

# Public Service Orientation and Sustainable Supply Path of Ski Tourism in China from The Perspective of Synergy

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**Abstract:** The coordinated development of public services is a new paradigm for the development of ski tourism, which has the practical significance of optimizing the innovation ability of ski tourism public services, breaking the contradiction between supply and demand, and promoting the high-quality development of ski tourism. Methods such as literature and system analysis are used to sort out the generation and collaborative demand of ski tourism public services, explore the realistic performance of ski tourism public services, match the realistic construction and service orientation, and then propose a collaborative supply path to guide the healthy operation of ski tourism public services. The research shows that: at the present stage, China's ski tourism market is improving, and relevant policy support becomes the motivation mechanism to promote the development of ski tourism public services, and ski culture also participates in it, forming a three-dimensional integrated public service supply mechanism; the present ski tourism public service's realistic performance points to three aspects: reality subject, reality dependence and reality potential; the construction orientation points to the three directions of diversified collaborative accurate supply, multi-dimensional collaborative service demand, and multi-policy collaborative co-construction and guidance. In practice, the corresponding development path, support path and guarantee path should be formed based on the three dimensions of "big tourism", "big data" and "multi-sector", combined with their respective realistic characteristics, to promote the sustainable development process of ski tourism public services layer by layer.

**Keywords:** Ski Tourism; Public Services; Synergy; Oriented; Supply Path

## 1. Introduction

The coordination of ski tourism and public service is the fundamental demand to promote the construction of China's sports power and the development of tourism power. Since the proposal of the strategy of "300 million people participating in ice and snow sports" and the boost of the 2022 Beijing Winter Olympics, the ski tourism market has shown a huge energy and a dual driving trend with relevant policy support, and the number of ski tourism in China has entered a state of rapid growth. According to the new public service theory, when consumers create new public service values through identification or negotiation mechanisms, they will correspondingly require the coordination of government, market and non-profit organizations [1]. At this stage, the market demand for ski tourism public service elements has risen sharply, but the existing relevant services can not be met, such as the supply side of the service content, service mode and service capacity is still hovering at a low level, it is difficult to support the new demand of consumers, curbing the healthy path of ski tourism public services in China. Therefore, in recent years, the government and related enterprises have sought to improve the level of public services through practice, but the coordinated development of public services has still not become a key guarantee for the high-quality development of ski tourism. Combing relevant research on ski tourism public services in China, it is revealed that the underdeveloped coordinated operation of ski tourism public services is one of the important factors restricting the development of ski tourism [2]. Representative studies show that ski tourism public service tends to build a

diversified and well-guaranteed public service system [3-5], and it has become a consensus to innovate the public service platform [6] and form a driving mechanism [7]. However, there are few relevant studies on ski tourism public services from the perspective of synergy. Existing studies only reveal the coordinated development of snow and ice tourism public services between the Beijing-Tianjin-Hebei region, and there are almost no relevant studies on the synergy of ski tourism public services under the overall environment of China, which also reflects that relevant theoretical studies lag behind the practical development. On the whole, the above research has obtained useful research results, which is of certain enlightening significance for this paper, but there are also certain shortcomings: First, the research perspective is fuzzy, most of the relevant studies focus on the public service level of ice and snow tourism, and there are few researches on the unilateral public service of ski tourism. the second is the singularity of research perspective. Most studies combine public service with dimension, diversification, big data and global tourism, but there are no studies that integrate them for analysis. Therefore, this paper strives to clarify the generation and realistic performance of ski tourism public services through exploratory analysis, explore the supply mode that matches realistic goals and public service orientation, and then propose a collaborative path to guide the healthy operation of ski tourism public services. the research hopes to explore the new service form of the integration of sports industry and tourism industry, combined with the reality of China's ski tourism public service pattern, to break the contradiction between supply and demand of ski tourism public service, in order to promote the high-quality coordinated development of ski tourism.

## **2. The Motivation and Collaborative Demand of Ski Tourism Public Service Generation in China**

### **2.1 Motivation of Ski Tourism Public Service Generation**

Ski tourism is based on consumer demand, ski industry and tourism into the same organization, thus forming a new consumption structure. Public service is the product of the expansion of demand in the process of ski

tourism [8]. In terms of function, public service of ski tourism is a process in which the government and other profit or non-profit third-party organizations jointly provide demand services for ski consumers, which can enrich consumers' ski tourism experience. However, the formation of ski tourism public services is not overnight, but the result of the joint action of service providers and demanders, in line with the inevitable need of high-quality development of ski tourism. From the overall perspective of ski tourism public services, the resources and information among its internal members are complementary, and the external members can adopt diversified business strategies, which has a benign synergy effect. In specific production: on the one hand, the economic improvement of ski industry and tourism has become the realistic basis for the generation and development of public services, and related economic behaviors are very active. Among them, the vigorous development of ski industry is the supporting factor that induces the generation of public services, and the upgrading of tourism in related areas is the driving factor that improves the development of public services. On the other hand, in recent years, the relevant support policies issued by the state and various provinces have become the main driving force to promote the development of ski tourism public services. In addition, under the constraints of ski tourism public services, the single path of traditional services also hindered the spatial expansion of ski tourism market. Especially with the improvement of government functions, ski tourism public services began to jump out of the traditional relationship and seek deeper integration and coordination. Finally, the dissemination of ski sports culture also promotes the personalized development of ski tourism public services, and it is the guarantee of promoting the upgrade of ski tourism. To sum up, the reality foundation, the main driving force and the balance guarantee complement each other, and together constitute the formation of the ski tourism public service motivation.

### **2.2 Coordination Demand of Ski Tourism Public Services**

Collaboration is the core of ski tourism public service behavior. the generation and innovation of ski tourism public service highly

depend on the direction and degree of consumers' collaborative demand for service. Under the inclined policy and government resources, the continuous expansion of ski tourism has promoted the surge of consumer demand for related services. However, in the rising stage of this new integrated industry, there are problems such as immature public service supply, lack of initiative in service, and fragmented responsibilities between the government and various departments. According to the above problems, if the public service ability of ski tourism in China is to be significantly improved, the starting point should be to meet the multi-level needs of ski tourism consumers and the coordinated needs of ski tourism public services. Its goal should focus on two aspects: First, the market dependence demand should be clear, China's ski tourism public service coordination demand is to achieve the expansion of market capital at both ends of the body: On the supply side, the synergy of ski tourism public services can effectively save the time cost of consumers, improve the scale of service supply and utilization efficiency, accelerate the expansion of ski tourism market, and promote the development and growth of ski tourism capital. On the demand side, the expansion of consumer demand for ski tourism continues to stimulate the improvement of public service level in the market and expand the ski tourism market, so it is necessary to build a service coordination path. The second is industrial guidance, stimulated by the rapid development of tourism in other ways, the coordinated development of public services is in line with the beautiful vision of the ski industry and tourism to attract consumer groups in both directions, so that it is easier to achieve a community of interests. Therefore, through the coordinated governance and application of ski tourism public services, improving the value of public services can help meet the diverse objective needs of consumers, thus expanding the integrated reputation of the ski industry and tourism, and the ski tourism industry can leverage the ski industry and tourism to achieve mutual benefit and win-win situation.

### **3. Realistic Performance of Ski Tourism Public Service in China**

The need for public service diffusion coincides with the upswing in ski tourism. With the

transformation of the basic social contradictions, the people's requirements for quality of life have been significantly improved. Under the concept of innovative, coordinated, green, open and shared development, the development environment of the tourism service industry has been continuously optimized, and the requirements for service level, service quality and service content have been continuously improved. The trend of transformation and upgrading of ski tourism public services is obvious, and it is gradually moving towards a high-quality level. Under this background, the development of ski tourism public service has become the realistic goal of promoting the development of ski sports, forming the realistic dependence of unique ski tourism advantages and tapping the practical potential of ski tourism consumer groups.

#### **3.1 Realistic Goal: to Promote the Development of Skiing**

The successful bid for the 2015 Beijing Winter Olympics has boosted the development of mass ice and snow sports, and also contributed to a series of new industries formed by the integration of the ice and snow industry, including ski tourism. In 2016, the National Tourism Administration and the General Administration of Sport of China jointly issued the Guiding Opinions on Vigorously Developing Sports Tourism, which mentioned that "sports is an important resource for developing the tourism industry, and tourism is an important driving force for promoting the sports industry [9]." The guideline confirms that the development of ski tourism can promote the development of ski sports, so as to achieve the vision of 300 million people participating in snow sports. At present, the gap between different provinces in China to participate in ice and snow sports is too large, and the corresponding quality of public services is uneven. The coordination of public services for ski tourism between different regions is also rare, and most of the coordination of public services is mainly concentrated in a single region (among which Beijing-Tianjin-Hebei and the three northeast provinces are the most representative). However, according to the survey, with the help of the Beijing 2022 Winter Olympics, except for the two provinces with better

development of ice and snow sports in Hebei and Heilongjiang, the number of skiing people in other regions has increased significantly. In addition to the natural geographical advantages, other provinces do not know enough about ski sports, and the links between regions are not close enough, and various reasons also affect the coordination of public services in ski sports. Therefore, in order to deal with the above problems, the first thing is to form inter-regional cooperation and sharing. Because the coordination of ski tourism public services not only accelerates the implementation and implementation of relevant tourism policies, but also improves the operational efficiency and growth capacity of ski tourism enterprises, and strengthens the cooperation between departments and organizations at all levels, thus promoting the high-quality development of ski tourism in the region, which is an important goal of the development of public services at this stage.

### **3.2 Reality Dependence: Forming Unique Ski Tourism Advantages**

In recent years, based on the change of the main contradiction in China, consumers have gradually taken the public service level of the tourist destination as one of the relevant criteria for judging whether to carry out consumption behavior. Based on this, on the supply side, the government plays a leading role and the synergy of organizations improves the level of public services and guides investors related to the ski industry to enter the market, thus forming healthy competition and helping to expand the diversification of the ski tourism industry. On the demand side, the increase of ski tourism consumers, the expansion of market participants, and the strong demand for public services force the further optimization of public service levels to gradually match the actual development needs of ski tourism, thus forming a unique ski tourism advantage. Therefore, improving the level of public service is the key goal to solve the contradiction between supply and demand of ski tourism and form the advantages of the industry at this stage. In addition, "sharing and co-construction" has become an important direction for the development of public services [11]. In the past decade, the state and provincial governments have issued relevant policies to directly guide, and the National

Development and Reform Commission has specially organized various departments to compile the "Strengthening the Construction of the Public Service System" and so on. Other relevant policies, such as the "Ice and Snow Tourism Development Action Plan (2021-2023)", "13th Five-Year Plan" National Tourism Public Service Plan ", "Important reference for the" 14th Five-Year Plan "public service planning", "Opinions on Further improving Tourism public service work", "China Ice and Snow Tourism Development Report 2021" (see Table 1), have been improved Ski tourism public service level, and enhance the advantages of ski tourism. Therefore, in reality, ski tourism from the emphasis on the market, to the use of ski tourism public service policies, and then to the exploration of new modes of innovative public service capabilities, all show that the demand for ski tourism public service continues to upgrade and relevant departments continue to deepen the understanding of ski tourism public service.

### **3.3 Practical Potential: Tap Ski Tourism Consumer Groups**

In 2018-2019, the number of ice and snow tourists in China has reached 224 million, and the revenue of ice and snow tourism is about 386 billion yuan [12]. With the change of major social contradictions and the rapid development of ski tourism, the supply of relevant traditional public services has been unable to meet the diversified demands of the public for ski sports and tourism. In order to continuously expand the ski tourism market, dig deep into the ski tourism consumer group, and expand the ski tourism market is the key task to guide its sustainable development, and it is also the realistic potential of the coordinated development of ski tourism public services at this stage. the key is reflected in the following two points: First of all, from the perspective of market, promoting the synergy of public services can promote the development of skiing sports and create market space for the outbreak of skiing consumption. Traditional public services have been unable to meet the diversified tourism needs of consumers. Therefore, service synergy breaks down the entry barriers of ski consumption market to a certain extent, thus deeply tapping the needs of ski tourism consumers. Increased

market interest space. Secondly, from the perspective of industry, on the one hand, the coordinated development of ski tourism public services can realize the integration of services, improve the scale of service supply and the utilization efficiency of information, increase the utilization process of supply and demand, and promote the development and growth of ski tourism. On the other hand, the coordinated development of public services is conducive to attracting consumer groups from the ski industry and tourism, so as to achieve common benefit promotion. Therefore, in order to meet the diversified tourism needs, the in-depth mining of ski tourism consumer groups is a practical potential for triggering the coordinated demand for ski tourism public services.

#### **4. Public Service Orientation of Ski Tourism in China from The Perspective of Coordination**

##### **4.1 Diversified, Coordinated and Precise Supply of Ski Tourism Public Services**

The construction of a diversified service system is an effective measure for socialization [13]. From the perspective of ski tourism public service as a whole, the resource complementation among internal organizations and the external diversified cooperative supply strategy can not only improve the return on investment of the organization, but also help to disperse the risks of ski tourism, which has a good synergy effect. Based on China's unique social environment, the construction of a ski tourism public service supply form combining government departments with other "profit organizations+social organizations" can combine the leading function of the government with the implementation of other departments, so as to maximize the needs of the final beneficiary consumers. From the perspective of the main suppliers, the government has adopted relevant regulations and programs as the basic structure of services to promote the participation of multi-profit organizations, and can also take into account the participation of non-profit social welfare organizations in supervision. This collaboration can expand the diversification of ski tourism services, respond to different service needs of consumers, accurately position and select service methods, thus

forming a healthy competition in public services. For example, the government guides capital subjects to enter the ski tourism industry through relevant policies, and the corresponding industrial capital gives corresponding returns to the government for social and economic development. the role of public welfare organizations is to supervise the government and industrial capital, presenting a supply structure of "government+industrial capital+public welfare organizations" (as shown in Figure 3.1). On the other hand, from the perspective of market demand, as the market presents diversified demands, the government should change its thinking, and its function should be changed from simple funding input and policy support to guiding a variety of enterprises and clubs [14], so as to expand the market share of ski tourism. the government can lay the groundwork by attracting relevant ski tourism enterprises to provide public services and unify service standards, and then solve the public service needs of different ski tourism markets in combination with the diversified needs of the market, and finally form the construction orientation of "market diversification+government" collaborative supply.

##### **4.2 Multi-Dimensional Coordination of Ski Tourism Public Services with Market Demand**

The characteristics and dimensions of public service are comprehensive, hierarchical and dynamic [15]. From the perspective of coordination, the multi-dimensional public service of ski tourism can be summarized into four cooperative subjects: namely, the four-dimensional integrated cooperative subjects dominated by consumers, ski tourism enterprises, other related enterprises and the government. With the continuous expansion of the ski tourism market, a considerable number of enterprises enter the ski tourism industry, driven by the ski tourism environment and government regulation, to provide services for consumers, creating an extremely active market environment. Among them, consumers are the demanders of ski tourism public services. In order to attract consumers, other related enterprises, clusters and organizations adopt a collaborative public service model and show a high-level development trend. the

government, as a decision maker and an important participant, presents a new feature of comprehensive coordination. the four-dimensional integration and multi-dimensional coordination is conducive to creating the accelerated development of ski tourism public service level, forming a closed-loop advantage. Because consumers are the main body, they should first put forward effective demand to ski tourism enterprises, and other relevant enterprises should give real feedback on consumer demand to the government, and the government should ask ski tourism enterprises to make changes according to the feedback. Finally, the ski tourism industry will cooperate with the government and enterprises to analyze the collected data and information, and apply it to consumers. In addition, it should be noted that the gradual clarity of the big data environment makes the online and offline double-layer linkage of ski tourism public services particularly important, and the ski tourism industry continues to innovate through the effective application of big data. Analyze and integrate online data with offline collaborative management and sharing, optimize resource allocation, structure service process, and realize online and offline simultaneous optimization of services [16]. In the top-level design, this innovation is a systematic data platform for ski tourism consumer groups to analyze the information, behavioral characteristics and needs of ski tourism consumers through the Internet, so as to realize the service goal of understanding users better than users.

#### **4.3 Multi-Policy Coordination and Guidance of Ski Tourism Public Services**

The government is the leader and important participant of ski tourism public service. the construction and implementation of ski tourism public service policy reflects the support or demands of consumers, which is the inevitable promotion of the development of ski tourism. When the public service policy becomes the institutional guarantee of ski tourism public service, the policy is the carrier of the transaction between the supply side and the demand side of ski tourism public service. With the continuous expansion of the ski tourism market, the related public service level and content have been expanded in a rich way. However, compared with the public service

level of other industries, China's ski tourism public service is still in an immature stage, and relevant public service policies need to undergo a gradual development process from relatively fragmented single policy promotion to comprehensive and diversified cooperative policy system supply [17]. the government and other management departments should follow the principle of "adapting to the market and actively guiding". Establish a ski tourism public service supporting policy mechanism. For consumers, multiple policies can include: the introduction of special travel concessions, accommodation and transportation support policies; Take the initiative to establish a joint system of ski and tourism administrative departments, urge cross-industry tourism information sharing, and actively guide relevant capital enterprises to enter the ski tourism market, and build a mature ski tourism public service platform. For ski tourism enterprises, the structural complexity and demand diversity of ski tourism public services require enterprises to base on the segmented service environment and demand, clarify their own service advantages and capabilities, and formulate service strategic objectives and service implementation paths that match the reality and consumer demands. In this process, it is essential to establish the network social linkage of relevant enterprises, make full use of the Internet and developed big data for information integration, and form technical interoperability and talent sharing. Therefore, the government should establish policies and systems on ski tourism public transportation services, public information services, industry guidance services, convenience services, security services and other services to improve the overall level of ski tourism public services.

### **5. The Supply Path of Ski Tourism Public Service in China from The Perspective of Coordination**

#### **5.1 Explore the Path: Promote the Formation of Coordination Mechanism With "Grand Tourism"**

"Big tourism" is the inevitable result of industrial integration. With the ski tourism industry entering the "new normal", the traditional public service level and public service content can not fully meet the needs of consumers. the "grand tourism" service

process relies on the sharing platform to provide a comprehensive tourism service model centering on information, elements and value in each link of tourism activities. A series of ski tourism public service policies require the government and related enterprises to diversify services, in view of the poor level of traditional public services, the key problem of less content, can cooperate with "big tourism" as a good choice to improve the level of ski tourism public service. Reasonable coordination is conducive to guiding the promotion of public service value of ski tourism and meeting the internal needs of consumers. Ski tourism public services should follow the changes of the "big tourism" service market and the renewal and innovation of public service levels in other fields to continuously explore sustainable development paths and provide elements and values for the development of ski tourism. First of all, we should accelerate the integration of ski tourism and other forms of tourism, jointly carry out the "big tourism" market construction, and continue to innovate ski tourism public service places and service methods, for example, in addition to the participation of relevant enterprises and organizations, we can also encourage other tourism enterprises and capital to participate in the coordinated development of public services. Secondly, in line with consumer demand, keep up with the trend of market development, in the "big tourism" coordination mechanism continue to explore and develop other industry service combination forms, such as "winter and summer integrated travel", "skiing teaching winter camp", "winter snow medical" and other service methods. In addition, through the "big tourism" collaboration, the scope of cooperation between enterprises and relevant institutions can be broadened, such as cooperating with financial institutions to promote ski tourism financial loans, increasing the dimension of ski tourism public services, and learning policies in other fields to increase the richness of ski tourism public services from the operational level.

### **5.2 Support Path: Promote The Construction of Service Platform With "Big Data"**

"Big data" can effectively promote the healthy development of the ski tourism market,

accelerate the promotion of ski tourism public service capacity, so as to cooperate with the diversified ski tourism market service governance. In the top-level design, it is necessary to establish a systematic and standardized ski tourism data platform, and establish a big data sharing mechanism among relevant industries and departments. "Big data" can promote ski tourism public services from the following three aspects: First, from the level of service cognition, through the Internet, advertising and other information methods to arouse the service awareness of enterprises and relevant departments, and establish their own service culture. In addition, consumers can further obtain and make use of ski tourism public service information through big data, and the government and relevant departments can actively carry out public service publicity and other activities through the data platform, increase the dissemination of ski tourism public service advantages, and improve consumers' enthusiasm and interest in ski tourism. Secondly, from the service management level, formulate a unified public service management standard, establish a standardized ski tourism public service management system, and achieve a management mechanism dominated by the government and coordinated with big data. It can also improve the ability of risk identification, early warning and prevention and control in the process of skiing tourism through Internet information collection and identification. Finally, at the service evaluation level, on the premise of ensuring the safety and reliability of information of ski tourism consumers, a sound public service evaluation system should be built according to the wishes of consumers, and an open and transparent public service evaluation standard should be established based on the evaluation of high-risk issues in the process of ski tourism, such as the phenomenon of unscrupulous cars in traffic, forced buying and selling, and false publicity in snow resorts. To achieve the comprehensive monitoring of ski tourism public services through consumer evaluation of scoring processing.

### **5.3 Protection Path: "Multi-department" Cooperation and Collaborative Governance**

Improving the construction of public service infrastructure for ice and snow tourism is an

important goal of the Action Plan for Ice and Snow Tourism Development (2021-2023), and any part of public service is inseparable from the coordination of the government and various departments. Ski tourism public service involves many interests and non-stakeholders, and there are conflicts of interests between each subject. The coordination and governance between the government and relevant departments and organizations is the guarantee for the improvement of the public service level of ski tourism, and it is also an important link in the development of the ski tourism market. On the one hand, for the internal government departments, the main departments should take service as the main body, take consumers as the core, clarify the service boundaries, ban the three public service areas, and predispose potential service rights and vested interest conflicts. In addition, the government should also subdivide the content of ski tourism public services to various departments, organizations and enterprises. In general. In the process of collaborative management, it is necessary to ensure the horizontal and vertical coverage of ski tourism public services, and ensure that the covered service quality is enough to support ski tourism to improve market earnings. On the other hand, for consumers, the relevant departments should establish a ski tourism public service supporting mechanism, the introduction of convenient and beneficial tourism preferential policies, such as the establishment of a joint system of ski and tourism administrative departments, to achieve cross-industry information interoperability, enhance the effect of collaborative governance and mutual supervision between departments. Relevant departments and organizations can refine public service needs, formulate strategic goals and service role paths that meet objective reality and match consumer demands. Finally, select the appropriate coordination mode, make full use of data and information integration technology to improve the sense of mutual participation among departments, promote the cooperation and communication between relevant departments and organizations, and improve the quality of decision-making and the development momentum of ski tourism by improving the ability of collaborative governance.

## 6. Conclusion

Under the background of the contradiction between supply and demand of ski tourism, the coordinated development of ski tourism public services has become a new idea to cope with the current service dilemma. The coordinated development of ski tourism public services not only promotes the competitiveness of the ski industry, but also effectively shapes the new advantages of ski tourism. On the one hand, the current development of ski tourism is in a good direction. Based on the reality of government policy incentives for relevant services, ski tourism public services have shown an initial stage of development. In terms of realistic goals, ski tourism public services should follow the three directions of promoting the development of ski sports, improving the level of public services and meeting diverse tourism needs. On the other hand, in order to achieve the coordinated development of public services in China's ski tourism industry and promote the expansion of the ski tourism market, the relevant construction orientation can explore three perspectives: diversified coordinated precision supply, multi-dimensional coordinated service demand, and multi-policy cooperation and joint guidance. In summary, based on the three dimensions of "big tourism", "big data" and "multi-sector", according to the actual needs of ski tourism public services in China, the corresponding development path, support path and guarantee path are formed, and the process of coordinated development of ski tourism public services is promoted layer by layer. Fundamentally, path research increases the integrity of this paper's judgment on ski tourism public service issues, and can effectively guarantee the coordinated development of ski tourism public service process.

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