Research on the Evaluation System of Destination Distribution Channel

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Abstract

With the continuous rapid development of tourism and the acceleration of globalization, the competition between tourism destinations is increasingly strengthened, and the improvement of distribution channels is an important way to improve the competitiveness of tourism destinations. Based on the review of the research on distribution channels of tourism destinations, this study uses Delphi method, analytic hierarchy process and Yaahp software to construct the evaluation index system of tourism destination distribution channels. Taking Shenzhen OCT Resort as the field research object, the importance of the indicators with the actual performance scores of the OCT Resort were compared. The study found that the controllable factors within the distribution channel have the greatest impact on its evaluation. Among them, economic performance and product factors are far from meeting the expectations of tourism enterprise managers. Therefore, combined with the actual situation of the tourist resort, the three aspects of distribution channel-economic performance, product factors and external non-controllable factors, provide suggestions for improving the distribution channels of tourism destinations.

Keywords: Tourism distribution channels; evaluation index system; tourism destination

Introduction

In 2015, supported by the State Council's "Opinions on Promoting Tourism Reform and Development", China's tourism industry flourished. According to the World Travel & Tourism Council (WTTC), China's tourism industry has contributed more than 10% to GDP. At the same time, the "One Belt and One Road" strategy implementation, the tourism "515" strategy, the "China Tourism Year" successfully held in South Korea, and the "Tourism + Internet" action plan were introduced, all of which provided a good macro environment for the development of tourism. With the development of the Internet and the expansion of the online travel market in China, the tourism distribution channels have been diversified, and online trading websites, travel network media websites, and third-party trading platforms have risen rapidly.

According to China Internet Information Center data, as of December 2015, the number of online travel booking users in China reached 260 million, of which the proportion of netizen booking travel and holiday products was 7.7%. The strengthening of tourism destination competition and the development of the Internet have made tourism companies, experts and scholars deeply aware of the importance of distribution channels. More and more scholars have turned their attention to tourism distribution channels and regard distribution channels as research topics, which provides a good theoretical basis for the study of tourism distribution channels.

According to the literature reviewed, foreign research on tourism destinations and distribution channels has relatively mature research results. Domestic research on tourism destinations has a certain breadth and depth, and its research content is similar to foreign research directions. The research was carried out from different perspectives such as concept, image, marketing, management, development, and relationship with tourists and local residents (Ma and Zhang, 2008). The study of distribution channels of tourism destinations is a branch of tourism destination marketing. Most domestic researches on tourism distribution channels from the perspectives of channel members, development trends, Internet influences, channel conflicts and integration, and insufficient attention has been paid to the overall evaluation of distribution channels, which cannot analyze and improve the channel as a whole. In essence, the research on the evaluation index system of tourism destination distribution channels is lacking, and it fails to make an overall evaluation and analysis through the distribution channels of tourism destinations, to identify the shortcomings of the channel, so as to provide reasonable suggestions for the development of distribution channels for tourism destinations. Therefore, combing the influencing factors of distribution channels, researching from the perspective of distribution channel evaluation indicators, constructing the evaluation index system of tourism destination distribution channels, and accurately analyzing and evaluating the distribution channels of tourism destinations are of great significance to the development of regional tourism: discovering the shortcomings and defects of the distribution channels of tourism destinations, indicating the development direction of the distribution channels of tourism destinations, and ultimately promoting the development of regional tourism industry.

The author applies literature analysis, Delphi method, analytic hierarchy process and other methods to study the distribution channels of Shenzhen OCT Resort, and designs an evaluation index system of distribution channels for tourism destinations. Based on the system, an empirical study was conducted to comprehensively analyze the distribution channels of Shenzhen

OCT Resort, while grasping the development trend of the Internet. In other words, making recommendations for the improvement of distribution channels, cannot only fill the gaps in the research of distribution channels of domestic tourist destinations, but can also provide a way to learn from the distribution channels of similar or other tourist destinations through in-depth research on distribution channels of representative tourist destinations.

Shenzhen OCT Resort is China's first batch of 5A-level tourist attractions and the first batch of national civilized scenic tourist areas. As a representative tourist destination in Shenzhen, it has always attracted tourists from home and abroad. In the development of OCT Resort, it is in line with the development trend of the Internet, and also tries to improve the original distribution channels, as well as striving to establish online distribution channels, such as cooperating with Ctrip, Tuniu and other online travel transaction websites to distribute travel products. Taking OCT Resort as an empirical research object, an empirical study on the evaluation index system of tourism destination distribution channels was carried out. While verifying the rationality and scientificity of the indicator system, the existing problems and shortcomings of the distribution channels of tourism destinations have been found. Suggestions on the development of distribution channels for tourism destinations are conducive to improving the distribution channels of OCT Resort, opening up a wider distribution market for it, and providing suggestions for the development of distribution channels for other tourism destinations. Distribution channels are the structure of various independent organizations in the process of providing products or services to consumers and business customers; in marketing, distribution channels are often used to transfer goods (tangible products) from producers to consumers; In the hospitality industry, consumers are often moved to products such as a hotel, restaurants, cruise ships or airplanes (Kotler et al., 2002).

Tourism destination distribution channels refer to areas with unique tourism destinations and well-established regional management and coordination institutions that enable potential tourists to generate travel motives and make travel decisions to achieve their tourism goals. All intermediary organizations and individuals who have experienced the right to use or assist in the transfer of use of tourism products from the travel production enterprise to the tourism consumer, that is, the channels formed by the links in the process of transferring the right to use the tourism products (Zhao, 2002), is an operational structure system or a bond that combines various organizations. Through the tourism distribution channels, producers of travel products introduce, sell or confirm travel arrangements to buyers (Goeldner and Ritchie, 2006; Middleton et al., 2009), whose primary function is to provide information and facilitate transactions.

Literature Review

As early as the early 1980s, Bitner and Boom (1982) pointed out that the tourism distribution system is an extremely important but always neglected area of research, and defines tourism distribution channels as ways for tourism organizations to exchange and sell their products or services. Buhalis and Costa (2000) believes that distribution channels provide sufficient market information to consumers at the right time and place to facilitate purchase decisions. Smith and Xiao (2008) proposed that tourism distribution channels can be regarded as different expressions of tourism supply chain due to the intangibility and complexity of tourism products.

With the development of tourism, foreign scholars have gradually deepened their research on tourism distribution channels. Pearce and Schott (2005) studies tourism distribution channels from the perspective of tourists, and conducts research on the distribution channels contacted by tourists from Rotorua and Wellington in New Zealand through the field survey method, which provides a new research perspective for the improvement of tourism distribution channels [9]. Reid and Pearce (2008) studied New Zealand's outbound travel distribution channels from a national market perspective, pointing out the development trends and challenges of distribution channels. In recent years, the Internet has had a profound impact on the tourism industry, and traditional distribution channels have been greatly affected by the network. Kozak (2007) studies the transformation of tourism distribution channels, pointing out the development of the Internet and the rise of e-commerce, redefining the way tourists discover and buy products. Kang et al. (2007) pointed out in the study that traditional distribution channels and online distribution channels can expand market share, but the coexistence of the two will inevitably lead to conflict. Granados et al. (2008) proposed the global distribution system (GDS) as a research object, and the re-intermediate tourism distribution channel still has the challenge of de-intermediation.

Regarding the research on distribution channels of tourism destinations, Kracht and Wang (2010) studied the historical changes of tourism distribution channels and the interaction process between Internet and distribution channels. Taking into account the "de-intermediation" development of existing distribution channels, Law (2015) interviewed traditional travel agencies and hotel managers in Hong Kong's tourist destinations through interviews, from the perspective of tourism products and service providers and traditional intermediaries to examine the de-intermediation issues in the distribution channels of tourism destinations.

In summary, foreign research on tourism distribution channels has been

studied from the beginning of the concept research to the study from different perspectives. In recent years, the methods used in foreign research on tourism distribution channels tend to be field research and analysis, and the research objects are gradually studied from travel agencies and hotels to tourism destinations.

Domestic research on tourism distribution channels is relatively rare. Regarding the concept of tourism distribution channels, Kotler et al. (2002) proposed that in marketing, distribution channels are often used to transfer goods (tangible products) from producers to consumers. In the hospitality industry and the tourism industry, distribution channels are all businesses and individuals that acquire ownership of such products or services or help transfer ownership when products or services are transferred from producers to final consumers. Xu et al. (2012) scholars believe that in tourism, tourism products as a service product have the characteristics of intangibility, production and consumption identity, which makes the tourism supply chain also a distribution channel. Ye (2004) made recommendations for the design of distribution channels for different types of travel agencies in China by comparing the distribution channels of Chinese and American travel agencies.

Domestic research on tourism distribution channels is mostly based on channel members, starting from the perspective of channel members choosing distribution channels. Ni and Shen （2007） through empirical analysis and research, found that there are five key impact factors when making decisions on the establishment of distribution channels: efficiency, competitiveness, management, technical support and strategy; Shen and Lu (2008) clarified three hot issues in hotel distribution channels through actual research: what are the concerns, standards and plans for hotel managers to choose network distribution, and pointed out the proportion of network distribution channels, especially self-built network distribution channels that will increase. Feng (2011) studied the electronic distribution channels in the tourism distribution channel system from the perspective of suppliers and intermediaries, and proposed that some distribution functions of traditional agents will be replaced by e-commerce. Liu (2011) delineated the concept of distribution channels, defined tourism distribution channels and elaborated the existing distribution channels in the tourism market.

In the process of continuous popularization of Internet technology in China, domestic scholars have gradually shifted the focus of tourism distribution channels to the impact of the Internet on tourism distribution channels. Scholar Xiao (2004) constructed a distribution channel model based on Internet applications by analyzing the impact of Internet development on consumer demand and distribution channels. Feng (2010) pointed out the

limiting factors of Internet travel distribution function by conducting surveys and interviews with tourism suppliers and middlemen. Zhang and You (2012) used Huangshan as an example to dynamically analyze the impact of the Internet on the distribution channels of Huangshan tourism destinations from the perspective of time.

The development of online distribution channels has greatly impacted the traditional distribution channels. Some domestic scholars have conducted research on the conflict and integration of the two. Zha (2010) conducted a study on the channel conflicts scheduled on the travel network in the context of the Internet, and proposed upstream channel conflicts for upstream suppliers and intermediary travel booking websites. Zhang et al. (2015) established a channel convergence model between travel agencies and online travel agents, pointing out that dual channel integration can reduce product prices, increase revenue and demand, and the higher the degree of channel integration, the greater the price decline and the increase in demand income, indicating that the distribution channel can achieve a win-win situation.

With the development of tourism, distribution channels are becoming more and more important. Some scholars in China have realized that the performance evaluation of marketing channels is not a simple superposition of the performance of each channel member. Therefore, many scholars have begun to shift the research focus of distribution channels to the overallity of channel evaluation. Starting from the channel as a whole, we will find a suitable evaluation index system to analyze the channels and make suggestions for channel construction. Han and Fan (2006) proposed that channel operations should be influenced by external large social systems as well as by the internal operational factors within them. Therefore, the evaluation of distribution channels should be systematically and comprehensively evaluated from four aspects: financial performance, channel safety, customer satisfaction evaluation, and competition and development. Zhang et al. (2011) used qualitative and quantitative methods to point out that the efficiency of distribution channels should be evaluated from the four aspects of economic indicators, channel layout, channel operation efficiency and customer satisfaction.

In summary, the domestic research on tourism distribution channels mainly carries out research from the perspective of different channel members. The research content focuses on the development status and trends of tourism distribution channels, the impact of the Internet on it, channel integration and the evaluation of distribution channel indicators. Distribution channels affect the benefits of all members of the tourism value chain. Domestic research on tourism distribution channels mostly stays in the study of theoretical status or

research from the perspective of channel members. There is lack of research on the distribution channels as a whole and less research on the evaluation index system of the overall distribution channel of tourism destinations. Therefore, through the case study and interview methods to study the construction of tourism destination distribution channel, the evaluation index system can enrich the domestic research on the tourism distribution channel as a whole.

Research design

The design of the evaluation index system is mainly divided into three stages: initial screening of indicators, determination of index weights, and rationality and scientific testing of indicators.

Initial screening of indicators

The evaluation of distribution channels for tourism destinations involves various factors, and the indicators affecting its evaluation are numerous and complex. Therefore, at this stage, the author selects the basis of the index and the initial screening method based on the literature research method on the basis of domestic and foreign literature research. Drawing on the methods of selecting evaluation indicators from domestic and foreign literatures, the author finally selects the Delphi method and selects indicators based on the opinions of experts and scholars. Although the expert and scholar ratings are the embodiment of subjective opinions, these opinions are a summary of their rich theoretical knowledge and practical experience, which can reflect objective facts to a certain extent.

Determination of index weight

There are many methods for index evaluation, such as Delphi method, analytic hierarchy process, gray system evaluation method, and fuzzy mathematics evaluation method. Tourism destination distribution channels are a relatively complex system, so in addition to quantitative anaysis, it is necessary to conduct qualitative analysis on indicators that are difficult to quantify. The analytic hierarchy process is a combination of quantitative and qualitative methods, which expresses and processes human subjective judgments in quantitative form. The basic principle is to divide the complex problems to be identified into several levels, and indicators are scored by experts and decision makers through a pairwise comparison. The method is simple, practical, and has a solid mathematical theoretical basis. Therefore, this study uses the Delphi method and the analytic hierarchy process to determine the weight of each indicator and complete the design of the evaluation index system. The main steps of determining the weight by the

analytic hierarchy process are as follows: firstly, the hierarchical structure model of the target decision problem is established; secondly, the peer factors belonging to the upper layer factors in each criterion layer are compared, and the pairwise comparison is performed to establish a pairwise comparison matrix; thirdly, the combined weight vector is calculated and the consistency analysis is performed; finally, the optimal solution is selected.

Rationality and scientific testing of indicators

The rationality and scientificity of the evaluation index system are to be tested. In order to test the rationality and scientificity of the system, the study conducted field research through case analysis and used the evaluation index system to evaluate a representative tourist destination. Combining the Delphi method with the comparative analysis method, the experts collected the scores of the indicators on the evaluation of the distribution channels of the tourist destinations and the actual performance of the distribution channels of the destinations in the various indicators, and compared and analyzed the scores to understand the inadequacies of distribution channels of tourist destinations and to verify the rationality of the evaluation index system.

Through the above three stages, we can not only understand the existing deficiencies in the distribution channels of tourist destinations, but also test the rationality and scientificity of the indicators, thus completing the overall research on the evaluation index system of tourism destination distribution channels.

Design of evaluation index system for distribution destinations of tourism destinations

Evaluation index system construction standards

When a tourism company chooses a distribution channel, it must select the distribution channels that best meet the long-term goals of the company and are most suitable for the sales of tourism products among various seemingly reasonable and exclusive solutions. In order to more scientifically, comprehensively and accurately evaluate and select tourism destination distribution channels, the channel selection must comply with the following standards.

Economic standards

Pursuing profits is the ultimate goal of tourism companies, so economic standards are the most important standards. By comparing the distribution channel costs and profits of the company's distribution channels with similar products of other companies, or comparing the sales profits of different

distribution channels of the same product, tourism companies can provide decision-making directions for their final choice of distribution channels or intermediaries (middlemen).

Controlling standards

In today's developed technology, there are mostly two or more intermediaries in the distribution channels of tourist destinations. Although the use of middlemen has facilitated distribution and broadened distribution channels, tourism companies have to consider the issue of controlling middlemen. Each broker is an independent company or organization. The first consideration is how to maximize profits. It may only focus on communicating with customers who have the most direct interest, while ignoring other customers who are important to the destination. Therefore, the merits of the distribution channel on the other hand is reflected in whether the entire channel can work in a consistent direction, and whether the tourism company can properly control and retract the distribution members and the entire channel. Therefore, control is also an important indicator of the distribution channel.

Adaptability standards

In assessing channel selection options, tourism companies must also consider their ability to adapt to environmental changes and the specific characteristics of the market, competition and products at the time. Therefore, when evaluating distribution channels, it is also necessary to consider the marketability of distribution channels and the adaptability of various aspects of competition.

Evaluation Hierarchy Model

The distribution channels of tourist destinations are gradually formed on the basis of certain markets, social and economic conditions, and national legal policies. In the selection of evaluation indicators, this paper considers several factors that have an important impact on the development of tourism destination distribution channels from the perspective of the influencing factors of tourism distribution channels. The factors affecting the choice of tourism distribution channels mainly include internal controllable factors and external uncontrollable factors. The internal controllable factors mainly include enterprises and products, while the external non-controllable factors refer to the distribution environment, which mainly includes economic, social, cultural, technological, competition, and political-legal environments (Li, 2007). At the same time, good tourism product distribution channels must have the following characteristics: significant continuity, outstanding radiation, comprehensive support and economic benefits (Zhao, 2002).

Therefore, when selecting the evaluation indicators of the tourism distribution channels, we use the influencing factors as a reference to combine the characteristics of good channels, so as to make a comprehensive evaluation of the distribution channels of tourism destinations.
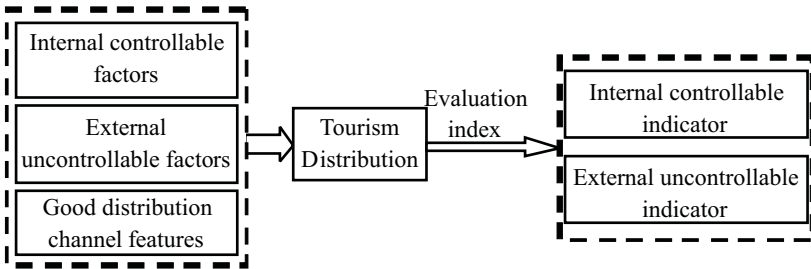

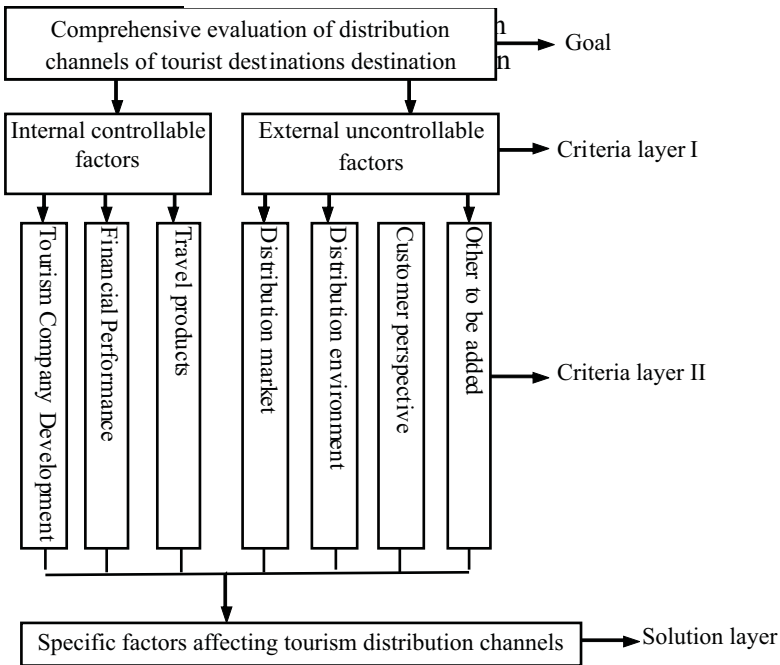Figure 4.1 Evaluation index model design

Figure 4.2 Evaluation model of tourism destination distribution channel

Figure 4.1 is the research idea of the evaluation index model design. According to this idea, the evaluation hierarchy is divided into three parts: firstly, the target layer is the comprehensive evaluation of the distribution channels of the tourism destination; secondly, the criteria layer includes two internal controllable factors and external non-controllable factors, and the two contents contain several factors; thirdly, the program level is the actual situation of the distribution channel of a specific tourism destination (the evaluation model is shown in Figure 4.2).

Indicator design and index system construction
Selection of evaluation indicators

In the comprehensive evaluation of tourism destination distribution channels, there are many indicators involved, and each index is related to each other. It is difficult to select representative indicators to evaluate them. On the basis of reading a large number of literature books, the author combines the field situation of OCT Resorts, and establishes the evaluation index system of tourism destination distribution channels from the perspectives of internal controllable and external non-controllability factors. The indicator system is divided into three levels; the first level indicators are internal controllable factors and external non-controllable factors; the second level indicators include economic performance, tourism products, tourism enterprises, market levels, customer perspectives and distribution environments; the third-level indicator subdivides the second level indicators into 25 specific indicators (Zhao, 2002; Han and Fan, 2006; Zhang and Chen, 2011; Li, 2007). In order to make the selected indicators more scientific and representative, the author consulted experts and scholars of Shenzhen Tourism College of Jinan University and senior directors and account managers of Shenzhen CYTS, and further screened and sorted 25 indicators through questionnaires. The score is based on a five-point scale, and the scores and representative meanings are as follows: 1 = the impact is very small, 2 = the impact is relatively small, 3 = has a certain impact, 4 = the impact is relatively large, 5 = the impact is very large. The questionnaire is shown in Appendix A. The collected scores are weighted and averaged. The detailed results are shown in Table 4.1.

Table 4.1 Primary selection indicators

Primary indicator	Score
D1 distribution profit	5.0
D2 Sales ability	3.67
D3 Return on investment	4.5
D4 Product type	3.5
D5 Product value	4.0
D6 Product market range	3.83
D7 Product service level	3.67
D8 Tourism destination company scale strength	3.67
D9 Destination company target strategy	3.33
D10 Tourism destination company management ability	3.67
D11 Channel coverage	4.0
D12 Far from the source market	2.83
D13 Controllability of intermediaries	3.67
D14 Channel continuity/efficiency	3.67
D15 Channel conflict level	3.33
D16 Physical distribution of service quality	3.83
D17 Shopping habit	3.5
D18 Effective information system	4.0
D19 Customer satisfaction	4.3
D20 Customized demand satisfaction	3.67
D21 Economic environment	3.33
D22 Social and cultural environment	2.83
D23 Technical environment	3.33
D24 Tourism destination competition environment	3.33
D25 Tourism policy	3.16

Comprehensive expert scores and feedbacks modify some indicators: excluding the indicators D12 and D22 below 3 points; that is, the indicators with less impact and very small. Although D19 customer's satisfaction has a greater impact, it is difficult to weigh it, and the customer's satisfaction with the distribution channel can be studied separately. This article does not conduct an in-depth study on this; therefore, the indicator is also excluded. The expressions of D18, D21, and D23 were changed to effective communication, economic situation, and technical level, respectively. At the same time, the serial numbers of D21, D23 and D25 were changed, and finally obtained 22 indicators.

Establishing an evaluation index system

After determining the refinement indicators, the indicators are summarized upwards to form three levels of indicators. The evaluation indicators of each level are carried out by the evaluation indicators of the previous level, and the indicators of the previous level can reflect the overall evaluation of the indicators through the lower level (see Table 4.2 for the evaluation index system).

Table 4.2 Evaluation index system of tourism destination distribution channel

Goal layer	Primary indicator	Secondary indicators	Three-level indicator
Comprehensive evaluation of tourism distribution channels A	Internal controllable factors B1	Economic performance C1	Distribution profit D1
			Sales ability D2
			Return on investment D3
		Product factor C2	Product Type D4
			Product value D5
			Product market range D6
			Product service level D7
		Company influence C3	Destination company size strength D8
			Destination company target strategy D9
			Destination company management talent D10
	External uncontrollable factor B2	Market factor C4	Channel coverage D11
			The degree of control of the middleman D12
			Channel efficiency D13
			Channel conflict level D14
		Customer perspective C5	Purchase habit D15
			Entity allocation service quality D16
			Effective communication D17
			Customized requirements meet D18
		Distribution environment C6	Economic situation D19
			Tourism Policy Regulation D20
			Technical level D21
			Tourism destination competition environment D22

Evaluation index weight determination

Determination of indicator weight

Through the expert consultation method, this study selected 5 experts and scholars from Shenzhen Tourism College of Jinan University, as well as 4 directors and senior account managers of Shenzhen CYTS International Conference and Exhibition Co., Ltd. to issue index questionnaires, whereby the scorers are compared and scored based on rich theoretical knowledge and long-term practical experience, and the relative importance score of each indicator is obtained. When designing this round of questionnaires, the 1-9 scale method is used to determine the weight of each criterion item on the upper layer by mutual comparison. The specific questionnaire is shown in Appendix B. The specific calculation process and formula of the construction judgment matrix are:

According to each criterion layer, a matrix for comparing the relative importance between the index of the current level and the next level is constructed, and the judgment matrix of the pairwise comparison is shown in Table 4.3:

Table 4.3 Comparison judgment matrix

C1	D1	D2		Dn
D1	d11	d12		d1n
D2	d21	d22	...	d2n
...	...	...	...	...
Dn	dn1	dn2	...	dnn

where dij represents the judgment value of the relative importance degree of the element Di to Dj for Ck. The judgment matrix constructed in the study should satisfy:

$$\begin{cases} d_{ii} = 1 \\ d_{ij} = 1/d_{ji} \ (i,j = 1,2,3,\cdots n) \end{cases}$$

Among them, the elements in matrix D also satisfy:

$d_{ij} = d_{ik} / d_{jk}$ (i，j，k=1，2，3…，n). D_{ik} and d_{jk} are the scores of the corresponding indicator items at each level. In order to test the heterogeneity of the judgment matrix, the consistency index CI needs to be calculated:

$$CI = \frac{\lambda_{max} - n}{n - 1} \qquad \lambda_{max} = \sum_{i=1}^{n} \frac{[AW]_i}{nW_i}$$

After checking the consistency, the judgment matrix constructed is calculated, and the expert score is scored by Yaahp software, as well as obtaining the judgment matrix of each expert. The weighted geometric mean of each expert is sorted by the group decision in the software to obtain the weight of each indicator combination, as shown in Table 4.4.

Table 4.4 Indicator combination weights

Goal layer	Primary indicator	Weights	Secondary indicators	Weights	Three-level indicator	Weights
Comprehensive evaluation of tourism distribution channels A	Internal controllable factors B1	0.7612	Economic performance C1	0.3519	Distribution profit D1	0.1752
					Sales ability D2	0.0996
					Return on investment D3	0.0771
			Product factor C2	0.2718	Product Type D4	0.0355
					Product value D5	0.0773
					Product market range D6	0.0337
					Product service level D7	0.1253
			Company influence C3	0.1375	Destination company size strength D8	0.0892
					Destination company target strategy D9	0.0163
					Destination company management talent D10	0.0320
	External uncontrollable factor B2	0.2388	Market factor C4	0.0853	Channel coverage D11	0.0235
					The degree of control of the middleman D12	0.0242
					Channel efficiency D13	0.0291
					Channel conflict level D14	0.0085
			Customer perspective C5	0.0824	Purchase habit D15	0.0260
					Entity allocation service quality D16	0.0213
					Effective communication D17	0.0272
					Customized requirements meet D18	0.0079
			Distribution environment C6	0.0711	Economic situation D19	0.0102
					Tourism Policy Regulation D20	0.0087
					Technical level D21	0.0170
					Destination competition environment D22	0.0351

Weight calculation

From the perspective of the weight of the first-level indicator combination, when the distribution channels of tourism destinations are evaluated, the internal controllable factors have a greater impact on the distribution channels, reaching 75.12%, while the external uncontrollable factors only account for 23.88%. The internal controllable factors are factors that tourism companies can adjust internally and adapt the distribution channels to the

current development situation when they improve their distribution channels. Therefore, when assessing distribution channels, enterprises will focus on internal controllable factors, and at the same time, they are supplemented with consideration by external non-controllable factors, so as to continuously improve the channels.

From the perspective of the combined weight distribution of the secondary indicators, the economic performance weight among the internal controllable factors is the largest, reaching 35.19%, followed by the product factor of 27.18%, which is compatible with the economics of the distribution channel evaluation criteria. Economic standards are the basic starting point for the marketing of tourism destination enterprises. Economic efficiency is one of the primary concerns of enterprises when they choose distribution channels. The interests of tourism products are complex, and their value is not only reflected in their aesthetic and pleasure components, but also in the additional benefits brought about by the efforts of middlemen and their own display benefits; hence, product factors will also affect channel revenues, and have a non-negligible impact on channel assessment. From the perspective of external non-controllable factors, market factors, customer perspectives, and distribution environment weights are not much different. Compared with the other two indicators, the market factor has a slightly larger weight, reaching 8.53%. Market factors are closely related to the choice of channel types. The evaluation and improvement of channels must also be considered from market factors.

From the perspective of the combination weight of the three-level indicators, the distribution profit and product service level weights in the refinement indicators rank one or two, reaching 17.52% and 12.53%, and the product service level indirectly affects the distribution profit. It can be seen that economic benefits are still the most concerned factor in the evaluation of distribution channels. At the same time, when improving the distribution channel, we must also consider improving the product and service level, increasing the value of the product, thereby increasing the distribution profit. Although the weight of the company's influence is less than the economic performance and product factors, the weight of the company's influence on the scale of the tourism destination company is relatively larger than that of the other three-level indicators. This shows that the scale and strength of the destination company itself is the basis for selecting and designing the distribution channel. When perfecting the distribution channel, we should also choose the appropriate channel according to the actual situation of the company.

Empirical research

Overview of the study area

OCT Resort is located on the bank of Shenzhen Bay, which is a beautiful demonstration area of the National Civilized Scenic Area with a total area of 4.8 square kilometers. The four large-scale cultural theme parks, such as Splendid China, China Folk Culture Village, Window of the World, and Happy Valley, are the core of the tourist area and receive more than 6 million visitors each year. There are more than 20 cultural entertainment, tourism and leisure facilities and various resort facilities at various levels in the tourist area, including art galleries, art centers, tourism colleges, public welfare leisure parks, sports clubs and large shopping plazas. It is home to China's most concentrated cultural theme parks, cultural-themed hotel groups and cultural and artistic facilities. It is China's first batch of 5A-level tourist attractions, the first batch of national civilized scenic tourist areas, and a national-level cultural industry demonstration park. It is a city business card in Shenzhen.

In recent years, with the rapid development of the Internet, the distribution market has also undergone tremendous changes. The distribution channels have gradually changed from traditional travel agencies to traditional travel agencies and online travel agencies and travel e-commerce. As a 5A-level scenic spot that keeps pace with the times and runs through the "innovation" concept of OCT, OCT Resort chooses distribution channels that are in line with its own development and adapt to the changing times to become an important work for diversifying its profit channels. Shenzhen OCT Resort is a representative tourist destination in China. The development of its distribution channels has certain reference for the development of other tourism destinations. Therefore, its distribution channels are finally selected as the evaluation target system.

Comprehensive evaluation

The author applied AHP and Delphi method to construct a distribution index evaluation system for tourism destinations, and in the form of questionnaires, the scores of 12 managers, operators and sales-related staff of Shenzhen OCT Resort on the importance of evaluation indicators and the scores of indicators in the actual performance of OCT Resort were collected. The score is based on the nine-point scale, which corresponds to the scoring system used when the indicator weight is determined. See Appendix C for the specific questionnaire. The weighted average is used to calculate the indicator importance score and the actual performance score of OCT Resort. The scores are shown in Table 5.1.

Table 5.1 Importance of indicators and actual performance scores of OCT Resort

Goal layer	Primary indicator	Secondary indicators	Three-level indicator	Weights	Indicator importance score	Occupational Performance of OCT Resort
Comprehensive evaluation of tourism distribution channels A	Internal controllable factors B1	Economic performance C1	Distribution profit D1	0.1752	7.25	6.67
			Sales ability D2	0.0996	7.50	6.25
			Return on investment D3	0.0771	7.25	6.83
		Product factor C2	Product Type D4	0.0355	6.50	6.25
			Product value D5	0.0773	7.50	5.58
			Product market range D6	0.0337	7.5	6.25
			Product service level D7	0.1253	8.33	7.58
		Company influence C3	Destination company size strength D8	0.0892	7.92	7.33
			Destination company target strategy D9	0.0163	7.92	6.50
			Destination company management talent D10	0.0320	7.67	6.75
	External uncontrollable factor B2	Market factor C4	Channel coverage D11	0.0235	7.83	6.33
			The degree of control of the middleman	0.0242	7.17	6.42

Market factor C4	Channel coverage D11	0.0235	7.83	6.33
	The degree of control of the middleman D12	0.0242	7.17	6.42
	Channel efficiency D13	0.0291	7.75	5.92
	Channel conflict level D14	0.0085	6.33	5.42
Customer perspective C5	Purchase habit D15	0.0260	8.17	7.08
	Entity allocation service quality D16	0.0213	8.00	6.92
	Effective communication D17	0.0272	7.92	7.25
	Customized requirements meet D18	0.0079	7.67	5.83
Distribution environment C6	Economic situation D19	0.0102	7.75	6.67
	Tourism Policy Regulation D20	0.0087	7.67	7.33
	Technical level D21	0.0170	7.58	6.92
	Tourism destination competition environment D22	0.0351	8.08	8.00

Analysis of results

According to the index weight and the score of the tourist destination staff, the importance of each indicator and the actual performance difference of OCT Resort can be visually seen. By analyzing the difference between the two, we will explore the shortcomings of Shenzhen OCT Resort and find out the direction for which the distribution channels need improvement. The importance of each indicator or the actual performance score of OCT Resort = indicator weight corresponding index score; the importance of indicators at all levels or the actual performance score of OCT Resort = Σ Included indicator weight* Corresponding scores

Comparison of the scores of the first-level indicators

The first-level indicators include internal controllable factors and external uncontrollable factors. The calculation results and comparisons are shown in Table 5.2 and Figure 5.1. It can be seen from Table 5.2 and Figure 5.1 that the OCT Resort has a greater impact on the distribution channel on the internal

controllable factors and the score difference is large. The internal controllable factor index importance score was 1.2391, and the actual performance score of OCT Resort was 0.9016. This also shows that OCT Resort should focus on improving internal controllable factors when improving distribution channels.

Table 5.2 Level-1 indicator score

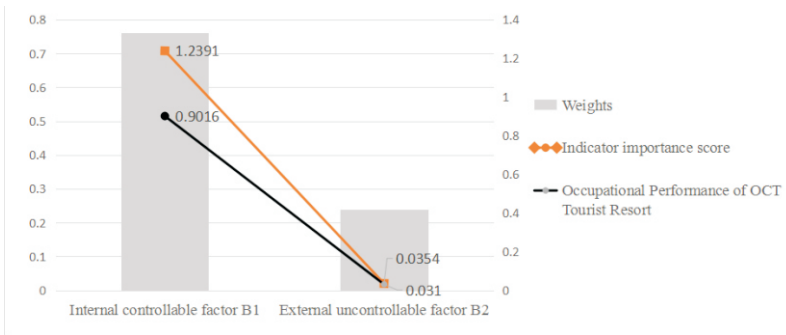| Primary indicator	Weights	Indicator importance score	Occupational Performance of OCT Resort
Internal controllable factor B1	0.7612	1.2391	0.9016
External uncontrollable factor B2	0.2388	0.0354	0.0310

Figure 5.1 Comparison of the first-level indicators

Comparison of secondary indicator scores

Through the analysis of the scores of the first-level indicators, the general direction of the improvement of tourism distribution channels is obtained. To find out the direction of improvement, the analysis of the secondary indicators were refined. According to the data in Table 5.3 and Figure 5.2, there are insufficient indicators of the economic performance and product factors of the distribution channels of OCT Resort. The weights of the two secondary indicators are 35.19% and 27.18%, respectively. In terms of economic performance, the indicator importance score was 0.9066 and the actual performance was 0.8156. In terms of product factors, the indicator importance score was 0.5727 and the actual performance was 0.2348. Both economic performance and product factors are internal controllable factors, which further indicates that the distribution channels of OCT Resort need to be further improved in terms of internal controllable factors. The economic performance has not reached the expected target of the scenic management operators, and the product needs to be improved in terms of added value and level of products. External non-controllable factors, various indicator importance scores and the actual performance scores of OCT Resorts are also different. However, due to the small weight of the indicators, the impact on

the comprehensive evaluation results is relatively small.

Table 5.3 Secondary indicator scores

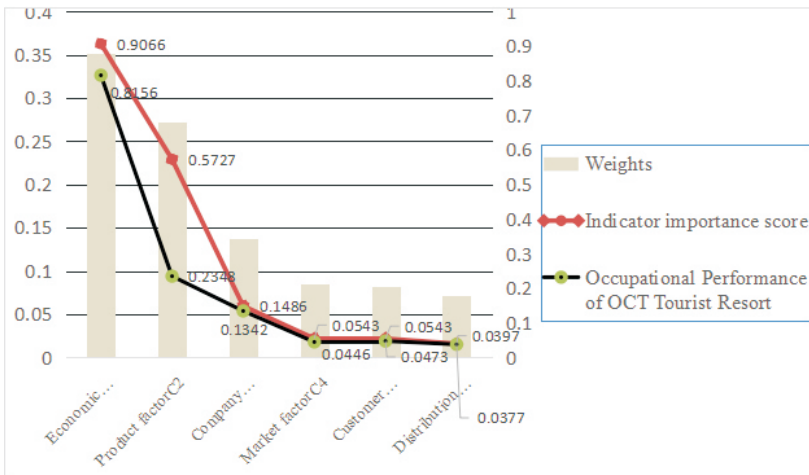| Secondary indicators	Weights	Indicator importance score	Occupational Performance of OCT Resort
Economic performance C1	0.3519	0.9066	0.8156
Product factor C2	0.2718	0.5727	0.2348
Company influence C3	0.1375	0.1486	0.1342
Market factor C4	0.0853	0.0543	0.0446
Customer perspective C5	0.0824	0.0543	0.0473
Distribution environment C6	0.0711	0.0397	0.0377

Figure 5.2 Comparison of secondary indicator scores

Comparison of three-level indicator scores

The third-level indicator is a refinement of the second-level indicator. A comparative analysis of the scores of the third-level indicator can provide a deeper understanding of the shortage and improvement of the distribution channels in the OCT Resort. According to Table 5.4 and Figure 5.3, it can be seen that the performance of the distribution channels of OCT Resort has not met the expectations of management operators, especially in the four indicators of product value, sales capacity, distribution profit and product service level. On these four indicators, the reasons why the actual

performance scores of OCT Resorts are lower than the indicator importance scores are: firstly, the distribution channels of OCT Resorts are far from the preset targets of the management operators; that is, the distribution channels should be improved in these four aspects. Therefore, the performance scores of the four indicators in the OCT Resort are lower than the indicator importance scores; secondly, these four indicators are internal controllable factors, where the weights in the evaluation system are relatively high and the score gap is further widened. Therefore, the difference between importance score and performance score is more significant.

Table 5.4 Three-level indicator score

| Three-level indicator	Weights	Indicator importance score	Occupational Performance of OCT Resort
Distribution profit D1	0.1752	1.2702	1.1686
Sales ability D2	0.0996	0.7470	0.6225
Return on investment D3	0.0771	0.5590	0.5266
Product Type D4	0.0355	0.2307	0.2219
Product value D5	0.0773	0.5798	0.4313
Product market range D6	0.0337	0.2528	0.2106
Product service level D7	0.1253	1.0437	0.9498
Destination company size strength D8	0.0892	0.7065	0.6538
Destination company target strategy D9	0.0163	0.1291	0.1060
Destination company management talent D10	0.0320	0.2454	0.2160
Channel coverage D11	0.0235	0.1840	0.1488
The degree of control of the middleman D12	0.0242	0.1735	0.1554
Channel efficiency D13	0.0291	0.2255	0.1722
Channel conflict level D14	0.0085	0.0538	0.0461
Purchase habit D15	0.0260	0.2124	0.1841
Entity allocation service quality D16	0.0213	0.1704	0.1474
Effective communication D17	0.0272	0.2154	0.1972
Customized requirements meet D18	0.0079	0.0606	0.0461
Economic situation D19	0.0102	0.0791	0.0680
Tourism Policy Regulation D20	0.0087	0.0667	0.0638
Technical level D21	0.0170	0.1289	0.1176
Tourism destination competition environment D22	0.0351	0.2836	0.2808
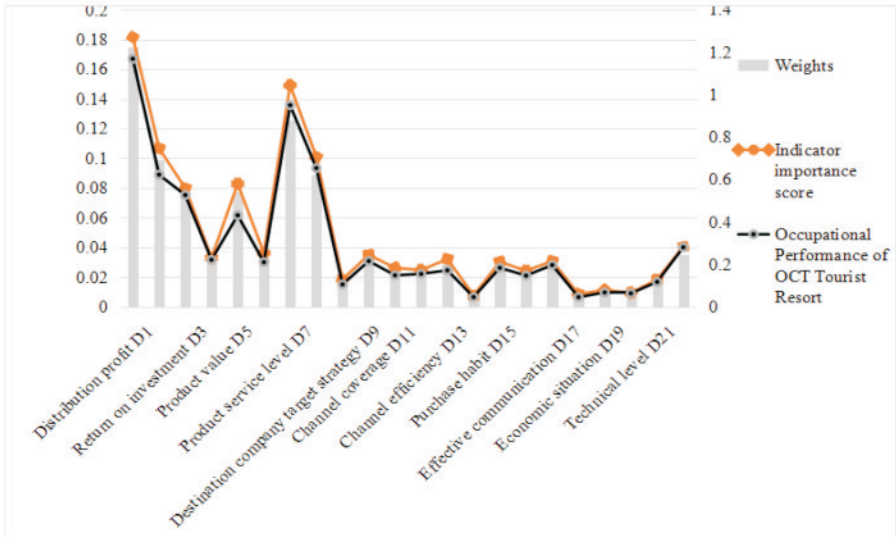
Figure 5.3 Comparison of three-level indicator scores

Comprehensive evaluation

The target layer is a comprehensive evaluation of tourism distribution channels. In the field research, the target layer is the comprehensive evaluation of the distribution channels of Shenzhen OCT Resort. Comprehensive evaluation of indicators or comprehensive evaluation scores of distribution channels in OCT Tourism Resort = Σ Three-level indicator weight* Corresponding indicator importance score or Actual performance score, and the results are shown in Table 5.5. From the comprehensive evaluation score of the target layer, it can be seen that the comprehensive evaluation score of the index in the distribution channel of OCT Resort is 7.6181, and the actual performance is 6.7345. The scores are quite different, indicating that the evaluation index system of this study can make a comprehensive evaluation of the distribution channels of tourism destinations based on the sub-level of three-level indicators, and the difference between the actual performance of the tourist destination and the expected target can be obtained according to the manager's score. Based on these differences, we will adjust and improve the distribution channels of tourist destinations.

Table 5.5 Comprehensive evaluation score.

Target layer	Indicator importance comprehensive evaluation score	Comprehensive evaluation score of actual performance of OCT Resort
Comprehensive Evaluation of Tourism Distribution Channels of Shenzhen OCT Resort	7.6181	6.7345

Through the analysis of indicators at all levels and comprehensive evaluation, the following problems can be demonstrated: Firstly, the existing distribution channels in the OCT Resorts are insufficient and do not meet the expected goals of the managers and operators of the scenic spots. Secondly, the internal controllable factors of the tourism distribution channel greatly affect the development of distribution channels, so the adjustment of internal controllable factors is the focus of improving the distribution channels. Thirdly, the analysis of field research data demonstrates the rationality and scientificity of the evaluation index system of tourism destination distribution channels, which has certain reference significance for the evaluation of distribution channels.

Tourism destination distribution channel strategy

Through on-the-spot investigation and analysis of the distribution channels of OCT tourism destinations, it is understood that internal controllable factors are relatively important factors affecting distribution channels, and the internal controllable factors in the distribution channels of OCT Tourism Resorts in the four aspects are far from expected. Therefore, this study mainly proposes countermeasures for the improvement of the distribution channels of OCT Resort from the aspects of economic performance and product factors in the internal controllable factors, and combines the external environment of tourism development with the external non-controllable factors as the tourist destination. The distribution channel development provides suggestions and hopes to provide reference for the improvement of distribution channels similar to tourist destinations.

Improvements in internal controllable factors

The improvement of economic performance of distribution channels in tourism destinations is the result of a variety of behaviors, which can improve economic performance by increasing the value of tourism products and reducing channel costs.

(1) Improve product value and weaken consumer price sensitivity

The value of tourism products can not only meet the needs and values of tourists' aesthetic pleasure, but also the value added by tourism enterprises or related enterprises around the core value of products, including various services such as tourism services to meet the utility and value of all the needs of tourists during tourism. As one of the first 5A-level tourist attractions in China, OCT Resort is dominated by four theme parks, cultural theme hotel groups, and cultural and art facilities. The theme park has a large amount of one-time investment and has non-movable characteristics. In the long

operating cycle, the market radius and the amount of tourists do not change much; therefore, its operating cost is high, and the income is stable but the growth is not high. Thus, in order to improve the value of tourism products in tourism destinations, on the one hand, we can improve the level of meticulous service, and push the game play strategy and safety precautions in the early stage of the tour; provide experience tips for various scenic spots during the tour; receive feedback and improvement opinions from the tourists later, thus giving consumers a better travel experience, allowing consumers to focus on the value of the product while reducing the sensitivity to product prices (Yang, 2014). On the other hand, OCT Resort can use the theme packaging method to surround the packaging and operation of hotels and real estate around the scenic tourism products, and carry out brand value-added, ultimately improve the value of tourism destination products and improve the economic performance of distribution channels.

(2) Make full use of the Internet to increase product sales and reduce channel costs

In recent years, third-party travel trading platforms and mobile e-commerce have developed rapidly. OCT Resorts should strengthen cooperation with third-party travel trading platforms and expand mobile e-commerce channels.

The cooperation between OCT Resort and the third-party tourism trading platform can be based on the cooperation between OCT Group and Ali Travel and Go in 2015, which with the help of e-commerce experience and consumer big data, innovatively launched a product portfolio that meets the needs of consumers, as well as giving full play to the role of "Ali Travel OCT Tourism Flagship Store", and carrying out key publicity and sales during the grand event of Double Eleven and OCT Resort, thus increasing product sales.

In terms of expanding mobile e-commerce channels, OCT Resorts and hotels have their own WeChat public numbers, which can make full use of mobile e-commerce based on WeChat public platform, obtain a large number of users and expand channel coverage, as well as reducing channel costs. OCT Resort can take advantage of WeChat's communication and publicity, maintain interaction with target customers in the public account, accumulate customer trust in the public account, constantly updating the dynamics of products and services, and timely release of preferential information, and at the same time, the target customer is attracted to the consumer page through the official website set by the public number or a link to purchase travel products. The tourism products can be split and combined in the consumer interface: the split tourism products can be freely selected by the customers; the combined

travel products can attract customers with price concessions. Through the WeChat channel, the travel product information is transmitted to the majority of target customers, and at the same time, the payment platform on the wiring allows customers to complete the travel inquiry, the travel product reservation, and even the travel consumption directly through the mobile phone WeChat.

Opportunities in external non-controllable factors

(1) Sharing the interests of enterprises and channel intermediaries to achieve a win-win situation

Tourism destination enterprises choose to establish efficient and smooth, economical and reasonable tourism distribution channels; the choice of tourism brokers is crucial. With the development of online distribution channels, theme parks and theme hotels in OCT Resorts have their own online self-operated channels; however, no matter how large the company's own strength is, the coverage of self-built channels is still limited, even if the channels are expanded as much as possible. It is not necessarily capable of building a large regulatory agency to manage the entire channel system. Therefore, tourism companies must use channel members to expand channel coverage and channel efficiency, and improve channel markets. When the tourism enterprises in the OCT Resort cooperate with the channel brokers, they should form a relationship of benefit sharing and risk sharing with the channel brokers, coordinate the interests of the middlemen, and fully mobilize their enthusiasm; at the same time, strengthen communication with channel members, not only to accurately convey the latest product information to channel members, but also to inform the channel members of the product concept and the positioning of the tourism products, so that the channel middlemen can truly assume the function of agency distribution; when promoting the products, tourism enterprises should appropriately collect the opinions of the channel brokers, so that the promotion of tourism enterprises and the promotion of channel middlemen can complement each other, and if necessary, they can cooperate with channel members to adjust the promotion methods of products so as to finally improve the income of tourism enterprises.

(2) From the customer's point of view, using big data

The development of mobile Internet and tourism e-commerce has spawned the era of "big data" in the explosive growth of data. If tourism companies can integrate and utilize user data and transaction data circulating in the background of tourism distribution channels, they will gain greater business

opportunities. Tourism companies in the OCT Resort can integrate data from various channels and try to build a complete data link management platform that can match the front-end consumption and open up the production and supply of back-end products, integrate user data and commodity transaction data on the platform, as well as sharing these data with the relevant departments of the company, such as marketing department, channel and sales department, customer service department and other related departments. Using the data collected from the data platform, not only can the customer's buying habits and consumption habits be predicted, but targeted product information and privately-customized route planning for the customer can also avoid the problem of channel information asymmetry. Utilizing data from the data platform, provide customers with a one-stop shopping experience, allow customers enjoy a consistent content and service experience across all platforms and channels, more efficiently completing the scheduled purchase process, and at the same time increasing the customer's retention. However, since the data platform data comes from multiple sources, once the customer complains after consumption, the customer complaints will be transmitted through multiple channels, which require tourism companies to receive and process customer feedback in a timely manner to improve products and services (Li, 2015).

Conclusion

Through the study of OCT Resort, the following conclusions were obtained:

(1) The index weights in the evaluation system show that the internal controllable factors have greater impact on the distribution channels than the external non-controllable factors, especially the two aspects of economic performance and product factors of the internal controllable factors. These two indicators greatly affect the evaluation of the distribution channels of tourism destinations, thus these two aspects are also the focus of enterprises when selecting or improving distribution channels.

(2) Field surveys and comparative analysis of index scores show that the performance of the distribution channels of Shenzhen OCT Resort in terms of internal controllable factors is quite different from that of management operators, and in particular, there are major deficiencies in product value, sales ability, distribution profit and product service level, which need to be improved.

(3)Suggestions for the improvement of the distribution channels of OCT Resort from two aspects: internal controllable factors and external non-controllable factors are as follows:① mprove product alue and weaken

consumers' price sensitivity②ake full use of the Internet to improve product sales and reduce channel costs③ he benefits of the enterprise and the channel brokers are shared to achieve a win-win situation④ from the customer's point of view, using big data.

Limitations and Recommendations

Due to the many factors affecting the distribution channels for tourism purposes, although the Delphi method was used in the study, but in the first round of indicators, the number of experts in consultation and interviews was small, and in-depth interviews were not conducted. When selecting evaluation indicators, there may be problems such as insufficient indicators and inadequate evaluation system. Therefore, the evaluation index system of tourism destination distribution channels in this study still needs further improvement and verification.

In the field research stage, the survey and interviews were mostly scenic spot management, operators and sales personnel. There were few surveys of tourist destination hotels and travel agencies, and the research destinations of tourist destinations were not comprehensive enough.

In selecting the research object, this study is based on the individual tourist destination of OCT Resort. If two similar tourist destinations are selected for distribution channel evaluation research, and the scores of the two distribution channels are compared and analyzed, the analysis results and suggestions will be more useful.

From the research point of view, the evaluation of the distribution channels in this study is mainly from the perspective of tourism enterprise management and operators. If you want study the distribution channel evaluation index system of tourism destinations more comprehensively, you can join the consumer satisfaction survey on distribution channels, which allows for a more comprehensive evaluation of the channels and making recommendations for building distribution channels that are satisfactory to both the enterprise and the consumer.

Acknowledgement

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