8.2
	25 to 35	596	40.4		7 ~ 9 times	72	4.8
	35 ~ 45	355	24.1		Nine times more than	60	4.0
Record of formal schooling	45 to 55	356	8.7	Years of using Ctrip	Within five years,	348	23.6
	More than 55	50	3.4		5 ~ 10 years	732	49.4
	The following technical secondary school college	124	8.4		11 ~ 15 years	266	18.1
	Undergraduate course	786	53.2	Daily focus on Ctrip time	More than 15 years	134	8.9
					Within 2 hours	230	15.6

Table 5 (Continued)

project	content	frequency	Proportion (%)	project	content	frequency	Proportion (%)
	Master and above	226	15.2		2 to 4 hours	484	32.6
professional	Enterprises and institutions	276	18.8		4 to 6 hours	374	25.4
	Civil servants	156	10.4		6 to 8 hours	332	22.3
	students	312	21.0		Over 8 hours	60	4.1
	farmers	260	17.6	Sources of Information	National Tourism Website	510	34.6
	retirees	296	20.1	(Multiple choice)	Airport or hotel website	640	43.2
	There is no professional other	20	1.3		Ctrip's website	806	54.5
		160	10.8		Relevant weibo/WeChat and other public accounts	886	59.7

Table 5 (Continued)

project	content	frequency	Proportion (%)	project	content	frequency	Proportion (%)
Average monthly income	Less than 3000	278	18.9		Travel company	754	51.0
	3000 ~ 5000	356	24.0		websites		
	5000 ~ 8000	460	41.0		Scenic sites	708	47.7
	More than 8000	240	16.1		other	342	23.1



Gender, in the survey of tourists, male accounted for 42.4%, female accounted for 57.6%. Female tourists tend to be more. It can be seen that women are more supportive of Ctrip's online cross-border tourism product project.

In terms of age, tourists under the age of 25 account for 23.4%, tourists from the age of 25 to 35 account for 40.4%, tourists from the age of 35 to 45 account for 24.1%, tourists from the age of 45 to 55 account for 8.7%, and tourists over 55 account for 3.4%. Young tourists have a high utilization rate of cross-border tourism product projects.

Educational background, technical secondary school or above personnel accounted for 8.4%, junior college personnel accounted for 23.2%, undergraduate personnel accounted for 53.2%, master and above personnel accounted for 15.4%. Tourists with bachelor degree pay more attention to and support cross-border tourism product projects.

In terms of occupation, 18.8 percent of employees in enterprises and public institutions, 10.4 percent of civil servants, 21.0 percent of students, 17.6 percent of farmers, 20.1 percent of retirees, 1.3 percent of non-professionals, and 10.8 percent of other employees. Students and retirees account for more.

In terms of the average monthly income, the proportion of those below 3,000 yuan is 18.9%, that between 3,000 yuan and 5,000 yuan is 24.0%, that between 5,000 yuan and 8,000 yuan is 41.0%, and that above 8,000 yuan is 16.1%. The income groups of 5000 ~ 8000 are large and belong to the middle and higher income groups.

In terms of the average number of times to use Ctrip's cross-border travel products, 42.2% are less than two times, 40.8% are less than three to four times, 8.2% are five to six times, 4.8% are seven to nine times, and 4.0% are more than nine times. It can be seen that more people use it 2 ~ 4 times.

The duration of using Ctrip accounted for 23.6% within 5 years, 49.4% within 5 to 10 years, 18.1% within 11 to 15 years, and 8.9% over 15 years. 5 ~ 10 years of personnel more, proving that Ctrip has a certain impact.

Today, about 15.6 percent of Ctrip's daily hours are less than 2 hours, 32.6 percent from 2 to 4 hours, 25.4 percent from 4 to 6 hours, 22.3 percent from 6 to 8 hours, and 4.1 percent from 8 hours or more. Among them, 2 ~ 4 hours of personnel accounted for the largest proportion, which proves that Ctrip has attracted much attention from the public and has a strong customer base.

In terms of cross-border tourism product information sources, national tourism websites account for 34.6%, airport or hotel websites 43.2%, Ctrip official websites 54.5%, relevant public accounts such as microblog WeChat 59.7%, websites of

tourism enterprises 51.0%, websites of scenic spots 47.7% and other websites 23.1%. Ctrip's official website, microblog WeChat and other public accounts and tourism enterprise websites account for more, which are the main online channels for cross-border tourism product project promotion.

2. Effect of cross-border tourism product project management

2.1 Information quality analysis

Table 6 Ctrip cross-border tourism product information quality evaluation factor analysis

factor	The reliability	The eigenvalue	Dispersion (%)	score
Service and utility quality	0.853	3.596	14.612	3.696
Design and presentation quality	0.807	3.567	14.677	3.766
Quality of sensory and psychological experience	0.822	3.113	14.544	3.778
Content quality	0.735	2.544	12.010	3.222
Artistic design quality	0.787	2.676	11.099	3.002

Remark: KMO=0.903, Bartlett=4879.552, DEGREE of freedom =244, Sig=0.001, reliability =0.901, and dispersion =57.309%

It can be concluded from Table 6 that the above five factors: quality of service and utility, quality of design and presentation, quality of sensory and psychological experience, and quality of content have relatively high scores, above 3 points. Tourists are "satisfied" with the project of cross-border tourism products, however, it is not enough to only show the "satisfaction", it proves still has larger ascension space and potential project, must be continuously improve and perfect, excavate its potential, and maintain the basis of "satisfaction", "more happy", Ctrip cross-border tourism product project management also has great room to improve.

2.2 Analysis of customers' cognitive image of products

Table 7 Factor analysis of cognitive image evaluation

factor	The reliability	The eigenvalue	Dispersion (%)	score
Image of tourism basic conditions	0.853	3.596	14.612	3.696
Tourist attraction image	0.807	3.567	14.677	3.766
Social environment image	0.822	3.113	14.544	3.778

Remark: KMO=0.903, Bartlett=4876.557, degree of freedom =246, Sig=0.001, reliability =0.901, and dispersion =57.309%

It can be concluded from the above score results that the score of each index is above 3.5, which indicates that tourists have a good image and high recognition degree for the cross-border tourism products provided by Ctrip, but the score is not more than 4 but close to 5, proving that the relevant products and services are still insufficient.

2.3 The analysis of the relationship between information quality and product image

Table 8 Correlation test between network tourism information quality and product image

	Basic conditions of tourism	Tourist attraction image	Social environment image
Service and utility quality	0.567 **	0.488 **	0.546 **
Design and presentation quality	0.558 **	0.345 **	0.517 **
Quality of sensory and psychological experience	0.602 **	0.467 **	0.542 **
Content quality	0.603 **	0.436 **	0.603 **
Artistic design quality	0.605 **	0.455 **	0.589 *

Note: *P < 0.05, **P < 0.01

Through correlation analysis, it can be concluded that $P < 0.01$ proves that there is a significant correlation between project information quality and the cognitive image of products and services.



Table 9 Multiple regression analysis of information quality factor and cognitive image factor

The independent variables	The dependent variable		Regression coefficient	T value	P values
	B	Beta.			
Service and utility quality	0.213	0.167	3.487	0.000 **	
Design and presentation quality	0.210	0.181	3.881	0.000 **	
Quality of sensory and psychological experience	0.266	0.207	4.418	0.000 **	
Content quality	0.341	0.272	5.023	0.000 **	
Artistic design quality	0.332	0.213	5.010	0.000 **	
Constant R = 0.382 ² = 0.489 R ² = 0.487 F = 117.944, P = 0.000 **					
Service and utility quality	0.351	0.312	5.552	0.000 **	
Design and presentation quality	0.081	0.085	1.581	0.0212	
Quality of sensory and psychological experience	0.261	0.207	4.082	0.000 **	
Content quality	0.161	0.233	2.912	0.001 **	
Artistic design quality	0.221	0.154	0.186	0.001 **	
Constant R = 1.354 ² = 0.293 R ² = 0.294 F = 53.424, P = 0.000 **					
Service and utility quality	0.242	0.202	3.995	0.000 **	
Design and presentation quality	0.123	0.114	2.420	0.001 **	
Quality of sensory and psychological experience	0.161	0.143	2.653	0.000 **	
Content quality	0.403	0.352	4.553	0.002 **	
Artistic design quality	0.333	0.325	3.938	0.001 **	
Constant R = 1.283 ² = 0.454 R ² = 0.446 F = 97.329, P = 0.000 **					

Remark: *P < 0.05, **P < 0.01

Through the above results of data research, in cross-border tourism product project information of various factors on the product and service quality influence cognitive image, among them, the basic condition for the tourism products and services image influence degree reached 48.9%, for products and services to attract the influence degree of the image content is 29.3%, for the influence of social environment image was 45.4%. The influence of design and presentation quality on tourist attractions is negative and not significant. The other effects were all positive and significant.

It can be seen that Ctrip should pay more attention to information management, improve the rationality of information design, and carry out targeted information design according to customer needs, so as to ensure that customers have high satisfaction and strong selectivity for products and services, which may continuously expand the market and increase the volume of business.



CHAPTER V

CONCLUSION AND RECOMMENDATIONS

Conclusion

Problem Summary

Based on the above results of research and relevant theoretical, Ctrip is facing some issues that need to be handled. The existing problems are summarized as the basis for the following recommendations for the cross-border tourism product project management.

1. Increased competitive pressure for cross-border tourism product project business

In the new period, tourism industry has become an emerging industry, green industry and the industry with strong ability to drive economic development. Therefore, different countries, different regions of value for the development of tourism industry, which led to some travel related companies, increasing the number of product innovation, continuously upgrade the service mode, and some countries or regions implement local protection policy, which brings greater pressure for Ctrip cross-border tourism products projects. The specific manifestations are as follows: First, the increasing number of tourism products leads to the mutual imitation between the same industry and the homogenization problem, which increases the competitive pressure to Ctrip cross-border tourism products. Second, the lack of innovation ability of Ctrip cross-border tourism products makes it difficult to meet the increasing personalized needs of customers. As a result, Ctrip cross-border tourism products are losing customers.

2. The business cost of cross-border tourism product project is relatively high

Through the result of research, the cost of cross-border tourism product projects is relatively high, not only reducing the real earnings of the enterprise, also to a certain extent, increased the enterprise's fund pressure, therefore, must carry on the effective control of machine. The current cost management problems mainly include the following: first, the cost management is too extensive, goal setting is not enough for cost management science, the maturation exist. For example, what belongs to necessary cost, what belongs to value-added cost, and what belongs to non-necessary cost are not clearly divided, which affects the rationality of cost input and pertinence of control. Second, the cost management is not dynamic enough and completely depends on the manual management mode, which leads to the

inconsistency between the cost management strategy and the current situation, thus weaken the effect of cost management. Third, the utilization rate of cost information is low. When the cost management of Ctrip's cross-border tourism product projects was carried out, the relevant information was not reported in a timely manner and the information utilization rate was low, resulting in low management efficiency.

3. The cross-border tourism product project lacks multiple business channels

Multi-channels business has become an important way for product promotion. However, through the research, Ctrip cross-border tourism product project has a single business model and insufficient channels, which affect the actual effect of business development. It is specifically reflected in the following points: First, it mainly focuses on online channels and pays little attention to offline channels, believing that offline channels cost more and online channels are more in line with the characteristics of enterprises and products. Second, the management of the existing business channels is relatively backward and the investment in potential exploitation is insufficient. For example, as long as some network platforms achieve the expected goals, enterprises reward them without analyzing the customer complaints generated by them, thus affecting the establishment of enterprise brands. Third, the enterprise lacks effective process management for the operation of various channels, lacks sufficient support, and attaches too much importance to results, which leads to the difficulty in achieving some channel business goals and lack of confidence.

4. The management of cross-border tourism product project lags behind

Ctrip's cross-border tourism product project is one of the key projects implemented by the enterprise. However, there are still deficiencies in the management of relevant aspects, which are not conducive to the realization of the project objectives. The specific performance is shown in the following two points: First, the lack of management awareness of relevant personnel. Some managers don't realize the importance of management work, only one-sidedly think this project belongs to a combination of the original "monomer" project, the original management mode can achieve anticipated target, and the existing management system, the method and the system has been established, making it in cross-border tourism products in the process of the project management lack of innovation consciousness, lack of enthusiasm. Second, the management system is not sound enough. The management system used in Ctrip's online cross-border tourism product project is derived from the original management system in terms of products and projects, which belongs to an empirical mode and lacks pertinence, thus resulting in the gap

between the existing management system and the actual demand.

Causes summary

Based on the above problems summary of Ctrip cross-border tourism product project management, the causes are analyzed to provide support for recommendations.

1. Insufficient core competitiveness

Ctrip cross-border tourism product project is facing greater competitive pressure, the main reason is lacking of core competitiveness. For the core competitiveness is mainly reflected in product quality and technology. The specific reasons are as follows: First, the coordination between cross-border tourism products and market demand is poor, and there is a shortage of predictive analysis and prediction, which leads to products lagging behind market development and reducing product competitiveness. Second, in the process of product design, the product is simply integrated, but does not reflect the advantages of integration, lack of innovation. This simple idea of integration can no longer meet the needs of development. For example, what combination is the lowest cost, what combination is the most effective, what combination can support each other, and how high combination can achieve the best quality, while the current combination reduces the product advantage. Third, Ctrip has mastered certain product development technology and management technology, but there are still deficiencies, such as information security protection technology, there is the problem of information leakage. Investment in research and development related to technology needs to continue to increase, otherwise the development will be affected by technical problems.

2. The management is not sophisticated enough

The project management of cross-border tourism products should be combined with the development of The Times and follow the route of refinement and lean. However, the current management of enterprises in relevant aspects does not clearly reflect this feature, especially the cost management, which is relatively extensive, thus affects the management effect. The main reasons are as follows: First, the understanding of cost is too one-sided, and the management goal is still "lowest cost", which is a kind of lagging management idea and reduces the value of cost management. Second, the cost management model is more traditional, lack of innovation. It is a simple cost management method based on whether the expected goal is achieved. In the new era, company must pay attention to the value analysis

and process control of cost management. Third, the cost management force is weak, there is not favorable atmosphere of full participation, solely relying on financial personnel and relevant department personnel for cost management, which lead to the lack of cost management force, the situation of "overburdened".

3. Lack of innovation in management mindset

Ctrip cross-border tourism product project management ideas lack innovations. According to the results of the research, some senior managers pay too much attention to economic benefits and pay insufficient attention to other impacts of cross-border tourism product projects. They show some superficial opinions in decision-making. For example, the promotion of cross-border tourism product projects is also the promotion of "single" products, but also the expansion of cooperation scope and the beneficial weapon for entering the international market. Attention should be paid to the establishment of brand and image, and economic benefits should give way to "brand effect" to lay a foundation for long-term development. However, this concept is not embodied in the concrete decision making; The management ideas of some middle and senior managers still focus on low cost and high profit, and are based on achieving management goals. They lack the consciousness of self-transcendence and initiative innovation, which lead to the slow improvement of relevant management level. For some ordinary employees, they are inactive and think that project management does not belong to their own responsibilities, and their participation enthusiasm is low. Taking business channel development as an example, managers believe that online channels have low cost and fail to realize the hidden value of offline channels, which leads to the slow construction of offline channels.

4. Imperfect management system construction

The management system is the basis for the whole integrated project management of express tourism, which can provide support for the development of management work, realize the basis to be followed, and standardize the operation. At present, the management system of Ctrip's online cross-border tourism product project is imperfect, which makes it difficult to achieve the management goals. It is embodied in the following aspects: First, it lacks effective improvement on the original system system and simply applies it blindly, which leads to the unscientific management system. For example, the performance appraisal system is too unitary in content and only focuses on performance appraisal, which is insufficient in moral character and accomplishment, which is not conducive to the all-round development of staff. Second, the lack of innovation in the construction of management system is

still the original model, affecting efficiency and quality. For example, in terms of communication, meeting mode and document mode are still the main mode, and the application of network technology is insufficient. In addition, the construction of the management system needs to be continuously improved and perfected according to the management needs. Even if the original management system is reasonable, it shows certain problems along with the development. At present, the enterprise lacks the dynamic thought of the system construction in relevant aspects, resulting in the system construction work falling behind the development needs.

Recommendations

Ctrip has developed into a well-known, representative, top-ranking and comprehensive online travel service enterprise in China. However, in the context of the network era, it is still facing greater pressure to survive. Based on the problems and causes above, the management strategies and implementation suggestions of cross-border tourism product projects can be formulated, which may improve the development of Ctrip.

Development strategies

1. Development Strategy

Firstly, according to the characteristics of cross-border tourism products, customer demand, market demand and technological innovation, cross-border tourism product project management should pay attention to the online service of intelligent technology research and development. At the same time, attention should be paid to research and development investment in regulatory technology, statistical analysis technology, service technology, risk prevention and control technology as well, so as to strengthen internal management capacity and reduce the incidence of problems. For example, customer information security protection technology, customer online booking process management technology, customer online consulting technology, claims technology and so on.

Secondly, the management of cross-border tourism product projects should embody the people-oriented management thinking, and improve the internal management level, to implement performance management, and carries on the strict examination of each staff for their professional quality, service attitude, target completion, job skills, and other comprehensive analysis, which reduce the incidence of problems and improve customer satisfaction. Such as achieve customer satisfaction

by more than 95%, individual performance levels achieve doubled in five years.

Thirdly, at present, Ctrip group has certain market advantages in cross-border tourism business development, but competition pressure is increasing, which leads to market shrinkage. Therefore, in terms of market development of cross-border tourism products, investment in joint development of online market and offline market should be increased to cover the whole domestic market. In terms of the international market, the number of online and offline markets can be doubled within 5 years, and online and offline sales platforms can be established in all countries and major cities within 10 years. In addition, Ctrip has established cooperative relations with some domestic and foreign catering enterprises, transportation departments, tourism enterprises, scenic spots, which can achieve a strong association.

Fourthly, in terms of business, Ctrip mainly resort products, personal guides, Ctrip consultants, hotel reservations, high-speed rail purchasing, Ctrip credit CARDS, Ctrip gift CARDS, fare comparison and so on. In the subsequent development, cross-border tourism business should be taken as the main body and combined with other businesses to create personalized business, so as to realize cross-border tourism product innovation and present diversified, systematic and high-quality development.

Fifthly, at present, Ctrip Group should pay more attention to income improvement in the process of cross-border tourism product project, so as to strengthen the enterprise's development ability and provide effective financial support for its subsequent development. Therefore, it is imperative to reduce costs and increase efficiency. Such as planing to reduce costs by 1% per year and achieve a 13% reduction in the 10th year (considering the cumulative effect).

2. Market positioning

Market positioning refers to the marketing design carried out by enterprises in accordance with the psychology of potential customers, so as to improve the image and personality of products, brands or enterprises in the minds of customers and gain competitive advantages. To carry out this work, it is necessary to take the market and customer demand as the direction, reflect product differentiation and personalization, in order to enhance product competitiveness.

In practice, there are many bases for market positioning, including consumption capacity, different regions, different consumer groups, different ages and other aspects. In this study, the market positioning of cross-border tourism product project reflects the idea of refinement, and comprehensively considers relevant influencing factors, so as to keep pace with The Times and unify with the

development goals of the enterprise.

In the new era, Ctrip's cross-border tourism project focuses on the cooperation between different regions, thus gradually expands the volume of business. In terms of market positioning, design should be carried out according to customers' psychological needs to ensure that the integrated projects meet customers' psychological expectations. For tourist destinations, it is necessary to ensure the authenticity and accuracy of information, so as not to affect satisfaction, and avoid disputes and complaints arising therefrom. In terms of service, family affection, humanization and individuation should be realized, service quality should be improved, service attitude should be strengthened, and good emotional relationship should be established between customers and service. In terms of price, we should achieve value for money or excellent quality and reasonable price, and resolutely avoid some behaviors that damage industry ethics for the sake of economic interests. In addition, the customer group of cross-border tourism could face the whole world. Therefore, the custom and culture of customers from different countries and nationalities must be respected to reflect the pertinence of the service.

In general, some customers or potential customers who are keen on tourism have advantages in economic conditions. If the income is small, it will be difficult to achieve the goal of cross-border tourism. For example, the cost of traveling to some European and American countries is relatively high. Thailand, on the other hand, is less expensive. Therefore, in terms of market positioning, it should be divided according to the cost of different cross-border tourism product projects, and according to the tourism consumption ability of different groups of consumption ability, which can form a number of consumption levels, and conduct comparison in the aspects of publicity, product design, service, price and so on.

Additionally, in order to increase the number of customers, it has become a reality that Ctrip's cross-border tourism product project should face customers of all ages. In the process of market positioning, market positioning should be carried out reasonably according to the characteristics of different age groups of customers, and corresponding products and services should be set up so as to improve their satisfaction. For example, some of the elderly, should pay attention to health care and medical security. For some young customer groups, it should reflect the fashion feelings, to carry out activities with a sense of freshness. For some younger children, the corresponding infant service system should be set up to provide them with special services such as food and shelter.

Management strategies

During the implementation of Ctrip's cross-border tourism project, it is necessary to strengthen its management, which grasps the project dynamics and make targeted adjustments according to the actual situation of the project, so as to strengthen the implementation effect of the project.

1. Create personalized products and services to improve competitiveness

Ctrip should design products according to demands and reflect innovation. First of all, for different customer groups, product and service requirements should be understood, customer demand information base should be established, and product and service design should be carried out according to customer needs. Relevant work should be carried out through market research, customer feedback, customer service information collection and other aspects. For example, after each service, automatic evaluation system and customer receipt can be set up to collect information, and the information collection must be refined. The original "satisfaction and dissatisfaction" evaluation model is no longer applicable, and the reasons for customer satisfaction or dissatisfaction must be understood. Secondly, implement the mode of "private customization". Ctrip cross-border tourism product projects in the face of the larger customer base, and the similarity between customer demand, therefore, Ctrip can create services for "private", and then seek to have the same needs of customers, and they can be divided into the same category, so as to realize the goal of personalized products and services. Thirdly, take the active service mode. When customers choose online services or products through Ctrip, they don't know enough about some products or services, especially some new products, which affects the promotion effect. Therefore, the products or services of Ctrip's online cross-border tourism product project must reflect initiative, set up intelligent introduction system, and reflect personalized characteristics. For example, if a customer needs to purchase a ticket, and then input their preferences, it could automatically display the cheapest, fastest, best and other different forms of tickets, and give comprehensive advice for customers, so that customers can purchase the "best" tickets online through Ctrip.

Though Ctrip develops fast, still exist deficiencies. Ctrip must strengthen cross-border tourism product project related investment, pay attention to brand building. In the specific operation process, the authenticity of relevant information must be guaranteed and the work should be transparent. After problems occur, solutions should be actively sought rather than evaded. For example, a customer in Ctrip online purchase of products or services do not tally with the actual, when the Ctrip

found the problem, even if the customer has no feedback or to seek redress, Ctrip should take the initiative to solve the issue, and the results were released, which makes the customers feel Ctrip can be trusted, which can enhance awareness of brand. In addition, for cross-border tourism product projects, the most sensitive issue is that relevant parties are profit-oriented, guiding customers to consume, setting up consumption fraud and so on to make profits. Ctrip's cross-border tourism product projects must be morally oriented in relevant aspects, resolutely expel employees who have committed such ACTS, and cancel cooperation with partners who have committed such ACTS, so as to establish a good social image.

2. Use the "fine + dynamic + information" cost control mode

Ctrip mainly does business by online, relatively speaking, the cost is low. However, some offline physical businesses also need some cost input. In general, its cost comes from technology development, equipment operation management, human cost and other aspects. In order to effectively control costs, improve revenue, and achieve the goal of reducing cost and increasing efficiency, it is suggested to adopt the cost control mode of "fine + dynamic + information".

Firstly, in terms of cost management of Ctrip's cross-border tourism product project, cost composition should be subdivided, different cost ratios and trends should be counted, cost sources should be clarified, the expected goals of different cost expenditures should be reasonably located, responsibilities should be assigned to people, and the management mode of "specials + full-time + specialized" should be realized. At the same time, the cost management objectives should be set for each part of the cost, and the objectives should be decomposed in stages to form different small objectives and ensure the synergy and consistency among all objectives. If the cost management fails to meet the expectations, the reasons should be analyzed, and the responsibilities should be clear to avoid the recurrence of similar problems.

Secondly, the cost of Ctrip's cross-border tourism product project management work should be dynamic, and grasp the current situation of cost management in real time, reasonable management strategy formulation. In the specific operation process, the dynamic evaluation mechanism of cost management should be established to analyze whether the cost input is reasonable according to the cost expenditure situation, cost management goal, actual income, etc. At the same time, it is necessary to compare and analyze the cost expenditure situation of similar enterprises or enterprises in the same period, so as to draw the results and conclusions. The relevant work requires a large amount of manpower and material input. Therefore, it is suggested to adopt an intelligent mode and establish a dynamic cost management

system. When the cost management information is input, the system can be automatically analyzed. At the same time, it is also necessary to set the "alarm value". If the cost budget is exceeded or the cost expenditure generates a small profit, which is already lower than the normal level, the system automatically alarms, and the staff can timely analyze the causes and deal with the problems, so as to avoid the expansion of the impact.

Thirdly, the cost management of Ctrip's cross-border tourism product project should be combined with the development of The Times to achieve information management, and information management can provide support for the realization of other management objectives. First of all, the cost information management should be coordinated with the external demand information. In the process of practice, the project cost is not the lower the better, but to achieve "fit", that is, to achieve the maximum value of cost input. When the development of a project is faced with difficulties and it is necessary to build advantages by increasing input, the cost should be increased rather than reduced blindly. If strengthening cost input in a certain aspect can obtain greater benefits, we should change our thinking, integrate "investment thinking" into cost management, and actively increase cost expenditure. Second, cost management informatization should pay attention to the timeliness, authenticity and comprehensiveness of information collection, clarify the responsibilities of relevant personnel, timely report cross-border tourism integration project information, and be processed and analyzed uniformly by the competent department, and publish information processing results in a timely manner. Third, strengthen the exchange of information on cost control. Establish a cost information control and sharing service center, where relevant parties can consult information according to their needs, and then communicate with relevant departments and parties to solve problems in cost control, so as to timely find and solve problems.

3. Carry out business through various channels and strengthen process management

Ctrip cross-border tourism product project should pay attention to a variety of channels for business promotion, improve the degree of understanding of customers, so as to increase the selection rate. At the same time, process management should be strengthened to maximize the results.

Firstly, when conducting business promotion of cross-border tourism product projects, attention should be paid to the coexistence of multiple channels. Ctrip can cooperate with some tourism enterprises, hotels and transportation departments, which help Ctrip to carry out business publicity. For example, the walls and doors of some

hotels are equipped with Ctrip ICONS to enhance publicity. Moreover, effective use of online publicity channels. Ctrip should make use of the current network publicity platform to establish a cooperative relationship with it and expand publicity channels. However, it is necessary to strengthen the management of network publicity platform, pay attention to its qualification examination, reputation investigation and information management, so as to avoid affecting the image of Ctrip's cross-border tourism product project due to platform problems. For example, in order to increase the volume of business, some online platforms make false propaganda, which leads to the inconsistency of relevant information with the actual situation, resulting in disputes and complaints. In addition, establish direct-sale stores and strengthen the development of offline channels. In order to enhance the effect of business development, Ctrip should strengthen the construction of direct physical stores. Through direct physical stores, it can not only promote business, but also help to establish an image, solve disputes and complaints. However, the cost of brick-and-mortar stores is relatively high, so the location and quantity should be selected reasonably and appropriately, so as not to increase the burden on enterprises. From the perspective of Ctrip's current online development trend, physical stores can be set up in countries with more foreign business and potential, and physical stores can be set up in some regions with large domestic business volume.

Secondly, pay attention to the operation process management of business channels. In the process of practice, there are many kinds of business channels, different operating environments and different internal management, which lead to different actual effects. In order to solve this problem effectively, we should strengthen the operation management of business channels, take service and supervision as the main idea, and strengthen the marketing effect of different business channels. First of all, it classifies all business channels, then sets corresponding management system and target, and conducts relevant personnel training to improve their professional quality before business development. For example, the tourism industry's laws and regulations, matters needing attention, business development methods, enterprise requirements, etc., so as to ensure the standardization of work. Moreover, strengthen communication with staff of different business channels and cooperative units, analyze their existing problems, help them solve existing problems, and promote the realization of their work objectives. For example, some sales staff in cooperation with Ctrip have low professional quality in tourism product development and lack of operational ability in network publicity. Ctrip can appoint relevant staff to enter the enterprise and conduct business training for them. After they master the business, they may return to the enterprise. In

addition to this, but also to evaluate all the business channel, the analysis of the different business channels to create revenue, target completion rate, incidence, and so on and so forth, appropriate eliminated some poor partners, and strengthen the cooperation with some performance good partner depth, for example, to provide certain financial support, technical support, etc., thereby strengthening effect.

4. Raise management awareness and improve the management system

To carry out the trans-boundary tourism product project management, it is necessary to improve the management awareness of relevant aspects, improve the management system, and form a better management foundation, so as to improve the management effect and achieve the management objectives.

Firstly, Ctrip cross-border tourism product project management should pay attention to the related management personnel management consciousness ascend, concrete suggestions as follows: Ctrip dealing with cross-border tourism product project all related personnel training, stating the goals of the project in detail, and the importance of management work in detail, with the enterprise development and personal development together, make it realize the project development process is also a process of self-improvement, the realization of the project goal is to achieve the goal of self. Additionally, it is clear that the work performance of all the staff in the whole project management is closely related to the project management. Performance assessment will be conducted according to the project management effect, with appropriate rewards and punishments, so as to improve the awareness of the management staff. Moreover, the responsibility of each relevant manager should be clarified and the management consciousness should be improved through responsibility identification. In this process, it is necessary to set up specific responsibilities according to the quality, ability, experience and specialty of the management personnel, so that they can achieve, and avoid the problem of excessive pressure or mismatch between responsibilities and abilities. In the specific operation process, it can be set according to the previous performance and performance assessment results of the management personnel, and a certain trial period can be set. If the responsibility delineation is not scientific, it can be adjusted. In order to strengthen the sense of responsibility, for some leaders and important work, the agreement mode can be used to clarify the responsibility and responsibility consequences, so that they are aware of the seriousness of the work.

Secondly, cross-border tourism product project management should pay attention to the improvement of the management system, enhance the rationality and soundness of the management system. First, in terms of personnel management, a performance

appraisal system should be set up to carry out performance appraisal according to the completion status and specific performance of staff in the whole project. According to the results of performance appraisal, appropriate rewards and punishments, training and management strategies should be improved so as to improve the actual management effect. In the performance appraisal should pay attention to the whole process implementation, the comprehensive appraisal, strengthens the appraisal result value. In setting up the performance appraisal system in relevant aspects, relevant work can be carried out from the aspects of morality, ability, diligence, performance and honesty. Moreover, the disclosure and feedback system of project management should be established. In order to achieve the integration of project management transparency, openness, and is conducive to full participation, the whole process of supervision work, should be established in the aspect of the disclosure and feedback system, and in a timely manner to project development present situation, the management present situation, the project run results, the deficiencies and need to get the support of the release, form a sourcing management atmosphere. Suggestions put forward by relevant personnel should be accepted modestly and adopted rationally, especially some beneficial suggestions. Appropriate rewards can be given so as to enhance the enthusiasm of relevant personnel to participate in management. In addition, establish a communication system. In order to strengthen the effect of project management, solve the problem of its existence, must strengthen communication, Ctrip can be according to actual needs, set up the whole project communication platform and communication platform between different departments, departments, internal communication platform, between enterprise and customer communication platform, improve the efficiency of problem solving, concrete platform setting can rely on the existing network environment and information technology, using weibo, WeChat, website, etc. Besides, set up the tracking service system. In the process of practice, in order to improve the efficiency of problem solving, whether it is the management problems reflected in the enterprise or the problems raised by customers, the tracking service mechanism should be set up to solve the relevant problems at any time through the tracking service, so as to improve the effectiveness of the enterprise in solving project problems.

Table 10 Performance evaluation indicators and weights

The serial number	Level indicators	The weight	The secondary indicators	The weight
1	DE	15	Correct values, outlook on life, career view	4
			Enthusiastic about collective work and willing to pay	5
			Good relationship with colleagues	4
			Be able to advise on the development of corporate law and not be a bystander	2
			Finish the task on time	5
2	can	25	Have a sense of innovation	4
			Strong executive ability	5
			Experience accumulation is better	3
			Have leadership	4
			Ability to coordinate	4
3	frequently	15	Get to work on time	5
			The initiative to work overtime	4
			Observe work discipline	3
			Have a professional attitude	3
			New customer development	10
4	performance	35	Sales volume	15
			Maintenance of old customers	5
			Self transcendence situation	5
5	cheap	10	Respect the law	5
			Honest self-discipline	5

In view of the above performance evaluation indicator system, the five-level classification method is used to evaluate the performance results:

Table 11 Classification method of five grades

level	good	good	medium	Pass the	Don't pass the
performance	Very good	better	Slightly higher than the organization's expectations	Meet the basic requirements of the organization	Slightly lower than the organization's expectations
score	More than 90	Between 80 and 90	Between 70 and 80	Between 60 and 70	Below 60

In terms of assessment methods, the 360-degree assessment model is mainly used to set up an assessment team to carry out special assessment, and then the internal assessment of the department, evaluation of other departments on their business development, self-assessment of personnel, and evaluation among colleagues, so as to obtain information from various aspects and realize the fairness and rationality of assessment.

Prospect

Through this study, conclusions are drawn as follows:

First, Ctrip has the advantages of online tourism business development, strong technical force, complete management system, a large number of customer groups. However, due to the development of direct sales businesses such as hotels and airports and the increase in the number of online service platforms, the market is gradually shrinking.

Second, cross-border tourism product projects have unique advantages and strong individuality. Attention should be paid to the development of related products to seek common ground while reserving differences and achieve win-win cooperation. However, in the current product development and promotion, there are problems such as imperfect management system, high cost and insufficient channels.

Third, Ctrip cross-border tourism product project management is greatly affected by the quality of network information, so online publicity and management should be done well to ensure the authenticity of information and beautiful design.

Fourth, the design and promotion of cross-border tourism product projects should focus on young and middle-aged customers, and reflect the personalized product design, dynamic cost management, diversified channel development and perfect management system.

In the follow-up research, it is necessary to strengthen the research on trans-boundary tourism product integration project management risk, analyze the source and performance of the risk, evaluate the risk, and draw the results and conclusions. Then, risk control strategies should be formulated to reduce risks and ensure smooth operation of the project.



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APPENDIX

(1) Interview table

<p>Interview Time:</p> <p>Interviewees:</p> <p>The recorder:</p> <p>Interview Contents:</p> <p>1. Problems and Suggestions in product design of cross-border tourism product integration project management</p> <p>A:</p> <p>2. Issues and Suggestions on cost control of cross-border tourism product integration project management</p> <p>A:</p> <p>3. Problems and Suggestions on cross-border tourism product integration project management business channels</p> <p>A:</p> <p>4. Problems and Suggestions on project management system of cross-border tourism product integration</p> <p>A:</p>

(2) Survey questionnaire

Dear Sir/Madam,

First of all, I would like to apologize for disturbing your normal work and rest. This is a questionnaire for academic research, which mainly surveys the current situation of Ctrip's online cross-border tourism product management. As a basis for industrial development, I hope you can cooperate with the work and answer it seriously. All the options are right or wrong, you can answer according to your real thoughts, thank you!

I. Personal Information:

1. The gender
2. Age:
3. Education:
4. Career:
5. Average monthly personal income:
6. Years of using Ctrip online:
7. The average number of times you use Ctrip online per year:

8. Your daily time of following Ctrip:

9. Your channels for obtaining tourism information:

II. Please tick "v" for the cross-boundary travel products of Ctrip if you agree with them.

Table 1 Evaluation of network tourism information quality

The serial number	project	Strongly disagree with -- 1	Don't agree - 2	Identification - 3	4 -	Very much agree with -- 5
1	Reliability: Content is reliable and trustworthy					
2	Accuracy: The content is accurate and unambiguous					
3	Objectivity: Conformity of content to objective facts					
4	Authoritativeness: the content has influence, the website credibility is high					
5	Value-added: with certain knowledge, business, social value					
6	Understandability: The expression is easy to understand					
7	Humanization: Information services meet individual needs					
8	Simplicity: The web page is concise and easy to understand					
9	Completeness: The scope of information obtained is comprehensive and complete					
10	Interesting: The content is interesting and arouses curiosity					

11	Right amount of information: rich in content, not too much					
12	Aesthetics: beautiful page design, comfortable color					
13	Interactivity: Can exchange information and give feedback on the website					
14	Personalization: You can choose the page and method according to your personal needs					
15	Consistency: Consistency with the information form or data presented previously					
16	Timeliness: Update travel information timely					
17	Relevance: The information obtained matches the information I need					
18	Practicality: Obtaining information is more practical for tourism activities					
19	Diversity: Various types of information					
20	Reasonable interface structure: good structure, high access rate					
21	Clear navigation: Easy to find and link to information data					
22	Easy to operate: easy to operate, fast response speed website					
23	Confidentiality: When tourists obtain information, they can keep it safe and confidential					
24	Artistic beauty: according to tourist psychology, aesthetic characteristics and art design related knowledge, network information design					

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