

# Operation and management innovation of small and medium-sized foreign trade enterprises in tourism-related supply chains: a case study of Hangzhou Hexun Industrial Co., Ltd.

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**Abstract.** With the rapid development of global tourism and the deep integration of the foreign trade industry and the tourism industry, Small and Medium-sized Foreign Trade Enterprises (SMEs) engaged in the export of tourism-related products (such as hotel supplies, travel souvenirs, and outdoor sports equipment) are facing new development opportunities and challenges. However, most SMEs still adopt traditional operation and management models, which are difficult to adapt to the personalized and diversified demand characteristics of the tourism market. Taking Hangzhou Hexun Industrial Co., Ltd., an SME engaged in the export of tourism-related products, as a case study, this study adopts literature research, Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis, and case study methods to explore the specific problems of traditional operation and management models in tourism-related supply chains, such as disconnection from tourism market demand, single product structure, and weak supply chain coordination. Based on the Weakness-Opportunity (WO) strategy, an innovative operation and management model adapted to the tourism-related supply chain is constructed, covering tourism demand-oriented product development, supply chain coordination management, cross-border e-commerce channel expansion, quality management of tourism products, and professional talent training. The study further designs the implementation path and expected effect of the model, providing practical references for SMEs engaged in tourism-related foreign trade to enhance their adaptability to the tourism market and core competitiveness, and promoting the integrated development of the foreign trade industry and the tourism industry.

**Keywords:** small and medium-sized foreign trade enterprises, tourism-related supply chains, operation and management innovation, cross-border tourism, product personalization

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## 1. Introduction

### 1.1. Research background

In recent years, global tourism has developed rapidly, and the demand for tourism-related products (such as hotel supplies, travel souvenirs, outdoor sports equipment, and cultural and creative products) has continued to expand, driving the development of the tourism-related foreign trade industry [1]. As an important part of the tourism supply chain, SMEs engaged in the export of tourism-related products play an important role in connecting the production end and the international tourism market. However, affected by factors such as the traditional foreign trade operation model and the lack of understanding of the tourism market, most SMEs are facing many development dilemmas: the product structure is single, and they cannot meet the personalized and diversified demand of the tourism market; the supply chain coordination is weak, and they cannot respond to the short-cycle and small-batch order characteristics of the tourism industry in a timely manner; the sales channels are backward, and they lack effective connection with international tourism enterprises and cross-border tourism platforms [2].

Hangzhou Hexun Industrial Co., Ltd. is an SME engaged in the export of tourism-related products, whose main products include hotel textiles, outdoor sports equipment, and travel souvenirs, which are exported to more than 50 countries and regions around the world [3]. The enterprise is facing the same problems as most similar SMEs, such as the disconnection between product development and tourism market demand, and the single sales channel. Taking this enterprise as a case study, exploring the operation and management model innovation in the tourism-related supply chain not only has important practical significance for the enterprise's own development, but also can provide a reference for the transformation and development of similar enterprises, and promote the integrated development of the foreign trade industry and the tourism industry.

### 1.2. Literature review

To clarify the research status of the integration of tourism and foreign trade, and identify the innovation points of this study, this part sorts out the relevant literature at home and abroad.

#### *1.2.1. Foreign research*

Foreign research on tourism-related supply chains mainly focuses on the coordination and optimization of the supply chain of large tourism enterprises and multinational corporations. For example, scholars such as Carpenter & Zajac studied the supply chain management strategy of international hotel groups, emphasizing the importance of supplier selection and cooperative relationship management [4]. Rajagopalan & Spreitzer explored the impact of technological innovation on the efficiency of tourism supply chains, pointing out that digital transformation can improve the response speed of the supply chain [5]. However, there are relatively few studies targeting SMEs in tourism-related foreign trade, and the research on the operation management model innovation of SMEs in the integration of foreign trade and tourism is insufficient.

#### *1.2.2. Domestic research*

Domestic scholars have conducted some research on the integration of the foreign trade industry and the tourism industry. For example, Liu pointed out that the export of tourism products is an important part of the integrated development of foreign trade and tourism, and SMEs should strengthen product innovation to meet the demand of the international tourism market [6]. Zhang explored the path of cross-border e-commerce development for tourism product export enterprises, pointing out that cross-border e-commerce can help enterprises directly connect with international tourists and tourism enterprises, and expand sales channels [7]. However, existing studies mostly focus on the macro-industry integration path, and there is a lack of in-depth

empirical research on the specific operation management model innovation of SMEs, especially the lack of targeted model construction combined with the characteristics of the tourism market [8]. This study fills this research gap by constructing an innovative operation and management model for SMEs in tourism-related supply chains.

### 1.3. Research methods and framework

To effectively explore the operation management innovation of SMEs in tourism-related supply chains, this study adopts a combination of multiple research methods and designs a logical research framework.

This study adopts a combination of multiple research methods. First, the literature research method is used to sort out the theories related to tourism supply chains, foreign trade enterprise operation management, and cross-border e-commerce, laying a theoretical foundation for the research. Second, the case study method is used to conduct in-depth investigation and analysis of Hangzhou Hexun Industrial Co., Ltd., including its product structure, customer groups, supply chain status, and existing problems. Third, the SWOT analysis method is used to systematically sort out the internal strengths and weaknesses, external opportunities and threats of the enterprise in the tourism-related supply chain, and determine the appropriate development strategy. Fourth, the comparative analysis method is used to absorb the advanced experience of similar enterprises in the integration of foreign trade and tourism, and provide reference for the model construction of this study.

The research framework of this paper is as follows: the first part is the introduction, which expounds the research background, literature review, research methods and framework; the second part analyzes the specific problems of traditional operation and management models in tourism-related supply chains; the third part conducts a SWOT analysis of Hangzhou Hexun Industrial Co., Ltd. in the tourism-related supply chain; the fourth part constructs the innovative operation and management model and explains the core content; the fifth part designs the implementation path and expected effect of the model; the sixth part is the conclusion and discussion.

## **2. Specific problems of traditional operation and management models in tourism-related supply chains**

The traditional operation and management model of SMEs in tourism-related supply chains has obvious mismatches with the characteristics of the tourism market, and the problems are concentrated in product, supply chain, channel and other aspects.

### 2.1. Disconnection from tourism market demand

The core problem of the traditional model is that it cannot accurately grasp the demand characteristics of the tourism market. The traditional operation and management model is dominated by production orientation, and enterprises determine product development and production plans based on their own production capacity, ignoring the specific demand characteristics of the tourism market [9]. The tourism market demand has the characteristics of personalization, diversification, and short-cycle, and tourists have different preferences for tourism products due to factors such as cultural background, travel purpose, and age group. However, most SMEs lack in-depth research on the tourism market, and their products are mostly homogeneous, which cannot meet the personalized demand of international tourists and tourism enterprises. For example, the hotel textiles produced by enterprises are mostly single in style and function, and cannot meet the differentiated demand of

high-end hotels, themed hotels, and budget hotels; travel souvenirs lack cultural connotation and regional characteristics, and are difficult to attract tourists' attention.

## 2.2. Single product structure and lack of innovation

The disconnection from the tourism market directly leads to the single product structure and lack of innovation of enterprises. Most SMEs engaged in the export of tourism-related products have a single product structure, mainly focusing on low-value-added products such as ordinary hotel supplies and simple travel souvenirs, with a low proportion of high-value-added products such as intelligent hotel equipment, environmental protection tourism products, and cultural and creative travel souvenirs [10]. At the same time, enterprises lack investment in product R&D and innovation, and the update speed of products is slow, which cannot keep up with the trend of tourism market development. For example, with the rise of green tourism, the demand for environmental protection tourism products is increasing, but most enterprises still produce traditional non-environmental protection products; with the development of intelligent tourism, the demand for intelligent hotel equipment is expanding, but enterprises lack the technical capacity for R&D and production.

## 2.3. Weak supply chain coordination

The single product structure and slow innovation make it difficult for enterprises to form effective supply chain coordination with upstream and downstream partners. The tourism-related supply chain involves multiple links such as product production, transportation, sales, and after-sales service, and requires close coordination between enterprises and upstream suppliers, downstream tourism enterprises, and cross-border logistics enterprises [11]. However, most SMEs adopt a fragmented operation model, with loose cooperative relations with upstream and downstream enterprises, and lack effective information sharing and coordination mechanisms. For example, upstream suppliers cannot adjust the supply of raw materials in a timely manner according to the order changes of the tourism market; downstream tourism enterprises cannot feed back market demand information to the enterprise in a timely manner, resulting in the disconnection between production and sales; cross-border logistics enterprises cannot provide efficient logistics services, leading to the delay of tourism product delivery and affecting customer satisfaction.

## 2.4. Backward sales channels

The weak supply chain coordination further restricts the expansion of sales channels, making enterprises rely on traditional backward channels. The traditional sales channels of SMEs mainly rely on offline exhibitions and agent distribution, which are difficult to directly connect with international tourists and tourism enterprises, resulting in high transaction costs and low customer development efficiency [9]. With the development of cross-border e-commerce and online tourism platforms, more and more international tourists and tourism enterprises tend to purchase tourism products through online channels. However, most SMEs lack the ability to use cross-border e-commerce platforms and online tourism platforms, and have not established effective online sales channels, missing the opportunity to expand the international tourism market.

## **3. SWOT analysis of Hangzhou Hexun Industrial Co., Ltd. in tourism-related supply chains**

To accurately grasp the development status of the enterprise in the tourism-related supply chain, this part conducts a comprehensive SWOT analysis, laying a foundation for the construction of an innovative model.

### 3.1. Company profile in tourism-related business

Hangzhou Hexun Industrial Co., Ltd. is an SME engaged in the export of tourism-related products, whose main tourism-related products include hotel textiles (such as bed sheets, quilt covers, and towels), outdoor sports equipment (such as tents, backpacks, and hiking shoes), and travel souvenirs (such as cultural and creative products with Hangzhou characteristics) [3]. The company's products are exported to more than 50 countries and regions around the world, and have established cooperative relations with many international hotel groups and tourism companies. The company has a professional foreign trade service team and a certain production capacity, and has passed the ISO9001 quality management system certification, with certain advantages in product quality and foreign trade operation experience.

### 3.2. SWOT matrix analysis

#### 3.2.1. *Strengths (S)*

In the field of tourism-related product export, the enterprise has accumulated unique advantages that cannot be ignored. First, rich experience in foreign trade operation of tourism products. The enterprise has been engaged in the export of tourism-related products for many years, with a deep understanding of international trade rules, product standards, and market demand characteristics of tourism products. Second, certain product quality advantages. The enterprise attaches great importance to product quality management, has passed relevant international certifications, and its products have a good reputation in the international market. Third, perfect international sales channels. The enterprise has established cooperative relations with many international hotel groups and tourism companies, and has a certain market share. Fourth, certain production and supply capacity. The enterprise has its own production base and designated production plants, which can meet the batch production demand of tourism products.

#### 3.2.2. *Weaknesses (W)*

Compared with the development needs of the tourism market, the enterprise still has obvious shortcomings. First, the product structure is single, and the proportion of high-value-added products is low. The enterprise's main products are low-value-added products such as ordinary hotel textiles and simple travel souvenirs, with a lack of high-value-added products such as intelligent hotel equipment and environmental protection tourism products. Second, the product development is disconnected from the tourism market demand. The enterprise lacks in-depth research on the international tourism market, and its products are mostly homogeneous, which cannot meet the personalized and diversified demand of the tourism market. Third, the supply chain coordination is weak. The enterprise has loose cooperative relations with upstream suppliers and downstream tourism enterprises, and lacks effective information sharing and coordination mechanisms. Fourth, the online sales channels are underdeveloped. The enterprise mainly relies on offline exhibitions and agent distribution for sales, and has not fully utilized cross-border e-commerce platforms and online tourism platforms to expand sales channels.

#### 3.2.3. *Opportunities (O)*

The booming development of the global tourism industry has brought rare development opportunities for the enterprise. First, the rapid development of global tourism. With the recovery of the global economy, global tourism has developed rapidly, and the demand for tourism-related products has continued to expand, providing a broad market space for the enterprise [1]. Second, the policy support for the integration of foreign trade and tourism. The state has issued a series of policies to promote the integrated development of the foreign trade industry and the tourism industry, encouraging enterprises to develop tourism product exports and cross-border tourism services [12]. Third, the development of cross-border e-commerce and online

tourism platforms. The development of cross-border e-commerce platforms (such as Amazon and AliExpress) and online tourism platforms (such as Booking and Ctrip) provides new channels for enterprises to connect with international tourists and tourism enterprises [2]. Fourth, the rise of new tourism trends. The rise of new tourism trends such as green tourism, intelligent tourism, and cultural tourism has brought new demand for tourism products, providing opportunities for enterprises to develop high-value-added products [13].

#### *3.2.4. Threats (T)*

While facing opportunities, the enterprise also faces fierce market competition and uncertain risks. First, increasingly fierce market competition. With the expansion of the tourism product export market, more and more enterprises have entered the field, leading to increasingly fierce market competition [14]. Second, the changeable demand of the tourism market. The tourism market demand is affected by factors such as international politics, economy, and public health events, showing strong uncertainty [15]. Third, the rise of trade protectionism. Some countries have set up trade barriers for tourism products, affecting the export of enterprise products [16]. Fourth, the increase of production and operation costs. The rise of labor, raw material, and logistics costs has increased the production and operation costs of enterprises, compressing the profit space.

### 3.3. Strategic selection: WO strategy

Based on the comprehensive analysis of the SWOT matrix, combined with the actual development of the enterprise in the tourism-related supply chain, this study selects the WO strategy as the core development strategy [17]. The core of the WO strategy is to make full use of external opportunities (such as the rapid development of the tourism market, policy support, and the development of cross-border e-commerce) to make up for internal weaknesses (such as single product structure, disconnection from market demand, and underdeveloped online channels). Specifically, the enterprise should take advantage of the demand characteristics of the tourism market to carry out product innovation and development; rely on policy support to strengthen the construction of supply chain coordination; use cross-border e-commerce platforms to expand online sales channels; and develop high-value-added products according to new tourism trends.

## **4. Construction of innovative operation and management model for tourism-related supply chains**

Based on the WO strategy and the characteristics of the tourism-related supply chain, this study constructs an innovative operation and management model with clear logical connections between dimensions, which is highly targeted to the tourism market.

### 4.1. Tourism demand-oriented product development

To solve the core problem of disconnection from the tourism market, product development oriented to tourism demand is taken as the core of the innovative model. Product development oriented to tourism market demand is the core of the innovative model, which is used to solve the problem of disconnection between traditional products and tourism market demand [18]. First, strengthen the research on the tourism market. Establish a special tourism market research team to collect and analyze the demand characteristics, consumption trends, and policy changes of the international tourism market through cross-border tourism platforms, international tourism exhibitions, and cooperative tourism enterprises. Second, develop personalized and diversified products. According to the demand of different tourist groups and tourism scenarios, develop personalized and diversified tourism products. For example, develop high-end hotel textiles for high-end hotels, themed travel

souvenirs for cultural tourism, and environmental protection outdoor sports equipment for green tourism. Third, increase the development of high-value-added products. Increase investment in R&D, cooperate with universities and research institutions, develop high-value-added products such as intelligent hotel equipment, cultural and creative travel souvenirs, and environmental protection tourism products, and improve the profit level of products.

#### 4.2. Supply chain coordination management

To ensure that personalized tourism products can reach the market in a timely manner, supply chain coordination management is the key foundation. Supply chain coordination management is the foundation of the innovative model, which is used to solve the problem of weak supply chain coordination [11]. First, establish strategic cooperative relations with upstream suppliers. Select high-quality upstream suppliers, sign long-term strategic cooperation agreements, establish an information sharing mechanism, and realize the synchronous adjustment of raw material supply and product production. Second, strengthen the cooperation with downstream tourism enterprises. Establish close cooperative relations with international hotel groups, tourism companies, and online tourism platforms, set up a joint product development and sales team, and realize the timely feedback of market demand information and the rapid response of production. Third, optimize cross-border logistics cooperation. Cooperate with professional cross-border logistics enterprises to establish an efficient logistics distribution system, shorten the delivery cycle of tourism products, and improve customer satisfaction.

#### 4.3. Cross-border e-commerce channel expansion

In the era of digital tourism, expanding cross-border e-commerce channels is an important way to connect with the international tourism market. Cross-border e-commerce channel expansion is an important way to solve the problem of backward traditional sales channels [2]. First, layout cross-border e-commerce platforms. Set up online stores on well-known cross-border e-commerce platforms such as Amazon, AliExpress, and eBay, and display and sell tourism products to international tourists and tourism enterprises. Second, cooperate with online tourism platforms. Cooperate with online tourism platforms such as Booking, Ctrip, and Agoda to embed tourism product sales links in the platform's tourism service process, and realize the integration of tourism services and product sales. Third, build an independent cross-border e-commerce website. Build an independent cross-border e-commerce website to display the enterprise's tourism products, introduce product characteristics and application scenarios, and provide one-stop purchasing services for international customers.

#### 4.4. Quality management of tourism products

Tourism products are closely related to tourists' experience, so strict quality management is an important guarantee for the sustainable development of enterprises. The quality of tourism products is directly related to the reputation of the enterprise and the experience of tourists, and is an important support of the innovative model [19]. First, establish a specialized quality management system for tourism products. According to the characteristics of tourism products and international quality standards, establish a specialized quality management system, covering product design, raw material procurement, production processing, and finished product inspection. Second, strengthen the quality control of key links. For the key links of tourism product production, such as raw material procurement and production processing, implement strict quality control, and ensure that products meet the quality requirements of the international tourism market. Third, carry out quality certification of tourism products. Apply for relevant international quality certifications for tourism products,

such as environmental protection certification and safety certification, to enhance the competitiveness of products in the international market.

#### 4.5. Professional talent training

The operation of the above four dimensions requires professional talents who understand both tourism and foreign trade, so talent training is the fundamental guarantee for the effective implementation of the innovative model. The lack of professional talents who understand both foreign trade and tourism is an important bottleneck restricting the development of SMEs [20]. First, recruit professional talents. Recruit professional talents who have professional knowledge and practical experience in both foreign trade and tourism, such as tourism product R&D talents, cross-border e-commerce operation talents, and tourism market research talents. Second, strengthen internal talent training. Organize internal training activities, invite experts and scholars in the fields of foreign trade and tourism to give lectures, and improve the professional quality and comprehensive ability of existing employees. Third, carry out school-enterprise cooperation. Cooperate with universities and vocational colleges that set up majors in foreign trade and tourism, establish a talent training base, and cultivate compound talents who meet the development needs of the enterprise.

### 5. Implementation path and expected effect of the innovative model

To ensure the smooth landing of the innovative model and achieve phased results, this part designs a three-stage implementation path and clarifies the corresponding expected effects, which are closely combined with the characteristics of the tourism industry.

#### 5.1. Short-term implementation path (1-2 years)

First, complete the in-depth research on the international tourism market, focusing on the demand characteristics of key markets such as Europe, America and Southeast Asia, clarify the product preferences of different tourist groups (such as young backpackers, family tourists, and high-end business tourists), and formulate a targeted product development plan. Second, develop 3-5 series of personalized tourism products, such as cultural and creative travel souvenirs integrating Hangzhou West Lake elements, environmental protection outdoor equipment suitable for green tourism, and high-end hotel textiles matching themed hotels. Third, set up online stores on 2-3 well-known cross-border e-commerce platforms (such as Amazon and AliExpress), and complete the docking with 1-2 international online tourism platforms (such as Booking), realizing the online display and sales of core tourism products. Fourth, establish strategic cooperative relations with 3-5 high-quality upstream suppliers (such as environmental protection fabric suppliers and intelligent hardware manufacturers) and 2-3 downstream international tourism enterprises (such as regional hotel groups and tourism wholesalers), and build an initial information sharing mechanism to ensure the rapid response to small-batch and multi-variety orders.

#### 5.2. Medium-term implementation path (2-3 years)

First, increase R&D investment, cooperate with universities and design institutions to develop high-value-added products such as intelligent hotel control equipment and customizable travel souvenirs, and increase the proportion of high-value-added products in total sales to more than 30%. Second, optimize the cross-border logistics system, cooperate with professional logistics enterprises with tourism product transportation experience to open special logistics lines, shorten the delivery cycle of tourism products by 20-30%, and improve customer satisfaction to more than 90%. Third, expand the scale of online operations, increase the

investment in online promotion (such as platform advertising and influencer cooperation), and make the proportion of online sales in total sales reach more than 40%. Fourth, complete the training of 20-30 compound talents, covering tourism market research, product R&D, cross-border e-commerce operation and other positions, forming a professional team that adapts to the integration of tourism and foreign trade.

### 5.3. Long-term implementation path (3-5 years)

First, become a well-known supplier of tourism-related products in the international market, establish long-term and stable cooperative relations with more than 10 international hotel groups (such as Marriott and InterContinental) and large tourism companies, and form a stable customer base. Second, the proportion of high-value-added products in total sales reaches more than 50%, and the profit margin is increased by 15-20% compared with the traditional model, getting rid of the dependence on low-value-added product export. Third, build a perfect tourism-related supply chain ecosystem, realize the seamless connection of product R&D, production, sales and after-sales service, and realize the rapid iteration of products according to market demand changes. Fourth, take the lead in forming industry experience in the integration of tourism and foreign trade, and promote the innovative model to similar SMEs, driving the high-quality development of the entire tourism-related foreign trade industry.

### 5.4. Expected effects

After the full implementation of the innovative model, the enterprise is expected to achieve remarkable results in five aspects: first, the product structure is optimized, and the ability to meet the personalized and diversified demand of the tourism market is significantly improved, and the market share of core products in key segments is increased by more than 10%; second, the supply chain response speed is accelerated, and the order delivery cycle is shortened, which effectively solves the pain point of small-batch and urgent orders in the tourism industry; third, the sales channels are diversified, and the online sales volume grows rapidly, reducing the dependence on offline exhibitions and agents; fourth, the product quality and brand influence are enhanced, and the brand awareness of self-operated tourism products in the international market is significantly improved; fifth, the talent team is upgraded, and the core competitiveness of the enterprise is comprehensively enhanced, laying a solid foundation for long-term sustainable development.

## 6. Conclusion and discussion

### 6.1. Research conclusion

This study takes Hangzhou Hexun Industrial Co., Ltd., an SME engaged in tourism-related product export, as a case, and systematically explores the specific problems of traditional operation and management models in tourism-related supply chains, including disconnection from tourism market demand, single product structure, weak supply chain coordination, and backward sales channels. Based on the WO strategy, combined with the characteristics of the tourism industry (such as personalized demand, short order cycle, and strong dependence on online channels), this study constructs an innovative operation and management model covering five core dimensions: tourism demand-oriented product development, supply chain coordination management, cross-border e-commerce channel expansion, tourism product quality management, and professional talent training.

The research results show that the innovation of operation and management models for SMEs in tourism-related supply chains must take "adapting to the tourism market demand" as the core, take "supply chain coordination" and "digital channels" as the two wings, and take "quality management" and "talent support" as

the guarantee. Only by closely integrating the characteristics of the tourism industry and breaking the limitations of traditional foreign trade operation models can enterprises enhance their adaptability to the international tourism market and achieve high-quality development. The constructed innovative model has strong practicality and operability, which not only provides a clear path for Hangzhou Hexun Industrial Co., Ltd. to transform and upgrade, but also has reference value for similar SMEs engaged in the export of hotel supplies, travel souvenirs and other tourism-related products.

## 6.2. Theoretical and practical implications

### 6.2.1. Theoretical implications

First, this study enriches the research on the integration of the foreign trade industry and the tourism industry, and fills the gap of empirical research on the operation management model innovation of SMEs in tourism-related supply chains. Most existing studies focus on the macro-industry integration path, while this study constructs a micro-enterprise-level innovative model through case analysis, providing a new theoretical perspective for the cross-border research of foreign trade and tourism management. Second, it expands the application scenario of the WO strategy in the field of tourism-related foreign trade, verifying that SMEs can make up for internal weaknesses through external opportunities (such as tourism market growth and digital channel development), which enriches the practical connotation of strategic management theory in specific industries.

### 6.2.2. Practical implications

For SMEs engaged in tourism-related foreign trade, the research results provide a feasible "transformation roadmap": enterprises should first strengthen market research to accurately grasp the demand characteristics of the tourism market; then focus on product innovation to develop personalized and high-value-added products; at the same time, optimize supply chain coordination and expand digital sales channels to improve market response speed; finally, strengthen quality management and talent training to lay a solid foundation for long-term development. For government departments, the research results can provide a reference for formulating policies to promote the integration of tourism and foreign trade, such as supporting SMEs to participate in international tourism exhibitions, carrying out training on cross-border e-commerce for tourism products, and encouraging the construction of tourism product supply chain alliances.

## 6.3. Research limitations and future research directions

This study still has certain limitations, which point out the direction for follow-up research. First, the research sample is limited to Hangzhou Hexun Industrial Co., Ltd., and the research results may have certain industry and regional limitations, and the universality needs to be verified by more SMEs in different regions and product categories (such as tourism equipment, cultural and creative products). Second, due to the difficulty in obtaining internal operation data of enterprises, this study mainly adopts qualitative analysis methods, and the quantitative evaluation of the model's implementation effect (such as profit growth rate and market share improvement) is insufficient. Third, the study does not deeply explore the impact of factors such as cross-border cultural differences and trade policies on the operation of the innovative model, which may affect the comprehensiveness of the model.

In future research, first, we can expand the sample scope, select SMEs in different regions (such as coastal and inland areas) and different types of tourism products for comparative analysis, and further optimize and improve the innovative model to enhance its universality. Second, we can collect long-term tracking data of enterprises, use quantitative methods (such as regression analysis) to verify the impact of the model on enterprise performance, and provide more rigorous empirical evidence. Third, we can explore the regulatory

role of cross-border cultural adaptation, trade policy changes and other factors in the implementation of the model, and enrich the research content of the integration of tourism and foreign trade. Fourth, we can focus on the impact of emerging trends such as metaverse tourism and smart tourism on the demand for tourism products, and update the model content to adapt to new market changes.

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