

A Review of the Research on the Impact of Diversification Strategy of Tourism Listed Companies on the Performance in China

LIAO Xuelian

School of Management, Shanghai University, Shanghai 200444, China

ABSTRACT: *The tourism is inherently a highly related industry, and most of the listed tourism companies have chosen the diversification strategy. However, there is no unified conclusion on the relationship between diversification and performance of tourism listed companies. This paper summarizes the previous researches, next analyzes the motivation of the diversification of listed tourism companies, then reviews the relationship between diversification and performance of tourism listed companies, and finally points out the direction of future research.*

KEY WORDS: *Tourism Listed Companies Firm Diversification Firm Performance*

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I. INTRODUCTION

Tourism has the characteristics of comprehensiveness, seasonality and high industry relevance. This has also become the inevitable reason for many tourism listed companies to pursue diversification. They use diversification as a strategic choice to improve their viability and seek new growth drivers. But in addition to strong industry relevance, the tourism often faces many pain points, such as the large initial investment scale, high demand for capital, long investment recovery period and so on. Therefore, when tourism enterprises diversify into other industries, such as real estate, resources industry, etc., it is conducive to enterprises to ease the long period of investment recovery, and in a short period of time to improve the operating income of enterprises. For example, OCBC Group achieved short-term economic benefits by entering the real estate industry. However, it is risky for tourism enterprises to carry out diversified operation.

Diversification through the scope of the economy, financial economy to create enterprise value(Kumar, 2009)^[1], will bring greater costs including control cost, coordination cost, distribution cost and management cost(Michael et al., 1997^[2]; Boehe and Jiménez, 2016^[3]), which will be the same to the economic benefits it brings, even surpass.

In the study of the relationship between diversified management and performance of tourism enterprises in China, scholars have not formed a unified view of the relationship. In recent years, the literature of tourism listed companies has been increasing, but not much has been focused on diversification or business performance, especially the literature on the relationship between the two. According to the search, there are only more than 20 studies on the relationship between diversification and performance of listed companies in tourism enterprises in China. The purpose of this paper is to comb and comment on the research on the performance of the diversified management of china's tourism listed companies, and to point out the direction for the future research and the diversified management and development of tourism enterprises.

II. CONCEPTS

2.1 Tourism Listed Companies

Although many scholars have their own definitions about tourism listed companies, according to the existing literature, in recent years we are more recognized by the China Securities Regulatory Commission in 2001 issued the "*Listed Companies Industry Classification Guidelines*" classification. Therefore, according to the *Guidelines* and previous periodicals and literature, this paper holds that tourism listed companies are listed in China Securities A-share financing market and divided into catering, hotel industry and tourism in the *Guidelines*, which main business involves hotel catering, travel agencies, tourist attractions management and supporting facilities construction, tourism transportation, tourism information consulting and other tourism-related business.

2.1.1 Sample source of tourism listed companies

The selection of the samples of listed tourism companies in the existing studies has basically selected the companies belonging to the tourism sector in the Shanghai and Shenzhen stock markets, but the methods and databases selected are not consistent. From the table below, it can be found that different scholars have selected tourism listed companies according to different data sources, but most of them use *the China Listed Companies Classification Guidelines* and *Cathay Financial Database*.

In addition, scholars screened and culled individual samples in different ways. For example, Duan Zhengliang et al^[4]. got 17 existing tourism-oriented tourism listed companies during 2003-2010 after deleting the ST listed companies and B-share listed companies, based on *The SFC Industry Classification and Index of Listed Companies*. Hu Biquan^[5] selected 16 tourism listed companies between 2011 and 2015 based on *The Guidelines for the Classification of Listed Companies* published by the CSRC, excluding unreliable companies like ST, ST* and with incomplete income data, major changes in the main business, the short continuous operating life cycle in the stock market. Overall, most of the samples in the study excluded companies with business changes or ST classes (Jin and Deng, 2008^[6]), PT classes, and incomplete data (Huang and Huang, 2011^[7]).

Table 1. Data Sources for Tourism Listed Companies in Existing Research

Author, Year	Time used data	The source of data	Number
ZHANG Baomin ^[8] ,2008	April 2001	<i>The Guidelines for Classification of Listed Companies in China</i>	21
JIN Ming, DENG Guanghua ^[6] ,2008	2005~2007	<i>The Guidelines for Classification of Listed Companies Industry</i> <i>CCER database</i> <i>Tidal news</i>	19
LIU Shuangfeng ^[9] ,2010	March 2009	<i>Securities analysis software: Changjiang Securities (General Edition)</i>	22
HUANG Haiyu, HUANG Wentao ^[7] , 2011	2000~2009	<i>Wind database</i> <i>China Stock Market & Accounting Research Database</i>	15
SU Yan ^[10] ,2012	2006~2011	<i>The Guidelines for Classification of Listed Companies Industry</i>	34
CHEN Yongying et al. ^[11] , 2013	2006~2011	<i>China Stock Market & Accounting Research Database</i>	25
DUAN Zhengliang et al. ^[4] , 2014	2003~2010	<i>The SFC Industry Classification and Index of Listed Companies</i>	17
ZHAO Qi ^[25] , 2016	2007~2014	<i>China Stock Market & Accounting Research Database</i> <i>Wind database</i> <i>Public Annual Report Data of Listed Companies</i>	24
HU Bichun ^[5] , 2017	2011~2015	<i>The Guidelines for Classification of Listed Companies Industry</i>	16

2.1.2 Types of tourism listed companies

At present, scholars on the types of tourism enterprises have not formed a unified standard. However, most determined the types of listed tourism companies (basically including catering, hotels and tourism) according to *The Guidelines for Classification of Listed Companies Industry* issued by the China Securities Regulatory Commission (CSRC) in early 2001 to ensure the accuracy of the samples.

Although most scholars determine the type of tourism listed companies based on *The Guidelines for Classification of Listed Companies Industry*, the results are not the same. Typically, in 2012, Duan Zhengliang and Zhou Shuxiong^[12] selected four sub-categories of catering, hotel, tourism and entertainment services in accordance with *The Guidelines for Classification of Listed Companies in China*. However, they also classified tourism listed companies into three sub-categories: catering, hotel and tourism, excluding the entertainment service industry in 2013. (Zhengliang Duan, Xiangheng Wei,2013^[13]) The main reason is that the *K social services* category has no longer been included in the commercial scope of the tourism listed companies when selecting categories since 2013. Therefore, it is also clear that the nuances of classification among other scholars.

In addition, there are scholars choose other ways for the classification of tourism listed companies. For example, in 2003, Liu Tingli^[14] screened 19 tourism listed companies, including 8 hotels, 5 attractions, 6 comprehensive companies from the social services listed companies in Shanghai and Shenzhen stock markets, according to the scope of business registered by the company.

Table 2. The Classification of the Types of Tourism Listed Companies in Existing Research

Author, Year	Standard	The types
ZHANG Hui, ZHOU Chunmei, 2005 ^[15]	<i>The Guidelines for Classification of Listed Companies Industry</i>	3 types: Catering; Hotel; Tourism
LIU Tingli, 2005 ¹⁴ above	<i>According to the scope of registered business of the listed companies in the social service industry in Shanghai and Shenzhen in 2003</i>	3 types: Hotel(8); Attractions(5); Comprehensive(6)
WANG Haili, 2006 ^[16]	<i>The Guidelines for Classification of Listed Companies Industry</i>	3 types: Catering; Hotel; Tourism
LIU Jingjing, 2007 ^[17]	<i>The Guidelines for Classification of Listed Companies Industry</i>	2 types: Hotel and Tourism
ZHANG Baomin, 2008 ^[8]	<i>According to the characteristics of tourism enterprises and the previous tourism literature, periodicals</i>	3 types: Hotel; Attractions; Comprehensive
JIN Ming, DENG Guanghua, 2008 ^[6]	<i>The Guidelines for Classification of Listed Companies Industry</i>	3 types: Hotel; Attractions; Comprehensive
YANG Lingling, 2010 ^[18]	<i>The Guidelines for Classification of Listed Companies Industry</i>	3 types: Catering; Hotel; Tourism
SU Yan, 2012 ^[10]	<i>The Guidelines for Classification of Listed Companies Industry</i>	3 types: Attractions; Hotel; Comprehensive
DUAN Zhengliang, ZHOU Shuxiong, 2012 ^[12] above	<i>The Guidelines for Classification of Listed Companies in China</i>	4 types: Catering; Hotel; Tourism; Entertainment Services
DUAN Zhengliang, WEI Xiangheng, 2013 ^[13] above	<i>The Guidelines for Classification of Listed Companies in China</i>	3 types: Catering; Hotel; Tourism

2.2 Diversification of Enterprises

The earliest literature on the concept of diversification was published in the *Harvard Business Review* in 1957 by Ansoff, a well-known foreign strategic theorist, and for the first time clarified the meaning of diversification, namely, the development of new businesses, the addition of new products and the development of new markets^[19].

MA Guishun summarized the two main ways to realize diversification of tourism listed companies: the growth mode of internal self-development and the growth mode of external mergers and acquisitions^[20-21]. For example, Jinjiang International Group expand the business from the hotel, catering industry through mergers and acquisitions to real estate development and management, property management, vehicle services, washing clothing, food production and other industries, to create a huge commercial chain.

According to the scope of business, diversification of enterprises can be divided into related diversification and non-related diversification^[22]. But either kind of diversification is to bring economic benefits to enterprises. The related diversification refers to the entry of an enterprise into a new field with some kind of connection with the original business, which may be in the system, research and development manufacturing technology, or in the channel, market sales connection, will be strictly limited to the core capabilities and skills of the enterprise. Other hand, unrelated diversification refers to the entry of an enterprise into new areas that are not related to the original business. These new businesses are not related to the original business activities, but they may have financial or management activities^[23]. Some scholars have studied the impact of the related and unrelated diversification of tourism listed companies on the performance. The results of the study basically show that the related diversification of tourism listed companies has a significant positive impact on the operating performance, while the positive impact of non-related diversification on the operating performance of tourism listed companies is relatively limited^{[24][10]}, and may even have a negative impact^[25].

2.3 Corporate Performance

Performance refers to all the achievements made by an enterprise during a certain period of operation. However, many scholars have different understandings of definition on the achievements achieved by enterprises, so the theoretical interpretation of performance has not formed a consistent view. The former Statistical Evaluation Division (1999) pointed out that the corporate performance refers to the performance of operators and business efficiency^[26]. Ruekert et al. believed that performance is a whole concept of the enterprise's input and output activities, including operating efficiency and resulting efficiency. In order to get a more comprehensive understanding of the performance of the enterprise, judging the enterprise performance must take the two into consideration in an integrated way^[27].

Besides, Agarwal et al. divided performance into objective performance and determines performance according to the metrics measured. Objective performance refers to the performance and results evaluated by

financial indicators, such as the rate of return, sales growth rate, return on investment and other indicators. Determining performance refers to the performance and achievements of an enterprise measured by subjective evaluation factors, including employee loyalty, service satisfaction, product quality, marketing ability and so on.^[28]

In existing research, the corporate performance has a variety of forms. However, it is mainly reflected in two aspects. On the one hand, it mainly reflects the financial indicators such as output value, net output value, sales revenue, sales profit margin and investment return rate and so on. On the other hand, it mainly reflects the non-financial indicators such as market share, technological innovation ability and core competitiveness of enterprises. It can be seen that the concept of performance evolved from the initial financial results, and then combined with non-financial results, until now the overall operating results.

In the existing literature on the performance of tourism enterprises, most of them analyzed and examined the performance of tourism listed companies by objective performance, that is, based on financial indicators, through four aspects: profitability ability, solvency ability, operational ability and development ability^{[7][29]}. Or add the ability to expand equity (the fifth aspect) to measure^[8].

III. THE REASONS FOR THE DIVERSIFICATION OF TOURISM LISTED COMPANIES

Nowadays, with the expansion of the scale of tourism listed companies, it has become a common phenomenon that tourism enterprises diversify their businesses. At the same time, the diversification of tourism listed companies has an important influence on its performance, so it is necessary to analyze the reason of their diversified operation.^[30]

However, there is not much research in this area. Only He in 2017^[31] studied the reason for the diversification of tourism listed companies, and put forward the following motivations: reducing business risk; reducing transaction costs; enhancing profitability; expanding the size of the enterprise and increasing management compensation.

Based on He's study, after measuring dimension, building model and analyzing data, here are the findings: The motivation of tourism enterprises to reduce business risk is not real, because diversification of business will increase the operational risk of tourism enterprises; With regard to reducing transaction costs, diversification can only reduce financial costs in the five indicators of administrative expenses, sales expenses, financial expenses, labor costs and taxes selected by the authors; Increasing profitability and expanding the size of the company has proved to be the main possible motivation for tourism listed companies; Management compensation is also increased with the degree of diversification, and the increase of managers' compensation can be considered to be a major motivation of tourism listed companies. However, there are many questions in this article, such as the way to measure, whether the assumptions are appropriate, the selection of sample companies, and so on.

IV. EMPIRICAL STUDY ON THE IMPACT OF DIVERSIFICATION OF TOURISM LISTED COMPANIES ON THE PERFORMANCE

4.1 Variable Measurement

4.1.1 Independent variable - degree of diversification

One of the most used diversification measures in the existing study of the impact of diversification on corporate performance of tourism listed companies is the Herfindhal index, and the other is the entropy index, especially which studies the impact of related diversification and unrelated diversification on corporate performance, because the entropy index breaks down the degree of total diversification (DT) of an enterprise into two parts: degree of relevant diversification (DR) and degree of unrelated diversification (DU).

a. Herfindhal index

The Herfindhal Index is a composite index that measures concentration. Since the characteristics of the index are suitable for measuring diversification, it is then used to measure diversification. The larger the Herfindhal index, the greater the concentration:

$$HHI = \sum_{i=1}^N S_i^2$$

Among them, HHI is the level of diversification, N is the number of departments, i is the patent category, S_i refers to the department i sales as a proportion of total sales. The greater the HHI, the higher the degree of technological diversification of the enterprise.

b. Income Entropy

The entropy index here refers to the income entropy index (DT), originally proposed by Jacquemin and Berry in 1979. It is calculated as follows:

$$DT = \sum_{i=1}^n P_i \ln \left(\frac{1}{P_i} \right)$$

Among them, DT is the level of diversification, n is the number of industries calculated based on the industry category standards in the SFC's *The Guidelines for Classification of Listed Companies Industry*. P_i represents the industry revenue i as a proportion of the company's total revenue from its main business. The higher the DT index, the higher the degree of diversification of company. According to the industry classification, the DT index can be divided into the related entropy index (DR) and the unrelated entropy index (DU), which are used to respectively measure the degree of enterprise-related diversification and unrelated diversification. It is calculated as follows:

$$DT = DR + DU$$

$$DR = \sum_{j=1}^m DR_j P_j$$

$$DR_j = \sum_{i \in IC_j} \left(\frac{P_i}{P_j} \right) \ln \left(\frac{P_j}{P_i} \right)$$

$$DU = \sum_{j=1}^m P_j \ln \left(\frac{1}{P_j} \right)$$

DR_j is the degree of diversification within the company's industry collection, m is the number of industry collections after classifying the number of n industries in the company's business (m is less than or equal to n); P_j is the proportion of the income of the industry collection j in the company's main business income.

In addition, some scholars also introduce the proportion of tourism business income in the total income of main business (TR / PR)²⁹ above, the number of industries that enterprises operate across^[32], and the specialization ratio (SR)^[33]...to measure the degree of diversification of tourism listed companies. But most still use entropy index and Herfindahl index to measure the degree of diversification.

4.1.2 Dependent variable -- enterprise performance

In the aspect of enterprise performance measurement, scholars usually use ROE and ROA to measure financial performance^[34-35]. However, some scholars found that ROE and ROA can only reflect the short-term revenue of enterprises, and proposed Tobins' Q¹ to measure performance, because it can consider both short-term and long-term performance^[36-37]. Therefore, ROE and ROA are common in the existing research on the impact of diversification of tourism listed companies on corporate performance, and Tobin's Q is also considered by some scholars. In addition, financial indicators are often used as measurement indicators, such as earnings per share reflecting enterprise profitability, current ratio reflecting enterprise solvency, turnover rate of accounts receivable reflecting enterprise asset operation ability, growth rate of main business income reflecting enterprise main business situation, return on total assets reflecting enterprise expansion ability and so on.

¹ Tobins' Q, or Tobin's Q value, was first used by James Tobin in 1988. Wemerfelt and Montgomery use Tobin Q value to measure the level of enterprise performance. The market value of an enterprise is the present value of its future cash flow. Tobin's Q value must be based on the assumption that the market is completely efficient before it is used in the enterprise value.

4.1.3 Moderator variable

Previous literature indicated that there are few studies on the relationship between diversification and performance of tourism enterprises by adding moderator variables. By studying the relationship between diversification strategy, dynamic capability and corporate performance of tourism listed companies, Zhao^[25 above] finds that dynamic capability not only has a positive impact on performance of tourism listed companies, but also can significantly positively influence the relationship between diversification and business performance of tourism listed companies. Zheng and Henry^[38] found the moderating effect of board size, and considered that board size has a negative impact on the relationship between related diversification and performance, but a positive impact on the relationship between unrelated diversification and performance.

4.1.4 Control variable

In the selection of measurement indicators of , scholars chose different indicators to measure control variables according to the focus of the research content. Among them, company size, company age, asset size and financial leverage were used more. Others, such as capital structure and asset liability ratio, have been mentioned in literature, but not many.

4.2 Study Results

The results of empirical research on the impact of diversification on the performance of tourism listed companies has mainly three kinds. That is, the diversification of tourism listed companies improves the performance; the diversification damages the performance; and there is no significant relationship between diversification and performance. At the same time, most of the studies showed that the diversified tourism enterprises are better than the non diversified ones in terms of profitability^{[39][32 above][40]}.

Table 3. Variable Measurement Index in Existing Research

Author, Year	Independent variable	Dependent variable	Control variable
QI Huangxiong, LU Jianguang ^[41] , 2009	SR、RR ²	Operating income, earnings per share, return on net assets, growth rate of total assets, growth rate of operating income and growth rate of after tax profit	
WU Yingying ^[29] , 2012	HHI、TR/PR、Income Entropy	ROE	Scale variable, financial leverage, dummy variable
JIANG Fuxiu et al. ^[32] , 2006	The number of industries, Herfindahl Index, and Income Entropy	Tobin's Q ³ ; The change of earnings per share (after adjustment) of listed companies measures the fluctuation of earnings	Profitability, company size, manager compensation, capital structure, ownership structure and macroeconomic development situation
CHEN Yongying et al. ^[11] , 2013	HHI、EI、The number of industries	Earnings per share, return on net assets, Return on total assets	Company size, age and capital structure
DUAN Zhengliang, WEI Xiangheng ^[13] , 2013	Dummy variable	Profitability, operation ability, growth ability, debt paying ability, financial structure and cash flow	Company size, company years, asset liability ratio of the year before M & A, relative scale of M & A, related party transaction or not and return on net assets before M & A

² SR and RR are proposed by the American scholar Rumelt, which respectively refer to the proportion of the sales of a certain business project in the sales of an enterprise and the proportion of the sales of related projects in the sales of an enterprise. According to $SR \geq 0.95$; $0.70 \leq SR < 0.95$; $SR < 0.70$, $RR \geq 0.70$, the business strategy can be divided into single type, leading type and related type (related business type and unrelated business type). The latter three types belong to the diversification strategy. Among them, the dominant business type and related business type strategy are low diversification, while the unrelated multi business type strategy is high diversification.

³ Tobin's Q, which is used by the author here, uses the calculation formula in the data analysis system of gathering sources. That is, $Q = (\text{Total Stock Market Value} + \text{Net Debt}) / \text{Current Value of Tangible Assets}$. Among them: the Current Value of Tangible Assets = total assets of the company's book - tangible assets - intangible assets - deferred expenses - losses to be disposed of - deferred tax debit. Net debt = total liabilities - wages payable - welfare payable - dividends payable - other payable - accrued expenses - Housing working capital - deferred tax credit

DUAN Zhengliang et al. ⁴ , 2014	Related Ratio(RR) to measure the types of diversification	ROA	The proportion of state-owned shares, ownership concentration, company size, company age, asset liability ratio
HU Bichun ⁵ , 2017	HHI、EI	Solvency, profitability, operational capability, growth and Tobin's Q	
ZHAO Qi ²⁵ , 2016	Entropy index	Return on equity(ROE)	Asset scale, asset liability ratio and growth rate of main business income
WU Linping ²⁴ , 2014	Entropy index	Profitability, operation ability, solvency, growth and risk	
ZHANG Yunlai ⁴⁶ , 2014	Entropy index	Asset liability ratio and return on assets to reflect operational risk	Enterprise scale, growth, profitability, listed years, corporate governance, ownership structure, enterprise nature, year, etc. ^[42]
SU Yan ^[10] , 2012	Dummy variable: S1-high refocusing strategy, S2-low refocusing strategy, S3-unrelated diversification strategy, S4-related diversification strategy	ROA、ROE、EPS to reflect financial performance; Tobin's Q、MBR to reflect market value	Company size, the largest shareholder shareholding ratio, asset liability ratio
HUANG Haiyu, HUANG Wentao ⁷ , 2011	Entropy index	Profitability, solvency, operational capability and development capability	
WANG Caiping ^[43] , 2009	HHI	Tobin's Q	
LIU Xiaoyan ³³ , 2008	HHI、EI、SR	ROE、EPS、IR	Company years, asset size, leverage
JIN Ming, DENG Guanghua ⁶ , 2008	HHI	Tobin's Q、ROE、Earning per share	Company size

4.2.1 The diversified tourism listed companies have a more significant positive impact than the non diversified ones

Diversification of tourism listed companies improves the performance, which is the empirical result of most studies. Wu took the A-share listed companies in Shanghai and Shenzhen stock markets in 2012 as samples. Through comparative analysis and correlation analysis, it is concluded that the diversification of China's tourism listed companies can improve business performance to a certain extent. Bi^[44] used the related proportion as the proxy variable of diversification types, and used *The Stock Price Performance Method, Financial Index Method, Tobin's Q Method and Excess Value Method* to measure enterprise value. Finally, by Using panel data regression and two-stage least square method, Bi found that: from the perspective of exogenous, related diversification has a positive impact on the value of tourism enterprises; from the perspective of endogenous, related diversification has a further positive influence in promoting the value of tourism enterprises. Besides, compared with the non diversified companies, the diversified tourism listed companies have greater profitability. Zhang et al.^[45] selected 20 tourism listed companies in China, and used the factor analysis method to analyze the diversification and non diversification companies. They found that the diversified development mode of listed tourism enterprise groups in China is better than the non diversified development mode. Su^[10] used SPSS17.0 statistical software to analyze and draw a similar conclusion: here is a significant positive correlation between the degree of refocusing and business performance of tourism listed companies.

4.2.2 Compared with unrelated diversification, related diversification of tourism listed companies will bring positive corporate performance

In the existing related research, scholars usually divided diversification into related diversification and unrelated diversification to respectively discuss their impact on corporate performance, and make a comparison between the two. For example, in the study of the impact of related diversification and unrelated diversification on performance, Chen et al.^[38] found that related diversification significantly affected the performance of tourism enterprises, while unrelated diversification had a negative impact on it. In 2014, Zhang and Wang^[46] carried out a specific study on the impact of diversification on various aspects of enterprise risks. The results showed that the development of related diversified business of tourism listed companies had a significant effect

on reducing financial risks, but could not improve operational risks; while the development of unrelated diversified business had no significant effect on financial and operational risks.

4.2.3 Different types of tourism listed companies have different effects on performance when they carry out related or unrelated diversification

Some scholars classify tourism listed companies and study the impact of related diversification and unrelated diversification on performance of different types of tourism listed companies. Liu^[9] divides tourism listed companies into two types: tourism and hotel, and studies the relationship between the degree of diversification and corporate performance. The results show that, there is a positive correlation between diversification and corporate performance in tourism listed companies; while there is a negative correlation between diversification and corporate performance in hotel listed companies. Huang and Huang^[7] also classified the listed tourism companies and studied the relationship between diversification and performance. They found that there was a significant positive correlation between diversification and performance of hotel and resource tourism listed companies, while there was no significant negative correlation between diversification and performance of comprehensive tourism listed companies.

V. CONCLUSION

At present, there are few researches on listed tourism companies, and less on the impact of diversification on corporate performance. Among them, Duan's research is the main one. From the diversification motivation of listed tourism companies to types, and then to the relationship among diversification, corporate value and corporate performance, they have made most contributions to this field.

The impact of diversification on the performance of tourism listed companies has been studied more than ten years ago. However, scholars in tourism seem to have little interest in this aspect, and it often takes several years for relevant literature to be published. Meanwhile, there is no unified standard for the sample selection of listed tourism companies. Although some studies use the same industry standard, the selection of samples is different due to personal cognitive bias. Maybe the disunity of sample standard is one of the reasons why there is no uniform conclusion on the impact of diversification on the performance of tourism listed companies. In the future, the academic should unify the selection criteria of tourism listed companies, and establish a database belonging to the tourism industry.

There are three main results of the existing empirical research on the impact of diversification on the performance of tourism listed companies: positive; negative; no correlation. However, most of the studies tend to split the diversification of tourism listed companies into related diversification and unrelated diversification, and then explore the impact on performance respectively. Most studies have found that the related diversification of tourism listed companies has a significant positive impact on performance. Therefore, for tourism listed companies, we should encourage related diversification, and be careful of unrelated diversification.

VI. FUTURE STUDIES

At present, the research on the impact of corporate diversification on performance has a certain foundation and accumulation. Although there is no unified conclusion, compared with the research on the impact of diversification on the performance of tourism listed companies, it is quite mature. Therefore, compared with the previous research, the research on the impact of diversification on performance of tourism enterprises still has a long way to go.

In the future, scholars in tourism academic should continue to work in this field, through case studies, taking different tourism listed companies as examples, to explore the impact of diversification on performance and the motivation of tourism enterprises to choose diversification strategy;

Future research can also add different moderating variables or mediating variables to explore the impact of diversification on the performance of tourism listed companies;

In addition, the diversification strategy path analysis of tourism listed companies is also a direction worthy of study in the future;

Finally, learning from the experience of tourism listed companies in western tourism developed countries, doing comparative case studies is also a direction that can be made efforts.

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